



An Investigation into Technique of Development of Police Operational Managers

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ABSTRACT: It has been tried in this study to review the best method of development each of competency criteria for police operational managers and in fact its main objective is to study and examine the appropriate techniques for development and training police operational managers in relation to criteria of their competency. The present study has been designed by descriptive probation (survey) method and its statistical population includes heads of police stations, police deputies and disciplinary experts which calculated as approximately 400 participants out of whom 180 respondents were chosen as sample population among of this group by means of randomized cluster sampling technique. The measurement tool of this study is a 25- question questionnaire that its validation has been obtained by Face Validity. Cronbach's Alpha Coefficient has been utilized for computing reliability of this questionnaire as well where this value was 0.91 so this suggests that the given inventory has the needed reliability and validation for measurement. Research findings have been analyzed by Friedman ANOVA Test and eventually the results and some executive and applied strategies were purposed for this study. Of major results of this study, one may refer to this point that in order to strengthen disciplinary knowledge, accountability and creativity among heads of police stations, job turnover, temporary promotion and role- playing methods are the best techniques respectively. Similarly, to improve ability of decision making and their communication capabilities, there is no tangible difference among rates of impact in various tested techniques from each other.

Keywords: Management Competency, Management Development, Training, Development Techniques, Operational Managers, Knowledge, Skill

ORIGINAL ARTICLE

INTRODUCTION

Twenty first century is the century of change and several great changes has occurred during previous 40 years out of which leadership importance is the paramount and it has been focused on further demand for an approach toward strategic importance of leadership and training managers regarding process of change as an important factor inside organizations.

At present, more than any other time, survival and maintenance of organizations is subjected to balance between Human Resources Development and trans- organizational upheavals and innovations. Meanwhile, one of the issues on which many management experts agree is in that the key of this balance is in adoption of effective mechanism for training and education of managers (Esmarian, 2005). While before these changes, organizations were administered by its owner director and then through theory of self- made great men. It may be difficult to believe this point but by early 1960s, UK universities resisted against establishing faculties of management course. Between 1960 and 1980, hundreds of management faculties were established throughout the world. Several hundred thousands of graduates from these schools joined to the world of professional management but eventually it was characterized that by academic education no university could train the

needed managers in the intensive international competitions by this time. What is clear at this time is that development of executive managers (CEOs) is considered as a concern for advanced and developing great countries to manage industrial, military and political organizations.

Theoretical Literature of Research
- Management Development

With respect to their insight toward topic of development, scholars and theorists have purposed different definitions from management development so we refer to these definitions in the following:

- Management development is an effort that is made for upgrading management effectiveness through the planned learning process (American Training Services Agency, 1997).

- Management development is a comprehensive process through which managers grow in the path of effectiveness and trained in this route. Similarly, management development is an attempt to improve effectiveness of managers' performance yield. This effort is made via formal and informal educational courses (Mumford, 1989).

- From individual view, management development is a process based on which skills and capabilities are improved in parallel with managing their own and others (Of course, from organizational perspective, management development is much wider

and more comprehensive and it includes some issues like employment, appointment, learning, performance evaluation, training and leadership development etc as well.). Management development is central core of organizational management system (Margerison, 1991).

- Management development is to administer managerial occupation in the heart of organization (Burgoyne, 1988).

- Management development is aimed at improving effectiveness of organizations and groups that of course it is one of the management duties in establishing good interaction among organization, environment and personnel. Management development is a process for expansion of a spectrum of the needed competencies for managers (Schroeder, 1989).

- Management development is a planned process to guarantee managers' effectiveness at all organizational levels in order to fulfill organizational objectives and improving strategic power through experiences and creation of training environment (Harrison, 1995).

Overall what derived from these definitions is theorists' focus on two topics of development goals and processes but in order to present a more comprehensive definition from what was purposed it is better to consider another dimension that is called the requirements for developments.

- Management Competencies

One of the purposed subjects in Human Resources (HR) modern management is matter of meritocracy. Since this topic may cover various subjects it can cause unwanted tensions and challenges.

- Definitions which purposed about competency are different so we imply some of them in the following:

- Competency and meritocracy are a topic in which it is focused on enriching of personal characteristics (traits) of management to achieve effective occupational performance (Boyatzis, 1982).

- Competency is a relative group of behaviors, which causes high performance of a group in complex organizational environments; namely, competency of management system may lead to improvement of performance of personnel in the organization (Schroeder, 1989).

- The needed competency for occupational qualifications to do activities in a certain field of job are required for the given management performance (Definition of American Management Institute).

- Competency includes personal skills, knowledge and insights, and characteristics, group of values and individual beliefs and ideas that cause

effectiveness of management performance under managerial conditions and roles.

But over the time, there have been several attitudes about development and enrichment of managerial systems in organizations. These approaches have been based on beliefs of management theorists and scholars and it is obvious that each of them have expressed it with respect to their own intellectual frameworks.

- Characteristics of Apt and Competent Manager

Since 1990, the extensive studies regarding appropriate manager have not purposed a comprehensive and clear theory. The result came from more than 5000 studies signifies that election of an appropriate manager is a complicated task and it requires conducting contemplative investigations. Development trend in these theories make this point clear that manager is efficient when he/ she possesses the expedient qualified competency. To clarify this matter, we deal with trend of the conducted studies in this field:

- I- After World War I, some relationship and traits with manager's performance were examined in these studies like intelligence, power, insight, physical characteristics and energy. It was assumed that managers have motivational traits thereby they lead their subordinates to making further effort. In other words, there is a difference in performance of manager caused by their inherent traits. This attitude is often called "Great Man" or Traits Technique". The aforesaid studies did not purposed final results.

In a revision from the given studies, Stogdill suggested that efficient leader to have the following characteristics:

- 1- Accountability, 2- Creativity in problem-solving, 3- Tolerance against pressures, and 5- Ability to influence in others.

- II) Studies done in 1950s and 1960s were focused on behavior of manager or leader. These investigations were intended to discover type of the activities which have been done by successful managers. These studies mainly explored into manager's attention paid to business or production in the one hand and human resources on the other hand (e.g. Ohio studies) (Ghafarian, 1998, third essay, p 7).

- III) The recent theorists have developed complex models for leadership as well as two strategies:

- 1- The required behavior of leader may vary under different conditions.

- 2- A leader conducts inevitably different behaviors in fulfillment of the assigned tasks.

According to a study conducted by Gerald Bell about characteristics of appropriate and inappropriate managers it was acknowledged that the best leaders enjoy self-training trait. As a result, the good managers

always improve their skills and they are converted into managers with more effectiveness.

Bell argues that in order to become a great leader, we should become a Great Man at first place.

IV- Some other theories have been purposed concerning to traits of managers. Some researchers have mentioned physical, mental and personality traits of a manager as the main characteristics in classification of managers.

Craig Patrick implies ten main characteristics of leadership in management including personal motives, inclination to leadership, self-confidence, business knowledge, creativity and new ideas, positive affection, intellectual capabilities, attractiveness, flexibility and honesty. Dubrin et al suggest the related characteristics to managers' effectiveness as some factors like perceptual skills, personality traits and communication abilities with their subsystem. Garry Yuki has divided leadership by a manager into two groups of inherent traits and skills.

Wetten and Cameron also developed a model for managers' traits. They have divided these traits into two classes of personal characteristics and communication traits.

Robert Kurtz offers another model for managerial skills: perceptual model, human and technical relations. He argues that rate of these skills may vary based on management level so that in higher institutional ranks, managerial traits are often perceptual skills while at sponsorship and operational levels, technical skills mainly play the role.

Differences and variation of the aforesaid theories emphasize on this fact that according to several conditions, optimal managerial traits may vary. By considering this conclusion from different views, he purposes a general model for effective characteristics and skills of executive managers (CEOs). These traits can be divided into two groups of individual characteristics and social traits and at the same time to inherent characteristics and acquired traits from other dimension.

Extraction of Hypotheses

This study tends to achieve coordination among each of development techniques by promotion of the given traits for police CEOs. Hypotheses of study have been also based on this matter and with respect to theoretical framework of research.

1- Jobs turnover method is more appropriate for development disciplinary knowledge to heads of police stations.

2- Behavior modeling method is more suitable for development of communication skills to heads of police stations.

3- Role playing method is more appropriate for development of creativity in heads of police stations.

4- Management game method is more apt for development of decision making power in heads of police stations.

5- Temporary promotion method is more suitable for development of accountability in heads of police stations.

METHODOLOGY

The present study is descriptive probation (survey) method in terms of methodology and of applied form from its type. In this investigation, statistical population includes 400 respondents from heads, deputies and elites in disciplinary affairs from police stations. To select sample group, randomized cluster sampling technique has been adopted.

Tool for gathering information for this study is a 25- question inventory so that by considering some advantages of questionnaire administration in attendance of participants including rate of responsiveness, avoidance from bias caused by prevention from response as well as ability of inadequacy of introductory notes in questionnaire for some respondents, technique of questionnaire administration in attendance was used in order to distribute questionnaire among the studied participants and to fill out this questionnaire for doing investigation on the results came from questionnaire forms so at first option (?) was answered with the presence of respondent.

Then the answers of the questions were encoded so that numerical values from 1 to 5 were considered for options very low, low, fair, high, and very high and afterwards the resulting data from questionnaire forms were recorded in computer and analyzed by means of SPSS statistical software.

In order to describe data, table of frequency as well as bar graphs and pie charts were utilized. Furthermore, the criteria of central tendency such as mean and median, mode and also discrepancy scales like standard deviation were used to describe data better. Friedman ANOVA Test was also used to examine research hypotheses and order preference (ranking) in effective factors (variables).

RESULTS

Review of Research Hypotheses

Hypothesis I: Jobs turnover method is more appropriate for improvement of disciplinary knowledge to heads of police stations.

To compare rate of impact came from different methods in improvement of disciplinary knowledge of police operational managers and ranking of these techniques, method of Friedman ANOVA Test was utilized where results of this test are listed in the following table.

Table 1. Results of Friedman ANOVA Test for ranking the rate of impact due to adoption of different techniques of improving disciplinary knowledge among police operational managers

Factor	Quantity of Sample	Chi-2 Statistic Value	Degree of Freedom	Significance Level (Sig.)
Comparison of impact for different techniques	182	71.852	4	0.000

With respect to significance level (Sig. $p < 0.05$) came from this test, Null Hypothesis is rejected where according to resultant ranked means came from Friedman test, one may rank these techniques in

terms of rate of their impact on improvement of disciplinary knowledge for police operational managers as the following table:

Table 2. Ranking different methods for improvement of disciplinary knowledge in police operational managers based on ranked means obtained from Friedman test

Rank (Priority)	Different Methods	Ranked Mean
1	Jobs Turnover Technique	3.78
2	Role- Playing Technique	2.97
3	Behavior Modeling Technique	2.87
4	Temporary Promotion Technique	2.74
5	Management Games Techniques	2.65

As it observed here, jobs turnover method has the highest impact on improvement of disciplinary knowledge in police operational managers. In other words, Research Hypothesis I is verified.

Hypothesis II: Temporary promotion method is more suitable for improvement of accountability sense among police operational managers.

In order to compare the rate of impact came from different techniques in improving sense of accountability among police operational managers

and ranking these methods, Friedman ANOVA Test was utilized where the results of this test are given in the following table.

With respect to significance level (Sig. $p < 0.05$) came from this test, Null Hypothesis is rejected where according to resultant ranked means came from Friedman test, one may rank these techniques in terms of rate of their impact on improvement in sense of accountability among police operational managers as the following table:

Table 3. Results of Friedman ANOVA Test for ranking the rate of impact due to adoption of different techniques of improving sense of accountability among police operational managers

Factor	Quantity of Sample	Chi-2 Statistic Value	Degree of Freedom	Significance Level (Sig.)
Comparison of impact for different techniques	178	29.005	4	0.000

Table 4. Ranking different methods for improvement in sense of accountability in police operational managers based on ranked means obtained from Friedman test

Rank (Priority)	Different Methods	Ranked Mean
1	Jobs Turnover Technique	3.44
2	Role- Playing Technique	3.08
3	Behavior Modeling Technique	2.98
4	Temporary Promotion Technique	2.76
5	Management Games Techniques	2.74

As it observed here, temporary promotion method has the highest impact on improvement in sense of accountability among police operational

managers. In other words, Research Hypothesis II is confirmed.

Hypothesis III: Role- playing method is more apt for improving creativity in police operational managers. In order to compare rate of impact from different techniques in improving creativity in police operational managers and ranking of these methods, Friedman ANOVA Test was adopted so that the results of this test are listed in the following table (5):

With respect to significance level (Sig. $p < 0.05$) came from this test, Null Hypothesis is rejected where according to resultant ranked means came from Friedman test, one may rank these techniques in terms of rate of their impact on improvement of creativity in police operational managers as the following table (6):

Table 5. Results of Friedman ANOVA Test for ranking the rate of impact due to adoption of different techniques of improving creativity in police operational managers

Factor	Quantity of Sample	Chi-2 Statistic Value	Degree of Freedom	Significance Level (Sig.)
Comparison of impact for different techniques	182	11.546	4	0.021

Table 6. Ranking different methods for improvement of creativity in police operational managers based on ranked means obtained from Friedman test

Rank (Priority)	Different Methods	Ranked Mean
1	Jobs Turnover Technique	3.31
2	Role- Playing Technique	2.98
3	Behavior Modeling Technique	2.91
4	Temporary Promotion Technique	2.90
5	Management Games Techniques	2.89

As it seen here, role- playing method has the highest impact on improvement of creativity in police operational managers. In other words, Research Hypothesis III is approved.

To contrast rate of impact from various techniques for improvement of decision making power in police operational managers and ranking these methods, Friedman ANOVA Test was adopted so that the results of this test are mentioned on the following table:

Hypothesis IV: Management Games Method is more appropriate for improvement of decision making power in police operational managers.

Table 7. Results of Friedman ANOVA Test for ranking the rate of impact due to adoption of different techniques of improving of decision making power in police operational managers

Factor	Quantity of Sample	Chi-2 Statistic Value	Degree of Freedom	Significance Level (Sig.)
Comparison of impact for different techniques	181	8.143	4	0.086

With respect to significance level (Sig. $p > 0.05$) came from this test, Null Hypothesis is not rejected at 95% level of confidence; namely, it could not be implied that rates of impact from various techniques differ from each other in this respect, but if we

suppose confidence level at 90%, according to ranked means came from Friedman test, these methods may be also ranked in terms of rates of their impact in improving decision making power in police operational managers as the following table:

Table 8. Ranking different methods for improvement of decision making power in police operational managers based on ranked means obtained from Friedman test

Rank (Priority)	Different Methods	Ranked Mean
1	Jobs Turnover Technique	3.17
2	Role- Playing Technique	3.11
3	Behavior Modeling Technique	3.01
4	Temporary Promotion Technique	2.91
5	Management Games Techniques	2.80

As it observed here, behavior modeling and temporary promotion methods have the highest impacts on improvement of decision making power in police operational managers and management games technique is ranked at third place. In other words, Research Hypothesis IV is not approved.

Hypothesis V: Behavior modeling method is more suitable for improvement of communication abilities in police operational managers.

In order to compare the rate of impact from different techniques in improvement of

communication abilities among police operational managers and ranking these methods, Friedman ANOVA Test was used where the results of this test are given in the following table (9):

With respect to obtained significance level (Sig. $p > 0.05$), Null Hypothesis is not rejected. Namely, rates of impact from different techniques in improving communication abilities among police operational managers do not differ significantly from each other. In other words, Hypothesis V is also not verified.

Table 9. Results of Friedman ANOVA Test for ranking the rate of impact due to adoption of different techniques of improving of communication abilities in police operational managers

Factor	Quantity of Sample	Chi-2 Statistic Value	Degree of Freedom	Significance Level (Sig.)
Comparison of impact for different techniques	182	4.403	4	0.354

DISCUSSION

1) It is suggested to take a mechanism to employ qualified personnel for managerial positions in police stations in the future after identifying the appropriate workforce and to serve them in these jobs in each district of police stations for certain period of time.

2) It is recommended to elect heads of police stations among experienced, expert and knowledgeable personnel, who have served in different offices of police stations.

3) In the case of taking leave or going to mission among managers of police stations, it is suggested to employ the well-known qualified forces for the vacant jobs so that rather than filling managers' position, they could also experience the real conditions of an occupation in managerial position.

4) It is recommended to hold some sessions with the presence of managers from police stations and to purpose the most frequently encountered disciplinary problems and the previous successful and failed experiences in police stations and or the accidents, events, and crises which might occur in disciplinary district of a police station in order to mention the needed measures for playing their role in each of these positions and then they discuss about doing each of these measures.

5) Preparation of camp- held training course quarterly for heads of police stations;

6) By employing a group of skillful experts and through review the issues and events to which police stations are usually exposed and selection of the optimal solution and method of conduct, a model should be designed, notified and trained for each of these cases.

7) Conducting several updated studies and constant revision in models to improve their quality

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