

The empirical analysis of impacts on leadership: The case of National Police Agency in Mongolia

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Submitted: 26 Jul 2022; **Accepted:** 30 Jul 2022; **Published:** 06 Aug 2022

Citation: Bayasgalan Tsogtsuren*, Erdenedalai Baigali, Sunduisuren Dorj, Chuluunbat Sharkhuu. (2022). *The Empirical Analysis Of Impacts On Leadership: The Case Of National Police Agency In Mongolia*. *Huma Soci Scie*, 5(3):215-222.

Abstract

The aimed of our study is implementing “Developments on leadership of seniors, performance, skills and knowledge of police officers and protecting their benefits of legal rights and safety”. The hypothesis of my study is to find out which factors and how they impact to achieve strategy of performance, plans and goals of National Police Agency in Mongolia.

The study design is based on the results of international researchers and main theory of management in social science. 428 police officers participated in online questionnaire, and it was beneficial to compare the results by grouping them in Mongolian geographical zones.

The special feature of this study is attempted to prove analyze metrological, correlation, multi-factor, and path analysis, and we tried to prove how the variables affect the leadership skills and how they relate by using Smart PLS-3.0 programs.

Keywords: University of Internal Affairs, Mongolia-UIAM knowledge management, skill, attitude, culture, training, leadership.

Introduction

Leadership continues to be a thing of interest on social science as management, it has been studying as well as researched by scholars during in this century. There are many studies about how significantly leadership theories impact to success of organization and its internal activities such as performance of tasks, decision making and satisfaction.

The word “leadership” is divided into three sections: “lead,” “-er” and “-ship.” The first part, “lead,” means being a pioneer or taking the first place. The second part, “-er,” refers to a person who performs a role or function or undertakes a responsibility. The last part, “-ship,” as in “scholarship,” refers to a skill, ability or art. Despite the fact that the term “leader” was detailed as early on as the 1300s in the oxford English dictionary (1933) and as well conceptualized quite possibly in times before religion, the term leadership can be said to have been in existence just before the early 1800s [1].

Thus we are studied the impacts on leadership issues in a qualitative way in our study. From the legislative point of view, the study includes long term development strategy about developments on Mongolian polices knowledge, skills, attitude, etiquette and improvement process. Law of Mongolian National Police Agency, Article: 4.1.3, 17.1, 21.1.11, 62.6.2, 67.2.

The literature on police leadership also focuses on how to improve the individual police leader rather than on the leader-follower relationships, without accounting for the context of policing, its structure or its culture [2].

Leadership is one of the most important basic functions of management and one of the most important tools for police.

Limitations

Our study has some limitation that collected only from the National Police agency in Mongolia, data collection during the covid pandemic, get information online, remove some missing

information. Also, from this study, perhaps the limitations can exist due to constraints on conceptual framework design, methodology and these factors may impact the findings of our study.

Conceptual Framework And Hypothesis

Knowledge management on leadership

Knowledge processes and leadership and management have both been central to discussions within the academic literature [3]. Based on the existing literature, the outcome of implementing knowledge management projects and processes in organizations varies according to the style of leadership [4]. Critical success factor of knowledge management practices is leadership, but only few of them referred it in a quantitative way [5]. We agree that knowledge management has one of the most important assets of organizations in the twenty first century. According to the literature review, we were hypothesized as below:

H1a. Knowledge management will have a positive impact on leadership.

H1b. Knowledge management will have a positive impact on professional skills to get leadership

Professional skills on leadership

Interpersonal skills of eloquence, positive attitude and working with the community is accordingly highlighted as the most impressive characteristics of high performing colleagues in the police [6]. Traditional leadership literature has focussed on the individual attributes, traits and competencies of leaders, independent of the leadership context [7]. The credibility, inspirational personality, knowledge, skills, abilities and experience to lead others, eagerness to learn new things and adapt to changes, awareness of environment, selflessness, flexibility, openness in sharing information [8]. According to the literature review, we were hypothesized as below:

H2a. Professional skills will have a positive impact on leadership.

H2b. Knowledge management will have a positive impact on professional skills, attitude, ethic and culture to get leadership

Attitude On Leadership

Petter and Rune was to present empirical results from a study of attitudes of police managers to different leadership roles in their jobs in two police districts in Norway [9]. A questionnaire was developed and administered among police managers in two police districts in Norway. The positive effects such as happiness or encouragement, and are triggered by the employee's current or most recent job, in other words, the positive attitude of the employee with his workplace or the positive emotional connection of an employee toward work. It would be more favorable for future research to extend the research framework by testing factors influencing leadership attributes and their effects on work-related attitudes or different leadership attributes that might determine work-related attitudes [10]. These work-related attitudes can be achieved by leadership attributes [11]. According to the literature review, we were hypothesized as below:

H3a. Attitude will have positive impact on leadership.

H3b. Ethic and culture will have a positive impact on attitude to get leadership

Ethic and culture on leadership

Ethical climate may be defined as the generally accepted standards for ethical decision-making that are found in an organization [12]. Guidance for this may be found in the work of Victor and Cullen who define ethical climate as the pervasive quality of an organization that affects how organizational decisions are made and represents a shared perception of what behaviour is right [13]. In addition to imparting knowledge and skills, specific regimented ethics instruction will continue to place the issue of moral reasoning at the forefront of training. Ethical training in a police setting requires an understanding of various organizational factors that may impact both ethical climate and individual reasoning, including the role of leaders [14]. According to the literature review, we were hypothesized as below:

H4a. Ethic and culture will have a positive impact on leadership

H4b. Knowledge management will have a positive impact on ethic and culture to get leadership

Training, development on leadership

Training and development is the most important aspect of human resource management and influenced by leadership skills, but the results are hard to interpret. The study concludes that leadership is very much essential for training and development and plays very productive role in the whole process of training and development [15]. Professional development corresponds to the growth and maturation of the knowledge, skills, and attitudes acquired throughout the workers' lives, as a result of formal and informal actions of learning at work [16]. Professional development is directly related to the day-to-day activities of workers and should be part of a broader process of continuous learning [17]. According to the literature review, we were hypothesized as below:

H5a. Training and development will have a positive impact on leadership

H5b. Professional skills will have a positive impact on attitude to get leadership

The hypothesis of my study is to find out which factors and how they impact to achieve strategy of performance, plans and goals in National Police Agency in Mongolia. The study design is based on the results of international researchers and main theory of management in social science. Our study is explain how knowledge management, professional skills, attitude, ethic and culture, training and development on leadership of police officers. The conceptual model of factors on leadership is drawn in Figure 1.

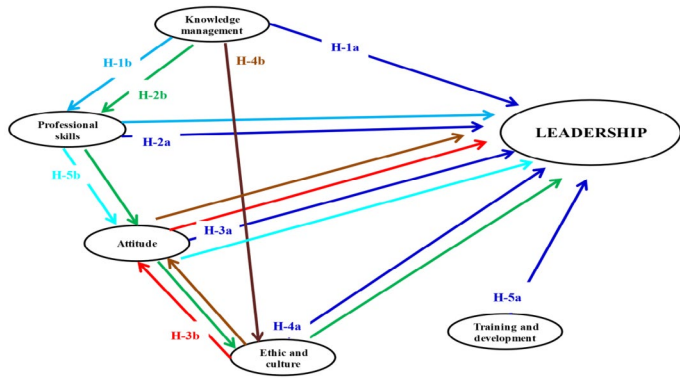


Figure 1: The conceptual factors on leadership
Source: Own diagram

Research Methodology

Data Collection And Questionnaire Design

Our study is causal research. The purpose of causal research is to find out the variables that might establish the cause-and effect relationships between the variables causing particular actions and responses [18].

We collected our data by online primary data of qualitative survey. We collected our data by online primary data of qualitative survey. Based on the discussion above of theoretical framework and literature review, the questionnaire method was chosen for the following reasons:

- a) The questionnaires of study were administrated during employees who work in National Police Agency in Mongolia.
- b) The questionnaires were able to gather data in a short period during Covid 19 pandemics.
- c) The questionnaires were collected by online /Google form/ between March and May in 2021.

We used SmartPLS software in our study. The SmartPLS is one of the prominent software applications for Partial Least Squares

Structural (PLS-SEM). PLS-SEM has been deployed in many fields, such as behavioral sciences, marketing organization, management information system [19-22].

Results

It is describing the demographic characteristics of the respondents as 428 police officers were included in the study, classified by the regions of Mongolia. It included for each latent variable affects leadership and provided results for each factor such as items in our study for qualitative research, factorial analysis, quantitative analysis, correlation analysis, and path analysis were conducted.

The result of metrological analysis is the most important factor of this study and the part of processing, comparing, analyzing, verifying, and summarizing the result of study.

This study shows how hidden variables impact leadership and the result of every factor. Cronbach's alpha shows the correlations of a set of indicators of hidden variable. Alpha was developed by Lee Cronbach in 1951 to provide a measure of the internal consistency of a test or scale; it is expressed as a number between 0 and 1 [23]. Reliability measures are defined by the following formula.

The formula for Cronbach's alpha is: [24].

$$Formula\ 1.\ \alpha = \frac{k}{k-1} \left[1 - \frac{\sum_{i=1}^k \sigma^2}{\sigma_{test}^2} \right]$$

k = the number of items. σ_{test}^2 the test-score variance σ^2 = the variance of item i .

We are presented for comparing the results of structure analysis of factors on leadership general dimension (result 1) and more upon removing low 0.7 cancelled (result 2) as below Figure 2 and Figure 3

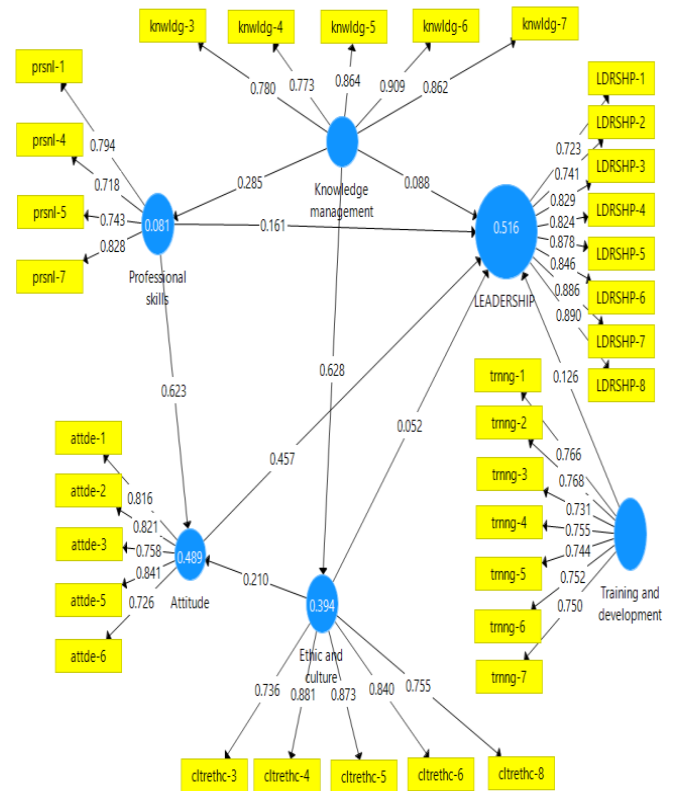
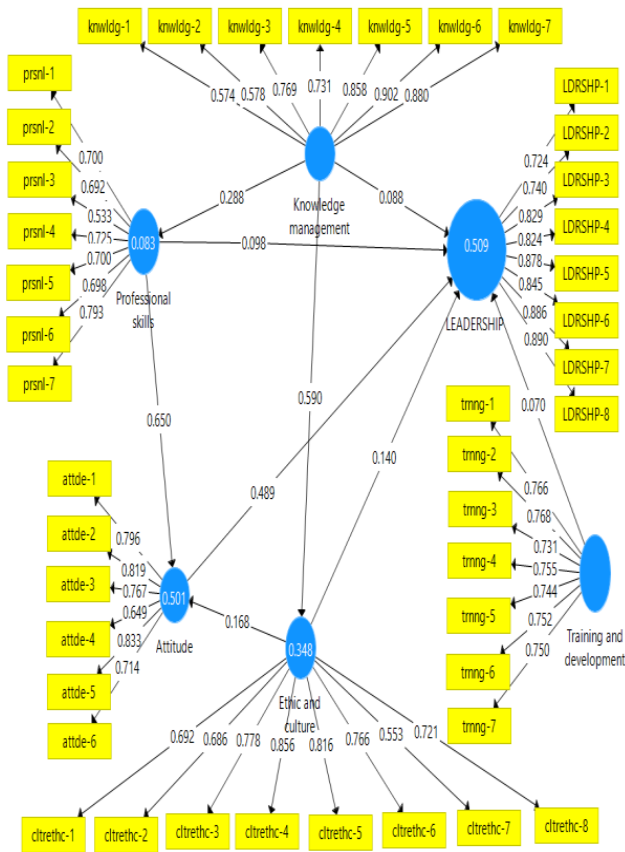


Figure 2: The result 1, Structure Analysis

Figure 3: The result 2, Structure Analysis of of leadership in general dimension (algorithm) leadership upon removing low 0.7 cancelled (algorithm)

Noted: knmldg-knowledge management, prsnl-professional skills, attde-attitude, ctrethc- ethic and culture, trnng-training and development, LDRSHP-leadership [25].

Table 1: The list of items for each Construct of Leadership.

The factors	Codes	Factor analysis		Cronbach's alpha		Average variance extracted		Composite reliability	
		result 1	result 2	result 1	result 2	result 1	result 2	result 1	result 2
Knowledge management	knmldg-1	0.579	-	0.934	0.894	0.705	0.596	0.922	0.922
	knmldg-2	0.578	-						
	knmldg-3	0.767	0.779						
	knmldg-4	0.730	0.772						
	knmldg-5	0.859	0.866						
	knmldg-6	0.899	0.907						
	knmldg-7	0.881	0.864						
Professional skills	prsnl-1	0.700	0.794	0.557	0.782	0.682	0.596	0.809	0.855
	prsnl-2	0.692	-						
	prsnl-3	0.533	-						
	prsnl-4	0.725	0.718						
	prsnl-5	0.700	0.742						
	prsnl-6	0.698	-						
	prsnl-7	0.793	0.828						

Attitude	attde-1	0.793	0.814	0.852	0.852	0.630	0.630	0.894	0.894
	attde-2	0.815	0.818						
	attde-3	0.767	0.756						
	attde-4	0.649	-						
	attde-5	0.835	0.843						
	attde-6	0.719	0.730						
Culture and ethic	culeth-1	0.692	-	0.877	0.877	0.671	0.671	0.910	0.910
	culeth-2	0.686	-						
	culeth-3	0.778	0.736						
	culeth-4	0.856	0.881						
	culeth-5	0.816	0.873						
	culeth-6	0.765	0.840						
	culeth-7	0.553	-						
	culeth-8	0.721	0.755						
Training and development	trnng-1	0.751	0.749	0.874	0.874	0.569	0.569	0.902	0.902
	trnng-2	0.755	0.754						
	trnng-3	0.710	0.707						
	trnng-4	0.776	0.778						
	trnng-5	0.768	0.769						
	trnng-6	0.749	0.750						
	trnng-7	0.768	0.769						
LEADERSHIP	LDRSHP -1	0.724	0.723	0.934	0.934	0.688	0.688	0.946	0.946
	LDRSHP -2	0.740	0.741						
	LDRSHP -3	0.829	0.829						
	LDRSHP -4	0.824	0.825						
	LDRSHP -5	0.878	0.878						
	LDRSHP -6	0.845	0.846						
	LDRSHP -7	0.886	0.886						
	LDRSHP -8	0.890	0.890						

Noted: knmldg-knowledge management, prsnl-professional skills, attde-attitude, cltrethc- ethic and culture, trnng-training and development, LDRSHP-leadership.

In result 1, the structure analysis, the outer loadings were 7 items measuring of knowledge management ranged from **0.578-0.899**, Cronbach's alpha of **0.934**, Average Variance Extracted (AVE) of **0.705**, Composite reliability (CR) was **0.922**. In result 2, the structure analysis, the outer loadings were 7 items measuring of knowledge management ranged from **0.772-0.907**, Cronbach's alpha of **0.894**, Average Variance Extracted (AVE) of **0.596**, Composite reliability (CR) was **0.922**.

In result 1, the structure analysis, the outer loadings were 7 items measuring of professional skills ranged from **0.533-0.793**, Cronbach's alpha of **0.557**, (AVE) of **0.682**, (CR) was **0.809**. In result 2, the structure analysis, the outer loadings were 7 items measuring of professional skills management ranged from **0.718-0.742**, Cronbach's alpha of **0.782**, (AVE) of **0.596**, (CR) was **0.855**.

In result 1, the structure analysis, the outer loadings were 6 items measuring of attitude ranged from **0.649-0.835**, Cronbach's alpha of **0.852**, (AVE) of **0.630**, (CR) was **0.894**. In result 2, the structure analysis, the outer loadings were 6 items measuring of attitude ranged from **0.730-0.843** Cronbach's alpha of **0.852**, (AVE) of **0.630**, (CR) was **0.894**.

In result 1, the structure analysis, the outer loadings were 8 items measuring of culture and ethic ranged from **0.553-0.856**, Cronbach's alpha of **0.877**, (AVE) of **0.671**, (CR) was **0.910**. In result 2, the structure analysis, the outer loadings were 8 items measuring of culture and ethic ranged from **0.736-0.881**, Cronbach's alpha of **0.877**, (AVE) of **0.671**, (CR) was **0.910**.

In result 1, the structure analysis, the outer loadings were 7 items measuring of training and development ranged from **0.710-0.768**, Cronbach's alpha of **0.874**, (AVE) of **0.566**, (CR) was **0.901**. In result 2, the structure analysis, the outer loadings were 7 items measuring of training and development ranged from **0.707-0.769**, Cronbach's alpha of **0.874**, (AVE) of **0.566**, (CR) was **0.901**.

In result 1, the structure analysis, the outer loadings were 8 items measuring of leadership ranged from **0.724-0.890**, Cronbach's alpha of **0.934**, (AVE) of **0.688**, (CR) was **0.942**. In result 2 the structure analysis, the outer loadings were 8 items measuring of leadership ranged from **0.723-0.890**, Cronbach's alpha of **0.934**, (AVE) of **0.688**, (CR) was **0.942**.

Table 2: Latent Variable Correlations analysis

Items	Comparisom	<i>attde</i>	<i>culeth</i>	<i>knmldg</i>	<i>LDRSHP</i>	<i>prsnl</i>	<i>trnng</i>
<i>attde</i>	Result 1	0.766					
	Result 2	0.794					
<i>culeth</i>	Result 1	0.318	0.739				
	Result 2	0.345	0.819				
<i>knmldg</i>	Result 1	0.408	0.590	0.767			
	Result 2	0.427	0.628	0.839			
<i>LDRSHP</i>	Result 1	0.670	0.417	0.444	0.829		
	Result 2	0.680	0.380	0.445	0.829		
<i>prsnl</i>	Result 1	0.689	0.232	0.288	0.510	0.695	
	Result 2	0.668	0.217	0.285	0.535	0.772	
<i>trnng</i>	Result 1	0.477	0.662	0.656	0.478	0.248	0.752
	Result 2	0.479	0.641	0.664	0.478	0.256	0.752

Noted: knmldg-knowledge management, prsnl-professional skills, attde-attitude, cltrethc- ethic and culture, trnng-training and development, LDRSHP-leadership.

We conducted SEM analysis when we checked latent correlations in our study. Result 1, there are more correlation between attitude and professional skills as **0.689**, culture and training and development as **0.662**, knowledge management and training and development as **0.656**, leadership and professional skills as **0.510** in this study. Result 2, there are more correlation between attitude and leadership as **0.680**, culture and training and development as 0.641, knowledge management and training and development as **0.664**, leadership and professional skills as **0.535** in in this study (Table-2).

We describe relationships of hypothesized and significance of the hypothesis tested by Path analysis in this study. In table 3, Result 1, Hypothesis H1a such as knowledge management have no supported on leadership for standard deviation 0.121, t statistic 0.760, and p value 0.488. Hypothesis H2a such as professional skills have supported on leadership for standard deviation 0.149, t statistic 3.309, and p value 0.001. Hypothesis H3a such as attitude have no supported on leadership for standard deviation 0.147, t statistic 0.379, and p value 0.705. Hypothesis H4a such as ethic and culture have no supported on leadership for standard deviation 0.042, t statistic 1.089, and p value 0.277. Hypothesis H5a such as training and development have no supported on leadership for standard deviation 0.006, t statistic 0.236, and p value 0.819 (Table-3).

Result 2, Hypothesis H1a such as knowledge management have supported on leadership for standard deviation 0.115, t statistic 3.376, and p value 0.001. Hypothesis H2a such as professional skills have supported on leadership for standard deviation 0.130, t statistic 3.758, and p value 0.000. Hypothesis H3a such as attitude have no supported on leadership for standard deviation 0.143, t statistic 0.789, and p value 0.431. Hypothesis H4a such as ethic and culture have supported on leadership for standard deviation 0.041, t statistic 2.150, and p value 0.031. Hypothesis

H5a such as training and development have supported on leadership for standard deviation 0.029, t statistic 2.120, and p value 0.035 (Table-3).

In table 3, Result 1, Hypothesis H1b such as knowledge management have no supported on professional skills to get leadership for standard deviation 0.122, t statistic 0.795, and p value 0.427. Hypothesis H2b such as knowledge management have no supported on professional skills, attitude, ethic and culture to get leadership for standard deviation 0.135, t statistic 1.078, and p value 0.281. Hypothesis H3b such as ethic and culture have no supported on attitude to get leadership for standard deviation 0.041, t statistic 0.681, and p value 0.496. Hypothesis H4b such as knowledge management have supported on ethic and culture to get leadership for standard deviation 0.069, t statistic 2.076, and p value 0.038. Hypothesis H5b such as professional skills have supported attitude to get leadership for standard deviation 0.116, t statistic 2.787, and p value 0.035 (Table-3).

Result 2, Hypothesis H1b such as knowledge management have supported on professional skills to get leadership for standard deviation 0.102, t statistic 4.557, and p value 0.000. Hypothesis H2b such knowledge management have supported on professional skills, attitude, ethic and culture to get leadership for standard deviation 0.047, t statistic 2.272, and p value 0.024. Hypothesis H3b such as ethic and culture have no supported on attitude to get leadership for standard deviation 0.044, t statistic 1.046, and p value 0.112. Hypothesis H4b such as knowledge management have supported on ethic and culture to get leadership for standard deviation 0.049, t statistic 1.995, and p value 0.047. Hypothesis H5b such as professional skills have supported attitude to get leadership for standard deviation 0.111, t statistic 2.593, and p value 0.010 (Table-3).

Table 3: Estimated Path Coefficients of leadership

Hypothesis		Standard deviation	T Statistics	P value	Results
H1a. Knowledge management will have a positive impact on leadership.	R1	0.121	0.760	0.448	No supported
	R2	0.115	3.376	0.001	Supported
H1b. Knowledge management will have a positive impact on professional skills to get leadership	R1	0.122	0.795	0.427	No supported
	R2	0.102	4.557	0.000	Supported
H2a. Professional skills will have a positive impact on leadership.	R1	0.149	3.309	0.001	Supported
	R2	0.130	3.758	0.000	Supported
H2b. Knowledge management will have a positive impact on professional skills, attitude, ethic, and culture to get leadership	R1	0.135	1.078	0.281	No supported
	R2	0.047	2.272	0.024	Supported
H3a. Attitude will have positive impact on leadership.	R1	0.147	0.379	0.705	No supported
	R2	0.143	0.789	0.431	No supported
H3b. Ethic and culture will have a positive impact on attitude to get leadership	R1	0.041	0.681	0.496	No supported
	R2	0.044	1.046	0.112	No supported
H4a. Ethic and culture will have a positive impact on leadership	R1	0.042	1.089	0.277	No supported
	R2	0.041	2.150	0.032	Supported
H4b. Knowledge management will have a positive impact on ethic and culture to get leadership	R1	0.069	2.076	0.038	Supported
	R2	0.049	1.995	0.047	Supported
H5a. Training and development will have a positive impact on leadership	R1	0.006	0.236	0.814	No supported
	R2	0.029	2.120	0.035	Supported
H5b. Professional skills will have a positive impact on attitude to get leadership	R1	0.115	2.787	0.035	Supported
	R2	0.111	2.593	0.010	Supported

Noted: R1- result 1, R2- result 2.

Conclusion

Leadership is the ability to influence people to cooperate in the achievement of some common goal in such a way as to command their condescension, confidence, loyalty, authenticity, justice, responsibility, openness, culture, transparency, discussion, participation, co-operation etc.

The development of leadership capacity in a team is thought to begin with individual knowledge, skills, and abilities of members that shapes the amount of teamwork that develops as a function of the formal leader's resources as leadership skills, leadership knowledge, and leadership abilities.

In order to study the factors impacting the leadership skills of police officers, 5 direct hypotheses and 5 indirect hypotheses were proposed to support the hypotheses of the research work of international scientists, and a total of 10 hypothesis models were proposed.

The 428 police officers participated in online questionnaire, grouped by Mongolian geographical zones. Among them, center of province 147, capital city 185, center of town 96 participants, in terms of location and jurisdiction, 89 participants were from Western Region, 40 from Eastern Region, 177 in from Central Region, 73 from Ulaanbaatar city, and 48 in the Khangai Region. The study did not attempt to include positions, titles, or job titles in the general information, due to department confidential policy. However, when studying the age categories of employees, 58 aged 22-25, 90 aged 26-29, 110 aged 30-33, 65 aged 34-37, 60 aged 38-41, 28 aged 42-45, 10, 50 aged 46-49, out of 7 participants aged over 50 and the number of employees aged 22-41 is relatively high.

From the study hypothesis with 2 frequencies resulted the training and development variables as hidden variables showed that all of them were above 0.7, but they could not establish leadership. However, the lack of professional knowledge management skills makes it impossible for civil servants to lead with professional skills, even if the training provided to them showed good results. In other words, even with knowledge and skills, they cannot build leadership.

In this study, we studied about leadership theory and methodology in more details, the variables that impact leadership, as a basis for future research and how leadership is implementing as time goes by. In the metrological and factor analysis of the research work, it was concluded that 5 unproven hypotheses were confirmed when analyzing the negative latent variables by subtraction, which made the research work significant.

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