ROLL CALL

A LEADERSHIP AND ETHICS PUBLICATION

Conflict Management Style and Transformational Leadership to Achieve Job Satisfaction in Law Enforcement

By Giuseppe Alise, EdD; Police Lieutenant, Northvale Police Department, NJ; Adjunct Professor, Bergen Community College

Abstract
A substantial literature has established that transformational leadership is associated with higher levels of job satisfaction. The current research explores whether one aspect of leadership, the collaborative measure of conflict management, is the primary driver of this higher level of job satisfaction. This research specifically examines police organizations where most subordinate-supervisor relationships occur: police sergeant - police officer.

The primary takeaway from this research is that a collaborative management style leads to greater job satisfaction in law enforcement and is responsible for much of the apparent impact of transformational leadership. The results show that collaboration, a measure of conflict management style, accounted for more of the variance in job satisfaction than transformational leadership alone. Incorporating a collaborative approach to conflict management and critical elements of transformational leadership together leads to greater job satisfaction.

Introduction
Successful leadership often translates into employee satisfaction and contributes to the overall success of organizations (Johnson, 2012; Shane, 2010; Zhao, Thurman, & He, 1999).

Understanding how leadership contributes to employee satisfaction and affects overall job performance should be a chief role of any leader or leadership group (Munir, Rahman, et al., 2012). There needs to be clarity in law enforcement about what leadership is and how best to utilize it to improve employee satisfaction.

It is clear that leadership is essential, but current literature still needs to specify how leadership improves satisfaction and enhances team performance (Santos et al., 2015). This research disentangles similarities between two types of leadership styles: Conflict Management Style and Transformational Leadership. Conflict Management Style and Transformational Leadership have similar properties of openness, communication, and collaboration (Bolman & Deal, 2000). Openness, communication, and collaboration are chief elements of trust and prime contributors to job satisfaction.

Leadership in Law Enforcement
Leadership in law enforcement must contend with the demands for more accountability and transparency (Pearson-Goff & Herrington, 2013). At the same time, police departments are trying to keep up with the technology used to reduce crime and increase community engagement (Pearson-Goff & Herrington, 2013). Moreover, leaders

Wisconsin Police Department Offers a Unique Approach to Officer Wellness
By Jeff A. Caponera
Chief of Police
Grafton Police Department, WI

Police administrators recognize the significance of having a competent workforce. It is an expectation of our communities. However, many of our communities end up with officers who are tired, stressed out, depressed, or anxious. Although our officers are excellent at handling crises, they often overlook or deny their crises. We need to address the negative connotation of seeking help more effectively. Our officers and professional staff who are struggling with mental health challenges must understand that it's okay to feel not okay and that we are here to support them.

Professionalism and high performance are not merely the result of completing coursework or following policies; they stem from having the right mindset. When stress is not managed correctly, it can lead to adverse physiological and psychological effects, which can cause a decline in mental acuity. This decline can, in turn, affect one's performance, judgment, and decision-making abilities on both a personal and professional level.

It's important to remember that nobody is immune from experiencing mental health challenges, and this applies to police officers as well. Many officers who struggle with the demands of their profession often turn to self-medication, such as alcohol or drugs (both prescription and illicit), as a way to cope.

Unfortunately, these coping mechanisms can lead good officers down a destructive path that can cause harm to themselves, their families, their careers, and the reputation of their agency in the community.

According to a 2020 Bureau of Justice Assistance (BJA) report, untreated stress and poor coping mechanisms contribute to broken relationships, PTSD, hopelessness, alcohol and drug abuse, and suicide. In 2019, 228 law enforcement officers committed suicide, and in more than 85% of those cases, alcohol use was present (BJA, Executive Summary, Officer Suicide, 2020).

Untreated stress also contributes to bad eating habits, leading to diabetes and heart disease. According to the National Law Enforcement Memorial Fund (NLEOMF), between 1997 and 2018, the average age of duty-related death due to a heart attack was 46.5 years. The average age of law enforcement officers who suffered a heart attack was 49. The chances of civilians between 55 and 59 dying from a cardiac event are about 1.5 percent. For law enforcement officers, the chance of dying is 56 percent! These numbers are not only unacceptable, they are also downright scary – I'm 50!

In my department (Grafton, WI), all police employees participate in mandatory, department-paid mental health check-ins through our village-sponsored employee assistance program (EAP). While some of the staff continue using the EAP beyond the "neck-up checkups," not everyone is open to using the EAP or seeking counseling beyond the annual meetings.

When talking with my staff about why they do not seek further EAP assistance, I was given two reasons – lack of time and the stigma associated with seeking help from a psychologist or psychiatrist. It became clear that I needed to find another means to help our family cope with their stress, depression, and anxiety.

The solution? A partnership with Calm®. By providing the Calm app, we app, we removed the time barrier and the stigma associated with seeking help from a professional. Our staff now

"A genuine leader is not a searcher for consensus but a molder of consensus."

–Dr. Martin Luther King Jr.

"Emotional well-being is more than the absence of a mental illness. It's that resource within each of us which allows us to reach ever closer to our full potential, and which also enables us to be resilient on the face of adversity."

–Vivek Murthy

Police Officer Mental Health

By Dr. Stacey White; Assistant Professor of Criminal Justice; Coordinator, Cybersecurity Program; Oklahoma

During my time as a police officer, I can recall a time when there were more applicants than open positions at nearly all departments. Over time, something changed, and towards the end of my career, I began to see first-hand the difficulties in recruiting quality candidates. Many departments were struggling to find enough qualified applicants to fill their vacancies. The police profession requires a high level of dedication and commitment, and it can be difficult to attract the right candidates. As a result, departments had to lower their standards and ended up hiring people who may not have been the best fit for the job.

In spite of the distance between the COVID days and the future of law enforcement in America, police recruiting and staffing remain in crisis, with agencies reporting significant drops in staffing and interest in careers. In 2019 and 2021, New Orleans saw a 50% decline in applications. The drop has been attributed to a variety of factors, including the public's negative perception of law enforcement, the pandemic, and changes in the job market (Thomas, et.al.,2023). The decline in recruitment has had a negative impact on public safety in cities across the country.

The San Francisco Police Department has 1,263 officers, which is less than its recommended number of 1,5281. The San Francisco Police Department is struggling to fill positions due to the city's high cost of living and stagnant wages (Wilson & Grammich, 2023). This is leading to longer response times for police officers, which can have a ripple effect on public safety.

A 20% increase in resignations and a 45% increase in retirements have occurred in 2021. Due to the COVID-19 pandemic, the U.S. economy shed six percent of its workforce, but police agencies lost only one percent. This indicates that police officers are feeling more pressure than ever to continue doing their jobs, regardless of the situation. They are feeling the strain of increased workloads and the uncertainty of the future. The pandemic has also had a major effect on their mental health (Gramlich & Parker, 2017). This has led to an increase in mental health issues among police officers, such as anxiety, depression, and post-traumatic stress disorder. The stress of the job has also caused many officers to seek help for their mental health.

There has been an ongoing debate regarding the relationship between the media and the police. Public perceptions of law enforcement are shaped by the media, and how they portray the police can have a significant impact (Gramlich & Parker, 2017).

1. Perceived Unfair Treatment: U.S

Congratulations to the Graduates of the 63rd School of Executive Leadership. 28 Commanders from 25 Agencies were represented.

"3P's and T," Police, People, Perception, and Training
By Edwin Debiew, M.Sc.
Director, William B. Dean, M.D. Institute
Criminal Justice Leadership, Dallas Baptist University; Assistant Professor of Criminal Justice; Chair, Criminal Justice Dept.

Policing, as summarized in Black's Law Dictionary, is an administrative function of government, "which is charged with the preservation of public order and tranquility, the promotion of the public health, safety, and morals, and the prevention, detection, and punishment of crimes."

The terms "constitutional policing, procedural justice, restorative justice, and servant leader, transformational leader, and change agent," all, at one point, becomes deaf and blind to the eyes and ears of our citizens. This article is a snapshot to help Criminal Justice professionals refocus and reenergize works to simply focus on ethics, while performing their duties.

We as leaders, whether Servant Leaders or Transformational Leaders, Delegating Leaders, Coaching Leaders, Participating Leaders, or Directing Leaders, or even Supporting Leaders, as law enforcers and Criminal Justice (CJ) professionals, we must remember and exude the simple motto of "Protect and Serve."

Whether patrolling, counseling, arresting, or rehabilitating an offender, practitioners must remember all people need protection and good service rendered by all who took an oath to perform the duties of their jobs. Exuding ethics in all aspects of the responsibilities of the position should be an easy task to accomplish.

However, as humans, we often are driven by forces to commit unethical acts against those who expect us to protect and serve them fairly.

As leaders, we are charged with

ensuring our perceptions don't blur our visions while executing the duties of our respective positions. We must remember people are the common denominator in all we do. We must ensure our thoughts are free of biased perceptions and develop and deliver the best training methods for officers and CJ professionals.

As we observe the "Warrior and Guardian" types of policing and demand well-written, concise, effective policies, procedures, and best practices, we must remember the necessity to care for people. In all communities, far and near, people commune daily and require assistance from law enforcement officials, and other CJ professionals.

As we navigate the waters ensuring procedural justice and fair treatment-without negative perceptions of people, let's raise the bar, keep moving the needle of civic progress, and provide the exceptional service we, as public servants, vowed to perform from day one.

Ask yourselves, if you encountered an interaction with any professional in the CJ system, how would you wish to be treated? It's simple, treat people with dignity and integrity. Hire good people, with good intentions, provide continual individual development training, listen to employee needs, provide health-related treatment if needed, remember human rights, and then we can say we have executed the duties of our respective positions, while exuding altruism and fairness to all those we encounter.

"Innovation distinguishes between a leader and a follower."

 –Steve Jobs

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For graduates of the Texas Sergeant Academy

"The greatest leaders mobilize others by coalescing people around a shared vision."

-Ken Blanchard

Congratulations to the graduates of the 1st and 2nd Command Leadership Academy 2023/24.

ILEA has completed a two-year commitment to educate nearly 40 Lieutenants of the Dallas Police Department in Leadership and Ethics. We also welcomed six other local agencies into this program.

Meet Team ILEA

Frank Bradford III, MA
Executive in Residence
Criminal Justice and Christian Leadership, Sam Houston State University and The Criswell College

After serving the Richardson Police Department for over 28 years, Sergeant Bradford joined ILEA, bringing communication and relationship building skills to the arena of adult education. His specialties are Team Building and First-line Supervision.

Matthew Clem, MA
Deputy Director
Criminology and Criminal Justice, University of Texas at Arlington

A retired Captain with over 30 years' experience, Matt served the city of North Richland Hills, Texas with Distinction. He also serves ILEA as the Chief of Staff, coordinating our seventy-plus faculty members across the nation. His specialties are Servant Leadership and Courageous Followership.

Claudia Saddler, BS
Manager of Operations
Business Administration American University, Washington DC

Claudia built her career around meeting/convention planning, education, and hospitality for several organizations, including The Kennedy Center for the Performing Arts and The Association of Trial Lawyers of America. Specializing in Logistics, Strategic Thinking and Hospitality, she is known for her exemplary planning and organizing skills.

Stephanie Sailer, BA
Program Coordinator
Sociology, Louisiana State University – Shreveport

Stephanie built her career in emergency services at the City of Plano. She served as Administrative Assistant in the CID, and later was promoted to Senior Administrative Assistant for Plano Fire. Stephanie joined ILEA in 2024 and has brought an ethic of excellence to our team, championing the Schools of Police Supervision and Texas Sergeant Academy. She specializes in Logistics and Communications.

Mark Stallo, PhD
Scholar in Residence
Public Affairs
University of Texas at Dallas

Mark is a retired Lieutenant from the Dallas Police Department. After serving the city for more than 37 years, Mark went to work at the University of North Texas-Dallas, teaching criminal justice. At ILEA, his primary mission is to lead our School of Police Supervision. He also manages all ILEA publications and is responsible for maintaining academic integrity throughout all programs. Mark's specialty is Mathematics, and he is known for making statistics understandable and useful for practitioners.

Gregory Smith, MA
Director
Sociology and Social Psychology, Ball State University and the University of Texas at Arlington

Gregory has more than 40 years of combined military, law enforcement, and adult education experience. He has served in the United States Army Officer's Corps and is well known for his volunteer work with youth athletics. Also a Vice President of the Center for American and International Law, Gregory's specialties are Law Enforcement Ethics and Executive Coaching.

"A great person attracts great people and knows how to hold them together."

–Johann Wolfgang Von Goethe

has a tool they can use anytime and anywhere to help combat the adverse effects of stress. Because the stress of our profession has a ripple effect and bleeds over to our families, each staff member receives five premium subscriptions to Calm® (at no cost) that they can share with their family, including their children.

Our peer support team has administrative rights to the Calm Partner Portal to help ensure that staff gets the most out of the app. Through the portal, they can push monthly mental health challenges to keep our staff engaged and encourage them to use the thousands of wellness programs to help relieve stress, improve sleep, build healthy habits, and form more substantial, more productive relationships. Calm allows us to track staff engagement in real-time by providing information about the most

viewed content and top content by category and even identifying the time of day our staff uses Calm the most. Since the rollout of this program last year, 68% of our staff have downloaded the app, which is well above the industry benchmark (54.3%), and the engagement level is 79%, one percent higher than the industry benchmark.

The adage "An ounce of prevention is worth a pound of cure" is true. For less than a cup of coffee per officer per day, the decision to partner with Calm was a no-brainer. We committed to a three-year partnership with Calm to ensure our staff and their families could benefit from all of Calm's content. This partnership has provided many benefits, including greater productivity and positivity and fewer use-of-force instances.

We must do more to help our staff remain healthy in all aspects of their lives; Calm provided this for our staff.

"The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them."

–John Maxwell

Congratulations to the graduates of Civilian Executive Leadership 2024. These men and women are the leaders of major operations throughout our police agencies.

Congratulations to graduates of the 23rd Texas Sergeant Academy. These 39 supervisors traveled from the four corners of the state to attend this outstanding leadership primer.

police officers feel that the media treats them unfairly, according to a survey conducted by the Pew Research Center. The sentiment is shared across genders, races, and ethnicities, with some officers feeling stronger about it than others.

2. Police brutality and media coverage: As a result of anti-racism protests, the media has played a significant role in highlighting instances of police brutality. The coverage of police practices may lead to increased scrutiny and calls for reform.
3. Social Media Attacks: Online attacks on a police officer's character have become more common with the rise of social media. Courtroom testimony and investigation can be affected if an officer's integrity is compromised.
4. Impact on Police Work: Those officers who feel frustrated or angry about the way they are treated by the media are more likely to experience feelings of frustration and anger. It is possible for these attitudes to have an impact on both their work and their interactions with the community.

In the 2021 American Rescue Plan, $350 billion will be earmarked for hiring new officers. Recruitment of candidates who are eligible was reported as being difficult by 78% of agencies. This shortage is exacerbated by the fact that many officers are retiring or resigning due to burnout or other reasons. As a result, police departments have had to reduce the number of officers on patrol, leading to an increase in crime in some communities (CSU, 2022).

More than half of agencies reported that there were not enough candidates to fill positions. Seventy-five percent of agencies reported difficulty in recruiting. A lack of qualified candidates and a difficulty in recruiting qualified staff was highlighted as a major obstacle to recruitment. Agencies were struggling to find qualified applicants with the right skills, experience, and qualifications.

To increase the number of qualified candidates, 50% of agencies had to change their policies. 50% of agencies also increased their salaries, offered flexible working hours, and provided more benefits to attract the right candidates. Moreover, they implemented referral bonuses for employees who referred qualified candidates. These changes were successful in increasing the number of qualified applicants, as 80% of agencies saw an increase in the number of applications they received. Additionally, 70% of agencies reported that they were able to hire more suitable candidates (CSU, 2022).

It is forecast that the number of police and detectives will increase by 3 percent from 2022 to 2023. This increase will help to address the shortage of qualified officers and will help to ensure that public safety is maintained. It will also help to ensure that communities are better served by having enough officers to respond to emergency calls in a timely manner.

The number of police and detective jobs expected to open each year over the next decade will be about 64,500. This will lead to an increase in demand for qualified officers and more opportunities for individuals to become police officers or detectives. Additionally, this will create a range of employment opportunities in the criminal justice field.

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"The greatest leaders mobilize others by coalescing people around a shared vision."

–Ken Blanchard

need to deal with competing groups and the interests of those groups, which makes decision-making and growing as a leader difficult in the face of so many challenging changes (Chen et al., 2005). These conditions are compounded by new and unpredictable challenges law enforcement professionals also contend with. The coronavirus pandemic is an example of an unpredictable challenge pulling police services in different directions based upon different interests that needed a fast but thoughtful response from police personnel. Police leadership has a public interest to contend with, but leaders here also must take employee satisfaction into account as well.

Currently, the most common police leadership style is hierarchical; research also shows that the bureaucratic style of leadership hinders employee productivity, initiative, and commitment (Andreescu & Vito, 2010). On the other hand, research shows that police officers prefer transformational leaders because they perceive them as trustworthy, good communicators, and effectively train their subordinates for unforeseeable situations and create a shared vision (Can et al., 2017).

Another critical way transformational leaders communicate and increase job satisfaction with subordinates is with an appropriate conflict management style, which creates bonds, develops trust with other employees, and increases commitment through important feedback, communication, and collaboration.

This research sets itself apart by examining job satisfaction in law enforcement by looking at a Conflict Management Style as a means of achieving job satisfaction. Research in Conflict Management Style is primarily limited to police-citizen interaction, but not to improve job satisfaction among police peers. A study involving the Conflict Management Style from New York City between police recruits and

the public showed a significant improvement in handling conflict between civilians (Zacker & Bard, 1973). This research aims to determine if Conflict Management Style can similarly improve job satisfaction among police officers.

A second way this study sets itself apart is its emphasis on the work environment regarding job satisfaction in police work. Studies of job satisfaction among police officers have typically focused on job tasks or demographics. This research focuses on subordinates' perception of their first-line supervisors: the sergeant-police officer relationship.

Previous relevant research in law enforcement has typically focused on the top of police organizations: police chiefs. The problem with studying the

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CALL FOR NOMINATIONS

ILEA continually accepts nominations for the Gary W. Sykes Award for Professional Achievement in Law Enforcement and the Ethical Courage Award.

GARY W. SYKES AWARD
Criteria: Recipient must be a criminal justice professional for at least 10 years; have been instrumental in bringing about significant organizational change for the good of the profession; be significantly involved in community service and civic activities; and be a role model to law enforcement officers, support personnel, criminal justice professionals, and citizens.

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Please forward all nominations and questions to gsmith@cailaw.org.

"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others."

–Jack Welch

topmost echelon of police leadership is that most police officers have little interaction with police chiefs but work with their immediate supervisors daily. This research focuses on the sergeant-police officer level, where leadership interaction occurs more often.

A third way this research sets itself apart is by examining police officers in the United States of America. In a study by Paoline & Gau, they cite a need for more police research conducted in the United States (Paoline & Gau, 2020). This research responds to Paoline & Gau by focusing on police officers in the US. The sample population for this research draws from a convenience sampling of police departments from Bergen County, New Jersey, and Rockland County, New York.

This project examines the Conflict Management Style alongside Transformational Leadership to determine its impact on Job Satisfaction. The goal is to increase our understanding of the drivers of job satisfaction in law enforcement. In other words, are the higher levels of job satisfaction achieved through Transformational Leadership the consequence of how transformational leaders manage conflict? The primary objective is to determine if a collaborative approach to conflict management can significantly increase satisfaction among rank-and-file police officers satisfaction.

Conflict Management Style
Conflict in organizations is always present (Coggburn et al., 2014; Putnam & Wilson, 1982; Riaz et al., 2016; Terason, 2018), and conflict in police

work is stock-in-trade. Managing conflict resolution is essential for a modern police force (Bard, 1973; Shane, 2010).

Conflict is considered a destructive phenomenon, but when treated as a teachable moment, it can be a way to achieve a positive end (Samanta & Lamprakis, 2018; Tjosvold, 2006). The goal is to determine if a profession like law enforcement, which deals with conflict so often, can overcome conflict more productively.

Research in Conflict Management Style found that the cooperative measures of Conflict Management Style (collaborating/accommodating/compromising) are positively associated with trust-building among group members (Chan et al., 2008). Managers who adopt a Conflict Management Style that focuses on satisfying the needs of both parties in a conflict, tend to build relationships based upon trust; trust in leadership is related to various leadership styles, including Transformational Leadership and positive work attitudes, like job satisfaction (Chan et al., 2008).

Although conflict in professions, including nursing and teaching, has been examined, its role as a core tension between subordinates and supervisors in law enforcement has yet to be fully understood. The literature on Conflict Management Styles involving police is limited. The existing literature involves police training in Conflict Management Style in response to public interaction (Zacker & Bard, 1973), not peer or coworker interaction as this research does.

Researchers have developed many ways to measure conflict management, but the underlying premises remain the same (Van de Vliert & Kabanoff, 1990). There are five measures of Conflict Management Style: (1) Collaborating, (2) Compromising, (3) Competing, (4) Accommodating, (5) Avoiding. These measures are framed along two

"Leadership and learning are indispensable to each other."

–John F. Kennedy

dimensions: (1) Assertiveness -- concern for self or others and (2) Cooperation -- concern for production (Bernardin & Alvares, 1976).

Dimension 1 represents the levels to which a person will endeavor to satisfy his or her needs (ranked high or low) (Rahim, 1983). Dimension 2 ranks (high to low) the eagerness or concern with satisfying the needs of others in the group (Rahim, 1983). Although the terminology for the two dimensions and five modes developed has varied somewhat among researchers, the basic premises have remained consistent (Thomas & Kilman, 1978; Van de Vliert & Kabanoff, 1990).

Transformational Leadership
Transformational leadership effectively moves subordinate group members to put the organization first and strive to work beyond expectations (Bass & Riggio, 2006; Burns, 1978; Northouse, 2007). It results in members working together and trying to put common organizational goals and interests above self-interest.

Transformational leaders believe that there is an interconnectedness of employees' best interests and the organization's best interests (Andrews, 2018). They articulate organizational interests and serve as role models (Bass, 1990; Burns, 1978), which differ from top-down organizations that are traditionally slow to adopt change (Knight & Meffe, 1997).

Transformational leadership is an approach that promotes an inclusive and supportive work environment (Boamah et al., 2018). Leaders who use this leadership style can recognize and treat subordinates differently based on that individual's strengths, stimulating employees' satisfaction, growth, and commitment (Bass, 1990).

Building commitment, empowering followers, and boosting employee performance and satisfaction are all

characteristics attributed to Transformational Leadership (Munir, Rahman et al., 2012). Transformational Leaders motivate subordinates through a shared vision and group goals through actions delivered through four main modes: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration (4-Is) (Bass, 1990).

Transformational Leaders acknowledge coworkers' genuine wants, needs, purposes, and preferences (Burns, 1978; Pillai & Williams, 2004). Stimulating employees, as described by Bass (1990) and Burns (1978), can also improve employee satisfaction and avoid police burnout. In Character and Cops: Ethics in Policing (1996), Delattre describes burnout as a debilitating malaise that affects people in the helping professions whose expectations go unsatisfied. When employees feel empowered, the feeling of being handcuffed to their jobs and job burnout decreases, leading to higher job satisfaction (Choi et al., 2016).

Transformational leadership can help organizations reduce job stress and burnout (Munir, Nielsen, et al., 2012). The literature on Transformational Leadership has revealed that the supervisor-subordinate relationship plays a significant part in the evolution of employee burnout (Pillai & Williams, 2004). The challenge for departmental leaders is to try to prevent shortcomings that can lead to (1) low or weak work production, (2) disengagement at work, (3) an unsatisfying work environment, or (4) poor effort at work.

"Don't tell people how to do things; tell them what to do and let them surprise you with their results."

–George S. Patton Jr.

Current Study
The present research expands what we know about job satisfaction in law enforcement as it relates to leadership. This study uses quantitative survey data of police officers from suburban, NYC areas in Bergen County, NJ, and Rockland County, NY. This research examined how Transformational Leadership and Conflict Management Styles drive job satisfaction.

This research explores the idea that Conflict Management Style is responsible for much of the apparent impact of Transformational Leadership, as previous literature has reported. The idea was to disentangle the relationship between Transformational Leadership and Conflict Management Style to understand which is a more potent driver of job satisfaction. In doing so, this research advances what we know about job satisfaction in law enforcement and responds to what Paoline and Gau indicated as a need for more research, specifically law enforcement in the United States (Paoline & Gau, 2020).

Methods
This study used a quantitative research design to determine whether any relationship exists between the police sergeants' behavior (Transformational Leadership and Conflict Management Style) and variation in police subordinate job satisfaction. The goal was to correlate any changes in the relationship between Transformational Leadership and job satisfaction when controlling for Conflict Management Style.

This study was designed to identify the subordinate police officers' perception of their first-line supervisors' Transformational Leadership (TL) behaviors and Conflict Management Style (CMS). Perceptions of subordinates may not be a totally accurate indicator of their supervisors' leadership style. However, the extent to which perception impacts an employee's job satisfaction is significant and deserving of research. The Institutional Review Board (IRB) approved this project and determined that it meets all of the ethical and regulatory research requirements.

Data
The sample population for this study was active sworn police officers. Police Union PBA presidents from Bergen County, NJ, and Rockland County, NY, were asked to request their respective police officers to participate in an online survey. This study used a 63-item survey using three (3) instruments.

The online survey questionnaire results produced 154 total responses; out of the 154 respondents, 43 responded that they held the rank of sergeant, lieutenant, captain, or chief within their police department and were omitted. Officers who held positions were not intended for this study and were not permitted to complete the survey, leaving 111 unranked participants. An additional 34 participants were eliminated for not completing the survey, leaving 77 participants (N=77).

Instruments
The survey began with demographic information and three formal instruments: the Global Transformational Leadership Questionnaire (GTLQ), Rahim Organizational Conflict Inventory-II (ROCI-II), and Minnesota Satisfaction Questionnaire (MSQ).

Job Satisfaction
The Minnesota Satisfaction Questionnaire-Short Form (MSQ-SF) was used to measure police officer job satisfaction concerning independence, compensation, and values (Velez et al., 2013). Developed at the University of Minnesota Industrial Relations Center as part of the Work Adjustment Project to measure various aspects of satisfaction with work and work environments (Weiss et al., 1967), it contains 20 items that measure intrinsic

"The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it."

–Theodore Roosevelt

satisfaction, extrinsic satisfaction, and general satisfaction. Individuals with intrinsic satisfaction are motivated by the satisfaction of a job well done; they are prideful in the work they produce and look to earn the respect of their other employees (Strickler, 2006).

Extrinsic satisfaction is typically motivated by rewards and sanctions; satisfaction derives from exchanging rewards based on performance (Calabrese, 2012; Frey, 1997).

> "To handle yourself, use your head; to handle others, use your heart."
>
> –Eleanor Roosevelt

Results
This section identifies and explains any significant effects, specifically Transformational Leadership or Conflict Management Style that significantly impact police job satisfaction. The linear regression results show the relationship between a police sergeant's Transformational Leadership or Conflict Management Style and their subordinate police officers' intrinsic job satisfaction.

This multiple regression's main independent variables are the five measures of Conflict Management Style and the one measure of Transformational Leadership (GTLQ-SF).

The control variables are education level, age, gender, Hispanic origin, and years of service. Table 2 illustrates the variance in intrinsic and extrinsic job satisfaction for the entire model, a combination of the main variable (ROCI-II and GTLQ) and control variables (gender, Hispanic origin, years of service, age, and education). In contrast, Table 3 shows which variables are the strongest in the model.

Variables	MSQ-SF Intrinsic	MSQ-SF Extrinsic
GTLQ	0.145 (0.085) [0.252]*	0.281 (0.107) [0.351]**
ROCI-II Collaborating	0.210 (0.115) [0.368]*	0.468 (0.146) [0.590]**
ROCI-II Accommodating	0.110 (0.127) [0.169]	-0.028 (0.161) [-0.031]
ROCI-II Competing	-0.068 (0.082) [-0.111]	0.002 (0.104) [0.002]
ROCI-II Avoiding	0.131 (0.093) [0.182]	0.106 (0.118) [0.106]
ROCI-II Compromising	-0.137 (0.111) [-0.234]	-0.232 (0.140) [-0.286]
Female	-0.015 (0.216)	-0.078 (0.274)
Hispanic	-0.118 (0.195)	0.054 (0.247)
Service: 10 to 19 Years	0.435 (0.214)**	0.664 (0.271)**
Service: 20 Years & More	0.343 (0.272)	0.256 (0.345)
Age: 35 to 44	-0.271 (0.206)	-0.177 (0.261)
Age: 45 & Older	-0.310 (0.278)	-0.307 (0.352)
Bachelor's Degree	0.076 (0.144)	0.084 (0.183)
Master's & Above	0.024 (0.230)	-0.168 (0.292)

Note: Unstandardized Coefficient B; (Standard Errors are in parentheses); [Standardized Coefficient Betas are in brackets] *p<0.10; ** p<0.05; *** p<0.01.

Table 3: Multiple Regression Output GTLQ and ROCI-II Model Summary

	MSQ-SF Intrinsic	MSQ-SF Extrinsic
[Constant]:	2.471	1.507
N:	77	77
R-Squared:	0.358	0.465
Adjusted R-Squared:	0.213	0.345

Model Summary: Intrinsic
This section examines the model summary of the multiple regression output for the GTLQ and ROC-II, the strength of the relationship between the model, Transformational Leadership, and Conflict Management Style impact on job satisfaction, and the outcome variable for intrinsic satisfaction. Table 3 shows that the adjusted R-squared is 0.358 or 36%. This means that 36% of the variance in the MSQ-SF intrinsic measure can be predicted from the results gathered through the combined predictors: GTLQ, ROCI-II, education, age, years of service, etc. In other words, the relationship between conflict management style, the other independent variables, and intrinsic job satisfaction accounts for 36% of the variation.

Coefficients: Intrinsic
The middle column of Table 2 presents the regression output for MSQ-SF intrinsic coefficients. The Transformational Leadership (GTLQ mean) variable statistically and significantly predicts intrinsic job satisfaction (p=0.090).

The standardized coefficient Beta for Transformational Leadership perceived by subordinate officers (GTLQ mean) indicates that each standard deviation increase in Transformational Leadership is associated with an average 25.2% increase of a standard deviation in

intrinsic job satisfaction.

Model Summary: Extrinsic
This section examines the model summary of the multiple regression output for the GTLQ and ROCI-II. The third column of Table 3 represents the strength of the relationship between the model, Transformational Leadership, and Conflict Management Style impact on job satisfaction, and the extrinsic measure can be predicted from the results gathered through the combined predictors: GTLQ, ROCI-II, education, age, years of service, etc.

In other words, the relationship between Conflict Management Style and other independent variables and extrinsic job satisfaction accounts for 47% of the variation. The adjusted R-squared, 0.345 or 34.5% in the extrinsic job satisfaction indicates that the added control variables are overfitting the data.

Coefficients: Extrinsic
The third column of Table 24 (Multiple Regression Output GTLQ and ROCI-II Coefficients) represents the extrinsic satisfaction coefficients of the multiple regression, showing that the Transformational Leadership (GTLQ Mean) variable statistically and significantly predicts extrinsic job satisfaction (p=0.090). The beta, located under the standardized coefficients portion of the coefficients table, divides the effect by the relevant standard deviations.

The standardized coefficient beta for Transformational Leadership perceived by subordinate officers (GTLQ mean) predicts that each standard deviation increase in Transformational Leadership is associated with an average of 35.1% standard deviation in extrinsic job satisfaction.

The Collaborating measure of Conflict Management Style variable statistically and significantly predicts extrinsic job satisfaction (p=0.073). The standardized coefficient beta for the Collaborating

measure of the Conflict Management Style variable predicts that each standard deviation increase in the Collaborating measure of the Conflict Management Style variable is associated with an average 59% standard deviation increase in extrinsic job satisfaction.

Conclusion
The Model Summary Tables of the multiple regression output reflect the strength of the relationship within the model. The model (GLTQ and ROCI-II) examined the extent to which any variance in job satisfaction as a result of Transformational leadership (GTLQ) and Conflict Management Style (ROCI-II) in the combined model. The results revealed that 21% of intrinsic satisfaction and 35% of extrinsic satisfaction were attributable to the model.

The result revealed that the most robust measures in the model were the ROCII Collaboration measure of Conflict Management Style and GTLQ, Transformational Leadership. Service: 10 to 19 Years also contributed to the overall model and revealed a 21% variance in intrinsic job satisfaction and a 27% variance in extrinsic satisfaction.

Discussion
This research examined conflict management style and transformational leadership to achieve job satisfaction in law enforcement. The aim was to determine if job satisfaction, often associated with Transformational Leadership, can influence how

"The very essence of leadership is that you have to have vision. You can't blow an uncertain trumpet."

–Theodore M. Hesburgh

Leadership is the art of getting someone else to do something you want done because he wants to do it."

–Dwight D. Eisenhower

transformational leaders handle conflict.

This research looked at the collaborative measure of conflict management to determine if collaboration could be a strategy used to increase satisfaction in law enforcement.

Police leadership is a relevant topic because the relationship between job satisfaction and the self-efficacy of a subordinate employee's job performance is vital. Leadership and conflict management are essential in cultivating job satisfaction and the work environment.

Although Conflict Management Style and Transformational Leadership resulted in employee satisfaction in police subordinates, the collaborative measure of conflict management style was the most vital driver of job satisfaction. The results of this study revealed that police supervisors who applied both transformational leadership and collaboration were the most effective at stimulating job satisfaction in subordinate police officers.

As reported in countless research, the character of a leader or supervisor is essential, and this study showed this as well. What was significant about this research is that the responses indicated that subordinates found the combination of transformational leadership and collaboration to be the strongest driver of job satisfaction.

Collaboration gives subordinates a sense of ownership in decisions made and, in turn, offers subordinates a vested interest in the outcome of the findings. This translates into the notion that not only is 'instilling shared vision' significant and a central theme of the transformational leadership theory, but collaborative leaders also significantly increase job satisfaction in subordinates.

What collaboration revealed was an

important finding in this research: Leaders who showed enough respect for their subordinates and gave them the impression of a shared power proved to be most effective at stimulating job satisfaction in subordinates.

The idea of shared power or, its opposite the inability to collaborate equally between parties, is a constant struggle between leaders and subordinates. In June of 2023, New York City Police Commissioner Swell announced she would be stepping down from her position as Police Commissioner, which was speculated mainly due to New York City Mayor Adams's diminishing the commissioner's independence and her ability to lead (Max, 2023).

The idea of shared power needs to be further researched and developed. Modern policing has shifted to a more community-oriented policing (COP) where a larger share of leadership interactions occur through discretionary activities by police officers and their first-line supervisors (Steinheider & Wuestewald, 2014; Knight & Meffe, 1997).

Inclusive decision-making can significantly impact commitment and productivity with subordinate employees (Steinheider & Wuestewald, 2014). Whereas typical hierarchical, top-down leadership generates resistance from police officers and hinders police production and commitment

(Steinheider & Wuestewald, 2014; Andreescu & Vito, 2010; Knight & Meffe, 1997).

On the other hand, shared leadership increases commitment and performance (Steinheider & Wuestewald, 2014). When supervisors include their subordinates in the decision-making process, it can foster a sense of ownership and, in turn, commitment; police officers feel their voices are heard and their opinions matter (Steinheider & Wuestewald, 2014; Munir, Rahman, et al., 2012).

Further research should explore the role of collaboration at all levels in law enforcement. Can further research at higher levels of law enforcement regarding collaboration show similar results to this research?

What is the impact of collaboration in police-citizen interactions? Can collaboration or inclusive decision-making positively impact police-citizen relations as well?

No one type of leadership style can be used for any or every situation that arises. There are police responses that can be well thought out and examined for the best possible outcome. At the same time, there are true emergencies that cannot wait for weighted discussions.

There is a big difference between planning a parade route and unplanned childbirth outside of a hospital setting. Both deserve the best outcome, but how leaders and subordinates come to a concluding result is entirely different.

This examination of leadership is not meant to be a 'better or worse' discussion. Leaders, especially in a police setting, must be familiar and proficient with many different leadership styles and how to deploy each type.

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Victory has a hundred fathers and defeat is an orphan."

–John F. Kennedy

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"Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes."

–Peter Drucker

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"You don't get any medal for trying something, you get medals for results."

–Bill Parcells