

A STUDY OF THE EFFECT OF MANAGERIAL AND ADMINISTRATIVE LEADERSHIP MODELS ON THE INTEGRITY VIOLATIONS BY POLICE OFFICERS IN KENYA: AN ETHICAL DIMENSION

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ABSTRACT: *Though there are spirited efforts to create and maintain a high performing police agency in Kenya, there is still a need to examine and re-engineer the leadership models administered within the parameters of managing police officers. Therefore, this research paper sought to find out the effect of selected leadership approaches on the integrity violations by police officers in Kenya, with an ethical focus. A survey questionnaire was developed and employed to gather information from 250 respondents (Police trained officers) from selected police stations in Kenya. Collected information was analyzed using Sigma XL software, and the data presented in correlation tables, regression tables as well as graphical analysis. The paper found out that role modeling, strictness, and openness of leaders influence the behavior of police officers, but the impact of the variables on the different types of integrity violations varies. Role modeling is especially significant in limiting unethical conduct in the context of interpersonal relationships. Employees appear to copy the leader's integrity standards in their daily interaction with one another. Strictness is important as well, but appears to be particularly effective in controlling fraud; corruption and the misuse of resources. The results in this paper have implications for integrity violations and leadership training in police administration in Kenya. A multifaceted ethical and moral leadership strategy will be most effective in safeguarding and improving the integrity of (police) organizations not only in Kenya but also to other nations of the world.*

KEYWORDS: Ethical Policing, Integrity Violations, Police Management, Role Modeling, Strict and Open Leadership

INTRODUCTION

Integrity is vital to the functioning of private as well as public organizations. If the integrity of an employee or manager is in question, it may have paralyzing consequences for them as well as the organization (Cooper, 2001; Heidenheimer and Johnston, 2002). Integrity is an important precondition for the smooth functioning of profit organizations (Kaptein and Wempe, 2002; LeClair et al., 1998). An organization with integrity strengthens stakeholder confidence in an organization (Shaw, 1997), reduces external regulations (Hill, 1990) and conflict (Schwartz and Gibb, 1999), and enhances cooperation with stakeholders (Shaw, 1997). By contrast, integrity

violations such as fraud and corruption can result in enormous financial losses, severe reputational damage, bankruptcy (Cohan, 2002; Gini, 2004) and even the implosion of a country's economic and political system (Bull and Newell, 2003; Della Porta and Me'ny, 1997). In order to improve or safeguard the integrity of their organization, many boards have developed all sorts of policies, ranging from codes of conduct and whistle-blowing procedures to job-rotation and screening procedures for applicants (Kaptein, 2004; Pope, 2000; Transparency, 2001; Weaver et al., 1999). Yet, of all the measures that can be taken to prevent integrity violations, the behavior of management remains the most important. Several scholars as well as practitioners argue that leadership is the key variable influencing the ethics and integrity of employees (Ciulla, 1998; Dickson et al., 2001; Fulmer, 2004; Gini, 2004; Lewis, 1991; Trevino et al., 2000; Zhu et al., 2004).

However, not much empirical research has been conducted to determine the extent to which different aspects of leadership contribute to different kinds of integrity violations. Both of these factors, leadership as an independent variable and integrity violations as a dependent variable, are considered to be unspecified or one-dimensional. The question is whether this is a tenable assumption. The prevention of fraud, for example, might require other leadership qualities and skills than the prevention of discrimination, carelessness with confidential information or conflicting sideline activities of employees (Githui 2014). Therefore, in this article we examine the relationship between various aspects of leadership and various types of integrity violations. If the impact of the different leadership characteristics differs for each type of integrity violation, we can conclude that a particular type of leadership is required to manage each type of integrity violation. The structure of the article is as follows. The first part clarifies central concepts that are used in this paper and presents four hypotheses regarding the relationship between aspects of leadership and types of integrity violations. The second part gives an overview of the design of our survey. In the third part, the findings are reported and discussed. In conclusion, the consequences for theory, research and practice are elaborated upon.

Problem statement

Despite numerous reports and efforts by Kenyan leaders and security departments within the Kenyan Policing agency to embed good integrity practices in the police sector, high profile scandals and unethical incidents continue to occur. The context for police integrity is one of forces being subject to continuing public scrutiny and criticism when weaknesses in integrity systems are exposed. The police tend to operate in a responsive role, which requires them to continually defend the adequacy of their integrity programmes, to undergo inquiries into perceived or actual failings and violations and to rigorously review working methods. In Kenya, junior officers have been blamed for integrity violations, such as bribery, extortion, misconduct while off duty and cooperating with criminals and some have lost their jobs in such cases. Though much effort to create high profile officers in Kenya has been witnessed, there is an urgent need to review the leadership and management styles and approaches exhibited by senior officers within the Kenyan Police agency. In reality, inimical acts committed by a junior will have a direct connection to the senior officers responsible within the leadership and administrative functions. In regard to this scenario, the main objective of this research was to

assess the effect of managerial and leadership models on the integrity of police officer violations in Kenya.

Research objectives

This research was guided by both general and specific objectives

General objective

The main objective of this research was to assess the effect of leadership models on the integrity of police officer violations in Kenya.

Specific of objectives

For the purpose of establishing the true nature of integrity violations within the police agency in Kenya, this research was guided by the following objectives:

- (i) To find out the effect of role modeling on the integrity of police officers violations in Kenya.
- (ii) To establish the effect of strictness of the manager on the integrity of police officers violations in Kenya
- (iii) To determine the effect of openness of the manager on the integrity of police officers violations in Kenya
- (iv) To investigate the effect of leadership styles on the integrity of police officers violations in Kenya

LITERATURE REVIEW

This section seeks to present in detail the existing and previous literature and researches related to the topic under current study.

Integrity and Police Violations

Conceptual clarity about the distinction between integrity, ethics and corruption is important, especially when it concerns public debate, policy-making and theory development both at the local level and on an international level. The concept of corruption is most often at the heart of that debate (Ashforth and Anand, 2003; Barker and Carter, 1996; Bull and Newell, 2003; Caiden et al., 2001; Crank and Caldero, 2000; DeCelles and Pfarrer, 2004; Heidenheimer and Johnston, 2002; Menzel and Carson, 1999). It is therefore imperative to be aware of at least two definitions of corruption. First, there is a more specific or narrow interpretation. Corruption is often defined as “behavior which deviates from the formal duties of a public role because of private-regarding (personal, close family, private clique) pecuniary or status gains; or violates rules against the exercise of certain types of private-regarding influence” (Nye, 1967, p. 419; Caiden, 2001; Gardiner, 2002). The same elements can be found in the definition that is used in the work of international organizations against corruption: corruption as the abuse of office for private gain (Pope, 2000). All of these definitions portray corruption as a breach of moral behavioral norms and values that involves private interests.

A broader definition views corruption as synonymous with all types of violations of moral norms and values. This almost automatically brings us to the central concept of this article, namely integrity. This concept has become prominent in the discussion in many countries (Dobel, 1999; Fijnaut and Huberts, 2002; Huberts and van den Heuvel, 1999; Klockars et al., 2000; Montefiori and Vines, 1999; Uhr, 1999). We define integrity as the quality of acting in accordance with relevant moral values, norms and rules accepted by society. Integrity is a quality of individuals (Klockars, 1997; Solomon, 1999) as well as of organizations (Kaptein and Reenen, 2001). Additionally, ethics can be defined as the collection of values and norms, functioning as standards or yardsticks for assessing the integrity of individual conduct (Benjamin, 1990). The moral nature of these values and norms refers to what is judged as right, just, or good conduct. Values are principles that carry a certain weight in one's choice of action (what is good to do, or bad to refrain from doing) (Githui 2012). Norms indicate morally correct behavior in a certain situation. Values and norms guide action and provide a moral basis to justify or evaluate what one does and who one is (Lawton, 1998; Pollock, 1998).

In our research we use a typology of integrity violations as developed by Huberts et al. (1999). This typology was the outcome of an analysis of the literature on police integrity and corruption (Anechiarico and Jacobs, 1996; Barker and Roebuck, 1973; Heidenheimer et al., 1989; Kleinig, 1996; Klockars, 1997; Punch, 1985, 1996; Sherman, 1974) and was assessed against the results of empirical research on internal investigations in the police force. The resulting typology covers a broad range of integrity violations by public officials.

The following integrity violations or forms of police misconduct can be distinguished: corruption, i.e. the abuse of office for private gain; fraud and theft of resources; conflicts of (private and public) interest as a result of giving or receiving gifts; conflicts of interest as a result of jobs and activities outside the organization; gratuitous violence against citizens and suspects; other improper (investigative) methods of policing; abuse and manipulation of information; ill-treatment (discrimination and sexual harassment) of colleagues or citizens; wastage and abuse of organizational resources; and misconduct whilst off duty.

This shows that integrity or appropriate behavior means much more than not being corrupt. Nevertheless, it goes without saying that corruption, "as the abuse of office for private gain", is a crucial aspect of organizational integrity.

Leadership

Many scholars as well as practitioners argue that leadership is one of, if not the most important, factor influencing the ethics and integrity of employees (Ciulla, 1998; Dickson et al., 2001; Lewis, 1991; Paine, 2003; Trevino and Nelson, 1999). Although a number of relevant aspects of leadership can be identified, we explore only three of the most often cited qualities of ethical leadership in relation to integrity violations of employees:

- (1) Role modeling of managers through setting a good example for employees.
- (2) Strictness of managers in applying clear norms and sanctioning misbehavior of employees.
- (3) Openness of managers to discuss integrity problems and dilemmas.

According to Trevino et al. (2000), pp. 131, 134-136) these three aspects are necessary to develop a reputation for ethical leadership; together they constitute the “pillar” of the moral manager. The three aspects of leadership will be developed into three hypotheses from which another hypothesis is deduced concerning the relative impact of these aspects of leadership on integrity violations.

The Role modeling of managers

The example set by management is often cited as a determining factor in the behavior of employees in general, and more specifically, safeguarding the integrity of an organization (Ford and Richardson, 1994; Hegarty and Sims, 1978; Petrick and Quinn, 1997; Stead et al., 1990; Trevino et al., 1999). Some scholars speak of the foundation, others of the key or the cement (Holden, 2000). Based on a case study they conducted, Sims and Brinkman (2002) assert that the moral tone and example set by managers is the most important element of an ethical organization. Managers serve as role models for employees (Bass and Steidlmeier, 1999; Ciulla, 1998; Dickson et al., 2001; Ford and Richardson, 1994; Fulmer, 2004; Gini, 2004; Lewis, 1991; Price, 2003; Zhu et al., 2004) and lead by the example they set. Their behavior reflects the norms of the organization; it conveys how things are really done in the organization. Subordinates are likely to imitate supervisors since these individuals represent significant others in the organizational lives of employees. There is thus reason to believe that the behavioral integrity of managers will influence the behavioral integrity of employees.

Strictness of the manager

According to the teachings of the Ethics Resource Center Fellows Program (2001), an ethical leader is more than just an ethical person and a role model: “Making ethical decisions and being an ethical person is simply not enough” (p. 10). A first aspect relates to the expectation that employees are more likely to do what is rewarded, and avoid doing what is punished (Butterfield et al., 1996; Paine, 1994). According to Trevino (1992), employees will refrain from committing ethical violations if they can expect that such behavior would be punished and that the level of punishment would outweigh any potential reward. Furthermore, “discipline for rule violators serves an important symbolic role in organizations – it reinforces standards, upholds the value of conformity to shared norms and maintains the perception that the organization is a just place where wrongdoers are held accountable for their actions” (Trevino et al., 1999, p. 139). Managers should call employees on the carpet if necessary and discipline them (Punch, 1996). Managers should therefore be clear on what is right and what is wrong, what is permitted and what is forbidden (Bovens, 1998). It is thus reasonable to assert that managers should be clear in defining and strict in applying the organizational norms to their employees in order to prevent integrity violations in the workplace.

Openness of the manager

Openness in an organization decreases the likelihood of employee misconduct (Mason, 2004; Trevino et al., 1999). In an open organization, employees can be honest about mistakes, ask for advice when confronted with integrity-related issues, discuss integrity dilemmas and report deviant behavior. In a closed organization criticism is not tolerated, delivering bad news is not

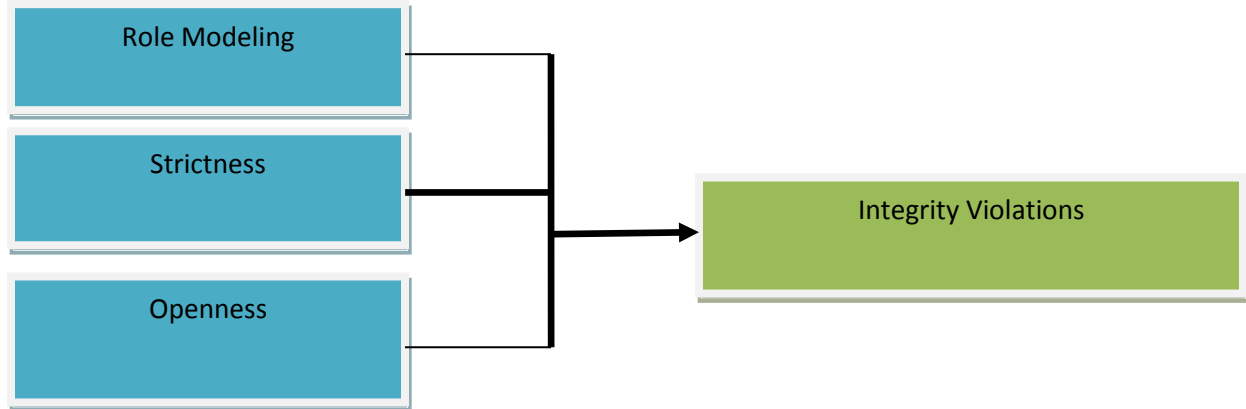
appreciated, employees are not called to account for their misbehavior, and employees are encouraged to keep their mouth shut, close their ears and avert their eyes (Bird, 1996; Kaptein and Wempe, 2002; Trevino and Nelson, 1999). Managers should therefore not only be strict and set a good example; they should also be approachable and open in the event employees need to discuss integrity issues. It follows that employees of managers who are open will - *ceteris paribus* – commit fewer integrity violations.

Role modeling, strictness and openness of the manager

Our research builds on the partial theory development discussed in the preceding section and focuses on the effects aspects of leadership have on types of integrity violations by employees. Many studies that examine the significance of leadership for individual and organizational integrity focus on the integrity of leadership as such, without defining it (see, for example, Trevino and Weaver, 2003). We will relate the three aspects of leadership to specific types of integrity violations. In the literature on this subject, Paine (1994) has set the tone with her distinction between a compliance-based approach and an integrity or values-based approach. The first focuses primarily on preventing, detecting and punishing violations while the more effective approach concentrates on instilling values that promote a commitment to ethical conduct. According to Trevino et al. (1999), the broader ethical context seems more important than specific compliance program goals or characteristics. One of the elements that guide employees is leadership: Leadership is a key ethical culture factor – one of the most important factors in the development of high caliber employees. Employees perceive that supervisors and executives regularly pay attention to ethics, take ethics seriously, and care about ethics and values as much as the bottom line, all of the outcomes were significantly more positive. Anechiarico and Jacobs (1996) Anechiarico, 2002) also argues that for public organizations, value- and culture-based strategies might be more effective than compliance, rules, and sanctions. The question is how these insights and research results relate to the three leadership characteristics discussed above. The importance of leadership is undisputed, and “setting a good example” and “openness” seems to coincide more with a values-based approach, while strictness is more consistent with a compliance-based approach with its rules and sanctions. We can thus expect that leadership characterized by “role modeling” and “openness” will contribute more to curbing integrity violations than leadership characterized by “strictness”.

Conceptual Framework

In order to guide the researcher, the model consisting of the variables was developed. This framework consisted of both independent and dependent variables. Its diagram is as represented in the figure below. The independent variables were role modeling, strictness and openness while dependent variable was integrity violations.

Dependent Variables**Independent Variables**

Source: Author (2014)

Figure 2 1: Conceptual framework

RESEARCH METHODOLOGY

Design and Sampling

The researcher personally administered the questionnaire. The questionnaire was written in English, which is the respondents' language; to tap the respondent's attitudes, perceptions, and feelings. A questionnaire is the best way to collect data in a short period of time, and the researcher has the opportunity to introduce the research issues and motivate the respondents to offer frank answers. It is also less expensive and consumes less time than interviews (Sekaran, 2003). The study used a probability sampling procedure.

Specifically, stratified random sampling was used because of the differentiated information required regarding various strata and parameters within the population. This method is considered the most efficient among all probability designs. Kenya is a country with a population of 40 million (International Monetary Fund, 2011) and has about 200,000 police members. Sekaran (2003) simplified the size decision by providing a table that ensures a good decision model, which provides a generalized scientific guideline for sample size decisions. In this study 250 were chosen as sample size based on estimating our target population according to the above-mentioned standard.

Measurement of Variables:

The dependent variable in this study is integrity violations. A total of 36 items were used in this study to measure the dependent variable, adopted from previous studies of Almir Maljevic, *et al.* (2006). The Cronbach's Alpha scale in the sample of police officers has very high reliability, above of 0.68. Ethics and integrity violations by Kenyan Police officers were estimated using

correlation measures developed by the author/researcher under the guidance of the previous studies.

The leadership characteristics “role modeling”, “strictness” and “openness” were measured on a five-point Likert scale (from 1 (totally disagree) to 5 (totally agree). The final score was arrived at by calculating the average score on all items. As analytical techniques we used Confirmative Factor Analysis and Reliability Analysis. The analyses indicated that all items had acceptable factor loadings and built reliable scales.

As shown in Table I, three questions were posed to measure role modeling, which was defined as the extent to which the supervisor sets a good example, keeps to existing rules and agreements, and is morally trustworthy. The Cronbach’s alpha reliability for this factor was 0.85. Three questions were also formulated to measure strictness, that is, the extent to which the supervisor clarifies ethical decisions and norms concerning the work of employees, calls employees to account when they violate principles and standards of integrity, and are prepared to sanction employees for violating principles and standards of integrity. The Cronbach’s alpha reliability for this factor was 0.67. Openness was also measured with reference to three questions, that is, the extent to which the supervisor creates opportunities for employees to discuss personal integrity dilemmas, to discuss work-related ethical problems, and to clarify the integrity policy of the organization. Openness had a Cronbach’s alpha reliability of 0.82.

Table 3.1:

Items	Factor loadings
Role modeling ($\alpha= 0.85$)	0.90
My supervisor sets a good example in terms of ethical behavior	
My supervisor keeps to existing rules and agreements	0.86
My supervisor is morally trustworthy	0.86
Strictness ($\alpha= 0.67$)	
My supervisor calls employees to account when they violate principles and standards of integrity	0.81
My supervisor is prepared to sanction employees for violating principles and standards of integrity	0.81
My supervisor clarifies ethical decisions and norms concerning my work	0.70
Openness ($\alpha=0.82$)	
My supervisor is willing to clarify the integrity policy of the organization	0.87
My supervisor is accessible to me to discuss personal integrity dilemmas	0.86
My supervisor is accessible to me to discuss work-related ethical problems	0.84

Notes: For the factor analysis the following procedure was used: principal components analysis, missing replaced by mean, eigenvalues of factors. 1, method correlations. The Cronbach’s alpha was computed by the reliability analysis, based on the covariance matrices

Sources of Data, Instrument and Data Collection

All data collected for this study was purely primary information. Primary data was collected through structured questionnaires. The factors tested have been incorporated using a Likert-type method. The various steps were carried out for short-listing the variables of interest. The process started with literature review to identify critical factors for success. Focus group meetings were held to obtain a more comprehensive review; these groups were selected from various police stations and were facilitated by a team of consultants as guided by the researcher. The first draft of factors was prepared and piloted. Testing for reliability and validity checks were conducted.

Testable hypothesis

From the evaluation of the current literature and research objectives, the following hypotheses were formulated:

- (i) Role modeling: H_1 : The more managers display integrity in their own behavior, the fewer integrity violations will be committed by employees.
- (ii) Strictness of the manager: H_2 : The more strictly managers enforce ethical norms and punish wrongdoers, the fewer integrity violations will be committed by employees.
- (iii) Openness of the manager: H_3 : The more open managers are, in the sense of offering employees opportunities to discuss and address integrity issues, the fewer integrity violations will be committed by employees.
- (iv) Leadership: H_4 : Leadership characterized by role modeling and openness will contribute more to curbing integrity violations by employees than leadership characterized by strictness.

3.5 Reliability of Findings

The reliability of our findings was examined in details with a KMO and a Bartlett's test. In the KMO and Bartlett's sphericity's test results on the reliability of data set, the KMO value of 0.934 was close to 1.0 and thus statistically very significant. This adds good confidence and weightage to our regression model formulated by the researcher.

Table 3.3: KMO and Barlett Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.934
Bartlett's Test of Sphericity's Approx. Chi-Square	2945.456
Df	201

Data analysis

For the purpose of this research, data analysis was carried out using descriptive statistics since the information is simplified for interpretation. The degree of agreement with statements was aggregated into two categories of yes and no. Responses were analyzed as single cohort for the respective obstacles and variables that constituted the drivers.

Responses were categorized into two general categories of "Yes", and "No" to simplify data interpretation. Incomplete surveys were included in the analysis, provided that the basic demographic information and a response to a particular question were provided.

RESULT FINDINGS AND INTERPRETATION

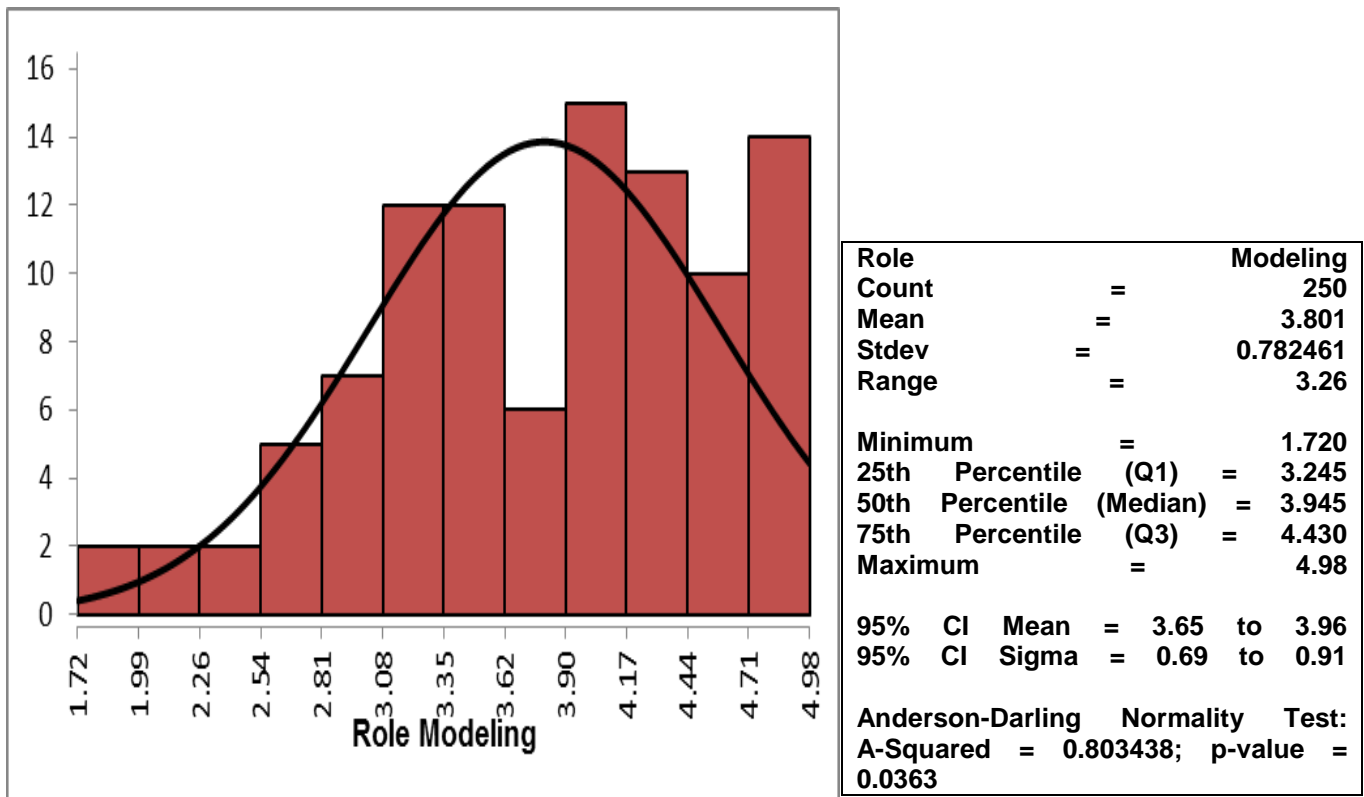
The findings of this research are divided into three important areas, the graphical analysis of the respective leadership trait, correlation analysis and regression analysis. The findings have been presented below.

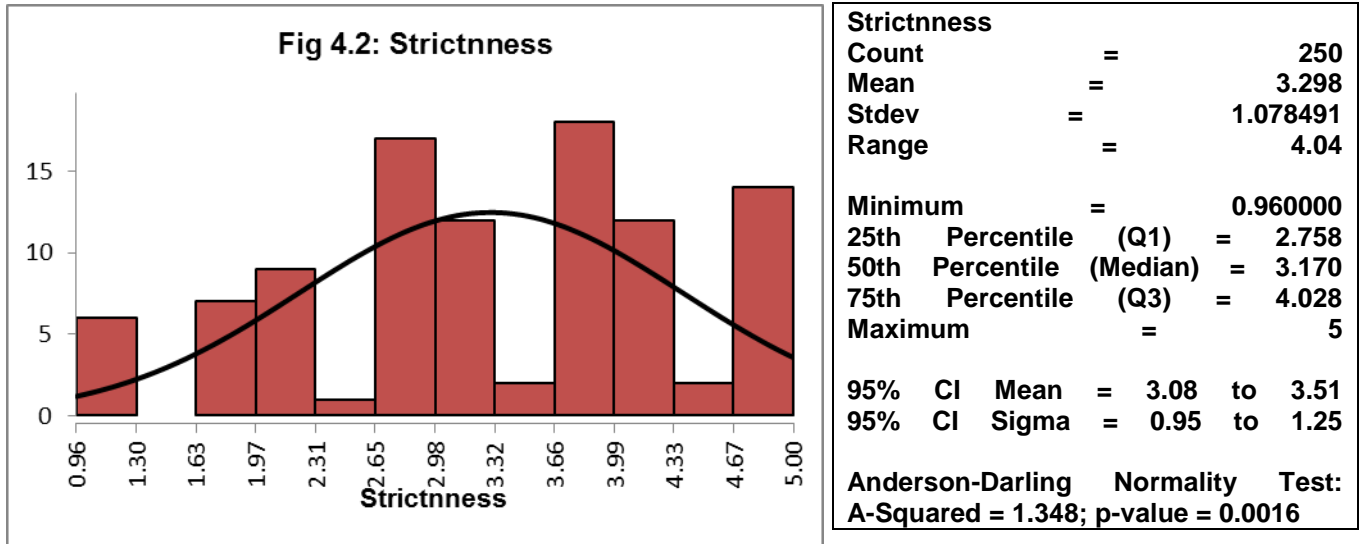
Part one: Descriptive and Histogram Analysis of selected leadership Traits

Descriptive and Histogram Analysis of Role Modeling

The above graphical analysis shows an important aspect of role modeling in police leadership. With the P-value>0.05, we can deduce that there is a normal distribution with this variable. The variability of 0.7824 (Standard deviation) shows that role modeling could be considered as one of the main drivers that can help reduce integrity violations in Kenyan Police force.

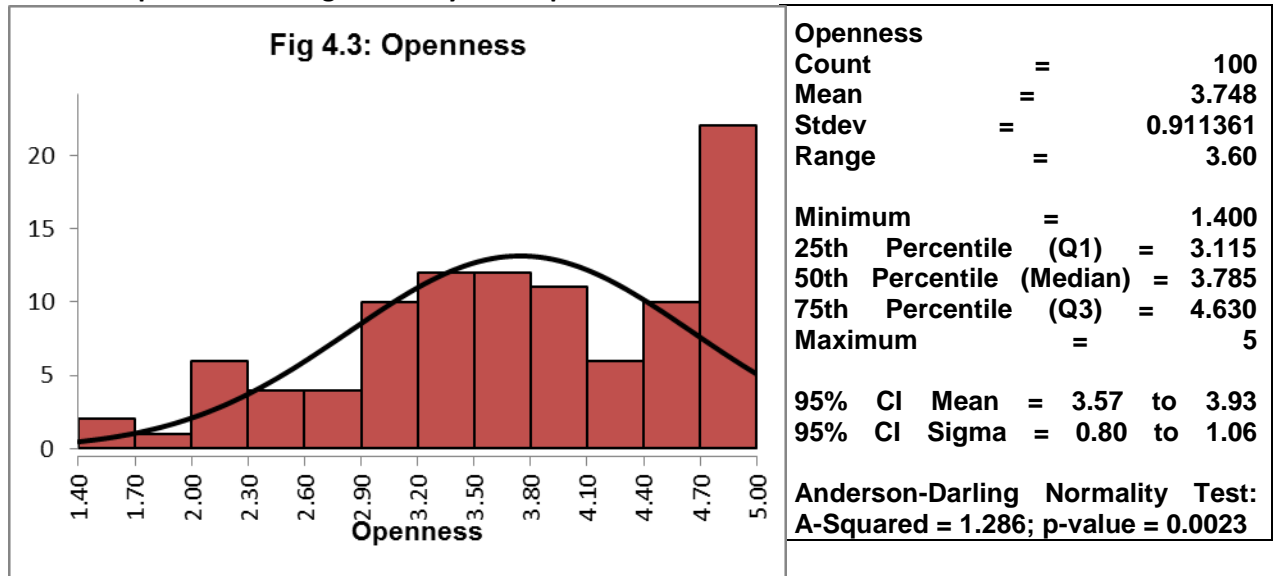
4.1.2 Descriptive and Histogram Analysis of Strictness





Though there is a low Anderson-Darling Normality Test P-value of 0.0016, which is less than 0.05, the variability of 1.0785 (Standard Deviation) shows that Strictness as one of the leadership characteristics could still be a driver in facilitating integrity violations in the Police agency.

4.1.3 Descriptive and Histogram Analysis of Openness



We do realize that openness remains to be an integral element in good leadership. From this graphical analysis, AD p-value is less than 0.05, implying that there is a normal distribution. The standard deviation of .9114 shows that openness may still lead to integrity violations if not clearly exercised. Leaders that set a good example, who are open and who do not hesitate to be stern, can effectively influence the integrity of their employees.

Part Two: Correlation and Regression analysis

To explore the relationship between the three aspects of leadership and the specific types of integrity violations, we used correlation and regression procedures.

Table 4.1 shows the Intercorrelations as reported from the findings. The dependent variables are in many cases strongly related to perceptions of role modeling, strictness, and openness of supervisors. Because the correlations do not control for multiple causation, hierarchical multiple regression was used to further analyze the relationships. By choosing a step-by-step method to enter variables in the regression equation, leadership variables were included only if they added a significant increment to the explained variance. If not, they were left out of the equation after the initial analysis. We recoded the variables so that a positive coefficient implies that employees, who perceive their supervisor as a role model, strict or open, perceive fewer integrity violations in their unit. Table 4.2 shows the results of the regression analysis.

In each regression analysis, all three leadership variables add a significant increment to the explained variance in almost all perceived integrity violations.

(i) Role modeling

Role modeling has an effect on the frequency of all integrity violations listed. We found strong relationship between (a lack of) exemplary behavior and favoritism within the organization, discrimination, sexual harassment, gossiping, bullying, and falsely reporting in sick.

(ii) Strictness

Strictness has an effect on the frequency of the integrity violations listed. A relatively strong relationship was noted between (a lack of) strictness and misusing working hours for private purposes, gossiping, falsely calling in sick and carelessness in the use of organizational resources.

(iii) Openness

Openness is strongly related to the selected types of integrity violations. A relatively strong relationship can be discerned between openness and internal favoritism and discriminatory remarks to citizens.

Table 4.1 Intercorrelations

Variables	Mean	SD	Role Modeling	Strictness	Openness
Role Modeling	3.35	1.02	1.00 **	0.45 ***	0.56 **
Strictness	2.86	0.713	0.83	1.00 **	0.39 **
Openness	3.85	0.74	0.84	0.98	1.00 **
use of organizational resources for private purposes	4.23	0.87	0.19 **	0.20 **	0.17 **
Accepting bribes/gifts	4.77	0.53	0.14 **	0.15 **	0.17 **
Use of unprofessional investigative methods	4.71	0.59	0.14 **	0.18 **	0.12 **
Making special concessions from business/ families and citizens	4.46 0	0.73	0.17 **	0.13 **	0.16 **
Favoritism/Nepotism	4.35	0.79	0.23 **	0.24 **	0.10 **
Notes:	Pearson Correlation; * *p , 0:01; * p , 0:05; n=250				

When we examined the results for each type of integrity violation through the stepwise method we noted the following picture:

(i) Corruption

All three aspects of leadership, role modeling, strictness and openness, have a significant effect on the frequency with which corruption occurs. External corruption is influenced primarily by strictness. The aspect of leaders with the strongest impact on internal corruption in the workplace is role modeling. Openness also plays a role whereas strictness appears to be less important.

(ii) Fraud and theft

Strict managers seem to be more successful in preventing the use of working hours as well as organizational resources for private purposes than managers who set a good example. While open managers do not seem to influence the misuse of working hours at all, they have some influence on the misuse of organizational resources. The frequency at which lost property is taken for private use is influenced by openness to some degree and to a lesser degree by role modeling and strictness.

(iii) Conflicts of interest due to giving or receiving gifts

With regard to the frequency at which special concessions are made whilst on duty, all leadership features, strictness, openness and role modeling, have a significant effect. As to the frequency of accepting gifts, strictness has the strongest impact.

(iv) Use of improper methods of policing

Regarding the use of improper methods of policing, two leadership qualities influence both types of behavior included in the survey: role modeling and – to a lesser degree – openness (and not strictness).

A summary of the findings has been presented in the table 4.2 below

Table 4.2 Regression analysis

Integrity Violations	Type	Role Modeling Beta	Strictness Beta	Openness Beta	Total R ²
use of organizational resources for private purposes	Fraud & Theft	0.063 **	0.120 **	0.087 **	0.061 **
Accepting bribes/gifts	Conflict of interest through gifts	0.283 **	0.081 **	0.164 **	0.188 **
Use of unprofessional investigative methods	Wrong approach of Policing	0.090 **	0.097 **	0.052 **	0.035 **
Making special concessions from business/ families and citizens	Conflict of interest through gifts	0.105 **	0.110 **	0.076 **	0.073*
Favoritism/Nepotism	Corruption	0.161 **	0.073 **	0.104 **	0.075 **
Notes: Stepwise Method	** p, 00.01;	* p , 00.05; n = 250			

Hypothesis testing and Confirmation

To test the hypotheses formulated in Chapter 3, a simple linear regression was used. Linear regression is a useful method to find the relationship between one dependent variable and an independent variable (Hair et al, 2006). Linear regression is widely used to explore a relationship between variables in social science research (Bryman, 2001). Hypothesis testing was based on the standardized path coefficient (r-path coefficient). To support the hypothesis, the p-value of the r-path coefficient was significant at the 0.05 level.

The summary of the findings of the hypothesis test have been presented in the table below

Table 4.5 Regression analysis-hypotheses and results

HYPOTHESIS	DEPENDENT VARIABLES	INDEPENDENT VARIABLES	r-PATH COEFFICIENT	P-VALUE
H 1		Role Modeling	0.456	0.705
H2		Strictness	0.380	0.236
H 3		Openness	0.254	0.036
H 4		Ethical Influence	0.569	0.094

Hypothesis H1: *The more managers display integrity in their own behavior, the fewer integrity violations will be committed by employees* was supported ($r=0.456$, $p<0.705$). This result is consistent with the findings from the focus group discussion and the review of the literature on the integrity violations and leadership in police administration.

Hypothesis H1: *The more strictly managers enforce ethical norms and punish wrongdoers, the fewer integrity violations will be committed by employees* was supported ($r=0.380$, $p=0.236$). This result is consistent with the findings from the focus group discussion and the review of the literature on the integrity violations and leadership in police administration.

Hypothesis H3: *The more open managers are, in the sense of offering employees opportunities to discuss and address integrity issues, the fewer integrity violations will be committed by employees* was supported ($r=0.254$, $p<0.036$). This result is consistent with the findings from the focus group discussion and the review of the literature on corruption in police officers.

Hypothesis H4: *Leadership characterized by role modeling and openness will contribute more to curbing integrity violations by employees than leadership characterized by strictness* was supported ($r=0.569$, $p<0.094$). This result is consistent with the findings from the focus group discussion and the review of the literature on corruption in police officers.

DISCUSSION, RECOMMENDATIONS AND CONCLUSION

Discussion

All three leadership characteristics have a significant effect on several of the perceived integrity violations in the respondents' work environment. The regression analyses show that setting a good example has a significant impact on all selected types of behavior used as examples of integrity violations. The analyses also reveal that strictness and openness are related in almost all

tested integrity violations. The results also show that the selected leadership characteristics are not equally important for all integrity violations identified.

The leadership characteristic of role modeling appears to have a significant influence on all types of misconduct, with a relatively strong effect on internal corruption (favoritism). These violations are among the various types of behavior on which role modeling has a greater effect than strictness and openness.

This list includes all types of ill-treatment. It can be concluded that the types of integrity violations that are related to role modeling are diverse, but that many of these violations concern the quality of personal relationships, mostly within the organization (favoritism etc). The leadership characteristic of strictness has a significant influence on some of the identified integrity violations. This characteristic has little influence on violations that are directly linked to police work and “getting the job done” (violence, care of suspects, improper investigation methods, and reporting). A relatively strong effect exists for misusing working hours for private purposes, gossiping, falsely calling in sick, and the careless use of organizational resources. All but one of these integrity violations concerns the misuse of organizational resources. When we compare the effect of strictness to that of the other two characteristics of leadership, strictness has the strongest effect on external favoritism and careless use of organizational resources. These findings show that of all three characteristics of leadership, strictness seems to have the strongest influence on violations related to fraud (misusing resources) and corruption (external favoritism, accepting gifts, conflicts of interest).

The leadership characteristic of the openness of the manager also has a significant effect on the identified types of integrity violations. Of all the leadership aspects, openness is most strongly related to one violation, namely taking lost property for private use. To recapitulate, all types of integrity violations are influenced by managers setting a good example. Both strict and open leadership influence 75 percent of the examined violations. Setting a good example is the most influential of all leadership characteristics, and particularly relevant to safeguarding the integrity of internal social relationships. Strictness seems to be essential to limiting integrity violations in which organizational resources are at stake (including corruption). Openness cannot be ignored either, but it is less clear which type of integrity violation is controlled best by this leadership quality. The findings of the survey demonstrate that a multifaceted leadership strategy will be most effective in safeguarding the integrity of an organization.

The significance of strictness is notable especially in relation to violations that are more clear-cut or concern the assets of the organization, like fraud and corruption. Strictness has a greater impact on limiting these violations than openness and role modeling. Role modeling has the greatest influence on employees’ day-to-day interaction with colleagues and citizens. When supervisors set a good example, employees perceive fewer instances of favoritism/nepotism. Gauging the impact of the leadership quality of openness is somewhat problematic. It is seldom more influential than role modeling and strictness, but the findings do not permit more specific inferences about the relationship between openness and the different types of integrity violations.

Recommendations

The findings of the survey demonstrate that a multifaceted leadership strategy will be most effective in safeguarding the integrity of an organization. The review of literature, focus group discussion and the findings of this research have led us to formulate the following recommendations.

(i) Behaviour modification through ethical role modeling

The moral tone and example set by managers is the most important element of an ethical organization. In this regard, police managers and administrators should serve as role models for employees and lead by the example they set. Their behavior reflects the norms of the organization; it conveys how things are really done in the organization.

(ii) Creating and nurturing strict but ethical leadership

Police leaders and managers should therefore be clear on what is right and what is wrong, what is permitted and what is forbidden. It is thus reasonable to assert that managers should be clear in defining and strict in applying the organizational norms to their employees in order to prevent integrity violations in the workplace.

(iii) Focusing on Open leadership that is subject to ethical consideration

Leaders that set a good example, who are open and who do not hesitate to be stern, can effectively influence the integrity of their employees. Police Managers, administrators and senior officers should therefore not only be strict and set a good example; they should also be approachable and open in the event employees need to discuss integrity issues.

IMPLICATIONS/PRACTICAL CONTRIBUTIONS

The findings demonstrate that it might be worthwhile to pay more attention to integrity aspects in research about the effects of leadership and leadership styles on employee conduct. The development of theory on leadership and organizational performance might benefit from taking into account “organizational integrity”. As the organizational scandals of late have shown, fraud, corruption, and other integrity violations can have disastrous consequences for the reputation and performance of organizations in the private as well as the public sector. The results are significant for the further development of theories of organizational ethics and integrity. Existing theories emphasize the importance of value- and culture-based strategies. Role modeling and openness are considered more effective than strictness, including sanctioning. Our research results show that the significance of strictness is often underestimated and that it is vital to differentiate more clearly between types of integrity issues.

The research results also have consequences for the management of integrity in (police) organizations. It is clear that managers should not only focus on transforming the values and norms on employees through exemplary behavior and an open management style that encourages discussion of values and dilemmas. To be strict, in other words, to define norms clearly, to bring employees to account and to sanction unethical behavior appears to be important as well. Strictness acts as a deterrent to many integrity violations.

LIMITATIONS AND DIRECTIONS FOR FURTHER RESEARCH

It is important to keep the limitations of this research in mind. This research focused on only three aspects of leadership. More research is needed to examine the effect of other characteristics of managers on the prevalence of integrity infringements. It would also be worthwhile to explore in more detail the content of the supposed causal relationship between leadership characteristics and integrity violations in the workplace. The survey of the perceptions of employees was conducted by means of a questionnaire. Besides the benefits of such a method, there are also certain limitations. A problem associated with this method concerns the possibility that the results may be influenced by common method biases

Even though the study has taken the field of leadership and ethics a step forward by relating different aspects of leadership with different types of violations, future research should combine different sources and methods in order to test the findings. Follow-up research could also include the perceptions of external stakeholders and more objective data like the number of recorded violations, complaints, and damages to organizational assets. It would also be promising to augment this type of study in other sectors and countries.

CONCLUSION

The findings show that role modeling, strictness, and openness of leaders influence the behavior of employees, but that the impact of the variables on the different types of integrity violations varies. The results thus indicate that specific leadership qualities are required to curb specific types of integrity violations. Role modeling is important and especially significant in limiting unethical conduct in the context of interpersonal relationships. Employees seem to copy the leader's integrity standards in their daily interaction with one another. Strictness is important as well, but appears to be particularly effective in controlling fraud, corruption and the abuse of resources. The impact of openness is less evident. This is an unexpected result with significant consequences for both theory and practice.

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