

The Relationship of Emotional, Informational and Assessment Support on Increasing the Performance of Police Officers

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The success of police in serving the general public is measured by the performance of police officers. The research objective of this paper is to determine the extent of the relationship of emotional, instrumental, informational and assessment support in improving the performance of police officers. This descriptive research uses a closed survey approach on the randomly selected respondents. Interviews were held in December 2019 with 50 members of the East Java Regional Police Mobile Brigade who were carrying out security duties in Gresik, Bangkalan, Mojokerto, Surabaya, Sidoarjo and Lamongan (Gerbangkertasusila). Emotional support with an average score of 8.256 improves the performance of police officers; the average score of assessment support is 7,008, the average score of instrumental support is 5,812 and the average score of informational support is 4,996. Every member of the police force has a clear understanding of his or her main duties and assignments, according to the tasks received from superiors.

Key words: *Police performance, Emotions, Instruments, Information, Assessment.*

Background

Hardships faced by police officers while serving the general public must be taken into consideration while evaluating the performance of police officers. Police officers working in Mobile Units (Brimob) are at high risk. The level of risk faced by the officers of this mobile unit can be imagined, as each officer during the course of their duties has to wear a bulletproof vest and helmet and carry a rifle.

Colwell, Lyons Jr., Bruce, Garner and Miller (2011) and Maran, Zedda and Varetto (2018) emphasise that each police officer must be ready to face any extraordinary event, which can happen at any time during the course of duty. This has created a high risk of trauma for the police due to continuous mental pressure.

Weber and Reinhard (2000) and Gillies (2016) mention that excessive stress among law enforcement officers can cause death. Furthermore, Paton, et al. (2008) emphasise that various stress factors affecting police must be removed so as to improve the performance of officers.

Brimob assignments have fundamental differences to other units in the police force. The basic difference is the nature of the police services provided by Brimob's members; not only are they providing a sense of security, but that form of security is marked by not allowing any crime to take place. The fundamental principle that underlies all police duties is to take precautions, to put forward a persuasive attitude, and that officers must always be friendly and objective in assessing an event (situation) in society that can change at any time. Research by Zhao and Ding (2019) reports that psychological distress can occur in professors in the field of higher education, which may be seen by the general public but the same risks are not visible among people in police work.

For the police, assignments that involve direct dealing with the community can lead to the ordinary conflicts and dilemmas. The community, in view of a police officer's duty, must be served, secured and protected; on the other hand, threats to police officers can originate at any time from members of the community itself. Popescu, Bondac and Hrestic (2009) and Barlem, et al. (2013) assert that a large number of problems faced by a person can affect their mental health condition. The College of Policing (2018) and the Police Executive Research Forum (2018) provided guidelines for maintaining police mental health; the emotion, instruments, information and appraisal factors. These are some of the important things that must be considered and provided in accordance with the needs of each police officer, while the officer is either on or off duty. Schwarzer, Knoll and Rieckmann (2003) and Johnson and Jaeckle (2018) mention that all forms of social support are always needed by each police officer to maintain mental peace, especially when on duty.

Aim

The aim of this paper is to know the extent of the relationship of emotional, instrumental, informational and appraisal support in improving the performance of police officers.

Methodology

This descriptive research used an open survey approach to randomly select respondents and was held in December 2019 with a number of Brimob members in the Gerbangkertasusila Resort Police area who were carrying out security duties for Nataru.

The respondents are married members of the police force. Interviews with selected respondents were conducted, and their identity was not disclosed. The research used a personal approach to find the links in emotional, instrumental, informational and appraisal support of the police officers serving in Brimob units.

The level of support was assessed on perceptions by the researcher based on detailed interviews with the police officers and their family members. The objectivity of the assessment is measured using a value approach 1-10, which contains: (10) very supportive and very caring; (9) supportive and caring; (8) no burden whatsoever; (7) mediocre; (6) supporting as a consequence; (5) care for safety; (4) surrender accompanied by prayer; (3) there is concern; (2) fear; and (1) depression.

The assessment of the in-depth interviews is mentioned in a ranking matrix with average scores of answers to each question, and this score is reflected in a snail shell diagram. Careful analysis of the relationship between each factor used in a database of average score positions per factor is mentioned on the snail shell diagram. The parameters on the snail shell are illustrated by these codes: E = emotional, P = appraisal, T = instrumental, and F = informational; each code contains five basic questions to assess the relationship of the emotional, appraisal, informational and instrumental support for the performance of police officers.

Results and Discussion

Police officers must be ready to face all type of situations while carrying out their duties. Therefore, the physical and mental alertness of police must be in good shape at all times (Brown and Benedict, 2002). Based on these empirical conditions, a performance analysis of police must be measured using various factors which can affect their performance such as emotions, instruments, information and appraisal. Palenzuela, Delgado and Rodriguez (2019) note the presence of a very strong relationship between mental health management and performance.

The following table shows the ranking of the average scores of closed interviews with the on-duty police officers and their families.

Table 1: The matrix of the shift-share gap analysis

The statements and the respondents' responses:

No.	The statements and their response towards it	Code	Score	Gap
1.	Positive expression toward assignment	E3	8,72	2,85
2.	Cheerfulness of family atmosphere	E5	8,28	2,41
3.	Positivity of idea which is implied in words	E4	8,24	2,37
4.	Positive facial expression	E2	8,06	2,19
5.	Appreciation from family	P1	8,04	2,17
6.	Appreciation from superior	P3	7,98	2,11
7.	Words expression	E1	7,92	2,05
8.	Readiness toward assignment on time	F2	7,84	1,97
9.	Appreciation from internal unit	P5	7,04	1,17
10.	Clarity of assignment letter contents	T1	7,02	1,15
11.	Clarity of assignment location	T3	6,68	0,81
12.	Appreciation from society	P4	6,26	0,39
13.	Appreciation from environment	P2	6,22	0,35
14.	The certainty of information developed in the unit	F3	6,04	0,17
15.	Clarity of assignment duration	T2	5,98	0,11
16.	Clarity of assignment object	T4	5,08	-0,79
17.	Clarity of events' illustration that are going to be faced	F4	4,18	-1,69
18.	Clarity of subject and kind of assignment that has to be handled	T5	4,06	-1,81
19.	Details of handling a situation	F5	3,92	-1,95
20.	Time period before the assignment allocation	F1	3,02	-2,85

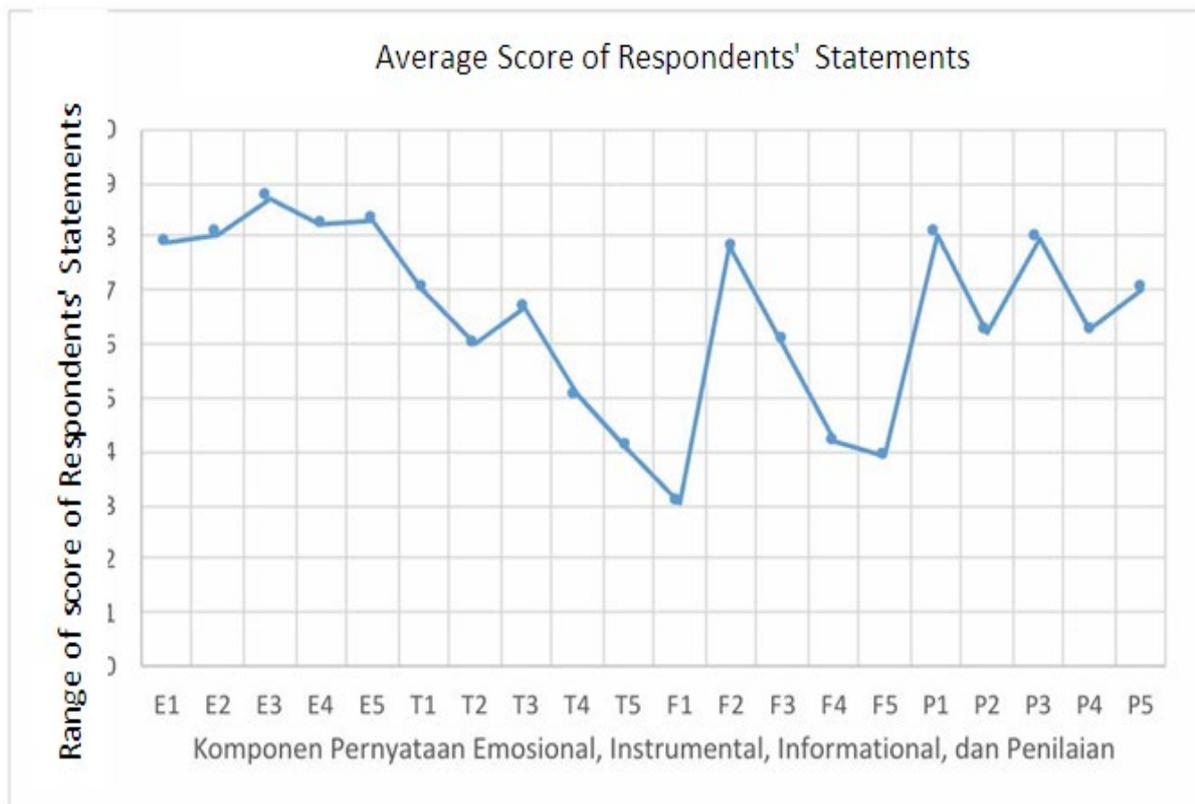
The means of average score of all the responses to emotional, appraisal, instrumental and informational support was 5.87; with a gap score of 5.7. There are five negative value statements based on the value of the shift share difference, namely for code F1, F5, T5, F4 and T4, which means three (3) informational factors (F) and two (2) instrumental factors (T) are in the periostachum layer in the snail shell diagram (Figure 2).

Families of police officers need emotional attachment between all family members, the same as other families in general. Family support plays a very vital role in supporting the smooth and successful operation of the police. Every police officer has a clear understanding about the main duties and functions within the scope of their work, indicated by the low influence of instrumental factors in improving performance. Johnston (2015) reminds of the importance of active communication in the form of specific conversations about various possibilities of police assignments, which helps police and their families to prepare themselves. This can reduce the risk of pressure on the police and their families. A study by the United Nations (2006) explains

that open communication generally prevents criminal acts from happening, which in turn can reduce the work burden for a police officer.

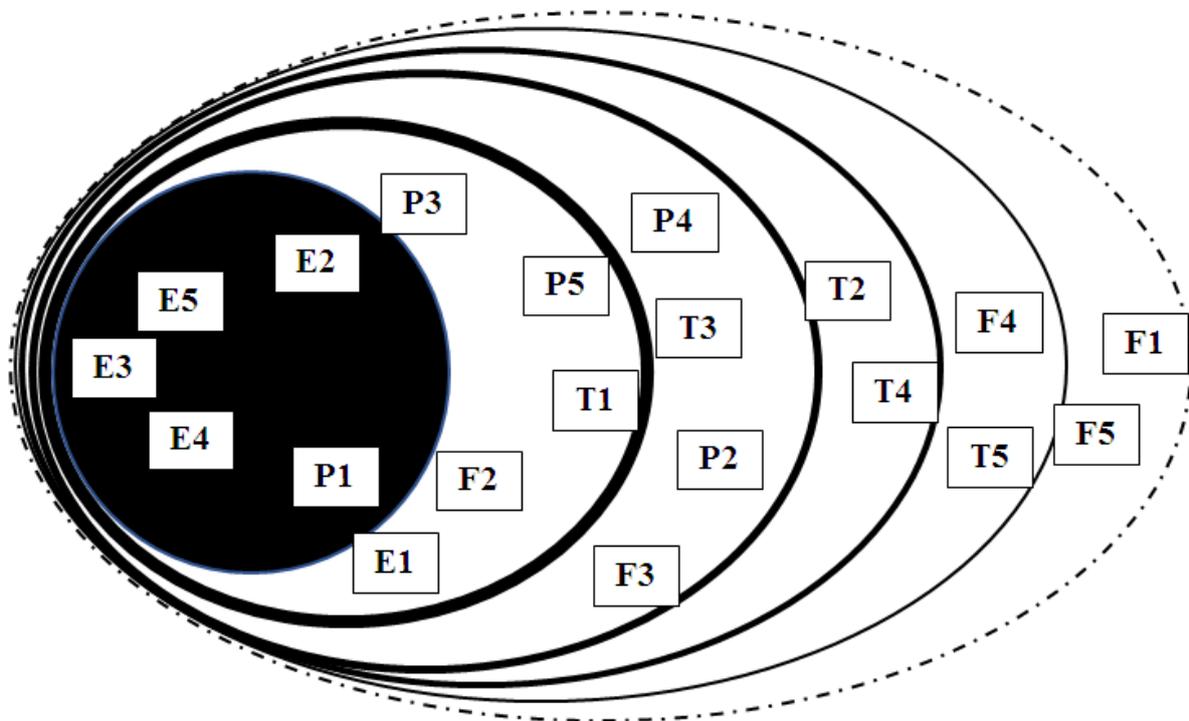
Figure 1. average score of respondents' statements.

Gambar 1. Nilai rata-rata pernyataan Responden



The Components of Emotional, Instrumental, Informational and Appraisal Statements

Figure 2. Snail shell diagram



Emotional Support

The biggest emotional support comes from family, with an average score of 8.256; it is one of the factors that determines the performance of police officers. The expression and cheerful attitude of family members are very important for a police officer when going on duty and helps officers to complete their assigned tasks.

Emotional support has the most positive influence on the emotional attitude of police in dealing with an event. Harsh temperaments and unfriendly attitudes can easily appear in police officers who face unfriendly attitudes from their families. Awei and Sahin (2017) state that a person's emotional factors are influenced by many interrelated conditions between work, workload, hobbies, marital status, and so on. Violanti, Charles, McCanlies, Hartley, Baughman, Andrew, Fekedulegn, Ma, Mnatsakanova, and Burchfiel (2017) stress that the mental and physical conditions of the police are empirically influenced by their own emotional attitudes and the emotional condition of the surrounding environment.

Emotion is manifested by family members (especially wife, children and parents), according to each position, a score of 8.72 is recorded.

With regard to this phenomenon, it is important to cultivate efforts to enlighten the key figures among police family members who help to maintain the conducive emotional attitudes and

behaviours of police officers while on duty. Atoum and Al-Shoboul (2018) and Jones, Bodie and Hughes (2019) reveal that emotional attitudes in the form of self-control and not blaming others can be viewed as the most correct opinion in self-assessment, that can be shown by the police family, and can help control the emotional attitudes of officers on duty. Kumarasamy, Pangil and Isa (2016) emphasise the importance of balance between emotional support and the workload assigned to a police officer by the police department. This emotional support must be according to the officer's emotional intelligence. Papazoglou and Tuttle (2018); Evans, Pistrang and Billings (2013) and Zavala and Kurtz (2016) all warn that assignments beyond the level of the emotional abilities of police officers can cause trauma and result in deterioration of their performances.

Appraisal Support

The most important appraisal support for Brimob members comes from family, superiors and the community, with a score of 7,008, and it is one of most important stimulants to producing good performance. Positive assessment received by officers is considered to provide an injection of enthusiasm to maintain and continue an increase in vigilance, even in tough working conditions like handling riots. The humane attitude of every police officer can grow and be maintained well if the officers feel valued. The form of appreciation from the community for police officers is not related to wages at all, but rather are: a friendly attitude from the community, that the community are obedient to applied security instructions, and that there is discipline among the public in any condition. Morelli, Lee, Arnn and Zaki (2015) express the importance of consistency in assessing police duties from a positive perspective so that police performance remains good.

That the families' attitude toward the assignment received by police officers is responded to with sincerity; families who behave normally, even congratulate police officers for their duty with bright and cheerful faces. Lilley and Hinduja (2007) suggest a positive assessment can encourage police to improve their performance.

Instrumental Support

Instrumental support comes from the main task of the police force providing a level of relevance, with a score of 5.812. For every member of the police force and their families, the instrument is understood as a detailed task with no further elaboration required. Apart from the level of difficulty of an assignment received by a police officer, the reality of the job's risk and fate is already considered as a part of the job.

49 out of 50 police families interviewed privately expressed a supporting attitude, and a sharpness of feelings that every duty of the police must receive. Family support plays an

important role in providing relief to an officer when they are ready to go out to join their assignment. This strong family support helps these officers to focus on their duty and improve their performance. But one family member (the wife of a police officer) responded with a high concern regarding the job of the police officer. This response may be caused by the hormonal factor of a pregnant wife of a police officer. However, these concerns have been minimised by the role of other family members, who are quite skilled at providing a substitute for security and comfort for the police officer's wife through other activities that are able to create comfort in the family. Israel, Farquhar, Schulz, James and Parker (2002) mention the positive role of the police officer's spouse as one of the non-structural instruments that can provide good performance support for the police while they are on duty. Furthermore Gul, Dolu and Dogutas (2010) emphasise the importance of integrating instrumental and appraisal support in police assignments so that work satisfaction can be achieved.

The assignment of police officers as part of the Mobile Brigade unit is closely related to the unit's efforts to prevent and overcome security disturbances. The criteria of security disturbances are recognised by every police officer as being mild to severe.

Minor security disturbances such as drinking alcohol on the grounds of the Nataru celebration are followed by the major security disturbances that can occur as a result of its continuation, such as: theft, bullying, attempted rape, sexual harassment, attempted suicide and murder; these are common incidents which must be prevented.

Serious security disturbances such as riots, public disturbance and threats of terrorism, as well as minor security disturbances, are also issues of concern that must be prevented. The rule of prevention is the most important part of basic police duty, because by and large the wider community never has any desire for any crime to occur, in any form.

The criterion of job success is the non-occurrence of any extraordinary events, and if possible there must be no minor incident, even a small safety disturbance. In such conditions, the role of Brimob members and their armed presence during Nataru activities, along with other law enforcement forces in an Operational Control Board (BKO) is considered to have succeeded in providing security to the community, as well as preventing unlawful acts from various groups who might have the opportunity to act illegally. Deelstra, Peeters, Schaufeli, Stroebe, Zijlstra, and Doomen (2003), Deschenes, Desjardins and Dussault (2018) and McCutcheon (2018) remind of the importance of maintaining positive thoughts and attitudes to neutralise the risks of problems faced, that can arise at any time during police work.



Information Technology Support

Information technology is becoming increasingly sophisticated, and has been recommended for use by various police institutions in different countries of the world (Keser, Ozden and Semerci, 2014).

Informational support which comes from superiors, other relevant agencies, colleagues, the community (social media) and family gives an association, with an average score of 4.996. The element of clear commands and instructions from leaders facilitate the completion of each task while already received, accurate and clear information can provide sufficient opportunities for police officers to avail to complete their duties.

For emotional attachment with family, information support is very important. Clarity of assignment duration, clarity about the details of assignment and the transparency of an assigned task among members of the police force can provide the certainty for every member of the police and police family to plan and organise family events.

Life partners of police officers (and their families) from the beginning of their marriage have a clear understanding about the risks and obligations associated with police jobs. Building emotional attachment among police family members, even in big families, is well understood. This certainly will not interfere with the duties of every police officer in carrying out their responsibilities. The Motorola Solutions Foundation (2019) guarantee that good communication between the police and their families is very important for carrying out duties by officers during odd times. Permission granted to police officers by their families to execute their duties is the result of informational support.

In order to improve police performance, huge investment has been made to build efficient information technology systems in order to provide up to date information to police (Jackson, Greenfield, Morral and Hollywood 2014) and this system has made it easy for on-duty police officers to get informational support from both the police institution and family members.

Linkages

Emotional, appraisal, instrumental and informational supports have a close relation with improvement in police performance. The integration of all these supports can provide the sense of security, comfort (no burden) and confidence to police while they carry out their duties. Menezes, Alves, Neto, Davim and Guare (2017) and Verdugo, Patricia, Bocanegra and Migdolia (2013) state that the burdens faced by a person come from: physique, psychology, behaviour, and a natural attitude to defend oneself. Heinemann and Heinemann (2017) characterise a depressed person as one who acts ambiguously and hesitantly.

Burnout syndrome is a complex phenomenon caused by many factors that can happen to anyone (Polikandrioti, 2009). Burdens on the police that occurs while carrying out their responsibilities has a high-risk for personal safety, and various fatal incidents can happen. The police service is for public security and to implement law and order, and it is essential to create a conducive atmosphere in the community. Conduciveness is characterised by all social activities that can continue smoothly without any chaos. The presence of the police is a symbol of security and order and can be realised by the friendly behaviour and actions of the police while on duty. Gabassi, Cervai, Rozbowsky, Semeraro and Gregori (2002) state that emotion is a very influential factor in determining the mental stress of a person, which also influences his or her performance.

Salvagioni, Melanda, Mesas, Gonzalez, Gabani, and Andrade (2017) and Maslac, and Leiter (2016) emphasise the importance of strong communication and various approaches to avoid communication misunderstandings that can become an irritant for anyone.

Conclusion

The degree of relationship of emotional, instrumental, informational and appraisal support contribute a lot to the improvement of the performance of police officers. Emotional support is the highest supporting factor with an average score of 8,256; followed by appraisal support with an average score of 7,008; instrumental support with an average score of 5,812; and informational support with an average score of 4.996.

Suggestions and Recommendations

Based on the result analysis, the police institution must pay attention to the aspects of emotional and appraisal support toward each police officer who is going to be assigned a task and who is expected to perform well.

To provide security, comfort and confidence to police officers, the increase of instrumental support in the form of continuous improvement of the assignment mechanism is needed. It is also recommended to increase the spiritual training and assistance for police officers and their families so that they are mentally and psychologically prepared to accept assignments at any time.

It is important for the police to keep following the dynamics and development in information technology systems so that informational support can become one of the most important factors to achieving good performance. This can be done by conducting training sessions to learn the



latest information technology; in this way the ability to use the recent IT features can be mastered to support police duties.

Thank-you note

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