

Leadership Preferences of The Stakeholders of The Police Officers in Tayug and Urdaneta City

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Abstract—*This study assessed the leadership preferences of police officers' stakeholders in understanding the leadership styles of Pangasinan's Commissioned Police Officers. The respondents for the interview and survey using stratified random selection techniques; were PNP stakeholders from Tayug and Urdaneta Pangasinan. Their responses were collated and submitted to content analysis to identify their ideal police leadership style. To better understand the leadership styles of Pangasinan's Commissioned Police Officers, this study analyzed the leadership preferences of police officers' stakeholders. PNP stakeholders from Tayug and Urdaneta Pangasinan have interviewed and surveyed using stratified random selection techniques. Their comments were compiled and subjected to content analysis to determine their preferred police leadership style. This study aimed to better understand the leadership styles of Pangasinan's Commissioned Police Officers by assessing the leadership preferences of police officers' stakeholders. PNP stakeholders from Tayug and Urdaneta Pangasinan have interviewed and surveyed using stratified random selection techniques. Their comments have been compiled and subjected to content analysis to determine their preferred police leadership style.*

Indexed Terms— *Leadership Preferences, Stakeholders of Police Officers, Leader, Leadership Development*

I. INTRODUCTION

All armed forces must exercise leadership as a concept, but how the practice is performed varies based on culture, nation, and commander leadership style. Leadership describes the process of motivating and influencing others by providing a feeling of

purpose, direction, and drive to execute the objective and progress the business (Ratcliffe, 2018). In services, leadership is produced through a more expensive, well-planned, sequential set of education and training than in industry. Understanding the preferences of stakeholders for leadership is critical to non-military companies and law enforcement. As previously stated, firms' efforts nowadays must uphold principles commensurate with the involvement of their stakeholders because of their influence and power, which can determine the success or failure of a project. According to Maria et al. (2018), police officers must learn to understand and operate effectively in a complex social, political, and organizational environment. Because of technological advancements, the development of new crime types, austerity measures, and several kinds of challenges, there is a growing need for accountability from and within policing. The necessity for professional police leadership exceeds nowadays because it is one of the most important indications of an organization's ability to execute successfully in dynamic environments (Vermeer et al., 2020). It is critical to consider what we mean by "police" and "leadership" and how we define these terms for this analysis. Policing is enforcing laws, preventing and solving crime, maintaining order, and promoting security and safety by exercising legitimate power. It is an activity that can be carried out by public and private organizations and individuals. In England and Wales, an innovative form of police leadership was established, allowing people outside the service to climb fast through the ranks (Davis, 2020). Previous research has shown that having a police officer as their commander is something that officers value, according to Davis (2020). However, due to issues such as the emergence of new crime types and challenges with public legitimacy, there is a higher demand for responsibility from the police department. On the other hand, similar

efforts to attract competent people in the United States have been linked to discussions about the professionalization of policing through educational requirements, lateral entry, and leadership development programs such as those offered by the Senior Management Institute for Police (Rigaux and Cunningman, 2021). According to studies, a range of traditional leadership attributes are not inherent attributes of a person; rather, they are a byproduct of being perceived as a representative. In other words, data reveals that we appreciate leaders more and regard them as more trustworthy, fair, and charismatic when they are thought to be supporting the interests of a specific in-group and acting as its spokesperson. The ability of police leadership to instill discipline among its ranks, as well as the police response to misbehaviors in the underground train tunnel, were both identified as contributing factors in another, crime control in Hong Kong's mass transit system, implying that leadership capability is measured by how police officers respond to daily events, whether they are contentious or not. In the Philippines, police leadership and administration maintain the emphasis on the police chief executive as a versatile leader who generates performance for the police station. Police wrongdoing reduces public trust in the police station, whereas police leadership influences public perception of the police. The efficacy of the police helps to reduce the incidence and severity of crime. Article XVI, Section 6 of the 1987 Philippine Constitution states that the state shall establish and maintain one police force, which shall be national in scope and civilian in character, to be managed and controlled by a National Police Commission, and serves as the foundation for the police force's legitimacy. Section 2 of Republic Act 8551 (1998) effectively highlights the civilian element of the police service and upholds the obligation to maintain professionalism at all times. However, recent evidence suggests that officers of the Philippine National Police are also involved in criminal actions (Vicente et al., 2020). Illegal fishing, logging, and a failure to police the law due to a lack of resources and skilled employees are examples. Some have committed robberies and illegal drug trafficking. Several institutional and governmental initiatives have been implemented to assist police officers and regain public trust in the police department, yet the problem persists. The researcher felt compelled to investigate the leadership capacities of chiefs of police in

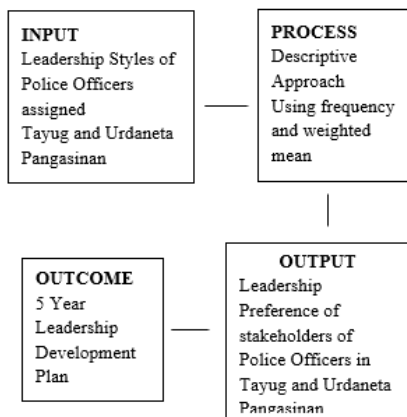
managing their police departments because of the gap between the ideal situation and the actual practice of police personnel. According to Batalla's (2019) research, some police officers' inability to continue carrying out their assigned tasks stems from their chiefs of police's reluctance to exert their leadership and authority. COPs' managerial ability and decision-making capacity will be assessed to define their level of leadership. To achieve the goal of unification in Tayug, Pangasinan, leaders from various backgrounds (police and civilian stakeholders) must collaborate. Stakeholders must understand police training and how officers do their tasks, and police leaders should remain informed of their leadership options. Police officers must prioritize meeting the demands of stakeholders since they are the forerunners of peace and unity in the area. Given this, it is prudent to acknowledge the necessity of understanding the responsibilities of police officials regarding diverse stakeholder groups. This motivated the researcher to provide police authorities with research-based knowledge about the leadership preferences of the stakeholders. Although there is a vast amount of literature on leadership in general, there is a gap in the literature about the application of leadership traits in law enforcement as they pertain to making meaningful progress. More research is needed to enhance the current, scant body of knowledge to precisely determine which leadership characteristics, as perceived by line-level officers, most affect work performance. Because identifying the leadership characteristics that influence productivity in law enforcement is challenging, it is instructive to examine what line-level officers look for in leaders. This research is significant since law enforcement differs substantially from the majority of other professions. The study of police leaders as well as leadership continues to be lacking in current law enforcement scholarship; close attention focuses on the traits and actions of both successful and unsuccessful leaders, the assessment of leadership effectiveness, the growth of leaders, and the barriers to the development of more efficient managers and leadership in modern enforcement (Blaie et al., 2022). The study's significance rests in its ability to assist us in comprehending how police personnel feel regarding leadership, job satisfaction, organizational commitment, and leadership. This study will investigate distinctions between law enforcement

personnel regarding leadership preferences, trust in leadership, job fulfillment, and organizational commitment based on age and generation to make suggestions to police leadership concerning how to more effectively engage, manage, recruit, and retain police officers of different generations in a way that will benefit Chiefs of Police. They would be able to examine their skills and enhance those aspects of leadership assertiveness that they deemed to be poor. As a result, prospective police officers who aspire to be future leaders understand that taking on more responsibility necessitates better training to avoid neglect and criminal action. Furthermore, if the leadership in the policing sector is efficiently handled, citizens will be secondary beneficiaries of the study because they would experience excellent governance. The area will be at peace if crime decreases and police officers set an example by following the law. It is critical to emphasize the function of leadership to attain excellence.

PARADIGM OF THE STUDY

According to Figure 1, stakeholders' preferences for police leadership have been significant influence by leadership styles. It also implies that stakeholders' subjective opinions of the value of specific police leadership influence their evaluation of police leadership methods. If stakeholders believe that a certain leadership quality is crucial in the police officer's leadership, then the officer who exhibits this leadership will probably be given a high rating; conversely, a police officer who fails to show this conduct will have a low rating.

Figure 1.



STATEMENT OF THE PROBLEM

The purpose of this study is to ascertain the leadership preferences of police officers' stakeholders. The study specifically addresses the following issues:

1. What are the leadership preferences of the stakeholders of the police officer?
2. What is the level of the leadership preferences of the stakeholder of the police officers?
3. Is there a significant difference in the leadership preferences of the stakeholders along the different groupings of the respondents?
 - A. PNPA/PNP Leader
 - B. Church Leaders
 - C. Business Leaders
 - D. Government Leaders
 - E. Student Leaders
4. What Leadership Development Program can be proposed

Hypothesis: There is no significant difference in the leadership preferences of the stakeholders along the different groupings of the respondents.

II. METHODOLOGY

This chapter describes the study's methodology in detail. These comprise the research concept and technique, the study's population and location, the data-gathering tool, the data-gathering procedure, and data treatment. The content also includes a summary of the tools and resources that will be used to obtain the data required for this investigation. This study used a mixed-method technique of qualitative and quantitative data collecting, which was then divided into two parts to give the researcher a thorough grasp of the topic. It was used to generate passion for furthering research interests and the pursuit of leadership styles of Commissioned Police Officers in Pangasinan. Phase 1 used a qualitative technique, while Phase 2 used quantitative methodologies. The qualitative approach is used mostly to define the stakeholders' preference for police leadership to serve as the foundation for developing the data collection tool in the quantitative phase. This chapter discusses the respondents, the research methodologies, the tools used, and the conjoint analysis procedures utilized during the study. The qualitative phase is the first stage of this investigation, which begins immediately after

the research problem is conceptualized. This phase is the source of the quantitative phase's substance; it is critical for this study because of the nature of the statistical technique to be utilized in the second phase, which requires a series of survey questions for respondents to assess their preferences on police leadership. Twenty-three PNP stakeholders from Tayug and Urdaneta Pangasinan participated in the study's first phase. Stakeholders have been chosen due to stratified random sampling approaches. Table 2 shows the seven categories of the selected stakeholders. The data collection technique employed in this phase is an open-ended questionnaire (Appendix A), in which respondents supplied data on their perceptions of ideal police leadership to assist the researcher in developing the stimulus profile required in the study's second phase. To address the problem statements, the researcher employed survey questionnaires and interview guides. The tabular questionnaire has been divided into two sections. The first is the respondent profile, which was used to determine the effect of the moderating variables, and then leadership indicators come next.

Table 1
Distribution of the Qualitative Respondents

Stakeholders	Tayug	Urdaneta	Total
PNP Leaders (Major to General)	2	2	4
Church Leaders (Priest, Pastors, Ministers)	3	2	5
Business Leaders (CEO, Owners)	3	3	6
Student Leaders (SK, School Org. leaders)	2	2	4
Total	12	11	23

III. RESULTS AND DISCUSSION

The data on the leadership styles of Pangasinan's commissioned police officers and stakeholders' preferences for leadership are analyzed and interpreted in this chapter. It also highlights the level of those preferences and the stark distinctions between the desires between the PNPA/PNP leaders, church leaders, and other groups of respondents. Each table begins with a brief introduction that identifies the topic of the study, followed by the project's findings. The

study's general analysis follows, explains, and examines the facts obtained during the inquiry process. Significant research, philosophical understanding, and/or concepts and theories are used to support the data analysis. The interpretation will be entirely reliant on the data supplied in the findings of each table.

- Leadership preferences of the stakeholders of the police officer

A qualitative technique was used to identify the leadership preferences of the stakeholders among the police officers. Effective leadership requires a capacity to integrate lessons acquired from our leaders' actions into our leadership style. As a result, respondents rated open-mindedness, self-discipline, employee development, innovation friendliness, family/police family orientation, vision orientation, good leadership, being able to become an inspiration, motivation, friendliness, trustworthiness, consideration, authoritarian leadership, autocratic leadership, communication skills, democratic leadership, approachability, faithfulness, generosity, fear of God, as characteristics of police leadership.

Among these police leadership attributes, 19.64% of respondents favor a kind leader. Openness, self-control, employee growth, innovation-friendly, family/police family orientation, and vision orientation maintained at 5.36%. Refer to Appendix D: Leadership Preferences of Police Officer Stakeholders in Tayug and Urdaneta.

Good leadership encompasses all the various facets of sincerity, transparency, kindness, building trust, and empowering others. As a result, when we talk about goodness, we mean that a good leader incorporates each aspect into their daily approach and aim. An essential element of "excellent" leadership is having a thorough understanding of and respect for the affairs of the people under one's control. It will be easier for them to create a team, culture, and organization that is accepting and supportive enough to allow people to be themselves at work if they understand the personalities they work with. Kindness and effective leadership go beyond the relationship between the leader with their staff. Studies show that it enhances employee performance (Mendoza, et. al., 2021; Thompson, 2022; and Blaie, et. al., 2022).

In a taxonomy of character qualities, it was found that the trait of kindness falls under the heading of humanity. By identifying kindness as a leadership trait with six components—authenticity, humanity, respect, perspective, integrity, and competence—Johnson and Fernquest (2018) acknowledged the significance of kindness as a moral obligation of human resource leaders. Thus, genuine leaders are true to themselves and others, living up to their beliefs; leaders with humanity are dedicated to the best interests of the organization and of the employees; managers who combine kindness and respect are sincere while also showing deference; kind leaders can develop sophisticated perspectives on people and situations; managers who combine kindness and integrity produce systems that reflect their dedication to both employee and organizational capacity. As a result, kindness enables leaders to practice their duties concerning their obligations to the organization and the employee base. Leaders who demonstrate courtesy and respect foster an atmosphere where employees are viewed as valued colleagues and where learning and development are encouraged.

Self-control appears to be essential to both human welfare and development and achieving the highest possible competitive performance. There are some associations between personality traits and self-control in light of the association between the Big Five personality traits and self-control in boxers, and we investigate self-efficacy as a mediator (Vicente et al., 2020). It has been found that when competition levels rise, so do self-control levels. Self-control, the Big Five, and self-efficacy all displayed positive correlations. Self-efficacy served as a mediating factor in the relationship between the Big Five personality traits and self-control. The peaceful development of society and the healthy development of individuals are supported by good self-control, which also helps prevent drug abuse, criminal activity, and other unpleasant social behaviors. It seems that self-control is essential for getting the best competitive performance. Sport psychology scholars have asked for research that gives a voice to marginalized groups, which may include boxers.

The traits that respondents, on average, circulate as being the least noted in a mean of 1.79 percent include authoritarian leadership, autocratic leadership,

communication skills, democratic leadership, approachability, faithfulness, generosity, fear of God, honesty, integrity, humility, loyalty, optimism, respect, servant leadership, and transformational leadership. The next-lowest percentage, 3.57 percent, showed that respondents did not give effective leadership, the ability to motivate others, friendliness, and dependability of a police officer any weight. Although limited attributes were provided, the respondents qualitatively stated that each individual was among their top picks.

- Level of the Leadership Preferences of the Stakeholder of the Police Officers

In this area, respondents concentrated on the police officers' preferred kind of leadership. Understanding the various approaches can increase a leader's success by enabling them to know when and where to adjust their strategy and how and why they work. The study began by defining the stakeholders' leadership styles as they were classified into four categories: servant leadership, transformational leadership, transactional leadership, and authentic leadership.

For the responders, one of these four leadership philosophies stands out above the rest. The respondents' first choice for a leadership style was authentic leadership, which had the highest mean among the four forms of leadership (3.85). 3.89 percent of them selected a leader who leads with meaning, purpose, and values as one of the traits they appreciate most. A leader who forges long-lasting bonds with the populace ranks last, with 3.80 percent. The transactional leadership style has the lowest mean preference among respondents (3.71). However, despite having the lowest preference rating among the four leadership styles, it is still the most popular among respondents. The respondents can therefore observe this kind of leadership's efficacy. Three aspects of transactional leadership received the highest preference ratings from respondents, each at 3.78 percent. These leaders are the ones who employ reinforcing behaviors and consult others on what needs to be completed in exchange for rewards to fulfill their immediate wants. They influence processes as their only goal based on their needs and worries. These qualities are defined qualitatively as being highly preferred. On the other hand, the least favored trait for a leader is reward-based, exchange-

based, and emphasizes self-interest, with a mean of 3.69. Despite having the lowest preference among respondents, it is the most preferred in terms of quality.

Table 2.
Leadership Preferences of the Stakeholder of the Police Officers

Indicators	Mean	Equivalent
A leader who prioritizes serving others.	3.96	Most Prefer
A leader with a characteristic: listening, empathy, healing, awareness, persuasion, stewardship, and commitment.	3.83	Most Prefer
A leader who leads by action and not by words.	3.8	Most Prefer
A leader who shows how things are done or how they should be done	3.74	Most Prefer
A leader who acts first to set an example for his subordinates.	3.8	Most Prefer
A leader who is optimistic, hopeful, developmentally oriented, and of high character.	3.96	Most Prefer
A leader who can concentrate on satisfying higher needs, is about bringing a change in the follower's attitudes and values	3.8	Most Prefer
A leader who is motivating, uplifting, and ethical.	3.85	Most Prefer
A leader who inspires and motivates his subordinates.	3.74	Most Prefer
A leader who stimulates intellectual stimulation with individual considerations.	3.8	Most Prefer
A leader who uses power in the exchange process in order to satisfy immediate needs.	3.78	Most Prefer
A leader who influences process as a sole objective, needs, and concerns.	3.78	Most Prefer
A leader who involves reinforcement and consultation about what is to be done in exchange for rewards.	3.63	Most Prefer
A leader who is reward-based, exchange-based, and importance of self-interests.	3.59	Most Prefer
A leader who uses reward in the exchange process in order to satisfy immediate needs.	3.78	Most Prefer
A leader who is guided by the qualities of the heart, passion, and compassion.	3.87	Most Prefer
A leader who leads with purpose, meaning, and values a leader who leads with purpose	3.89	Most Prefer
A leader who builds enduring relationships with the people	3.80	Most Prefer
A leader who is consistent and dedicated to developing themselves.	3.87	Most Prefer
A leader who is self-disciplined	3.83	Most Prefer
Overall weighted mean	3.81	Most Preferred

Authentic leadership is defined as a leader that constantly exhibits self-awareness and self-control while positively affecting the leader, subordinates, and organization. The ability to balance the advantages and disadvantages of their egos and seek to close the gap between their ideal and actual egos through self-control allows real leaders to have a clear perspective of who they are and how they see themselves. The long-term and short-term success of groups and individuals is more affected by leaders who are honest with themselves than with others (Pepper and Roggers, 2022). Contrary to traditional leadership, which affects performance by firmly establishing control over the task and subordinates, this approach promotes teamwork and collaboration. As the group's direct manager, the team leader's leadership stands out by this tactic. The team leader's practical leadership skills may have had an impact on the attitudes and actions of the other team members. This study will thus look at the effects of team leaders' leadership on the welfare of their employees. In recent years, companies have paid more attention to their

employee's well-being, and this approach appears successful.

The vital contribution that genuine leadership provides to the effective functioning of organizations and the consequence it has had on followers' employment outcomes during the past ten years was examined by Serengaard and Langvik (2022). The most well-known authentic leadership styles state that an authentic leader shows his followers who he is, which encourages cooperation, teamwork, and the growth of trust. Furthermore, because trust is a critical aspect influencing the relationship between leadership and followers' job outcomes, past researchers have examined a strong relationship between authentic leadership and employees' job results via trust. In other words, it demonstrates the ability of the leader to take criticism for mistakes made and opposition to their ideas. Most people realize to embrace criticism is difficult and negative feedback concerning their shortcomings. But sincere leaders exert an effort to take in such knowledge as long as it helps the organization and its members progress, regardless of whether doing so lowers or boosts self-esteem. A leader may impact an employee's well-being if they affect the mental health of organizational members. Authentic leaders strive to create a pleasant workplace by being true to coworkers, team members, and the business through self-awareness and self-regulation, which will help the wellness and health of employees. Transactional leadership places more emphasis on extrinsic motivation for task completion. Transformational leadership creates a vision and inspires people to go above the call of duty. It makes sense that transformational leadership, as opposed to transactional leadership, would influence attitudes by increasing acceptance of innovation through the rise of passion, trust, and openness. Transactional leadership would do it through reinforcement and reward. To achieve corporate goals, transactional leadership relies on formal authority and enforces strict rules, regulations, and discipline; as a result, obedience is expected by the principles, laws, and agreements that have been formed. It is frequently referred to as bureaucratic-transactional leadership, which focuses on organization, performance, use of rewards, and penalties to motivate subordinates. The second component of transactional leadership is active management by exception. Passive exception-based

management is incompatible with it. Managers that actively monitor their employees' work and intervene as soon as something goes wrong are known as active managers by exception. The final component is passive management by exception. Active management by exception is a style of leadership where the manager closely monitors the work of their staff, finds deviations, and then takes action to correct and stop the errors (Vitale, 2021).

Following a discussion of the most and least preferred forms of leadership according to respondents, two leadership philosophies emerged: servant leadership and transformational leadership. A servant leader's actions promote this attitude of giving back to and supporting the community. The behaviors follow the thought process. Through this behavior, the leader can assess both the big picture and the immediate situation while also being able to resolve conflicts or come up with solutions wholly consistent with the organization's values and ethics. It is clear how this could result in widespread local support. Conceptualizing is the process of comprehending a social issue and becoming capable of observing how a problem can have long-lasting effects on the entire community (Santa Maria et al., 2021). Northouse uses the Kalamazoo neighborhood as an example of a community struggling financially due to job loss, school segregation, and community segregation. Anonymous donors made the "promise" that the graduates' district's high school would attend college and provided the funds to make good on that promise (Rigaux and Cunningham, 2021). As a result, the economy grew and assisted in reunifying the neighborhood. This example demonstrates how servant leaders improve and serve their communities via the leader's activities to the outcomes and substantial community effect. In my work experience, the company where I work highly encourages volunteering and community involvement. They push the notion that prosperous economies support prosperous neighborhoods. Servant leaders help their followers by listening to their needs and enabling them to assume leadership roles by allowing them to pass down this enduring leadership style. When followers are given the chance to become leaders and provided with the information and tools necessary to carry, a sense of community and the common good emerges. As a result, servant leaders' leadership behaviors

stimulate the urge to serve the community (Fistltad et al., 2020). A good community supports excellent business. Putting followers before oneself as the leader, giving them the reins, so to speak, and guiding them to make moral choices that are advantageous for everyone involved positions followers as leaders. Servant leaders grow their followers in a way remarkably comparable to how parents raise their children, putting their followers' needs before their own and helping them develop into productive citizens with great potential (Davis, 2020). These behaviors serve as the cornerstones of society, allowing us to expand and prosper while, most importantly, sharing our success with others who are less fortunate. Servant leadership promotes community support because of this.

Servant leadership involves followers in many areas, including relational, ethical, emotional, and spiritual, to enable them to reach their full potential. It sets much value on the advancement of followers based on the leaders' moral and altruistic beliefs. When considering the needs of followers, they are more engaged and effective in their work. According to Alhashmi and Jabeen (2019), servant leadership prioritizes the psychological needs of followers as a primary goal, in contrast to transformational leadership, which places these requirements second to the organization's goals. Servant leaders see themselves as stewards of the organizations, working to maximize the resources given to them, both material and intangible (Alhashmi and Jabeen, 2019). The needs of followers are a common focus for both servant leadership and transformational leadership. However, the motivations behind this focus and how it fits in with other competing goals within the organization are fundamentally different. Transformational leaders usually operate by their ability to help them better achieve company goals, which are only a long-term byproduct of purposeful attention to followers' needs concerning other corporate priorities, and servant leaders usually operate by the multifaceted growth of followers (Smith, 2019). Theoretically, servant leaders are more inclined than transformational leaders to put their personal needs lastly before those of their organizations and followers. Like authentic leadership, servant leadership understands the need to remain genuine in interactions with others. However, for servant leaders, a spiritual or altruistic goal to serve

others, which is lacking both in the authentic leadership paradigm, maybe the driving force behind their propensity to act with a profound clarity of self-awareness and self-regulation. In other words, servant leaders are sincere not because they want to be but because a higher calling or an inner conviction inspires them to help and better the lives of others.

Transformational leaders have the most significant emotional impact on their followers because they encourage a sense of accomplishment and competence in them. Transformational leaders are significantly more competent in improving organizational outcomes in line with market needs by increasing human resources and implementing the necessary adjustments (Schrader, 2019). How effectively an individual's intrinsic motivation aligns with their desire to learn by developing particular skills and partaking in meaningful learning will determine how motivated they are to learn a specific subject. Through transformational leadership, it is possible to raise psychological empowerment, often referred to as intrinsic motivation. Transformational leadership is defined by four intertwined behavioral traits: idealized influence, inspiration, motivation, intellectual stimulation, and individual consideration. All behavioral characteristics have the potential to affect an employee's intrinsic motivation. First, transformational leaders employ idealized influence and offer motivating inspiration by outlining an alluring collective aim. The team leader has an in-depth understanding of the issue because of this shared vision, which increases employees' intrinsic motivation. Everyone on the team can gain from transformational leadership by being more positive and vested in themselves, which will innovate their enjoyment and job satisfaction concerning the issue. Second, team members' confidence in their skills to achieve more emotional and situational stability and autonomously handle obstacles grows as part of the intellectual stimulation provided by transformational leaders. Additionally, they are motivated to understand and encourage their core skills and knowledge of their coworkers as they share unique ideals. Third, they discern between the beliefs and pursuits of various people and draw attention to these ideas to highlight their individuality and take them into account. When people observe their leaders performing in a certain way, employees are motivated

to emulate that behavior and build on one another's concepts and abilities to create unique solutions to problems.

- Significant Differences in the Leadership Preferences of the Stakeholders along the Different Groupings of the Respondents

Table 3
Leadership Preferences of the Stakeholders along the Different Groups of Respondents

Groups	Average	Qualitative Equivalent
PNP/PNPA	3.76	Most Preferred
Church	3.88	Most Preferred
Political	3.81	Most Preferred
Business	3.89	Most Preferred
Students	3.85	Most Preferred

Responses from the various respondent categories, including PNP/PNPA leaders, religious leaders, political leaders, corporate leaders, and student leaders, were submitted by the respondents, along with information on the preferred leadership styles of the stakeholders in this area. To identify problems and keep the team motivated and focused, these groups of leaders might collaborate to promote the best qualities of their team members. They could also inspire and enable them to work together toward a common goal. A remarkable outcome showed that respondents chose business leaders, with a mean average of 3.89 percent, followed by religious leaders, with a mean average of 3.88 percent. Both of these leaders, who received strong support from respondents, were characterized as the most favored in terms of quality. A mean average of 3.76 percent of respondents chose PNP or PNPA leaders in addition to this. With an average mean of 3.81 percent, political leaders come in second. Both are essentially described as most favored despite being the least preferred by respondents.

The creative thinking of individual employees helps firms compete and advances society. The multilevel studies were to ascertain the connection between entrepreneurial business owners' authentic leadership and innovative staff behavior. Innovation is the creation of valuable and useful new products, services, or production methods in an organizational context. Employee creativity has to support long-term growth and success for both large corporations and small organizations. In small enterprises, the owner frequently has managerial responsibilities (Hoggett et al., 2019). A meta-analysis on determinants of

innovation of organizational members indicated that direct supervisors could foster creativity in subordinates, which is proven to support the benefit of managers supporting employees' inventive conduct. As a result, followers will begin to view the leader as a trustworthy source of counsel and feedback, and they will feel more comfortable challenging the company's rules. True leaders are also more self-assured and unafraid of taking risks and attempting new things. They can also be relied on to inspire employees' imaginative conduct by demonstrating inventive behavior while fostering an environment that encourages originality. Zhou (2019) explored the relationship between authentic leadership and employee innovation while accounting for the mediating impact of employees' pleasant feelings. These findings indicated that leaders who appear to be more authentic can inspire positive emotions in the form of boldness and enthusiasm that motivate staff to propose creative ideas. Another thing that most leaders develop is genuine self-awareness and learning. Every circumstance is influenced by how they have behaved or will behave as a result of a thoughtful, balanced procedure. A leader, on the other hand, may misinterpret the information, fail to balance their thought process, and jeopardize their ability to earn the trust of others if they are perceived as defensive or unfavorable when receiving other people's thoughts or understanding or if they fail to fully and adequately reflect on them. Genuine leadership needs moral thinking and balanced processing, and church members would expect most of it to have begun by the time the pastor graduated from seminary and began serving in a parish (Ratcliffe, 2018). Pastoral leaders encounter a wide range of tasks and questions; hence it stands to reason that to grow their leadership skills, they must be actively aware of their strengths and flaws through reflective self-awareness and practical input from others. Interpersonal aspects influence one's external character and behavior, whereas intrapersonal elements concretely shape an authentic leader's inner side. Genuinely friendly leaders seek to be transparent and honest, admitting their flaws or goals without hesitation. These are also the features that peers, followers, and superiors can see the most easily. The four main elements of authentic leadership's interpersonal dimension are psychological capital, emotional intelligence, trust, and transparency.

Table 4
ANOVA Result

SUMMARY

Groups	Count	Sum	Average	Variance
PNP/PNPA	20	75.15	3.7575	0.020378
Church	20	80	4	0
Political	20	76.2	3.81	0.027263
Business	20	80	4	0
Student	20	77.03	3.8515	0.014729

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.988926	4	0.247232	19.81975	<0.01	2.467494
Within Groups	1.18503	95	0.012474			
Total	2.173956	99				

source of Variation	SS	df	MS	F	P-Value	F crit
Between Groups	0.988926	4	0.247232	19.81975	0.01	2.467494
Within Groups	1.18503	95	0.012474			
Total	2.173956	99				

According to the ANOVA results, there is a significant difference in the leadership preferences of the stakeholders across the different groups of respondents. The p-value 0.01 indicates a significant difference in the perception of the respondents regardless of the groupings among the PNP/PNPA leaders, church leaders, business leaders, government leaders, NGO leaders, and student leaders. The objective of a leader's perceived effectiveness criterion, which is conveyed through leader assessments is to demonstrate how the leader influences an organization. In other words, "leader effectiveness" refers to a leader's ability to focus and persuade the actions of others in the direction of achieving goals. The research of Warburg and Francisco (2021) illustrates the importance of leadership style and information exchange for organizations. According to the report, only 10% of the 30,000 things manufacturers promote each year are effective. Another example: items offered by manufacturing firms had a success rate of 20% or less. While manufacturing companies spend more than \$20 million on marketing their products, it has been reported that their success rate is only 15% to 20%. In other words, only 10% to 20% of new items in the industrial sector may survive on the market each year. Thus, hundreds of billions of dollars are wasted due to internationally failing products. It happens mainly due to challenges with leadership and information transfer inside the organization. When a leader is effective, organizational objectives are achieved through a vision and mission. Simultaneously, the level of satisfaction in communication between employee

members and management is critical to fulfilling goals and maintaining the happiness of all parties. One of the most important ways to assess a leader's effectiveness is to examine their workforce's attitudes and perceptions. These attitudes and perceptions are influenced by several factors, including how well the leader meets the needs and expectations of their followers, their ability to improve the quality of their followers' work lives and skill sets, their ability to support their followers' psychological growth, and their level of respect. A leader's performance depends upon a variety of organizational aspects and also some interpersonal and personal characteristics. Effective leadership highlights the need for unselfish service to the leader's organization. Employees may assign significance to their bosses' permissive behavior in the workplace, which may motivate them to create their own goals. Effective leadership has a profoundly positive effect on followers that has an advantageous effect on social institutions consequently. Researchers' attention grew in response to the organization's leader's renunciative effort and the projected consequences of this behavior. Effective leadership entails making personal sacrifices for the organization, avoiding conflicts of interest in task assignments, ensuring employee welfare, and cultivating a sense of loyalty among employees. The leaders show their dedication to the company's success by giving of themselves. As a result, self-sacrifice has a long-term impact on employee engagement and has short-term, immediate benefits for the firm's operation. Individuals' ability to convey their opinion to the company and demonstrate their commitment to it is a crucial part of leadership activity. The opinions, attitudes, norms, beliefs, and actions of employees toward the organization influence a leader's effectiveness (Vicente et al., 2020). Because leaders are members of the organization and other groups within it, they share one or more group memberships with the employees they manage. Because they emerged in the context of the organization's membership, the characteristics of leaders as members of organizations exert a substantial impact on the effectiveness of leadership processes. As a result, multiple methodologies are utilized to evaluate a leader's success in the context of subjective indicators such as objective financial standards, sales, profit margins, returns on investment, market share, or support measures (Aguja).

IV. CONCLUSION AND RECOMMENDATION

This chapter consists of the findings from the research on the leadership styles of commissioned police officers in Pangasinan, as well as remedies for the problems identified.

- Conclusion

This chapter consists of the findings from the research on the leadership styles of commissioned police officers in Pangasinan, as well as remedies for the problems identified. Based on the study's findings, the following conclusions have been drawn:

1. With a mean average of 19.64 percent, the police officers' stakeholders preferred an excellent leader as their leader. Openness, self-control, employee growth, innovation-friendly, family/police family orientation, and vision orientation came in second with a mean average of 5.36 percent. Authoritarian leadership, autocratic leadership, communication skills, democratic leadership, approachability, faithfulness, generosity, fear of God, honesty, integrity, humility, loyalty, optimism, respect, servant leadership, and transformational leadership are the least noted characteristics that respondents, with a mean of 1.79 percent, circulate on consideration. When respondents did not place great significance on a police officer's leadership skill, capacity for inspiration, capacity for motivation, friendliness, and honesty, the next-lowest proportion was 3.57 percent. Although some of it has the fewest attributes recorded, all were qualitatively identified as the most desirable by the respondents.
2. The majority of responders prefer a genuine leadership approach. This leadership style received an average mean of 3.85 percent and is classified as the most recommended. Second, respondents chose Servant leadership and transformational leadership with a mean average of 3.85 percent, earning a qualitative description of most favored. Only a few respondents have chosen transactional leadership as the least choice, with a mean average of 3.71 percent. A leader who leads with purpose, meaning, and values is characteristic of Authentic leadership respondents preferred the best, earning 3.89 percent. The least significant trait, with 3.80 percent, is a leader who promotes long-term relationships with individuals.

Three attributes of transactional leadership garnered 3.78 percent of the vote. They are the leaders that utilize processes to fulfill their desires and concerns, incorporate reinforcement and consultation on what has to be done in return for rewards and employ awards in the exchange process to meet immediate needs. These qualities have been classified as most preferred. A leader who is reward-based, exchange-based, and emphasizes self-interest is the least desired, with a mean of 3.69. Despite being the least preferred by respondents, it is the most preferred qualitatively.

3. There is significant variation in the leadership preferences of stakeholders across different groups of respondents. Respondents chose business leaders by an average of 3.89 percent, followed by religious leaders by an average of 3.88 percent. Both of these leaders were described as the most preferred by respondents. In contrast to the highest mean, very few respondents—9a mean average of 3.76 percent—selected PNP or PNPA leaders. Political leaders rank second, with a mean average of 3.81 percent. Despite being the least desired by respondents, both are qualitatively described as the most preferred. As a result, respondents would always choose excellent leaders because this is the quality, they seek in community leaders. Aside from being excellent, an effective leader for them would use genuine leadership skills to lead efficaciously and effectively. According to the substantial differences among society leaders, respondents would perceive friendliness and transactional leadership with business leaders and religious leaders, whereas this kind of performance is likely to be lowest seen with police leaders.

- Recommendation

The following actions are recommended based on the study's findings:

1. The general public views leaders in society as role models. As a result, their characteristics also predict how well they function in public. If they want to gain the respect of community members, they must demonstrate genuine qualities that empower others. As a result, leaders' leadership qualities must develop consistently. Taking management and leadership courses is one of the most effective strategies to improve leadership attributes since they may offer you the knowledge

and skills required to be an effective leader. Nowadays, online is the most flexible approach to studying when time is limited owing to duties and various obligations. They will be able to acquire credentials that will help them progress in their careers in a flexible manner, which means they will be able to study at their speed and complete the courses on their timetable.

2. To promote great leadership performance and learning settings, local government unit leaders should band together as a single organization. As a result, department heads who include staff members and other leaders in the reform process increase the possibility that recommendations will be put into action. Because high-performing emerging leaders and societal leaders must develop their leadership styles, it is critical to have the competence and knowledge to improve influence and impact inside an institution. If they can discover ways to improve their leadership styles, they will have several practical learning outcomes which help them progress as leaders. Learning outcomes include developing a more strategic and reliable approach to their career path that is genuinely driven by their strengths, experiences, and aspirations; readiness in communications, negotiations, influence, and design; and preparation for potential challenge or derailment moments, such as transitions and collaboration.
3. In a nutshell, police officers rated the lowest based on effectiveness regarding applying leadership styles. Development is thus required if someone desires to excel in leadership styles in the future.
4. As a result, they missed out on opportunities to learn and use effective leadership techniques. Future leaders can benefit much from developing their distinct leadership visions, including the ability to start building the confidence required to be effective in a leadership position. By showing leadership traits and activities, they can gain recognition as informal leaders in the workplace.

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