

Policing Performance – Descriptive study on Self efficacy and Leader Member Exchange

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Abstract

Even though there is a paucity of in depth exploration on the influence of Leader member exchange on work performance, recent researches started on probing in this research area. Especially in the field of policing, there is very few researches focused on this issue. So, this research tries to explore the relationship between Leader Member Exchange, efficacy on the policing performance. After the questionnaire inquiry of 640 police professionals and their supervisors, the conclusions are: leadership - member exchange has a positive impact on employees' work performance and self-efficacy act as an intermediary between the two.

Key words: Leader- member exchange, Self-efficacy, Job performance, Police professionals.

INTRODUCTION

Green, et al., (1972), introduced Leader member Exchange theory which explained the leader effect when compared with traditional balanced leadership theory. High quality LMX relationship indicates that there are mutual trust, mutual respect, mutual influence and high quality information exchange and feedback between leader and member. Chen, et al., (2007), identified that low quality Leader Member Exchange relationship means that the exchange between leader and member is only limited to formal employment agreement. Some of the previous researches proved that leader-member exchange can apparently affect employee's job performance (Harris, et al., 2009; Law, et al., 2010; Chan and Mak, 2012). However, those studies mainly focused the interrelationship between leader-member exchange and employee's work performance and lacked of study of their interaction mechanism. Those explanations of interrelationship between leader-member exchange and employee's job performance were mainly based on social exchange theory. In the process of leader-member exchange, as a response to the high quality of the exchange relationship, members will have better performance. Wang, et al., (2009) identified that, in

Leader Member Exchange, the cognition and emotion of employees are important intermediary factors. Eden (2001) also explored the internal and external efficiency theory, in which self-efficacy refers to the confidence of successful completion of the task by using internal resources which reflects the self-knowledge dimension. Means efficacy refers to evaluation of effectiveness of available tools to complete tasks (Eden, et al., 2010).

Police profession has long been considered a serious problem because of its numerous negative effects. Police officers who experience a high level of stress have reported a range of problems that include depression, heart disease, stomach disorders, alcohol and drug use, divorce, burnout, job dissatisfaction, and even suicide attempts. The fairly large literature on police professional problems that has developed since the mid-1970s has considered the intensity, prevalence, sources, and consequences of stress for police. Some studies had concentrated on the stress from dealing with dangerous and violent situations or on factors external to the police department, for example community conditions. It is increasingly clear that work place problems, including negative relationships with co-workers and superiors, and opportunities to determine one's job activities and for promotion, also have been related to stress in some settings. It is concluded that because of their pervasiveness in police organizations, such organizational sources of stress were particularly important. The published research on the connection of perceived lack of public respect to police stress was quite limited. An exception was work by Zhao et al. (2002), who found little or no association to five indicators of psychological stress.

Review of Literature

LMX hypothesis focuses that pioneers and subordinates will foster relationship with various closeness. All in all, they structure top notch trade relationship just with a couple of individuals from the "circle". Under the present situation, the impact and backing of pioneers will outperform formal work particular and representatives will have more self-rule and bear greater duty.

Actually, bad quality of LMX relationship will restrict their trade to formal work understanding. Researchers dissected the LMX relationship and representative's work execution and tracked down a clear impact of LMX on worker's work performance. Erdogan and Enders (2007) thought that employees with high quality LMX relationship tend to pay back with high work performance, so as to keep balance or a fair

social exchange. Efficacy is not the evaluation of oneself but the confidence people hold to accomplish tasks in different conditions.

Eden's (2001) elaborated the internal and external efficacy theory, including self-efficacy and means-efficacy. Self-efficacy is internal efficiency awareness and refers to the confidence of successful completion of the task by using internal resources (Eden and Sulimani, 2002). Means efficacy is external efficiency awareness and refers to evaluation of effectiveness of available tools to complete tasks.

Methods

Data collection is made as paired data. Respondents are police professional with their immediate supervisors from 8 districts in Tamilnadu. 594 surveys were returned which are fit for further proceedings. By pilot study, the hardness of answering for questionnaires identified and rectified. Regression analysis has been used through SPSS for analysing the data.

Findings

After adding control variables, leader - member exchange showed a significant positive correlation with self-efficacy ($\beta = 0.17$, $p < 0.01$; $F = 9.26$, $p < 0.01$). Self-efficacy acted as an intermediary between LMX and job performance. Considering LMX and job performance, data analysis showed a positive correlation between the two ($\beta = 0.18$, $p < 0.01$; $F = 13.62$, $p < 0.01$), self-efficacy as mediating variable, regression results showed that: self-efficacy was significantly related with job performance ($\beta = 0.34$, $p < 0.01$; $F = 22.16$, $p < 0.01$), meanwhile the influence of LMX disappeared ($\beta = 0.12$, $p > 0.1$), described self-efficacy played fully intermediary role between LMX and job performance.

Conclusions

The present study aimed to explore the mechanisms that leader-member exchange impacting on job performance, in particular the intermediary role of self-efficacy and the regulation role of means efficacy in policing profession. The results provide some useful implications to management practices. First, how to improve self-efficacy of employee should be taken into leadership training and assessment of an organization. In daily work, a leader should not only pay more attention to exploit the potential of employees and encourage, support and guide them, but also enhance their confidence to complete the task through the expression of expectations, feedbacks, and trust. Second, the internal environment effectiveness of the organization is one of the important factors which affect the employee performance.

Therefore, enterprises should improve various regulations, optimize processes, create efficient and orderly business operating environment, in order to promote employees' performance.

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