The Impact of leadership styles on corruption in the Libyan Police Force

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Abstract

The purpose of this article is to investigate the relationship between corruption and leadership styles in the police force. In this article data were collected by questionnaires from a total of 384 police members in Libya. The Multifactor Leadership Questionnaire MLQ-5 was used to investigate the police force's perception of corrupt practices committed by some of their colleagues in Libya. Quantitative analyses were performed to establish the transformational leadership practices of Libyan police force and the relationship between transformational leadership and the police corruption. Regression and correlational tests were used to analyze the responses collected from the surveys done. This article found that there are three dimensions of leadership styles which have a significant relationship with police corruption. They are idealized influence, inspirational motivation and intellectual stimulation which have a significant positive relationship with police corruption. However, attributed charisma, idealistically influencing and stimulated intellect do not contribute to police corruption. Thus, effort should be made to oversee the influence, motivation and intellectual stimulation to prevent corruption in Libyan Police Force.

Keywords: Transformational Leadership – Corruption – Police Force – Libya – Leadership Styles.

1. Introduction

The increased of attention to the problem of corruption since the middle half of the eighties was due to the negative effects of corruption on the economic, social and political development. Since then, there has been a continuous publication and research that address the issue of corruption, including types of corruption and its manifestations, and an analysis of this phenomenon in a serious and honest attempt, and advocacy to combat and prevent its spread (Ali, 2005). Initially, corruption was a local phenomenon. However it has now become a global problem. The shift from local to a global phenomenon requires the integration of cooperation between governments, parliaments, non-governmental organizations, businessmen, the media and citizens to address corruption. The most important efforts on the world stage to highlight corruption are made by a number of organizations, bodies and international institutions such as: Transparency International, the United Nations, World Bank, Economic Cooperation and Development Organization, International Monetary Fund and The World Trade Organization (Khelel, 2006). For example, the annual report issued by Transparency International, uses the Corruption Perceptions Index (CPI), which is a measure of the level of corruption in a country. The degree of measurement in this indicator goes from 10 as very clean to zero as very corrupted. It has shown the levels of corruption in the public sector in 178 countries. The 2010 results are drawn from 13 surveys and assessments published between January 2009 and September 2010. Top scoring countries are Denmark, New Zealand, and Singapore with a score of 9.3, followed closely by Finland and Sweden at 9.2. These points reflect the political stability, and the performance of public institutions. Unstable countries that were badly damaged during the war and ongoing conflicts, is still at the bottom of the corruption index which has the highest level of corruption in the public sector, such as Somalia with a score of 1.1, slightly trailing Myanmar and Afghanistan at 1.4 and Iraq at 1.5. (TI, 2010).

In the light of this new challenge there should be more attention to reconsider the current arrangement for combating corruption, and to develop strategies that are constantly updated to ensure that the problems arising out of the contemporary forms of corruption are addressed. These efforts therefore are not only limited to developed countries whose economies and societies were badly affected as an outcome of the spread of this phenomenon. The eradication of corruption has now become a priority in the public agenda of developing countries (Ali, 2005). Corruption is one of the most important obstacles facing the developmental process. There are many studies conducted to address the problem of corruption, but it should be noted that these studies were mostly focused on types of corruption and the economic, political and administrative corruption in general and they affected the development process (Khan, 1997; Bottelier, 1998; Liiv, 2004; Begovic, 2005). According to the global economic crime survey, corruption threatens the world's economy too, where corruption was found as one of the biggest crimes faced in the global economy in 2009, where it pointed out to the top three types of economic crimes committed in 2009 are as follows: asset misappropriation, accounting fraud and bribery and corruption (Global Economic Crime Survey, 2009). (See Figure 1). The figure below shows the types of economic crimes sustained by those respondents who reported economic crime survey in 2009:-

Figure 1: Types of Economic Crimes
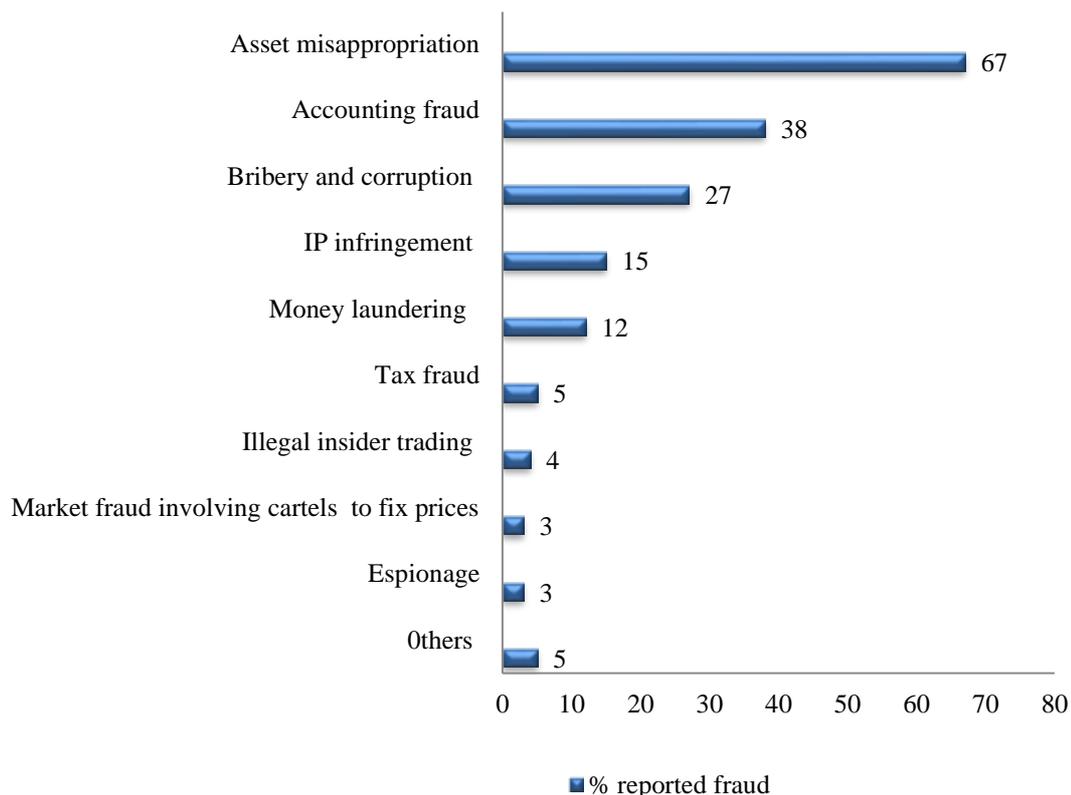
Source: The Global Economic Crime Survey, 2009.

Corruption based on the abuse of power for personal benefits or for a relative or friend, and corruption based on the exploitation of civil servant to work for personal gain or to others are the most prevalent forms of corruption, which impede the development in developing countries (Khan, 1997).Corruption has a negative effect on human development, and weakens institutional structures that affect the economic growth, domestic investment and reduce spending on health and education, causing huge financial losses as a result of corrupt practices (Akcay, 2006). Corruption has become a complex phenomenon and it requires concerted and collective efforts at the state level and the international community in general (Bailey, 2000). As for the internal efforts made in many countries to combat corruption, both at the level of governmental organizations, and non-governmental organizations, governments should work hand-in-hand with other social institutions (Osyka,2003). At the international level, for example, The World Bank, and the UN attempted in the efforts to assist countries in their development process by requiring an internal reform as a kind of international pressure to reduce the spread of corruption (Apaza, 2007).

2. Leadership Styles

Dobby et al. (2004) carried out a study on police leadership expectations and their impact on the reform agenda. The sample size was 43 police members. The study used interviews and a questionnaire. It proposed that any officers who have direct line management of other staff should employ a transformational style of leadership. This leadership style allows them to serve as a role model and to be admired, respected, and trusted by their followers. Moreover, holds extraordinary capabilities, persistence, and determination. Leaders who do not use these styles may damage staff motivation and morale and possibly the quality and efficiency of service as a result. Hancott (2005) reported that transformational leadership styles have been validated against numerous outcome variables such as the impact on followers' extra effort, organizational commitment, satisfaction, and perceived performance. The literature has recognized that transformational leaders have both direct

and indirect effects on those who report to them, such as increasing self-confidence and optimism. Transformational leaders also raise awareness about the importance of particular goals and how their staff can help reach these outcomes.

Loree (2006) noted that leadership has a critical role in promoting integrity and combating corruption. Police officers in leadership positions wield considerable influence within the organization, directly in terms of their actions or inactions and indirectly in how they and their actions are perceived. There is a tendency to equate "leaders" with officers in senior management positions. While these individuals play a significant role, at least at the macro-organizational level, leadership within the organization itself or within the larger community can also be effective in dealing with issues of police integrity and corruption. Huberts et al. (2007) investigated the impact of three aspects of leadership—role modeling, strictness, and openness—on integrity violations committed by police officers. They observed that the influence of these aspects varies. In general, all three have a significant impact on the frequency of corrupt behaviors. External corruption is influenced primarily by strictness. The aspect of leadership which has the strongest impact on internal corruption in the workplace is role-modeling. Openness also plays a role internally, whereas strictness appears to be less important. Forkum (2007) conducted a comparative analysis on police corruption in Cameroon and Uganda and reported that the current police leadership allows corruption to go unchecked, failing to cultivate a culture of firm action against corrupt and undisciplined officers. It is believed that these new employees started engaging in corrupt practices in order to buy cars, build houses, and have expensive weddings without having to save for them over time. They sacrificed police work and ethics for personal interest. Today those same staff members occupy top leadership positions—they are largely responsible for their current level of disrepute.

3. Method

3.1 Procedures and Participants

The researcher investigates the relationship between leadership styles and corruption in the Libyan police force, using a questionnaire which was administered personally by the researcher. The information used in the study was collected from the police organization in Libya. Stratified random sampling was used because of the differentiated information required regarding various strata and parameters within the population. This method is considered as the most efficient among all probability designs. Members of the Libyan police force were chosen as sample size of the study. Based on our target population according to Sekarzan (2003) guidelines table for sample size decision, a total of 384 police members participated in this study. Even though the questionnaire was written in English, in order to tap the respondents' attitudes, perceptions, and feelings, it will have to be translated into Arabic since that is their mother tongue. A questionnaire is an efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variables. It 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.

3.2 Measurement of Variables

The dependent variable in this article was police corruption. A total of thirty-eight items were used to measure the dependent variable adopted from Almir Maljevic, et al. (2006). These sets of instruments used to measure the dependent variable have shown satisfactory reliability and validity of the scales applied. Some of the items used are "It is absolutely acceptable for a police officer to use his position in order to achieve some personal gain though the way to achieve the gain is illegal" and "A police officer can differentiate on his own what is a «sign of appreciation» and what is bribery." The second statements used to measure police corruption were: "It is indispensable to adopt a new rulebook on additional payment for overtime police work". "There is strict application of control over

police officers and application of sanctions for misuse of duty". All these items were ranked on a five-point Likert scale of (1 = strongly disagree; 5 = strongly agree) to measure respondents aspects of corruption perception in the Libyan police force.

Leadership style was the independent variable in the article. Leadership styles were measured using the transformational leadership subscale of the leadership questionnaire MLQ-5, developed by Bass and Avolio (1995). The original 45-item survey was reduced to a 43-item survey. Bass and Avolio's subscales measured transactional and laissez-faire leadership were not validated in this article. A total of 20 items representing transformational leadership modified by Khan, Ur Rehman and Fatima (2009) were used in this study to assess the transformational scale. These adaptive leadership behaviors are termed as transformational leadership and are known to have five components: attributed charisma, idealized influence, inspirational motivation, intellectual stimulation and idealized influence. Response descriptions against items were given on a five-point Likert scale of (1 = strongly disagree; 5 = strongly agree). Some of the items include statements like "I re-examine critical assumptions to question whether they are appropriate" , "I talk enthusiastically about what needs to be accomplished" and "I consider an individual as having different needs, abilities and aspirations from others".

4. Findings

4.1 Multiple Regression Analysis

Table 1: Descriptive Statistics for all variables

	Mean	SD	N
Police corruption	3.6682	.17961	384
Leadership styles	4.0270	.48275	384

The descriptive table above shows the mean and standard deviation (M (SD)) of all the variables in the study. The highest mean score for independent variables was organizational structure, 4.38(0.365), followed by organizational culture, 4.17(0.221), then ethics and leadership styles both have almost the same mean but different standard deviation, 4.08(0.345) and 4.03(0.483). The dependent variable, police corruption has mean score of 3.67(0.180). The respondents were 384 in total.

4.2 Correlations of Independent and Dependent Variables

Table 2: Correlations between variables

		Police corruption	Leadership styles
Pearson Correlation	Police corruption	1.000	.108
	Leadership styles	.108	1.000
Sig. (1-tailed)	Police corruption	.	.017
	Leadership styles	.017	.

N = 384

The next output table above is the correlations between all the variables. From the table, the researcher can identify which of the variable shows a significant correlation. They are shown as colored values. The researcher can determine that the dependent variable, police corruption was

significantly correlated with all the independent variables ($p < 0.05$). The results of the correlations can be reported as;

Police corruption and Organizational culture, $r = -0.117$, $p<0.05$, Police corruption and Ethics, $r = 0.168$, $p<0.05$, Police corruption and Organizational structure, $r = 0.362$, $p<0.05$, and Police corruption and Leadership styles, $r = 0.108$, $p<0.05$.

From the results above, police corruption has positive relationships with all the independent variables except for organizational culture. The organizational culture has an inverse relationship, which was negatively correlated with police corruption. The highly correlated between the dependent variable and independent variable among all the variable was police corruption and organizational structure, $r = 0.362$. The closer the r value to 1, the stronger the relationship is.

Table 3: Coefficients between variables

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.894	.204		14.209	.000
	Leadership styles	.086	.023	.322	4.452	.000

Dependent Variable: Police Corruption

The next part of the output, the Coefficients table, shows which variables are significant with the dependent variable (police corruption). The significant values are shaded in color. The Unstandardized Coefficients B column, gives the coefficients of the independent variables (organizational culture, ethics, organizational structure and leadership styles) in the regression equation including all the variables.

Police corruption = 2.894 + (-0.164) Organizational culture + 0.102 Ethics + 0.159 Organizational structure + 0.086 Leadership styles

The largest influence on Police Corruption was Organizational Structure (0.159) and the next was Ethics (0.102), has been reported in the Standardized Beta Coefficient column. T − tests were performed to test the two-tailed hypothesis that the beta value is significantly higher or lower than zero. From the table, all the hypothesized variables were significant (shown in the colored coefficient table), $p<0.05$. As a conclusion, from the multiple regression tests performed to assess the correlation of police corruption and the organizational culture, ethics, organizational structure and leadership styles that there were significant correlations. All the variables were correlated to each other ($p<0.05$).

4.3 Multiple Regression Analysis for Leadership Style Dimensions and Police Corruption

Table 4: Descriptive Statistics of Leadership Style dimensions and Police Corruption

	Mean	Std. Deviation	N
Police Corruption	3.6682	.17961	384
Attributes Charisma	4.0059	.72542	384
Idealized Influence	4.0384	.51097	384
Inspirational Motivation	4.0833	.51974	384
Intellectual Stimulation	3.9876	.61848	384
Individualized Consideration	4.0195	.63329	384

The descriptive table above shows the mean and standard deviation (M (±SD)) of all the dimensions in the leadership style and corruption. There were five dimensions in the leadership style.

The highest mean score in the dimension was inspirational motivation 4.08(±0.520), followed by idealized influence 4.04(±0.511), individualized consideration 4.02(±0.633), attributes charisma 4.01(±0.725), and the lowest mean score was the intellectual stimulation 3.99(±0.618). The dependent variable, police corruption has mean score of 3.67(±0.180). The respondents were 384 in total.

Table 5: Correlations between Leadership Style dimensions and Police Corruption

		Corr.	Att.Cha.	Idea.Infl.	Insp.Mot.	Int.Stimu.	Indi.Consid.
Pearson Correlation	Corr.	1.000	.068	.133	.139	.117	-.001
	Att. Cha.	.068	1.000	.566	.558	.646	.634
	Idea.Infl.	.133	.566	1.000	.501	.462	.498
	Insp.Mot.	.139	.558	.501	1.000	.492	.534
	Int.Stimu.	.117	.646	.462	.492	1.000	.555
	Indi.Consid.	-.001	.634	.498	.534	.555	1.000
Sig. (1-tailed)	Corruption	.	.091	.005	.003	.011	.489
	Att. Cha.	.091	.	.000	.000	.000	.000
	Idea.Infl.	.005	.000	.	.000	.000	.000
	Insp.Mot.	.003	.000	.000	.	.000	.000
	Int.Stimu.	.011	.000	.000	.000	.	.000
	Indi.Consid.	.489	.000	.000	.000	.000	.

Corr= Corruption, Att.Cha.= Attributes Charisma, Idea.Infl.= Idealized Influence, Insp.Mot.=Inspirational Motivation, Int.Stimu.=Intellectual Stimulation, Indi.Consid.=Individual Consideration. $p < 0.05$.

The next table above is the correlations between all the leadership style dimensions with police corruption. From the table, the researcher can detect which of the dimensions that shows a significant correlation to police corruption. They are shown as colored values. By neglecting the significant level of $p<0.05$, the maximum correlation is recorded by inspirational motivation (14%) followed by idealized influence (13.3%), intellectual stimulation (12%), and attributes charisma (7%). The lowest correlation is recorded by individual consideration (0.1%).The correlations have scored with mostly positive and one negative. The researcher can determine that the dependent variable, police corruption were significantly correlated at $p < 0.05$ with three of the dimensions. The results of the correlations can be reported as; Police corruption and Idealized Influence, $r = 0.133$, $p<0.05$, Police corruption and Inspirational Motivation, $r = 0.139$, $p<0.05$, and Police corruption and Intellectual Stimulation, $r = 0.117$, $p<0.05$.

From the results above, police corruption has positive relationships with all significant correlated dimensions. The highest correlation between the police corruption and the dimensions was the Inspirational Motivation, $r = 0.139$. However, the correlation is low. The closer the 'r'value to 1, the stronger the relationship is. The researcher can assume that, if the police corruption is high, the idealized influence, inspirational motivation and intellectual stimulation will also be high.

Table 6: Model Summary

Model	R	R²	Adjusted R Square	Std. Error of the Estimate
1	.214	.046	.033	.17659

The next table is the Model Summary. The R² value in the Model Summary table shows the amount of variance in the dependent variable (Police corruption) that can be explained by the leadership style dimensions (attributes charisma, idealized influence, inspirational motivation, intellectual stimulation and individualized consideration). The R value (0.214) indicates the multiple coefficients between all the entered dimensions (attributes charisma, idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) and the dependent variable (police corruption). The police corruption was correlated with the all the combined dimensions. The R value indicated that the closer the value to 1, the stronger the relationship is. In this finding, the R = 0.214 shows a moderate relationship and positively correlated with the combined dimensions.

Table 7: Anova [b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.568	5	.114	3.645	.003[a]
	Residual	11.788	378	.031		
	Total	12.356	383			

a. Predictors: (Constant), Individualized Consideration, Idealized Influence, Intellectual Stimulation, Inspirational Motivation, Attributes Charisma

b. Dependent Variable: Police Corruption

The ANOVA table above shows that Sig. (*p* value) = 0.003. As *p*<0.05, the predictions are significantly better than what would be expected. It is reported as; $F_{(5,378)} = 3.645$; *p*< 0.05. This implied that the predictor variables jointly and significantly predict the dependent variable (police corruption). The ANOVA table further revealed that the predictor variables, when combined together accounted (R²) 5% of the total variance observed in performance (R = 0.214, F = 3.645 and p < 0.05).

Table 8: Coefficients table between Leadership Style dimensions [a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.407	.086		39.798	.000
Att. Cha.	-.010	.019	-.042	-.540	.589
Idea.Infl.	.042	.023	.120	1.866	.063
Insp.Mot.	.048	.023	.138	2.107	.036
Int.Stimu.	.034	.020	.116	1.691	.092
Indi.Consid.	-.049	.020	-.173	-2.474	.014

Corr= Corruption, Att.Cha.= Attributes Charisma, Idea.Infl.= Idealized Influence, Insp.Mot.=Inspirational Motivation, Int.Stimu.=Intellectual Stimulation, Indi.Consid.=Individual Consideration.

a. Dependent Variable: Police Corruption. p < 0.05

The next part of the regression is the Coefficients table that shows which dimensions were significant to the dependent variable (police corruption). The Unstandardized Coefficients B column, gives the coefficients of the dimensions (attributes charisma, idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) in the regression equation including all the variables.

Police corruption = 3.407 + (-0.010) Attributes Charisma + 0.042 Idealized Influence + 0.048 Inspirational Motivation + 0.034 Intellectual Stimulation + (-0.049) Individualized Consideration.

The standardized Beta Coefficient column shows the contribution that an individual variable makes to the model. The beta weight is the average amount of the dependent variable which increases when the independent variable increases by one standard deviation (all other dimensions were held constant). The largest influence on Police Corruption was Individualized Consideration (ß= -0.173), followed by Inspirational Motivation (ß= 0.138) has been reported in the Standardized Beta Coefficient column. T-test was also performed to test the two-tailed hypothesis that the beta value is significantly higher or lower than zero. This enables the researcher to see which predictors were significant. From the table, both of the individualized consideration and inspirational motivation were significant predictors to police corruption. Individual Consideration contributed the highest, explains about 17% (B = -0.049, t = -2.474, $p < 0.05$), followed by Inspirational Motivation, 14% (B= 0.048, t = 2.107, $p < 0.05$). With neglecting the significant level at 0.05, Intellectual stimulation contributed 12% (B= 0.034, t = 1.691), Idealized Influence also contributed 12% (B= 0.042, t = 1.866) and Attributes Charisma contributed 4% (B= -0.010, t= -0.540).

5. Discussion and Conclusion

5.1 Discussion

Findings from the research question discovered a significant relationship that occurs among leadership styles (r= 0.108) and police corruption. The independent variables (leadership styles) had positive relationships with the dependent variables (police corruption). The relationships are moderately high and significant as the significant level was set at 0.05. The independent variables; leadership style (B= 0.086, t= 4.452, $p< 0.05$) had a significant relative contribution to the police corruption based on regression analysis. Leadership style (32%) contributed the highest to police corruption based on standardized beta coefficient. The R^2= 0.198 (20%) was the amount of variance in the dependent variable (Police Corruption) that can be explained by the independent variable when combined together. In leadership style, three out of five dimensions had significant relationships to police corruption; idealized influence (r= 0.133), inspirational motivation (r= 0.139) and intellectual stimulation (r= 0.117). The largest contribution on police corruption was individualized consideration which explained about 17% (B= -0.049, t= -2.474), followed by inspirational motivation, 14% (B= 0.048, t= 2.107). By neglecting the significant level at 0.05, intellectual stimulation (B= 0.034, t = 1.691) and idealized influence (B= 0.042, t = 1.866) contributed 12% each and attributes charisma (B= -0.010, t= -0.540) contributed only 4%.

5.2 Conclusion

In the leadership style dimensions, only idealized influence, inspirational motivation and intellectual stimulation that have a significant relationship with police corruption. Therefore, having an attributed charisma, idealistically influencing and stimulated intellect do not contribute to police corruption. Thus, effort should be made to oversee the influence, motivation and intellectual stimulation to prevent corruption in the Libyan Police Force.

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