

## Personality Traits and Job Performance of Police: A Systematic Literature Review

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**Abstract:** This paper's primary focus lies in the examination of the correlation between personality traits and job performance within the specific realm of law enforcement, with a particular emphasis on the police force. Policing holds a crucial role within the broader criminal justice system, and it is marked by unique challenges, including the significant stress and pressures faced by police officers during their duties. Over recent years, scholarly interest in exploring various facets of policing has grown. The overarching objective of this paper is to conduct a systematic review and meta-analysis of existing literature about personality traits and their interplay with job performance within the context of police work. To achieve this, the study employs the PRISMA methodology and conducts comprehensive searches within reputable databases, namely Scopus and Web of Science, covering the period from 2000 to 2023. By undertaking this research, the aim is to furnish valuable insights into how personality traits impact the job performance of police officers. These findings have the potential to offer meaningful contributions to the enhancement of law enforcement practices and the formulation of more effective policies within the field of policing.

**Keywords:** *Systematic Literature Review, Personality Traits, Job Performance, Police.*

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### 1. Introduction

Police officers are tasked with a variety of duties, including the collection of evidence, the interviewing of suspects, victims, and witnesses, the preparation of investigative reports, and the fulfillment of other legal and administrative tasks. In addition, they must combat a variety of criminal activities, including property crimes, violent offenses, organized crime, acts of terrorism, and financial wrongdoing, among others (Akca, 2017; Ono, Sachau, Deal, Englert, & Taylor, 2011). Each of these jobs may require unique skill sets, and the assignment of officers to each task is crucial to the operation of a police force. When police departments can precisely identify the employees best suited for specific tasks, they can reduce labor costs and administrative burdens while simultaneously increasing the number of candidates for promotions and the overall quality of service delivery (Masood, Rafique, Qaisar & Musarat, 2017).

Assessing the personality traits of police officers has been employed to investigate how the unique characteristics of individual officers relate to their job performance. This assessment takes various forms, including evaluations conducted during the recruitment process, 'fitness-for-duty' assessments, and providing psychological support to officers facing personal challenges (Weiss & Inwald, 2010). Research has indicated a significant correlation between the personality traits of police officers and their job performance, underscoring the idea that an officer's inherent dispositions can impact their on-the-job effectiveness (Masood et al., 2017; Forero, Gallardo-Pujol, Maydeu-Olivares, & Andrés-Pueyo, 2009; Goldberg, 1993; Tomini 1997).

Historically, in the early twentieth century, evaluation tests were used to predict police performance. Initially, the evaluation focused on evaluating the IQ and mental health of future police recruits (Weiss & Inwald, 2010). Using the Stanford-Binet scale, one of the earliest intelligence tests, Barrick & Mount (1991) predicted the performance of future police officers.

Psychopathology tests (e.g., the Minnesota Multiphasic Personality Inventory [MMPI]) and normal personality tests (e.g., the Five Factor Model [FFM]) developed as the two primary types of testing for assessing police personality during the decades (Robert et al., 2019; Bartol, 1991). In the late 20th century, specific police

officer-tailored inventories were established based on these exam formats. The Inwald Personality Inventory (IPI), which consists of 25 personality scales, was developed by Robin Inwald in 1979 (Weiss & Inwald, 2010). Notably, a significant number of IPI scales are devoted to assessing socially deviant attitudes, such as alcohol misuse and family problems. Therefore, the major purpose of this inventory is to exclude non-qualified applicants, as opposed to identifying those who are likely to excel in police (Sanders, 2008). Public safety officers' absenteeism and disciplinary problems can be accurately predicted using the IPI, according to research analyzing its predictive validity (Sanders, 2008; Cortina, Doherty, Schmitt, Kaufman and Smith, 1992).

## 2. Problem Statement

Despite the application of personality tools to forecast the job performance of police officers, it has often yielded less than satisfactory outcomes (Robert et al., 2019; Cortina et al., 1992). These methods have limitations when it comes to assessing police personality and its impact on job performance. Firstly, psychopathology tests like the Minnesota Multiphasic Personality Inventory (MMPI) were not initially created for selecting candidates for specific job roles; rather, they were designed to identify psychological issues that might lead to performance problems or disciplinary concerns (Sanders, 2008). Psychologists have criticized the use of psychopathology tests as tools for assessing police personality because their original purpose was to diagnose psychopathy, and there is no evidence to support the MMPI as a reliable predictor of police performance (Robert, Tarescave, Be-porath & Robers, 2019). Meta-analyses of previous research have also demonstrated that psychopathology tests are not particularly effective in predicting the job performance of police officers (Robert et al., 2019; Daniels & King, 2002).

Due to the effectiveness issue, police personality assessment tools have changed their focus from psychopathology to personality factors in recent years (Weiss & Inwald, 2010). Following trends in other professions, there has been an increased use of normal personality tests, which emphasize the personality traits of ordinary individuals in their daily lives, in police personality assessments over the past few decades (Roberto et al., 2019).

One prominent example is the Five Factor Model (created by McCrae and John in 1992), which categorizes personality traits into five major groups: Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience. Studies conducted worldwide have found this model to be comprehensive and applicable (McCrae & John, 1992). It provides a standardized framework for researchers to examine and summarize personal characteristics in these five basic dimensions.

However, the overall effectiveness of normal personality tests in predicting job performance is similar to psychopathology tests used earlier (Murphy, Deckert & Hunter, 2013). While some scales within these tests are significantly correlated with success in specific tasks or skills, such as openness to experience predicting academic performance and emotional stability in predicting disciplinary issues, and measures of conscientiousness predicting supervisory ratings of performance, the validity and utility of current personality measures are still questioned (Murphy, Deckert & Hunter, 2013).

In the past, concerns about the limitations of personality theories, particularly in measuring traits, and the variability and strength of studies examining the relationship between personality traits and workplace behaviors led some practitioners to discourage the use of personality measures in employment decisions (Guion and Gottier, 1965). The doubt about using the measurement persisted when more research began to highlight the relevance between personality and job performance, including in the context of police personality assessments (Murphy, Deckert & Hunter, 2013).

Therefore, to provide an overview of the current trends and patterns in this area, this paper will evaluate the existing literature on police personality traits as predictors of police performance. Literature searching was undertaken according to the specific inclusion criteria to meet the research objectives and questions. Furthermore, this paper will investigate the diverse range of personality measurements employed to forecast the job performance of police officers and will consider suggestions regarding potential tools and measurements for future research endeavors focused on police personality and job performance.

### Research Questions

- How many relevant literature studies on personality traits and job performance of police have been published in online databases from the years 2000-2023?
- Does the existing literature describe the measurement used of personality in the prediction of police performance?
- What is the future study direction?

### 3. Methodology

This study employs a systematic literature review method following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analysis) guidelines, ensuring a structured and rigorous approach. Systematic reviews aim to comprehensively assess, identify, and analyze all relevant previous research on a specific topic or research question. They provide a balanced and comprehensive overview of existing research findings (Perry & Hammond, 2002). The systematic literature review in this study comprises the following steps: keyword identification, screening of articles, assessment of article eligibility, evaluation of article quality, data extraction and analysis and synthesis of findings.

**Identification of keywords:** The initial step of our systematic literature review involved identifying keywords pertinent to our chosen topic. To locate relevant articles, we employed the following keywords: personality, personality traits, performance, job performance, and police performance. We conducted searches using Scopus and Web of Science, as these databases boast an extensive collection of journal articles exceeding 35,000 from diverse subjects and publishers. Consequently, these databases offer a comprehensive global perspective on scientific research and are widely recognized as crucial information sources within the research community. Here are the search strings utilized in this study:

**Table 1: The Search Strings**

Database	Search Strings
Scopus	(TITLE-ABS-KEY (("personality" OR "personality trait*") AND ("performance" OR "job performance") AND ("police"))
Web of Science	TI=(*personality OR personality trait* AND *performance* OR *job performance* AND *police*)

**Screening:** The first step in the article screening process is to identify and eliminate redundancy. Our chosen criteria align with the research goals of this study, as research objectives help shape the criteria for screening (Kitchenham & Charters, 2007). As a result, the criteria we tested effectively and consistently categorized the studies. In the initial screening phase, we found 57 papers related to the keywords, comprising 33 papers from Scopus and 24 papers from the Web of Science.

**Eligibility:** To align with the authors' expertise, articles were exclusively selected from related fields of criminal justice/criminal penology and psychology. In the second eligibility stage, a manual assessment encompassing abstracts, keywords, and article content was carried out, following a process employed by Shaffril et al. (2019). Following the eligibility procedure, only 15 Scopus articles and 8 WoS articles were deemed appropriate for the study. The process to identify duplicate articles and download full access to the articles has been completed, and ultimately only 16 articles are available to evaluate.

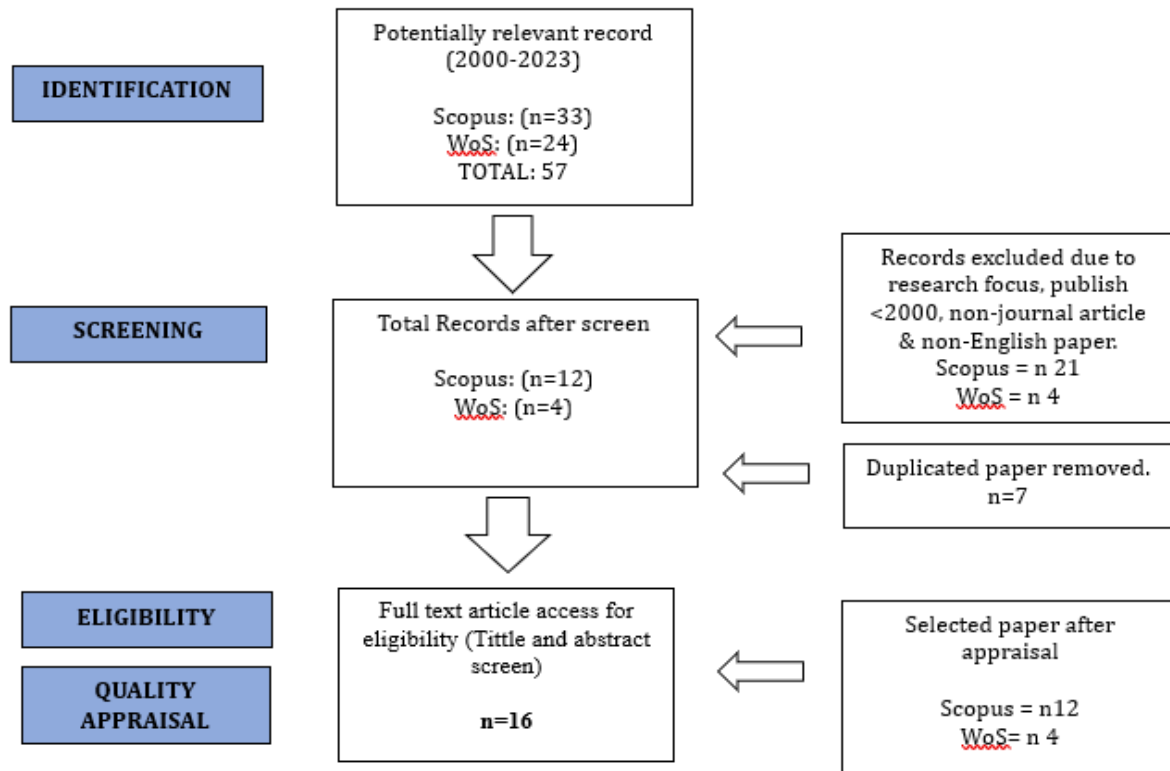
**Table 2: Inclusion and Exclusion Criterion**

Criterion	Inclusion	Exclusion
Language	English	Non-English
Timeline	2000-2023	<2000
Subject Area	Criminal Justice, Psychology, (Scopus) Criminal Penology, Psychology (WOS)	Other than criminal justice, psychology.
Literature Type	Journal Article	Journals (systematic review, meta-analysis, book series, book, chapter in a book, conference proceedings)

**Quality Appraisal:** Kitchenham and Charters (2007) highlight the need for quality assessment before preparing a Systematic Literature Review (SLR). Nonetheless, the difficulty of judging quality persists, particularly concerning research methodology and the validity of findings (Yang et al., 2021). The researchers used six quality evaluations (QA) described by Kitchenham and Charters to conduct a comprehensive evaluation:

- QA1: Is the purpose of this study clearly stated?
- QA2: Is the interest and usefulness of the work presented?
- QA3: Is the study methodology established?
- QA4: Is the concept of approach clearly defined?
- QA5: Is the work compared and measured with other similar work?
- QA6: Are the limitations of work mentioned?

**Figure 1: Data Abstraction and Analysis**



#### 4. Findings

**Table 3: Summary of Paper Review**

Classification	Subcategory	N	Reference Index
Year of publication	2000-2005	2	Detrick & Chibnall, 2002; Detrick et al., 2004
	2006-2010	5	Cuttler et al., 2006; Richardson et al., 2007; Sanders, 2008; Forero et. al., 2009; Weiss et al., 2008
	2011-2015	3	Ono et al., 2011; Tarescavage et al., 2015; Chiorri et al., 2015
	2016-2020	0	None
	2021-2023	6	Melinder et al., 2020; Huhta et al., 2021; Koropanoski et al., 2022; Speer et al., 2022; Sorengaard et al., 2022; Nurrohmat, 2022

Country Conducted	Serbia	1	Koropanovski et al., 2022
	Norway	1	Melinder et al., 2020
	State of Missouri	2	Detrick & Chibnall, 2002; Detrick et al., 2004
	Italy	1	Chiorri et al., 2015
	Norway	1	Sorengaard et al., 2022
	Virginia	1	Tarescavage et al., 2015
	Finland	1	Huhta et al., 2021
	Indonesia	1	Nurrohmat, 2018
	US	6	Sanders, 2008; Weiss et al., 2008; Ono et al., 2011; Cuttler et al., 2006; Ridhardson et al., 2007; Forero et al., 2009
	Method	Not Stated	1
Quantitative		16	Koropanovski et al., 2022; Speer et al., 2022; Melinder et al., 2020; Detrick & Chibnall, 2002; Sorengaard et al., 2022; Huhta et al., 2021; Tarescavage et al., 2015; Nurrohmat, 2018 ; Weiss et al., 2008; Ono et al., 2011; Detrick et al., 2004; Cuttler et al., 2006; Chiorri et al., 2015; Richardson et al., 2007; Forero et. al., 2008; Sanders, 2008
Personality Measurement Scale	Qualitative	0	None
	Big Five @ Five-factor model	7	Koropanovski et al., 2022; Melinder et al., 2020; Sorengaard et al., 2022; Sanders, 2008; Chiorri et al.; 2015; Nurrohmat, 2018; Ono et al., 2011
	Inwald Personality Inventory (IPI)	1	Detrick & Chibnall, 2002
	Personality Research Form & Mindfindr Assessment Instrument	1	Huhta et al., 2021
	Minnesota Multiphasic Personality Inventory (MMPI)	1	Tarescavage et al., 2015
	Personality Assessment Inventory (PAI)	2	Weis et al., 2008; Richardson et al., 2007
	NEO PI-R	1	Detrick et al., 2004
	Wonderlic Personnel Test & California Psychological Inventory	1	Cuttler et al., 2006
	Occupational Personality Questionnaire	1	Speer et al., 2008
	Self-reported and behavioural personality measure	1	Forero et al., 2009

**Research Question 1: How many relevant literature studies on personality traits and job performance of police have been published in online data from the years 2000-2023?** Table 3.0 above illustrates the trend of journal articles on police personality and job performance in two reputable online databases (Scopus and Web of Science) from 2000 to 2023. A time frame of 23 years was chosen as this review solely focused on police context and research areas were refined to psychology and the criminal justice field. An advanced search utilizing keywords filtering "personality" or "personality traits" and "performance" or "job performance" of police yielded 16 articles that matched all criteria and were downloadable for full access. Articles on this topic have greatly increased from the year 2021 to 2023. Recent interest has focused on analyzing police personality and job performance about topics such as health-related, hazardous job conditions, intellectual potential, and police professionalism (Sorengaard et al., 2022; Koropanovski, et al., 2022; Huhta et al., 2021; Melinder et al., 2020). An earlier study was undertaken in the years 2000 to 2010, with significantly more emphasis on testing personality measurement tools towards the performance of

police in job-specific tasks as well as the pre-employment performance of police recruits (Detrick & Chibnall, 2002; Detrick et al., 2002; Sanders, 2008; Cuttler et al., 2006). The differences between the latest study and the earlier study are explained by the shift of evaluating multiple measurements to assess the stability of the tools, and the recent study utilized the existing tools in various contexts of police job performance. Most articles published were dominated by studies conducted in Western countries such as in US (Detrick & Chibnall, 2022; Detrick et al., 2004; Tarescavage et al., 2015, Sanders, 2008; Weiss et al., 2008; Ono et al., 2011, Cuttler et al., 2006; Richardson et al., 2007; Forero et al., 2009) followed by other countries such as Italy, Norway, and Finland (Chorri et al., 2015; Melinder et al., 2020; Sorengaard, et al., 2022; Huhta et al., 2021). Only one article from Serbia and Indonesia was published (Koropanovski et al., 2020 & Nurrohmat, 2018). Meanwhile, one article fails to mention the country of the study (Speer et al., 2022). In terms of methodology, all the studies used quantitative research.

**Research Question 2: Does the existing literature describe the measurement used of personality in the prediction of police performance?** The focus of this paper is to examine the influence of personality on the job performance of police. The subject studies of the chosen article were varied as some studies conducted personality tests on police recruit performance during interviews, personality tests, and training. Basically, before discussing the measurement of personality used in all articles reviewed, the role of personality should be clarified. Traditionally, occupational psychologists viewed personality tests as contributing little to the prediction of job performance (Goldberg, 1993; Tomini 1997). Many criticisms were raised by early personality test reviews (e.g. Mischel, 1968); the result is less significant in predicting job performance and may require improvement in methodology. Later, the improvement in the development of personality inventories was designed to measure qualities among individuals. Previously, personality tests were used only to measure the psychopathological qualities of deviant or mentally disordered individuals (e.g. Minnesota Multiphasic Personality Inventory). Due to its insignificant to predict performance, personality theorists re-evaluate the model of personality tests into a structural framework that can be used in different occupations. On the improvement made, the personality test was then designed to measure “normal” behavior traits and develops the logical connection between job requirements, personality measurement, and performance.

As we can see in the summary of the review table, about seven articles and the most recent used the big five or five-factor model to measure job performance (Koropanovski et al., 2022; Sorengaard et al., 2022; Melinder et al., 2020, Nurrohmat, 2022; Chiorri et al., 2015). The five-factor model is the shifting measurement scale of personality used in the police context since it is based upon trait vocabulary (Black, 2000; Digman, 1990; Norman, 1963). These five trait dimensions (openness to experience, conscientiousness, extraversion, agreeableness, neuroticism) have proven to be replicable over different theoretical frameworks, using different instruments, and with ratings obtained from different sources, different samples, and high on generality (Costa & McCrae, 1990; Goldberg; 1990).

In assessing fitness performance during police training, Koropanovski, (2022) utilizes the big five dimensions of personality traits as measurement. As findings indicated that, personality traits could predict fitness performance and different results show for male and female police. However, personality traits do not significantly predict academic training success regardless of sex. Physical demands in the police occupation are high, and males are ideally adapted to the demanding police duties. An interesting study was conducted by Melinder et al. (2020) that investigated the personality traits and the interview performance carried out by police in child abuse cases. The personality test is used to test the cognitive ability of police officers and is embedded in police training as one of the mechanisms for improving decision-making and enhancing police professional development. This study is associated with the ability of personality to reduce negative and biased judgment while on duty and lead to the high job performance of the police. Additionally, a similar focus of research carried out earlier by Ono et al. 2011 examines the extent to which cognitive ability, Big Five personality dimension, and emotional intelligence are related to the training and job performance of criminal investigators in the US. In this study, the result indicated that a dimension of conscientiousness was modestly related to training performance while the neuroticism dimension was negatively correlated with job performance. However, this study was conducted quite some time ago, so it is conceivable that more recent studies have produced results that are not comparable to and more applicable to the current perspective.



Sorengaard et al. (2022) in a recent study used a big five-dimension scale in a longitudinal study to predict and compare personality and psychosocial work factors associated with insomnia. As police tasks necessitate overcommitment, this results in a cause of severe stress. Findings indicated that people officer with high neuroticism traits contribute to poorer sleep meanwhile agreeableness traits contribute to better sleep and fewer sleep problems (Dekker et al., 2017; Hintsanen et al., 2014). Meanwhile, the only articles from the Eastern context conducted by Nurrohmat (2020), aim to predict the effect of personality on the performance of police in Makassar, Indonesia. The big five dimensions employed in this study and findings show that personality has a significant effect on the performance of the police. Police score high on extrovert personalities. However, the indirect relationship is mediated by the role of organizational citizenship behavior (OCB). This finding will be considered as a baseline to recruit more candidates with extrovert personalities.

Personality also may influence the behavior of the police. A study conducted by Huhta et al. (2020), explored the personality and primitive (untrained) police performance during critical incidents. The behavior dimension in assessing the performance of police has been divided into six; control of the environment, operational flexibility, initiative, critical decision-making, withdrawal, and target-oriented behavior. Each of these behaviors leads to the performance of police officers and should be tested as part of the training process while facing critical or unexpected situations. As result indicated several relationships with scores for control of the environment and operational flexibility were lower in more extrovert and flexible types of personality. Furthermore, initiative and critical decision-making errors were also related to higher extroversion.

Occupational research has often focused on the role play by personality traits for example in patterns of behaving, thinking, and emotion that tend to be relatively stable over time, and different across individual and what influence those behavior. Chorri et al. (2015) explore the relationship between personality and perceived workload in real-life tasks among flying column police officers. Workload sources are categorized into mental, temporal, and physical demands of the task, perceived effort, dissatisfaction with the performance, and frustration due to the task. The findings indicate that the perceived workload among flying column police officers is influenced by their personality traits interacting with the sources of their workload. These results could be valuable for future investigations into creating support systems to mitigate the effects of workload on police officers.

Recent studies on police personality and job performance have predominantly relied on the Big Five personality traits model. This suggests that this personality measurement scale is commonly used to assess police performance and its connection to health issues. The prevalence of research focusing on police health problems indicates that the roles and responsibilities of police officers are increasingly challenging, necessitating a stable personality to help them manage risky and unpredictable tasks effectively.

Based on the review, there are also many other measurement scales used to assess the personality traits of police officers. Among them are the Inwald Personality Inventory (IPI), Minnesota Multiphasic Personality Inventory (MMPI), Personality Research Form & Mindfindr scale, Personality Assessment Inventory (PAI), NEO PI-R scale, Wonderlic personnel test & California Psychological Inventory, Occupational Personality scale, and self-reported and behavioral personality measure. All these scales inventory was commonly used in a study conducted during the early 2000s.

The Inwald Personality Inventory (IPI) was developed by Inwald in 1988 to measure pre-employment evaluation and design specifically for the task of police officers and support for its validity has been repeatedly demonstrated (Inwald, 1988, 1922). In the study on performance prediction, Inwald and Shusman (1984) identified a correlation between “acting out” indicators on the IPI and adverse job performance indicators such as tardiness, negligence, and time spent on restricted duty. Additionally, this study observed that the IPI proved to be a more reliable predictor of overall job performance compared to the MMPI (Minnesota Multiphasic Personality Inventory). In the review, one study conducted by Detrick and Chibnall in 2002 utilized the IPI scale to predict police officer performance. The study showed that IPI scores, especially in areas like family conflict, caution, and traffic violations, could predict performance. This suggests that the IPI is good at predicting how well police officer candidates will perform and can pinpoint certain traits that affect their performance on the job.

Furthermore, another scale found in the article review is the Minnesota Multiphasic Personality Inventory (MMPI). The MMPI scale is a widely used psychological assessment tool designed to evaluate various mental health and personality factors. Developed by Hathaway and McKinley in the late 1930s, it has undergone several revisions, with the most recent version being the MMPI-2 and MMPI-2-RF (Restructured Form). The MMPI consists of a series of questions or statements to which individuals respond, typically in a true/false or multiple-choice format. These responses are then scored and analyzed to provide insights into an individual's mental health, personality traits, and psychopathological conditions.

Tarescave et al. 2015 on their study employed the MMPI scale in the prediction of supervisor rating of post-hire performance of the police. In this study, the recent version of MMPI-2-RF ability was used to predict dichotomous problem behavior resulting in negative performance ratings during probation and post-probationary disciplinary action. The results were especially significant when looking at scales related to emotional issues and how people interact with others. For instance, scales measuring low positive emotions and avoiding social situations were linked to various factors that can be impacted by not engaging with one's surroundings and other individuals. These factors included difficulties in performing routine tasks, making decisions, expressing oneself confidently, being responsible, and having social skills.

The Personality Assessment Inventory (PAI) is a psychological assessment tool designed to assess various aspects of an individual's personality and psychological functioning. It was developed by Leslie Morey and first published in 1991. The PAI is commonly used by psychologists, psychiatrists, and other mental health professionals for clinical and research purposes. Two articles found in this review utilized this scale in their studies. Weis et al. (2007) integrated personality assessment together with drug and alcohol scales to predict the performance of police officers. This study was conducted as pre-employment screening to estimate future police performance based on personality and lifestyle patterns. However, this scale could not predict the performance of police, but drug and alcohol scales can measure the poor performance of officers. Meanwhile, Richardsons et al. (2007) with a similar focus of study employ the PAI scale in predicting and discriminating problems from non-problem police applicants. The profiles of applicants measured by the PAI scale have been integrated into a selection software program to forecast the probability of participants being suitable for a career in law enforcement.

The revised NEO personality inventory (NEO PI-R) was developed explicitly to measure the five-factor model of personality (Costa & McCrae, 1992). This scale is useful in the employment selection context and in predicting future job performance in a business setting (Costa, McCrae & Kay, 1995; Pedmont & Weinsten, 1988). Recent research has also supported this scale to be used in police officers. NEO-PI-R includes specific facets of personality in each domain, and it is widely used in many settings. In this review, Detrick et al., 2004 utilize this scale to assess personality as a predictor of police academy performance. The result shows that the use of NEO PI-R as a selection instrument for police officers is promising.

**Research Question 3: What is the future study direction?** The limitations and suggested areas for further research are derived from the author's insights gathered from a review of sixteen selected papers. While the scope and topics of these papers vary, they all revolve around the theme of personality and police job performance. Several valuable points emerge that could guide future investigations aimed at advancing our understanding in this field. Some studies propose that personality alone may not suffice as a sole predictor of job performance among police officers. There's a growing consensus that it should be complemented with additional data sources, such as clinical psychological assessments, demographic information, and other factors, which could potentially contribute to a more comprehensive evaluation of police performance (Melinder et al., 2020; Sorengaard et al., 2022; Huhta et al., 2021). Furthermore, it has been suggested that future research should pay particular attention to gender balance among study participants. Many studies have heavily leaned towards male participants, and achieving a more equal representation of genders is essential for generating generalizable findings (Tarascavage et al., 2015). This aligns with earlier research (Ono et al., 2011) emphasizing the importance of larger sample sizes for drawing meaningful conclusions. In addition, some researchers propose exploring both mixed-model and ability models to enhance the predictive modeling process. This approach aims to ensure the robustness of the measurement scale used and to obtain the most accurate results (Ono et al., 2011; Detrick et al., 2004; Weiss et al., 2008). Lastly, future investigations could delve into identifying potential mediators and moderators that may influence the relationship between



personality and the performance of not only police officers but also other law enforcement personnel (Forero et al., 2009). In summary, the author's recommendations for future research directions are summarized in Table 4.0 below.

**Table 4: Future Research Direction**

Author	Future Research Direction
Koropanovski et al. 2022	Personality qualities should be further researched because they may have a moderating impact on achievement and how people perceive their workload and working conditions.
Speer et al. 2022	A variety of personality traits inventory tests should be conducted on various professions.
Melinder et al. 2020	The strategy of regulating favorable impressions should be evaluated to determine whether it is a viable solution for separating problem police officers from those without problems. Future research may seek to study the utilization of clinical interview data of police officers, particularly regarding psychological measurements and demographic characteristics.
Detrick & Chibnall, 2002	Future studies could examine the increased use of screening results as an aid to training and managing the police force. Future research may require to re-examination of the assessment instruments, with less emphasis being placed on identifying psychopathology and a greater emphasis placed on identifying more "normal" patterns of behaviour and their relationships to police officer performance.
Sorengaard et al. 2022	The relationships between job demands, job resources, and sleep should be researched further. When examining determinants of insomnia, using an integrated approach may be more advantageous and have greater explanatory power than investigating personality and psychosocial work components separately.
Huhta et al. 2021	Physiological stress responses also increase dependence on implicit skills while decreasing brain activity associated with more intentional, effortful decision-making. Hence, future research that investigates how intrinsic personality factors influence these automatic, implicit behaviors in critical police contacts is critical and informs the current study design.
Tarescavage et al. 2015	Future studies should have a larger sample. Because there were a disproportionate number of males in this study, the female sample could not be conducted. Future studies should include a large enough sample of female police officers.
Sanders, 2008	Future studies should broaden research into finding the best individual officers as it is an enormous challenge that has yet not received attention from researchers or practitioners.
Chiorri et al. 2015	Future research should include female participants as gender will contribute to moderating roles that affect operational service roles. Similar research could be extended to all police or military officer populations. Cultural and temporal issues should be considered for future research since different countries have different kinds of personality tests in assessing police performance.
Forero et al. 2009	Future studies should examine the role of training as a mediator to influence the personality and performance of police in various job tasks.

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Richardson et al. 2007	<p>Future research may wish to test the stated method of controlling for the positive impression management problem to assess whether this remedy is a viable solution for screening out problems from non-problem police officers.</p> <p>In addition, future studies may wish to investigate the use of clinical interview data on police officer-specific psychological measures, and demographic variables in combination with MMPI-2 scales, which have been demonstrated to be effective in predicting problematic police officer performance.</p> <p>Among the best-supported studies were those that used behavior-specific job performance evaluations to measure police officer performance other than suspensions and/or terminations.</p>
Nurrohmat, 2022	<p>The use of a pre-determined Likert scale made the information obtained considered insufficient. It is suggested that further research be developed by conducting interviews.</p>
Weiss et al. 2008	<p>Further research is needed to determine whether the Personal Assessment Inventory (PAI) used in this study is useful in predicting police officer performance since the result indicated that no hypotheses in this study were directly supported.</p> <p>The overall PAI scale should be assessed for its effectiveness in the police selection of others.</p> <p>Measures such as the MMPI-2, which have been more extensively validated for this purpose.</p> <p>Because many applicants who make it to the psychological evaluation stage are psychologically stable, personality assessment data should be considered as one of several elements in making an informed hiring choice.</p> <p>To avoid relying too strongly on a single factor, the personality assessment data should be triangulated with other criteria (e.g., interviews and background checks).</p>
Ono et al. 2011	<p>Future research should use a larger sample.</p> <p>A study should be conducted on other law enforcement agencies or other law enforcement jobs or other jobs that are highly emotional and have high stress.</p> <p>The dimension of five personality, emotional intelligence could be further explored to determine the specific aspect of each that predicts job performance.</p> <p>Future studies could consider using both mixed-model (e.g. Bar-on EQ-I) and ability model (e.g. MEIS (multifactor emotional intelligence scale and (MSCEIT) emotional intelligence model to further investigate the prediction model.</p>
Detrick et al. 2004	<p>Future research should examine the predictability of the NEO PI-R facets concerning job termination, public complaints, probations, reprimands, and citations during actual police duty.</p>
Cuttler et al. 2006	<p>Future studies should examine the larger social and economic context.</p>

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**Limitations:** This study's primary objective is to identify prior journal publications related to the correlation between personality traits and police job performance. The search was conducted using keywords like "personality," "personality traits," "performance," and "job performance." Consequently, this review delves into the current landscape of personality research within the context of policing, particularly focusing on the evolution of personality measurement scales for police officers and their effectiveness in predicting job performance. It is essential to note that this review is limited to journal articles and no other sources of information were explored. Furthermore, it is advisable to conduct further research to investigate how factors such as gender, demographics, values, and team dynamics might influence job performance among police officers. Additionally, exploring the potential variations in police performance based on age is another intriguing aspect that deserves attention in future studies.

## 5. Conclusion

In summary, the primary focus of research on the relationship between personality and police job performance has centered on two main areas: the performance of police recruits before they are hired and the performance of active police officers with a particular emphasis on health-related concerns. Many of these

studies have employed the Big Five personality model as a measurement tool to predict police performance. This choice is justified by the scale's versatility, as it can be applied not only to assess the personality traits and psychological well-being of police officers but also to evaluate the personality traits of the general population through standard personality tests. Additionally, this review has identified various other measurement scales that are commonly used in the field of psychology and personality assessment. These include the Minnesota Multiphasic Personality Inventory, Inwald Personality Theory, Personality Research Form, Mindfindr Assessment Instrument, Personality Assessment Inventory (PAI), NEO-PI-R, Wonderlic Personnel Test, California Psychological Inventory, Occupational Personality Questionnaire, Self-Reported and Behavioral Personality Measures. These instruments are widely recognized and utilized within the psychology field for assessing personality attributes. In the context of policing, there has been a noticeable shift over the past two decades towards adopting the Big Five personality model as the preferred measurement tool. This transition is driven by a growing consensus among personality psychologists who recognize the robustness and effectiveness of the Big Five model in categorizing personality traits (Digman, 1990).

Drawing from the literature review, as proposed by the authors, the researchers suggest the need for additional studies aimed at enhancing sample size selection to ensure the generalizability of results. Furthermore, it is essential to explore the incorporation of additional data sources, such as clinical interviews, particularly regarding psychological assessments and demographic characteristics. Additionally, there is a need to delve deeper into understanding the disparities in performance between male and female police officers and the factors contributing to these differences. Moreover, future research efforts could expand their focus to identify the most effective individual officer selection methods, as this remains a significant challenge that has yet to receive substantial attention from the research community and scholars.

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