The Leadership Styles and the Performance of Local Policing - In the Case of Taichung County Police Bureau

陳連生、劉原超

E-mail: 9314108@mail.dyu.edu.tw

ABSTRACT

Ms. Chi Cheng said that she has looked forward to the leaders around the world being able to disburden themselves from their duties, and then go to the Olympic village to join with athletes and experience the harmony atmosphere of exercise when she delivered speech at the ceremony of conferring honorary doctorate on her held by the National Ching-hua University this spring.

Indeed, there has a fair rule for the arena of athletics that the competitors could do their best to contest. Under this harmony atmosphere, the competitors could treat others friendly without caring of winning or losing the game. It is indispensable to apply the scale of evaluation for us researching the factors, which leads the leadership to be successful, or failure. Although there has differentiated between the fame pursuing and the benefit gaining, one best way to keep long terms peace is depended on creating a harmony organization's atmosphere. This study of local policing would focus on the fame pursuing rather than the benefit gaining.

The ways of leaders will be altered by the different styles of leadership, which usually caused by the differential working and mental conditions. Such leader style and trait will change to fit the situation, which so call "situation leadership". This study both adopted the depth interview and applied Hersey & Blanchard 1969 Situation Model to examine the followership of Taichung County Police Bureau at two different periods. Comparing the data collecting from the depth interview to the statistic data of the performance at same issue of Policing Journal, we found that there has positively related between the leadership style and the performance of local policing, and examined that there has differentiated between the theory and the practice. Three key discoveries have been found as follow: 1. The higher of the ratio on adopting leadership styles correctly; the better of the agency performance on against crime committing. 2. The higher of the ratio on adopting leadership styles correctly; the better of the agency performance on interior management. Such as curbing the policemen committing suicide case would be more helpful and the punishment on the violating case would be less. On the country, the cases of traffic accidents occurring and discipline breaking are relatively raised. 3. The higher of the ratio on adopting leadership styles correctly; the better of the agency performance on the crisis management. We could reach the conclusion that the situation leadership model is positive and practical theory which good for the agency performance. But we should pay more attention to ask policemen to abide the traffic regulation and prevent police discipline breaking.

Keywords: Leadership styles, Local policing, Performance