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Ethics in police management as a factor of leadership efficiency

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Abstract

Research background: Problems in law enforcement policy, police organization and management, and the work of an individual police officer cannot be addressed in practice in isolation. These three different levels of police action are based on certain rules that are in their specific moral contexts. The leadership competencies of the organization leaders allow to form the environment of staff cooperation, enable to take actions and responsibilities, and ensure ethical behavior of the employees of the organization. Thus, greater leadership effectiveness can be achieved if the manager is able to communicate with individuals, establish good relationships with them, inspire and persuade them to work together to achieve the common goals and vision of the institution.
Purpose of the article: The article dwells on the meso-level, which generally is police organization and management. We will provide an answer to the question of how ethics in police management affects the relationship between managers and employees, brings efficiency to policing. The article aims to emphasize the new value of police quality by emphasizing ethics in police management as a factor in leadership effectiveness.
Methods: This work was carried out using methods of analysis and synthesis of the scientific literature, as well as the application of logical and analytical methods in the analysis of key issues related to the role of ethics in leadership effectiveness.
Findings & Value added: This work focuses on organizational ethical aspects that have so far been insufficiently addressed, the role of ethics in leadership effective-

ness. The approach to police ethics presented links classical police values to modern management methods. Adherence to and dissemination of ethical principles are the characteristics of communication, which show what the other person is in contact with, how we value him, how much we respect and recognize his value.

Introduction

Issues of police ethics are becoming increasingly important in the debate on police reform or "police reorientation" as a social service provider. The police organization cares about professional ethics in order to emphasize the new value of police quality in an ever-changing, dynamic environment. The processes of change taking place in the modern world and the multifaceted and emerging and emerging multifaceted challenges call for an extremely urgent and effective response, directly linked to targeted change and breakthroughs in all areas of life. It is clear that the respective goals of ultra-rapid and effective response can only be realistically realized when the society will be able to use adequate management tools and opportunities (Melnikas et al., 2020), and the success or failure of the organization will increasingly depend on its ability. In the performance of their tasks, the police face social change and the latter affects it. The organization of the police is changing along with the public, and like society has its own difficulties and adjustment problems. The ongoing changes in the state and society inevitably affect the leadership of organizations. Successful, competent leadership will play a crucial role here. A police chief with a culture of erudition, high behavior, and communication is considered competent. Competence is defined as a certain behavior that allows a particular organization to achieve efficiency in certain ways to achieve the strategic goals of the organization, which is a combination of skills, knowledge, and abilities required to perform the job task. Competencies are important for both managers and their subordinates, but the specifics of leadership are distinguished by the fact that a person or a group of individuals determines other people's actions and efforts to achieve a common goal, to use all available resources as efficiently as possible.

In the field of organizational management, leadership is one of the most important functions of a manager's activities related to interpersonal aspects of management, which helps subordinates to understand the goals of the organization and achieve them effectively. Managers influence subordinates through specific forms of influence, certain leadership techniques and methods, and the appropriate leadership style. In order to earn the image of an honorable organization, the basis and example of ethical behavior should

be formed in the internal environment of the organization, developing the concept of its management (Kimura & Nishikawa, 2018). The head of the organization is the main person who forms the attitude of subordinates towards work and interpersonal relationships in the team (implements values, develops standards of good behavior) and prevents negative phenomena (e.g., immoral behavior, etc.) (Zoghbi-Manrique-de-Lara & Viera-Armas, 2019). Greater effectiveness can be achieved if the manager is able to communicate with individuals, establish good relationships with them, inspire and persuade them to work together to achieve the common goals and vision of the institution (Siegel, 2020). And the ability to collaborate shows a leader to be a leader who has a vision for the future of his or her work and subordinates who believe in and pursue that vision. The leadership competencies of the managers and staff members of the organization allow to form the environment of staff cooperation and learning, enable them to take action and responsibility, and ensure ethical behavior of the employees of the organization. With this in mind, it can be assumed that an effective manager, among other qualities he/she needs (competence, knowledge, education), must have a good understanding of the ethical aspects of communication and leadership. In assessing this aspect, this article aims to emphasize the new value of police quality by emphasizing ethics in police management as a factor in leadership effectiveness.

The methodology of this work includes methods of analysis and synthesis of scientific literature, as well as logical and analytical methods for analyzing the main issues related to the role of ethics in leadership effectiveness. The method of summarization provided an opportunity to refine the most important results and thoughts.

With this in mind, this article first discusses the scientific literature on the impact of a leader's behavior as a leader and ethical leader on leadership style. The article discusses the peculiarities of leadership in state statutory institutions, the change of the manager's attitude to the leadership style, the influence of the ethical factor on effective leadership. The conclusions briefly summarize the considerations expressed in the discussion and conclude that ethics influences changes in leadership style and is one of the determinants of effective leadership.

Research methodology

This work has been carried out using theoretical research methods (Kumar, 2018; Nayak & Singh, 2021) - methods of analysis and synthesis of scientific literature. Synthesis is the opposite of the analysis to which it is dialec-

tically related and at the same time forms the basis of all thinking operations. The synthesis has been applied at various levels of activity, from the integration of individual scientific observations into ethical leadership in policing to the development of a scientific theory of ethics in policing as a factor in leadership effectiveness. Synthesized by comparison, generalization, abstraction of facts and ideas. The method of summarization provided an opportunity to refine the most important results and thoughts.

Logical and analytical methods were also applied to analyze key issues related to the role of ethics in leadership effectiveness. The logical method was based on a deductive process of reasoning, where one or more statements were sought to derive logically substantiated statements. The analytical research method was used to evaluate the facts and information related to the research.

Discussions

Before assessing the impact of ethics on effective leadership in police institutions, it should be noted that these institutions are public. A public institution is an institution that belongs to the state, and the cognitive feature of its structure and activity indicates that the institution is a social structure whose members' perceptions and cognitive processes are more important than objective conditions. The police are not only a state but also a statutory organization. It should be noted that the statutory state institution differs the most from other institutions in the regulatory elements like rules, laws, organizational structure. This is because statutory bodies operate strictly in accordance with the standards set for them, which are set out only in the statute applicable to the organization. The culture of a statutory institution is based on discipline because its structure is hierarchical, so staff management is not flexible with respect to subordinates. When considering personnel management in a statutory organization, it is first necessary to realize that a statutory organization employs a group of people with defined responsibilities and authority. On the other hand, the staff of a statutory organization is not limited to statutory civil servants. This organization also employs career civil servants and employees working under employment contracts. As a result, personnel management is more special than in other organizations. Thus, the analysis of the management of police structures should emphasize the paradigm shift of the statutory organization to the statutory knowledge organization, which is not possible without changes in the organizational culture and a new system of professional values. The organization of knowledge is very different from the bureaucratic organiza-

tion. In a knowledge organization, the ideas and skills of employees are used to improve the decision-making process and the decisions of managers themselves.

Given that the police are a statutory body of the state, its operational and management characteristics have a certain distinctiveness. In order to select a suitable candidate for the position of manager, the requirements for education, competencies, and certain qualities are provided for him. These requirements change over time in response to changes in the changing attitudes toward leadership in this type of institution and to the expectations placed on the manager. Professional ethics is important for employees of statutory civil service institutions not only because they should set an example to the public, but also because statutory civil servants themselves demand fair conduct from members of the public. However, it is unfortunate that little attention is paid to such managerial qualities as innovation, emotional stability, self-control. Currently, the public sector is facing new challenges when it comes to being able to keep up and adapt to rapidly changing circumstances, to be able to innovatively assess those changes. Thus, the heads of statutory institutions must also accept the challenges of leadership change and align hierarchical management with new leadership models that focus more on horizontal managerial-subordinate relationships. It becomes important not only to have high qualifications, knowledge, education, but also an understanding of how management is changing and to be able to adapt to these changes in statutory institutions. It is often desired to see not only a manager but a leader-leader, whose leadership would motivate subordinates to achieve the common goal of the organization. The main task of all managers is the same - to help other members of the organization and the organization itself to formulate and implement certain goals. The actions of the manager affect the subordinates and their reactions to the manager. This denies that the manager only has to maintain order in the institution, from this statement it can be said that the manager has to take care of or entrust someone to take care of the institution's microclimate because a bad microclimate can cause negative reactions, which can harm management. A manager also needs to get to know his employees in one way or another, because only knowing what they want and what they can do will help the institution work more efficiently, there will be less chaos in the institution, which means proper leadership will be achieved. This leadership style also shows the qualities of a leader as a leader. "A leader must be able to constantly synthesize using systemic logic, be able to concentrate the necessary resources, objects, people, ideas in one place and combine it all for one goal" (Kvedaravičius & Jesevičiūtė-Ufartienė, 2010, p. 70). All this shows effective leadership. And in order for these factors to emerge

that lead to effective leadership, for a manager to be able to mobilize the staff of an institution, he must have some communicative skills. Their possession is revealed if such a leader is able to show the most important quality of a leader - cooperation. And it is possible only if subordinates are treated respectfully, fairly, honestly, in other words, ethically.

To make working with staff more efficient and productive, researchers (Brown et al., 2005; Chughtai, 2015; Morkevičiūtė et al., 2019) advise on ethics, which also applies to the leaders of a police organization. Police ethics, police management ethics, derives from the term "police philosophy", which has two dimensions: one more political and the other ethical. Police philosophy, on the one hand, examines the question of the meaning and legitimacy of common society and a changing European police system, not only the actual conditions but also the expected changes in the police (political dimension). Police philosophy, on the other hand, provides the basis for a category of police-related values and orientations that is supported as much as possible by all police officers. In this respect, the philosophy of policing is also related to the ethical order (ethical dimension) of policing. Thus, the term "police ethics" is closely related to "police philosophy". As in classical philosophy, police ethics is valued and treated here as part of police philosophy. Police ethics examines formal and informal norms and values related to the police, their impact on police management, and the police organization as a whole.

In this work we state that ethical leadership in the police is a personal, positive example based on personal values (trustworthiness, honesty, responsibility, care, consistency, fairness) and universally accepted ethical norms, the formation of behavior that directs the activities of police officers, using a trust, in order to effectively implement the goals: one's own, employees, organizations, society. Based on the results of recent research (Chughtai, 2015; Morkevičiūtės et. al., 2019), the following features of the ethical leadership style are distinguished: morality (morality), managerial skills, and orientation towards subordinates. A moral person adheres to the standards of ethical conduct, the principles of moral life, and makes decisions based on personal values. An ethical manager with managerial skills actively encourages subordinates to behave ethically, informs them about problems, makes decisions together, actively tries to change, model the behavior of subordinates by setting clear ethical standards, applying rewards and penalties for the implementation of these standards. The orientation of ethical managers towards subordinates is manifested in good relations with employees: such a manager takes care of the well-being of subordinates, motivates, encourages, and provides support to them.

Ethics plays an important role in effective leadership. Because for a good leader of an institution, among other necessary qualities, humanity, understanding, respect for others and many other aspects of ethics are extremely important. Leadership cannot be seen in isolation from morality, or ethics, which places demands on leadership such as a duty to form a community, respect others, serve, demonstrate honesty, and show justice. Ethics plays an important role in effective leadership. Because for a good leader of an institution, among other necessary qualities, humanity, understanding, respect for others and many other aspects of ethics are extremely important. Leadership cannot be seen in isolation from morality, or ethics, which places demands on leadership such as a duty to form a community, respect others, serve, demonstrate honesty, and show justice. The leader must treat his subordinates with the utmost respect - listening to the needs of subordinates. Ethics imposes certain requirements on leadership: a leader must shape the community, respect others, serve, demonstrate honesty, and show justice.

Conclusions

Given the changes in the leadership of police institutions, ethics in police management is becoming an important factor in the effectiveness of leadership. Despite the specifics of governance in state statutory institutions, the hierarchical style of leadership is increasingly being replaced by horizontal-level leadership based on the characteristics of the leader as a leader. The task of a leader is to mobilize employees for the common goal of the institution, and this can only be achieved through proper, ethical communication. The ethical factor becomes one of the aspects of effective leadership, as police ethics examines the formal and informal norms and values related to the police, their impact on the police leadership and the police organization as a whole. The orientation of ethical managers towards subordinates is conveyed through good relations with employees: such a manager takes care of the well-being of subordinates, motivates, encourages, and provides support to them. Thus, in order to establish effective leadership in police institutions, it is crucial to emphasize ethical values first, and this can only be done by leaders who have leadership qualities.

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