Predominant Leadership Style in the 1st Military Police Battalion in the State of Rondônia, Brazil

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Abstract—This research aimed to identify the predominant leadership style among the leaders of the 1st Military Police Battalion of Rondônia, among the leadership styles focused on Relationship, Task or Situation. As for the methodology, the research is classified as quantitative-descriptive since a questionnaire was applied to the respondents to identify which leadership style was perceived by the followers. The questionnaire was distributed electronically, using a link sent by the Slack application,means of communication used by the battalion. The questionnaire was based on the Management Style Assessment Scale (EAEG), developed by Melo (2004). This questionnaire consists of 19 statements about how leaders act, which must be evaluated by the respondents and rated from 1 to 5, with the respective extremes: Never acting like this and Always acting like that. The results achieved showed that the style focused on the Task presented an average of 4.314, while the style focused on the Situation presented an average of 4.231, finally the style focused on the Relationship presented an average of 4.009. Therefore, it can be concluded that the 1st Military Police Battalion of Rondônia presents the style that is expected in a military institution based on respect for hierarchy.

I.　INTRODUCTION

Living in a community has some characteristics that serve for its maintenance and progress, among them we can mention the presence of a leader. Man has always nurtured the need to improve himself so that he can be accepted in his environment, lead and be fulfilled.

For Hunter (2004) leadership is the ability to influence people to work towards common goals, transmitting confidence through character. For Rauch and Behling *apud* Benevides (2010), leading is the process of influencing the activities of an organized group towards the achievement of a goal. Leadership can then be seen as the influence that an individual can exert over another, or over a group, in order to achieve common goals. This ability to lead has become increasingly important for organizations to efficiently achieve their goals and targets. Thus, leadership is of paramount importance for organizations to achieve the expected performance, leading many researchers to study and try to understand this complex phenomenon.

As an individual reaches certain levels within organizations, the ability to lead becomes essential for him to continue to develop. It is noteworthy that some organizations have principles of respect for the leader persuaded from their base. Among them, we will focus on the Military Police, which already in the Federal Constitution has highlighted the value of leadership in its article 42, declaring that the Military Police is an institution "organized based on hierarchy and discipline" (BRASIL, 1988). The hierarchy within the military organization is what defines the levels of command and subordination, that is, leadership is vested in the superior.

Considering this, Batista (2017) highlights that it is extremely important to carry out studies that deal with leadership in the military environment, as it is essential that the commander knows how to deal with his men and listen to them. Silva and Gomes (2016), in a study that sought to identify the prevalence of the leadership style adopted by leaders in a military organization, analyzed that despite the prevalence of authoritarianism, the leaders of this institution had been showing changes in the way they dealt with their subordinates. .

These changes represent great importance for organizations, considering that society is constantly changing. Thus, it is necessary for corporations to adapt to these transformations in order to achieve their goals. Although still small, these changes already portray the need to care for human capital, so that the established goals and targets are achieved. Thus, this research is justified by the relevance of leadership in military organizations, proposing to verify whether, over the years, this military leadership, which in principle is based on order, has experienced development.

For this work, leadership styles focused on profiles with a focus on Relationship, Task or Situation were analyzed. These profiles were chosen and analyzed using the Management Style Assessment Scale (EAEG), developed by Melo (2004). The relationship factor is the one in which the leader values interpersonal relationships, such as support, guidance and facilitation; the task factor is the one in which the leader seeks to emphasize the work, defining the role of the subordinate; and the situation factor is a combination of the previous items, in which the leader adapts his leadership according to each situation and the needs of his subordinate.

Given the above, the research problem is: *Among the leadership styles focused on Relationship, Task or Situation, what is the predominant leadership style within the structure of the 1st Military Police Battalion of Rondônia?*Seeking to answer this problem, this research has as general objective: Identify which is the predominant leadership style among the leaders of the 1st Military Police Battalion of Rondônia, among the leadership styles focused on Relationship, Task or Situation. To achieve the proposed objective, the specific objectives and structure of the work are: defining what leadership is, knowing the evolution in studies on leadership, presenting characteristics of the military police environment, how the study was applied in the 1st Police Battalion Military of the State of Rondônia and finally, the presentation of the results found.

II.　THEORETICAL FRAMEWORK

The theoretical framework will be presented as follows: Definitions on Leadership, which will bring definitions from other researchers, as well as the importance of leadership within organizations; Evolution of Studies on Leadership, which will present developed theories seeking to understand the phenomenon of leadership; The Military Police Environment, which will aim to characterize this environment; and finally, the Military Police of the State of Rondônia will be approached, seeking to demonstrate a little about the study environment.

2.1 Definitions of Leadership

There is no total agreement on the concept of leadership, but some authors tend to a common sense, the idea that leadership is deeply linked to the influence of one individual over another with the intention of achieving a common goal (SOUZA; DOURADO, 2016). According to the concept adopted by the Brazilian Army, leadership is:

Military leadership is a process of interpersonal influence of the military leader over his followers, as it implies the establishment of affective bonds between individuals, in order to favor the achievement of the objectives of the military organization, in a given situation (BRASIL, 2011, p. 23).

Analyzing both considerations, it is noted that for a leader to efficiently direct his team, he must maintain its harmony, in order to reach common goals efficiently. Without a leadership that meets these needs, achieving the organization's expected future is increasingly distant, as the lack of effective leadership will cause the corporation to lose control (CUNHA; BEZERRA; MEDEIROS, 2014). Shirley *et al* (2015) emphasizes that a leader must know how to motivate and lead his followers to achieve the goals and reach the expected results, and through their perception must identify the needs of each team member, as the motivation of a group member it may not be someone else's.

Leite and Lopes (2018), in turn, highlight the importance of the work team feeling encouraged to develop a good job. The organization's success depends on the motivation of this team, since the institution is in a world of constant transformation, in which the role of the leader must be emphasized, to accompany the changes of today and also of the future.

It is remarkable that the way a leader leads his team impacts the organization's growth, positively or negatively. Given the complexity of this topic and its importance for organizations, several studies have been developed in order to understand this issue.

2.2 Evolution of Leadership Studies

Over the years, there have been several studies on leadership. Among them, this research highlights three theories, following an evolutionary/temporal line: the theory of traits, behavioral theory and contingency theory, the latter comprising situational leadership.

2.2.1 Theory of Traits

Initially, studies on leadership sought to identify traits and characteristics of leaders, as well as their behavior and styles. The approach presented by the theory of traits brings leadership as a consequence of the traits presented, highlighting the particular characteristics of the leader with a focus on their essential attributes. According to the theory of traits, leaders are born made, without the need to develop leadership skills (HÜNING; KLAM; BENCKE, 2014). In this classic approach to leadership, efforts were focused on identifying the innate, personal qualities and

characteristics that would distinguish true leaders (SOUZA; DOURADO, 2016).

With the evolution of society and consequently of studies on leadership, new questions about the theme arise, in which new theories begin to be raised, thus leading to the evolution of learning. In this sense, the Behavioral Theory is born, based on the assumption that leadership can be learned.

2.2.2 Behavioral Theory

According to Melo (2004), this trend was based on the assumption that productivity, quality of performance and followers' motivation results from the leader's behavior. Hüning, Klam and Bencke (2014) mention that behavioral theory emerged opposing the theory of traits, as it defends the idea that appropriate behaviors can be learned and leadership developed, making it possible for trained people to effectively develop leadership .

Behavioral theory presents as main styles of leadership, the authoritarian leader, the democratic leader and the liberal leader. In the first, the leader makes the decisions, and enforces them. In the second, he makes decisions together with his followers. In the third, he delegates to his followers, who act as they want (MASSARO *et al*, 2015).

According to Melo (2004), studies at Ohio State University, initiated after World War II, sought to identify independent dimensions of leader behavior. More than 1800 statements about the behavior of leaders gave rise to two factors that represented most of the behaviors of leaders, the first being called "initial structure", referring to the probability that the leader has to define and structure his role and those of those led in pursuit of the achievement of goals; and the second was called "consideration", referring to the extent to which a person had work relationships characterized by mutual trust, respect for the ideas of those led and interest in their feelings.

At approximately the same time as the studies at the University of Ohio, according to Melo (2004), a survey was developed at the University of Michigan seeking to identify the characteristics of the leader's behavior linked to its effectiveness. The studies from the University of Michigan that stood out were those by Bowers, Scashore and Likert, which resulted in two dimensions of leader behavior, "employee orientation", which highlights interpersonal relationships such as support, guidance and facilitation, and "production orientation" that highlights the work and the accomplishment of the tasks.

Blake and Mouton developed in 1964 a two-dimensional representation of leadership styles, resulting in the managerial grid. On the Cartesian plane, X

represents the concern with production and Y represents the concern with people. Each axis was divided into 9 points and, according to the intersections of these points, there were managerial styles combining the two orientations, production and people. According to the authors, the ideal style is represented by style 9.9, which pays equal attention to dimensions (MELO, 2004).

Blake and Mouton's thesis states that there is a hierarchy in the effectiveness of these different styles, ranging from 1-1 to 9-9, or from a lower degree of attention to subordinates and tasks to a greater degree of attention to both (VALADÃO, 2009) .

Figure 01 shows the two-dimensional representation made by Blake and Mouton.
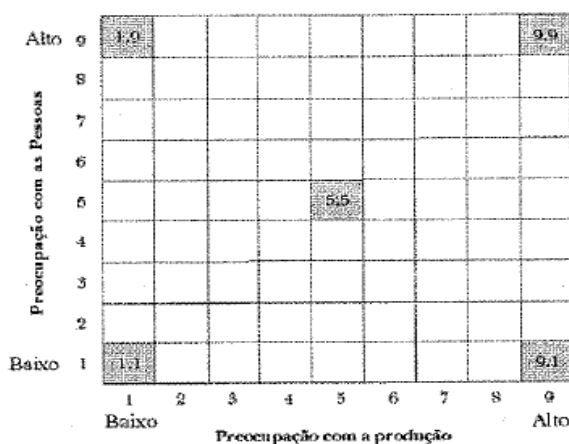

Fig.1 - Blake and Mouton's management grid

Source: Blake and Mouton, 1964

Behavioral theory was a major advance in leadership studies. However, as they do not take into account changes in the situation, new approaches to leadership have emerged, called contingency approaches.

2.2.3 Contingency Theory

According to Melo (2004), the model sought so far sought to demonstrate the relevance of established concepts, such as participation and democratization at work, the manager's constant and motivating presence in the group, employees' self-direction and self-control, and other concepts that induce the manager to forward their procedures and attitudes in a specific direction.

However, the evolution of studies on leadership shows the complexity of this, not being enough only certain traits or behavior to have a promising leadership profile, it is necessary to take into account the situational conditions. Thus, some authors proposed leadership models that sought to isolate situational conditions.

Some of these models, according to Melo (2004), are: Fildler's contingency model, which treats the leadership

style as something fixed, requiring the leader to be placed in situations where he would best bring results, according to his style; the path-goal-approach developed by Rober House in 1971, in which it is stated that the leader must help his followers achieve their goals by providing them with the necessary direction and support, as well as ensuring that these are compatible with the group's goal; George Graen in 1973 developed the approach of leader-member exchange, arguing that people do not receive the same treatment as the leader, as the leader establishes a special relationship with only a small part of his followers, according to Robbins and Judge (2014) these relationships Special effects occur because of time pressures.

From the contingency theory, situational leadership is born, which leaves aside the focus on tasks and people and starts to focus on the eventual situation to define the best leadership style to apply in a given situation.

2.2.3.1 Situational Leadership by Hersey and Blanchard

The approach taken by Hersey and Blanchard in 1974 is part of the contingency approaches. In this approach, the leadership dimensions focused on Task and Relationship Behavior are used, combining these dimensions with the "high" and "low" indicators, resulting in four behaviors: Determine (high task - low relationship) - the leader says what must be done; Persuade (high task - high relationship) - the leader provides both directive behavior and supportive behavior; Share (low task - high relationship) - the leader and the follower share the decision making and the leader's main role is to facilitate and communicate; Delegate (low task - low relationship) - the leader provides little direction or support (MELO, 2004).

For situational leadership, there is not just one way to influence people. The leader must take into account the maturity level of individuals or groups in order to define which leadership profile to use. Therefore, it is not about finding the best style, but which is the most effective for a given situation (LOPES; LEITE, 2018).

The leader must have the personal flexibility and range of skills needed to vary his behavior. If the needs and motives of their subordinates are different, they should be treated differently (CUNHA; BEZERRA; MEDEIROS, 2014). The maturity of the subordinates is the element of the approach, which refers to the extent of people's capacity to perform certain tasks. Thus, four stages were determined: able and willing; able and unwilling; incapable and willing; incapable and unwilling (MELO, 2004).

Massaro *et al* (2015), highlight that in Situational Leadership, the leader must study the situation and his subordinate in order to apply the most appropriate type of leadership. Hersey and Blanchard (1986) say that maturity should be seen in terms of two fundamental aspects, work maturity and psychological maturity. The first is related to the technical knowledge of task execution, the second to the motivational factor. In this way, the subordinate can have high work maturity to perform a task, but due to various factors, such as lack of recognition, the subordinate can reach an immature level in the psychological sense, and this can negatively affect the entire team (LIBERATO; MATOS, 2018).

Figure 2 illustrates the elements of Situational Leadership developed by Hersey and Blanchard (1986).
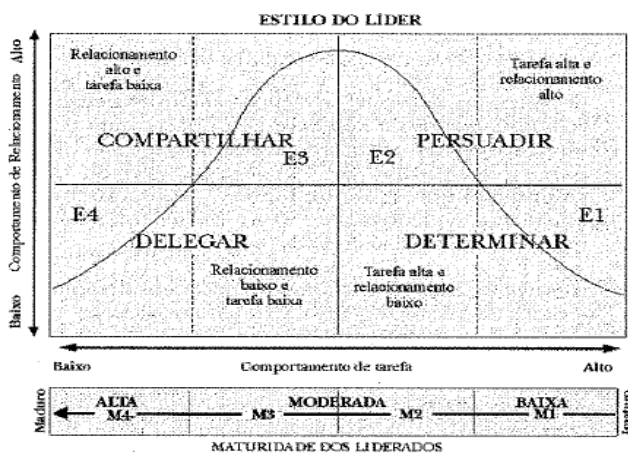

Fig.2 - Situational Leadership Model

Source: Hersey, P. and Blanchard. K., (1986)

Implicit in Situational Leadership is the idea that the leader must help subordinates to mature to the point where they are able and willing to do so. This development of the followers must be carried out by adjusting the leadership behavior, that is, going through the four styles along the prescriptive curve (LOPES; LEITE, 2018).

Liberato and Matos (2018) mention that to be a high-impact leader it is necessary, in addition to assertive actions, to have knowledge of techniques and know how to identify how your team is composed, that is, the degree of maturity of each member, as well as knowing himself as a leader. Changes can occur in the behavior of the subordinates or the team, regardless of their level of maturity. When these changes are regressive and their capacity or motivation decreases, the leader must reassess their level of maturity and return to the prescriptive curve, giving them the socio-emotional support necessary for the proper direction (LOPES; LEITE, 2018).

In situational leadership, one must always be aware of changes that have occurred, seeking to assess the level of maturity of the team members so that it is possible to provide them with the appropriate support and instruments for the level identified, necessary to achieve the goals and objectives established by the organization .

2.3 The Military Police Environment

The Federal Constitution (1988) defines that the structure of military organizations is based on hierarchy and discipline. As these are the pillars that support military organizations, they become extremely rigid environments. This explains what Cantone Junior (2018) declares, saying that "in common sense, the military is much more seen as autocratic, for being part of a recent war past, and especially for its involvement in the democratic revolution of 1964". According to the study by Silva and Gomes (2016), what is expected from the military environment is that it has mostly task-oriented leaders, that is, the authoritarian style of leadership remains prevalent.

In view of this, Army General "De Oliveira" (2012), cited by Souza (2017), states that "There are no weak platoons, only weak leaders". The General also lists some leadership principles, in which he stands out: serving as an example to his subordinates, knowing the profession, seeking his own improvement, taking responsibility for his actions, among others. On the other hand, the lack of ethics, the lack of dignification to the authority of the investiture of his position, the little demand of himself and much of others, the centralizer, the bad time management, the fact of not being proactive and not having empathy, among others, are pointed out by Gen. Salvador as indicators of lack of leadership (SOUZA, 2017).

With regard to the police service, this has an extensive field of action, in which members are called every day for the most diverse situations, without knowing the level of risk and the scenario they will encounter (BRITO, 2017). In these circumstances, it is essential that the leader knows how to lead his team towards the best resolution of the situation, and the adopted leadership style is often based on the responsibility assigned to him (CANTONE JUNIOR, 2018).

It is also worth noting that in military corporations, leadership is exercised according to the seniority of the military, and it is defined, as a rule, by the criterion of meritocracy, obtained during the training course to which the soldier was submitted. Within the military structure, hierarchical degrees are essential to define the levels of command and subordination. The promotion of military personnel, as a rule, takes place for length of service, sometimes requiring improvement courses so that they can

exercise their new functions (SOUZA, 2017). This improvement seeks to prepare the military to assume new responsibilities towards the group they will lead, and it is

extremely important that they are able to lead mainly by example, and not only by the power instilled in them,

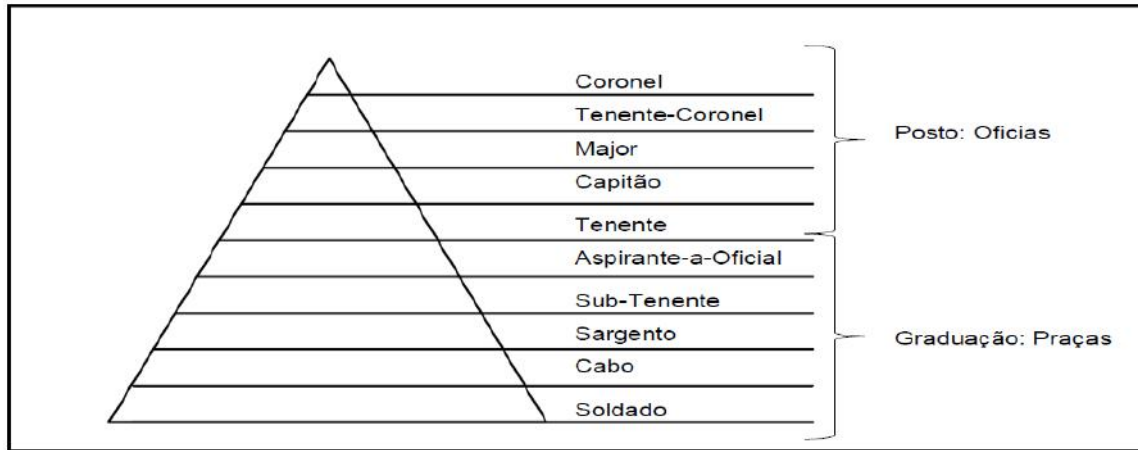Thus, Figure 3 below illustrates the ranks of ranks of ranks within the military environment.

Fig.3- Hierarchical Degrees

Source: Sued Santos Rocha de Souza, 2017

As a particularity of the military environment, it is worth noting that sometimes the military will be superior, sometimes it will be subordinate, depending on the situation in which it is. For example, a Sergeant can be with the commander of a troop, and when a Lieutenant arrives, he will pass command of the troop to the Lieutenant, becoming commanded along with the rest of the troop.

2.4 Military Police of the State of Rondônia

In order to know the object of study, the 1st Military Police Battalion of Rondônia, it is necessary to bring some historical factors about the Military Police of the State of Rondônia. The creation of the Federal Territory of Guaporé, currently the State of Rondônia, took place in 1943 during World War II by then President Getúlio Vargas. The territory was formed with dismemberment of land in the state of Amazonas, currently municipality of Porto Velho, and the state of Mato Grosso, currently municipality of Guajará-Mírim. On February 11, 1944, in the government of Aluísio Ferreira, the Civil Guard Territorial Guard was created through Decree No. 01,

popularly known as GT. Its objective was to maintain public order and manpower to carry out public works of all kinds. On February 1, 1947,

The Military Police of the State of Rondônia (PMRO) was created on November 26, 1975 (still Federal Territory of Rondônia), through Federal Law No. 6270. Two years later, on September 9, 1977, Decree No. 864 extinguished the Territorial Guard of Rondônia, transferring its entire patrimonial, financial, budgetary and extra-budgetary assets, as well as ensuring the entry of its components to the Military Police.

Through Decree 717, on December 7, 1982, there was the creation of Military Organizations of Rondônia, among these organizations we highlight the creation of the 1st Military Police Battalion of the State of Rondônia, called BatalhãoRondon. More than 36 years after its creation, this military organization will be our object of study.

The organizational chart in Figure 4 below represents how the Rondon Battalion is currently structured.
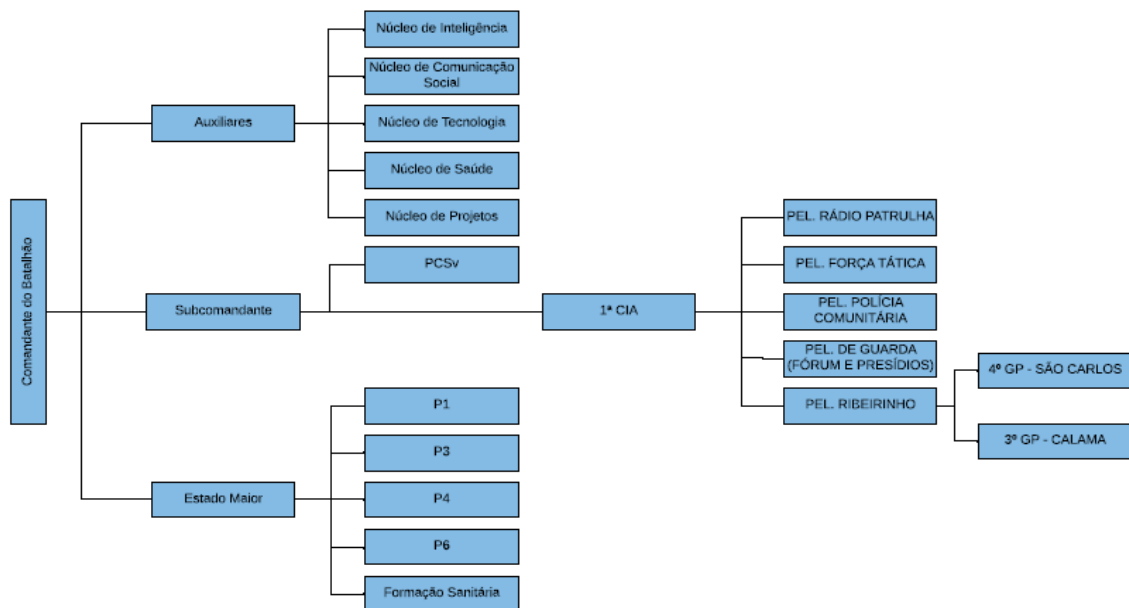
Fig.4 - Organizational Chart 1st Military Police Battalion of Rondônia

Source: 1st Military Police Battalion of Rondônia

To better understand this structure, below are the functions performed by each department of the military organization, we seek support from the head of the Administrative Division. Thus, the Rondon Battalion currently has a staff of 207 police officers who are ready for military police activity, performing the functions as per the organization chart.

The Battalion Commander is responsible for coordinating and supervising all areas related to the unit's activities, dealing with relations with other units and external bodies, assisted by the deputy commander who focuses his actions on a subsidiary basis to the commander, but in the internal area of the Battalion, the latter also is responsible for the disciplinary part of the staff.

The Auxiliary and General Staff departments are directly subordinate to the battalion commander, as follows: The Intelligence Nucleus responsible for producing information and safeguarding it in order to support the actions of the command; Social Communication Nucleus, assigned to the contact with both internal and external audiences, through the dissemination of articles, control of the unit's social media, registration and monitoring of all battalion activities; the Technology Nucleus, designated for the IT support, maintenance and development function, aiming to facilitate the accomplishment of the missions; Health Center, responsible for carrying out a physical training program and campaigns related to the physical and mental health of the unit's military police; the Project Nucleus, it

has the responsibility to create and implement new services or modalities of preventive and ostensive actions; Administrative Division (P1) is responsible for managing the battalion's human resources, responsible for registering and updating the soldier's entire life while he is in the unit; in the Operational Division (P3), activities inherent to operations, teaching and instruction of the unit's troops are carried out, from its planning, execution and subsequent registration; the Budget and Assets Division (P4) is responsible for all the battalion's physical and military material, logistics, facility maintenance, and supply of funds; the Justice and Discipline Section –SJD (P6) is responsible for the disciplinary aspect of the troop, carrying out process instruction and investigative procedures.

The 1st CIA is composed of the Patrol Radio Platoon, responsible for the ostensible policing of social proximity and for dealing with incidents arising from calls to 190; by the Tactical Force Squad, which carries out the mesh-covering policing, acting at times where there is a greater probability of occurrences and with a repressive character; by the Community Police Platoon, which acts in a differentiated manner by being together with representatives of localities (Security Council - CONSEG), this policing is aimed at the origin of the problem and focuses its action on the demands passed on directly by the local population; by PelotãoRibeirinho, which is responsible for carrying out police functions in the 3rd Group located in the District of São Carlos and in the 4th Group located in the District of Calama.

After presenting the theoretical knowledge that guided this study and the environment where it will be carried out, the procedures for the development of the research will be described below, seeking to respond to the objective proposed by the work.

III.   METHODOLOGICAL PROCEDURES

In this section, the methodology used in the construction of this research and the methodology for applying the questionnaire in the 1st Battalion of the Military Police of Rondônia will be presented.

The research was carried out in the 1st Military Police Battalion of the State of Rondônia, located in the city of Porto Velho. The command of this battalion, knowing the need to know and understand the predominant leadership profile in the military police, considering the importance that the hierarchy has in the institution, and having an interest in the research results, made access to the military police viable, also authorizing the application of the quiz.

As for the classification, this research has a quantitative approach, that is, the results can be quantified using the questionnaire that was applied to the police officers. According to Fonseca (2002), research of a quantitative nature is considered representative of the population, that is, its results are taken as if it were a real portrait of the research's target audience. In this regard, Fonseca (2002) says:

> Quantitative research focuses on objectivity. Influenced by positivism, it considers that reality can only be understood based on the analysis of raw data, collected with the help of standardized and neutral instruments. Quantitative research uses mathematical language to describe the causes of a phenomenon, the relationships between variables, etc. The joint use of qualitative and quantitative research allows collecting more information than could be obtained in isolation (FONSECA, 2002 *apud* GERHARDT; SILVEIRA, 2009, p.33).

Furthermore, this type of research collects data under control conditions, emphasizing objectivity. It then analyzes the data collected through statistical procedures (POLIT *et al* , 2004 *apud* GERHARDT; SILVEIRA, p. 35, 2009).

As for the objective, this research qualifies as descriptive, as it exposed the characteristics of a certain population, demanding, for that, standardized data collection techniques. According to Padronav(2013, p. 52), descriptive research is characterized by the simple recording and description of the facts observed by the

researcher, without his interference. This type of research also seeks to "describe the characteristics of a given population or phenomenon or the establishment of relationships between variables".

As for the sample, which is a conveniently selected portion of the universe or population studied, this research had a total of 26 respondents from a population of 207 qualified police officers. With this sample it is possible to obtain 90% reliability of the answers. All calculations were performed using the *Survey Monkey* sampling calculator . available
at: https://www.surveymonkey.com/mp/sample-size-calculator/ . The sampling analysis will follow the principle of the law of statistical regularity, which determines that in "a set of *n* units taken at random from a set *N* will probably have the characteristics of the larger group" (GIL, 2008, p. 90).

As for the data collection method, we used the survey (*survey*). According to Gerhardt and Silveira (2009), this type of research is ideal for the direct approach of people whose behavior one wants to know and analyze through some type of questionnaire. "In general, information is requested from a significant group of people [...], and then, through quantitative analysis, we obtain the conclusions corresponding to the collected data" (GERHARDT; SILVEIRA, 2009, p. 57 -58). Considering the above, the technique used for data collection was the questionnaire.

The questionnaire was distributed by the researcher electronically. The researcher sent a link that directed the respondent to a website to answer the requested information. For the distribution of the link, the *Slack* application was used*,* used by BatalhãoRondon as a communication tool among its members. For tabulation and analysis of the data was used the *software IBM SPSS Statistics Trial Subscription* (Classic) and spreadsheets *Microsoft Excel software*. The method of analysis of the questionnaire was through general averages of the answers, also taking into account the standard deviation.

After collecting the data, the analysis and statistical interpretation of the collected data was carried out, seeking answers to the questions presented in this research. The questionnaire applied was based on the Management Style Assessment Scale (EAEG) developed by Melo (2004), which divides the leadership style into the following factors:

a) **Relationship**- Refers to the extent to which the leader will have work relationships that are characterized by mutual trust, friendship, human warmth in relationships, respect for subordinates' ideas and interest in their feelings. The leader values individuality and

emphasizes interpersonal relationships, such as support, guidance and facilitation;

b) **Task** – Refers to the probability that the leader has to define and structure his role and that of his subordinates in the pursuit of achieving goals. The leader emphasizes the job, the technical aspects of the role, adherence to standards, communication channels, hierarchy, procedures and methods, as well as the performance of;

c) **Situation** – Refers to the manager's ability to identify the reality of their work environment and adapt their style to the demands of that environment. The leader is flexible to vary his behavior according to the needs and motives of his subordinates.

IV.   RESULTS AND DISCUSSIONS

This study used the application of a questionnaire divided into two parts, the first sought to identify the predominant leadership style among military police officers who play the role of leader, and the second sought to collect data on the interviewees.

To understand the leadership profiles, the questions used were based on the study by Melo (2004), in which the Management Style Assessment Scale (EAEG) was developed. This scale has 19 questions where respondents must value assertions about the actions of superiors, between 1 and 5, according to the way of acting, namely: 1 – Never act like that; 2 – He rarely acts like this; 3 – Occasionally acts like this; 4 – Often acts like this; 5 – Always act like this. In order to know the demographic profile of the sample, information on gender, age group, education, length of service and post/graduation was sought.

The results found for the demographic profile were stratified according to the tables 1a, 1b,1c, 1d and 1e below:

Table 01a - Demographic data of the sample

Sex	The amount	Percentage
Male	24	92%
Female	2	8%

Source: Prepared with research data

Table 01b - Demographic data of the sample

Age Group	The amount	Percentage
23 – 27	4	15%
28 – 32	8	31%
33 – 37	7	27%
38 – 42	4	15%
43 – 47	2	8%
48 – 53	1	4%

Source: Prepared with research data

Table 01c - Demographic data of the sample

Education	The amount	Percentage
High school	5	19%
IncompleteHigherEducation (Attending)	7	27%
Complete HigherEducation	12	46%
Specialization	2	8%

Source: Prepared with research data

Table 01d - Demographic data of the sample

Service Time	The amount	Percentage
Upto5Years	10	38%
6 - 10 Years	6	23%
11 - 15 Years	5	19%
16 - 20 Years	3	12%
Mais de 25 Years	2	8%

Source: Prepared with research data

Table 01e - Demographic data of the sample

Posto/Graduação	The amount	Percentage
Soldier	11	42%
Cable	9	35%
3rd Sergeant	3	12%
2nd Sergeant	2	8%
1st Lieutenant	1	4%

Source: Prepared with research data

Below, the demographic data will be related to the perceptions about the leadership profile.

The number of male respondents represents 92% of the sample, and 8% female respondents, reflecting what is provided for in the legislation that deals with entry into the Military Police of Rondônia, which establishes female staff at 10% of the total number. All female respondents identify leadership as Situational. The average found was 4.00 for this factor, that is, according to the questionnaire

criteria, it is assumed that leaders often act like this, which can demonstrate that they are given freedom to act as the situation presents itself.

Analyzing the data regarding the age group, it can be seen that most respondents are in the range of 28 – 32 years, followed by the range of 33 - 37 years, both representing 31% and 27% respectively. The Situational factor was mostly perceived by respondents who are in the range of 28 – 32 years. The Task factor was mostly perceived by respondents aged 33 to 47 years.

As for length of service within the corporation, most respondents are in the range of up to 5 years of service, representing 38%, followed by the range of 6 – 10 years of service with 23% of the sample. These respondents, for the most part, identify leadership as Situational. This may indicate that they present a new look and a new perspective on the leadership of the Military Police. Respondents with more than 11 years of service, on the other hand, see leadership focused on the Task. This is in line with what was analyzed in the age group, that is, police officers with more years of service and age see leadership as a task.

Relating the length of service with the level of education, we can identify that in the range of up to 5 years of service in the corporation there are 50% of those with higher education, demonstrating that they have already joined the corporation with their academic training completed or in progress. It was possible to identify that most respondents have higher education, representing 46% of the sample, those with some type of specialization represent 8%, those who are attending some type of graduation represent 27%, and respondents who have only the high school represent 19%. For the corporation, it is extremely important that there are more and more professionals with academic backgrounds, so that this knowledge can be opportunely added to police work, bringing benefits to the institution.

With regard to hierarchical levels, the highest representation was that of Soldiers, with 42% of respondents, followed by Corporals with 35%. Relating this result to the perception of leadership style, it is noted that the Soldiers identify this mostly as Situational. Cabos, on the other hand, identify it mostly as Task-oriented.

To analyze the reliability of the questionnaire, *Cronbach*'s *alpha* coefficient was used. Freitas and Rodrigues (2005) mention that although the use of this coefficient is broad and comprehensive, there is no consensus among researchers on the interpretation of the reliability of a questionnaire based on the coefficient value. However, they emphasize that, in general, values

of $\alpha \leq 0.70$ are considered satisfactory. Below, Table 02 brings the classification according to these authors.

Table 02 - Reliability classification based on the *Cronbach* α *coefficient*

Reliability	α value
Verylow	$\alpha \leq 0,30$
Low	$0,30 < \alpha \leq 0,60$
Moderate	$0,60 < \alpha \leq 0,75$
High	$0,75 < \alpha \leq 0,90$
Verytall	$\alpha > 0,90$

Source: Freitas, André LP; Rodrigues, Sidiline G (2005, p.4).

Using the *IBM SPSS Statistics Subscription Trial* (Classic) software , it was possible to extract the *Cronbach's* Alpha values shown in table 03. All obtained Alpha values satisfied the parameters for the questionnaire to be considered consistent, thus giving reliability to its result .

Table 03 - Reliability of Results Extracted from EAEG

Factor	Cronbach's Alpha	Reliability
Relationship	0.877	High
Assignment	0.861	High
situational	0.822	High

Source: Prepared with research data

According to the classification of *Cronbach's* Alpha *coefficient* , it is possible to consider the reliability of the questionnaire as high, since the values obtained and shown in Table 3 are $0.75 < \alpha \leq 0.90$. After validating the reliability of the questionnaire, with the minimum reliability coefficient being exceeded, the average of the responses was then carried out so that it was possible to identify the leadership style perceived by the subordinates, as well as the median of the responses and the standard deviation presented by each factor. Table 04 presents the results obtained.

Table 04 - Mean, Median and Standard Deviation of Results Extracted from the EAEG

Factor	Average	Median	Standard deviation
Relationship	4,009	4,056	0.665
Assignment	4,314	4,583	0.633
Situational	4.231	4,250	0.655

Source: Prepared with research data

Figure 05 shows the graph constructed based on the average values obtained from the questionnaire responses, which aimed to identify which leadership style was perceived by the led.
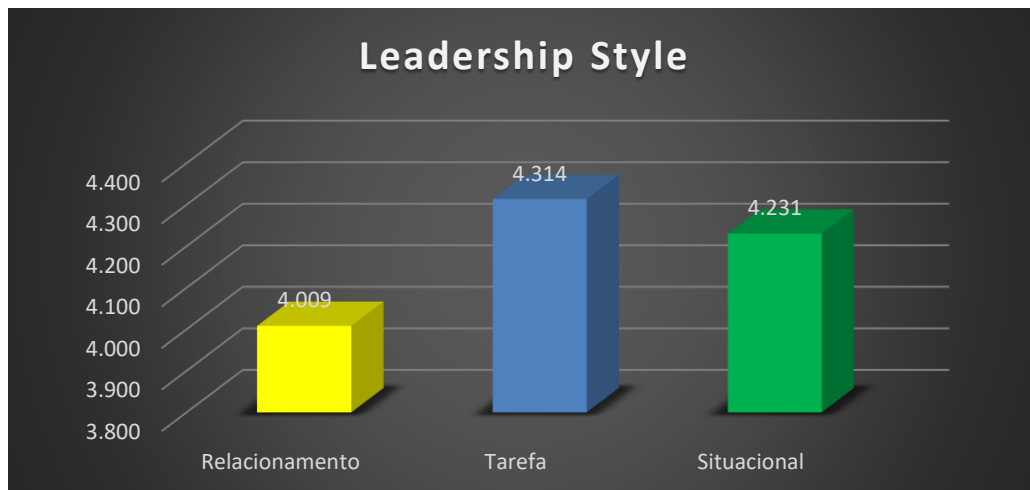

Fig.5 – Leadership style

Source: Survey data

Regarding the identification of the predominance of the leadership style, analyzing the figure above, it can be seen that the Relationship factor had an average of 4.009, being the least perceived by those led. This factor as proposed by Melo (2004) concerns the establishment of interpersonal relationships, aimed at guidance and aiming to establish a relationship of mutual trust and friendship in the leader-leader relationship. One hypothesis for this result is the rigid structure that military institutions present.

The factor most perceived by the followers was the Task factor, with an average of 4.314, showing that the leader seeks to emphasize work, fulfillment of tasks and technical aspects of the function, defining and systematizing their role and that of their followers to achieve the organization's goals . Possibly this factor was appointed as the most present for bringing items that value the hierarchy and fulfill tasks, which are characteristic of military organizations.

The Situational factor had an average of 4.231, in this factor, leaders seek to use flexibility to be able to adjust according to daily situations, and adapt their behavior according to needs. Thus, it is evident that occasionally the organization's leaders make use of this leadership style. This demonstrates that the institution has shown considerable changes in the way it leads.

V.   FINAL CONSIDERATIONS

We saw that leadership is of paramount importance in organizations, as it is one of the tools to achieve objectives and goals. This importance is even more accentuated in an institution like the Military Police, which has integrated respect for hierarchy in its training base. Considering this hierarchy, it is expected that a military institution has leaders with more authoritarian profiles, that is, task-oriented. However, researches have shown that there is heterogeneity in the profiles of Military Police leaders, demonstrating that this institution has followed the development of leadership theories.

In response to these studies and responding to the proposed research problem, this research identified that the predominant leadership style within the structure of the 1st Military Police Battalion of Rondônia is mainly Task-oriented. However, the result found for the Situational profile was very close to that, thus demonstrating that the analyzed organization has evolved

with regard to the way of leading, seeking whenever possible to adapt the needs of its employees to that of the institution, providing support necessary for the development of its followers.

The Relationship factor, in spite of having the lowest average, was not so far from the others, being above 4.00. This shows that the corporation has shown interest in its employees. However, it is still necessary for leaders to explore this form of leadership more, seeking to demonstrate more interest in the wishes of their followers. In this way, it will be possible for this average value to be closer to the other factors, generating a balance to meet both the institution's and its collaborators' aspirations.

This research found the low number of respondents as the main limitation. This low number was possibly due to the fact that many police officers do not follow the *Slack* communication app during their days off or because they do not have access to the app for some other reason. As a suggestion for further studies, research is suggested to analyze whether there are implications of each leadership profile for society, that is, whether the population has felt the change in the profile of military leaders or whether there are different impacts according to each profile.

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