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Stakeholder Theory and Law Enforcement Strategy Creation

James Edward Wright
Walden University

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Walden University

College of Management and Human Potential

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James Edward Wright

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Walden University
2023

Abstract

Stakeholder Theory and Law Enforcement Strategy Creation

by

James Edward Wright

MA, CUS, 2015

BS, CTU, 2012

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

August 2023

Abstract

The study addressed the need for additional research on how people, groups, and communities influence the organizational process through agency and datedness of research on stakeholder theory. The purpose of this qualitative multiple case study was to explore how Southwestern Arizona law enforcement personnel create strategies to overcome the fear of proactive enforcement engagement and who is involved in their creation and implementation. The research questions addressed this purpose. The conceptual framework was based on stakeholder theory. Data were analyzed with ATLAS.ti using open coding to identify patterns and develop emerging themes from the multiple agencies and employee categories. Findings were triangulated within and across the groups and with the literature. The analysis revealed seven themes: lack of fear, policy, role, job, tools, people, and team. The non-supervisory personnel did not play any role in the creation of strategies for their agency; all assumed that management created strategies. In implementing the strategies, they were only following the guidance of their supervisors. Nor did supervisory personnel play a large role in the creation of strategies within their agencies. These findings reflect internal stakeholders' potential inability to have a direct effect on positive organizational effectiveness. Further research is needed to find ways to overcome this lack of involvement and improve employer/employee relations. Greater involvement of law enforcement personnel in creating and implementing strategies may help to establish cooperative relationships necessary for the function public safety.

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Dedication

I dedicate this to the men and women in law enforcement and their families.

Acknowledgments

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Chapter 1: Introduction to the Study

In recent years, the public's distrust and fear of the police has created a public relations nightmare; generating a need to improve police-community relations (Lieberman, 2021). This public distrust and fear hamper the actions of the men and women who have chosen a career in law enforcement; resulting in the public to protest and actively hamper the work of law enforcement (Lieberman, 2021). In February 1955, the Los Angeles Police Department commissioned the term To Serve and Protect as the official motto of the Police Academy and placed it on the department's patrol cars, next to the city seal, in 1963 (Felker-Kantor, 2018). While this phrase was created by the Los Angeles Police Department, it is used in various forms by law enforcement agencies throughout the United States (Burg, 2017).

Police brutality toward African Americans can historically be linked back to the days of slavery in the United States, and the continued use of excessive force is not just limited to physical violence; it also includes psychological intimidation, emotional and verbal assault (Alang et al., 2017). The fundamental prerogative of the stakeholder theory is that the resolve of an organization is to create value for its stakeholders (Loi, 2016). This study has the potential for the advancement of positive social change, as it is an exploration of the strategies used to overcome the fear of proactive enforcement engagement through the expectations, discernments, opinions, and interpretations of members of law enforcement and law enforcement leaders in the lens of the stakeholder theory. As law enforcement serves its community, the stakeholders of law enforcement are the members of the community as well as the men and women who serve in the

agencies (Cortright et al., 2018). As a result of the past, there has never been peace between the police and African Americans, leaving nearly one third of the African American population worrying about being victims of police brutality (Graham et al., 2020). Chapter 1 will address the background of the study, the problem statement, the purpose statement, the research question, and the conceptual framework framed by Freeman's (1984) stakeholder theory that stakeholders are the individual and/or groups who, without their support, an organization would not exist, with an added focus on the employer-employee stakeholder relationship seen through the lens of the social identity approach, which describes how an employee's view of the external stakeholder is affected when they identify strongly with the organization (Korschun, 2015).

Background of the Study

There have been several high-profile violent encounters between law enforcement and African Americans creating distrust of law enforcement by African Americans (Calvert et al., 2020). Nine hundred ninety-one people were shot and killed by the police in 2017 (Sullivan et al., 2018). Out of the 991 people shot and killed by police, 229 were African Americans (Sullivan et al., 2018). Many of these incidents have resulted in protests focusing on the police shooting and killing unarmed African Americans, increasing the public distrust in law enforcement (Beer, 2014).

The perceived police brutality toward African Americans in which police have shot and killed unarmed African Americans has resulted in anti-police protests that have expanded the atmosphere of distrust and fear of the police (Neal et al., 2019). As a result of an atmosphere of distrust and fear of the police, the specific problem is that law

enforcement personnel are less willing to perform proactive enforcement engagement due to fear of getting into trouble (Maguire et al., 2016). This fear and unwillingness to perform proactive enforcement engagement impacts both the safety of the officers and the communities they serve (Nix & Wolfe, 2018). This fear and unwillingness to perform proactive enforcement engagement creates the need to explore how law enforcement agencies create strategies to overcome the problem of law enforcement personnel being less willing to perform proactive enforcement engagement due to fear of getting into trouble (Maguire et al., 2016).

The current study is framed by Freeman's (1984) stakeholder theory that describes stakeholders as the individuals and/or groups who, without their support, an organization would not exist, with a focus on Miles's (2015) idea of the employee as a primary stakeholder of an organization. Freeman et al. (2004) furthered the thought process of the stakeholder theory, explaining that stakeholders are the people and or groups that are affected by an organization or those that can affect an organization. The concept that people and or groups are affected by an organization emphasizes the need for organizations to understand that the people and or groups that are affected by an organization or those that can affect an organization (Freeman et al., 2004).

Internal stakeholders, the employees, are associated as primary stakeholders; as without them, the organization cannot exist (Miles, 2015). Miles (2015) described employees as primary stakeholders that without them, the organization cannot exist and how stakeholders can harm, help, impact, support, interact with, and threaten an organization. Panahi et al. (2017) explained that for the employees to have an emotional

obligation, they need to have an energetic belief of the organization and its goals along with an enthusiastic desire to wield substantial effort on behalf of the organization.

Panahi et al. provided an in-depth review explaining the association with public value creation through the organizational commitment and the internal stakeholders' construction as an example of how organizational values and organizational commitment play a crucial role in the success or failure of an organization.

Harrison et al. (2019) further described that the stakeholder concept allows for the creation of public value and the joint value creation processes strength is measured based on the weakest partner involved, signifying that seeking of first-rate stakeholders is critical. Harrison et al. concluded that stakeholder theory-based stakeholder relationships have value. Since the inception of the stakeholder theory, the theory has developed as an organizational tool used to help organizations conceptually visualize how value is created and how value can be traded in a tempestuous global organizational environment (Harrison et al., 2019). Organizations have a social directive to organize mutually advantageous cooperation, through which they can also assist in solving problematic issues if they participate as moral and political actors in the creation of processes that are aimed at laying a foundation of value creation on a societal scale (Pies et al., 2009).

Winkler et al. (2018) explained that the employees, primary internal stakeholders, play a critical role in transforming the organization's internal and external stakeholder relationship through their interaction with external stakeholders through their values. Winkler et al. (2018) identified the link between how an organization manages its internal stakeholders and its external stakeholder and how employees who have more ownership

in the organization and more say in the operations of an organization are more likely to engage with external stakeholders.

While also expanding on the introduction of the stakeholder theory, Winkler et al. (2018) began to link into the organizational relationship to the internal stakeholder discussed later in this literature review. Employees can be motivated to parallel their actions with the organization's external stakeholders when they are granted ownership and can participate in the organizational decision-making process (Winkler et al., 2018). This descriptive multiple case study may also fill the gap in current research identified by Desai (2018) of the need for additional research on how people, groups, and communities potentially shape the organizational process through agency-stakeholder collaboration as well as filling the gap identified by Laplume et al. (2008) of the stakeholder theory being dated and in need of additional research.

This research may also fill the gap in research identified by Patzer et al. (2018) of no clear agreement on the actual nature and scope of the leader's responsibility toward the stakeholder; with an emphasis on the internal stakeholder. The results of this study may contribute to positive social change through the exploration of the strategies used to overcome the fear of proactive enforcement engagement through the expectations, discernments, opinions, and interpretations of members of law enforcement and law enforcement leaders in the lens of the stakeholder theory.

Problem Statement

In recent years, there have been violent interactions between police officers and African Americans, resulting in the perception of police brutality toward African

Americans (Fridkin et al., 2017). In 2018, 991 people were shot and killed by the police, of which 229 were African Americans (Sullivan et al., 2018). Many of these violent interactions between police officers and African Americans have resulted in protests focusing on the police shooting and killing unarmed African Americans, increasing the public distrust in law enforcement (Beer, 2014).

Under optimal circumstances, the presence of law enforcement serves as a signal of safety, but, due to the perception of police brutality against African Americans, the presence of law enforcement instead signals fear, danger, and threats to the African American community (Clevinger et al., 2018). As a result of an atmosphere of distrust and fear of the police, the specific problem is that law enforcement is less willing to perform proactive enforcement engagement due to fear of getting into trouble (Maguire et al., 2016). This fear and unwillingness to perform proactive enforcement engagement impacts both the safety of the officers and the communities they serve (Nix & Wolfe, 2018). Thus, there is a need to explore how law enforcement agencies create strategies to overcome the problem of law enforcement personnel being less willing to perform proactive enforcement engagement due to fear of getting into trouble (Maguire et al., 2016).

Patzer et al. (2018) determined that there is an immense amount of research on responsible leadership with a steady focus on the accountability that stakeholders expect leaders to live up to but there is no clear agreement on the actual nature and scope of the leader's responsibility toward the stakeholder. Desai (2018) also determined that there is

a need for additional research on how people, groups, and communities influence the organizational process through agency-stakeholder collaboration.

Purpose of the Study

The purpose of this qualitative multiple case study was to explore how strategies are created and implemented by law enforcement agencies to overcome the angst of proactive enforcement engagement due to fear of getting into trouble. The exploration is through an analysis of the expectations, discernments, opinions, and interpretations of the members and leaders of law enforcement, with an emphasis on the internal stakeholder, with a concentration on the employer-employee stakeholder relationship in the lens of the social identity approach, which considers how an employee's strong identification with the organization affects their view of the external stakeholder (Korschun, 2015). A comprehensive review of stakeholder theory research and interviews of local, county, and federal law enforcement leaders and non-supervisory law enforcement was conducted to gain a better understanding of how law enforcement agencies create the strategies used by law enforcement to overcome the fear and unwillingness of proactive enforcement engagement due to fear of getting into trouble (Nix & Wolfe, 2018). The participants of this research consisted of local, county, and federal law enforcement in Southwestern Arizona. The make-up of local, county, and federal law enforcement in Southwestern Arizona is comparable to various locales within the United States.

Research Questions

The central research question was:

How are the strategies to overcome the fear of proactive enforcement engagement created by Southwestern Arizona Law enforcement, and who is involved in the creation and implementation of the strategies?

The research subquestions were:

How are the strategies to overcome the fear of proactive enforcement engagement created by Southwestern Arizona Law enforcement?

Who is involved in the creation and implementation of the strategies?

Conceptual Framework

The study is framed by the conceptual framework of Freeman's (1984) stakeholder theory, which conceptualizes stakeholders as the individuals and/or groups who, without their support, an organization would not exist, focusing on the research about the employer-employee stakeholder relationship viewed through the lens of the social identity approach wherein, when an employee identifies strongly with the organization, the employee's view of the external stakeholder is affected (Korschun, 2015)

The research focused on how law enforcement agencies create strategies to overcome the front-line officers' fear of proactive enforcement engagement. The study is founded on Miles's (2015) idea of the employee as being a primary stakeholder of an organization and Winkler et al.'s (2018) concept of relationship building between internal and external stakeholders. Focusing on the internal stakeholder will advance research, because as recent research studies posit, current research on the stakeholder theory is dated and incomplete and there is a need for further research (Harrison et al., 2015). As

the stakeholder theory continues to evolve, there is also a need for identifying the stakeholder perceptions of stakeholder status needed (Miles, 2015).

The research is focused on the non-supervisory employees due to the critical role employees' play in altering the organization's internal and external stakeholder relationship through their interface with external stakeholders through their values (Winkler et al., 2018). The organization's strategic views on the employees are critical and can fashion organizational pride; the pleasure the employee feels with being a part of the organization (Ng et al., 2018). While this concept has been exhaustively studied in organizations other than law enforcement, research suggests that the organizational environment in which law enforcement officers operate is a central source of job satisfaction and fulfillment (Perez et al., 2017), evidenced by the data collected from Steinheider and Wuestewald (2008) that if the officer is happy to be there, they will project that happy attitude towards the community. The involvement of the employee is essential, as research has determined that employee involvement is vital based on the employees' perception of the organization drives the ability of achieving organizational goals (Hejjas et al., 2018).

Nature of the Study

This qualitative multiple case study meets Yin's (2018) definition of a case, as the phenomenon is current in a real world setting in which the researchers have little control over. A multiple case study is also conducted to better understand the similarities and differences between the cases (Yin, 2018). The cases studied in this research allowed for an exploration of the discernments, opinions, and interpretations of both supervisory law

enforcement personnel and non-supervisory personnel, seeking to answer the research question of how law enforcement agencies create strategies to overcome the fear of law enforcement front line officers in conducting proactive enforcement engagement, without fear. In an attempt to explore the strategies and how they are created by law enforcement to overcome the fear of proactive enforcement engagement, a descriptive multiple case study was applied to explore the discernments, opinions, and interpretations of members of law enforcement and law enforcement leaders on the strategies used to overcome lack of willingness to perform proactive enforcement engagement due to the fear of getting into trouble (Maguire et al., 2016).

Through this descriptive multiple case study, the desires, wishes, and wants of both members of law enforcement and law enforcement leaders surrounding overcoming the fear of proactive enforcement engagement may be used to further the stakeholder theory. A thorough review of stakeholder theory was conducted and synthesized. Data were collected using in-depth and semi-structured interviews from both supervisory law enforcement personnel and non-supervisory law enforcement personnel (Merriam & Tisdell, 2015), as interviews were best suited as the data collection method since interviews provide detail and allow insights into how the interviewees interpret and understands the world (Ravitch & Carl, 2015). Collecting data through in-depth and semi-structured interviews with both supervisory law enforcement personnel and non-supervisory law enforcement personnel is also consistent with Stake's (1995) description of exploiting researcher observations, interviews, and document reviews as the tools for collecting data.

Purposive sampling was used to identify and select both law enforcement supervisors and non-supervisory law enforcement personnel in southwest Arizona. The selection of both supervisory and non-supervisory personnel is to obtain the judgements, opinions, and interpretations of both supervisory law enforcement personnel and non-supervisory personnel to examine the nature and scope of the leader's responsibility toward the internal stakeholder through the agency's strategy creation. The selection of both supervisory and non-supervisory personnel may fill the gap in research identified by Patzer et al. (2018) of no clear agreement on the actual nature and scope of the leader's responsibility toward the stakeholder, with an emphasis on the internal stakeholder.

Semi-structured interviews with 12 law enforcement members and 12 law enforcement leaders from different agencies in southwest Arizona were conducted. The population for this study is law enforcement members who have completed their law enforcement probationary periods and supervisory law enforcement probationary periods. The probationary period for the U.S. Border Patrol is 1 year for new agents and 2 years for supervisory personnel; when completed, the personnel are considered vetted in their position. Although these are standard probational time frames for the U.S. Border Patrol, the standards for Yuma, Arizona Police Department (YPD) and Yuma County Sheriff's Office (YCSO) is comparable and were used for personnel participating in this research. Selecting both non-supervisory law enforcement personnel and supervisory law enforcement personnel who have completed their positional probationary periods ensured that the participants were fully vetted in their perspective positions. Data were analyzed using open coding to identify patterns, categories, and concepts that emerge in the large

amount of raw qualitative data collected (Yin, 2018). The supervisory personnel data and the non-supervisory personnel data were analyzed separately, and the results were triangulated to seek out similarities and/or differences. The data were categorized and organized using qualitative data analysis software ATLAS.ti.

Definitions

Internal stakeholders are the employees and are referred to as primary stakeholders; as without them, the organization cannot exist (Miles, 2015).

Non-supervisory law enforcement personnel are sworn law enforcement officers, deputies, or agents who have completed their probationary periods and do not hold supervisory positions (U.S. Customs and Border Protection, n.d.).

Probationary period is 1 year for non-supervisory personnel and 2 years for supervisory personnel, based on the probationary periods dictated by the U.S. Border Patrol (U.S. Customs and Border Protection, n.d.).

Supervisory law enforcement personnel are sworn members of law enforcement that hold supervisory and/or leadership roles within law enforcement (U.S. Customs and Border Protection, n.d.).

Social identity is a person's sense of self based on their associations or based on their group membership (Leadership [CCL], 2011).

Stakeholder theory is Freeman's (1984) concept of the individual and/or groups who, without their support, an organization would cease to exist.

Assumptions

Through this study I explored the specific aspects of law enforcement agencies' creation and implementation of strategies to overcome law enforcement personnel being less willing to perform proactive enforcement engagement due to the fear of getting into trouble (Maguire et al., 2016). There are three assumptions brought into this research. Firstly, it was assumed that the participants selected would provide suitable and precise information in response to the interview questions that will allow for the research question being answered, as law enforcement members are generally positive, confident, and self-sufficient (Mills & Bohannon, 1980). It was also assumed that the interview participants would understand the specific problem being researched based on personal lived experience and have some understanding of the term stakeholders. This assumption was due to the commonality of the term stakeholder in the U.S. Border Patrol. It was assumed that the participants would know and have been affected by the negative publicity of recent incidents and the problem of law enforcement and the problem of being less willing to conduct proactive enforcement engagement due to fear (Nix & Wolfe, 2018).

It was assumed that both supervisory and non-supervisory law enforcement participants were likely to voluntarily information based on their own understanding of the problem of not performing proactive enforcement engagement due to fear. It was assumed that selected supervisory and non-supervisory law enforcement participants belonged to an elemental social group that engages in joint problem solving and the quest for serving their communities. It was also assumed that assuring the participants that their

identities will be kept confidential would allow for a more complete and honest response, without fear of reprisal.

Scope and Delimitations

The delimitations molded this study, with the initial delimitation being the primary determination to include the discernments, opinions, and interpretations of both the nonsupervisory law enforcement personnel and the supervisory law enforcement personnel. The second delimitation was the decision to develop the conceptual framework of Freeman's (1984) stakeholder theory with an emphasis on the employer-employee stakeholder relationship via the lens of the social identity approach (Korschun, 2015).

Although law enforcement is always changing, law enforcement personnel hate change (Kalyal et al., 2018). Kalyal et al. (2018) posited that one reason for failed strategies in law enforcement is the disconnect between the leadership and front-line officers. This failure in law enforcement strategies formed the specific aspects of the research problem that was addressed in the study. The research focused on the law enforcement agency's stakeholder concept toward the internal stakeholder in line with Miles' (2015) idea of the employee is an organization's primary stakeholder and Winkler et al.'s (2018) concept of relationship building between internal and external stakeholders.

Both supervisory and non-supervisory law enforcement participated in this research, and each group was asked the same questions to elicit feedback that was truthful and original, as well as suggestive of their own thoughts, beliefs, and opinions. It

was assumed that the supervisory and non-supervisory participants' responses would be similar to others in the same supervisory or non-supervisory position in law enforcement, regardless of agency.

Limitations

Conceivable limitations are inherent to the study, such as a lack of existing data on the fear of proactive enforcement engagement, which is attributed to the rapidly changing environment in law enforcement. Potential limitations included gaining the trust of law enforcement agency personnel that their responses would not be reported to their agency and that their confidentiality would not be compromised. The topic is also a potential liability due to the anti-police climate of the present day. Ensuring separation of my role as a researcher and as a supervisory law enforcement practitioner was also a challenge. To overcome this potential limitation, I offered clear explanations of the research and the guarantee of confidentiality to give the law enforcement agencies and personnel confidence in their participation. To overcome the barrier of ensuring clear separation of the role as a researcher from the role of a law enforcement practitioner, the questions asked were the same for all participants and remained consistent when interviewing both supervisory and non-supervisory personnel, while ensuring there was no appearance of researcher bias or judgment.

The fact that I am employed as a supervisory law enforcement practitioner is also a limitation. Non-supervisory interviewees may have seen my practitioner supervisory experience as more of an evaluator of their responses, being afraid I would report to their supervisor of their responses, potentially putting their career progression at risk (see

Malli & Sackl-Sharif, 2015). Participants are likely to react and answer based on socially supportive interactions (Uehara, 1995), making it imperative to ask exploratory and follow-up questions to embolden open and accurate responses to the interview questions within the foundation of the research framework and not as my role a supervisor, adhering in both statements, reactions, and body language (Creswell & Creswell, 2018).

Significance of the Study

The contribution of the study may be significant because of the exploration of the strategies created and implemented by law enforcement agencies to overcome the fear of law enforcement personnel to conduct proactive enforcement engagement, through the lens of the stakeholder theory. The results of this study may expand the knowledge of law enforcement strategy creation, which is a direct factor in the decision-making of law enforcement personnel. I placed emphasis on the supervisory and non-supervisory personnel in law enforcement living the phenomenon view and how they understand it.

The significance of this study is the advancement of positive social change through the exploration of the strategies used to overcome the fear of proactive enforcement engagement through the expectations, discernments, opinions, and interpretations of members of law enforcement and law enforcement leaders through the lens of the stakeholder theory, while furthering the research of the stakeholder theory with an emphasis on internal stakeholders. The result of law enforcement having a fear of being disciplined, prosecuted, or sued due to the agents/officers hesitating in dangerous situations endangers both law enforcement and the public (Maguire et al., 2016).

Significance to Practice

There is extensive research on responsible leadership with a consistent focus on the accountability that stakeholders expect leaders to live up to but there is no clear agreement on the actual nature and scope of the leader's responsibility toward the stakeholder (Patzner et al., 2018). The results of this study may fill the gap in research by examining the capacity and essence of leaders' responsibility in creating strategies based on the expectations, discernments, opinions, and interpretations of the members and leaders of law enforcement, with an emphasis on the internal stakeholder.

Significance to Theory

By conducting this research, the strategies used in law enforcement to overcome the fear of proactive enforcement engagement were analyzed in the context of the stakeholder theory. This descriptive multiple case study allowed for analyzing the expectations, discernments, opinions, and interpretations of members of law enforcement and law enforcement leaders on the strategies used to overcome the fear of proactive enforcement engagement, in conjunction with current stakeholder theory research. This descriptive multiple case study may also fill the gap in current research identified by Desai (2018) of the need for additional research on how people, groups, and communities influence and potentially shape the organizational process through agency-stakeholder collaboration.

Laplume et al. (2008) ascertained that current research on the stakeholder theory is dated and incomplete and that there is a need for further research. Through research, Miles (2015) concurred that the current research on stakeholder theory is incomplete and

further research is required due to the progression of stakeholder theory definitions and the need for identifying stakeholder perceptions of stakeholder status. I sought to fill this research gap, as it will contain a refreshed review of the stakeholder theory from the perspective of internal stakeholder context.

Significance to Social Change

There have been many protests of law enforcement due to unarmed African Americans who have been killed by the police; resulting in law enforcement being perceived in a negative manner (Gordijn et al., 2017). Since 2017, there have been 2,587 Black Lives Matter protests in the United States (Elephrame, 2018). Police brutality or the perception of police brutality toward African Americans is a consistent reminder “Jim Crow” era that indorsed social disparity that led to legalized police brutality against African Americans (Wilson, 2020).

The fear and being less willing to perform proactive enforcement engagement impact both the safety of the officers and the communities they serve (Nix & Wolfe, 2018). The problem of law enforcement frontline officers being less willing to perform proactive enforcement engagement due to fear of getting into trouble (Nix & Wolfe, 2018) is an issue that greatly affects law enforcement and hinders the establishment of the cooperative relationships necessary for the function public safety (Peyton et al., 2019).

Through the exploration of the discernments, opinions, and interpretations of both supervisory law enforcement personnel and non-supervisory personnel, the current study addressed the research question of how law enforcement agencies create strategies to conduct proactive enforcement engagement without fear. The findings may allow for the

creation of a solution to the problem, offering a positive outcome for both officers and the communities they serve.

Summary and Transition

The anti-police protests have created a feeling of hopelessness and law enforcement being less willing to perform proactive enforcement engagement due to fear of getting into trouble (Maguire et al., 2016). The purpose of the current qualitative multiple case study was to explore how strategies are created by law enforcement agencies to overcome this angst using a qualitative research methodology.

Chapter 1 addressed the problem statement, purpose statement, research question, and conceptual framework of Freeman's (1984) stakeholder theory with a focus on the employer-employee stakeholder relationship explored through the lens of the social identity approach (Korschun, 2015).

The key focus throughout the research was examining how law enforcement agencies create and implement strategies to overcome the front-line officers' fear of proactive enforcement engagement. The study is founded on Miles's (2015) idea of the employee as being a primary stakeholder of an organization and Winkler et al.'s (2018) concept of relationship building between internal and external stakeholders. Participants included both law enforcement members and law enforcement leaders from different agencies. Chapter 2 contains a literature review that presents my understanding and evaluation of previous studies. In the literature review section of Chapter 2, I discuss the stakeholder theory, how it applies to strategy creation, how it applies to law enforcement, and its relation to the concept of the internal stakeholder.

Chapter 2: Literature Review

The purpose of this qualitative multiple case study was to explore how strategies are created and implemented by law enforcement agencies to overcome the angst of proactive enforcement engagement due to fear of getting into trouble. It was built around the research question: How are strategies to overcome the fear of proactive enforcement engagement created by Southwestern Arizona Law enforcement, and who are involved in the creation and implementation of the strategies? Throughout this research I analyzed the expectations, discernments, opinions, and interpretations of the members and leaders of law enforcement. The analysis was conducted with an emphasis on the internal stakeholder, with a concentration on the employer-employee stakeholder relationship via the lens of the social identity approach (Korschun, 2015).

The perception police brutality toward African Americans, resulting from instances in which police have shot and killed unarmed African Americans, has expanded the atmosphere of distrust and fear of the police (Neal et al., 2019). The perception police brutality has created the specific problem that birthed this research: law enforcement is less willing to perform proactive enforcement engagement due to fear of getting into trouble (Maguire et al., 2016).

As a result of the many violent interactions between law enforcement and African Americans, African Americans are more likely to be killed by law enforcement, resulting in African Americans' heightened fear of law enforcement (Campbell & Valera, 2020). The antipolice attitude and protests have created the specific problem of law enforcement being less willing to perform proactive enforcement out of fear of getting into trouble

(Maguire et al., 2016). The fear of proactive engagement endangers both the public and law enforcement (Maguire et al., 2016).

The literature review begins by defining the stakeholder theory and its introduction to the realm of scholarly research. The literature review also defines stakeholders from a variety of scholarly perspectives. The review also touches on the concepts that result from the stakeholder theory such as value creation, the acceptance of the stakeholder theory in the arena of businesses, how the stakeholder theory is pertinent in the arena of a law enforcement agency, and an in-depth review of the internal stakeholder. The review of the internal stakeholder touches on topics of public perception, the impact of the stakeholder, the importance of internal organizational communication, and the effects of organizational leadership has on stakeholders' perception of the organization.

Literature Search Strategy

The initial stage of the literature review and subsequent modifications of the strategy was considered through the lens of the specific problem that birthed this research: law enforcement is less willing to perform proactive enforcement engagement due to fear of getting into trouble and being labeled as a racist (Maguire et al., 2016). The literature review strategy was modified through this lens to seek literature on the concept of law enforcement.

The literature review strategy shapes the conceptual framework around the definition of the stakeholder theory to identify the main elements that founded the foundation for the analysis. The Walden University Library and Google Scholar databases

were used to obtain valuable information for the literature review. The strategy used to gather the most recent and contemplative studies involved searches for peer-reviewed articles and previous research studies in ABI/INFORM Complete, SAGE Journals, ProQuest, Academic Search Complete/Premier, and the Business Source Complete/Premier Database. Conducting a search in the Walden Library search database resulted in 11,979 articles in peer reviewed scholarly journals articles dated from 1964 to 2021.

To further narrow the search, the parameters were changed to show only peer reviewed scholarly journal articles dated from 2015 to the present, leaving 5,441 peer reviewed scholarly journals articles. Various changes to the search words were done to include searches using stakeholder theory, stakeholder theory + internal stakeholder, stakeholder theory + law enforcement, stakeholder theory + police, law enforcement + fear, and employer-employee stakeholder relationship.

Peer-reviewed journals, peer-reviewed articles, and seminal books were used to obtain relevant information. While reviewing an article for relevance, the references that the author cited along with the information in the paper read were often used. The use of articles and research papers cited by the authors also allows for references that extend the current research of stakeholder theory, such as the social identity theory, that is included in this literature review. To add to the validity and ethical backstop for this research, I only added my personal experience and knowledge based on supporting evidence obtained during the review of literature.

Conceptual Framework

In recent years, there have been many violent interactions between police officers and African Americans, resulting in the perception of police brutality toward African Americans (Fridkin et al., 2017). This research study is founded by the conceptual framework of Freeman's (1984) stakeholder theory, which conceptualizes stakeholders as the individuals and or groups who, without their support, an organization would not exist and focuses on the employer-employee stakeholder relationship understood through the lens of the social identity approach, which describes how, when an employee identifies strongly with the organization, the employee's view of the external stakeholder is affected (Korschun, 2015).

Korschun (2015) further posited that the degree of organizational performance improvement is highly dependable on the employee-stakeholder relationship and the organization and its circumstances. Mahmood et al. (2018) further explained that the social identity approach explains the relationship between the organization and its employees and their perceptions of the organization's corporate social responsibility.

As the focus of the research is on how law enforcement creates strategies to overcome the fear of proactive enforcement engagement based on Miles' (2015) idea of the employee as being a primary stakeholder of an organization and Winkler et al.'s (2018) concept of relationship building between internal and external stakeholders, gaining a better understanding of the discernments, opinions, and interpretations of both supervisory law enforcement personnel and non-supervisory personnel is critical.

Focusing on the internal stakeholder through an examination of their desires, wishes, and wants of both members of law enforcement and law enforcement leaders on the strategies used in law enforcement to overcome the fear of proactive enforcement engagement may be used to further the research of the stakeholder theory. This framework will allow for potential advancement in research, as recent studies reflect that research on the stakeholder theory is dated and incomplete (Laplume et al., 2008).

The research of focusing in on the internal stakeholder addresses the personnel employed by the organization and the critical role employees play in altering the organization's relationship with the organization and their interface with external stakeholders through theirs and the organization's values (Winkler et al., 2018). The organization's strategic understanding of the employees is critical and can fashion organizational pride and the pleasure the employee feels with being a part of the organization (Ng et al., 2018).

Engagement with stakeholders is imperative for organizational success, and when the organization practices stakeholder engagement, the production of positive benefits exceeds the status qua of community accountability (Baldwin, 2018). The need for transparency being a key factor of the trust stakeholders have in an organization (Schnackenberg & Tomlinson, 2016) is important. The involvement of the employee is essential, as research has determined that employee involvement is vital, since the employees' perception of the organization drives the ability to achieve organizational goals (Hejjas et al., 2018).

The concept of stakeholder engagement symbolizes the actions of an organization and how it pledges to positively include its stakeholders, both internal and external stakeholders (Winkler et al., 2018). An organization, irrespective of the type of industry requires the formation of its strategic plan constructed on the desires and needs of key stakeholders; therefore, stakeholder engagement is critical for long-term survival, with the organization's strategic plan being created through an integration of the past, the present and the future in mind (Schneider, 2015).

As the current research concerns law enforcement and its status as the only organization with legitimate possibility to use violence to accomplish its authorized duties to secure public order (Mason et al., 2013), the examination of the desires, wishes, and wants of both members of law enforcement and law enforcement leaders on the strategies used in law enforcement to overcome the fear of proactive enforcement engagement is crucial.

Literature Review

Strategic Management: A Stakeholder Approach, the seminal book by Freeman (1984), was used to first introduce the stakeholder theory. While the conceptual framework of the current research is focusing on the employer-employee stakeholder relationship through the lens of the social identity approach of when an employee identifies strongly with the organization (Korschun, 2015), it is first important understand what the stakeholder theory is and how it is understood in the arena of organizational leadership.

The term stakeholder theory made its first appearance in management literature in 1963 (Freeman, 1984). Initially, it referred to the individual and/or groups who, without their support, an organization would cease to exist (Freeman, 1984). Upon its conception, the stakeholder theory was thought of as competing with the objectives of shareholders' fulfillment, but it has developed to be mutually beneficial and not competitive (Pedrini & Ferri, 2019). Based on this premise, the stakeholders of law enforcement would be the community, the political leaders, and the law enforcement employees. The current research is viewed through the lens of the internal stakeholder, the employee, and was developed to enhance the research field of the stakeholder theory.

Freeman's (1984) book was used as the seminal conceptualization of stakeholder theory and began modern research on the stakeholder theory. Pedrini and Ferri (2019) conducted a methodical review of the stakeholder management process through a review of articles published from 1985 to 2015. This review was used to add a more recent review of the stakeholder theory.

The primary goal of an organization is generally to fulfill the purpose of providing others with specific merchandise and/or services, with the primary goal of creating value for all its stakeholders (Schaltegger et al., 2017). When organizational leaders strategically attend to the interest of the stakeholders, the altruistic behavior becomes more visible, and reciprocation flows easier from organization to stakeholder and from stakeholder to the organization (Ferrary, 2019). Stakeholders are those that are affected by and/or can impinge the realization of an organization's organizational goals (Richter & Dow, 2017).

The article by Schaltegger et al. (2017) was reviewed, as it is an analysis of organizations and sustainability created by organizations working with their stakeholders. The analysis aligns with the current research, as the importance of the relationship between the law enforcement agencies and the personnel defined as the internal stakeholders. This article is used to further explain the stakeholder theory and the importance of the role stakeholders have in an organization's successful achievement of goals and sustainability.

Ferrary (2019) touched more on the importance stakeholders have in an organization's creation of strategy, emphasizing the organization-stakeholder relationship. Ferrary's article looked at the organization-stakeholder relationship from a variety of viewpoints and adds strength to the introduction of the stakeholder theory and its importance for organizational success. Richter and Dow (2017) discussed the legitimacy of the stakeholder theory and how the stakeholder theory is global in nature, again showing the how an organization is affected by and affects stakeholders.

Stakeholders can harm, help, impact, support, interact with, and threaten an organization (Miles, 2015). Starting around the mid-2000s, stakeholder research began to accord further than the basic stakeholder concept with the position that it engages through direct and indirect relationships (Griffin, 2017). Freeman et al. (2004) further claimed that the people, as mentioned above, or groups do not necessarily have to sit on the organization's governing boards or that they do not have to have any rights. The stakeholder theory has a significant role in strategically evaluating the importance of stakeholders and their demands. The stakeholder theory also supports evaluating how the

organization responds, even when members of the organization believe that they are not totally to blame for a crisis. When crucial stakeholders insist on placing the blame on the organization an apology may be essential (Yang & Bentley, 2017), emphasizing the important role stakeholders play within an organization.

Miles's (2015) article is useful when seeking to better understand the stakeholder theory, as Miles explained the stakeholder classifications and further introduced stakeholders in the context of this research. Griffin's (2017) review of the relational aspect of stakeholders and an organization opening pathways for future research complements Miles's position. Griffin also added the concept of value creation that is discussed later in this literature review.

The specific problem of the current research is that law enforcement is less willing to perform proactive enforcement engagement due to fear of getting into trouble (Maguire et al., 2016) further supports the need to seek out research on the balance of management and employee relationships. Yang and Bentley (2017) used the combination of the structural balance theory and stakeholder network management theory to create a model to steer the way organizations respond to a crisis. Yang and Bentley's article is used to support the introduction of the stakeholder theory and the affects to and by the stakeholders have on an organization.

In the early thought process of the stakeholder theory, stakeholders were thought of as the "ends" and not the "means; as stakeholders are the groups and/or individuals that are affected by the organization's decisions (Weitzner & Deutsch, 2019). While modern organizations make it a priority to stress the profitability of the organization and

the organization's social responsibility, the organization must also take into account the organization's suppliers, the clients, the community administration, and the employees (Retolaza et al., 2018).

Weitzner and Deutsch's (2019) application of instrumental stakeholder theory further emphasized the importance of interacting ethically with stakeholders. This article again highlighted the importance of the stakeholder role in an organization. Retolaza et al. (2018) brought to the forefront the similarities between Catholic social thought and the stakeholder theory, delving deeply into the potential conflicts of interest between stakeholders. Retolaza et al. (2018) offered additional emphasis on the importance of the role of stakeholders in an organization.

The innate discussion for organizational effectiveness of the prior thinking of managing for shareholders through profit maximization being an organization's main priority has been turned around by the modern stakeholder theory discussion. Managing for stakeholders has revealed that by taking a stakeholder approach there is rejection of the concept that ethics and business are separate (Adbi et al., 2018). All organizations exist in a network of relationships with stakeholders including employees, suppliers, stockholders, customers, and local communities; in which the stakeholders are affected by the accomplishments of organizational goals (Berman & Johnson-Cramer, 2017).

Since its creation, the stakeholder theory has developed over the last several decades as an organizational tool used to better assist organizations to mentally visualize how value is created and how value can be traded in a tempestuous global organizational environment (Harrison et al., 2019). The interest of these people and or groups connected

to the organization, and attention needs to be paid to how value is created for every stakeholder (Freeman et al., 2004).

Adbi et al. (2018) integrated the perceptions from the stakeholder theory and the responses from 206 stakeholder-oriented organizations from 206 pharmaceutical markets in India. Adbi et al. (2018) revealed the maturity of the stakeholder theory from the initial concept that organizations manage through a fiduciary mindset to an organization's managing relationship building between the organization and its stakeholders; highlighting again, the importance of the stakeholders' role in an organization.

Berman and Johnson-Cramer (2017) posited that the stakeholder theory is established in the realm of academic research and seeks to expand the research of stakeholder relationship with organizations. Harrison et al. (2019) continued the discussion on advancing instrumental stakeholder theory in the realm of stakeholder theory research. Harrison et al.'s article further illustrated the concepts of the stakeholder theory in a modern insight.

The stakeholder perspective is an obliging effort with the principal purpose of creating value for different stakeholders; both internal stakeholders and external stakeholders (Parmar et al., 2017). The stakeholder theory is commonly categorized as normative stakeholder theory, instrumental stakeholder theory, and descriptive stakeholder theory (Egels-Zandén & Sandberg, 2010). De Gooyert et al. (2017) further posited that the stakeholder theory is categorized along the three lines of instrumental versus moral stakeholder theory, the concentration on trade-offs as opposed to sidestepping trade-offs, and concentrating on the organization decision-making or

concentrating on stakeholder engagement. Through research, many scholars have determined that the Stakeholder Theory gives a good understanding of how a majority of organizations define their organizational goals and conduct their operations (Parmar et al., 2017).

Parmar et al. (2017) also highlighted the importance of stakeholders and organizational thinking toward stakeholders. Parmar et al. (2017) offered an exploration of how the viewpoints of the corporate objectives affect employee self-determination and the well-being of employees. Parmar et al. (2017) hypothesized that an organizational objective based on creating value for the multiple stakeholders increases the employees' need for satisfaction versus solely focusing on fiduciary mindset of shareholders.

Egels-Zandén and Sandberg (2010) clarified the perceived confusion of how the different stakeholder research has been understood and connecting descriptive and instrumental stakeholder theory. Egels-Zandén and Sandberg (2010) shared a vast amount of information detailing both descriptive stakeholder theory and instrumental stakeholder theory used to substantiate the introduction and the explanation of the stakeholder theory.

Stakeholder Theory and how it Applies to Law Enforcement

As the goal of this qualitative descriptive case study was to explore the creation of strategies used in law enforcement to overcome the fear of proactive enforcement engagement it is important to understand how the stakeholder theory applies to law enforcement. The next step of this literature review was conducted to examine how the stakeholder theory applies to law enforcement.

As there have been many incidents involving law enforcement and minorities and the results of protests focusing on the police shooting and killing unarmed African Americans increasing the distrust in law enforcement (Beer, 2014), stakeholder trust, both external and internal, in law enforcement (Schulenberg et al., 2015) resulted in the necessity that law enforcement must ensure that their capability, importance, desired state and public value are consistent (Caputo et al., 2018).

As law enforcement's establishment as an extremely vital public body that is the only organization with legitimate option to use violence to accomplish their authorization to secure public order and to assure the security and safety of law-abiding citizens (Mason et al., 2013) the managing of stakeholders' perceptions is important as it allows the leaders to formulate strategies more permissive than solely managing the bottom line (Parmar et al., 2017). As trust issues is a factor in the general problem of this research as the many incidents in recent years that have resulted in violent interactions between police officers and African Americans, resulting in the perception of police brutality toward minorities (Fridkin et al., 2017) that has created the problem of law enforcement being less willing to perform proactive enforcement engagement due to fear of getting into trouble (Maguire et al., 2016).

Due to the many incidents involving law enforcement and minorities and the results of protests focusing on the police shooting and killing unarmed African Americans, increasing the distrust in law enforcement (Beer, 2014) and stakeholder trust in law enforcement is paramount (Schnackenberg & Tomlinson, 2016). Law enforcement must ensure that their capability, importance, and desired state and public value are

consistent with another (Caputo et al., 2018). Advances in leadership research shows that for organizations top practice responsible leadership, the concerns of different stakeholders, the economic, social, and environmental objectives are integrated into the organizational strategic decision-making process (Patzner et al., 2018).

Law enforcement is established as a critically important public body in most countries that is the only organization with legitimate option to use violence to accomplish their dictated authorization to secure public order and to assure the security and safety of law-abiding citizens (Mason et al., 2013). Managing stakeholders' perceptions allows organizational leaders to formulate strategies and is considerably more permissive than solely managing the bottom line (Parmar et al., 2017).

While it is understood that stakeholders can be a hindrance to an organization's strategic planning, organizational leaders must be able to take on the difficult task as trust among members can influence the success of an organization (Fairholm & Fairholm, 2000). Mason et al. (2013) highlighted the importance of trust in law enforcement by the public as that in most of the world, law enforcement is the only organizations that has the legitimate option to use violence to accomplish their dictated authorization to secure public order and to assure the security and safety of law-abiding citizens (Mason et al., 2013).

Fairholm and Fairholm's (2000) article is pertinent to the current research due to the many incidents in recent years in which there have been violent interactions between police officers and African Americans. The violent interactions have resulted in the perception of police brutality toward minorities (Fridkin et al., 2017) creating the

problem of law enforcement being less willing to perform proactive enforcement engagement due to fear of getting into trouble and being labeled as a racist (Maguire et al., 2016). Fairholm and Fairholm (2000) stated that while the actions and perceptions of stakeholders can be an interference to an organization's strategic planning, the organizational leaders still need to be able to take on the difficult task as trust among stakeholders and the organization can influence the success of an organization.

A group of shareholders do not own Law enforcement agencies, as they are funded through taxation and must know and respect the interest of its various stakeholders (Rose et al., 2018). This concept consists of a service ideal, which encompasses the agency to maximize its service toward society for the public good (Rose et al., 2018). An organization's strategic administration comprises creating, sustaining, and maintaining a competitive advantage; while, also increasing values for the organization's stakeholders (Francis et al., 2017).

Communities provide, to some extent, the framework in which organizational relations are entrenched; and are more probable to wield different types of influence directly affecting the organization's ability to perform its organizational goals (Griffin, 2017). Stakeholder capability enhancement, ways in which organizations enhance the capabilities of their stakeholders to achieve the value in life, can assist an organization to complement interests within its network of stakeholders, while also possibly decreasing the stakeholders' capabilities achievement in gaining value in life (Westermann-Behaylo et al., 2016).

Rose et al. (2018) discussed how the normative and instrumental aspects of the stakeholder theory have been influential in illuminating stakeholder interests and relationships as the normative principle of the theory. Rose et al. (2018) highlighted the fact that while a group of shareholders do not own Law enforcement agencies, law enforcement must know and respect the interest of its various stakeholders.

Francis et al. (2017), while not discussing law enforcement, addressed the increasing value for the organization's stakeholders by employing the strategic needs of the organizational stakeholders. Griffin (2017) discussed the different disciplines using diverse terminology for stakeholders by bringing together modern present-day verbiage that can be used to better explain the stakeholder theory. Westermann-Behaylo et al.'s (2016) discussion on stakeholder management and stakeholder capability enhancement integrated into an organization's strategy collaborates prior research.

Based on their research, Schulenberg et al. (2015) concluded that the external stakeholders of law enforcement, the public, feel that their complaints were not taken seriously, and they fear future injustice from law enforcement if they were to file a claim. There is a strong argument in organizational research that makes the case that corporate managers must focus on stakeholder issues to avoid a breakdown and failure within the organization (Cragg, 2002). The lack of education about the law enforcement organization's law enforcement powers and the understanding of how the operations and investigations occur affect the trust relationship between law enforcement and the public (Schulenberg et al., 2015).

The prior research is reviewed to reveal how the stakeholder theory's association and applicability to law enforcement strengthen the current multiple case study. This portion of the literature review also offers a natural entrance into the importance of the stakeholder theory's role in an organization's creation of strategy.

Stakeholder Theory and Organizational Strategy Creation

The literature review also focuses on seeking to explain how the stakeholder theory is pertinent in the arena of a law enforcement agency and its creation of organizational strategy. The trust citizens have in government agencies has declined; resulting in the requirement for government agencies to adjust due to the mounting demand for transparency (Mahmood et al., 2018).

There is extensive research on responsible leadership with a consistent focus on accountability. Stakeholders expect leaders to live up to but there is no clear agreement on the actual nature and scope of the leader's responsibility toward the stakeholder (Patzner et al., 2018).

This portion of the literature review is modified in the lens of organizational strategic planning. The literature review results in determining that the stakeholder theory's importance for law enforcement's strategy creation is emphasized based on law enforcement's past policy making strategy and can be amplified through the social pressure for additional policy changes (Arnold & Long, 2018). The current research may fill the gap in research identified by Patzner et al. (2018) that there is no clear agreement on the actual nature and scope of the leader's responsibility toward the stakeholder. The current research may fill the gap in research by examining the capacity and essence of

leaders' responsibility in creating strategies based on the expectations, discernments, opinions, and interpretations of the members and leaders of law enforcement, from the perspective of the internal stakeholders.

While conducting a search with the keyword "stakeholder theory" the term corporate social responsibility is found on a vast majority of resources. While corporate social responsibility is an important component of the stakeholder theory in the modern business research arena, the use of the lens of organizational strategy creation that refers more toward the policies and intercessions that are designed to engage employees (Hejjas et al., 2018) is the focus searches.

Parmar et al.'s (2017) research is an essential aspect of the current study, as the specific problem this research is exploring is that law enforcement is less willing to perform proactive enforcement engagement due to fear of getting into trouble and being labeled as a racist (Maguire et al., 2016). Parmar et al. (2017) discussed the importance of managing stakeholders' perceptions to better allow for the creation of organizational strategies.

The stakeholder theory's importance for law enforcement's creation of strategy is accentuated based on an organization's past policy making strategy and can endure or amplify the social pressure for additional policy changes (Arnold & Long, 2018). Engaging with stakeholders is an important component for organizational success. When an organization practices stakeholder engagement, the potential for producing benefits exceeds the normal status of civic accountability (Baldwin, 2018). Research has shown that when organizations make the necessary arrangements to reduce the barriers for

stakeholder participation and educate the organization's stakeholders about the organizations policies and strategies unified deliberation and consensus-seeking is increased (Baldwin, 2018).

Schulenberg et al. (2015) delved into the experience of civilian oversight of agencies and the differing perceptions of stakeholders on fairness in quality of decision-making. The current research is relevant to the public's perception of police brutality toward minorities (Fridkin et al., 2017). Schulenberg et al. (2015) concluded that the external stakeholders of law enforcement, the public, felt that their complaints were not taken seriously, and they feared future injustice from law enforcement if they were to file a claim.

Schnackenberg and Tomlinson (2016) synthesized the importance for transparency being a mandatory aspect of the trust stakeholders place in organizations, highlighting the importance of including the desires of the stakeholders in the organizational strategic planning. Patzer et al. (2018) brought together the stakeholder concept and responsible leadership; highlighting the fact that the economic, social, and environmental objectives of stakeholders are integrated into the organizational strategic decision-making process.

Caputo et al. (2018) presented the results of a test in a policing setting of a performance assessment tool that is based on a "public values" approach. Caputo et al. (2018) brought together the aspect of public value and the perception of stakeholders in a perspective of law enforcement.

While developing the organizational strategy is important, organizational leaders must ensure their employees have the technical abilities while also having the behaviors and actions that are consistent with the organization's organizational goals (Calvo & Calvo, 2018). While the stakeholder theory does not dictate that all stakeholders have equal status within the organization the legitimate concerns of the stakeholders should be addressed equally (Cragg, 2002). The stakeholder theory is a management theory grounded on moral treatment of stakeholders (Harrison et al., 2015); as stakeholder support assists the creation of and endurance of winning alliances (Bryson, 2004). It is difficult for organizational leaders to show that the organization/s engagement activities will have a positive effect on the organization's bottom line so the leaders must deploy the organization's resources as effectively as possible to maximize the organization's value (Pless et al., 2012).

Cragg (2002) focused on the concept that while the stakeholder theory does not command that all stakeholders have an equal status within the organization, the legitimate concerns of the stakeholders should be addressed with equal consideration; an important component required for organizational strategic planning to align with the needs and desires of all stakeholders. Harrison et al. (2015) provided an overview of stakeholder theory and explain the importance of probing stakeholder theory from a variety of international perspectives, signifying how the stakeholder theory is grounded in management theory based on the moral treatment of stakeholders.

Bryson (2004) focused on stakeholder identification and analysis by organizational leaders to assist the creation of strategy and how stakeholders' support aids

in the creation and entrancement of winning coalitions for organizational support. Bryson (2004) primarily and specifically emphasized the use of stakeholder identification and analysis techniques by organizational leaders to assist the organization's achievement of organizational goals.

Pless et al. (2012) conducted a qualitative analysis of 25 business leaders and entrepreneurs and identified leadership orientations best used to demonstrate responsibility and implement corporate social responsibility. Pless et al. (2012) determined that the organizational leaders need to organize and use the organization's resources as effectively as possible to maximize the organization's value, including the important resource of its stakeholders.

In terms of organizational strategy creation, community accounts for the organizational development, the organization's social activities, organizational strategies, innovation, venture growth, and organizational governance (Fisher, 2019). Relationships are a commonality shared by both the organization and the individual person; as individuals and organizations are both interdependent and founded by a structure of relationships that include employees, clients, and communities (Woermann & Engelbrecht, 2017). While modern organizations make it a priority to stress the profitability of the organization and the organization's social responsibility, the organization must also consider the desires of the organization's suppliers, the clients, the community administration, and the employees (Retolaza et al., 2018).

Hejjas et al. (2018) discussed the benefits of corporate social responsibility's relationship to employees. Their research highlights the importance of the role of

employees, the internal stakeholders, play in the organization's overall relationship with external stakeholders. Calvo and Calvo (2018) also agreed on the importance of the employee in an organization's corporate social responsibility.

The concept of stakeholder engagement denotes the actions of an agency or organization initiates to positively involve its stakeholders (Winkler et al., 2018). An organization, regardless of the industry and the organizational development, and maintenance requires the creation of its strategic plan based on the needs of key stakeholder engagement is an absolute for long-term survival; the organization's strategic plan must be created through an integration of the past, present, and future (Schneider, 2015).

While not using the term stakeholder theory, many managers practice the stakeholder theory in the manner of attempting to satisfy or placate their stakeholders (Cragg, 2002). While law enforcement officers/agents' not performing proactive enforcement out of fear is detrimental to creating a dangerous situation for the public and law enforcement cannot be corrected entirely without participation from the public, support, guidance, and excellent communication from law enforcement leaders can begin to make a positive change (Nix & Wolfe, 2018). Lumpkin and Bacq (2019) suggested that public value is created when numerous stakeholders with different concepts join forces to create shared actions that improve the welfare of society.

Winkler et al. (2018) identified the link between how an organization manages its internal stakeholders and its external stakeholder and how employees who have more ownership in the organization and more say in the operations of an organization are more

likely to engage with external stakeholders. While also expanding on the introduction of the stakeholder theory, Winkler et al. (2018) began to link into the organizational relationship to the internal stakeholder discussed later in this literature review.

Schneider (2015), while also substantiating the importance of the stakeholder's role in an organization, explained the thought process on the importance of stakeholders and an organization's strategic planning approach. Cragg (2002) offered a discussion on how the role of ethics and the role stakeholders play in the ethical operation of an organization; defining stakeholders and the importance of the role stakeholders play in the success of an organization.

Francis et al. (2017) not only supported the previously mentioned importance of stakeholder roles within an organization but the forward-looking viewpoint of the importance of prioritizing the stakeholder concerns. Fassin (2009) posited that Freeman's original stakeholder model is widely accepted in organizations as a tool for strategy development, with many revisions that have created confusion, due to the multiple stakeholder definitions.

Fassin (2009) also proposed the need for a new and refined stakeholder model to be created. Mainardes et al. (2011) also stated that the recent success of the stakeholder theory in business practice is due to its simplicity, vagueness, and indistinctness of the stakeholder theory. Desai (2018) explained that organizations continually work together with external stakeholders to seek out attaining goals that are hard to accomplish internally, using this collaboration effort to improve the organizational internal procedures.

Mainardes et al. (2011) gave a brief description of the history of the stakeholder theory and its modifications over time and looked at the phenomena represented in its life:

- The relationship between the stakeholders and the organization
- The stakeholder viewpoint of the organization
- The organization's dependence on stakeholders
- The power wielded by the stakeholder over the organization
- The stakeholder's reliance on the organization
- The power the organization holds over the stakeholder
- The mutual relationship between the stakeholder and the organization
- The organization and stakeholder contractual relations engagement
- The stakeholder as holding a right on the organization
- The risk taken by the stakeholder
- The stakeholder's moral right held over the company
- The stakeholder's attention in the organization.

Mainardes et al. (2011) determined that whether the previously mentioned phenomena represented were broad or restrictive and resulted in actions that guided the organizations, supporting the current research and the significance that law enforcement stakeholders hold potentially immense power in the activities, policies, and procedures within the law enforcement arena.

Through the historical explanation of the stakeholder theory by Mainardes et al. (2011), it is confirmed that stakeholders play a critical role in an organization's strategic

organizational planning, its systems theories, its corporate social responsibility, and its overall organizational theory. Mainardes et al. (2011) also posited that many of the expansions and changes to the stakeholder theory were the result due to the pressures organization have due to the responses of their stakeholders have created the demand for reform.

Mahmood et al. (2018) discussed the correlation of citizen trust and how it is mediated by both government performance and citizen satisfaction. Mahmood et al. touched on transparency, citizen trust, and is pertinent to the organization-stakeholder relationship. An important foundation for the creation of an organization's strategy is being able to know who the organization's key stakeholders are, what their needs are, what their expectations are, how their needs evolve, and what the stakeholder implications are for the organization (Mrva-Montoya, 2017).

Law enforcement leaders must understand how members of the communities perceive law enforcement; as the perceptions of law enforcement are causally related to the confidence that the people in the community have in law enforcement (Barthelemy et al., 2016). Stakeholder theory and public relations are parallel in the organizational sense, in that both endeavor to create relationships that support managerial principles (Maier, 2015).

Agata Mrva-Montoya (2017) discussed the importance of an organization's strategy be founded on the organization understanding its stakeholders and their needs and expectations. Barthelemy et al. (2016) agreed that it is pertinent to the creation of an organization's strategy creation that the organizational leaders must having the

understanding on how the communities perceive the organization as the perceptions are directly related to the confidence that the people in the community have in the organization.

Maier (2015) discussed the stakeholder theory and its relationship with public relations in that the stakeholder theory and public relations both work to create relationships that support managerial principles. The stakeholder theory has value, as it describes the world around the organization and is linked to the obligations required of management (Cragg, 2002).

Societal change efforts are not solely at the organizational level, they are extra-organizational; in that the changes take place in neighborhoods, the communities, and through the networks of people whose shared experience forms a shared bond (Lumpkin & Bacq, 2019). Law enforcement has the acknowledged power to use necessary force to maintain order and to impede the privilege of one's liberty from the communities that they serve and are held to a higher standard to assure that the acknowledged powers are not used oppressively in an unreasonable manner (Schulenberg et al., 2015).

Kristen (2015) further described the stakeholder impact as the power and or the interest that the stakeholders have on the organization. Kristen (2015) also explained that in some cases, the stakeholder is vested with authority, having a vested interest in the organization. Kristen (2015) also created a behavior matrix that showed the importance and degree of control the stakeholders have, as well as their readiness to trigger the monitoring of the organizational policies, the organization's framework, and strategy formulation.

Mygind (2009) interpreted the relationship between the stakeholder interest and the organization, with the desire to specify the divergence between the stakeholder maximization, the stakeholder-owner maximization, and the total stakeholder maximization. Mygind (2009) posited that corporate governance issues are intently related to the conflict of interest between the stakeholder and the organization. Mygind (2009) asserted that the organizational governance analysis would need to include the different stakeholder distribution of benefits, resources, and rights in affiliation to the organization.

Lumpkin and Bacq (2019) discussed how positive societal change and public value growth occurs when stakeholders and the organization come together and work toward a shared goal. Kristen (2015) discussed how stakeholders influence the business policy, stakeholder influence, stakeholder power, the organization, and its policies and their relationship to another. Mygind (2009) agreed with Kristen (2015) through a discussion on the relationship between stakeholder interests and the organizational leaders through an interpretation of the relationship between stakeholder interests and the organization.

While considering the stakeholder theory in the context of Kantian capitalism and the fiduciary duties the organizational leaders have concerning their shareholders, Freeman (1984) wrote pointedly on the idea that if the leaders disregard the shareholders, the stakeholders, they may then retreat from their support of the organization; adversely affecting the continued success of the organization (Valentinov et al., 2018). The leaders

in law enforcement must not disregard the employees, as the employees play a critical role in the ongoing success of the law enforcement organization.

The deep-seated discussion for organizational effectiveness of the past thinking of managing for shareholders due to profit maximization being an organization's main priority has been turned around by the modern stakeholder theory discussion in that managing for stakeholders has revealed that by taking a stakeholder approach rejects the concept that ethic and business is separate (Adbi et al., 2018). Research on internal stakeholder engagement has shown that during the creation of organizational strategies the leaders should incorporate the associated costs of all the stakeholders both internal and external (Calvo & Calvo, 2018).

Valentinov et al. (2018) discussed the relationship between the stakeholder theory and social systems theory with the primary message being that if organizational leaders disregard the stakeholders, the stakeholders may then withdraw their support of the organization, which can adversely affect the continued success of the organization.

Adbi et al. (2018) further discussed the change in thinking from the past of managing organization's intent on the needs of shareholders, profit maximization, being an organization's main priority to the modern version of thinking of managing for stakeholders, which has revealed that by taking a stakeholder approach supports the fact that ethics and business are not separate.

Stakeholder theory reflects a forward-looking perspective and seeks to understand how managers can prioritize and address stakeholders' claims to improve the organization/s ability to create value (Francis et al., 2017). This review of literature has

strengthened the concept that the adherence to the stakeholder theory can assist with law enforcement organizations creation of positive social change; as positive social change occurs when members of the community, various stakeholders come together to make a difference (Lumpkin & Bacq, 2019).

The Stakeholder Theory and the Internal Stakeholder

As the conceptual framework of this research is focusing on the employer-employee stakeholder relationship in the lens of the social identity approach of when an employee identifies strongly with the organization, an examination of the stakeholder theory with the lens of the internal stakeholder, the employees was conducted. Desai (2018) identified a gap in research of the need for additional research on how communities and groups can influence, and possibly shape the organizational process through agency-stakeholder collaboration.

The literature review is again modified to seek out information on the stakeholder theory with the lens of the internal stakeholder, the employees. This modified review of literature allows for the formation of the conceptual framework of the research and gives traction to the goal of focusing on the employer-employee stakeholder relationship in the lens of the social identity approach of when an employee identifies strongly with the organization (Korschun, 2015).

The results of the current multiple case study may begin filling this gap identified by Patzer et al. (2018) that there is no clear agreement on the actual nature and scope of the leader's responsibility toward the stakeholder. This study may also fill the gap in research identified by Desai (2018) of the need for additional research on how

communities and groups can influence, and possibly shape the organizational process through agency-stakeholder collaboration; with the influence of the internal stakeholder in the strategies used to overcome the unwillingness of performing proactive enforcement engagement due to fear of getting into trouble and being labeled as a racist.

The organization's strategic views on the internal stakeholder are important and can create organizational pride; the pleasure the employee feels being associated with the organization (Ng et al., 2018). Research also determined that employee involvement is crucial as employees' perception of the organization drives the ability of achieving organizational goals (Hejjas et al., 2018).

The review of prior research also determined the relationship of the stakeholder theory and ethics and the critical facets of how the internal stakeholders and/or the potential future employees see the organization affects the overall willingness to engage with external stakeholders. The literature review also revealed a positive relationship between the internal stakeholder, internal communications and public relations with the internal communications being critical for organizational success (Cardwell et al., 2017).

The in-depth review of literature also resulted in the association with public value creation through the organizational commitment internal stakeholders' construction is an example of how organizational values and organizational commitment play a crucial role in the success or failure of an organization (Panahi et al., 2017). Focusing on the internal stakeholder is directly connected to the specific problem of law enforcement fear of proactive enforcement engagement and the general problem of an atmosphere of distrust and fear of the police.

Through the literature review it is also determined that research on internal stakeholder engagement has revealed that when organizations are creating strategies the organizational leaders should incorporate the linked costs of all the stakeholders; both internal and external stakeholders (Calvo & Calvo, 2018). The organizational stakeholders possess a plethora of untapped resources concerning employees; a mixture of skills, experiences, capabilities, and competencies of its employees that cannot be easily replicated and are considered momentous players in an organization (Chebbi et al., 2019).

The organization's strategic views on the internal stakeholder are important and can create organizational pride; the pleasure the employee feels being associated with the organization (Ng et al., 2018). The attention paid to the internal stakeholders, the employees, is an important aspect of creating the organizational culture. A positive and strong organizational culture can turn an average employee into a high-performance employee, while a negative or weak organizational culture may turn a high-performance employee into a less efficient employee, leading to organizational ineffectiveness (Gorondutse & Hilman, 2019).

Employee involvement in an organization's corporate social responsibility operations is driven by the employee's perception of the organization (Hejjas et al., 2018). It is important for leaders to ensure the organization's role is guided by corporate social responsibility (Calvo & Calvo, 2018). An important inference concerning internal stakeholders is how the market perceives morality. Using the example of if a chemist who believes making napalm is immoral and refuses to work for an organization that produces

napalm, it becomes difficult for the organization to hire those that are willing to produce the product, shrinking the pool for employment candidates (Jahn & Brühl, 2018).

Ng et al. (2018) examined the foundations of perceived corporate social responsibility, with the hypothesis related to the employee's organizational pride, and job attitudes in relation to the job behaviors. Ng et al. (2018) also highlighted the point that the importance of the organizational strategic planning affects the internal stakeholder, the employees; creating organizational pride and pleasure for the employees to be associated with the organization.

Gorondutse and Hilman's (2019) examination of the business social responsibility relationship with trust and performance of small industries in Nigeria Africa underscores the importance of creating a strong organizational culture; to ensure high-performance employees. As the research was concerning industries in Africa, the results are complimentary to results on the same topic for industries in the United States; highlighting the strong bond the stakeholder theory has with organizational success.

Calvo and Calvo's (2018) research focused on corporate social responsibility from the approach of the perspective of the multiple agency theory and through a resource-based lens. They posited that when organizational leaders consider the technical abilities of the employees' behaviors, the results are supportive to the organization, across different cultures (Calvo & Calvo, 2018). Jahn and Brühl (2018) gave an important example of how the stakeholder theory is ethically based and emphasizes the critical aspects of how the internal stakeholders and/or potential employees see the organization affects the willingness to engage.

The specific problem of law enforcement being less willing to perform proactive enforcement engagement due to fear is attributed to the employees' organizational commitment (Calvert et al., 2020). For the employees to have an emotional obligation they need to have a vigorous belief of the organization and its goals, along with an enthusiastic desire to wield substantial effort on behalf of the organization (Panahi et al., 2017).

Internal communication within the organization is critical to the organization's concepts of strategy and its strategic practices because when the strategy is not prevalent throughout the organization and the people of the organization do not have access to it may be a cause of the creation of contradictions whose intervention may contribute to change (Neto & Borges, 2019). Trust is an immensely powerful tool organizations can use in their interaction with stakeholders (Gorondutse & Hilman, 2019).

Organizations, as a normality, use public relations to manage external relationships with stakeholders on behalf of the organization while the necessity of navigating the complex internal communication also is critical for success (Cardwell et al., 2017). The concept of focusing on the internal stakeholders in law enforcement is pertinent to the general problem of an atmosphere of distrust and fear of the police and the specific problem of law enforcement being less willing to perform proactive enforcement engagement due to fear; as employee behaviors affect how the organization is regarded by its external stakeholders (Brunton et al., 2015). Brunton et al. (2015) determined that there is evidence that discernments of consistent values between the

organization and its employees create an advantageous identification with the organizational goals.

An organizational dilemma, such as the general problem of the public's distrust and fear of the police triggers the affectivity in the employees, and the organization's management strategies will likely elicit employees' individual and collective emotions (Ayoko et al., 2017). A tough task for the leaders of an organization is to persuade employees to make changes to own the modifications (Weinstein, 2015). Weinstein (2015) stated that to begin the process of realizing employee ownership is to ensure that the flow of information goes from the bottom up as well as the top down. Internal stakeholders, the employees, are associated as primary stakeholders; without them, the organization cannot exist (Miles, 2015).

Panahi et al. (2017) gave the example of how organizational values and organizational commitment play a role in the success or failure of an organization. Neto and Borges (2019) posited that the organization's internal communications with the internal stakeholders is extremely important when creating organizational strategy. Cardwell et al. (2017) explained the importance of how public relations, interconnected to the stakeholder theory is critical for organizations navigating through complex internal communication.

Brunton et al. (2015) wrote about the importance of focusing on the internal stakeholders, directly applicable to the specific problem of in law enforcement fear of proactive enforcement engagement and the general problem of an atmosphere of distrust and fear of the police. Ayoko et al.'s (2017) discussion concerning leadership's

management during a crisis is relevant to the general problem of the public's distrust and fear of the police and the specific problem of fear in law enforcement to engage in proactive enforcement. Weinstein's (2015) view of the concept of employee buy in and exceeding in their roles was an essential article as it touches on communication flowing both up and down and down and up within the organization.

Organizations go through various stages during its life cycles, such as start-up, new growth, mature stage, and decline/transition; certain stakeholder groups are more prominent based on their capabilities to provide the organization with the necessities to survive (Mzembe, 2014). Stakeholder theory is an imbricated term for a grouping of descriptive, normative, and instrumental methods that managers and scholars use to better understand the relationships between organizations and their stakeholders. Policy changes are shaped by public officials monotonous responding to political pressures (Arnold & Long, 2018).

The creation of public value is important as employees often appear to lack the ability to marshal as collectives; as they possibly do not identify with the organization enough to care to make changes it or they have contradictory interests that can create infighting to prevent collective action (Walker & Laplume, 2014). Although the concept of creating public value is comparatively new, the idea is an enticing thought process from policymakers, organizational leaders, and public sector scholars (Spano, 2009).

Employees, the internal stakeholders, play a critical role in transforming the organization's internal and external stakeholder relationship through their interaction with external stakeholders through their values, treating the external stakeholders well if their

organization treats them well (Winkler et al., 2018). A central aspect of an employee's dedicated motivation is their 'production ownership and the extent of the employee's concern for the tasks, issues, or problems beyond their regular organizational duties (Dorenbosch et al., 2005). Employees can be motivated to parallel their actions with the organization's external stakeholders when they are granted ownership and can participate in the organizational decision-making process (Winkler et al., 2018).

There is a vast amount of research concerning internal communication with employees while there is little published research about the affects external communications has on employees (Hofer & Grohs, 2018). What the law enforcement organization tells the public affects the employees and the organization should concentrate on internal branding to understand cognitively the effects of its messages have on employees (Hofer & Grohs, 2018).

Research has revealed that employee involvement is a missing element in an organization's strategic stakeholder approach intensifying the need for employee participation in an organization's creation of strategies (Hejjas et al., 2018). When organizations bring about employee-friendly practices that are socially enticing the employee motivation and commitment is enhanced (Francis et al., 2017).

Internal stakeholder engagement research shows that during the creation of organizational strategies the leaders should incorporate the associated costs of all the stakeholders; both internal and external stakeholders (Calvo & Calvo, 2018).

Organizations possess the untapped resources, the mixture of skills, experiences, capabilities, and competencies of its employees that cannot be easily copied and are

considered significant players in an organization (Chebbi et al., 2019). At the individual level, the introduction of a socially responsible orientation through an organization's human resource management increases human capital, which consequently increases the knowledge, skills, and experience of employees (Barrena-Martinez et al., 2018).

Miles (2015) tried to filter and sort the stakeholder definitions in an attempt to create an extended classification of stakeholder theory. Miles (2015) asserted that the stakeholder theory is not solely a single theory; it is a per se but a consolidation of diverse descriptions. Freeman et al. (2004) supported this concept in that the stakeholder theory is more of a framework or a variety of methods about how best an organization can work. Kristen (2015) described the stakeholder impact as the power and or the interest that the stakeholders have on the organization. Kristen (2015) also explained that in some cases, the stakeholder is vested with authority, having a vested interest in the organization.

The combination of geographic, economic, and political factors has influenced the public's perception of law enforcement. The reality of what is happening in the United States is in line with Loi's (2016) position that the current environment in which organizations operate in is geopolitically turbulent that has different value systems and diverse stakeholder interest engrained, creating a challenging task for the organization. Stakeholders are the people and or groups that are affected by an organization or those that can affect an organization (Freeman et al., 2004). The employee will have a higher level of involvement in the issues the organization is encountering (Dorenbosch et al., 2005).

Miles's (2015) research and classification of stakeholders is significant as it expresses the importance of the internal stakeholder and how without the employee the organization could not exist. Mzembe's (2014) article illustrates the prominence of stakeholders and stakeholder capabilities throughout the life cycle of an organization and how proper application of the capabilities are essential for organizational success.

Van Craen's (2015) discussion of law enforcement and trust ties into this literature review while also keying on the importance that the internal stakeholder, the employee, needs trust in leadership from a strategic and organization-stakeholder relationship setting. Winkler et al. (2018) explained the importance of engagement with stakeholders through shared values and how this engagement strengthens the organization through transformations.

Hofer and Grohs (2018) also focused on the importance of the employees' perceptions of the actions and words the leaders make to the public and the effects of these perceived perceptions. Hejjas et al. (2018) focused on corporate social responsibility and the role the employees have, highlighting the ramifications for not allowing employee participation in organizational strategic planning. The article by Chebbi et al. (2019) is an example of the universality of the stakeholder theory and the importance of including the internal stakeholders in strategic planning. Barrena-Martinez et al. (2018) also discussed the importance of stakeholder involvement in strategic planning.

Summary and Conclusions

Through this literature review the origin and life cycle of the stakeholder theory is identified and explained. Although first seen in 1963 and further defined by Freeman in 1984, researchers still stand by the concept that the principal goal of an organization is largely to realize the purpose of providing a creating value for all its stakeholders (Schaltegger et al., 2017). The key concept of the beginning and current life cycle of the stakeholder theory is that stakeholders can harm, help, impact, support, interact with, and can threaten an organization (Miles, 2015).

The stakeholder theory, while widely accepted in the world of business, has universal acceptance; with the primary criticism of who is a stakeholder and how stakeholders should be classified (Bowie, 2012). Miles' (2015) stakeholder theory classification as a theoretical and empirical evaluation of definitions was instrumental throughout the life of the current research. Miles, while seeking to better understand the stakeholder theory, explained and defined the stakeholder classification definitions. Miles' (2015) definitions of the multi-dimensional classifications of the stakeholder theory were a critical aspect of the current multiple case study as it guided the conceptual framework by investigating the phenomenon through the lens of the internal stakeholder. Miles' (2015) research is collaborated through the research of Griffin's (2017) review of the relational aspect of stakeholders and an organization opening pathways for future research that is consistent with this multiple case study.

The strategy used for this literature review delved into four categories concerning stakeholder theory.

- Overview of stakeholder theory
- An examination of how the stakeholder theory applies to law enforcement
- How the stakeholder theory is used in organization's strategy creation
- An examination on the stakeholder theory with the lens of the internal stakeholder, the employees.

A common theme from all four literature review sections is managing stakeholder perspectives, which is critical for the conceptual framework of the current research of focusing on the employer-employee stakeholder relationship. In researching how the stakeholder theory is used in organization's strategy creation, Harrison et al. (2015) provided an overview of stakeholder theory and explained the importance of probing stakeholder theory from a variety of international perspectives, signifying how the stakeholder theory is grounded in management theory based on the moral treatment of stakeholders. Schulenberg et al. (2015) probed the experience of civilian oversight of agencies and the differing perceptions of stakeholders on fairness in quality of decision-making.

During the examination of the stakeholder theory with the lens of the internal stakeholder the organization's strategic views on the internal stakeholder are important and can create organizational pride, which is the pleasure the employee feels being associated with the organization (Ng et al., 2018). During the examination of how the stakeholder theory applies to law enforcement, Griffin (2017) posited that an organization's strategic administration comprises creating, sustaining, and maintaining a competitive advantage, while also increasing values for the organization's stakeholders.

The proper stakeholder approach influence directly affects the organization's ability to perform its organizational goals, while also recruiting and retaining good employees. (Griffin, 2017)

Patzer et al. (2018) posited that there is extensive research on responsible leadership with a consistent focus on the accountability that stakeholders expect leaders to live up to but there is no clear agreement on the actual nature and scope of the leader's responsibility toward the stakeholder. Desai (2018) identified a gap in research of the need for additional research on how communities and groups can influence, and possibly shape the organizational process through agency-stakeholder collaboration.

As the research question of the current research is "what are the strategies that law enforcement members and leaders use to overcome the fear of proactive enforcement engagement" I sought to explore strategies used in law enforcement to overcome the fear of proactive enforcement engagement. By conducting this research, the strategies used in law enforcement to overcome the fear of proactive enforcement engagement were analyzed in the context of the stakeholder theory.

Fassin (2009) discussed logically a clarification of the categorizations and classifications of the terminology to identify the distinctions between stakeholders, recognizing Freeman's original stakeholder model that is accepted in organizations as a tool for strategy development. Mainardes et al. (2011) gave a brief description of the history of the stakeholder theory and its modifications over time and supported the concept that law enforcement stakeholders hold potentially immense power in the activities, policies, and procedures within the law enforcement arena.

The literature review revealed that the employees, the primary internal stakeholders, play a serious role in transforming the organization's internal and external stakeholder relationship. The employees' values are exposed in their interaction with external stakeholders; treating the external stakeholders well in the same light as their organization treats them well (Winkler et al., 2018).

The stakeholder concept allows for the creation of public value and the joint value creation processes strength is measured based on the weakest partner involved making the seeking of first-rate stakeholders critical (Jones et al., 2018). Behavior by organizational leaders that is deemed trustworthy offers social rewards to employees; with the added benefit of the employees responding positively towards leadership (Van Craen, 2015).

Arnold and Long (2018) described the stakeholder theory as an overlapping of the descriptive, normative, and instrumental methods that managers and scholars use to better comprehend the relationships between stakeholders and organizations. Walker and Laplume's (2014) concept of the creation of public value and employees' willingness and care in dealing with change, which was further expanded upon by Spano (2009). Jones et al. (2018) not only offered a synopsis of the stakeholder theory; they also touched on public value creation and the strength of the stakeholder-organization relationship overcoming the weaknesses of some stakeholder relationships.

The current descriptive multiple case study allowed for analyzing the expectations, discernments, opinions, and interpretations of members of law enforcement and law enforcement leaders on the strategies used to overcome the fear of proactive

enforcement engagement, potentially filling the gap in research identified by Desai (2018) on the influence of the organization and the internal stakeholder. This research may also potentially find agreement on the actual nature and scope of the leader's responsibility toward the stakeholder from the organizational leaders and the internal stakeholder.

The literature review also revealed that the combination of geographic, economic, and political factors has influenced the public's perception of law enforcement. The literature review revealed that what is happening in the United States is in line with Loi's (2016) position that the current environment in which organizations operate in is geopolitically turbulent with different value systems and diverse stakeholder interest engrained, creating a challenging task for the organization.

Chapter 2 is an exhaustive review of recent literature on stakeholder theory, the basis of the stakeholder theory, how the stakeholder theory affects law enforcement, the stakeholder theory in the context of creating organizational strategies, and the stakeholder theory in the lens of the employer-employee relationship. In Chapter 3, I present the method of the research and discuss the participants of the study, research method and design, sampling, ethical research, data collection and analysis, and the reliability and validity of the study.

Chapter 3: Research Method

The purpose of this qualitative multiple case study was to explore how strategies are created by law enforcement agencies to overcome the angst of proactive enforcement engagement due to fear of getting into trouble. This research is framed by Freeman's (1984) stakeholder theory, with a concentration on the employer-employee stakeholder relationship conceptualized through the lens of the social identity approach, which states that when an employee identifies strongly with the organization, the employee's view of the external stakeholder is affected (Korschun, 2015).

There is public distrust and fear of the police, creating a public relations nightmare (Cuibertson, 2000). The perceived police brutality toward minorities (Fridkin et al., 2017) has left minority groups with a feeling of hopelessness and devaluation (Alang et al., 2017). The perceived police brutality toward minorities has created the problem of law enforcement being less willing to perform proactive enforcement engagement due to fear of getting into trouble (Maguire et al., 2016).

This chapter provides specific information on the research method and foundation for conducting an exploratory multiple case study. The research question and subquestions pertain to how the strategies to overcome the fear of proactive enforcement engagement created by Southwestern Arizona law enforcement and who is involved in the creation and implementation of the strategies.

The chapter includes the research design and justification, along with a presentation of the participant selection strategy, data collection strategies and data

analysis, ethical considerations, the role of the researcher, and the key aspects of research methodology.

Research Design and Rationale

There have been multiple violent interactions between police officers and African Americans in recent years, resulting in the perception of police brutality toward African Americans (Fridkin et al., 2017). This perception of police brutality toward African Americans has resulted in anti-police protests that have expanded African Americans' distrust and fear of the police (Neal et al., 2019). This perception of police brutality toward African Americans has resulted in the specific problem of law enforcement being less willing to perform proactive enforcement engagement due to fear of getting into trouble (Maguire et al., 2016).

A multiple case study was selected for the current study. The results of this multiple case study may advance the research of the stakeholder theory by filling the gap in research by examining the capacity and essence of leaders' responsibility in the creation of strategies based on the expectations, discernments, opinions, and interpretations of the members and leaders of law enforcement, with an emphasis on the internal stakeholder.

A multiple case study is conducted to better understand the similarities and differences between the cases (Yin, 2018). This multiple case study meets Yin's (2018) definition of a case, as the phenomenon is current in a real world setting in over which the researchers have little control. The cases studied in this research, law enforcement members and law enforcement supervisory personnel, were analyzed separately to

explore the discernments, opinions, and interpretations of both supervisory law enforcement personnel and non-supervisory personnel. The expectations, discernments, opinions, and interpretations of each of these groups were analyzed to seek out similarities or differences between and across the cases.

There have been multiple incidents in recent years that resulted in violent interactions between police officers and African Americans, fostering the perception of police brutality toward minorities (Fridkin et al., 2017) and creating the problem of law enforcement being less willing to perform proactive enforcement engagement due to fear of getting into trouble (Maguire et al., 2016). This multiple case study was an attempt to explore how strategies are created and implemented by law enforcement agencies to overcome the fear of proactive enforcement engagement. This descriptive multiple case study was used to explore the discernments, opinions, and interpretations of non-supervisory law enforcement personnel and supervisory law enforcement personnel on how the strategies are created to overcome the unwillingness for proactive enforcement engagement due to the fear of getting into trouble and how the strategies are implemented.

Through this descriptive multiple case study, the desires, wishes, and wants of both non-supervisory law enforcement personnel and law enforcement supervisory personnel on how the strategies are created and implemented by law enforcement to overcome the fear of proactive enforcement engagement were analyzed to better understand the similarities and differences between the supervisory personnel and the non-supervisory personnel. The results may be used to further the research of the

stakeholder theory and fill the gaps in research identified by Patzer et al. (2018) and Desai (2018) of there being no clear agreement regarding the nature and scope of the leader's responsibility toward the stakeholder (Patzer et al., 2018) and the need for additional research on how people, groups, and communities influence the organizational process through agency-stakeholder collaboration (Desai, 2018).

This multiple case study focused on the exploration of the expectations, discernments, opinions, and interpretations of the supervisory law enforcement personnel and non-supervisory law enforcement personnel are consistent with the synthesized literature review and brings about agreement on the nature and scope of the leader's responsibility toward the stakeholder in the creation of organizational strategy. The discernments, opinions, and interpretations of supervisory and non-supervisory law enforcement personnel were analyzed separately. Then, the discernments, opinions, and interpretations of both supervisory and non-supervisory law enforcement personnel were triangulated to seek out differences and/or similarities between the two groups, consistent with Stake (1995).

Role of the Researcher

The current study included application of a qualitative methodology, which is comprised of exploring a phenomenon in a real world setting outside of the control of the researcher (Yin, 2018). Qualitative research encompasses explanatory activities through direct researcher observation and engagement with people. Qualitative research focuses on people, their experiences, and the frame of reference in which the experiences take

place (Ravitch & Carl, 2015). As the researcher for this study, I served as the observer and examiner.

Data were collected through literature review and using in-depth and semi-structured interviews (Merriam & Tisdell, 2015). Interviews were best suited as the data collection method since interviews provide detail and allow insights into how the interviewees interpret and understand the world (Ravitch & Carl, 2015). Collecting data through interviews was also consistent with Stake's (1995) description of exploiting researcher observations, interviews, and document reviews as the tools for collecting data.

As a member of law enforcement management, the relationship between the leadership member participants and the researcher was peer to peer, allowing for good open communication based on the joined knowledge and experience shared. The relationship between the non-supervisory participants of federal, county, and local law enforcement personnel with the researcher was also a peer-to-peer relationship due to working with the different agencies and common law enforcement experience. The relationship between the researcher and members of the U.S. Border Patrol was a peer-to-peer relationship. To avoid potential for undue pressure to participate, no one who was solicited was in my direct chain of command.

To ensure researcher biases and power relationships did not lessen the credibility of the research, a standard set of interview research questions was used with all participants (see Appendix A). To mitigate researcher bias, I conducted an epoché interview with a work peer. An epoché interview, derived from the Greek word epoché

meaning refrain from, was done with a professional peer to ensure no researcher bias was evident (Moustakas, 1994). The participants were also afforded complete confidentiality, guaranteeing their responses will not be shared except for illustrative quotes.

Methodology

Purposive sampling was used to identify and select both law enforcement members, and law enforcement leaders. The recruitment for participants clearly stated the time in position requirements and pre-interview contact will was made with prospective participants to ensure time in service and probationary periods have been met. Semi-structured interviews were conducted with 12 law enforcement non-supervisory personnel and 12 law enforcement leaders from different agencies, for a total of 24 participants. No additional interviews were conducted once data saturation was met. This meets Hennink et al.'s (2016) research determining that seven to 12 interviews are sufficient to reach data saturation.

Participant Selection Logic

The population for this study was non-supervisory law enforcement personnel and supervisory law enforcement personnel who have completed their probationary periods in the United States. The participants must have completed their probationary period to ensure that the participants are fully vetted in their respective positions. The selection logic of having completed their probationary periods will ensure that the participants have the appropriate amount of experience to participate in the research, as the law enforcement personnel performs their duties while obtaining the necessary training and experience to determine their fitness for serving as a law enforcement official. Through

extensive research, scholars have determined that experience plays a critical role in decisions law enforcement makes in the field (Jonathan-Zamir et al., 2019).

The targeted number of participants to interview was 24, 12 supervisory and 12 non-supervisory law enforcement personnel from the three agencies included in the research. Dworkin (2012) stated that in qualitative research the sample size used is generally smaller than what is used in quantitative research, as qualitative research with is done with the goal of determining a profound understanding of a phenomenon. Data saturation is an important component in research. Hennink et al. (2016) conducted research in response to demands for additional research on methodological saturation, pragmatically determining seven to 12 interviews are sufficient to reach data saturation.

As the research was conducted in Yuma, Arizona; the research sample was comprised of members of the YPD, the YCSO, and the Yuma, Arizona U.S. Border Patrol, the three primary law enforcement agencies in Yuma, Arizona. These agencies were selected as they cover local, county, and federal law enforcement that is mirrored throughout the United States. The sample included 12 non-supervisory members and 12 supervisory members from the agencies, for a total of 24 participants. This participation strategy was used to get multiple feedback and experiences from each agency and both supervisory and non-supervisory personnel. After gaining permission from both the Institution Review Board (IRB) and verbal approval from the YCSO, the YPD, and the U.S. Border Patrol, I solicited participants through a participant recruitment flyer and or email that included the explanation of the research being research conducted by a student, detailing the purpose of the research and the research question.

To solicit participants, a solicitation was drafted that explained the purpose of the research and listed the time in position requirements of participants. The solicitation was sent to prospective participants through flyers given to agency points of contact and word of mouth. The participants were then selected on a first come basis on the factors of 12 non-supervisory members and 12 supervisory members selected from the agencies. All selected participants had to have completed their probationary period in their respective positions to ensure that the participants were fully vetted in their respective positions.

Instrumentation

As stated by Rubin and Rubin (2016), the researcher is instrumental in data collection as the data collection is done through in-depth interviews of non-supervisory and supervisory law enforcement members as discussed in the participant selection logic. Interviews were conducted by telephone based on the participants' preference and current social distancing requirements. I recorded all interviews using an iPhone recording application and transcribed each interview.

An in-depth interview guide was used to ensure consistency of the data collection process of in-depth interviews. Interview participants were members of law enforcement and law enforcement leaders with the criteria mentioned in the participant selection logic. The sufficiency of data collection instruments refers to the validity. Validity of the researcher-developed instrument is essential to the rigor of the study. The interview questions were tested by conducting an epoché interview to ensure clarity and relevance standards were met. An epoché interview, derived from the Greek word epoché meaning

refrain from, was done with a professional peer to ensure no researcher bias was evident (Moustakas, 1994).

The in-depth interview guide (see Appendix A) consisted of the interview preamble, interview questions, and an explanation of how participants could exit the research at any time.

Procedures for Recruitment, Participation, and Data Collection

To recruit participants for this multiple case study, permission was obtained from the YPD, the YCSO, and the Yuma Arizona U.S. Border Patrol through each agency's Public Affairs Office to seek out participants to be interviewed. The solicitation was made for non-supervisory law enforcement personnel and supervisory law enforcement personnel, with the criteria of number or years' experience in their position explained.

Although I have no direct ties to the YPD and the YCSO, there are possibilities that due to the need of assistance, I may work side by side with YPD and or YCSO during certain operations or requests for back up. There was no potential for implied or seen favoritism or potential for participants to be intimidated or fear direct reprisal from me. All participants and their parent agency were clearly advised of the confidentiality of the interview and interview responses of the participants.

As I serve as a member of management within the Yuma, Arizona U.S. Border Patrol, participants who were not in my direct chain of command were solicited and selected to ensure no ethical issues arise. Participants were solicited using a prepared solicitation and participants were selected on a first come first served basis based on their meeting experience criteria. Participants selected from the U.S. Border Patrol were not

personnel who reported directly to me to ensure required ethical considerations are adhered to; with the intent of ensuring the participants did not feel compelled to participate in the research.

The data collection process, which was spanned across 5 months with the intent of conducting six interviews per month, more if possible. I recorded each interview and transcribed it upon completion. The original transcription with interviewee identification was only available for view by the committee and the Walden University Institutional Review Board (IRB) and not revealed to the agencies to which the participants belong.

Upon approval from the University's Institutional Review Board (IRB) and agency leadership the interviews were scheduled to last 30 minutes to 1 hour. The interview question was designed to last 30 minutes to go through, with an additional 30 minutes in the event the responses elicited additional questions. As soon as participants were selected the interviews were conducted as soon as possible. The interviews were telephonic interviews, based on the participant's preference and current social distancing requirements. Participants were scheduled, and all interviews completed within 2 months. Upon completion of the interviews the recorded interviews were transcribed manually by me through a review of the recorded interview. The research consisted of equal participants from the three selected law enforcement agencies.

Data Analysis Plan

Empirical and detailed examination of data was transparently conducted throughout the stages of this study, leading to reasonable and attainable data analysis framed by the conceptual framework, consistent with the research phenomenon (Ravitch

& Carl, 2015). Apart from illustrative quotes, none of the participants' responses are included in final research, ensuring the privacy of the participants and the confidentiality of their data. The data were categorized and organized using qualitative data analysis software ATLAS.ti.

The data obtained through the semi-structured interviews were analyzed using open coding to identify patterns in the responses from both supervisory employees and non-supervisory employees in the multiple agencies, and concepts that emerge in the large amount of raw qualitative data using qualitative data analysis software ATLAS.ti. The analysis led to developing emerging themes from multiple groups comprised of the type of position and the various agencies. Data triangulation within and across the groups and with related scholarly literature and evidence from research findings enhances the dependability and reliability of the findings (Ravitch & Carl, 2015).

Issues of Trustworthiness

Credibility

To ensure research credibility all research participants were asked the same questions during the interview, with follow-up questions, as necessary. To ensure unanimity of the participants, the agencies where the participants work were not told who participated in the research. The participants were asked to describe their experience as either a member of law enforcement or a member of the supervisory law enforcement member.

All prior research used for this multiple case study is peer reviewed scholarly articles and books from established prior research; to include research that is agreeable as

well as concluding different ideas and concepts. During the interviews, the participants verified that they met the selection criteria for participation in the study.

Transferability

The transferability of the study is limited to the multiple case study design and conceptual framework of Freeman's (1984) stakeholder theory, focused on the employer-employee stakeholder relationship in the lens of the social identity approach of when an employee identifies strongly with the organization, the employee's view of the external stakeholder is affected (Korschun, 2015).

The results should be transferable due to the participant selection logic used and the basis that all participants were asked the same questions. Based on the participant selection logic criteria, interviews with 12 members of law enforcement leadership and 12 non-supervisory members of leadership allowed obtaining a grounded understanding of the participants experience and knowledge in their respective roles in law enforcement. The participant selection process was conducted to ensure that the research participants met the 4 years of experience as mentioned above. Based on the selected participant logic and selection process the selection process can be replicated.

Dependability

In qualitative research triangulation is the metaphor of research that employs different means, such as different methods of collecting data (Farquhar et al., 2020). The triangulation used in this research was the use of data collected through an extensive literature review and the data collection obtained from interviews collecting the experiences and understanding of the phenomenon from members of law enforcement

and law enforcement leaders from federal, county, and municipal law enforcement professionals.

Dependability of qualitative research is evidenced with multiple sources for representation of a case (Yin, 2018). To ensure dependability the researcher should become more refined during the collection of data based on the changing environment (Conrad & Serlin, 2006). Dependability is defined as the consistency and reasonableness of the research process throughout the research method (Conrad & Serlin, 2006). The triangulation of prior research and both supervisory and non-supervisory members of law enforcement in multiple agencies added to the dependability of the research, through examining the phenomenon through multiple aspects, prior research, and both members of law enforcement and law enforcement leadership.

Confirmability

Based on my own law enforcement career and experience it was critical to step back from my own experiences to ensure reflexivity in the research. Standing back to critically scrutinize the research process is a necessary need that is essential for the rigor and quality of the research process (Woods, 2019). To mitigate researcher bias, I conducted an epoché interview with a work peer. An epoché interview, derived from the Greek word epoché meaning refrain from, was done with a professional peer to ensure no researcher bias was evident (Moustakas, 1994).

The confirmability of quantitative research, also referred to as the reliability and the objectivity of the research, are the actions taken to ensure the accuracy or the truth is expressed in the study, allowing for the understanding of a phenomenon from the

perspective of the research participants and the understanding of the meanings of the participants' experiences (Van Biljon, 2014). Confirmability is also referenced to as objectivity is the standard of neutrality; concerning the outcome of the inquiry with an emphasis on the interpretations of the data grounded and formulated consistent with the available data (Schwandt & Halpern, 1988).

As previously mentioned, each participant was asked the same questions. This process ensured that researcher bias did not distinguish differently between the law enforcement leaders and non-supervisory law enforcement members. Follow up questions to initial responses were different based on the initial responses from the participants and each participant was treated equally regardless of the position.

Ethical Procedures

An important aspect of the ethical considerations is the unique relationship between the researcher and the participants dictating that it is important that the relationship that grows from the interview interaction is built on the face-to-face contact of trust, dignity, and mutual respect (Magolda & Robinson, 2020). The manner of soliciting participants was vetted by the Walden Institutional Review Board (IRB) to ensure participant selection met the requirements and did not create an undue burden on the participants, ensuring the research remained ethical.

Qualitative research is dependent on the trust-based concept of confidentiality and the necessity of adhering to a strict pre-determined protocol is required (Pollock, 2012). To ensure the research followed ethical procedures all participants were volunteers. All in-depth and semi-structured interviews were transcribed verbatim with personal

identifiable information redacted. The transcription of the interviews supported accuracy and the full transcripts will only be shared with the university's Institutional Review board (IRB) upon request. The recruitment of and consent of all the research participants were articulated as such that those participating in the research data collection were not coerced.

The matrix used to determine the participant qualifications determined, as previously mentioned in the selection logic section, that the selection criteria were met. These criteria were that the members of law enforcement had at a minimum of 4 years of law enforcement experience and law enforcement leaders had at a minimum of 4 years of experience in law enforcement leadership. The objective was to ensure the participants had sufficient experience in their area.

- Permission was sought and gained by the university IRB prior to recruiting participants.
- Permission was obtained from the YPD, the YCSO, and the Yuma Arizona U.S. Border Patrol to seek out participants to be interviewed.
- Prior research reviewed was from scholarly peer reviewed journals and books with citations throughout to ensure accuracy of data collected.

As previously mentioned, the transcribed interviews were collected and only the university's IRB will have the opportunity to review un-redacted transcripts.

- Participants were guaranteed anonymity and no one other than the researcher and the university's IRB will have access to their interviews.

- The only information about the participants that is included in the research is their years of experience and the agency to which they belong.
- If participating agencies request raw data of the interviews, the request will be denied; they will receive only transcribed interviews that are redacted to assure confidentiality of the participants. All identifiers of the participant and/or their parent agency will be redacted.
- Upon completion and final approval of research all raw data and original transcriptions will be stored and then destroyed at the end of the 5-year storage period, as required by the Walden IRB.

The members and leaders of the Yuma, Arizona U.S. Border Patrol were recruited and selected based on their experience in either supervisory or non-supervisory experience. Due to the potential conflicts with their participation in the research with the researcher, only personnel who did not report to the researcher were selected. Upon selection the participants were informed and allowed to depart from the research if they believed a potential conflict of interest may have occurred because of their participation.

Summary

As previously mentioned, there is wide-ranging research on responsible leadership with a constant focus on the accountability that stakeholders expect leaders to live up to but there is no clear agreement on the actual nature and scope of the leader's responsibility toward the stakeholder (Patzner et al., 2018). Desai (2018) also determined that there is a need for additional research on how people, groups, and communities influence and potentially shape the organizational process through agency-stakeholder

collaboration. This descriptive multiple case study may begin the process of filling the gaps in research identified by Desai and Patzer et al. (2018) through the experience, desires, and expectations of members of law enforcement and law enforcement leaders.

Chapter 3 included a description and justification of the research design, recruitment and sampling, instrumentation, and the techniques used to collect and analyze the data. The data were collected through semi-structured interviews and reviewing prior research. Chapter 3 concluded with a discussion of the issues of trustworthiness, including credibility, transferability, dependability, and confirmability, and ethical procedures to ensure that the research was ethical and had the potential to not only offer a new glance on the study of the stakeholder theory but can also bring forth social good for all. Chapter 4 will focus on the results of the study.

Chapter 4: Results

In this chapter, I present the results from an analysis of the collected data framed by the conceptual framework of Freeman's (1984) stakeholder theory that without the support of stakeholders, the individual and/or groups, an organization would not exist. The study focused on the research about the employer-employee stakeholder relationship through the lens of the social identity approach of when an employee identifies strongly with the organization, the employee's view of the external stakeholder is affected (Korschun, 2015). This study was guided by the following research question and subquestions.

Central RQ: How are the strategies to overcome the fear of proactive enforcement engagement created by Southwestern Arizona Law enforcement and who are involved in the creation and implementation of the strategies?

The research subquestions were:

How are the strategies to overcome the fear of proactive enforcement engagement created by Southwestern Arizona Law enforcement?

Who is involved in the creation and implementation of the strategies?

Chapter 4 contains the results of my study. I provide a summary of the research setting, the research demographics, data collection and analysis, the evidence of trustworthiness, and the results of the study. There was no pilot study conducted. Interview questions were created based on my nearly 25 years of law enforcement experience and were tested for clarity and relevance in the aforementioned epoché interview with a professional peer. The epoché interview with a non-participating peer

served to determine that the interview questions created were appropriate and sufficient to generate responses aligned with the focus of the research questions.

The purpose of this qualitative multiple case study was to explore how strategies are created and implemented by law enforcement agencies to overcome the angst of proactive enforcement engagement due to fear of getting into trouble. The exploration was a thorough analysis of the expectations, discernments, opinions, and interpretations of the non-supervisory and supervisory law enforcement personnel, with an emphasis on the internal stakeholder. I formed the central research question to investigate how strategies are created to overcome the fear of proactive enforcement engagement created by Southwestern Arizona law enforcement and who are involved in the creation and implementation of the strategies.

By analyzing the Southwestern Arizona law enforcement non-supervisory and supervisory personnel's expectations, discernments, opinions, and interpretations of how law enforcement agencies create and implement strategies to overcome the angst of proactive enforcement engagement due to fear of getting into trouble, I gained better understanding of the similarities and differences between the supervisory personnel and the non-supervisory personnel as it applies to law enforcement strategy creation. I elaborated the study's purpose through an extensive literature review in which I defined the stakeholder theory, while also explaining how the internal stakeholder affects public perception, the importance of internal organizational communication, and the effects organizational leadership has on stakeholders' experiences in and perceptions of the organization.

Research Setting

The research setting was YPD, the YCSO, and the Yuma, Arizona U.S. Border Patrol, which are the three primary law enforcement agencies in Yuma, Arizona. The research focused on participants based on supervisory and non-supervisory experience. These agencies were selected as they cover local, county, and federal law enforcement that is mirrored throughout the United States. During the data collection period for this study, Yuma, Arizona was affected due to the current migration crisis and the COVID-19 pandemic. As a result of the migrant crisis and the pandemic, the YCSO and the YPD were working directly with the U.S. Border Patrol on a daily basis.

As a result of the three agencies working together daily due to the migrant crisis and the pandemic, research participant recruitment was easier based on our shared work experience in a crisis. As I have a position of leadership within my agency, I regularly work with members, both supervisory and non-supervisory personnel, from the participating agencies; however, I do not directly supervise the personnel who participated in the study.

Demographics

The population for this study was non-supervisory law enforcement personnel and supervisory law enforcement personnel who completed their probationary periods for their respective jobs with their agencies. The participants all completed their probationary period, which ensured that they were fully vetted in their respective positions. This selection logic of having completed their probationary periods was to ensure that the participants had the appropriate amount of experience to participate in the research, as the

law enforcement personnel performs their duties while obtaining the necessary training and experience to determine their fitness for serving as a law enforcement official.

Through extensive research, scholars have determined that experience plays a critical role in decisions law enforcement makes in the field (Jonathan-Zamir et al., 2019).

As the research was conducted in Yuma, Arizona, the research participants were comprised of members of the YPD, the YCSO, and the Yuma, Arizona U.S. Border Patrol, the three primary law enforcement agencies in Yuma, Arizona. These agencies were selected, as they cover local, county, and federal law enforcement that is mirrored throughout the United States. Permission to solicit personnel from the local, county, and federal law enforcement agencies was obtained by a member of the agencies' leadership personnel. A participation flyer was sent to each agency and shared by the employees through email and/or posted in a common area. The Walden University IRB approved research participation flyers, the consent form, and the solicitation methods.

The initial targeted total number of participants was 12 supervisory personnel and 12 non-supervisory personnel. The total number of participants in the sample was 12 supervisory personnel and 12 non-supervisory law enforcement personnel. The sample includes supervisors and non-supervisors from each of the three primary law agencies in Yuma County included in the research. During data collection, data saturation was determined after interviewing 12 supervisory participants and 12 non-supervisory participants across the three agencies; therefore, additional participants were no longer needed. After conducting 12 semi-structured telephonic interviews with non-supervisory law enforcement personnel and 12 semi-structured telephonic interviews with

supervisory law enforcement personnel, it was evident that the interviews generated enough information to replicate the research and that no new information, codes, or themes were being generated. Common and consistent themes emerged from both the supervisory and non-supervisory personnel during interviewing and data analysis. This finding is consistent with Eisenhardt (1989) and Ang (2019) in that four to 10 cases are sufficient to reach generalization after attaining data saturation in this research. While data saturation was determined prior to completing 12 semi-structured telephonic interviews with non-supervisory law enforcement personnel and 12 semi-structured telephonic interviews, interviews continued to reach the initial plan of 24 interviews based on committee concerns.

Data Collection

For this multiple case study, I collected data via in-depth semi-structured telephonic interviews, as interviews were best suited as the data collection method as they provide details and allow insights into how the interviewees interpret and understand the world (Ravitch & Carl, 2015). Telephonic interviews were selected based on the necessary safety protocols required during the COVID-19 pandemic. The telephonic interviews were recorded using a voice memo app on my telephone and later transcribed.

IRB approval was granted on October 12, 2021; the data collection started on November 6, 2021. The initial targeted number of participants was 12 supervisory personnel and 12, an equal number, of supervisory and non-supervisory personnel to interview, from the aforementioned Southwest Arizona law enforcement agencies. During data collection, data saturation was determined after interviewing 12 non-supervisory law

enforcement personnel and 12 supervisory law enforcement personnel from the selected population.

Initial Contact

Initial contact was performed through a research flyer sent to the participating Southwest Arizona law enforcement agencies that agreed to allow their personnel to participate in the research. Upon expressing interest in participating in the research, the potential participants were given a copy of the consent form and given the opportunity to ask about the research project. Informed consent was obtained prior to collection of any data.

Interviews

Initially, the data collection plan was to take approximately two months, conducting 24 in-person or Zoom interviews a month; however, due to the COVID-19 pandemic, the interview method and time period was extended. After attending a writing intensive seminar, it was recommended that recorded telephonic interviews was a viable method; therefore, all interviews were conducted telephonically. Candidates responded with their continued interest in participating in the semi-structured interviews and were scheduled for telephonic interviews throughout November 2021, December 2021, January 2022, April 2022, and April 2023. The recorded semi-structured interviews lasted between 30 and 45 minutes each. At the onset of this research project, in-person semi-structured interviews were the primary choice for data collection; however, due to the COVID-19 pandemic and the required restrictions that each participating agency had regarding their employees and the need to maintain safe social distancing, the data

collection method changed to telephonic semi-structured interviews that were recorded using the iPhone application TapeACall-Call Recorder as the primary recording method. As a backup, the iPhone application Voice Memo was also used. TapeACall-Call Recorder was used after discussion with a mentor during an intensive writing symposium I attended, as TapeACall-Call Recorder recorded the audio and provided a transcription of the recorded conversation. As a safeguard for the collected data, the audio file and the transcription file were saved on an encrypted data locker and the TapeAcall-Call Recorder account was deactivated. Telephonic semi-structured interviews were used to ensure participant and researcher health safety remained paramount throughout the data collection process.

Reflective Field Notes

I received Walden University's IRB approval on October 12, 2021, and immediately began planning my interviews and my notetaking method. As I have experience taking notes during criminal and administrative law cases, I took notes highlighting what I believed were keywords during the recorded telephonic semi-structured interviews. Keywords were determined by common responses and law enforcement jargon.

Transcript Review

After each interview was completed, I checked and saved the audio recording on an encrypted data locker and checked the transcription for accuracy. The TapeACall-Call Recorder iPhone application provided an accurate audio recording of the telephonic semi-structured interviews; however, the transcription was inaccurate and, in some cases,

unreadable, and therefore the telephonic semi-structured interviews had to be transcribed manually. I transcribed the telephonic semi-structured interviews by purchasing a transcription foot pedal that allowed me to pause and play the recording while transcribing. During transcription, I took additional notes on what I determined to be keywords, adding to my initial interview notes.

Data Analysis

As advised by Stake (1995) and Yin (2018), I used a consistent procedure to analyze and describe the data as I coded. During the interview I took notes, highlighting keywords and began formulating possible categories. Keywords include but are not limited to the words *duty*, *team*, *my team*, *teammates*, *partners*, *the job*, *policy*, and *rules*.

I reviewed transcripts for common words and phrases with within-case using thematic analysis. Thematic analysis is a technique that lets the researcher reduce and establish large amounts of data into expressive patterns and themes (Bloomberg & Volpe, 2019; Miles et al., 2020). By conducting thematic analysis, I was allowed to discover additional themes within the data that possibly are specific to the study, offering up advancement on the topic (Bloomberg & Volpe, 2019; Miles et al., 2020).

I first analyzed the data collected from non-supervisory law enforcement personnel then I analyzed the data collected from supervisory law enforcement personnel. I used ATLAS.ti along with my notes to find four concepts that emerged from the analysis of each group. Themes began to formulate as I took notes during the telephonic semi-structured interviews, noting what I believed were keywords.

Themes continued during the transcription of the telephonic semi-structured interviews, as I added to and or confirmed my initial notes of keywords. Coding of the transcribed interview responses was conducted to identify common keywords to determine specific codes for all participants within their group that were consistent. I listened to and read all interview transcriptions line by line to identify all possible codes, represented by single keyword or context. I used ATLAS.ti analysis tool to verify a map of similar codes, for the non-supervisory personnel and separately for the supervisory personnel, which was then used as a guide to the analysis. No outlier or contradictory data were found during the data analysis.

During the telephonic semi-structured interviews, the transcribing process, and the transcribing verification process of the non-supervisory law enforcement personnel, I identified the keywords not afraid, no fear of, rules, procedures, the job, the task, duties, partners, teammates civilians, and citizens. Upon identifying the aforementioned keywords, I then further identified the themes of fear (lack of), policy, job, and people. Each non-supervisory law enforcement participant stated one of the previously mentioned keywords during their telephonic semi-structured interviews. I used ATLAS.ti analysis tool and manual analysis of the documented keywords assisted in determining the concepts. I completed a cross-case analysis to explore similarities and differences. I documented and explored qualities related to discrepant cases for further analysis of the themes. This data analysis process was guided by the conceptual framework of Freeman's (1984) stakeholder theory focusing on the concept of the employer-employee stakeholder relationship through the lens of the social identity approach of when an employee

identifies strongly with the organization, the employee's view of the external stakeholder is affected (Korschun, 2015).

The analysis of the data collected by non-supervisory personnel and the analysis of supervisory personnel yielded four insightful themes for both the non-supervisory personnel and the supervisory personnel. Table 1 depicts the themes that emerged from the analysis of the non-supervisory personnel's narrative interview data. Table 2 depicts the themes that emerged from the analysis of the supervisory personnel's narrative interview data. After the supervisory personnel data and the non-supervisory personnel data were analyzed separately the results were triangulated to seek out similarities and/or differences. Table 3 displays the common themes identified by analyzing the data from both the non-supervisory personnel and the supervisory personnel. Examples of direct quotes by non-supervisory personnel appear in Appendix B. Examples of direct quotes by the supervisory personnel appear in Appendix C. Data groups were determined by supervisory and non-supervisory positions rather than by agency.

Table 1*Themes: Non-Supervisory Personnel*

Themes	Keywords
Fear (lack of)	Not afraid
	No fear
Policy	Rules
	Procedures
Job	Job
	Task
	Duties
People	Partners
	Teammates
	Civilians
	Citizens

Table 2*Themes: Supervisory Personnel*

Themes	Keywords
Fear (lack of)	Not afraid
	No fear
Tools	Training
	Equipment
Role	Mentoring
	Policy training
	Duties
Team	Troops
	My people
	Unit
	Squad

Table 3*Non-Supervisory (NS) and Supervisory (S) Common Themes*

NS	S	Keywords	Similarities
Policy	Role	Policy Rules Procedures Mentoring Policy Training Duties	Supervisory personnel from all agencies believed it was their duty to ensure personnel were trained in policies and to mentor personnel. The responses from supervisory personnel were consistent by job positions regardless of agency
Job	Tools	Job Task Duties Training Equipment	Supervisory personnel from all agencies believed it was their responsibility to ensure that their personnel had the right training and the right equipment to do their jobs. The responses from non-supervisory personnel and supervisory personnel were consistent by job positions regardless of agency.
People	Team	Partners Teammates Civilians Citizens Troops My People Unit Squad	For both categories of position, it was about others, not themselves. The responses from non-supervisory personnel and supervisory personnel were consistent by job positions regardless of agency.
Fear (lack of)		Not Afraid- No Fear	Both supervisory and non-supervisory personnel did not have fear of proactive enforcement engagement

Table 4*Participants: Supervisory*

Agency	# (n) participants
U.S. Border Patrol	8 (66.67)
Police department	3 (25.00)
Sheriff's department	1 (8.33)

Participants: Non-Supervisory

Agency	# (n) participants
U.S. Border Patrol	7 (58.33)
Police department	3 (25.00)
Sheriff's department	2 (16.67)

Evidence of Trustworthiness**Credibility**

To ensure research credibility all research participants were asked the same questions during the interview; with follow-up questions if deemed necessary. To ensure anonymity of the participants, the agencies in which the personnel are members of was not in the interview. The participants were asked to describe their experience as non-supervisory personnel or supervisory law enforcement personnel. All prior research used for this multiple case study was peer reviewed scholarly articles and books from established prior research, to include research that reflected various ideas and concepts.

Transferability

The transferability of the study is limited to the multiple case study design and conceptual framework of Freeman's (1984) stakeholder theory, focusing on the employer-

employee stakeholder relationship in the lens of the social identity approach of when an employee identifies strongly with the organization, the employee's view of the external stakeholder is affected (Korschun, 2015).

The research results will be transferable due to the participant selection logic used, the reported demographic characteristics, and the basis that all participants were asked the same questions. Based on the participant selection logic criteria, interviews with 12 members of law enforcement leadership and 12 non-supervisory personnel allowed for obtaining a grounded understanding of the participants: experience and knowledge in their respective roles in law enforcement. The participant selection process was conducted to ensure that the research participants met the required experience as previously mentioned. Based on the selected participant logic and selection process the selection process can be replicated.

Dependability

In qualitative research triangulation is the metaphor of research that employs different means, such as different methods of collecting data (Farquhar et al., 2020). The triangulation used in this research is the use of data collected through an extensive literature review, theory, interview notes, and the data collection obtained from interviews collecting the experiences and understanding of the phenomenon from members of law enforcement and law enforcement leaders from federal, county, and municipal law enforcement professionals. Dependability of qualitative research is evidenced with multiple sources for representation of a case (Yin, 2018). To ensure dependability the researcher becomes more refined during the collection of data based on the changing

environment (Conrad & Serlin, 2006). Dependability is defined as the consistency and reasonableness of the research process throughout the research method (Conrad & Serlin, 2006). The triangulation of prior research and theory and interviews with both supervisory and non-supervisory members of three law enforcement agencies added to the dependability of the research as examining the phenomenon through multiple aspects, prior research and both members of law enforcement and law enforcement leadership.

Confirmability

Based on the researcher's law enforcement career and experience it was critical to step back from my own experiences to ensure reflexivity in the research. The standing back to critically scrutinize the research process was a necessary need that is essential for the rigor and quality of the research process (Woods, 2019).

The confirmability of quantitative research, also referred to as the reliability and the objectivity of the research are the actions that were taken to ensure the accuracy or the truth is expressed in the study, allowing for the understanding of a phenomenon from the perspective of the research participants and the understanding of the meanings of the participants' experiences (Van Biljon, 2014). Confirmability is also referred to as objectivity is the standard of neutrality; concerning the outcome of the inquiry with an emphasis on the interpretations of the data grounded and formulated consistent with the available data (Schwandt & Halpern, 1988).

As previously mentioned, each participant was asked the same questions. This process helped to reduce researcher bias when interviewing the law enforcement leaders and non-supervisory law enforcement members. Follow-up questions to initial responses

were based on the initial responses from the participants and each participant was treated equally regardless of the position.

Study Results

This multiple case study was conducted to answer the question of how strategies are created to overcome the fear of proactive enforcement engagement created by Southwestern Arizona Law enforcement and who are involved in the creation and implementation of the strategies. The analysis of the non-supervisory personnel's expectations, discernments, opinions, and interpretations resulting in four concepts: lack of fear, policy, job, and people. The first concept, the lack of fear, gave evidence of data saturation was determined based on all participants stating that they were not afraid of conducting proactive enforcement engagement. The concept of policy resulted in the overwhelming agreement of the non-supervisory personnel in that if they followed the set policies of their agencies, they would be able to do their jobs without fear. The concepts of the job and people were due to the similar responses, adding additional evidence of data saturation, of the job being important and the people, citizens, peers, bosses, and fellow law enforcement personnel were the reasons they do the job that they do.

The analysis resulted in the concepts of the lack of fear, tools, role, and team. The supervisory personnel all stated unanimously that there was no perceived fear to conduct proactive enforcement engagement. The supervisory personnel also agreed that it was their responsibility to ensure their personnel had the tools to do their job; tools identified as equipment, training, and policy reminders. The supervisory personnel also shared the

concepts of the job and people, founded on a teamwork mentality, were required to do their jobs successfully and safely.

Research Question and Sub-Questions

The central research question pertained to how the strategies to overcome the fear of proactive enforcement engagement were created by Southwestern Arizona Law enforcement and who was involved in the creation and implementation of the strategies. The results are organized by the two subquestions reflected in the central research question. The first research subquestions focused on creation of the strategies. The second focused on which personnel were involved in creating and implementing these strategies.

The interview consisted of 14 questions. Question 7 pertained to how their agency creates strategies, and if they created any strategies to overcome the fear of proactive enforcement engagement. The first research sub-question was only partially answered. All the non-supervisory personnel and supervisory agreed that their agency does not have a strategy to overcome the fear of proactive enforcement engagement.

The subquestions focusing on the creation of the strategies and on which personnel were involved in creating and implementing these strategies were partially answered. The non-supervisory personnel and the supervisory personnel did not play any role in how strategies were created for their agency. Both supervisory personnel and non-supervisory personnel assumed that management created strategies.

The non-supervisory personnel role in the implementation of the strategies was only following the guidance given to them by their superiors. The supervisory personnel

also did not play a large role in the creation of strategies within their agencies, stating that management creates strategies. The supervisory personnel's role in implementing the strategies is limited to directing their subordinates in the new strategies and or policies. This finding is consistent with Eisenhardt (1989) and Ang (2019) in that 4-10 cases are sufficient to reach generalization, attaining data saturation in this research. This research included 12 participants in each group, supervisory and non-supervisory personnel.

Themes: Non-Supervisory Personnel

The focus of this section is on the themes that emerged from the interviews with non-supervisory law enforcement personnel. These themes are based on the analysis of interviews and notes. Using these notes, I manually coded, while also using ATLAS.ti analysis tool I determined that the themes of fear (lack of), policy, job, and people were emerged from the data. The responses from non-supervisory personnel were consistent by job positions regardless of agency.

Fear (lack of)

The first theme that emerged from the data analysis was fear. As the central research question pertained to how the strategies to overcome the fear of proactive enforcement engagement, fear is a natural theme. The theme of fear emerged based on fear being a foundation of many of the questions asked during the interviews.

The lack of fear was the first identified theme based on all the participants' responses, consistent with the lack of fear of proactive enforcement engagement. Each of the non-supervisory personnel stated that they had no fear of proactive enforcement engagement. Officer 2, a Yuma Police Officer, said "I never came across that issue."

Officer 1, a Yuma Sheriff's Deputy, said "I never heard of anyone being afraid of proactive enforcement engagement" and officer 4, a Yuma Border Patrol Agent, said:

Uh, I am not afraid of proactive enforcement, I basically just took an oath to, to enforce the laws of the United States and, uh, uh, I go out and do the best I can each and every day to, to affect those.

The participants commented on incidents they see on the news regarding the issue of law enforcement not conducting proactive enforcement due to fear of getting into trouble.

Officer 4, a Yuma Border Patrol Agent, said "We don't experience the backlash from the public here like you see on TV, our community is pro military and pro law enforcement" and officer 1, a Yuma Sheriff's Deputy said, "I see the issues and the public hatred of police on the news, but that doesn't happen here in Yuma." Officer 2, a Yuma Police Officer, said "We're very lucky to have a community that we have because in other cities it's completely. The atmosphere here is completely different, it's friendly." Officer 11, a Border Patrol Agent, stated "Uh, no, not, not really. Never really heard that. I can see other places having that issue but not here. We don't have that hate the police mentality here" and Officer 8, a Yuma Sheriff's Deputy, said:

I never really heard of being afraid of proactive enforcement engagement.

Personally, I believe in doing my job the best way I can and to go home every day. As I see it as long as you're within the law and policies you are covered.

None of the non-supervisory participants acknowledged being afraid of getting into trouble, only being afraid of failing their peers, families, and communities. Officer 2, a female Mexican American Yuma Police Officer, commented,

Have I had my fair share of people calling me a racist when I pull them over? Oh, yeah, they say you pulled me over because of my race when it's nighttime and the windows are completely tinted and there's no way I could tell who is driving that vehicle and I've pointed out I am a female Mexican woman.

Officer 10, a Border Patrol Agent said “Never heard of anyone being afraid to be proactive. As long as you're within policy the agency's gonna have your back, right.”

Many of the participants commented on incidents they see on the news regarding the issue and commented on how the relationship between law enforcement and the public in Southwestern Arizona is nothing like what is seen in other places. Officer 5, a Yuma Police Officer, said “We don’t have the anti-police protests here. Yuma is a military town, and the community supports us.” Officer 1, a Yuma Sheriff’s Deputy, stated “I see the issues and the public hatred of police on the news, but that doesn’t happen here in Yuma. We have a good relationship with the public here in Yuma.” Officer 3, a Yuma Border Patrol Agent, stated “We are lucky here. Our community supports us and you don’t see the rioting and anti-police protests.”

Policy

The second theme that emerged from the data analysis was policy, in that the non-supervisory participants relied on the assumption that if they followed their agency’s policy that they would not get into trouble and that they could do their job without fear. Multiple non-supervisory participants stated that their supervisors always remind them to stay within policy and they will be all right. Officer 4, a Yuma Border Patrol Agent, stated, “policies are there to protect me from getting into trouble.” Each non-supervisory

participant made a comment that was similar, using the word policy. Officer 6, a Yuma Border Patrol Agent, said “I try to make sure I know what the policy is for any given situation. As long as I stay within policy the bosses have my back.” Officer 1, a Yuma Sheriff’s Deputy, stated, “you know as I understand it as long as you’re within policy, they’ve always preached that as long as we’re within policy, the agency is going to have your back.” Officer 8, a Sheriff’s Deputy stated as long as you're within policy the agency's gonna have your back, right. Officer 10, a Border Patrol Agent, also stated that by staying within policy the agency will have your back.

Policy was used as a tool in the same manner as tools on their duty belts. A uniformed officer/agent’s duty belt generally includes a handgun, handcuffs, flashlight, latex gloves, baton, and a radio (Espinoza, 2010). Officer 3, a Yuma Border Patrol Agent, stated, “as long as you're, uh, within policy, they've always preached it as long as you’re within policy, the, uh, the agency's gonna have your back.” Officer 11, a Border Patrol Agent said “As long as I know the policy, I am good. “

Job

The third theme that emerged from the data analysis was job; the participants believed that the job was important. It is common for one to classify their profession as a significant detail of who they actually are, including their values (Morgan, 2023). Job emerged as a theme based on the inclination of the participants as to what they stand for. While there are ideological reasons for what they do, the tasks do not matter, as the profession requires, they do it. The term job or the job was consistent throughout the interviews. The term job was prevalent throughout the interviews and a common response

when I asked why they did something or for the participant to elaborate on their response. Officer 5, a Yuma Police Officer, commented that that “the job is my duty, and my duty is the job.” Officer 1, a Yuma Sheriff’s Deputy, said “I believe in protecting my country, protecting the citizens, protecting the constitution over any political party. That’s my job. That’s my duty” and officer 3, a Yuma Border Patrol Agent, stated “I believe in protecting my country, protecting the citizens, uh, protecting the constitution over any political party. Um, my debt, my debt, and my duty is the job.” Each of the non-supervisory participants made a statement with the words job and duty together. Officer 1, a Yuma Sheriff’s Deputy. said “That’s my job. That’s my duty.” Officer 2, a Yuma Police Officer said “We’re very lucky to have a community that we have because in other cities it’s completely different. That’s why my duty is my job.” Officer 4, a Border Patrol Agent, said, “it’s my duty go out and do the best job I can each and every day.” When each participant mentioned job, they also mentioned duty. Officer 8, a Sheriff’s Deputy said, “I think as long as I do my job then I can be there for my town and my team.” Officer 10, a Border Patrol Agent said, “we have a responsibility to the job,” while Officer 12, a Border Patrol Agent, stated “knowing the facts of strategies helps me do the job as best as possible.”

People

The final theme, which was the driving factor that emerged from the non-supervisory law enforcement personnel, was the actions they each took were for people, either the people of the community, or the people within their organization. While in many instances the participants stated, “for the people or community,” they also used the

terms “team, unit, and partners.” In the same context of the participants classifying their profession as a significant detail of who they actually are, people emerged as theme based on the proclivity of what the participants do and why they do it; ideological reasons or not that the profession requires it. People emerged as a theme from the analysis of data collected from non-supervisory personnel based on each participant using the aforementioned terms throughout their interview.

The theme, people, is focused primarily on their fellow units and teams; however, there were several statements for doing the job for the people of their communities. Officer 2, a Yuma Police Officer, stated “I do the job to make life safer for my community.” Each non-supervisory law enforcement participant stated one of the previously mentioned keywords during their telephonic semi-structured interviews. One non-supervisor participant, Officer 1, a Yuma Sheriff’s Deputy, stated, “I am a member of this community and doing my job well helps me and my family, it’s my driving force behind my approach to the job.” Officer 9, a Border Patrol Agent said, “I do the job to make my family and my community safer.” Officer 11, a Border Patrol Agent said, “Strategies should be made to protect the team as well as the public.”

Additional evidence that data saturation was gained with the response to the interview question “What is your strategy to overcome fear of proactive enforcement?” All the non-supervisory personnel answered this question similarly. Officer 1, a Yuma Sheriff’s Deputy stated “I think it’s a personal belief in your work ethic. I believe in protecting my country, protecting the citizens, protecting the constitution over any political party.” Officer 3, a Yuma Border Patrol Agent, answered the question by stating,

Our community supports us and you don't see the rioting and anti-police protests. I believe in protecting my country, protecting the citizens, uh, protecting the constitution. Um, my debt, my debt, and my obligation is to my fellow citizens, my partners, and my country over anything else. I'm gonna operate as long as I'm abiding within policy and what my mission is, what the constitution tells me to do.

All the non-supervisory participants answered similarly.

Themes- Supervisory Personnel

The focus of this section is on the themes that emerged from the interviews with supervisory law enforcement personnel. These themes are based on the analysis of interviews and notes. Using these notes, manually coding, and using ATLAS.ti analysis tool I determined the themes of fear (lack of), tools, role, and team. The responses from supervisory personnel were similar by job positions regardless of agency.

Fear (lack of)

The first theme that emerged from the data analysis from the supervisory personnel was also Fear, the lack of fear. As the central research question pertained to how the strategies to overcome the fear of proactive enforcement engagement, fear is a natural expected theme. Fear was a theme that emerged based on fear being a foundation of many of the questions asked during the interviews; however, the lack of fear was identified based on all the participants' responses, consistent with the lack of fear of proactive enforcement engagement.

Fear was a theme that emerged not due to all the participants being fearful; it is a theme based on the lack of fear of proactive enforcement engagement. All supervisory personnel participants acknowledged that there was no fear of getting into trouble. The supervisors all also acknowledged not hearing of this fear from the people they supervise. Supervisor 1, a Yuma Border Patrol Supervisor, stated, “this is a pro-military and pro-law enforcement town, I am more afraid of letting my team down than getting into trouble.” Supervisor 2, a Yuma Police Supervisor stated “when I see the conformation between the police and the public on the news from other parts of the country, I am glad that I work in Yuma. We get along with our community.” Supervisor 5, A Yuma Border Patrol Supervisor, stated “I don’t see fear of proactive enforcement engagement. I see everything on the news from the cities out east and we don’t have that problem here. We get along great with our community.” Supervisor 11, a Border Patrol Supervisor said “We discuss the things that are on the news, fortunately we don’t have those problems here. We get along pretty good with the community.” Supervisors 8, 10, and 12 Border Patrol Supervisors all stated that they had never heard of anyone being afraid. All the supervisory personnel participants answered similarly, regardless of agency and is consistent with my determination of data saturation.

Tools

The second theme that emerged from the data analysis was tools needed to complete the job. The supervisory personnel used the theme of tools as having proper equipment, proper training, support, and knowledge of policies. Similar to the non-supervisory personnel theme of policy being used as a tool in the same manner as tools

on their duty belts, the supervisory participants used as tools the terms having proper equipment, proper training, support, and knowledge of policies. One supervisory law enforcement participant stated that their entire job is based on tools. Supervisor 2, a Yuma Police Supervisor, said “Our job is based on tools, our duty belt, our vehicle, and our minds. Knowing the law, policies, and the rules are the tools that will keep you safe.” Supervisor 3, a Yuma Border Patrol Supervisor, stated,

I do believe our agency is always trying to give us the tools to be better equipped, you know, physically, and I know in the recent years, unfortunately we’ve seen a lot of suicide, so I think that is pretty significant where the agents are trying to help out you know at the national level at the local levels and then just as an agent you know giving them the proper tools to try to help them.

Supervisor 7, a police supervisor said, “I make sure my people have the tools and understanding of the strategies and the policies.” Adding additional evidence of data saturation, all the supervisory participants used the term “tools” to protect and enhance non-supervisory personnel’s ability to do their jobs effectively and safely. Supervisor 10, A Border Patrol Supervisor said, “I make sure they have the tools needed and I also try to make sure the guys know I have their back.” Supervisor 12, a Border Patrol Supervisor also said “I like to get with my team and hotwash the actions of the previous shift so we can do it better, easier, or safer. I also make sure they have the tools they will need.”

Role

The third theme that emerged from the data analysis was role. Role was a theme that emerged as the supervisory personnel believed it was their role to teach and mentor

the personnel they led. It is common for a person to classify their profession as an important detail of who they are, together with their values (Morgan, 2023.). Role emerged as theme based on the predilection of the supervisory participants as to why they are here; their profession requires it of them. The supervisory personnel used the word “role” in the context of their primary job. Function, or obligation. Each supervisory participant used the term that it was their “role” or used the term “role” as job, duty, responsibility, or position. Supervisor 7, a police supervisor, said “It’s my duty, my role to ensure that they have everything they need to succeed.” Evidence of data saturation is present again as the supervisors all stated that they believed that it was their primary job to protect the men and women who they led. See Appendix C for supervisory personnel quotes.

Team

The final theme that emerged from the data analysis was unit or team. The U.S. Border Patrol is 24-hour, 7-day a week job, as are jobs in other law enforcement agencies. The Yuma Border Patrol operates with three shifts, referred to as units. The units are comprised of teams, with each team having a supervisor. The driving factor that the supervisory personnel had was to their unit, team, or group. Each supervisory participant used the word team, unit, or crew. Supervisor 9, a Border Patrol Supervisor said, “It is my role to make sure the agents are protected and that they are making the right decisions.” Supervisor 12. a Border Patrol Supervisor, said “The most important thing to me is that we all go home at the end of the day. It is my responsibility to make sure my team goes home every day.” The supervisory personnel believed it was their

responsibility to ensure that all members of their team were successful and that they went home each day.

The analysis of the non-supervisory personnel's expectations, discernments, opinions, and interpretations resulting in the four concepts, lack of fear, policy, job, and people. The analysis of the data collected through in-depth and semi-structured interviews focused on the expectations, discernments, opinions, and interpretations of supervisory law enforcement personnel to answer the research question resulted in the concepts of the lack of fear, tools, role, and team. The supervisory personnel and the non-supervisory personnel all stated unanimously that there was no perceived fear to conduct proactive enforcement engagement. The supervisory personnel also agreed that it was their responsibility to ensure their personnel had the tools to do their job, tools identified as equipment, training, and policy reminders. The responses from non-supervisory personnel and supervisory personnel were similar and consistent by job positions regardless of agency.

Summary

In this chapter I presented the results of the research by analyzing the expectations, discernments, opinions, and interpretations from both law enforcement supervisory personnel and non-supervisory personnel within the framework of the research. The research setting was explained along with the research demographics, the data collection, the data analysis, the credibility of the research, the transferability of the research, the dependability of the research, the confirmability of the research, and the results of the research.

The analysis of the non-supervisory personnel's expectations, discernments, opinions, and interpretations resulting in the four themes of lack of fear, policy, job, and people. The data analysis of the data collected through in-depth and semi-structured interviews and analyzed the expectations, discernments, opinions, and interpretations of supervisory law enforcement personnel to answer the research question resulted in the themes of the lack of fear, tools, role, and team.

The primary theme, the lack of fear, was determined based on all participants, both non-supervisory and supervisory personnel stating that they were not afraid of conducting proactive enforcement engagement. The theme of policy resulted in the overwhelming agreement of the non-supervisory personnel in that if they followed the set policies of their agencies, they would be able to do their jobs without fear. The theme of the job and people were due to the similar responses of the job was important and the people, citizens, peers, bosses, and fellow law enforcement personnel were why they did the job they do.

The supervisory personnel all stated unanimously that there was no perceived fear to conduct proactive enforcement engagement. The supervisory personnel also agreed that it was their responsibility to ensure their personnel had the tools to do their job, tools identified as equipment, training, and policy reminders. The supervisory personnel also shared the themes of the job and people, founded on a teamwork mentality, were required to do their jobs successfully and safely.

In Chapter 5, I will present an interpretation of the findings from this study within the research concept and as related to the literature review in Chapter 2. The limitations

of the study will be detailed along with recommendations. The implication of the findings for social change, theory, practice, and policy will also be detailed in Chapter 5. I will also describe how my study enhances the body of knowledge on the research of the stakeholder theory in the context of strategy creation and the internal stakeholders.

Chapter 5: Discussion, Conclusions, and Recommendations

Using a qualitative multiple case study design, I gathered data using in-depth and semi-structured interviews and analyzed the expectations, discernments, opinions, and interpretations of the supervisory law enforcement personnel and non-supervisory law enforcement personnel answer the following research question: How are the strategies to overcome the fear of proactive enforcement engagement created by Southwestern Arizona law enforcement and who are involved in the creation and implementation of the strategies?

During this study I used the conceptual framework of Freeman's (1984) stakeholder theory. Stakeholders, the individual and/or groups who, without their support, an organization would not exist, focused the research about the employer-employee stakeholder relationship through the lens of the social identity approach of when an employee identifies strongly with the organization, the employee's view of the external stakeholder is affected (Korschun, 2015).

The current multiple case study was conducted as an exploration of the discernments, opinions, and interpretations of both supervisory law enforcement personnel and non-supervisory personnel. The analysis of the non-supervisory personnel's expectations, discernments, opinions, and interpretations resulted in the four concepts: lack of fear, policy, job, and people. The first concept, the lack of fear, was determined based on all participants stating that they were not afraid of conducting proactive enforcement engagement. The concept of policy resulted in the overwhelming agreement of the non-supervisory personnel in that if they followed the set policies of

their agencies, they would be able to do their jobs without fear. The concepts of the job and people were due to the similar responses of the job was important and the people, citizens, peers, bosses, and fellow law enforcement personnel were why they did the job they do.

The results reflect the concepts of the lack of fear, tools, role, and team. The supervisory personnel stated unanimously that there was no perceived fear to conduct proactive enforcement engagement. The supervisory personnel also agreed that it was their responsibility to ensure their personnel had the tools to do their job, tools identified as equipment, training, and policy reminders. The supervisory personnel also shared the concepts of the job and people, founded on a teamwork mentality, were required to do their jobs successfully and safely.

The question of how strategies are created and implemented by law enforcement agencies to overcome the angst of proactive enforcement engagement due to fear of getting into trouble was not fully answered. The non-supervisory personnel did not play any role in how strategies were created for their agency, and all assumed that management created strategies. The non-supervisory personnel role in the implementation of the strategies was only following the guidance given to them by their supervisors. The supervisory personnel also did not play a large role in the creation of strategies within their agencies, stating that management creates strategies. The supervisory personnel's role in implementing the strategies is limited to directing their subordinates in the new strategies and or policies.

Interpretation of Findings

This qualitative multiple case study was framed by Freeman's (1984) stakeholder theory, with a concentration on the employer-employee stakeholder relationship through the lens of the social identity approach of when an employee identifies strongly with the organization, the employee's view of the external stakeholder is affected (Korschun, 2015).

The organization's strategic views on the internal stakeholder are important and can create organizational pride, the pleasure the employee feels being associated with the organization (Ng et al., 2018). Research also determined that employee involvement is crucial, as employees' perception of the organization drives the ability of achieving organizational goals (Hejjas et al., 2018). As the law enforcement agencies in Southwestern Arizona do not have strategies to overcome the fear of proactive enforcement engagement, it affects the concept of the importance of employee involvement and perception of achieving the organizational goals of the agencies. That the employees as well as the first-line supervisors do not have a role in their agencies' strategy creation, as determined by the two research sub questions, possibly reflects internal stakeholders' inability to affect directly positive organizational effectiveness.

While none of the participants gave any answers of negativity about their agencies, the only positive responses regarding their jobs, responsibilities, or roles were regarding their communities, each other, and the public. The attention paid to the internal stakeholders, employees, is an important aspect of creating the organizational culture, that a positive and strong organizational culture can turn an average employee into a

high-performance employee, while a negative or weak organizational culture may turn a high-performance employee into a less efficient employee, leading to organizational ineffectiveness (Gorondutse & Hilman, 2019).

During this research I focused on the employer-employee stakeholder relationship in law enforcement through the lens of the social identity approach. Employee involvement in an organization's corporate social responsibility operations is driven by the employees' perception of the organization (Hejjas et al., 2018). It is important for leaders to ensure that their employees have the technical abilities, behaviors, actions, and morality of law enforcement leaders that supports the organization's goal (Calvo & Calvo, 2018).

Through a review of prior research, I also determined the relationship of the stakeholder theory, ethics, and critical facets of how the internal stakeholders, the employees and/or the potential future employees see the organization affects their overall willingness to engage with external stakeholders, the public. The literature review also revealed a positive relationship between the internal stakeholder, internal communications, and public relations, with the internal communications being critical for organizational success (Cardwell et al., 2017).

The data collected from non-supervisory and supervisory personnel were analyzed separately and triangulated to determine common themes. This research was done as an exploration of the discernments, opinions, and interpretations of both supervisory law enforcement personnel and non-supervisory personnel, to answer the research question of how law enforcement agencies create strategies to overcome the fear

of law enforcement front line officers in conducting proactive enforcement engagement, without fear. The study was framed by the conceptual framework of Freeman's (1984) theory of stakeholders as the individual and/or groups who, without their support, an organization would not exist. I focused the study on the concept of the employer-employee stakeholder relationship through the lens of the social identity approach of when an employee identifies strongly with the organization, the employee's view of the external stakeholder is affected (Korschun, 2015).

While developing the organizational strategy, it is important that organizational leaders ensure their employees have the technical abilities while also having the behaviors and actions that are consistent with the organization's organizational goals (Calvo & Calvo, 2018). While the stakeholder theory does not dictate that all stakeholders have equal status within the organization, the legitimate concerns of the stakeholders should be addressed equally (Cragg, 2002). The stakeholder theory is a management theory grounded on moral treatment of stakeholders (Harrison et al., 2015), as stakeholder support assists the creation of and endurance of winning alliances (Bryson, 2004). It is difficult for organizational leaders to show that the organization/s engagement activities will have a positive effect on the organization's bottom line, so the leaders must deploy the organization's resources as effectively as possible to maximize the organization's value (Pless et al., 2012).

The findings did not answer the research question of how the strategies to overcome the fear of proactive enforcement engagement were created by Southwestern Arizona law enforcement and who are involved in the creation and implementation of the

strategies. The question of how strategies are created and implemented by law enforcement agencies to overcome the angst of proactive enforcement engagement due to fear of getting into trouble was not answered, as the non-supervisory personnel and the supervisory personnel (first-line supervisors) did not play any role in how strategies were created for their agency. The non-supervisory personnel role in the implementation of the strategies was only following the guidance given to them by their management. Further research is required and should include law enforcement leadership (second-line supervisors to agency head),

Upon analysis of the data collected from both the supervisory personnel and the non-supervisory personnel, it is unknown what role the internal stakeholder plays in law enforcement strategy creation, necessitating a need for further research. The analysis supported Korschun's (2015) standpoint on the social identity approach of when an employee identifies strongly with the organization, the employee's view of the external stakeholder is affected.

In terms of organizational strategy creation, community accounts for the organizational development, the organization's social activities, organizational strategies, innovation, venture growth, and organizational governance (Fisher, 2019). Relationships are a commonality shared by both the organization and the individual person, as individuals and organizations are both interdependent and founded by a structure of relationships that include employees, clients, and communities (Woermann & Engelbrecht, 2017). While modern organizations make it a priority to stress the profitability of the organization and the organization's social responsibility, the

organization must also consider the desires of the organization's suppliers, the clients, the community administration, and the employees (Retolaza et al., 2018).

The non-supervisory personnel role in the implementation of the strategies was only following the guidance given to them by their supervisors. The supervisory personnel also did not play a large role in the creation of strategies within their agencies, stating that management creates strategies. The supervisory personnel's role in implementing the strategies is limited to directing their subordinates in the new strategies and or policies. Upon analysis of the data collected from both the supervisory personnel and the non-supervisory personnel, it is unknown what role the internal stakeholder plays in law enforcement strategy creation; therefore, necessitating a need for further research.

The internal stakeholder concept is important for law enforcement's creation of strategy as it is accentuated based on an organization's past policy making strategy and can endure or amplify the social pressure for additional policy changes (Arnold & Long, 2018). Engaging with stakeholders is an important component for organizational success. When an organization practices stakeholder engagement, the potential for producing benefits exceeds the normal status of civic accountability (Baldwin, 2018). Research has shown that when organizations make the necessary arrangements to reduce the barriers for stakeholder participation and educate the organization's stakeholders about the organizations policies and strategies unified deliberation and consensus-seeking is increased (Baldwin, 2018).

The themes that emerged from the analysis of non-supervisory interviews were lack of fear, policy, job, and people. The non-supervisors interviewed had no fear of

conducting proactive enforcement engagement, having the belief that if they followed policies, procedures, and supervisor guidance there would be no negative ramifications for proactive enforcement engagement. This concept was related to the second concept of the policy, in that the non-supervisory participants relied on the assumption that if they stayed within policy and followed the direction of their supervisors they would not get into trouble. The concept the job and that the participants believed that the job was important and the final concept of people, that the driving factor displayed was for people, either the people of the community or the people within their organization, and their peers enforces Korschun's (2015) social identity approach of when an employee identifies strongly with the organization, the employee's view of the external stakeholder is affected.

The concepts identified through the analysis of the supervisory personnel interviews were lack of fear, tools, role, and team. As with the non-supervisory personnel, the first concept that emerged from the data analysis from the supervisory personnel was the lack of fear. Fear was a concept that emerged not due to all the participants being fearful; fear is a concept based on the lack of fear of proactive enforcement engagement. The concept of tools emerged from the data analysis as the supervisory personnel were responsible for ensuring the employees have the right tools needed to complete the job, with the tools being having proper equipment, proper training, support, and knowledge of policies for the agents to meet the required goals. This concept was related to the concept of their role, believing that it was the role of the supervisory personnel to teach and mentor the personnel they led.

The fourth and final concept that emerged from the data analysis was unit or team. The driving factor that the supervisory personnel had was to their unit, team, or group. The supervisory personnel believed it was their responsibility to ensure that all members of their team were successful and that they went home each day. These concepts reinforce Freeman's (1984) stakeholder theory that stakeholders are the individuals and/or groups who, without their support, an organization would not exist, along with the employer-employee stakeholder relationship through the lens of the social identity approach that explains how when an employee identifies strongly with the organization, the employee's view of the external stakeholder is affected (Korschun, 2015).

Limitations of the Study

The main limitation that arose was non-supervisory personnel and the supervisory personnel (first-line supervisors) did not play any role in how strategies were created for their agency. Further research is required to answer this question, potentially directed towards law enforcement agency leadership.

The COVID-19 pandemic also created a limitation. The required restrictions that each participating agency had regarding their employees and the need to maintain safe social distancing needed to be overcome to ensure participant and researcher health safety remained paramount. The additional workload required for me and the participants was also a limitation; however, rescheduling was done to ensure participants were able to participate in a manner that was best for them. The need to reschedule arose on more than one occasion.

Limitations of this study included the need for gaining the trust of law enforcement agency personnel to ensure that their responses would not be reported to their agency and that their anonymity would not be compromised. My employment as a supervisory law enforcement practitioner played a role in this limitation as non-supervisory participants would potentially see my practitioner supervisory experience a possible future disciplinary problem if their confidentiality was not adhered to. On more than one occasion, when I asked the participants if they would expand their answers, they declined to expand. This limitation was overcome through the explanation of the university ethics requirements, my known character and experience working with the different agencies, and the assurance that their identities would only be known to me and the Walden University IRB.

The topic was also a potential liability as the research topic and the anti-police climate of the current time. I ensured that there was a clear separation of my role as a researcher and my role as a supervisory law enforcement practitioner. I offered clear explanations of the research and guaranteed the confidentiality of the participants. The participant flyer and consent form clearly articulated that their responses would not be reported to their agency and that their anonymity would not be compromised.

Recommendations

The employees and the first-line supervisors not having a role in their agencies' strategy creation possibly reflects internal stakeholders' potential inability to affect directly positive organizational effectiveness. I recommend further study on the internal stakeholder's role in law enforcement strategy creation, from both the internal

stakeholder perspective and the leadership perspective, individually as a case study or together as a multiple case study. I also recommend further research into why the agencies do not have any known strategies in place for overcoming the officer's fear of proactive enforcement engagement, through a case study with data collected from law enforcement leadership.

Implications

The significance of this study is the advancement of positive social change through the exploration of the strategies created by law enforcement to overcome the fear of proactive enforcement engagement in the perspective of the internal stakeholder, while furthering the research of the stakeholder theory with an emphasis on internal stakeholders. While this research was centered on the law enforcement personnel being afraid of proactive enforcement engagement, more improvements are required by law enforcement to bring together the public and law enforcement.

Identifying that law enforcement internal stakeholders are not playing a role in strategy creation leads to a path to find ways correct this situation to increase employer/employee relations, adhering to the importance of the internal stakeholders' role creating organizational pride. Increasing organizational pride can also advance public value through organizational commitment and organizational values, which play a crucial role in the success or failure of an organization (Panahi et al., 2017).

Law enforcement is established as a critically important public body in most countries that is the only organization with legitimate option to use violence to accomplish their dictated authorization to secure public order and to assure the security

and safety of law-abiding citizens (Mason et al., 2013). Managing stakeholders' perceptions allows organizational leaders to formulate strategies and is considerably more permissive than solely managing the bottom line (Parmar et al., 2017).

While it is understood that stakeholders can be a hindrance to an organization's strategic planning, organizational leaders must be able to take on the difficult task as trust among members can influence the success of an organization (Fairholm & Fairholm, 2000). Mason et al. (2013) highlighted the importance of trust in law enforcement by the public as that in most of the world, law enforcement is the only organizations that has the legitimate option to use violence to accomplish their dictated authorization to secure public order and to assure the security and safety of law-abiding citizens (Mason et al., 2013). The result of law enforcement having a fear of being disciplined, prosecuted, or sued due to their hesitating in dangerous situations endangers both law enforcement and the public (Maguire et al., 2016).

Prior research has led to the concept that employee involvement in an organization's corporate social responsibility operations is driven by the employee's perception of the organization (Hejjas et al., 2018). It is important for leaders to ensure that their employees have the technical abilities, behaviors, actions, and morality of law enforcement leaders that supports organization's goal (Calvo & Calvo, 2018). Prior research also determined the relationship of the stakeholder theory, ethics, and the critical facets of how the internal stakeholders and/or the potential future employees see the organization affects the overall willingness to engage with external stakeholders, implying the importance of including the employee in strategy creation.

Through previous extensive research on responsible leadership with a consistent focus on the accountability that stakeholders expect leaders to live up to but there was no clear agreement on the actual nature and scope of the leader's responsibility toward the stakeholder (Patzner et al., 2018). As previously mentioned, the concepts found during the data analysis reinforces Freeman's (1984) stakeholder theory that stakeholders, the individual and/or groups who, without their support, an organization would not exist; along with the employer-employee stakeholder relationship in the lens of the social identity approach of when an employee identifies strongly with the organization, the employee's view of the external stakeholder is affected (Korschun, 2015).

This study contributed to expanding the knowledge of law enforcement strategy creation, which is a direct factor in the decision-making of law enforcement personnel. Based on the findings, a new path to research the internal stakeholder's role in law enforcement strategy creation may fill the gap and increase the internal stakeholders' trust in leadership.

While law enforcement strategies are always changing, law enforcement personnel hate change (Kalyal et al., 2018). Kalyal et al. (2018) posited that one reason for failed strategies in law enforcement is the disconnect between the leadership and front-line officers. This failure in law enforcement strategies formed the specific aspects of the research problem that are addressed in the study was an exploration of how law enforcement agencies create strategies to overcome the fear of law enforcement front line officers in conducting proactive enforcement engagement, without fear. The research focused on the law enforcement agency's stakeholder concept toward the internal

stakeholder in line with Miles' (2015) idea of the employee is an organization's primary stakeholder and Winkler et al.'s (2018) concept of relationship building between internal and external stakeholders.

The problem of law enforcement frontline officers being less willing to perform proactive enforcement engagement due to fear of getting into trouble (Nix & Wolfe, 2018) is an issue that greatly affects law enforcement and hinders the establishment of a cooperative relationships necessary for the function public safety (Peyton et al., 2019). Through the exploration of the discernments, opinions, and interpretations of both supervisory law enforcement personnel and non-supervisory personnel, seeking to answer the research question of how does law enforcement agencies create strategies to overcome the fear of law enforcement front line officers in conducting proactive enforcement engagement, without fear resulted in the need to further research the internal stakeholder's role in law enforcement strategy creation, allowing for future growth in the study of the stakeholder theory.

As previously mentioned, the COVID-19 pandemic placed additional undue burdens on the qualitative data collection. The semi-structured interviews still elicited sufficient data that resulted in the knowledge that the non-supervisory personnel and some of the supervisory personnel did not play a role in the creation of law enforcement strategies, other than the actual practice of following the strategies.

The analysis of the non-supervisory personnel's expectations, discernments, opinions, and interpretations resulting in the four concepts, lack of fear, policy, job, and people. The analysis of the data collected through in-depth semi-structured interviews

focused on the expectations, discernments, opinions, and interpretations of supervisory law enforcement personnel to answer the research question resulted in the concepts of the lack of fear, tools, role, and team. The supervisory personnel and the non-supervisory personnel all stated unanimously that there was no perceived fear to conduct proactive enforcement engagement. The supervisory personnel also agreed that it was their responsibility to ensure their personnel had the tools to do their job, tools identified as equipment, training, and policy reminders.

Conclusions

This descriptive multiple case study corroborated prior research about the employer-employee stakeholder relationship and the social identity approach of when an employee identifies strongly with the organization, the employee's view of the external stakeholder is affected (Korschun, 2015). As the frontline non-supervisory law enforcement personnel did not have a role in the creation of law enforcement strategy opens up a new line of research needed to strengthen the employer-employee stakeholder relationship.

The non-supervisory personnel overwhelmingly believed that if they followed the set policies of their agencies, they would be able to do their jobs without fear. This research also determined that the supervisory law enforcement personnel believed it was their duty to ensure that personnel were trained on policies and to continue mentoring their personnel. Supervisory personnel also believed it was their responsibility to ensure that their personnel had the right training and the right equipment to do their jobs.

The important takeaway gleaned from this research is that the relationship between law enforcement and the community was not a relationship built on anger and frustration as both the supervisory law enforcement and non-supervisory law enforcement personnel did not fear proactive enforcement engagement.

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Appendix A: Interview Guide

Appendix A: Interview Guide

Interview Details:

Interviewer Name _____

Participant Name _____

Interview Date/ Time _____

Interview Location/Method _____

Preliminary Interview Protocol Actions:

1. Ensure the participant has consented.

The purpose of this qualitative multiple case study is to explore how law enforcement agencies create and implement strategies to overcome the problem of law enforcement personnel being less willing to perform proactive enforcement engagement due to fear of getting into trouble and who participates the creation of the strategies. This interview is being recorded and will be transcribed by the researcher or a professional transcriptionist service. Do you have any questions about the research and research procedures?

Interview Questions:

1. What is your position in law enforcement?
2. How long have you been in this position?
3. What is your race? (Optional)
4. How long have you been in law enforcement?
5. What areas in law enforcement have you worked and how long did you

hold those positions?

6. What is your background in or understanding of the stakeholder theory?
7. How does your agency create strategies, and have they created any strategies to overcome the fear of proactive enforcement engagement?
8. How does your agency's leadership promote policies and values that align with the strategies for overcoming fear of proactive enforcement engagement?
9. What is important for you concerning strategy creation to overcome the fear of proactive enforcement engagement?
10. What is your role in your agency's creation of strategies?
11. What strategies have shown some success for your agency?
12. How does your agency assess the success of the strategies?
13. What role does your agency's leadership play in the implementation of strategies?
14. Based on your experience, what are some of the consequences of not having good strong strategies in place to overcome the fear of proactive enforcement engagement?

Conclude by asking if the participant has any additional questions.

Appendix B: Theme Quotes From Non-Supervisory Participants

Theme - fear (lack of)

Officer 1, a Sherriff Deputy - "I never heard of anyone being afraid of proactive enforcement engagement."

Officer 2, a Police Officer - "I never came across that issue."

Officer 3, a Border Patrol Agent – "Never heard of being afraid to be proactive."

Officer 4, a Border Patrol Officer – "Uh, I am not afraid of proactive enforcement, I basically just took an oath to, to enforce the laws of the United States and, uh, uh, I go out and do the best I can each and every day to, to affect those".

Officer 5, a Police Officer – "Well, I've never had a fear for proactive activity."

Officer 6, a Border Patrol Agent – "Uh, mine, uh, basically, uh, no fear of it, my strategy is to just keep as lower profile as possible, uh, and, uh, continue, uh, doing the job that I was trained."

Officer 7, a Police Officer – I basically, uh, have no fear of doing my job."

Officer 8, a Sherriff Deputy – "I never really heard of being afraid of proactive enforcement engagement. Personally, I believe in doing my job the best way I can and to go home every day. As I see it as long as you're within the law and policies you are covered."

Officer 9, a Border Patrol Agent – "I am not afraid of doing my job."

Officer 10, a Border Patrol Agent - "Never heard of anyone being afraid to be proactive. As long as you're within policy the agency's gonna have your back, right."

Officer 11, a Border Patrol Agent – “Never really heard that. I can see other places having that issue but not here. We don’t have that hate the police mentality here.”

Officer 12, a Border Patrol Agent – “Never heard of anyone being afraid to be proactive. As long as you're within policy your gonna have my back, right.”

Theme - Policy

Officer 1, a Sherriff Deputy - “You know as I understand it as long as you’re within policy, they’ve always preached that as long as we’re within policy, they will have your back.”

Officer 2, a Police Officer - “The policies are implemented for our protection because we're the ones out there handling, the calls.”

Officer 3 - “Uh, you know, I, as long as you're, uh, within policy, they've always preached it as long as you’re within policy, the, uh, the agency's gonna have your back, right.”

Officer 4, a Border Patrol Agent - “The policies we are taught helps keep us out of trouble.”

Officer 5, a Police Officer - “I think ever since we've had body cams which is recently implemented. I think like about a year a few years ago. I believe that since then. It really puts my mindset, like I'm being recorded all the time. So, I have proof that I followed policies:

Officer 6, a Border Patrol Agent - “The policies are there to protect us from doing the wrong things.”

Officer 7, a Police Officer – “I try to make sure I know the policies for the many situations that come up. As long as I follow the rules the bosses stay off my back.”

Officer 8, a Sherriff Deputy – “As I see it as long as you’re within the law and policies you are covered.”

Officer 9, a Border Patrol Agent – “I am not afraid of doing my job, my strategy is to just stay within the policies and uh, do the best I can.”

Officer 10, a Border Patrol Agent, also stated that by staying within policy the agency will have your back.

Officer 11, a Border Patrol Agent = “As long as I know the policy, I am good.”

Officer 12, a Border Patrol Agent = As long as you’re within policy your gonna have my back right”

Theme - Job

Officer 1, a Sherriff Deputy - “I believe in protecting my country, protecting the citizens, protecting the constitution over any political party. That’s my job. That’s my duty.”

Officer 2, a Police Officer - “We're very lucky to have a community that we have because in other cities it's completely different. That’s why my duty is my job”.

Officer 3 - “my duty is the job.”

Officer 4, a Border Patrol Agent - “it’s my duty go out and do the best job I can each and every day.”

Officer 5, a Police Officer - “the job is my duty, and my duty is the job.”

Officer 6, a Border Patrol Agent - “It is my duty to do the best job I can.”

Officer 7, a Police Officer – “Do the best I can on the job.”

Officer 8, a Sherriff Deputy -My job is important, I think my only fear is not being proactive.”

Officer 9, A Border Patrol Agent – “I do the job to make my family and my community safer.”

Officer 10, a Border Patrol Agent – “we have a responsibility to the job.”

Officer 11, a Border Patrol Agent – it’s my duty to go out and do the best job I can.”

Officer 12, a Border Patrol Agent, being prepared is part of the job.”

Theme - People

Officer 1, a Sherriff Deputy - “My debt and my obligation is to my fellow citizens, my partners and my country.”

Officer 2, a Police Officer - “I take my car out in my area and help out my fellow officers on my squad.”

Officer 3, a Police Officer - “my duty is the job, for my fellow citizens, my partners, and my country over anything else. So, uh, I have that work ethic.”

Officer 4, a Border Patrol Agent - “it’s my duty go out and do the best job I can each and every day, to affect my partners and the civilians.”

Officer 5, a Police Officer - “my role was just my role was to pretty much take my car for service in my area and help out my fellow officers on my squad.”

Officer 6, a Border Patrol Agent - “I do what I do for my partners, family, and the people in my community.

Officer 7, a Police Officer – Policies should be made to protect the people, the citizens, and officers.”

Officer 8, a Sherriff Deputy – “You have to be proactive to protect people.”

Officer 9, a Border Patrol Agent – “I do the job to make my family and my community safer.”

Officer 10, a Border Patrol Agent – “Our strategies help us protect the community.”

Officer 11, a Border Patrol Agent - ‘Strategies should be made to protect the team as well as the public.’”

Officer 12, a Border Patrol Agent – When we do the right thing, we are good in the eyes of the public, they are why we are here.

Appendix C: Theme Quotes From Supervisory Participants

Theme - fear (lack of)

Supervisor 1, a Supervisory Border Patrol Agent - "We don't have that problem."

Supervisor 2, a Supervisory Police Officer - "We don't have that here, when I see the conformations between the police and the public on the news from other parts of the country, I am glad that I work in Yuma. We get along with our community."

Supervisor 3, a Supervisory Border Patrol Agent – "Fear? No, we don't fear that. We get a long great with civilians."

Supervisor 4, a Supervisory Sherriff Deputy – "We don't really have that here. Well, uh by making sure they deputies know the policies and the pulse of the county as well as what is going on with the other agencies keeps things level."

Supervisor 5, a Supervisory Border Patrol Agent – "I don't see fear of proactive enforcement engagement. I see everything on the news from the cities out east and we don't have that problem here. We get along great with our community."

Supervisor 6, a Supervisory Police Officer – "There is no issue here but with the current climate we need to make sure our officers are making the right decisions and make sure they know everyone is watching what they do."

Supervisor 7, a police supervisor - "I make sure my people have the tools and understanding of the strategies and the policies."

Supervisor 8, Supervisory Border Patrol Agent – "Never heard of anyone being afraid to work."

Supervisor 9, Supervisory Border Patrol Agent – Not really, never heard that before."

Supervisor 10, Supervisor 8, Supervisory Border Patrol Agent –Fear? Never heard of being afraid to be proactive”

Supervisor 11, a Supervisory Border Patrol Agent – “We discuss the things that are on the news, fortunately we don’t have those problems here. We get along pretty good with the community.”

Supervisor 12, a Supervisory Border Patrol Agent – “Never heard of anyone being afraid to work.”

Theme - Tools

Supervisor 1, a Supervisory Border Patrol Agent - “The strategy is to make sure that we educate our agents or our officers making sure that they have the tools and understand the law and the limits and what we can do.”

Supervisor 2, a Supervisory Police Officer - “Our job is based on tools, our duty belt, our vehicle, and our minds. Knowing the law, policies, and the rules are the tools that will keep you safe.”

Supervisor 3, a Supervisory Border Patrol Agent - “You know giving them the proper tools to try to help them.

Supervisor 4, a Supervisory Sherriff Deputy - “I make sure I am prepared for each shift and make sure all of my team is equipped with the right tools and are ready.”

Supervisor 5, a Supervisory Border Patrol Agent - “The most important thing is to make sure everyone goes home after their shift. Give them the tools they need and give them reassurance that I have their backs.”

Supervisor 6, a Supervisory Police Officer - “Ensuring that all the officers have the right tools, training and the right mindset and make sure they know that I have their backs.”

Supervisor 7, a Supervisory Police Officer – “Well, we make sure the officers are given the right education and reasons behind the strategies. I make sure they have the right tools. Equipment and knowledge.”

Supervisor 8, Supervisory Border Patrol Agent – “I just make sure my team has the training and the tools they need.”

Supervisor 9, Supervisory Border Patrol Agent – make sure they have the right equipment.”

Supervisor 10, a Supervisory Border Patrol Agent – I make sure they have the training and the tools to succeed.”

Supervisor 11, a Supervisory Border Patrol Agent – “Safety, training and tools to go home at the end of the day.”

Supervisor 12, a Supervisory Border Patrol Agent – “I just make sure my team has the training and tools they need.

Theme - Role

Supervisor 1, a Supervisory Border Patrol Agent - “Well the most important thing is my role to make sure we give the confidence to the officer or the agent for him to do the job that he’s put out there to do regardless of if you’re enforcing local or state or federal law.”

Supervisor 2, a Supervisory Police Officer - “It’s my duty, my role to ensure that they have what they need to succeed.

Supervisor 3, a Supervisory Border Patrol Agent - “My role is the back them up and make sure they have everything the need to go home at the end of the day.”

Supervisor 4, a Supervisory Sherriff Deputy - “My role is to make sure that the deputies are kept up to date and are reminded to stay within the policies.”

Supervisor 5, a Supervisory Border Patrol Agent - “giving them the proper tools to try to help them.”

Supervisor 6, a Supervisory Police Officer - “My role is to make sure my team knows the policies and that they have the right equipment and frame of mind.”

Supervisor 7, a police supervisor - “My role is to make sure the officers have the right education and reasons behind the strategies.”

Supervisor 8, Supervisory Border Patrol Agent – “I just make sure my team has the training and the tools they need, that is my primary role.”

Supervisor 9, Supervisory Border Patrol Agent – “It is my role to make sure the agents are protected and that they are making the right decisions,”

Supervisor 10, a Supervisory Border Patrol Agent – my role is to set the example.”

Supervisor 11, a Supervisory Border Patrol Agent – “It is my role to try and keep the unit motivated.”

Supervisor 12, a Supervisory Border Patrol Agent – “My role is to make sure I know what the potential issues will be and keep the team in the know.

Theme - Team

Supervisor 1, a Supervisory Border Patrol Agent - “Give the team the reassurance that I have them covered.”

Supervisor 2, a Supervisory Police Officer - "The team's success is my success."

Supervisor 3, a Supervisory Border Patrol Agent - "I have to look out for my team."

Supervisor 4, a Supervisory Sheriff Deputy - "My team depends on me."

Supervisor 5, a Supervisory Border Patrol Agent - "My main job is looking out for my team."

Supervisor 6, a Supervisory Police Officer - "I try to practice what I preach and set a good example for my team."

Supervisor 7, a police supervisor - "I make sure my team has the right tools, equipment, and knowledge."

Supervisor 8, Supervisory Border Patrol Agent - "I make sure my team has the training and the tools they need."

Supervisor 9, a Border Patrol Supervisor - "It is important that the agents know the policies together as a team."

Supervisor 10, a Border Patrol Supervisor - "My team is important, I stay late and help with casework."

Supervisor 11, a Supervisory Border Patrol Agent - "I also make sure my team knows I will back them up?"

Supervisor 12, a Supervisory Border Patrol Agent - "I just make sure my team has the training they need."

Appendix D: Participant Recruitment Letter

Subject Title: Stakeholder Theory and Law Enforcement Strategy Creation

Subject Description: I am seeking to recruit non-supervisory law enforcement personnel and law enforcement supervisory personnel for a study on examining what are the strategies that law enforcement agencies create and implement to overcome the fear of proactive enforcement engagement and who participates in the creation of the strategies?

The reason and benefit of the study: The results from this may contribute to law enforcement agencies in making sound and effective organizational strategies.

Based on your experience in law enforcement, I would like to take 30- 45 minutes of your time to discuss your thoughts on the strategies that law enforcement members and leaders use to overcome the fear of proactive enforcement engagement.

The criteria for interviewee follow:

- A. For non-supervisory law enforcement, have successfully completed probation period for position as a law enforcement officer/agent.
- B. For law enforcement leaders, have successfully completed probation period for the position as a law enforcement supervisor.

If you feel you met the required criteria, I would like the opportunity to speak with you regarding your voluntary participation in this study. The objective of the study is to explore the lived experiences of members of law enforcement and law enforcement leaders. An in-depth description of your understanding on the phenomenon will contribute to useful information that may be useful for law enforcement agencies, other government agencies, universities, and other business organizations.

To participate in this study, please contact me at with your name, email, and telephone number at: james.wright4@waldenu.edu

I look forward to learning more from your experience with the law enforcement practices on the creation of strategies.