

## **Personality Traits as Predictor of Job Performance in Police Officers**

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The present study purported to probe the relationship between different personality traits and job performance of police officers. It was hypothesized that there is likely to be significant positive relationship between big five personality traits and job performance of police officers and accordingly this was hypothesized that personality traits are likely to be the significant predictors of job performance of police officers. Using cross sectional research design, a sample of (100) police officers was recruited through nonprobability purposive sampling technique from various police stations of Lahore. Different Personality traits and job performance were measured through translated versions of Big Five Personality Questionnaire (Oliver, 1999) and modified and adapted Job Performance Appraisal (Schraeder, 2007) respectively, while a self-constructed demographic questionnaire was designed to record demographic data. Data was analyzed through SPSS version 23.00. Pearson Product Moment Correlation and Stepwise Regression analyses were employed. The results showed that positive personality traits (i.e., openness, conscientiousness, extroversion and agreeableness) had positive association with job performance whereas neuroticism had negative relationship with job performance. Results also reflect that openness to experience was sole and significant predictor of job performance. Hence openness in personality traits may lead to produce better police officers. These findings carry significant implications for policy makers, administrators, and recruitment policy makers of police department.

*Keywords:* Personality traits, openness, job performance, police officers

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The concept of police personality is not new as there have/had been ample discussions on police personality by eminent police researchers (Twersky-Glasner, 2005). In fact, there has been colossal research evidences as well that have suggested that the performance of police officers relies on distinctive dispositions that may get complemented with individual differences; yet empirical studies pertaining police performance elucidate personality measures as realistic in predicting the performance at work place. Ever since 19<sup>th</sup> century, selection of police officers entailed the psychological screening procedures in western countries; wherein main emphasis was laid on screening their intelligence, ability and skills (Drees, Ones, Cullen, Spielberg, & Viswesvaran, 2003; Lounsbury et.al., 2008). Some of these screening procedures have been fairly adopted in Pakistan as well from past two decades. Still the elements of assessing the personality dimensions have not been given much importance. Psychology of work professionals have revealed that one's performance at work does not rely entirely on knowledge or skills, rather personality traits and individual dispositions also contribute significantly in determining the performance at work (Barrick & Mount, 2005; Conard, 2006; Ozer & Benet-Martínez, 2005).

Personality traits denote all those stable characteristics of the person that account for consistent and stable patterns of thinking, feelings and behaviors. Kelly (1955) among earliest theorists has theorized that personality is fundamentally a personal construct and may lie as distinctive and individualized. According to him, personality is basically abstraction of the activity of an individual and all subsequent generalization of the abstraction to known and unknown, as well as to anything else that may seem particularly worthwhile and significant (Kelly, 1963). This perspective somehow enables us to infer that Kelly's theory supports the notion that police officer's personality is affected by his personalized and individualized experiences. Personality traits such as neuroticism, extraversion, and openness to experience, agreeableness and conscientiousness may determine the attribution variances and personalized experiences (Larsen & Buss, 2005). A brief illustration of all these traits has been narrated for

comprehensive understanding. Neuroticism has been construed technically as the stipulated tendency in which individuals experience emotional instability, anxiety, moodiness, irritability, sadness, short tempered, and stay uncooperative and insecure in their dealings; while, agreeableness refers to a person's ability to get along with others, including such attributes like trust, cooperation, understanding, good natured, altruism, kindness, affection and other pro-social behaviors. Extraversion is termed as person's comfort level with relationship around him/her and this may include sociability, talkativeness, assertiveness and greater levels of emotional expressiveness. Conscientiousness refers to the number of goals on which a person focuses (Hellriegel & Slocum, 2007) and openness is a person's curiosity and range of interests, entailing its active imagination, and creativity (Larsen & Buss, 2005).

Job performance has been divulged as the effectiveness of an individual's behaviors that may contribute to organizational objectives (Motowidlo, 2003). Similarly, it has been interpreted as the conversion of efforts into productivities in order to achieve some specific results. Job performance may constitute the observable behaviors and skills that people disseminate in their jobs that are relevant to the goals of the organization. This may also lead to the levels of satisfaction of their supervisors, superordinate figures and heads (Campbell, McHenry, & Wise, 1990). In other words, performance consists of the behaviors that employees actually engage in and that can be observed. In contrast to the rigid behavioral definitions of job performance, another convincing perspective was presented by Motowidlo, Borman, and Schmit (1997) that maintained that solely the behaviors themselves are not adequate to justify performance appraisal rather performance consists of broader behaviors with critical and evaluative element. Motowidlo et al. (1997) contrary to this, has emphasized that evaluative idea in defining the performance domains may rely on outcomes or results (Campbell et al., 1993).

Multifarious factors may contribute in determining the effective job performance. Out of all these pivotal factors, the personality traits somehow, appear to be significant especially when social services jobs are involved (Chamorro-Premuzic, 2007; Bacal & Max, 2010). According to performance appraisal experts, performance is not an over night phenomenon rather this requires sustained efforts, sprawled over longer span of time. Performance can be deteriorated or may get misreported due to such factors that are beyond an individual's control. For instance, the organization itself may set such administrative barriers such as uncooperative co-workers and boss or subordinate relations etc. that may retard one's efforts towards better performance (Bacal & Max, 2010). Conscientious employees are asset to every organization and the police job is of such a nature or context that may require extensive patterns of interaction with the public. Thus this may be anticipated that those with introversion elements and with the poorer dimensions of agreeableness may not establish themselves as successful officers in policing jobs. These attributes are also indicative of reflective empathy and cooperation. Aligned with all this debate, this may be observed that neurotic individuals may become dissatisfied easily, and may bear poor self-esteem (Black, 2000).

Remarkably, police force in any society carry vital and effective role in maintaining law and order and in ensuring the peace and harmony within a society. In order to build their effective performance, there is dire need to critically look into the dynamics that contribute in determining the efficiency of police officers at work place. This has been observed that in spite of rigorous trainings, police officers prove incapacitated in fulfilling their job role unto the anticipated performance criterion. Thus there surges the need for having exposition of elements that actually determine their performance in addition to the academia, cognitive and skills domains/ trainings. There have been some meta-analytic studies in the past that have substantially established the benefits of evaluating personality traits as pivotal predictors of job success (Aamodt, 2004a, 2004b; Barrick & Mount, 1991; Salgado, 1997; Tett, Jackson, & Rothstein, 1991). Such empirical evidences are

indicative of personality traits as bearing significant association with performance of police officers.

In assessing personality, there has been sudden shift from clinical screening instruments to non-clinical ones. Varela, Boccaccini, Scogin, Stump and Caputo (2004) examined that using clinical screening instruments (for personality assessment of police officers) such as MMPI has been a customary practice in the past in some of the states of USA but that somehow did not yield ample success as substantiated by few other researchers (Sellbom, Fischler, & Ben-Porath, 2007). Thus using the non-clinical personality assessment technique used for selection of law-enforcement personnel appears better perspective. The big Five Factor model based instruments of personality assessment have aided as efficacious tool among professionals for measuring personality results and this element has revived concentration in trait assessment during personnel selection (Ozer & Benet-Martínez, 2005). There have been empirical studies in Western countries to empirically explore the predictive status of personality assessment tools in determining the job performance of police officer (Black, 2000; Detrick, Chibnall, & Luebbert, 2004).

Likewise, Black (2000) established significant Univariate relationship between the Neuroticism (N), Extraversion (E), and Conscientiousness (C) domains as assessed by NEO Personality Inventory–Revised (NEO PI-R); and in scores of comprehensive measures of job performance. According to this perspective, the Conscientiousness domain emerges as having predictive power for cognitive ability. Detrick et al. (2004) expanded the findings by Black by using disciplinary outcomes as performance criterion and derived predictive values from the Openness (O) domain which accounted for performance variance explained with 24% to 25%. Forero, Pujol, Olivares and Pueyo (2009) investigated that the performance of police officers largely depends on individual dispositions and traits. Their findings reveal that actual job performance is influenced by personality traits but training does

tend to mediate this relationship. Similarly, another research conducted on personality and job performance utilizing a sample of 269 employees revealed that Honesty–Humility, agreeableness, and conscientiousness had relationship with performance (Johnson, Rowatt, & Petrini, 2011). Pervious researches have also highlighted that the variables under study have one direction of the relationship.

Cross-cultural police studies also help us in gaining insight in how culture may act as crucial covariate in the field of policing. Jiao (2001) examines the relationship between police and culture by comparing the Chinese and American police, taking into account the broader social processes and larger societal patterns. His findings reveal that cultures operate in the larger social contexts. The internalized values, acquired from traditions and cultural values may influence the organization, operations, and behaviors of police.

Hence, rigorous review of previous literature as illustrated above reflected link in personality traits and job performance of police officers though the findings are from western researches and somehow established contrary perspective and lines of findings and outcomes. There have been very scanty researches investigating the role of personality in determining the efficiency at work place for police officers. Psychological and personality domain in policing department became notable hardly few years back in Pakistan. Especially, the general public and higher police officials in Pakistan are found with the frequent reports of poor performance, negligence and incompetence at work situations. Thus, current research endeavor delves on examining the personality traits of the police officers and how they impact and predict job performance at work place. There has been dearth of research on this significant topic in Pakistan, thus the current research marks the preliminary yet in-depth investigation of big five personality traits and how they may predict the job performance of police officers. In addition, the findings from this may implicate the underlying recruitment and selection method of

personality assessment in Pakistan specifically in the hiring process of police officers.

In the light of above reviewed empirical literature, following hypotheses were investigated:

- There is likely to be a positive relationship among openness, consciousness, extroversion, agreeableness and job performance of police officers.
- There is likely to be a negative relationship between neuroticism and job performance of police officers.
- Specific personality traits are likely to predict job performance of police officers.

## Method

### Sample

A sample of 150 police officers was recruited from police department of Lahore region by employing non-probability purposive sampling strategy. The age range of the police officers was stipulated as 21-50 years, only male police officers having basic pay scale (BPS) 9-14 and deployed into field jobs were selected for the present study. There had been more participants from age groups of 25 to 50 years (mean age being 36.05). The response sets from participants as obtained in the primal study by one of the coauthors, were not satisfactory so this current research basically replicated the predesigned (academic dissertation based investigation) with more rigorous focus on selecting the respondents who had their qualification up to graduation and above. The sample selection had been more rigorous in this replicated data collection with more focus on taking only those respondents who did not have reported history of smoking or using of addictive substances and those who had experience of minimal four years or more in their current job status. The recruitment of participants was stringent after screening all pre-stipulated criterion. Police stations and police lines were also restricted to Lahore and just on a precautionary note, all such officers who had

psychological or physical disease/s was excluded. Likewise the officers having the depositions were also excluded and those with recent appointments in some specific police station were also not included under the assumption that evaluation of performance/ performance appraisal by seniors required certain job tenure performance at some specific work point/ place.

**Table 1**

*Study Sample Characteristics (N=150)*

Variables	f(%)	M (SD)
Age	37.05 (3.42)	
Mean Duty Hours		17.34 (2.18)
Education		
Bachelors	95 (65)	
Masters	55 (35)	
Marital Status		
Unmarried	50 (33.3)	
Married	99 (66.2)	
Separated/Divorce	1 (.50)	
Monthly Income		42.43
Experience in Current Job		13.12 (5.54)
Low Experience	105 (69)	
High Experience	45 (31)	

Note: *f* = No. of Frequencies, % = Percentage, *M*= Mean, *SD*= Standard Deviation

### Measures

To examine the study variables and for the sake of controlling the confounds, the demographic information was sought; Big Five Personality Inventory and Job Performance Appraisal measures were used.

**Demographic Information Questionnaire.** Demographic questionnaire was developed to gather information from the participants about their age, education, occupation, number of siblings, marital status, family members who are financially



dependent on the participant, monthly income of the participant, designation of the participant, nature of job, experience in the current job and duration of the duty participant performing currently.

**Big Five Personality Inventory (Oliver, 1999).** The Big Five Personality Inventor (BFI) by Oliver P. John (1999) was used after seeking permission of author and publisher. This instrument is comprehensive and rigorously taps all major personality traits. The scales Cronbach's alphas reliability ranged from 0.70 to 0.86 and validity has been established in past researches as 0.80 to 0.86. The measure was translated by adopting the translation method as specified by APA (American Psychological Association). All ethics' guidelines were adhered. Kopy Translation technique of forward and backward translation was used. At first, the tool was translated from English to Urdu by three expert professionals from Psychology domain. Questionnaire was translated back into English by the experts from the same field and then equated, paralleled and matched to the original tool. After this exercise, the rigorous review was done and most relevant and calibrated items were filtered and finalized. The selection of the most relevant and suitable translation version enabled the finalization of the tool. The permission for translation was formally granted by the author. After establishing the psychometric properties, the translated questionnaire was administered on the study participants in the pilot study (n=25); whose data was not added to final sample.

This pilot study was conducted in order to remove ambiguity if any. After ensuring the psychometric strength, the measure was used for current investigation. The final study divulged Cronbach's alpha reliability reported in table 2.

**Personal Performance Appraisal.** The Personal Performance Appraisal (Schraeder, Becton & Portis, 2007) was developed in order to assess the job performance in police officers. This was originally designed to be filled up by the concerned employee's in-charge/ supervisor/ boss who had been monitoring the employee's performance at least from past six months or more.

The scales Cronbach's alphas reliability ranged from 0.81 to 0.86 and validity as revealed from past empirical data was found to be 0.76 to 0.82. A total composite performance score meant the cumulative grading of performance in terms of collated scores.

Due to cultural patterned questions, the measure could not be used in its original form; therefore, the instrument was translated and adapted. At first the tool was screened by three Psychology experts for identifying all those items that were culturally misfit for administration. There were six stages followed in order to translate, adapt and validate the scale: (1) tool was translated from the source language into the target language, (2) amalgamation of the translated versions to formulate a comprehensive and concise version, (3) a rigorous synthesis by panel of experts, (4) evaluation of the finalized scale by the representative, target population, (5) backward translation was done, and (6) a pilot study (n=25) was executed for determining the reliability, validity and for identifying the ambiguities in scale. For determining the scale structure as stable in comparison to the original scale, an additional step was adopted, involving the valuation of the factorial structure of the instrument. Exploratory and confirmatory factor analysis were performed that had been reported in the other research report. This helped in verifying the stability of structure and factors when applied to a diverse cultural group (such as Pakistan in current exposition) and contexts. Pilot study revealed no ambiguity in the translated and adapted questionnaire. There have been complimentary scores of sub elements added to this accumulated performance score based on Community feedback form score added in officer's service book, response times' record, clearance rates of citizen's complaints, rewards, commitments, innovation, productivity, competitive-positioning and feedback etc. These are executed through analysis of data from departmental records and reports of immediate monitoring officers. This had been taxing to check and verify the reports of each officer from their service logs but that tedious task

was done to verify the true performance of the police officers. The recorded feedback from log books and officers' reports from past one year was taken. Cronbach's alpha reliability of .82, .78, .72, .81, .77 and .78 existed for the instruments' subscales. The accumulated reliability coefficient being .78.

### **Procedure**

All ethical guidelines were adhered for the current investigation. In order to get permission for data collection, all concerned authorities were sought with authority letters explaining the nature of study and plausible implications, these findings can render to police departments. There had been eager cooperation by the Police Officials as they catered the maximum facilitation and also accommodated the data collection officers on short notice visits. Formal ethical permissions were sought on black and white form; the data collection was expedited in face to face manner as group administration could have biased the findings. The data was specifically collected from Punjab Police (Lahore region) as across provincial service and police policies vary and due to limitation of resources, this was difficult to collect the data from far flung units. The nature and purpose of research was explained to the study's participants. A demographic data sheet was constructed for this research in order to gather the personal information of the participants. The data was collected in one year's time span by three researchers. The average time taken for administration of all scales varied from 20-30 minutes across different participants. After completing the data collection, it was analyzed using IBM SPSS version 23.00.

### **Results**

Descriptive results were computed for all the demographic variables. Pearson product Moment Correlation was performed for finding relationship in the study variables. Regression analysis was further carried out to establish the relative prediction of study constructs and for outlining the prediction variance of different variables.

**Table 2**

*Descriptive Statistics and Cronbach's Alpha Reliability of Study Variables (N=150)*

Variables	No. of items	$\alpha$	M	SD	Max	Min
Extraversion	8	.73	32.12	5.34	40	22
Agreeableness	9	.78	33.13	5.67	45	21
Conscientiousness	9	.76	35.11	6.55	45	23
Neuroticism	8	.68	16.22	4.13	30	08
Openness	10	.65	43.23	4.13	42	25
CPS Job Performance	65	.78	54.21	3.19	55	42
Reward	12	.82	34.12	5.45	65	43
Commitment	11	.78	25.54	6.78	55	34
Productivity	10	.72	35.44	3.12	45	34
Innovation	12	.81	43.23	5.43	58	43
CP	11	.77	46.12	5.98	63	55
Feedback	9	.78	44.12	6.11	52	42

*Note:*  $\alpha$  = Cronbach's Alpha Reliability, M=Mean, SD= Standard Deviation, Max= Maximum, Min= Minimum, CPS= Composite Performance Score; CP=Competitive Positioning;

The above-mentioned table shows the descriptive statistics of the study variables and Cronbach's Alpha reliabilities of the respective used scales.

**Table 3**

*Pearson Product Moment Correlation for Relationship between Personality Traits, and Job Performance (N=150)*

Variables	CPS	Reward	Commi- ment	Productivity	Innovation	CP	Feedback
1-Extroversion	.25**	.43	.38**	.43**	-.52**	.51**	.34**
2-Agreeableness	.43**	.34	.43	.62**	-.65**	.42	.21
3-Conscientiousness	.71	.54	.34**	.54	-.68	.48	.26
4-Neuroticism	-.71**	-.61	-.23**	-.44	-.53	.38**	-.26**
5-Openness	.76**	.51	.32	.42**	.43	.34	.41**

**Note:** CPS= Composite Performance Score; CP=Competitive Positioning; Correlation significance level \* $p < .05$ , \*\* $p < .01$

Results reflected that extroversion, agreeableness, openness are positively related with job performance whereas neuroticism is negatively associated with job performance and other domains of performance such as reward, commitment and competitive positioning. Those police officers who are extroverted tend to have higher composite performance, level of commitment, productivity, innovation and competitive positioning. Agreeable officers have high productivity, innovation and are relatively associated with higher composite performance scores. Conscientiousness was somehow associated significantly and positively with commitment. Neuroticism emerged as significantly and negatively associated with composite performance scores, commitment and competent dispositions. Openness to experience was significantly and positively associated with Composite performance scores, productivity and feedback by officers.

**Table 4**

*Pearson Product Moment Correlation for relationship between Job Performance Composite Scores and Demographics (n=150)*

Variables	Age	Education	Duty hours	Income	Experience
Job Performance	.34**	.73**	-.78**	.53	.23**

(Composite score)

*Note:* CPS= Composite Performance Score; Correlation significance level \* $p < .05$ , \*\* $p < .01$

The findings revealed that age is significantly and is positively associated with job performance and same applies for education and experience. Whereas duty hours also emerged as significant but negatively associated with job performance, denoting that probably prolonged duty hours may stand as predicament of bad performance of police officers.

**Table 5**

*Multiple Regression Analysis for Personality Traits Predictors of Job Performance of Police Officers (N=150)*

Predictors	B	SE	R	R <sup>2</sup>	$\beta$	t	Sig.
(Constant)	4.19	0.27	0.22	0.04		15.06**	0.00
Age	0.13	0.01			0.21	28.21**	0.00
Experience	0.23	0.02			0.34	4.22**	0.00
Duty hours	-0.12	0.01			0.16	7.23**	0.00
Neuroticism	-0.12	0.02			0.14	2.68**	0.00
Agreeableness	0.23	0.07			0.24	2.53*	0.01

*Note:* \* $p < .01$ , \*\* $p < .00$

Concerning the connections between the five personality traits (Openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism) as predictors of job performance, only neuroticism and agreeableness were selected on the magnitude of relationship revealed in Pearson product moment correlation analysis. Eliminating the insignificant variables was also adhered. Those bearing interrelationship coefficients of greater than .62 were included in the final analysis. Multiple linear regression analysis revealed that only two dimensions or personality traits emerged as significant predictors of job performance including neuroticism as significant negative predictor and agreeableness as significant positive predictor of job performance. Age explained 13 % variance in the outcome variable; experience revealed 23 % variance, while duty hours explained 12 % variance in the job performance. Neuroticism explained 12 % variance whereas agreeableness explained 23 % variance in the job performance.

### **Discussion**

The current research aimed to delve into the association between big five personality traits and job performance of police officers serving in Lahore region in 2015. The outcomes of the existing research showed a significant and positive association between extroversion, agreeableness, openness and job performance. This finding is in alignment with Ziapour et al. (2015), and Inceoglu and Warr (2012) who revealed that extroversion, agreeableness, openness and job performance were significantly associated with work engagement and job performance patterns of nurses. Neuroticism in this research emerged as significant and negatively associated with productivity, performance composite score and competitive positioning. One plausible justification for such findings may be that the employees with high levels of neuroticism are incapable of coping with conflicts and anxieties, resulting in a lack of adjustment at workplace and they lead to bargain disapproval from their super ordinate officers and colleagues alike.

Openness to experience was significantly and positively associated with Composite performance scores, productivity and feedback by officers. Multiple linear regression analysis revealed that only two dimensions or personality traits emerged as significant predictors of job performance including neuroticism as significant negative predictor and agreeableness as significant positive predictor of job performance. These findings may be rationalized by some other findings on performance at work place of medical staff. According to one such empirical evidence, Komarraju et al. (2009), Zhang and Bruning (2011), and Naseh et al. (2012), neuroticism was differentiated at work place by low levels of performance and efficiency. Similarly, in studies carried out by Kim et al. (2009) and Neetu (2013), the results exhibited that employee's engagement, commitment and performance was negatively predicted by neuroticism. Findings from current research further reflected that police officers who were extroverted, tended to have higher composite performance scores, better levels of commitment, productivity, innovation and competitive positioning. This result authorizes the results by Raudsepp (1990). Significant and negative correlation between neuroticism and job performance was also coherent with the results of inquiries by Swider and Zimmerman (2010), Shimizutani et al. (2008), Azeem (2010), and Ghorpade et al. (2007).

Conscientiousness was also positively associated with innovation, work performance and creativity. Although the magnitude of relationship was not very high yet it was significant for various domains of performance. This establishes and conforms to the findings by some previous researchers who examined the relationship of conscientiousness with work place productivity and performance in sales officers, security workers and bank officers. This viably sounds convincing as conscientious employees accomplish organizational goals better in comparison to less conscientious service based organizations' employees (Barrick & Mount, 1991; Barrick et al., 1993; Borman et al., 1991; Hough et al, 1990).



Agreeable officers indicated higher productivity, innovation and were associated positively with higher composite performance scores. Agreeableness explained 23 % variance in the job performance. The significant, positive relationships between Job Performance and agreeableness are in alignment with the outcomes findings of Lounsbury et al (2003). In his correlational findings of 5,932 individuals in 14 different occupational groups, he explained agreeableness as accounting for 30% of the variance in Job Performance. This helps in extending supplemental support for the robustness of the Big Five personality traits in denoting job performance (Davis, 2000; McCrae & Costa, 2006).

The findings revealed age, education and experience as positively associated with job performance while duty hours emerged as significant negative predictor of job performance, implying that protracted duty hours could emerge as dilemma of bad performance of police officers. One of such confirming researches by Rose et al. (2002) also explained in their findings that employee's age and prolonged workloads emerged as distressing element and may impair one's efficiency and performance at work place.

### **Limitations and Recommendations**

The current research was faced with multitude of limitations including self-report method being used that may involve misreporting by the participants. Participants had volunteered to be a part of this investigation still this cannot be negated that the potential for personal bias in extending their answers might had existed. Inclusion of qualitative element is likely to add dimensional depth in the responses from respondents and is also likely to reduce the desirability trends. The sample size was small and respondents were fewer and they were taken from a specific region of Lahore; probably inclusion of large sample size from diverse regions of the province may yield better findings. Since the scope of the study was limited due to deficiency of time, money and resources etc. A large-scale study with better controls on confounding factors and inclusion of covariates is suggested for

future researches. The instrument used for measuring personality encompasses probably a focalized dimension; by adhering to other theoretical models' based scales, measures or tools, the investigation can be made more robust and valid.

### **Implications**

The implications of the current research findings are multifold as they entail the pivotal concern that adequate concerns must be paid to assessment of personality at the time of recruiting the police officers. To increase the productivity of human resources in any service sector based organization, it is incumbent that the individuals' personality traits are evaluated by relevant experts, and emotional and psychological domains must be given as much importance as body fitness parameters are emphasized. This acute consideration in the event of recruitment and appointment of the police workforce can prove fruitful for professionals as well as for common man. It is suggested that the training modules for police officers can specifically target the successive approximation of productive personality traits for better work performance. The implications are also there for policy makers in raising awareness and other communication means of enhancing public confidence in the police officers. On top of all this, this is implicated that neurotic traits or trends among police officers if any, must be given attention and if needed, the counseling must be provided for enhancing their performance and for the sake of motivating them in their respective job positions. This means that enabling police officers in recognition of early symptoms of psychological distress may helping them to understand that there is no stigmatization in sharing their feelings and in seeking professional help for improving their work place productivity and performance (Berking et al., 2010).

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