



Gender and Police Officer's Perceptions of their Job Performance: An Analysis of the Relationship between Gender and Perceptions of Job Performance in an Irish Sample.

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Abstract

A replication of Suman Kakar (2002) 'Gender and Police Officers' Perceptions of Their Job Performance: An Analysis of the Relationship Between Gender and Perceptions of Job Performance' was carried out amongst *An Garda Síochána*, Ireland's police force. Using self-report methodology, 104 male and 40 female members of *An Garda Síochána* were asked to rate their job performance through a questionnaire containing 39 areas involving in the role of a police officer.

Results echoed the original study and found there was no statistical differences in how male and female officers perceive their job performances when levels of education and years of experience are controlled for. These results suggest that male and female members of *An Garda Síochána* are equal in their job performance and the communicative, administrative and negotiating skills associated with the police profession. Results also confirm reliability and validity of the original Kakar study. Further studies may benefit from comparing the self-reported perceptions to an actual assessment of job performance to distinguish reliability of job performance perceptions.

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I wish to thank the Garda Research Review Board for granting permission to conduct the research and Chief Superintendent Mark Curran of the Dublin Metropolitan Region (DMR) North Division for allowing research to take place in this division.

Finally, I am deeply grateful to the members of *An Garda Síochána*, specifically members based in the Ballymun, Clontarf, Coolock, Howth, Raheny and Santry stations of the DMR North Division who spared their time to participate in this study and made this research study possible.

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Research on gender differences, particularly in the workplace, is continuously needed in the field of psychology. Although the number of women entering the workplace has risen steadily in the last few decades, issues fueling gender equality in the workplace are still present such as unequal pay, sexual harassment, racism and promotion bias. With this, studies investigating the role of women in the workplace along with other associated gender issues, have become topical areas of research in recent year, with key issues in different areas of work continuing to be addressed (Hankivsky, Springer & Hunting, 2018, Hind & Baruch, 1997) Research conducted in the mid 90's on gender inequality with promotions and wages found that promotions significantly increase wages for men but not for their female counterparts (Hersch & Viscusi, 1996). The gender paygap appears to still be an issue 20 years later with human resources data from the Ohio State University showing a persistent 11% pay gap among their faculty all residing in the same job classification. (Chen & Crown, 2019)

Results from a study by Greenhaus and Parasuraman (1993) researching gender and race effects on job performance attributions also echoes previous findings stating the successful performance of women in the workplace was less likely to be attributed to ability than the performance of men. Although previous studies have suggested that job performance ratings generally favour females, a study from almost two decades later than the Greenhaus and Parasuraman research echo their findings and found ratings of promotion potential were higher for males. (Roth, Purvis & Bobko, 2010) Job performance can be difficult to measure in some occupational settings and may needed to be categorised into different aspects to identify the sources of variability in one's job performance (Ellington & Wilson, 2017). Research has also shown that men and women appear to have different information bases when evaluating job performances and may

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consider different attributes of their role more important than others (Hind & Baruch, 1997).

A study concerning the relationship between gender and job performance amongst Wall Street brokerage firm equity analysts found although women cover on average one less stock than men, women were more highly regarded by their clients and therefore seen to outperform men from their client's perspective. (Green, Jegadeesh & Tang, 2009) This of course varies for each job role. In some occupational settings, a woman's input may not be regarded valid or equal to their male colleagues or vice versa. This may be down to stereotypes held over what profession is most suited for each of the genders. Stereotype threat can be damaging as it may prevent someone from potential contribution and involvement in their work role as they view themselves as unequal members. (Nielsen & Huse, 2010)

Women entering occupational settings that were once male dominated is one area that is in particularly topical or one of focus when researching gender differences. It has found to be useful in providing information and statistical figures on issues within predominately male occupational settings such as discrimination, marginalisation and sexual harassment. (Walker & Bopp, 2010) Law enforcement settings like that of police organisations, have historically known to be of predominately male capacity (Marsh, 2019). Whilst this remains to some extent, figures from 2016 have shown female presence in *An Garda Síochána* to have significantly increased in the past 10 years. An article published in *The Journal* presented that the number of female gardai has risen by 1000 members with female gardai only making up less than a fifth of the force in 2006 with 2,323 members. As of 31st of August 2016, the number of female gardai in the force has risen to 3,370. This represents just over a quarter (26.2%) of the 12,850 members of *An Garda Síochána*. (Fitzpatrick, 2016)

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The year 2019 marks the 60th Anniversary of women joining *An Garda Síochána*. Ireland significantly lagged other European countries who were recruiting female police officers at the beginning of the 19th century, such as the UK who appointed their first female police officer in 1915. Despite women's increasing presence in the force, there is a noticeable gap in the literature when it comes to research into gender differences within an Irish policing sample. Most literature observing gender differences among law enforcement officers comes from American sources. Whilst this still proves useful in our knowledge of the ever-changing gender dynamics amongst once male dominated professions, we're unable to draw definite conclusions on the changing aspects amongst *An Garda Síochána*, including gender differences and job performance perceptions.

Regarding the topic at present, job performance can be broken down into many different categories and that of the role of a police officer entails many different tasks. Whilst it involves the obvious public facing tasks such as policing the community and confronting violent individuals or those participating in criminal behaviour of all levels, officers are required to carry out administrative work, abide by deadlines and sometimes take part in community action projects. The majority of studies regarding policing strategy and performance has seen to focus on citizen's perceptions of their local police and their ability to communicate with their addressed community. (Reisig & Giacomazzi, 1998) There appears to be a noticeable gap in the literature for job performance perceptions and gender from within the force and this may be explained by some issues that can appear with self-report methodology as there may be a desire to look good by participants can distort the data intentionally or unintentionally. (Stone, Bachrach, Jobe, Kurtzman, & Cain, 1999)

Recent studies have provided evidence of the existing negative perceptions that male police officers have on their female counterparts and their duties in the role. A study

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that collected data from 127 Bosnian policemen found that although the majority viewed women equally as effective as men in pursuing all areas of policing, many still cling on to stereotypical views. (Muftić and Collins, 2013) The male officers who participated in the study uniformly conveyed negative perceptions on women officers handling violent situations and the results inferred that male officers thought themselves more capable in controlling crowds, arresting intoxicated persons and arresting known felons. In the past, women were primarily employed to fulfil stereotypical feminine jobs such as guarding juveniles and female inmates. (Rabe-Hemp, 2008) Whilst this particular study provides insight into how male Bosnian police officers view their female colleagues, it fails to tell us how female officers view the performance of their male counterparts or how either of the sexes compare in actual job performance.

The study in which this present study is replicating, conducted by Suman Kakar (2002) used self-report survey methodology for obtaining police officers perceptions of their individual job performance and compared the results of men against females to see if there was a significant difference in how male and female officers view their ability to carry out the role. It was found that there were no significant differences as such with male and female officers' perceptions of their job performance but found female officers to report lower levels of job satisfaction than their male counterparts. This further contributes to findings that female officers experience low levels of job satisfaction and job-related depression when they are in minority in their department or making up less than 15% of the department. (Krimmel & Gormley, 2003) Kakar's study is developed on from a previous study they conducted 4 years prior which also used self-report survey methodology to examine the relationship between police officer's job performance perceptions and their education level. (Kakar, 1998) It was reported that police officers with higher levels of education perceived themselves as performing better in several job

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performance areas across the role as a police officer. The job performance indicator used in the 2002 study was based off this of the 1998 study with a few minor amendments made. Its aim was to investigate the relationship between police officers job performances perceptions and their individual education levels. (Kakar, 2002) The latter study then focused on the relationship between gender and job performance perceptions in police officers to observe if there were any differences in how male and female officers rated their performance rather than view police officers' self-evaluations as a whole.

There is scarce literature or studies available showing police officers using self-report survey methodology in rating their performance in each area of police work. A study investigating police officers' perceptions of their handling with persons of mental illness highlighted that officers did not feel they were given adequate training for handling those with mental illness. (Wells & Schafer, 2006) Self-report survey like such may be useful in highlighting areas of their job where further training is required.

It is important to revisit and update patterns of gender equality in areas once predominately male or female oriented to account for the changing gender dynamics that come with time. This can be said for police organisations where the number of female officers entering the force is at a steady rise. (Luo, Schleifer & Hill, 2019) The decision to replicate a previous study was made after research into the current replication crisis in the field of psychology. Weak research practises have led to high rates of failure to replicate and failure to obtain if past measures are successful in testing statistical hypotheses. (Shrout & Rodgers, 2018) The replication of this study may share information on whether there is a significant difference in male and female job performance perceptions in whilst also highlighting areas that officers may find difficulty with and would benefit from more training in such area. There has been no research of this sort conducted amongst an Irish sample, and culture may play a part in differences found in perceived perceptions.

Method

Participants

One hundred and forty-four members of *An Garda Síochána* participated in this study. Recruitment was conducted through convenience sampling in six different Garda stations in the Dublin Metropolitan Region. A number of demographics were collected at the beginning of the self-report job performance questionnaire. The sample consisted of 104 men (72.2%) and 40 (27.8%) women. The participants ages ranged from 18 to 64, with the majority of the sample lying in the 35-44 category (41%). The majority were found to report their marital status as 'married' (47.2%) and all participants reported to be of Caucasian ethnicity. Several different ranks of Garda participated in this study including 127 Gardaí, 15 Sergeants, 2 Inspectors and 1 member listed as 'other' when asked to define rank.

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Table 1: Demographic Characteristics of Respondents

	M	%	n
Highest degree achieved			
Secondary school or less		34	49
Bachelor's degree		59.7	86
Master's degree		6.3	9
Gender			
Male		72.2	104
Female		27.8	40
Current age			
18-24		7.6	11
25-34		35.4	51
35-44		41	59
45-54		11.1	16
55-64		4.9	7
65 or above		11	7.6
Race			
White		100	144
Marital status			
Married		47.2	68
Not married*		52.8	76
Rank			
Garda		88.2	127
Sergeant		10.4	15
Inspector		1.4	2
Other		0.7	1
Age at hiring	24.13		
Years of experience	12.10		

* Not married included the categories of single not married, living with partner, separated, divorced, widowed and prefer not to say.

Measures/Materials

The job performance indicator was constructed by Suman Kakar for the study in which this is replicating, 'Gender and Police Officers' Perceptions of Their Job Performance: An Analysis of the Relationship Between Gender and Perceptions of Job Performance' (Kakar,2002). The survey was estimated to take each participant 8 to 10 minutes to complete. The survey will be obtained through Google forms and participants accessed it from a QR code provided on an information sheet or by electronic link sent directly to their email by the researcher. Information regarding the nature of the study and a consent agreement were displayed on the first section

The survey will first ask some demographic questions- gender (IV), current age, race, marital status, highest degree completed, rank, age at hiring and years in department. They will then be asked to rate their performance on each of 40 performance indicators using the five-point Likert-scale - 1=unsatisfactory, 2=needs improvement, 3=satisfactory, 4=above satisfactory, and 5 = outstanding.

Using a Likert scale, they will be asked to rate themselves of each on this 5-point scale: 1=*unsatisfactory*, 2=*needs improvement*, 3=*satisfactory*, 4=*above satisfactory*, and 5 = *outstanding*.

Design

A quantitative, cross-sectional research design was used to examine the differences between men and women's perceptions of job performance in the police force. It will be a between-groups design as all participants will be given the same survey. Background variables to be collected in the survey will include current age, race, marital status, age at recruitment, rank and years of experience. Education levels and years of experience within *An Garda Síochána* will be used as control variables. Gender will act as the independent variable in the study, with job performance perceptions acting as the dependant variable.

Data will be collected through self-report survey methodology. Participants will be given a survey containing 40 job performance indicators.

From the results, mean differences will be observed to determine the relationship between gender and job performance perceptions in *An Garda Síochána*.

Procedure

Permission from *An Garda Síochána* had to be obtained before participants could be approached. Contact details for Dr Mary Walker, Research Psychologist of Templemore, Garda College were acquired to ask for the necessary proceedings for seeking permission for research among members of *An Garda Síochána*. The Garda Research Unit (GRU) require a research protocol document to be completed by any individual, academic institution or agency carrying out research into or behalf of *An Garda Síochána*, or requesting the assistance of *An Garda Síochána* data, personnel or resources. The document provides a summary of the aims, objectives and method of which the proposed study will be carried out along with the expected benefits of research to *An Garda Síochána*. The researcher also provided their intended questionnaire and/or interview guide and sign a research data processing agreement to comply with the GRU Protocol.

Once the research protocol forms were completed, they were returned to be assessed and approved by Garda Research Review Board. Once the research proposal was approved by the Garda Research Review Board, the board contacted the Chief

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Superintendent of the DMR North Division to see if they had any objections to research taking part in this region.

After permission to proceed was granted by the Chief Superintendent of the DMR North Division, the information sheet with the QR code for obtaining the survey was hung on several noticeboards across the six stations participating in the study. These information sheets were left for a two-week collection period so that members of *An Garda Síochána* could complete the survey at their leisure. The researchers email address was also displayed on the information as an alternative option if potential participants were unable to access the questionnaire through the survey. If this was the case, the researcher sent the link of the questionnaire form directly to the person inquiring through email if they wished to proceed with the study.

Results

Descriptive Statistics

Table 2: Means and Standard Deviations for Men and Women

Variable	Men (n=104)		Women (n=40)	
	M	SD	M	SD
Ability to take right action without help from the supervisor	4.03	.599	3.78	.832*
Manage extra work	3.79	.720	3.68	.944*
Deal with angry community members	3.93	.827	3.78	.660
Accept suggestions	4.12	.780	4.08	.694
Willingness to accept change	3.68	.804	3.68	.888
Report colleagues' illegal activity	3.19	1.133	3.30	1.137
Report colleagues' unethical activity	2.99	1.029	3.05	1.085
Decision making in the absence of clear guidelines	3.92	.602	3.55	.846*
Work with deadlines	3.54	.975	3.88	.966
Deal with challenging situations	4.21	.586	4.03	.698
Perform in other than assigned area	3.78	.710	4.00	.816
Knowledge of Irish law	3.56	.774	3.40	.744

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Accept responsibility for personal mistakes	4.15	.679	4.03	.768
Leadership skills	3.85	.694	3.73	.905*
Problem solving	4.07	.579	3.90	.744
Deal with stressful situations	4.07	.728	3.80	.966*
Take advice from lower ranked officers	3.43	.963	3.50	.716
Deal with wrong accusations	3.47	.847	3.15	.662*
Arrest-report writing	3.84	.883	3.65	.736
Awards received	3.01	.950	2.78	.947
Involvement in community work	3.28	.980	3.60	1.081
Reprimands received	2.92	1.370	2.83	1.338
Conflict resolution	3.88	.634	3.68	.859*
Job satisfaction	3.48	1.052	3.05	1.260
Attitude toward the department	3.06	1.032	2.98	1.097
Collegiality	3.63	.801	3.38	.952
Use contacts for personal benefit	2.40	1.137	2.03	1.097
Use contacts for departmental benefit	3.20	1.018	3.05	1.300
Witness in court	3.77	.779	3.53	.847
Police oneself	4.06	.748	3.98	.800
Accept responsibility for one's actions	4.30	.589	4.22	.698
Knowledge of departmental rules	3.89	.736	3.73	.679
Communication	4.11	.637	4.10	.955*
Planning strategies	3.61	.793	3.70	.939
Implementing strategies/ plans	3.69	.777	3.63	.868
Management skills	3.63	.777	3.65	.770
Team spirit	4.13	.889	4.03	1.000
Human relations with other members of staff	4.10	.744	4.00	.934
Organisational skills	3.70	.787	3.85	.893

*Significant at the 0.05 level.

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The comparison of means for the two groups indicates that men and women hold similar perceptions of their own performance in 31 (79.5%) of the job performance indicators. Results show that male and female officers rate their abilities in management skills almost equally with male officers holding a mean score of 3.63 and female officers a mean score of 3.65. The same can be said for communication where the mean scores for male (4.11) and female (4.10) were almost identical.

Slight differences in mean scores can be seen for a number of the performance indicators such as accepting suggestions (4.12,4.08), reporting colleagues' unethical activity (2.99,3.05), attitude towards the department(3.06,2.98), policing oneself (4.06,3.98), knowledge of departmental rules(3.89,3.73) and planning strategies(3.61,3.70). There was no difference whatsoever between male and female officers in their willingness to accept change with both groups reporting a mean score of 3.68.

There were 10 performance indicators that male and female members of *An Garda Síochána* held a significantly difference perception of their performance in each area. The categories in which the two groups did differ significantly were ability to take right action without help from the supervisor, manage extra work, decision making in the absence of clear guidelines, leadership skills, problem solving, deal with stressful situations, take advice from lower rank members, deal with wrong accusations, conflict resolution and communication. Results show when it came down to dealing with stressful situations, men scored significantly higher (4.07) than women (3.80). Male officers also reported to having a better ability to take right action without help from the supervisor than female officers. Data shows that women perceive their performance in taking advice from lower ranked officers than their male colleagues, indicating that women may be more willing to learn their lower ranked colleagues.

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Whilst not statistically significant, female officers' perceptions at organisation skills and involvement in community work also had higher mean scores than men. It is also worth mentioning that men reported a higher job satisfaction score with a mean of 3.48 than their female counterparts with a mean of 3.05.

Inferential Statistics

ANCOVA was performed to see if any of the significant differences in men and women's performance perceptions were attributable to level of education and years of experience in the department. It was found there was no significant difference when the two factors were controlled between men and women with dealing with stressful situations and problem solving. However, it was found that the eight other variables found significant in previous analysis persisted through ANCOVA.

Table 3: Analysis of Covariance by Level of Education Controlling for Years of Experience

<i>Variable</i>	F
Ability to take right action without help from the supervisor	88.38*
Manage extra work	78.06*
Decision making in the absence of clear guidelines	90.07*
Leadership skills	88.80*
Problem solving	101.99
Taking advice from lower ranked officers	100.49*

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Deal with stressful situations	93.28
Deal with wrong accusations	84.65*
Conflict resolution	92.39*
Communication	125.48*

*Significant at the 0.05 level.

Discussion

The study set out to distinguish if there were statistical differences in how male and female members of *An Garda Síochána* view their job performance. Although there were a few variables that were found to be statistically different between the two groups, there was no overwhelming evidence to suggest that there are gender differences in job performance perceptions in *An Garda Síochána*. The study by which this is replicating also found male and female officers to report many similarities in their perceptions of their job performance. Like Kakar's study, this replication was successful in also identifying ten significantly statistic performance indicator variables between the two groups through the initial analysis of data. However, all ten of the variables identified as statistically significant in the 2002 study persisted in statistical significance when controlled for level of education and years of experience whereas the current study found eight of the variables remaining statistically significant.

Some of the same statistically significant variables in the 2002 study re-occurred as statistically significant in the replication study. The variables such as working in the

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absence of clear guidelines, leadership skills, problem solving, dealing with stressful situations, taking advice from lower ranked members (amended from 'taking advice from juniors' in original study) and dealing with wrong accusations were the common variables found in each study. Women reported to perform better in taking advice from lower ranked members in both the original and replication study, indicating that women may be more willing to listen and not objecting of learning from those ranked below them. The replication also mirrored the original seeing men to perceive their performance in leadership skills than women. The original study concluded that their research adds to the existing research there is no statistical difference in how male and female police officers perceive their job performance.

However, Kakar's study found that female officers reported much lower levels of job satisfaction and attitudes towards the department than their male counterparts and suggested this may be attributed to a lack of acceptance of women in the force. Whilst the female participants in this study provided lower mean scores for job satisfaction and attitudes toward the department than the male participants, these differences were slight and not statistically significant. These improved levels of job satisfaction and attitudes towards the department in female officers may be attributed to the increase of diversity the profession has seen, particularly in the last decade.

As mentioned earlier, the latest Garda figures to emerge state that women account for just over a quarter (26.2%) of the members of *An Garda Síochána*. Coincidentally, this study achieved in having the number of female participants almost directly proportional to the Garda population with a figure of 27.8% female officers. Whilst the number of participants only amounts to 3.6% of the Garda population, this percentage benefits in applying these findings to the overall population. Although women are still far from equally represented in *An Garda Síochána*, these figures have still significantly

risen from when data was released in 2006 showing female Gardaí only amount to 18.5%, just under a fifth of the force (Fitzpatrick, 2016). With this, it has also seen more female officers in higher ranking positions such as sergeant where the data from 2016 shows 349 female sergeants currently in the country as opposed to 168 in 2006. *An Garda Síochána* also seen the first ever female Garda Commissioner, Nóirín O'Sullivan, appointed to lead the force in 2014.

Similarly, the UK have seen a great increase in female officers in the force in the last decade. The last released figures revealed in 2018 revealed that women account for 30% of police population in the UK, the highest proportion on record to date (Hargreaves, Husband & Linehan, 2018). A recent study conducted among male and female British civil police constables examining the differences in perceptions of motivation to lead, mental health, and job satisfaction between groups found motivation to lead correlated positively to job satisfaction between both male and female officers (Maurya & Agarwal, 2017). As previously mentioned, Kakar suggested poor job satisfaction from female participants in their study may have been accounted to a lack of acceptance of women in the force but there are many factors that may play apart in the level of one's job satisfaction.

Many studies have suggested that higher levels of educations correlates positively with higher levels of job satisfaction (Bush & Lowery, 2016, Glenn & Weaver, 1982, Ross & Reskin, 1992). However, a recent study researching the effects of education on job satisfaction in young workers in Vietnam found that those who received better education tended to have a higher expectation of a job and therefore resulted in having lower job satisfaction levels when their expectations were not met (Quy Thanh, Anh, Anh & Bich, 2020). Disappointment and low levels of job satisfaction may also be wage related. Observing through self-reported data of a German company, it was found that the

relation between wage increase and job satisfaction was positive (Grund & Rubin, 2016). Another study involving participants of an Italian call centre suggested that whilst wage levels can be associated with job satisfaction, perceived job security and contract type hugely impacted the levels of job satisfaction in employees (Arcidiacono, Avola & Palidda, 2020).

Thus, like most research studies there are several limitations to account for when analysing the results. Data accumulated for this study was collected through self-report and based on the officer's perceptions. As the information received for this study is based on members of *An Garda Síochána* own personal views, it is advised that results from this study be approached with caution (Kakar, 2002). Reliance on self-report procedures for the measurement of dependant and independent variables can raise concern about causal conclusions (Razavi, 2001). Furthermore, results should be addressed with caution when generalising and actual performance of members of *An Garda Síochána* cannot be assumed. Further research conducted should seek to observe job performance perceptions against an accurate assessment of their actual performance so that the question of there being any gender differences in job performance perceptions can be more conclusively answered. Response bias may also play a part in the results produced as members of *An Garda Síochána* voluntary participated in this study and officers who participated in the study may be substantially different and hold different attitudes than those who did not.

There are several pros and cons in replicating a previous study. Due to the existing replication study in the field of psychology, it is essential that researchers attempt to replicated previous studies to ensure their validity and whether there is change or not in the area of research chosen in todays society. Replication of experimental designs continues to support existing theories and application of the results to real life situations. However, replication in psychological research can be difficult as studies of a given

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psychological phenomenon can never be directly replicated or exact replications of one another (McShane, Tackett, Böckenholt & Gelman, 2019). Replication studies also entail direct procedures to be replicated when carrying out and this may disturb a reserachers usual procedure for ensuring data is valid. A Bonferroni correction, useful for when several dependant or independent variables are being tested simultaneously was not performed by Kakar, therefore could not be used in this replication.

Conclusion

To conclude, the results echoed the Kakar study and found there was no statistical differences in how male and female officers perceive their job performances when level of education and years of experience are controlled for. These results suggest that male and female members of *An Garda Síochána* are equal in their job performance and carrying out the communitive, administrative and negotiating skills associated with the police profession. Results also confirms reliability and validity of the original Kakar study which amplifies the importance of replication studies especially in the field of psychology, but to any area based on experimental design (VanderWeele & Mathur, 2018).

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Appendix

Appendix I. Performance Indicator including indicators used by the Metropolitan

County Employees Performance Evaluation FL, USA and devised by Suman Kakar, 1998.

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1. Ability to take right action without help from the supervisor
 2. Manage extra work
 3. Deal with angry community members
 4. Accept suggestions
 5. Willingness to accept change
 6. Report colleagues 'illegal activity
 7. Report colleagues' unethical activity
 8. Decision making in the absence of clear guidelines
 9. Work with deadlines
 10. Deal with challenging situations
 11. Perform in other than assigned area
 12. Knowledge of federal laws
 13. Accept responsibility for personal mistakes
 14. Leadership skills
 15. Problem solving
 16. Deal with stressful situations
 17. Knowledge of state laws
 18. Take advice from juniors

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19. Deal with wrong accusations
20. Arrest-report writing
21. Awards
22. Community projects
23. Reprimands
24. Conflict resolution
25. Job satisfaction
26. Attitudes toward the department
27. Collegiality
28. Use contacts for personal benefit
29. Use contacts for departmental benefit
30. Witness in court
31. Police oneself
32. Accept responsibility for one's actions
33. Knowledge of departmental rules
34. Communication
35. Planning strategies
36. Implementing strategies/plans
37. Management skills
38. Team spirit
39. Human relations
40. Organizational skills

Appendix II. Performance Indicator (Kakar, 1998) amended for an Irish Sample.

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1. Ability to take right action without help from the supervisor
 2. Manage extra work
 3. Deal with angry community members
 4. Accept suggestions
 5. Willingness to accept change
 6. Report colleagues' illegal activity
 7. Report colleagues' unethical activity
 8. Decision making in the absence of clear guidelines
 9. Work with deadlines
 10. Deal with challenging situations
 11. Perform in other than assigned area
 12. Knowledge of Irish law
 13. Accept responsibility for personal mistakes
 14. Leadership skills
 15. Problem solving
 16. Deal with stressful situations
 17. Take advice from lower ranked officers (For Garda Reserves, 'take advice from equal ranked officers').
 18. Deal with wrong accusations
 19. Arrest-report writing
 20. Awards received
 21. Involvement in community work

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22. Reprimands received
23. Conflict resolution
24. Job satisfaction
25. Attitudes toward the department
26. Collegiality
27. Use contacts for personal benefit
28. Use contacts for departmental benefit
29. Witness in court
30. Police oneself
31. Accept responsibility for one's actions
32. Knowledge of departmental rules
33. Communication
34. Planning strategies
35. Implementing strategies/plans
36. Management skills
37. Team spirit
38. Human relations with other members of staff
39. Organisational skills