An Garda Síochána, the Big Five and Intrinsic Motivation:

Establishing police personality characteristics in Ireland.

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Abstract.

The present study investigated personality characteristics and intrinsic motivation as they related to members of the Garda Síochána. It was a quasi-experimental design using 50 Gardaí from a Dublin based garda station. The personality characteristics were assessed using the Big Five Questionnaire while the intrinsic motivation scale from the Work Preference Inventory was also utilised. These surveys were sent to the selected members via the post and were returned by same. The results showed no significant difference between male and female scores on any of the personality domains or the intrinsic motivation scale. From this, and considering previous research it could be suggested that the Garda Síochána personality type consists of hard-working, helpful, curious, sociable and secure individuals.

Introduction.

The purpose of this study is to look at the field surrounding the police and personality. A great deal of research has been generated by the commonly held belief that the police are a separate, homogenous group with personality traits that set them apart from the rest of the population (Biggam & Power, 1996). Howitt (2011) would state that a police personality has little to do with established personality characteristics and that the police officers are homogenised through a process of socialisation. Whereas Chui (1998) asserted that police personality traits consist of a blending of authoritarianism, suspiciousness, physical courage, cynicism, conservatism, loyalty, secretiveness and self-assertiveness. This was supported by the views of Tversky-Glasner (2005) who stated that the usual personality characteristics associated with the police are bravery, authoritarianism, machismo, cynicism and aggression. Chui (1998) also believed that the study of police personality was necessary to assess what makes a good police officer and also how police officers deal with the effects of occupational stress. The importance of personality characteristics will be explored below but first a look at what is meant by organisational socialisation as it relates to the Garda Síochána is necessary.

Socialisation.

As the above shows there is much debate about whether a police personality exists or not. The strongest argument against it is that of socialisation. This process provides new members with the rules, perspectives, prescriptions, techniques and tools vital for continued survival in an organisation (Ainsworth, 1995). It was during the sixties that some researchers suggested that personality traits only had a limited use in predicting behaviour and that other factors, namely situations, had to be responsible for the how people acted. Some research has stated that when situational effects were converted to the same metrics used in personality

research, the effects of the situation were as strong as those displayed by personality (Garbarino, Chiorri, Magnavita, Piattino & Cuomo, 2012). In the Garda Síochána the process of socialisation takes the form of formal and informal socialisation. The formal stage takes place in the Garda College during phase I, where the new recruit is first introduced to the realities of police work, which may undermine any high ideals that they may have possessed before training, phase III, where the member is attested and given the powers of a full garda member and then again during phase V when the member is considered to be fully trained member of the Garda Síochána. This closed environment of the Garda College promotes uniformity and adherence to the strictures of the organisation. The majority of informal socialisation occurs during their Phase II training where they are assigned to their first garda station and come in contact with more experienced members of the job and continues during phase IV where they return to their station (Lackey, 2007). Socialisation leads to the member being ingratiated into the organisational culture that is inherent in all police forces. Perhaps the main usefulness of the police culture, outside of the day-to-day training of members is the coping mechanisms that help protect them from the strains that they face on a daily basis. (Paoline III, 2003). Members can be exposed to both good and bad models of socialisation depending upon the stations they are assigned to, the units they are assigned or the supervisor they report to and the peers they interact with (Gordon, 2007). In these instances a member who scores low on neuroticism will be more secure and less prone to being influenced by more experienced members. Hence the importance of understanding the nature of personalities in the Gardaí.

Personality Characteristics.

As stated above, a good deal of literature has been generated that shows the police as a homogenous group possessed of their own subculture and yet little research is has been carried out in identifying if there are specific personality characteristics for those who join the

police. What research has been carried out could be said to be no more than subjective, judgemental and unsupported by empirical research (Biggam & Power, 1996). Considering that through socialisation the new member conforms to the existing subculture (Lackey, 2007) why is it important to identify the individual personality characteristics of the members of the Garda Síochána? This is answered simply because the personality structure refers to stable and enduring aspects of the person which, not only define them as an individual (Pervin & Cervone, 2010), but also help to identify how a person is likely to act in a given situation. A broad range of studies have been carried out that includes police personality from coping with stress (Lau, Hem, Berg, Ekebery & Torgersen, 2006), motivation (Moon & Hwang, 2004 and White, Cooper, Saunders & Raganella 2010) and turnover (Drew, Carless & Thompson, 2008). The central aim of this study will be to establish if there is a baseline garda personality using the five personality characteristics as outlined by Costa & McCrae. These characteristics are Neuroticism or Emotional Stability, Conscientiousness, Openness to Experience, Agreeableness and Extraversion.

Emotional Stability or Neuroticism.

It is important to explain that Neuroticism and Emotional Stability represent polar opposites of the same spectrum with the former relating to the negative aspects of the domain while the latter relates to the positive characteristics (throughout the course of this study the names shall be interchanged depending upon how they are used in the research they are being quoted from). A person characterised by high levels of emotional stability tends to be calm, relaxed, unemotional, hardy, secure & self-satisfied (Pervin & Cervone, 2010). Drew et al. (2008) would state these members would be less likely to quit the organisation as they would not engage in withdrawal behaviours when things got tough.

Conscientiousness.

High scores in this domain indicate that the member is planned, reliable, hard-working, rule-orientated, punctual, ethical and neat (Pervin & Cerone, 2010; Drew et al. 2008). The high scoring member is more likely to deeply consider important decisions than their lower scoring colleagues (Drew et al. 2008).

Openness to Experience.

Unlike the first two domains a lower score in the openness to experience category is more preferable for members of the police. This is so because a lower score tends to mean the member is conventional, down-to-earth, unartistic and unanalytical (Pervin & Cervone, 2010). This could be said to fall in line with the quasi-military structure of law enforcement and the necessity to be able to do what one is told and not ask questions to survive (Miller, Mire & Kim, 2009).

Agreeableness.

This domain incorporates the pro-social orientation towards others. It is characterised by good-naturedness, being helpful, straightforward and gullible. As with openness a lower score on agreeableness could also beneficial to the member because a police officer needs to be possessed of a certain level of cynicism and suspiciousness (Chui, 1998) which are both characteristic of low levels of agreeableness.

Extraversion.

It is the contention of this study that extraversion is the most important of the five traits for a member to possess. Those high in extraversion tend to be sociable, talkative individuals who are outgoing, active, assertive and adventurous. They are teamwork oriented, which is an important aspect of police work (Drew et al. 2008) Rothstein & Goffin (2006)

also supported the idea that Extraversion was highly predictive of team-related behaviours and performance.

   Supporting Research.

   A number of studies have highlighted the importance of personality characteristics to the job of police officer. Salter-Pedneault, Reuf & Orr (2010) concluded a study in which they were seeking to identify if there was a singular rescue personality. They compared the personality profiles of 206 police and firefighter recruits. It was discovered that the police recruits scored higher on the Extraversion facet gregariousness and higher on the Conscientious facets of dutifulness and deliberation than the firefighters. When they compared the police results to the standard population it was shown that they had elevated levels of gregariousness and excitement-seeking (both on the Extraversion scale). These results were not able to support the existence of a single rescue personality but they do give support to the belief of the important of personality characteristics for this current study.

   Further support comes from research carried out in the United States which asked a hundred field training officers (FTO) from law enforcement agencies in Missouri to describe their best recruits. They used a revised version of the Big Five questionnaire to assess their trainees. The researchers believed that these recruits' scores in Extraversion, Neuroticism and Conscientiousness would be significantly different from those recruits in the bottom 10%. What was found was that the top 10% scored showed low levels of Neuroticism and high levels of Extraversion and Conscientiousness. The levels of Agreeableness and Openness were found to be average (Detrick & Chibnall, 2006).

   The importance of personality characteristics was also shown in the study of Lau et al. (2006) when they carried out research on personality types, coping and stress in the Norwegian police. Conscientiousness is strongly linked with coping as those conscientious

individuals have been shown to be more likely to engage in active problem solving and so are less prone to passive maladaptive coping. They found four patterns of perceived stress. First those who scored high on Extraversion and low on Neuroticism reported less stress then others. Next were those who scored high on Neuroticism and low on Extraversion, reporting higher levels of perceived stress than others. The third pattern included those who had high scores in both the Extraversion and Neuroticism domains. Unlike the first two, Conscientiousness played a part here and as such split this pattern in two. The first type was the most Conscientious, who had higher scores on the severity indexes (perceived severity of job pressure & lack of support) used in this study and the second was the least Conscientious, who had scores that fell in line with others on the indexes. The final pattern was for those who scored low in both Extraversion and Neuroticism with Conscientiousness playing a moderating role. Again the high or low scoring in Conscientiousness split this group. The high scoring ones had lower scores on the lack of support severity index which those with the lower scores did not differ from others on that index (Lau et al, 2006). This not only demonstrates the importance of the Extraversion domain but also the value of the Conscientiousness domain. Detrick & Chibnall (2006) support the idea of Extraversion, Agreeableness and Openness as being predictive of officers positively reinterpreting a situation when stressed. They also stated that Neuroticism was linked with avoidant behaviours, which is in line with Lau et al. (2006).

In the main it appears that research into job satisfaction among members of the police has been ignored. This follows the idea that the officers should do as they are told regardless of their own thoughts or feelings on the matter. Extraversion, in conjunction with Neuroticism has been illustrated to play a role in a police officer's perceived quality of life (Miller et al. 2009). In their study Miller et al (2009) were looking at job satisfaction as it relates to members of the police in a southern state of the U.S.A. The results showed that

personality characteristics could account for as much as 61 percent of the variance recorded and that Extraversion and Neuroticism accounted for 34 percent of it. Higher scores on Extraversion and Conscientiousness were related to a greater level of perceived job satisfaction.

The use of personality measures by organisations to assess job applicant's suitability has been on the rise. During the nineties the five factor model (Big Five) of personality emerged as one of the most suitable for this purpose. The five factor model has also been lauded as providing organisations with a generally accepted set of dimensions for outlining human behaviour at work (Rothstein & Goffin, 2006). Tversky-Glasner (2005) reviewed the screening methods used by police departments. What was found was that the departments attempted to screen out those applicants who displayed undesirable personality traits i.e. undue suspiciousness, high anxiety and anti-social attitudes while selecting those with assertive, empathic and psychological mindedness characteristics. Rothstein & Goffin (2006) also make reference to a number of studies carried out to assess the usefulness of personality characteristics in determining job performance. One such study showed that Conscientiousness was the best predictor of job performance, supported by the work of Detrick & Chibnall, (2006), while another study they reviewed found that Agreeableness and Openness to Experience were related to those aspects of job performance relating to interpersonal skills.

The ability to work in a team is a vital aspect of police work (Drew et al. 2008) and personality measures can be useful in determining how well members operate in tandem. Extraversion was shown to be the best predictor of team based behaviour and job performance, scoring significantly on a number of measures such as team performance, group interaction styles, oral communication, emergent leadership, task role behaviour and

leadership task performance. Conscientiousness was also associated with team performance, leadership emergence and task role behaviour (Rothstein & Goffin, 2006).

In a study carried out of an Italian police special force unit, the 'Raparto Mobile' it was found that the officers assigned to this unit had higher levels of emotional stability, were more extraverted, conscientious, agreeable and open to experience than the general population. Reference is also made to a study carried out by Lorr & Stack (1994) where they identified three personality clusters that they believed were consistent in police forces in the U.S. The first cluster was what they characterised as tough-minded and independent officers. This group reported higher levels of anxiety (Neuroticism) and didn't adjust as well as other officers. The second cluster had high levels of Emotional Stability and Extraversion, tough poise and independence that was similar to cluster one while the third cluster were similar to cluster two but reported more anxiety then cluster two. However, those levels were still below that of cluster one (Garbarino et al. 2010).

Motivation.

This study will also examine the intrinsic motivations of members of the Garda Síochána. Intrinsic motivation is the motivation to engage in work because an individual finds it interesting and fulfilling and it doesn't rely on external rewards. In the main psychological research into motivation has focused on intrinsic factors over extrinsic ones when trying to explain behaviours such as exploration and challenge seeking. Social psychological research has shown that there is a considerable difference between those who are intrinsically as opposed to extrinsically motivated. Those who tend to be extrinsically motivated demonstrate a greater level of impatience, more rigid behaviour in task engagement, impairment in complex problem solving and lower levels of creativity in a number of tasks, to name but a few (Amabile, Hill, Hennessey & Tighe, 1994). White et al.

(2010) analysed the motivations of police officers from New York City police department. What they found was that both male and female officers rated the same three reasons as being the most influential in their decision to join up, i.e. job security, job benefits and early retirement. These results were partially supported by research carried out in South Korea among police recruits which also showed job security to be an important basis for joining up. Another cause stated for joining were the qualities of adventure and the excitement that is a characteristic of police work (Moon & Hwang, 2004). In 2005, a survey was carried out of a 100 Gardaí who had successfully completed the student/probationer training programme. These members were asked why they wanted to join the guards. The most popular answer was variety with the majority also answering that they wish to help the community (Lackey, 2007). The personality domains of Conscientiousness and Emotional Stability were also shown to be associated with work motivation (Detrick & Chibnall, 2006).

Rationale.

The main reason for carrying out this study was to fill a gap that existed in the literature of police personality. After a thorough search it became apparent that a study of this nature had never been carried out in Ireland. As such this is applied research seeking to establish a baseline of personality in the Garda Síochána.

Furthermore, most of the research comes from either the U.K. or the U.S. who do not just have one individual police force, as the Republic of Ireland does, but a number of them which adds to the uniqueness of this study and its relevance to smaller countries with a similar law enforcement structure. It is also fair to say the levels of crime differ from country to country such that the type of person needed to deal with said crime must also differ. For example the prevalence of gun crime in America as depicted mostly in gang crime is considerably above what would be witnessed in Ireland.

As an organisation it is important for the Garda Síochána to understand the members that are working for it. The successful identification of a garda personality could have a number of benefits for the organisation. It would be useful for recruitment as it would allow the organisation to hire those individuals that best suit its aims and objectives. It would also enable the Garda authorities to fully utilise their members in line with their personality characteristics such that someone who scores highly on Extraversion might be better suited to a community policing role whereas someone who scores high on Conscientiousness may be more suited to a role in criminal investigation.

Identifying what motivates members plays a vital role in any organisation but it can be said to be more important in a high stress environment that police officers find themselves in on a daily basis. This would enable police authorities to institute initiatives to help members through the slump. Perhaps one such way to do this would be to move members who wanted to be moved to different stations after a set number of years.

Hypotheses.

As this study seeks to establish a baseline of a garda personality analysis will be carried out on all five of the Big Five personality inventory.

Hypothesis 1: that males will outscore females on the Extraversion domain.

Hypothesis 2: that females will outscore males on the Consciousness and the Openness domain.

Hypothesis 3: there will be no significant difference between males and females on the Agreeableness and Neuroticism domain.

Hypothesis 4: female members will score higher on the intrinsic motivation scale than the males.

Method Section.

Participants.

Fifty members of the Garda Síochána from a Dublin based garda station took part in this research. Of these members 27 (54%) were males and 23 (46%) were females. The members were categorised by age range with the largest being the 31-40 group at 54%. This was followed by the 21-30 group at 42%. The 41-50 group had only 2% with one member not submitting an answer for this question accounting for 2%. 82% of the sample fell within the 1-10 years' service category, 16% in the 11-20 years category and 2% in the 21-30 category. Of note under the education domain 64% of members stated that they had attained a third level education while 30% indicated that they had only achieved a secondary level education. In fact all members have achieved a third level education as the training the members undergo in the Garda College is a level 7 course in Policing Studies certified by HETAC. The construction of this question was a flaw on the part of the author which appears to have led to some confusion among participants. These members were selected at random by a member of the clerical staff from a list of station party members. The sample was diverse, incorporating members from all the units based in the station. This was a sample of convenience as the author of the study works in the station as part of the clerical staff.

Design.

This is a quasi-experimental design as it includes a number of comparisons between the male and female group. The hypotheses were two-tailed as they all focused on gender and another variable. For the hypotheses focusing on the personality domain the independent variable is the members of the Garda Síochána and the dependent variables were the personality domains. While for the hypothesis referring to intrinsic motivation the

independent variables is the members of the Garda Síochána and the dependent variable is intrinsic motivation.

Materials.

There were two questionnaires used in this study. The first was Costa & McCrae's (1992) Big Five Questionnaire (See appendix 2A). This survey was chosen over the other personality surveys because it has been shown that the domains it measure remain stable over time and that it possesses considerable reliability and validity. (Pervin & Cervone, 2010). A test of the reliability of the each of the personality domains was run. The Cronbach Alpha scores for each were as follows: Extraversion, .81; Openness, .69; Conscientiousness, .82; Agreeableness, .75 and Neuroticism, .80. This shows a high reliability rating for each of the scales. This questionnaire consisted of forty-four questions in total, each representing one of the five domains it measured namely; Neuroticism (i.e. is depressed, blue), Extraversion (i.e. is talkative), Openness (i.e. is original comes up with new ideas), Agreeableness (i.e. is helpful and unselfish) and Conscientiousness (i.e. does a thorough job) (see appendix 3 for full outline of these characteristics). The members were asked to place a number beside each question, ranging from one to five, to indicate how applicable each one was, one being the lowest and five being the highest.

The second questionnaire was the Work Preference Inventory (Amabile et al. 1994) (see Appendix 2C). This survey measures both extrinsic and intrinsic motivations. This survey was used because it was designed as an assessment for why adults see themselves as being motivated, intrinsically and extrinsically, towards the work they do. A Cranach's Alpha test was also run for this scale. It scored .81, showing a high level of reliability. For the purpose of this study only the intrinsic motivation scale was utilised and it consisted of fifteen questions (see appendix 2B). The elements incorporated in this scale are (1) self-

determination, (2) competence, (3) task involvement, (4) curiosity and (5) interest. Examples of these questions include 'I enjoy tackling problems that are completely new to me' and 'I want my work to provide me with opportunities for increasing my knowledge and skills'. This measure uses a 4-point scale with 1 indicating never or almost never true for me to 4 always or always true for me.

A demographic survey was also compiled by the author of this study (see appendix 2A). It measured the gender of the members, the age group they fell within i.e. 21-30, 31-40 etc., marital status, the years of service, level of education attained and whether previous family members had been in the guards or not. This provided important data that would not have been gathered from the other two questionnaires.

Procedure.

Prior to commencing the study permission was sought from the Garda authorities which was granted. In the initial stages of the research a pilot study was conducted in which several members were asked to complete the survey under timed conditions to ascertain the length of time needed to complete the questionnaire. It was found that the survey would take between ten and fifteen minutes to complete. As soon as these trials were concluded the process of gathering the information began on the 11/12/2013. Sixty surveys were issued to the randomly selected members. An information sheet (Appendix 1) was attached to the front of the surveys outlining the nature of the study the members were being asked to partake in. The members were informed that their participation was completely voluntary and that they could withdraw at any time. The survey was completely anonymous. The members were instructed, in writing, that each survey needed to be completed by placing the value that best suited them beside each question/statement. Upon completion these surveys were returned via mail. The final survey was received on the 14/2/2014.

Results.

Descriptive Statistics.

The initial hypotheses concerned the Big Five Inventory and Table 1 displays the statistics of its five domains and their relation to the sample as a whole. It would appear that the garda personality consists of members who are conscientious, agreeable and open to new experiences, somewhat extraverted with low levels of neuroticism. It can be seen that there is no significant differences between the five domains.

Table 1: Descriptive Statistics of Big Five Inventory totals

Variable	Number	Mean	SD*
Conscientiousness	50	35.62	5.4
Agreeableness	50	35.60	5.3
Openness	49	34.06	5.9
Extraversion	50	28.96	5.8
Neuroticism	50	21.64	5.7

*SD= Standard Deviation

A more specific breakdown of the figures can be seen in table 2 which looks at the personality statistics based on gender. From these we can see that there are no significant differences between the scores of males and females. The results show that the females outscored the males in Conscientiousness and Extraversion by a small margin but they also tended to be slightly higher in neuroticism than the males were. The males tended to outscore the females in the domains of Agreeableness and Openness.

Table 2: Descriptive statistic of Personality Characteristics based on Gender

	Male			Female		
Variable	Number	Mean	SD	Number	Mean	SD
Conscientiousness	27	35.52	5.29	23	35.74	5.79
Agreeableness	27	35.81	5.33	23	35.35	5.50
Openness	27	35.67	5.35	22	32.09	6.16
Extraversion	27	28.85	5.85	23	29.09	5.87
Neuroticism	27	21.52	6.32	23	21.78	5.18

The intrinsic motivation was also measured and it can be seen from the results that there was no significant difference between gender but they do indicated that males scored higher in this domain (see table 3).

Descriptive statistics of Intrinsic Motivation based on Gender

	Male			Female		
Variable	Number	Mean	SD	Number	Mean	SD
Intrinsic Motivation	27	45.81	5.25	23	43.13	6.81

Inferential Statistics.

Extraversion.

Females (mean= 29.09, SD=5.87) were found to have scored higher on the Extraversion domain than males (mean=28.85, SD=5.86). The 95% confidence limits show that the population mean difference of the variables lies somewhere between -3.57 and 3.11. An independent samples t-test found that there was no significant difference between the Extraversion scores of males and females (t(48)= -.14, p=.888).

Conscientiousness.

Females (mean=35.74, SD=5.78) were found to have scored higher on the Consciousness domain than males (mean=35.52, SD=5.29). The 95% confidence limits show that the population mean difference of the variables lies somewhere between -3.37 and 2.93. An independent samples t-test found that there was no significant difference between the Conscientiousness scores of males and females (t(48)= -.14, p=.889).

Neuroticism.

Females (mean= 21.78, SD=5.17) were found to have scored higher on the Neuroticism domain than males (mean= 21.52, SD=6.30). The 95% confidence limits show that the population mean difference of the variables lies somewhere between -3.58 and 3.05. An independent samples t-test found that there was no significant difference between the Neuroticism scores of males and females (t(48)= -.16, p=.873).

Agreeableness.

Females (mean= 35.35, SD= 5.50) were found to have scored lower on the Agreeableness domain than males (mean= 35.81, SD=5.32). The 95% confidence limits show that the population mean difference of the variables lies somewhere between -2.61 and 3.55. An independent samples t-test found that there was no significant difference between the Agreeableness scores of males and females (t(48)= .304 ,p= .762).

Openness.

Females (mean= 32.10, SD= 6.16) were found to have scored lower on the Openness domain than males (mean= 35.66, SD= 5.35). The 95% confidence limits show that the population mean difference of the variables lies somewhere between .27 and 6.89. An

independent samples t-test found that there was no significant difference between the Openness scores of males and females (t(48)= 2.17, p= .035).

Intrinsic Motivation.

Females (mean= 43.13, SD= 6.81) were found to have scored lower on the intrinsic motivation than males (mean= 45.81, SD= 5.26). The 95% confidence limits show that the population mean difference of the variables lies somewhere between -.75 and 6.12. An independent samples t-test found that there was no significant difference between the intrinsic motivation scores of males and females (t(48)= 1.67, p= .123).

Discussion.

Research Aim.

The principle aim of this study was to establish what characteristics were most prevalent in the Garda Síochána. The second aim was to test the member's levels of intrinsic motivation.

Review of Results.

The results of this study show that there is no significant difference between the five personality domains or indeed between the male and female members and their scores on these domains. It could be suggested from the results of this study that the garda personality consists of conscientious, agreeable individuals who are open to new experiences, are slightly extraverted with low levels of neuroticism. This falls in line with previous research (Detrick & Chibnall, 2006; Garbarino et al. 2012) that showed that police officers were highly conscientious, emotionally stable (as demonstrated by the low neuroticism scores) and extraverted. The results were both anticipated and surprising. From research carried out it was expected that Conscientiousness would be high in members, which it was and that Neuroticism would be low in members, again which it was. It also expected that members would be high in Extraversion and low in both Openness and Agreeability. However, the results of this study showed the complete opposite. Extraversion was the biggest surprise as after reviewing a number of studies (Detrick & Chibnall, 2006; Miller et al. 2009; Salters-Pedneault et al. 2010;Lau et al. 2006; White et al. 2010; Drew et al. 2008) it was believed that Extraversion would be the highest scoring of the domains and yet it was the second lowest. The work of Detrick & Chibnall (2006) also showed that the best entry-level officers were described as being having a lack of extreme cynicism and a capacity for empathic feeling which would account of the scores on Agreeableness and Openness. However, it should be

remembered that the differences were not significant which would suggest that the various personality characteristics are more deeply entwined then was originally believed by the author.

Before getting into the discussion of the theoretical and practical implications of this study it is prudent to underline its strengths and weaknesses first.

Strengths.

The greatest strength of this study lies in its originality. It opens up another front in the area of police research specific to Ireland and offers a dissenting opinion to that offered by the socialisation argument. The sample also included members from every unit in the station, which as a divisional HQ is representative of all the units found in main stream policing (i.e. uniform beat patrol, crime investigation and administration). Furthermore, as this is a very specific sample it is easier to generalise the results to the population (namely the Garda Síochána) as a whole. However, further research needs to be carried out across a bigger sample and in more than one station. This is also applied research that focuses on a section of society that can have a positive or negative effect on the lives of people that they meet.

Weaknesses.

A number of weaknesses present themselves in this study. The first is one of omission, specifically the exclusion of the extrinsic motivation scale and the sole focusing on the intrinsic values which meant there could be no comparison between the two to determine which of them drives the members more or if indeed they are mutually exclusive. This may be of particular relevance now, in a time when public sector wages are being cut. On top of this the European Work Time Directive was implemented last year raising working hours

from eight to ten hours a day but increasing the members rest periods from two to four days. These could both be considered to increase or decrease the member's motivation in work depending on whether the member favours their time off or money more. Finally, during an informal debriefing a member of the study informed me that he felt that the intrinsic motivation scale was too black and white. It gave the member an option of almost never or never true and always or always true for me. He felt he was being forced to choose between one or the other when in fact he was genuinely indifferent to the question being asked.

Theoretical & Practical Implications.

The personality research of this study can be applied to many important areas of the Garda Síochána.

Recruitment.

As mentioned already a study of this nature could help in the screening process during recruitment by identifying the best suited recruits while weeding out the unsuitable ones (Tversky-Glasner, 2005). In the research carried out by Detrick & Chibnall (2006) they discovered that the best trainees were those who were low on Neuroticism while being considerably higher on Conscientiousness. From this it can be suggested that the domain scores of Neuroticism and Conscientiousness may be able to predict those who are best suited to police work. They may also enable training sergeants in the Garda College to tailor their efforts to develop the strengths of new recruits as well as assisting them in initiating programs for rectifying any areas they may be weak on. The research of Garbarino et al. (2010) supports the use of personality measures when assessing member's suitability for joining police forces. As shown above, and in other research, it has been demonstrated that personality measures can help to identify those who would benefit from the training or those members who were liable to suffer from poor work performances. More research needs to be

carried specifically in the area of recruitment focusing on the personality characteristics and motivations of the members when they first join and then be compared to studies of members later in their careers to establish the effects the job has on the members. The recent lifting of the recruitment embargo has presented the opportunity for such studies.

Stress.

Due to the high stress potential of the police profession personality research could also have a very useful role to play the on members ability to cope with that stress. As mentioned early when speaking about Lau et al. (2006) the domains of Extraversion, Conscientiousness and Neuroticism can affect how people perceive the levels of stress in their lives. They also showed that those who utilised more active coping strategies tended to be high on Extraversion and Conscientiousness. Those scoring high on Extraversion and Neuroticism but low on Conscientiousness displayed less control coping. From the results of the current study it could be tentatively be suggested that the members of the Garda Síochána would be more likely to engage in positive coping strategies in times of stress.

Motivation.

Following the economic collapse of the last few years many government departments have been attempting to reduce their costs. One of the measures implemented to achieve this was the reduction of wages and the Garda Síochána was no exception. This is relevant because pay is classified as an extrinsic motivator. The reduction of this with the continued provision of a quality service means that garda members are not just motivated by extrinsic factors. Early research in the area of police motivation suggested that wages might be an important motivating factor. In the study conducted by White et al. (2010) they found that the number of officers with third level education is increasing. This was supported by Moon & Hwang (2004) who found that 95 percent of the police cadets in their sample had some form

of college or higher education qualification. This means that the officers had the option of pursuing a career in a more lucrative occupation but still choose to become police officers. The results of the current study could suggest that members are highly motivated by intrinsic as opposed to extrinsic values. Miller et al (2009) conducted a study into job satisfaction and personality. What they found was that police officers high in Neuroticism were more likely to report high levels of dissatisfaction with their job. Those high on Extraversion and Conscientiousness reported higher levels of job satisfaction. This fits in nicely with the outcome of the current study as members scored highly on the Conscientious domain, which could suggest that they would also report high levels of job satisfaction. They also found that new officers tended to report the highest levels of satisfaction while those with between ten and fifteen years of service reported the lowest but that those above fifteen years of service tended to report increasing levels of satisfaction, which could have to do with theses members either getting promoted or taking on other administration functions. This is understandable as new officers tend to be enthusiastic and not yet jaded by the "revolving door" criminal justice system (White et al. 2010). Those in the ten to fifteen years group become more cynical (higher levels of Neuroticism) whether from internal authorities or external agencies i.e. court systems handing down lighter sentences then expected in trials. In the study conducted by White et al (2010) they suggested that individuals who join police forces do so because the work fits in with their personality. The NYPD promoted a service oriented philosophy (similar to the Gardaí) and they believed that the recruits recognised the difference between this and the quasi-militaristic features of the state police. Also of note in the work of Moon & Hwang (2004) was that the reasons for joining the police differed for males and females. Females were found to be more inspired by the "authority and law enforcement" and "intrinsic motivation" factors.

Socialisation.

As stated already by Howitt (2011) there is a belief that a police personality doesn't exist and that police officers are the way they are because of their experiences on the job partially due to the informal socialisation all officers go through. However, it could be argued that socialisation gives the members additional tools to help them survive within the organisation but doesn't alter their existing personality characteristics. White et al. (2010) makes reference to a study carried out in the seventies that found that police officers held the same values at a later stage of their career as they did before they joined up. Others have suggested that the increase in college educated recruits along with the changes in the police force and the nature of the work they undertake has weakened the idea of socialisation (White et al. 2010). The current research has pushed the belief in a pre-dispositional model of police personality over the sociological one (the existence of a specific police personality over the induction through socialisation). For the sake of completeness a third option exists, that of an anthropological nature. The anthropologist would state that as members of a unique subculture, the police are provided with a working personality. This is what the people on the streets see. There is a development of an 'us' versus 'them' attitude towards the public (Tversky-Glasner, 2005). Regardless of this, a police culture does exist, it is a useful tool for giving new members on the job experience, it can help members deal with the stresses of everyday life and forms a lasting and profound bond between its members but the members must already be possessed of the personality characteristics that make them suitable for fitting in with the existing culture.

Conclusion.

This study was focused primarily on the personality characteristics that the members of the Garda Síochána possessed. Secondary to this it looked at the role of intrinsic

motivation in the members. Both of which play an important role in the forming of, not just the members but the Garda Síochána as a whole. To conclude a great deal more research is required before it can be said that there is such a thing as a 'police personality'. However, from the results of this and other studies it could be said that members of the Garda Síochána and other police departments, in the main consist of organised, hard-working, helpful and straightforward, sociable and secure individuals. The importance of a proper understanding of the personality type(s) that are attracted to and accepted into the gardaí can help garda authorities to supply "a public service grounded in honesty, integrity, respect, professionalism and accountability" (Gordon, 2007, p. 28).

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Appendix 1: Information Sheet

My name is Niall McIntyre and I am conducting research in the Department of Psychology that explores the role of extroversion, consciousness and motivation in An Garda Síochána. This research is being conducted as part of my studies and will be submitted for examination.

You are invited to take part in this study and participation involves completing and returning the attached anonymous survey. While the survey asks some questions that might cause some minor negative feelings, it has been used widely in research. If any of the questions do raise difficult feelings for you, contact information for support services are included at the bottom of this page.

<u>Participation is completely voluntary and so you are not obliged to take part.</u>

Participation is anonymous and confidential. Thus responses cannot be attributed to any one participant. For this reason, it will not be possible to withdraw from participation after the questionnaire has been collected.

The questionnaires will be securely stored and data from the questionnaires will be transferred from the paper record to electronic format and stored on a password protected computer. Once completed all data gathered will be destroyed.

It is important that you understand that by completing and submitting the questionnaire that you are consenting to participate in the study.

Should you require any further information about the research, please contact me at

Thank you for taking the time to complete this survey.

Niall McIntyre

Contact information for Samaritans:
4-5 Usher's Court
Usher's Quay
Dublin 8.
Telephone number: 6710071

Appendix 2: Demographic Survey

In relation to the following question please put a tick beside the answer that applies to you.

Gender: Male ( )   Female ( )

Age range: 21-30 ( ) 31-40 ( ) 41-50 ( ) 51-60 ( )

Marital Status: Married ( ) in a relationship ( ) Single ( ) other ( )

Education: Primary ( ) Secondary ( ) Tertiary ( )

Years of Service: 1-10 ( ) 11-20 ( ) 21-30 ( )

Has a member of your family served in An Garda Síochána?

Yes ( )   No ( )   Unsure ( )

Appendix 2A: Personality Survey

Here are a number of characteristics that may or may not apply to you. For example, do you agree that you are someone who <u>likes to spend time with others</u>? Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement.

Disagree strongly	Disagree a little	Neither agree nor disagree	Agree a little	Agree strongly
1	2	3	4	5

<u>I see Myself as Someone Who</u>...

1. Is talkative

2. Tends to find fault with others

3. Does a thorough job

4. Is depressed, blue

5. Is original, comes up with new ideas

6. Is reserved

7. Is helpful and unselfish with others

8. Can be somewhat careless

9. Is relaxed, handles stress well

10. Is curious about many different things

11. Is full of energy

12. Starts quarrels with others

13. Is a reliable worker

14. Can be tense

15. Is ingenious, a deep thinker

16. Generates a lot of enthusiasm

17. Has a forgiving nature

18. Tends to be disorganized

19. Worries a lot

20. Has an active imagination

21. Tends to be quiet

22. Is generally trusting

23. Tends to be lazy

24. Is emotionally stable, not easily upset

25. Is inventive

26. Has an assertive personality

27. Can be cold and aloof

28. Perseveres until the task is finished

29. Can be moody

30. Values artistic, aesthetic experiences

31. Is sometimes shy, inhibited

32. Is considerate and kind to almost everyone

33. Does things efficiently

34. Remains calm in tense situations

35. Prefers work that is routine

36. Is outgoing, sociable

37. Is sometimes rude to others

38. Makes plans and follows through with them

39. Gets nervous easily

40. Likes to reflect, play with ideas

41. Has few artistic interests

42. Likes to cooperate with others

43. Is easily distracted

44. Is sophisticated in art, music, or literature ☐

Appendix 2B: Motivation Scale

The statements below refer to what motivates a person to do something. Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement.

1= Never True   2= Almost never true 3= Almost always true   4= Always true

I enjoy tackling problems that are completely new to me.

I enjoy trying to solve complex problems.

The more difficult the problem, the more I enjoy trying to solve it.

I want my work to provide me with opportunities for increasing my knowledge and skills.

Curiosity is the driving force behind much of what I do.

I want to find out how good I really can be at my work.

I prefer to figure things out for myself.

What matters most to me is enjoying what I do.

It is important for me to have an outlet for self-expression.

I prefer work I know I know I can do well over work that stretches my abilities.

No matter what the outcome of a project, I am satisfied if I feel I gained a new experience.

I'm more comfortable when I can set my own goals.

I enjoy doing work that is so absorbing that I forget about everything else.

It is important for me to be able to do what I most enjoy.

I enjoy relatively simple straightforward tasks.

Appendix 3: Big Five Traits

Characteristics of the High Scorer	Trait Scales	Characteristics of the Low Scorer
NEUROTICISM (EMOTIONAL STABILITY) Worrying, nervous, emotional, insecure, inadequate, hypochondriacal	Assesses adjustment vs. emotional instability. Identifies individuals prone to psychological distress, unrealistic ideas, excessive cravings or urges, and maladaptive coping response	Calm, relaxed, unemotional, hardy, secure, self-satisfied
EXTRAVERSION Sociable, active, talkative, person-oriented, optimistic, fun-loving, affectionate	Assesses quantity and intensity of interpersonal interaction; activity level, need for stimulation; and capacity for joy.	Reserved, sober, unexuberant, aloof, task oriented, retiring, quiet
OPENNESS Curious, broad interests, creative, original, imaginative, untraditional	Assesses proactive seeking for its own sake; toleration for and exploration of the unfamiliar	Conventional, down-to-earth, narrow interests, unartistic, unanalytical.
AGREEABLENESS Soft-hearted, good-natured, trusting, helpful, forgiving, gullible, straightforward	Assesses the quality of one's interpersonal orientation along a continuum from compassion to antagonism in thoughts, feelings, and actions	Cynical, rude, suspicious, uncooperative, vengeful, ruthless, irritable, manipulative
CONSCIENTIOUSNESS Organised, reliable, hard-working, self-disciplined, punctual, scrupulous, neat, ambitious, persevering.	Assesses the individual's degree of organisation, persistence, and motivation in goal-directed behaviour; contrasts dependable, fastidious people with those who are lackadaisical and sloppy	Aimless, unreliable, lazy, careless, lax, negligent, weak-willed, hedonistic.

Pervin & Cerone, 2010, pg. 261.