



The effects of different leadership qualities on psychological resilience of police personnel

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Background

- › **Policing → highly demanding occupation**
 - › Operational stressors
 - › Verbal and physical violence
 - › Domestic disputes
 - › Human suffering
 - › Organisational stressors
 - › Bureaucracy
 - › Organizational capacity (staffing)
 - › Cut-backs and reorganisations

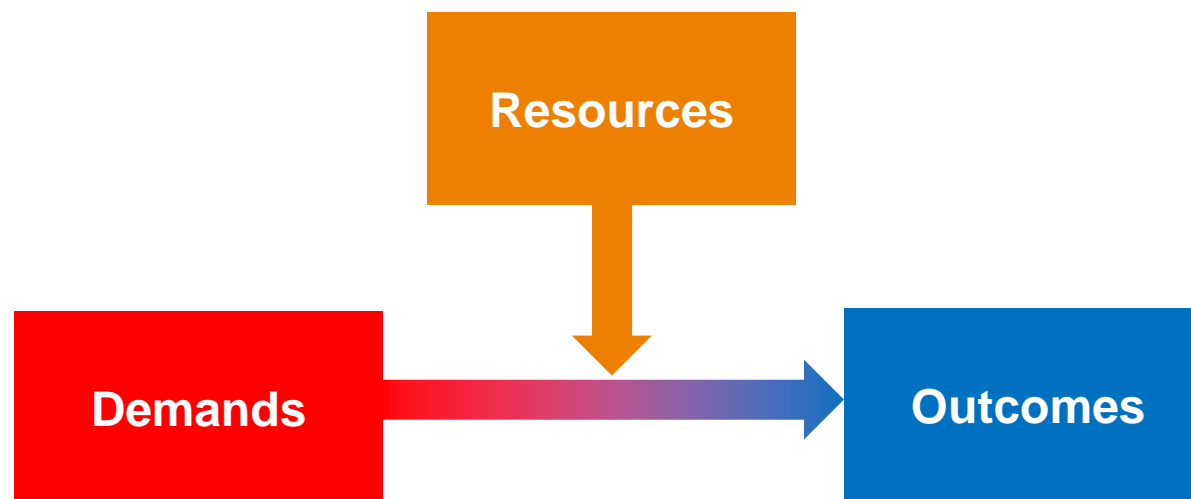
- › **Reduced resilience in 25-37% of Dutch police employees** (AEF, 2011)

- › **Police Program Reinforcing Professional Resilience**
 - › Development of Police Resilience Monitor



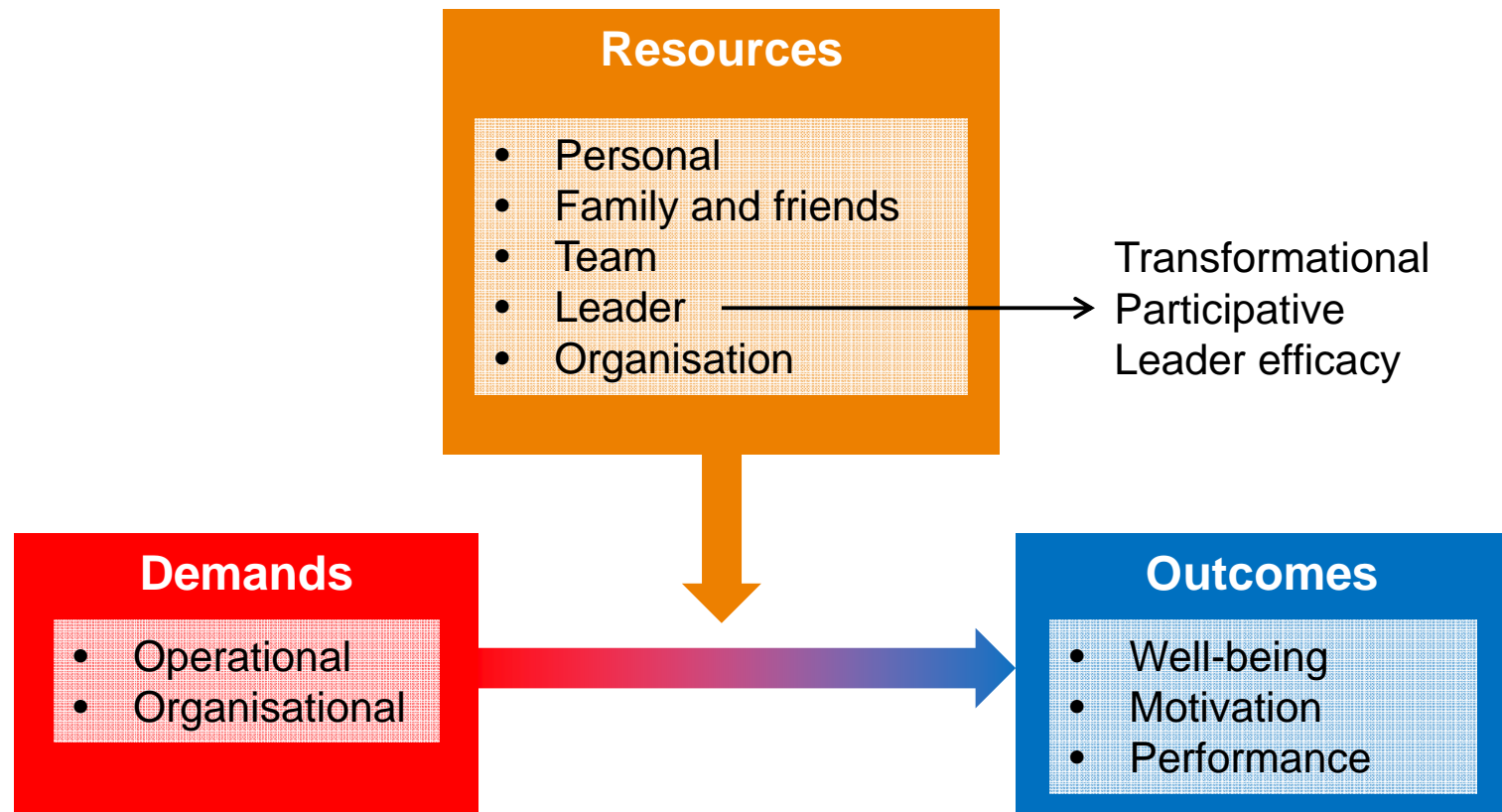
Resilience approach

Resilience can be defined as an adaptational process in which an individual's psychological, physiological and social resources drive recovery, sustainable motivation, performance and well-being in spite of trauma, hardship or demanding conditions. (e.g., Zautra et al, 2010)





Police Resilience Monitor (Delahaij, Binsch, & Kamphuis, 2012)





Validation study

› Participants

- › 449 police officers from 3 districts
- › 72,4% Male, 24,3% Female, 3,3% unknown
- › During large reorganization

› Aim

- › Investigate internal consistency of scales
- › Reduce number of items if possible

› Exploratory analyses

- › Hierarchical regression analyses
- › Investigate relative importance of resources for outcomes
- › Focus on different leadership qualities

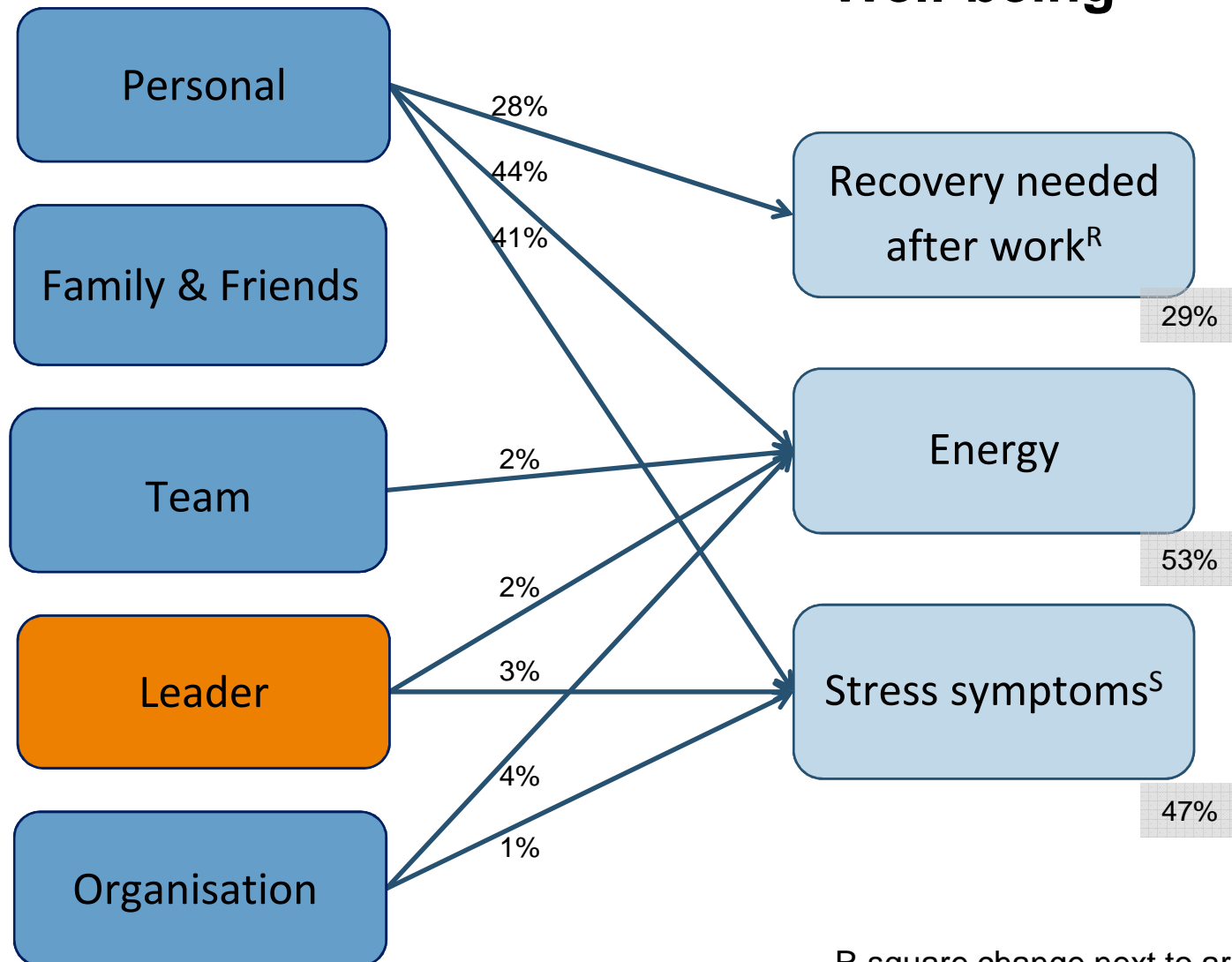


Included leadership scales

- › **Transformational leadership**
 - › Newly developed scale (based on e.g., Avolio & Bass, 1995)
 - › 5 items, $\alpha = .90$
 - › E.g., “*My direct supervisor helps or supports me when I’m having a hard time*”
- › **Participative leadership**
 - › Original scale Dutch Police Employee Satisfaction Survey (ESS)
 - › 4 items, $\alpha = .87$
 - › E.g., “*Do you have a say in decisions related to your work?*”
- › **Leader efficacy**
 - › Newly developed scale
 - › 3 items, $\alpha = .92$
 - › E.g., “*My direct supervisor is decisive*”
- › **Outcome measures**
 - › Mostly existing scales Dutch Police ESS (3 for Well-being, 3 for Motivation, 1 for Performance)



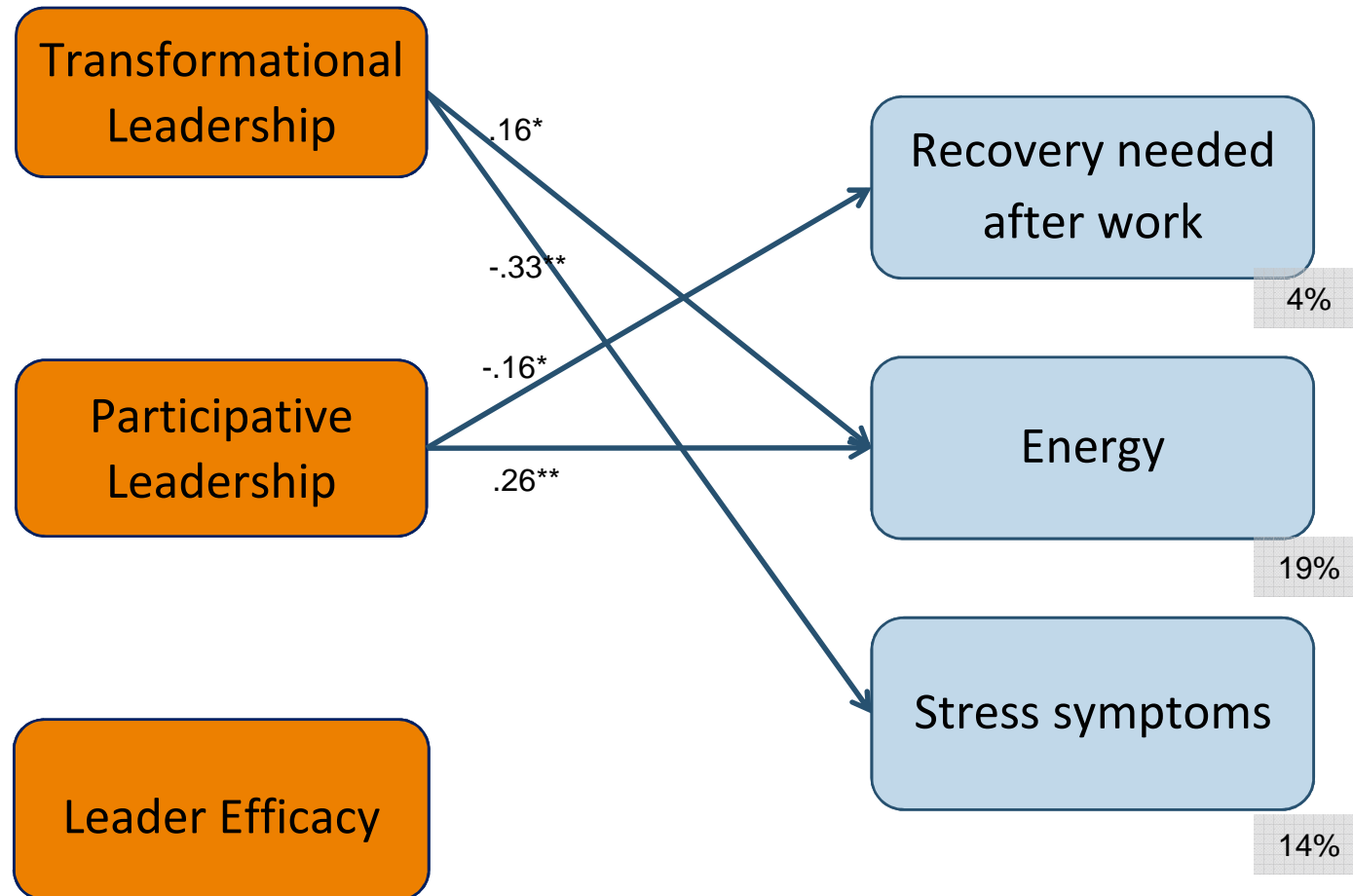
Well-being



R square change next to arrows



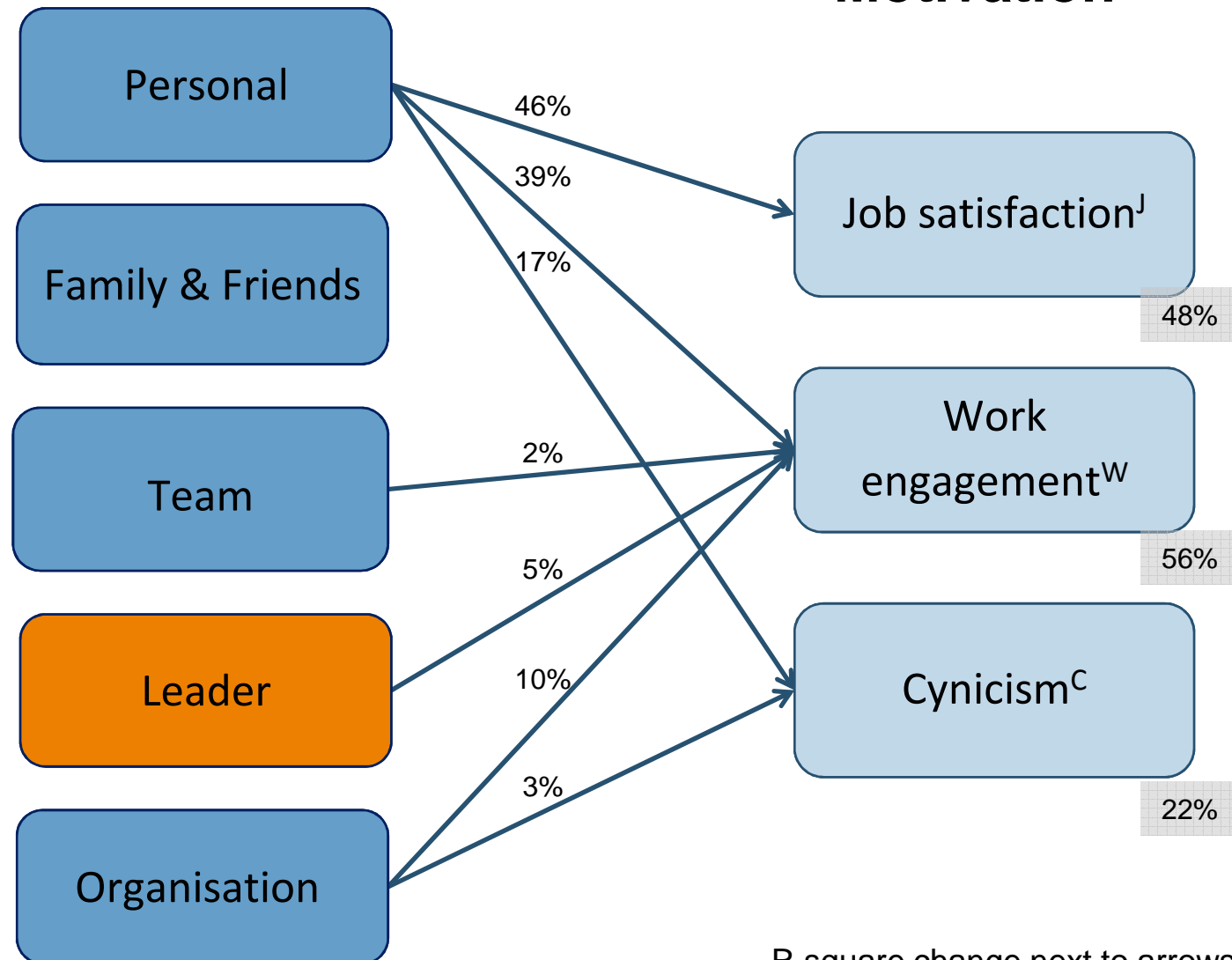
Well-being



Beta weights next to arrows
* $p < .05$; ** $p < .01$



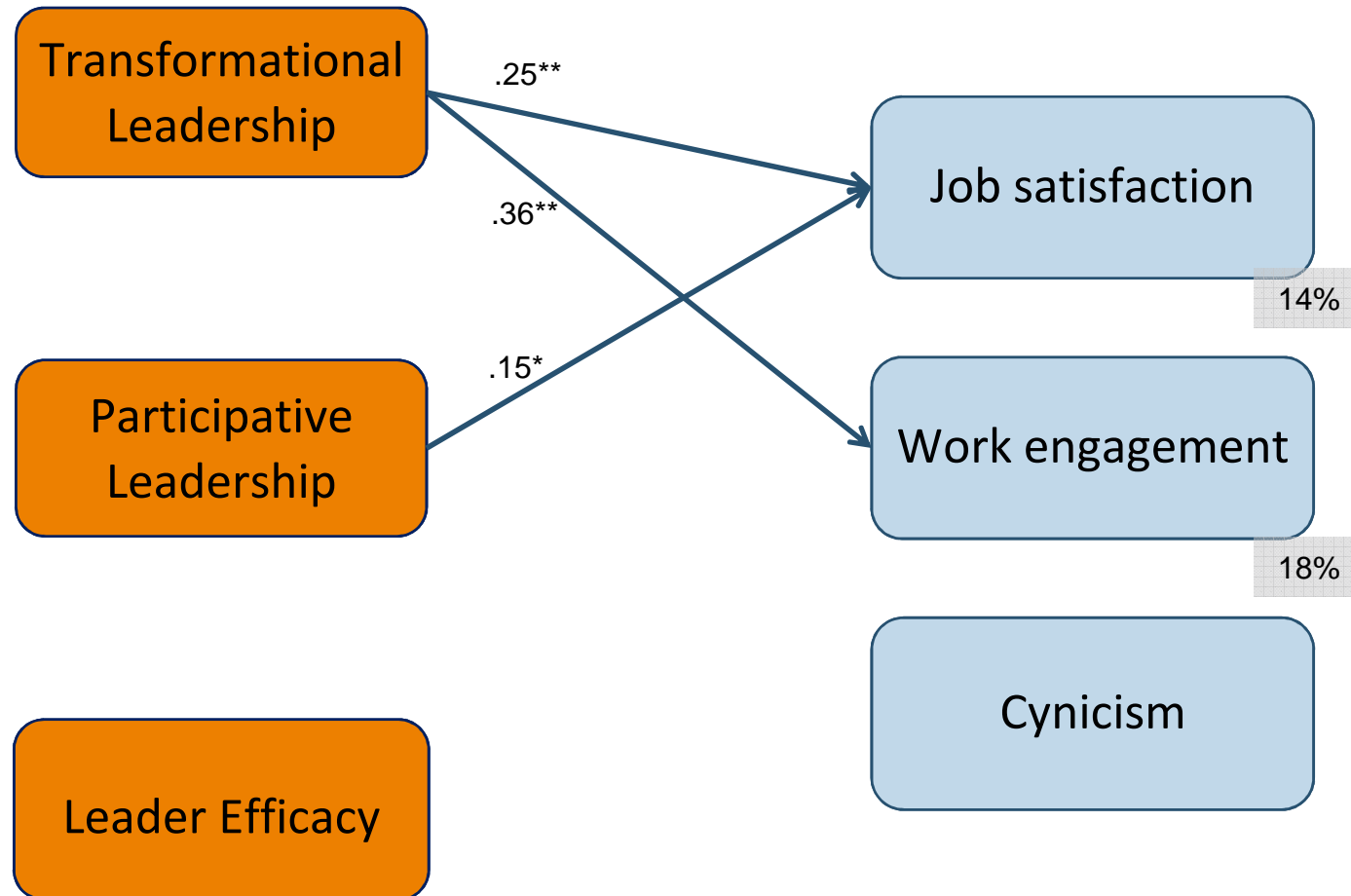
Motivation



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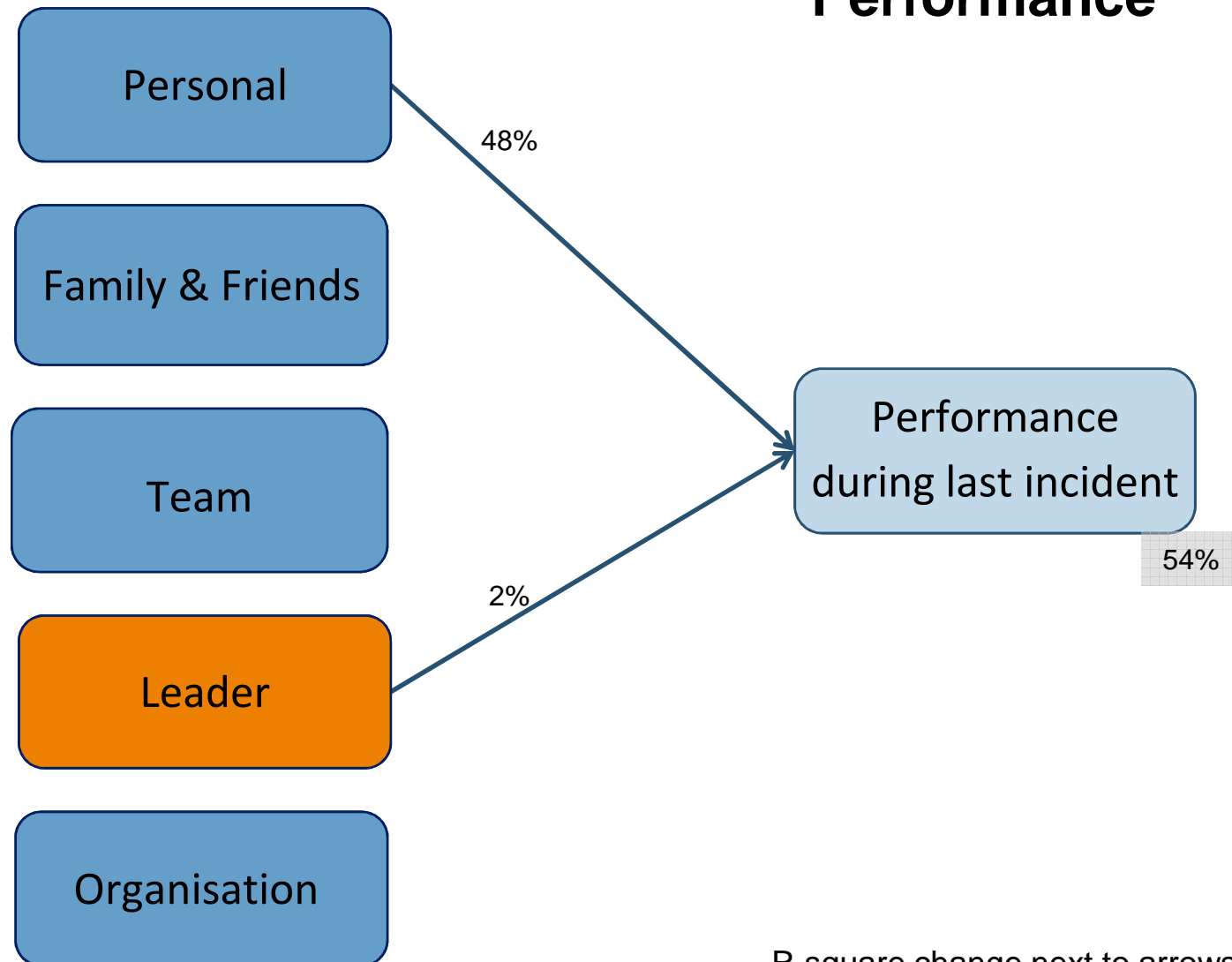
Motivation



Beta weights next to arrows
* $p < .05$; ** $p < .01$



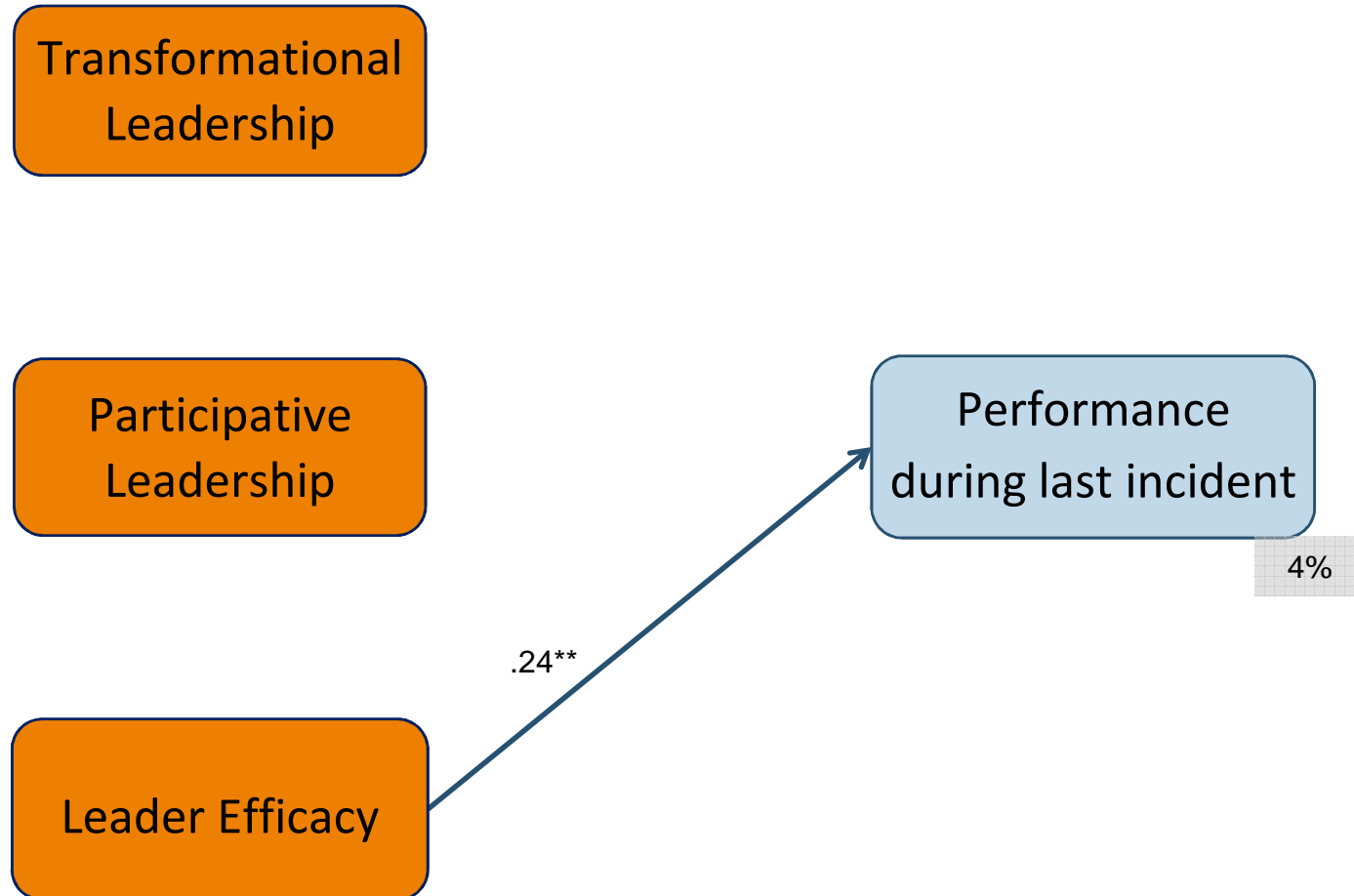
Performance



R square change next to arrows



Performance



Beta weights next to arrows
* $p < .05$; ** $p < .01$



Conclusion

Overall

- › Resources at all levels important for resilient outcomes (effects of family and friends mediated by personal level resources)
- › Relatively large proportions of explained variance

Leader resources

- › Different leadership factors affect different resilience outcomes
- › Transformational leadership most important for well-being and motivation
- › Participative leadership also relevant for well-being and motivation
- › Leader efficacy no relation with well-being and motivation, but significant predictor of performance
- › All leadership factors at least once unique predictor of one of the outcomes



Future research

- › Need to further investigate mediating effects (e.g., effect of leader through personal resources)
- › Need to investigate interactions with demands (which resources buffer which demands?)
- › Need to collect longitudinal data and use external criterion (e.g., absenteeism data)
- › Need for multilevel designs



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Contact/ Questions

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