Fostering Police Integrity through Visionary Leadership in the Context of Pakistan

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Abstract

The preservation of police legitimacy has the utmost significance within the realm of law enforcement. The specific research article investigates the potential impact of good leadership on enhancing the credibility of law enforcement institutions. This study comprehensively examines leadership practices that foster ethical conduct and accountability inside police organisations. It does this by synthesising existing literature and incorporating empirical evidence. This article investigates the strategies by which effective leadership can cultivate a culture characterised by integrity. It analyses the interplay between leadership approaches, corporate culture, and individual conduct. The findings underscore the significance of leadership in promoting police practices that are transparent, accountable, community-driven, and aligned with societal norms.

INTRODUCTION

The police department is pivotal in upholding public order and ensuring community protection. To effectively carry out their duties, law enforcement agencies must prioritise the integrity of their people. Integrity within law enforcement encompasses a range of attitudes and practices (Wijaya, 2023). Encompassed with this commitment is a steadfast determination to maintain the utmost professional conduct and meticulous adherence to relevant rules and regulations. In order to cultivate public confidence, it is essential to enhance the integrity of police personnel. The promotion of accountability and the guarantee of access to well-trained law enforcement personnel. "Services" refers to the activities or tasks an individual or organisation provides to be prioritised. The presence or absence of effective leadership is often seen as a significant factor influencing the achievements or shortcomings of both organisations and people.

A potential association exists between the occurrence of "failure" inside an organisation, characterised by corruption, misbehaviour, inefficiency, or incompetence, and the degree, quality, and style of its leadership (Schafer, 2010). Baker (2000), Dias and Vaughn (2006), Meese and Ortmeier (2004), Garrett (1999), Hall (1980), O'Hara (2005), and McCabe (2005) represent a selection of academic publications that provide evidence of this phenomenon within the police community and beyond. There is a prevalent assumption that leadership within law enforcement has a significant impact on the efficacy of the organisation, the conduct of subordinates, as well as the individual and collective outcomes. Organisations often need more skilled leaders (Haberfeld, 2006; Rowe, 2006), despite the crucial role of leadership in shaping policy outcomes. The maintenance of organisational integrity is of paramount importance in both the public and private sectors. Both employees and bosses may have a sense of powerlessness when their integrity is questioned. The proper operation of for-profit enterprises relies on honesty. "Establishment" refers to an organisation or institution established or

founded for a specific purpose (Huberts et al., 2007). The concept of integrity plays a crucial role in fostering trust among an organisation's many stakeholders.

THEORY AND HYPOTHESIS

Theory of Leadership

Effective leadership within law enforcement organisations is crucial for establishing a cohesive force, a productive work environment, and cultivating integrity among police personnel (Payne, 2023). Multiple theories of leadership provide insight into how commanding officers might influence the ethical orientation of their departments.

Transformational Leadership Theory

Transformational leaders can inspire and motivate followers to achieve their utmost potential by fostering a sense of purpose and a shared vision. This kind of management can enhance the credibility of the police force by fostering a collective emphasis on ethical conduct and high performance across the whole organisation. According to the findings of the Global Corruption Barometer (2017), the Indonesian National Police (I.N.P.) emerged as the institution with the highest levels of corruption inside the nation (cnnindonesia.com). This observation indicates the persistent existence of police corruption as an ongoing issue. Furthermore, according to *research* conducted by the Corruption Eradication Commission (K.P.K.) in 2017, I.N.P. was regarded as the second-worst regarding integrity among 36 ministries/agencies and 30 local governments (cnnindonesia.com). The study's findings about the significance of transformational leadership, organisational culture, and employee satisfaction were essential in determining the rationale for exploring these subjects. As Daniel (2019) identified, three elements influence law enforcement personnel's integrity. Hence, this research examines the correlation between police integrity within the Police Headquarters of Central Java and many aspects, including mediation by organisational culture, transformational leadership, and work satisfaction.

Servant Leadership Theory

Servant leaders are characterised by prioritising their followers' needs before their own. By implementing this concept into law enforcement agencies, it becomes feasible to effectively attract and maintain ethical police personnel who prioritise the safety and well-being of the general public above personal motivations. According to Bowman (2021), individuals serving in police personnel and civilian management staff roles may be classified as "police leaders" within the framework of this description. Although servant leadership and police management seem to be a compatible combination, there is a need for more empirical research on this subject matter (Haake et al., 2017; Kubala, 2014). Previous research conducted by Jackson and Lee (2019) has yielded initial findings that support the notion of servant leadership being implemented throughout the police force, particularly among its upper echelons. According to the findings of Russell et al. (2018), the positive impact of publicly declared servant leadership on the health and well-being of police officers was seen in a qualitative single case study. A recent study has shown evidence of a robust association between servant leadership and the motivation of police officers, as well as between servant leadership and establishing a secure work environment for these officers. In the year 2020, Ardiyaya was seen.

Ethical Leadership Theory

Leaders with integrity have a profound regard for ethical ideals and serve as commendable role models for their subordinates. Police officers are more likely to demonstrate ethical behaviour when they see their superiors exhibiting such behaviour, and this approach has the potential to foster a culture of integrity inside a police department. The primary objective of this study was to provide valuable insights into the perspectives of police officers on the severity of integrity violations, as well as the impact of ethical leadership on integrity and the code of silence. The intention was to contribute to the knowledge and understanding of both the academic and professional realms. The study by Tasdoven and Kaya (2014) highlights the substantial impact of leadership in dismantling the code of silence among police officers. Work in the public sector has been associated with negative consequences, including unethical pro-organisational behaviour (U.P.B.), as identified by Miao et al. (2013), and emotional fatigue, as highlighted by Zheng et al. (2015). To get more information, please proceed with reading the content provided below.

Theory of Police Integrity

The cornerstone of a reliable and efficient law enforcement organisation is the integrity of its police force. Numerous theoretical frameworks provide insights into the various determinants that impact the integrity of law enforcement officers.

Institutional Theory

According to this perspective, workers' behaviour is significantly impacted by the structure and culture of the organisation. Cultivating integrity among the ranks of police officers is more probable in a law enforcement agency that demonstrates a resolute dedication to maintaining elevated ethical principles. The Institutional Theory of Police Corruption posits that corrupt transactions are necessary for police employees to effectively carry out their official duties since the absence of such transactions would result in a scarcity of resources required for their day-to-day operations. The relationship between the Public Choice Theory and the Institutional Theory of police corruption may be attributed to the absence of moral grounds for refraining from accepting bribes for personal gains, as highlighted by Malik and Qureshi (2021). This link arises from the problem surrounding establishing institutional resources via corrupt transactions. The issue of police corruption in Pakistan entails the intertwining of corruption for personal gain, which serves as a means to mitigate the adverse effects of low salaries necessary for survival and the pursuit of a luxurious lifestyle, particularly among senior officials. Moreover, this corruption is also seen as a functional need for effective police operations.

Social Learning Theory

According to the principles of social learning theory, individuals acquire new abilities via observing and imitating others in their immediate social environment. Police personnel are more likely to exhibit ethical behaviour when they see consistent ethical conduct from their superiors and colleagues. Based on the tenets of the social learning theory, the perception of an office environment may substantially influence an employee's behavioural responses. The nasty workplace rumour about targets may undergo significant alteration due to interpersonal or collective conflicts. Relational conflict refers to understanding interpersonal and affective disparities within groups or teams (Khan et al., 2021). This encompasses emotions characterised by tension, animosity, discord, and intense negative affect. In the context of a police officer's actions, they can relieve themselves of culpability for using force against an

unarmed protestor by attributing the decision to superiors who issued the order. The act of dehumanisation and assigning blame to others might serve as a coping mechanism for individuals, as it allows them to diminish their culpability by diverting attention away from their transgressions.

HYPOTHESES ON LEADERSHIP AND POLICE INTEGRITY

Positive Leadership Correlates with Higher Police Integrity

The presence of law enforcement officials who exhibit positive leadership qualities such as effective communication, ethical decision-making, and a commitment to equitable treatment is correlated with elevated levels of police integrity (Blumberg et al., 2019). The cultivation of ethical norms among law enforcement officers is anticipated to foster the development of a more reliable and effective police force under the guidance of supportive leaders.

H1: Establishing a culture of honesty and trust within police departments is more probable when leaders communicate transparently, demonstrate ethical decision-making, and exhibit impartial treatment toward all individuals.

Leadership Training Enhances Ethical Decision-Making

The enhancement of the department's ethical decision-making may be facilitated by investment in the leadership development of police personnel. It is widely believed that leaders who possess enhanced capabilities in navigating complex moral dilemmas and prioritise the value of integrity are more likely to effectively guide their constituents toward adopting ethical behaviours (Nunes Vilaza et al., 2022). Consequently, this fosters a culture of ethical conduct inside law enforcement agencies, enhancing public confidence in the police.

H2: Enhancing the trustworthiness and integrity of a police force could be accomplished by implementing comprehensive training programs for police commanders, focusing on ethical decision-making, conflict resolution, and cultural sensitivity.

Inclusive Leadership Reduces Misconduct

Departments that prioritise and implement inclusive leadership are more likely to see a reduction in instances of misconduct among police personnel. In a group situation, officers are more prone to experiencing a sense of appreciation and comprehension when under the guidance of an inclusive leader who actively advocates for diversity, equality, and respect for all team members *(Zhong and Luo, 2022).* This phenomenon increases the likelihood of police officers behaving ethically and professionally, resulting in decreased misconduct. The active promotion of diversity, equality, and inclusivity by leadership may have a positive impact on police officers' conduct, leading to a reduction in acts of misbehaviour. This can be attributed to the officers' increased appreciation, value, and motivation to uphold the agency's ethical standards.

Accountability-Oriented Leadership Deters Corruption

The presence of law enforcement officials who prioritise accountability and transparency enhances an agency's resilience against corruption. The likelihood of officers engaging in corrupt activities is reduced when their supervisors establish a well-defined system of accountability and consequences for unethical conduct (Ahmad et al., 2020). Establishing a culture centred on accountability fosters an environment where the likelihood of corruption is diminished, and the morale of law enforcement personnel is maintained.

H4: Implementing a robust framework of accountability and punishment is an effective deterrent against corrupt practices. This is because those in positions of authority are cognizant of the consequences they would face should they deviate from established ethical standards.

METHODOLOGY

Research Design

This study employed a quantitative research methodology to examine the relationship between three core leadership attributes and observable instances of integrity violations among Pakistani police inspectors at the BS-16 level. The present study employed a quantitative research approach to comprehensively investigate the relationship between leadership skills and instances of integrity violations among Pakistani police inspectors at the BS-16 level. This design was very suitable for the study's objectives, as it enabled the collection of quantitative data that could be subjected to statistical analysis.

Specifically, the study focused on three key leadership attributes, namely "Independent - Leadership Practises," "Ethical Conduct," and "Accountability." The traits above were chosen due to their significant impact on promoting integrity and equitable conduct among law enforcement professionals. This underscores the crucial role of proficient leadership in fostering an ethical culture inside the police department.

The meticulous use of statistical methods bolstered the study's findings, and the study's implications for law enforcement were underscored. Using a quantitative research technique in this study provided a robust foundation for exploring and comprehending the intricate connections between leadership and integrity among Pakistan's Police Inspectors at the BS-16 level.

The findings offer valuable insights for those involved in formulating policies, designing training initiatives, and implementing leadership development programmes aimed at enhancing the dedication of police departments to ethical conduct and accountability.

Data Collection

The study involved the participation of a convenience sample, including Pakistani police inspectors at the BS-16 level. In light of the considerable importance attributed to leadership and ethical conduct among the upper echelons of the police organisation, a representative sample was carefully chosen to ensure the generalizability of the findings.

The study's primary method employed for data collection was a well-crafted questionnaire. The poll was meticulously designed to assess participants' degrees of "Independent - Leadership Practises," "Ethical Conduct," and "Accountability." The researchers obtained insights into the participants' experiences, opinions, and actions related to these essential criteria by employing a set of targeted questions specifically crafted to assess each attribute.

Using a questionnaire proved valuable in acquiring numerical data, which could afterwards be subjected to statistical analysis. The questionnaire was specifically made to ensure that the responses obtained would be systematically arranged, hence facilitating the identification of patterns and trends about the leadership and integrity of BS-16 Police Inspectors. Using a systematic data collection methodology introduced rigour and consistency to the research, enhancing the reliability and validity of the study's results.

Sampling

Convenience sampling was chosen as the sampling approach for this study because of its practicality and ease of implementation. Inspectors of the BS-16 level play a significant and dynamic role within the law enforcement community (Dubey, 2019). This posed a practical challenge for researchers seeking to establish communication with this specific group of specialists. The research employed a convenience sample method to recruit Police Inspectors who were readily accessible and willing to participate. This approach resulted in cost reduction and facilitated implementation, hence, enhancing the manageability of the data collection process. It is imperative to acknowledge, however, that the sample may need to sufficiently represent the population of Police Inspectors at the BS-16 grade, which poses a possible limitation to the generalisability of convenience sampling. Notwithstanding this cautionary note, the research endeavour tried to enhance the dependability of its findings by conducting a comprehensive examination of the data and formulating pertinent conclusions within the confines of the sample.

Validity and Reliability

The validity and dependability of data collection procedures are fundamental principles in conducting rigorous research. The research employed Confirmatory Factor Analysis (CFA) and Reliability Analysis to accomplish the task. Confirmatory factor analysis was employed to assess the reliability and validity of measures about "Independent - Leadership Practises," "Ethical Conduct," and "Accountability." The CFA ensured that the selected questionnaire items or questions effectively assessed the intended components (Jena, 2020). The study successfully established the structural validity of the assessment scales, enabling the collection of trustworthy data about the required leadership attributes. Reliability Analysis assessed the measuring scales' internal consistency and stability.

The study examined the degree of stability and consistency exhibited by the questions about each feature. As previously mentioned, the questions that exhibited high internal consistency, as indicated by a high Cronbach's alpha coefficient, effectively assessed the intended constructs. The study enhanced the overall quality and validity of the research by employing both Confirmatory Factor Analysis (CFA) and Reliability Analysis to assess the measurement techniques. Incorporating these analyses enhanced the robustness of the study's findings, enabling more reliable inferences on the relationship between leadership attributes and instances of integrity breaches among Police Inspectors at the BS-16 level.

Ethical Considerations

Research ethics hold utmost importance, especially when conducting studies involving human participants. Preserving the confidentiality and identity of the study's participants was crucial to upholding its ethical framework. The research team established a foundation of trust and fostered an environment conducive to free and honest expression of thoughts and emotions among participants. This was achieved by assuring them that their contributions would be handled with the highest level of confidentiality. The reassurance facilitated a sense of security among the Police Inspectors, enabling them to disclose personal information without apprehension of facing judgment or retribution for their responses to the posed inquiries. The guarantee of privacy also constituted a significant ethical safeguard. This measure ensured that participants were protected from any unforeseen consequences that may have arisen due to their participation since it effectively prevented the association of their identities with their responses. By establishing ethical research standards and guidelines, the aforementioned

ethical commitment ensured the preservation of critical principles such as informed consent and the protection of participants' privacy and overall welfare.

LIMITATIONS

The study acknowledged its limitations, particularly convenience sampling, which may limit the generalizability of the findings outside the selected population. Moreover, the study's limited scope in examining specific leadership traits and integrity transgressions suggests that broader contextual factors were not investigated, which might have significantly impacted the found correlations. The present part delineates the methodology for investigating Police Inspectors in Pakistan at the BS-16 grade. It encompasses the research design, data gathering methods, data analysis techniques, and ethical issues.

FINDINGS AND INTERPRETATION

The study employed correlation and regression analysis to examine the relationship between three leadership attributes and several manifestations of integrity transgressions.

Correlation

Table 1: Correlation

Correlations

		Independent – Leadership Practices	Dependent Variable – Ethical conduct	Dependent Variable – Accountability
Independent – Leadership Practices	Pearson Correlation	1	.824**	.750**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Dependent Variable – Ethical conduct	Pearson Correlation	.824**	1	.736**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Dependent Variable – Accountability	Pearson Correlation	.750**	.736**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

The table displays positive correlations between "Independent - Leadership Practises," "Ethical Conduct," and "Accountability." Leadership practises and ethical behaviour are highly correlated (r = 0.824**). Significantly more significant levels of leadership practice are correlated with more ethical behaviour among responders (p 0.001). To put it another way, accountability is closely related to leadership practises (r = 0.750**). More decisive leadership practises are associated with greater responsibility, as the association is influential (p 0.001). Accountability is significantly correlated with ethical behaviour (r = 0.736**). The correlation is highly significant (p 0.001), suggesting that more accountable behaviour is correlated with a more ethical character. The findings of this study underscore the interdependence between leadership practises, ethical conduct, and accountability within the examined context. The presence of robust correlations supports the notion that implementing accountable and ethical leadership practises has a positive impact on performance.

Regression

Table 2: Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824[a]	.679	.676	.48762

a. Predictors: (Constant), Independent – Leadership Practices

The coefficient of multiple correlation (R) is 0.824, suggesting a robust positive association between the predictor factors and the result. The coefficient of determination (R Square) is 0.679, indicating that around 67.9% of the variance in the dependent variable can be accounted for by the predictor variables included in the model. The adjusted R Square is a statistical measure that considers the number of predictor variables and the complexity of the model. It indicates that approximately 67.6% of the variance is explained, considering the complexity of the model. The standard error of the estimate, denoted by the number 0.48762, signifies the standard deviation of the residuals. It serves as a measure of the average discrepancy between the observed values and the anticipated values. In general, the obtained R Square value indicates that the independent variables included in the model, which may include leadership practises, ethical behaviour, and accountability, significantly influence the dependent variable. Using modified R Square is crucial to mitigate the potential impact of including extraneous predictor variables on the model's overall fit. Based on these measures, the model strongly aligns with the data.

CONCLUSION AND IMPLICATIONS

In summary, this research examined the significant correlation between leadership qualities and instances of integrity breaches among Police Inspectors in Pakistan holding the BS-16 grade. The results highlighted the importance of leadership practises, ethical behaviour, and accountability in influencing the conduct of those working in law enforcement. The study revealed significant positive associations between these characteristics and ethical conduct, underscoring the interconnectedness of leadership strategies, ethical behaviour, and adherence to legal standards in the law enforcement domain. The regression analysis provided additional evidence to confirm the correlations, demonstrating a strong positive relationship between the predictor variables and the observed instances of integrity violations.

The model demonstrated a significant amount of explained variation in the dependent variable, highlighting the crucial importance of leadership in promoting integrity within the police force. Nevertheless, it is essential to recognise the limits of the study, which encompass the use of convenience sampling and the restricted examination of particular leadership traits and instances of integrity violations. In order to enhance the depth of knowledge regarding the intricate dynamics inside law enforcement organisations, future research endeavours must encompass a broader range of elements. In general, the results of this study add to the existing literature on the significant impact of leadership in fostering ethical behaviour and responsibility among police staff, hence improving the overall integrity of law enforcement institutions.

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