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Examining the Utility of the HEXACO-PI-R for Predicting Positive and Negative Indicators of Police Officer Performance

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Walden University
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Abstract

Examining the Utility of the HEXACO-PI-R for Predicting Positive and Negative

Indicators of Police Officer Performance

by

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M.Ed., Mount St. Vincent University, 2007

M.Ed., Acadia University, 2006

B.Ed., University of New Brunswick, 1999

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Dissertation Submitted in Partial Fulfillment

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Industrial/Organizational Psychology

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Abstract

Identifying behaviors that are either counterproductive work behaviors (CWBs) or organizational citizenship behaviors (OCBs) may assist law enforcement agencies in selecting and aligning police officers for the various roles asked of them. The 6 dimensions of personality are not currently being used in law enforcement agencies to predict overall job performance of police officers. The purpose of this quantitative study was to examine the extent to which the 6 personality dimensions as measured by the HEXACO Personality Inventory Revised (HEXACO-PI-R) predicted overall indicators (OCB and CWB) of police officer job performance. A sample of 51 police officers from a variety of Canadian police agencies completed a survey that included the HEXACO-PI-R, the Organizational Citizenship Behavior Scale, and the Workplace Deviant Behavior Scale. Findings from Pearson and Spearman correlations and multiple regression models indicated statistically significant relationships between the HEXACO-PI-R and OCB and CWB scores in police officers. Findings may be used to inform the law enforcement community on best practices for utilizing the 6 dimensions of personality to predict indicators of police officers' job performance.

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List of Abbreviations

16PF	16 Personality Factor Questionnaire
CPI	California Psychological Inventory
CWB	Counterproductive workplace behavior
FFM.....	Five factor model
GMA	General mental ability
HEXACO-PI.....	HEXACO Personality Inventory
HEXACO-PI-R.....	HEXACO Personality Inventory Revised
IPI.....	Inward Personality Inventory
MMPI-2.....	Minnesota Multiphasic Personality Inventory-2
NEO-PI-R	NEO Personality Inventory-Revised
OCB	Organizational citizenship behavior
OCBI.....	Organizational citizenship behavior – individual
OCBO	Organizational citizenship behavior – organization
OCBS	Organizational Citizenship Behavior Scale
PAI	Personality Assessment Inventory
SPSS.....	Statistical Package for Social Sciences
US	United States
WDB	Workplace deviant behavior
WDBI.....	Workplace deviant behavior – individual
WDBO	Workplace deviant behavior - organization
WDBS.....	Workplace Deviant Behavior Scale

Chapter 1: Introduction to the Study

Personality reflects the way in which individuals engage and interact with their environment and is considered the strongest predictor of overall job performance (Gonzalez-Mulé, Mount, & Oh, 2014). Overall job performance entails the tasks that are necessary to perform the role as well as non-task performance that can be divided into two dimensions: counterproductive workplace behavior (CWB) and organizational citizenship behavior (OCB; Bourdage, Lee, Lee, & Shin, 2012). Overall job performance is crucial for law enforcement agencies to ensure the police officers are successful in their role, as the risk and liability for the agency and community is considerable (Annell, Lindfors, & Sverke, 2015). Choosing police officers who have personality dimensions that correlate to positive overall job performance is a necessary and crucial step for law enforcement agencies in personnel selection (Lough & von Treuer, 2013). Further, identifying behaviors that have been shown to indicate both CWBs and OCBs could possibly help *screen out* and *select in* potential candidates providing greater accuracy when selecting individuals for the role of a police officer (Dantzker, 2011).

Selection of law enforcement personnel involves a multiple hurdle approach, wherein a variety of assessments are administered and evaluations are made about an individual. Personality assessment is one of the variables used in the hiring process. Each of the variables provides information needed to evaluate hiring suitability (Varela, Boccaccini, Scogin, Stump, & Caputo, 2004). Research showed that psychological assessments combined with other information in the selection process can predict police officer performance (Varela et al., 2004). Law enforcement agencies use psychological

instruments based in psychopathology to screen out inappropriate police officer candidates, as negative overall job performance can be linked to such psychopathology (Lough & von Treuer, 2013). The screening process determines whether an applicant can meet the minimum standards set by regulations in the jurisdiction of the law enforcement agency.

The screening process is qualitatively different from selection (Mitchell, 2017). Selection refers to the process of identifying qualified and appropriate candidates for police officer positions (Mitchell, 2017). Within the history of psychological testing for police officers, selecting in has been an arduous, complicated, and expensive process (Spilberg & Corey, 2019). Dantzker (2011) explained the process for *selecting in* had not been well explored in the literature. Spilberg and Corey (2019) and Mitchell (2017) mentioned that selecting in using normal personality traits was not as well researched or utilized as psychopathology traits used in psychological screening. A fundamental benefit of utilizing normal personality traits within selection would be to align personality dimensions and desirable characteristics to the police officer's role (Spilberg & Corey, 2019). The need to select candidates who are less likely to demonstrate poor overall job performance and more likely to exhibit positive overall job performance in the role of a police officer is paramount as it can reduce turnover in law enforcement agencies, reduce complaints from the community, and increase community support of police officers (Lough & von Treuer, 2013). Sanders (2008) noted that it was too subjective to select in, and it was easier to document CWBs than OCBs. Dantzker (2011) explained that law enforcement agencies were selecting candidates who had fewer indicators for poor

overall job performance, but law enforcement agencies were not selecting candidates based on positive overall job performance.

The implications to police psychology could be vast if psychologists and the individuals who make hiring and placement decisions in law enforcement agencies adopt a selecting in approach. Currently, the best practice is to screen out candidates who are considered inappropriate for the police officer role, and those who are left are put through a battery of tests of minimum bona fide requirements. Once the tests are over, candidates are then asked to join the police officer profession and begin training. Candidates who have marginally passed their bona fide requirements, and whom have not been screened out, are then engaged in one of the most complex professions. Selecting in has been viewed as nice to have but it is generally not current practice (Spilberg & Corey, 2019). The absence of selecting in needs to be reevaluated against job performance. Screening out does what it is meant to do by illuminating negative personality dimensions and psychopathology; however, it does not predict performance (Aamodt, 2010; Mitchell, 2017). In the last 8 years, there has been a call to researchers to develop best practices for selecting in (Spilberg & Corey, 2019). Aamodt (2010) stated that no one test can predict all types of behavior in all situations. Therefore, personality inventories are used to measure personality dimensions. Research suggested that concurrently predicting behaviors can lead to predicting job performance, and OCB and CWB are concurrent indicators of job performance (Bourdage et al., 2012; Chirumbolo, 2015; Newland, 2012). Situation-based judgment tests are used only 8% of the time in North American assessment centers (Mitchell, 2017). These tests are arduous, expensive, and time

consuming. However, there is an advantage in utilizing normal personality dimensions to predict performance.

The personality dimensions of conscientiousness, emotional stability, and agreeableness have been shown to predict police officer performance (Aamodt, 2010; Barrick & Mount, 1991; Jackson, Thoemmes, Jonkmann, Lüdtke, & Trautwein, 2012; Ones, Viswesvaran, Cullen, Dees, & Langkamp, 2003; Spilberg & Corey, 2019). The HEXACO model, which I explain in depth later in this chapter, includes the personality dimensions of honesty-humility, conscientiousness, emotionality, extraversion, openness to experience, and agreeableness. Thielmann and Hilbig (2015) explained that the HEXACO model includes rotated versions of emotionality (neuroticism in the big five model), and agreeableness, which provides a greater interpretation for both dimensions. The honesty-humility dimension captures content that is not fully accounted for in the five factor model (FFM). In this study, the FFM and big five were used interchangeably. An advantage of using the HEXACO Personality Inventory Revised (HEXACO-PI-R; Ashton, Lee, & de Vries, 2014) is the honesty-humility dimension that has been shown to have a greater predictive advantage over the big five in self-report criteria, such as dark triad personality traits (Lee et al., 2005), egoism (de Vries, de Vries, De Hoogh, & Feij, 2009), political ideology (e.g., Chirumbolo & Leone, 2010; Kajonius & Dåderman, 2014), workplace delinquency (e.g., de Vries & van Gelder, 2015), and sexual harassment tendencies (Lee, Gizzarone, & Ashton, 2003), trustworthiness (Thielmann & Hilbig, 2015), and (dis)honesty (Hilbig & Zettler, 2015).

In a study utilizing the HEXACO model, Marcus, te Nijenhuis, Cremers, and van der Heijden-Lek (2016) found integrity was strongly and positively correlated to conscientiousness. Statistically significant correlations of integrity ratings conducted by supervisors showed HEXACO-H ($r = .18, p < .05$) and HEXACO-C ($r = .24, p < .01$) had the strongest relationships with integrity (Marcus, Ashton, & Lee, 2013). Marcus et al. also found that honesty humility could predict CWB. Other studies have also shown that honesty-humility has been found to be negatively correlated to CWB (de Vries & van Gelder, 2015; Lee, Ashton, & de Vries, 2005; Wiltshire, Bourdage, & Lee, 2014). I assessed all six dimensions of police officers' personality to predict both positive and negative performance indicators.

The HEXACO-PI-R (Ashton et al., 2014) is an instrument used to measure the six dimensions of personality and has been used in the selection of police officers. Findings from the current study may impact selection procedures for law enforcement agencies by highlighting predictive performance indicators of police officers. Findings may effect positive social change in illuminating an alternative to selecting in candidates to the role of a police officer, or may help in selecting in police officers for special assignment roles. Findings may influence selection methods, which may have an impact on police agencies and the communities they serve.

In Chapter 1, I describe the topic of utilizing the HEXACO-PI-R to predict indicators of performance of police officers. The background summarizes the research literature relating to job performance, personality, and selection instruments for law enforcement, and addresses the current gap in knowledge. The problem statement

provides evidence of the current problem and details how the problem is relevant and significant. The purpose of the study provides a concise statement that serves as the connection between the problem being addressed and the focus of the study. The research questions and hypotheses are presented, including the independent and dependent variables. The theoretical framework indicates the theoretical propositions, the theory being studied, and how the theory relates to the study. The nature of the study provides a concise rationale for the selection of the design of the study, including the study variables and methodology. The operational definitions include the independent and dependent variables and other terms used in the study, while the assumptions clarify aspects of the study that were believed but could not be demonstrated to be true, and why the assumptions were necessary in the context of the study. The scope and delimitations clarify the boundaries of the study by identifying the included and excluded populations and theories related to the study. I also describe the limitations, methodological weaknesses, biases, and measures to address limitations. The significance section includes contributions of the study that may advance knowledge in the discipline. Chapter 1 concludes with a summary, and Chapter 2 focuses on the literature review.

Background of the Study

Studies dating back to 2005 have shown individual dispositions, which do not include knowledge or skills, correlate to police officer performance (Barrick & Mount, 2005). Forero, Gallardo-Pujol, Maydeu-Olivares, and Andrés-Pueyo (2009) noted the necessity of looking at personality to predict performance. Assessing personality traits as job predictors has been shown in several meta-analyses (Aamodt, 2004; Barrett, Miguel,

Hurd, Lueke, & Tan, 2003; O'Boyle, Forsyth, Banks, & McDaniel, 2012) indicating the importance of analyzing the personality of police officers.

Given the importance of the predictive ability of personality on performance, it is necessary to examine which aspects of personality have positive (OCBs) and negative (CWBs) impacts on performance (Gonzalez-Mulé et al., 2014). These behaviors can be critical to the success of police officers, the community they protect and support, and the integrity of the law enforcement agency (Spilberg & Corey, 2019). Having a candidate fill the role of a police officer when he or she may demonstrate more CWBs than OCBs may negatively impact the employee, community, and law enforcement agency (Tarescavage, Corey, & Ben-Porath, 2015). As well, candidates may lack the capacity to be successful in their role (Gonzalez-Mulé et al., 2014). Utilizing psychological instruments to predict behavior and predict indicators of performance can be critical for evaluating police officers (Lough & von Treuer, 2013).

Police Officer Selection

Several psychological instruments have been examined for use in police officer selection; however, the literature indicated that there is no stand-alone best practice personality inventory to select in police officers. Lough and von Treuer (2013) argued that comparing the methods of selecting in and screening out was a critical issue in law enforcement selection processes. The Minnesota Multiphasic Personality Inventory-2 (MMPI-2; Butcher & Han, 1995), Inwald Personality Inventory (IPI; Inwald, Knatz, & Shusman, 1982), California Psychological Inventory (CPI; Gough, 1956), and 16 Personality Factor Questionnaire (16PF; Cattell, Eber, & Tatsuoka, 1970) are the most

commonly used instruments in the police officer psychological screening and selection process (Detrick & Chibnall, 2002; Tarescavage et al., 2015). Lough and Truer (2013) attempted to find a stand-alone psychological instrument when they utilized existing studies to examine the validity of the IPI, MMPI-2, the CPI, and the Australian Institute of Forensic Psychology test battery. Lowmaster and Morey (2012) used bivariate correlations to examine the validity of the Personality Assessment Inventory (PAI), while Anell et al. (2015) utilized hierarchical multiple regression analyses to determine adequate police selection methods with cognitive tests, personality inventories, physical tests, and interviews.

Lough and von Treuer (2013) concluded that screening out in the selection process was the most utilized method when administering these instruments, although selecting in was possible and something that needed to be explored. Lowmaster and Morey (2012) found the PAI produced scores that related to several components of job performance. Lowmaster and Morey also found it was important to examine the response style of the candidate. Lowmaster and Morey found the way in which a police officer responded; either having a high rate of defensiveness or having a low rate of defensiveness, moderated predictive validity. Lowmaster and Morey also indicated that replication of their research is needed with other assessment tools in the context of police officer selection.

Personality

The FFM of personality has been the main model of personality for police officer selection utilized in the last 50 years and consists of five dimensions of personality:

openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (Costa & McCrae, 1992). These personality traits have been validated in the prediction of job performance (Moran, 2017). Of the five factors in police officer selection studies, the personality dimension of conscientiousness had the strongest link to job performance (Aamodt, 2010; Spilberg & Corey, 2019). Aamodt (2004) conducted a meta-analysis and summarized that neuroticism had the strongest link to predicting discipline problems, while openness to experience and extraversion were predictive of both performance ratings and discipline problems. In previous police officer job performance studies that addressed personality dimensions, low levels of agreeableness were shown to improve some skilled areas such as marksmanship (Jackson et al., 2012). Low levels of agreeableness also indicated higher levels of aggressiveness, which was shown to be detrimental to training and performance in other dimensions (Jackson et al., 2012). Individuals who score high on agreeableness may not react and act appropriately to aggression cues (Jackson et al., 2012). For example, when presented with a life or death situation or protecting others, those who score low on agreeableness can react and respond more quickly and aggressively than those who score high on agreeableness (Jackson et al., 2012).

Jackson et al. (2012) examined personality traits in German males who decided to enter the military. Those who had low levels of agreeableness, neuroticism, and openness to experience were more likely to enter the military. Jackson et al. also examined the impact of military training on recruits and found that graduating recruits showed a lower score of agreeableness than prior to entering military training. This indicated that

personality can also be changed from military experiences and may have lasting influence on individual characteristics (Jackson et al., 2012).

The honesty-humility personality dimension has been shown to be superior to other personality dimensions in predicting job behaviors (Dinger et al., 2015). Lee et al. (2005) discussed limitations of the FFM in workplace deviance and overt integrity tests. Lee et al. concluded the lack of the honesty-humility dimension in the FFM, which has been shown to predict CWB behaviors such as deception and exploitation, was just one of the limitations in the FFM. Honesty-humility has been negatively correlated with Machiavellianism, psychopathy, and social adroitness (Lee et al., 2005). In policing, it is essential that officers not exploit others or engage in police misconduct (Moran, 2017). The HEXACO model has been superior in predicting job behaviors in several countries including Canada, where the current study was based (Lee et al., 2005). One of the main differences between the HEXACO model and the FFM model is discrepancies between the honesty-humility and conscientiousness dimensions. Conscientiousness is based in task-related conscience, and moral conscience is the component that characterizes the honesty-humility factor (Lee et al., 2005). The added honesty-humility personality dimension to the HEXACO model of personality has allowed researchers such as Dinger et al. (2015), Lee et al. (2013), and Lee and Ashton (2012a) to conduct studies on the honesty-humility dimension and analyze relationships to predict behaviors. Although the populations examined in these studies were not in law enforcement, findings indicated the HEXACO-PI-R is a valid instrument for predicting indicators of performance and performance.

The studies conducted by Dinger et al. (2015), Lee et al. (2013), and Lee et al. (2012) varied in methodologies but were similar in purpose in addressing how dimensions of the HEXACO-PI-R can predict behaviors. Dinger et al. (2015) examined HEXACO-PI-R dimensions to determine relationships to achievement goals, while Lee et al. (2013) examined the relationships between the dark triad personality constructs (Machiavellianism, psychopathy, and narcissism) to the honesty-humility dimension of the HEXACO model of personality. Lee et al. (2012) examined relationships between the dimensions of honesty-humility and agreeableness to predict CWB within reactions to transgressions and provocations.

Policing requires police officers to take direction and manage their behaviors as well as those they are working with and around. Given the nature of the job, some police officers can be cynical regarding the external environment in which they are working and the internal organizational environment. The honesty-humility dimension can predict behaviors beyond the FFM, in regards to both OCB and CWB. Zettler and Hilbig (2017) found that low scores on honesty-humility were moderated by the perceptions of organizational politics. For those that strongly perceived organizational politics, the prediction of CWB also increased. For those who scored high in honesty-humility, their perceptions of organizational politics were greatly decreased (Zettler & Hilbig, 2017). The HEXACO model has been utilized widely in personality studies relating to the dark triad of personality (Plouffe, Smith, & Saklofske, 2018), sexual behavior (Strouts, Brase, & Dillon, 2017), risk tasking (Burtăverde et al., 2017), happiness (Bucă, Călin, & Mincu, 2016), workplace counterproductivity (Chirumbolo, 2015), and leadership (Breevaart &

de Vries, 2017). The characteristics such as sexual behavior, risk taking, happiness, and workplace counterproductivity are all behaviors that can be linked in police officers (Spilberg & Corey, 2019).

The results from these studies supported utilizing the HEXACO-PI-R instrument for predicting behaviors. Dinger et al. (2015) found that the honesty-humility personality dimension showed a positive correlation with mastery goals ($r = .80$) and a negative correlation with performance approach ($r = -.78$) and performance avoidance goals ($r = -.84$). The dark triad factor measured strongly and correlated with the honesty-humility dimension ($r = -.94$), thereby supporting the hypothesis the low honesty-humility scores are related to the dark triad factors (Lee et al., 2013). Marcus et al. (2016) found that conscientiousness was related to integrity, both positively and strongly, in a Dutch military police population. Statistically significant correlations of integrity ratings conducted by supervisors showed HEXACO-H ($r = .18, p < .05$) and HEXACO-C ($r = .24, p < .01$) had the strongest relationships with integrity (Marcus et al., 2013). Marcus et al. (2013) found that honesty humility could predict CWB. Lee and Ashton (2012a) found the honesty-humility dimension correlated with target specific revenge planning ($r = -.40$), displaced aggression ($r = -.26, z = 1.80, p < .07$), and immediate reaction ($r = -.12, z = 3.14, p < .01$). Lee et al. (2013) found honesty-humility factor in predicting outcomes relating to sex, money, and power, while Lee and Ashton (2012a) offered insight to the current study to look at police officer honesty-humility personality dimension scores to predict acts of aggression and vengeance. Dinger et al. (2015)

highlighted the importance of the honesty-humility personality dimension in explaining variance in achievement goals.

Job Performance

Employers strive to select and hire individuals who perform positively in their roles. Selection methods predict how an individual may perform on the job and predict behaviors that highlight positive task and non-task performance to optimize job outcomes. To analyze the impact of personality on job performance, Gonzalez -Mulé et al. (2014) demonstrated the effects of personality on performance. In this study, Gonzalez-Mulé et al. conducted a meta-analysis utilizing the HEXACO-PI-R self-rating scores and utilized structural equation modeling using AMOS 7.0 to evaluate the relationships of interest between general mental ability (GMA) and personality on job performance, specifically on non-task performance such as CWBs and OCBs. Gonzalez-Mule et al. found that personality scores can predict behaviors on the job and subsequently predict job performance outcomes. Gonzalez-Mulé et al. reported the internal consistency reliabilities ranged from .76 (emotionality) to .84 (extraversion) from the HEXACO-PI-R. The results of their study demonstrated that personality traits indicate levels of CWB more than GMA and that personality and GMA are roughly equal for OCB (Gonzalez -Mulé et al., 2014). This study highlighted the necessity of utilizing a personality inventory instrument to predict both task and non-task indicators of job performance (Gonzalez -Mulé et al., 2014).

To find out what makes a good police officer, researchers have attempted to define the characteristics to clearly articulate the behaviors of an effective police officer

(Aamodt, 2004; Detrick & Chibnall, 2013; Sanders, 2008; Spilberg & Corey, 2019). Research indicated that successful police officers have high scores in the personality factors of agreeableness, conscientiousness, emotional stability, flexibility, integrity, intellectual efficiency, self-control, social confidence, social sensitivity, tolerance, and well-being (Spilberg & Corey, 2019). Researchers have also attempted to clearly articulate the characteristics of a dysfunctional police officer (Aamodt, 2004; Ones & Viswesvaran, 2001; Sarchione, Cuttler, Muchinsky, & Nelson-Gray, 1998; Spilberg & Corey, 2019). Research has indicated CWBs in policing may consist of exhibiting the behaviors of excessive force, sexual misconduct, sexual harassment, substance abuse, insubordination or other supervisory problems, embezzlement, deceitfulness, multiple motor vehicle violations, inappropriate verbal conduct, blackmail, bribery, theft, lying, kickbacks, personal violence, revenge, discrimination, and fraud (Spilberg & Corey, 2019). Conscientiousness and agreeableness have been shown to predict CWB. Conscientiousness is the best predictor of organizational deviance and agreeableness is the best predictor of interpersonal deviance (Spilberg & Corey, 2019).

In several studies, conscientiousness was correlated both positively and strongly to job performance ratings with nonpolice officer populations (Barrick & Mount, 1991) and with police officer populations (Aamodt, 2004; Salgado, 1997; Spilberg & Corey, 2019). Emotional stability and agreeableness predict a range of counterproductive work behaviors in police officers (Aamodt, 2004; Salgado, 1997; Spilberg & Corey, 2019). Agreeableness has been associated with performance ratings and discipline problems with police officers (Aamodt, 2004). An integrity construct has been determined to be the

combination of the personality dimensions of conscientiousness, agreeableness, and emotional stability (Ones & Viswesvaran, 2001). As Spilberg and Corey (2019) stated, Ones and Viswesvaran (2001) found measurement tests that overtly assessed attitudes toward theft and dishonesty, and covert tests that measure broad bases of personality correlated the highest with conscientiousness, agreeableness, and emotional stability. In summary, the personality factors of conscientiousness, emotional stability, and agreeableness have been shown to best be the predictors of police officer job performance.

Organizational Citizenship Behavior

OCB can be divided into two categories: behavior that is directed toward other individuals (organizational citizenship behavior – individual [OCBI]) and behavior that is directed toward the organization (organizational citizenship behavior – organizational [OCBO]; Lee & Allen, 2002b). To measure OCB, Lee and Allen (2002a) created a 16-point scale called the Organizational Citizenship Behavior Scale (OCBS), evaluating both OCBI and OCBO, which can serve as a valuable measurement tool to evaluate OCB in organizations. OCB can be evaluated in performance assessments, alongside task performance. Newland (2012) found that employees who engage in OCB receive higher performance appraisals. In the literature, there seems to be two terms to describe the same concept. CWB and workplace deviant behavior (WDB) are used interchangeably. As OCB measures favorable behaviors, CWB/WDB measures nonfavorable behaviors. WDB can also be divided into two categories: behaviors that are directed toward other individuals (WDBI) and behaviors that are directed toward the organization (WDBO).

Findings

A review of the literature associated with police officer selection, personality, and job performance indicated a great amount of literature on psychological screening and selection methods, but there was been a lack of consensus in the literature about inventories that predict performance. Aamodt (2010) conducted a meta-analysis and examined both psychopathology instruments, and normative personality instruments used in police officer screening and selection and concluded that the psychopathology measurements are not good predictors of law enforcement performance. Aamodt (2010) also concluded that for selecting in, normative personality inventories such as CPI (Gough, 1956), 16PF (Cattell et al., 1970), and the NEO Personality Inventory-Revised (NEO-PI-R; Costa & McCrae, 1992) were deemed the most capable. However, Aamodt (2010) also suggested it was insufficient to use one as a standalone for a selecting in instrument, as only certain scales predicted performance. For example, the CPI tolerance scale showed promise. It would seem logical to take the scales that predict performance and combine them into one personality inventory; however, Aamodt (2010) explained that this would yield low correlation coefficients. Aamodt (2010) also concluded that many more studies were needed on other personality inventories to address the relationship between personality and police officer performance criteria such as use of force, absence abuse, commendations, and discipline problems.

Leaders in police psychology such as Spilberg and Corey (2019), Aamodt (2010), Sanders (2008), and the Police Psychological Services Section of the International Association of Chiefs of Police (2009) indicated a need for additional research on other

personality inventories to study relationships between personality and police officer behaviors. There has been no research in law enforcement using the HEXACO-PI-R in selection methods or to examine personality and performance indicators (Lee et al., 2013). Current selection methods are not accurately predicting performance indicators of the six personality traits in police officers (Lee & Ashton, 2012b). Utilizing the HEXACO-PI-R with its added honesty-humility dimension and the rotated versions of the agreeableness and emotionality scales may add to the existing literature on law enforcement selection procedures by focusing on the performance indicators that may be predicted by the HEXACO-PI-R in police officers.

The current study was needed to inform the law enforcement community on best practices for utilizing the six dimensions of personality to predict indicators of job performance. The scores from the HEXACO-PI-R include the six dimensions of personality to identify how police officers may react in the future or how they have reacted in the past on the job, and to inform predictions relating to performance indicators on the job for police officers (Lee & Ashton, 2012b). The scope of this study was personality inventories and not situational judgment tests like that of the Behavioral Personnel Assessment Device. Understanding which personality facets lead to which behaviors and performance indicators may clarify how personality drives decisions, actions, and behaviors.

Personality inventories have shown that the best predictors of OCB and CWB are conscientiousness, agreeableness, and emotional stability (Spilberg & Corey, 2018). The current study's aim was to determine whether the HEXACO-PI-R would replicate these

findings and whether other personality dimensions within the HEXACO-PI-R indicate OCB and CWB. Findings may help decrease the number of police officers who are ill-suited to the police officer role. Findings may also enhance community support, increase the success of law enforcement agencies, and decrease counterproductive workplace behaviors and turnover rates.

Problem Statement

Understanding personality is critical to predict behaviors of candidates entering the police officer profession and those currently in the role of police officer (Spilberg & Corey, 2019). The six dimensions of personality should be analyzed for their predictive nature for overall indicators of job performance. This is currently not being done in law enforcement agencies. However, it is being done in other populations such as the military. Research indicated that other personality instruments have been studied in police officer selection (Lowmaster & Morey, 2012). Also, more appropriate personality selecting instruments have utilized in police officer selection (Dantzker, 2011; Lough & von Treuer, 2013). Anell et al. (2015) indicated that further research should be conducted on personality instruments to predict police officer job performance. Varela et al. (2004) called on researchers to examine normative personality inventories such as the 16PF (Cattell et al., 1970), PAI (Lowmaster & Morey, 2012), and NEO-PI-R (Costa & McCrae, 1992). However, Aamodt (2010) suggested that there was not enough evidence of use in the 16PF, PAI, and NEO-PI-R to warrant utilizing these measurements for law enforcement selection. Given the lack of suitable instruments to use in law enforcement for selecting in, I used the HEXACO-PI-R (Ashton et al., 2014), first developed in 2000

and adapted since with the latest adaptation in 2009, to analyze the predictive value of six accepted personality dimensions: honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience (see Ashton et al., 2014).

Cuttler (2011) highlighted the Police Psychological Services Section of the International Association of Chiefs of Police (2014) guidelines that reflect specific developments in the field, addressing research and development of new instruments to be used. The specific guideline stated, “Nothing in these guidelines should be construed to discourage scientifically legitimate research, innovation, and/or use of new techniques that show promise for helping hiring agencies identify, screen, and select qualified candidates” (International Association of Chiefs of Police, 2009, p. 1). The HEXACO-PI-R is based in scientifically legitimate research and has promise for helping agencies select qualified candidates. Currently, law enforcement agencies are not utilizing the HEXACO-PI-R instrument to measure personality to predict performance in their entry-level selection practices or selecting officers for special assignments.

A limitation of extant research is that no research had addressed the extent to which HEXACO-PI-R scores predict indicators of overall police officer job performance. Without a best practice instrument for selecting in the law enforcement community cannot accurately predict indicators of performance and cannot accurately select appropriate candidates for roles in the police officer profession. The best that psychological screening has been able to do up to this point is to make a short-term prediction of hiring suitability at the time of selection. Screening is fundamentally different than selection. Screening is used to eliminate unsuitable candidates, whereas

selecting in is used to choose the most appropriate candidates for the role. Much research has been devoted to person-role fit, person-environment fit, and person-organization fit. Research indicated that it is imperative for organizations to examine how an individual would fit in the three most dominant determinants of a job position (the role itself, the environment in which they would work, and the alignment to the organization's values). If screening, inappropriate selection instruments, and minimum requirements as laid out by bona fide requirements are the only deciding factors for selecting in, this could potentially create a situation in which the wrong candidates are selected, which could have negative consequences for the community members officers are deemed to protect, and for the integrity of the law enforcement agency. It is important for the law enforcement community and those who conduct selection practices to understand the predictive relationship between HEXACO-PI-R scores and overall indicators of job performance in police officers. Aamodt (2010), Cuttler (2011), and Spilberg and Corey (2019) called for more research on personality inventories and specifically on the relationship between personality and police officer behaviors. The current study may add to the research in the field and highlight a personality inventory that may be suitable to predict indicators of performance.

Purpose of the Study

The purpose of this quantitative study was to examine the extent to which the six personality dimensions as measured in the HEXACO-PI-R predict overall indicators OCB and CWB of police officer job performance. HEXACO-PI-R scores can be interpreted to allow predictions to be made about how an individual may perform on the

job. Also, findings may provide selection committees (both for entry to the role of a police officer and special assignment roles) with insight on the candidate and the person-role or person-environment fit. The study's goal was to determine to what extent the six personality dimensions in the HEXACO-PI-R predict indicators of performance (CWB and OCB) in police officers.

Research Questions and Hypotheses

RQ1: Do HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores predict OCB indicators of police officer performance?

H₀1: HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores do not predict OCB indicators of police officer performance.

H_a1: HEXA CO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores significantly and positively predict OCB indicators in police officer performance.

RQ2: Do HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores predict CWB indicators of police officer performance?

H₀2: HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores do not predict CWB indicators of police officer performance.

H_{a2}: HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores significantly and negatively predict CWB indicators of police officer performance.

Theoretical Foundation

The theoretical model found in the existing scholarly literature is the HEXACO model (Lee & Ashton, 2006) as the acceptable classification and framework of personality structure and characteristics. This six-factor model of personality measures six dimensions of personality (honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience) as well as 24 subfacets, which are subcomponents of the major personality factors and allow specific predictions about the individual completing the inventory (Lee & Ashton, 2006). The HEXACO model is superior to that of the well-known big five or FFM because it includes a sixth personality dimension (the honesty-humility dimension), which is not included in the FFM (Ashton et al., 2014; Marcus et al., 2016). The model proposes the ability to predict contemporaneous indicators of performance and characteristics of individuals in given circumstances and situations based on how high or low an individual scores in each of the six dimensions. For example, when a person scores high on honesty, he or she may tend to avoid manipulating others for personal gain or to feel little temptation to break rules; however, those who score low on the scale may be motivated by material gain or to feel tempted to bend laws for personal profit (Lee & Ashton, 2006). People who score high on emotionality tend to experience fear of physical dangers; however, those who score low

on the scale may be more detached, unemotional, and fearless when under stressful or frightening circumstances (Lee & Ashton, 2006). The scoring mechanisms for each dimension of the HEXACO model has been utilized and well founded in the literature, so this model seemed appropriate as a personality inventory to be used with police officers. The HEXACO-PI-R was administered to police officers to assess dimensions of personality. The scores from the instrument were used to predict overall indicators of job performance, specifically OCBs and CWBs.

Nature of the Study

This quantitative nonexperimental study addressed the predictive relationship between HEXACO-PI-R scores and performance indicators of police officers. The variables were not controlled, manipulated, or altered, and no intervention was applied. Existing relationships were interpreted and explored without altering the environment utilizing results from the HEXACO-PI-R, OCBS and WDBS to draw conclusions. Given these conditions, a nonexperimental design was the best choice for this study. An experiment would not have been appropriate for this study as the predictor variables were not manipulated and there was no experimental or control groups. A quasi-experiment would not have been appropriate given that there was no examination of the differences between naturally existing groups. All items from the HEXACO-PI-R, OCBS and WDBS were administered to police officers as a single survey to participants who volunteered from a variety of police agencies across Canada. The performance indicators of OCBs and CWBs were examined within the personality dimensions of conscientiousness, emotionality, extraversion, honesty-humility, openness to experience, and agreeableness.

Demographic data of the officers included the officers' experience, gender, ethnicity, and education. The scores and subfacet answers generated a report on the individual's personality and how he or she was likely to react in certain circumstances. For example, a police officer who scored high on honesty-humility may be less likely to break rules and may exhibit higher levels of OCB; however, a police officer who scored low on honesty-humility may be motivated by material gain or to bend or break laws, and may exhibit higher levels of CWB (Lee & Ashton, 2006).

Definitions

Agreeableness: A personality dimension in which high scores indicate persons forgive wrongs they have suffered, control their emotions, and cooperate and compromise with others. However, low scores indicate a person may hold grudges, be critical of others' shortcomings, feel anger in response to mistreatment, and be stubborn in defending their point of view (Lee & Ashton, 2012b).

Conscientiousness: A personality dimension in which high scores indicate persons organize their time and physical surroundings, have a disciplined approach to work and goals, and have perfectionist tendencies; those who score low in this dimension avoid difficult tasks, are satisfied with work that contains some errors, and make decisions on impulse (Lee & Ashton, 2012b).

Counterproductive workplace behavior (CWB): The voluntary employee behaviors that violate organizational norms that can cause threats to the functioning and effectiveness of organizations, such as theft or intentionally doing work incorrectly (Chirumbolo, 2015).

Emotionality: A personality dimension in which high scores indicate the person may have a fear of physical dangers, experience anxiety in response to life's stresses, and need emotional support from others: those with low scores are not deterred by the prospect of physical harm, experience little worry in stressful situations, and feel emotionally detached from others (Lee & Ashton, 2012b).

Extraversion: A personality dimension in which high scores indicate the person may feel highly about themselves and be confident leading others; those scoring low in this dimension consider themselves unpopular, feel awkward in social situations, and feel less energetic and optimistic than others (Lee & Ashton, 2012b).

Honesty-humility: A personality dimension in which high scores indicate persons avoid manipulating others, are law-abiding, are fair, and do not consider material wealth or status important; those scoring low in this dimension like to flatter others, are willing to bend rules to personally gain, are entitled to have special status and privilege, and seek money and expensive possessions (Lee & Ashton, 2012b).

Openness to experience: A personality dimension in which high scores indicate persons feel intellectual curiosity in various domains of knowledge and take an interest in unusual ideas or people; those who score low in this dimension tend to be unimpressed by works of art and avoid creative pursuits (Lee & Ashton, 2012b).

Organizational citizenship behavior (OCB): Positive employee behaviors and dispositions in which an employee contributes and supports the organization, such as building positive relationships with others, showing pride in the organization, and avoiding looking bad to colleagues (Bourdage et al., 2012).

Assumptions

For this study, I assumed participants would respond to items in the survey truthfully and participants would understand what was being asked of them. Answers that were dishonest would not portray an accurate estimation of someone's personality and would skew results. Given that there was no way to verify dishonest answers, I assumed people would answer truthfully because they were respondents seeking to assist to the contribution of science. Participants were informed that this study was not employer sponsored, and I assumed they had no fear of retribution or apprehension in answering the survey items.

Scope and Delimitations

The specific aspects of the research problem addressed in the study were whether the six dimensions of personality predicted indicators of police officer performance. All six personality dimensions had not been previously researched in police officers to determine whether they predict police performance. Several studies indicated that personality can predict performance, and there was a need to do personality research utilizing additional personality inventories on police officer behaviors (Aamodt, 2010; Ansell et al., 2015). The sample consisted of sworn police officers whom worked in several different police agencies in Canada. All officers who were on active duty and were available were considered for this study. Only those on leave were excluded from this study. The anticipated sample size was 300 police officers. Participants were sworn members who voluntarily agreed to fill out a survey that consisted of the items from the

HEXACO-PI-R, OCBS, and Workplace Deviant Behavior Scale (WDBS) in an online survey format, conducted by me, as the researcher.

I chose to use the HEXACO model as the theoretical framework for this study because this model is used to explain the six dimensions of personality in the scores that are generated when participants fill out the instrument. Researchers who have utilized the Big Five model of personality by McCrae and Costa (1987) highlighted important findings on several of the personality dimensions that were similar to those found in the HEXACO-PI-R (agreeableness, conscientiousness, extraversion, neuroticism, and openness to experience). Findings from this study may be generalizable to other police services in Canadian and United States (US) police agencies.

Limitations

In this study, participants filled out a self-reporting survey on a voluntary basis. Sellbom, Lilienfeld, Fowler, and McCrary (2018) stated, self-reporting instruments may limit the study's validity as they ask participants to answer the questions honestly, assume the participants understand what is being asked of them, and assume they can answer introspectively. This study was limited to the self-report survey for data collection. The instrument was completed only once by the participants, so it only assessed their personality as they viewed it on that day. Another limitation in personality research is that respondents may try utilizing impression management when answering the items and overvalue their personality. This form of data collection asks the participants to provide introspective information regarding how they may react or behave in certain circumstances, or retrospective information regarding how they have acted in

the past. A situation-based judgment test and evaluation like the Behavioral Personnel Assessment Device would assess candidates on their actions, but this type of evaluation was beyond of the scope of this dissertation and was not considered appropriate.

My bias about the importance of utilizing the HEXACO-PI-R in law enforcement may have influenced the study's outcome. To mitigate this, I used data and facts presented from the survey outcomes and strove to be as objective as possible. Another limitation of the study was the lack of research conducted utilizing the HEXACO-PI-R with police officers. To mitigate the methodological shortcomings associated with this study, I was as objective as possible.

Significance of the Study

This research assisted in filling the gap on the performance indicators that may be predicted by the HEXACO-PI-R. Aamodt (2010) stated, specific scales may present themselves as accurately predicting indicators of performance, which may aid researchers in seeking scales that have been shown to predict indicators of performance. Aamodt (2010) and Marcus et al. (2016) stated that the research on selection instruments in law enforcement agencies seemed incomplete and further research was needed to determine whether any other personality inventories could address the relationship between personality and police officer behavior. The scores from the HEXACO-PI-R may help to identify how police officers react and behave in situations for their job, and therefore inform predictions relating to police officer performance. This model informed the predictions set out in the study based on the scores from the HEXACO-PI-R. The personality dimension scores highlighted characteristics of behaviors the participant may

demonstrate or may have demonstrated, and this may lead to predicting how the officer may perform on the job.

This study was unique because it addressed an under researched area of job performance from a psychological instrument, that of the HEXACO-PI-R. Findings from this study have practical significance for law enforcement agencies in their selection practices because they could be used to inform other practicing police psychologists and leaders in selection for law enforcement agencies of how the scores on the HEXACO-PI-R selection instrument can predict overall indicators of job performance. This could, therefore, aid in selecting the appropriate candidates and in selecting police officers for different roles in the police service. This could help maximize job performance and limit selecting individuals who perform negatively or engage in CWBs. The findings from this study could also support law enforcement agencies in utilizing the HEXACO-PI-R tool as a psychological selection instrument because it illuminated the predictive relationships between HEXACO-PI-R scores and police officer performance. Law enforcement agencies could use the information to aid in their selection practices and assessment practices to predict and evaluate job performance in police officers. Agencies would have a better idea of whom they were hiring and placing within different roles.

Summary and Transition

Chapter 1 provided a description of utilizing the HEXACO-PI-R to predict indicators of performance among police officers. The background summarized the research literature relating to job performance, personality and selection instruments for law enforcement, and current gaps in knowledge. A summary of evidence was provided

to show the problem was current, relevant, significant, and aligned with the purpose of the study. The independent and dependent variables were identified in the research questions and defined in the operational definitions. The theoretical framework indicated the theoretical propositions, the theory being studied, and how the theory related to the study approach and research questions. A concise rationale for the selection of the design of the study, the key study variables, and the methodology was provided in the nature of the study. The assumptions of the study were indicated and included an explanation of why they were necessary in the context of the study. The scope and delimitations indicated aspects of the research problem that were addressed in the study and defined the boundaries of the study by identifying the included and excluded population and theories most related to the study. The limitations, methodological weaknesses, biases, and measures to address limitations were addressed. The significance section indicated potential contributions of the study that would advance knowledge in the discipline and promote positive social change. Chapter 2 includes a synthesis of the literature in a comprehensive literature review of the major components of this study, including police officer job selection methods, personality research, and facets of job performance.

Chapter 2: Literature Review

Understanding personality is critical to predict behaviors of potential candidates entering the law enforcement profession (Spilberg & Corey, 2019). The six dimensions of personality should be analyzed for their predictive nature for overall job performance. This is currently not being done in police officer selection. Previous research indicated other personality instruments were studied in police officer selection (Lowmaster & Morey, 2012). More appropriate personality screening instruments may be found and utilized in police officer selection (Dantzker, 2011; Lough & von Treuer, 2013). Anell et al. (2015) indicated that further research should be conducted on personality instruments to predict police officer job performance. The HEXACO-PI-R developed in 2000 is used to analyze the six accepted personality dimensions: honesty-humility, emotionality, extraversion, agreeableness (Ashton et al., 2014).

Currently, law enforcement agencies are not utilizing the HEXACO-PI-R to measure personality to predict performance in their selection practices. Also, a limitation of extant research is that no research to date had examined the extent to which HEXACO-PI-R scores predict overall indicators of police officer job performance. The law enforcement community cannot accurately predict performance indicators utilizing the six dimensions of personality. This could create a situation in which the wrong candidates are selected or placed, which could have negative consequences for both the community members they are deemed to protect and the integrity of the law enforcement agency. It was important to examine the predictive relationship between HEXACO-PI-R scores and overall job performance indicators in police officers to minimize the negative

impact of having poor performing police officers in the role and to maximize the positive impact of having police officers who contribute positively.

The purpose of this quantitative study was to examine the extent to which HEXACO-PI-R scores predict overall indicators of police officer job performance. HEXACO-PI-R scores can be interpreted to allow predictions to be made about how an individual may perform on the job. Findings may provide selection committees (both for entry to the role of a police officer and special assignment roles) with insight on what interview questions they may want to ask the individual. The study's goal was to determine whether the HEXACO-PI-R predicts indicators of performance (CWBs and OCBs) in police officers.

Chapter 2 includes a restatement of the problem and purpose of the current study, and a ` of the theory. A literature- and research-based analysis of how the theory has been applied in other studies is examined. A rationale for the choice of the theory is given, including how the theory relates to the current study. The literature relating to key variables and/or concepts, including studies related to the constructs of interest, chosen methodology, and methods, is reviewed. The ways researchers in the discipline have approached the problem and the strengths and weakness inherent in their approaches are examined. I describe the independent and dependent variables and discuss the chosen variables and concepts and what remains to be studied. Studies related to the research questions are reviewed and synthesized. Chapter 2 concludes with a summary of what is known and what is not known in the field of this study, the major themes in the literature,

and how the present study fills a gap in the literature and how it extends knowledge in the discipline.

Literature Search Strategy

The literature search strategy for this study included accessing several library databases and search engines. I used EBSCOhost, PsycINFO, PsycARTICLES, PsycTESTS, Academic Search Complete, ProQuest Central, and the Criminal Justice database.

Publication dates for the search ranged from 1955 to 2018, although this study focused on research published within the last 5 years. Peer-reviewed literature, seminal literature, dissertations, conference papers, and books were considered in this literature search.

Several search terms were used alone or collectively in different forms to locate articles relevant to this study. These terms included *selection, law enforcement, police officer, psychological theories, personality traits, personality theories, personality instrument, personality tests, personality measurement, HEXACO, HEXACO-PI-R, honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, openness to experience, job performance, OCBs, CWBs, WDBs, and prediction.*

Theoretical Foundation

The HEXACO Personality Inventory (HEXACO-PI) instrument developed in 2000 analyzes the six accepted personality dimensions: honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience (Ashton et al., 2014). The HEXACO model has been utilized widely in studies relating to the dark triad of personality (Plouffe et al., 2018), sexual behavior (Strouts et al., 2017), risk tasking (Burtăverde et al., 2017), happiness (Bucă et al., 2016), workplace

counterproductivity (Chirumbolo, 2015), leadership (Breevaart & de Vries, 2017). The HEXACO model has been determined as the acceptable classification and framework of personality structure and characteristics (Lee & Ashton, 2006).

This six-factor model of personality is used to measure six dimensions of personality (honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience) as well as 24 subfacets, which are subcomponents of the major personality factors and allow specific predictions about the test taker (Lee & Ashton, 2006). The HEXACO model and theory has been applied in several studies that are similar to the current study. Researchers conducted studies on the honesty-humility dimension in the HEXACO model to analyze relationships to predict behaviors (Dinger et al., 2015; Lee & Ashton, 2012a; Lee et al., 2013). The results from these studies supported utilizing the HEXACO-PI-R instrument for predicting behaviors. The authors found similar findings in their results. Dinger et al. (2015) found the honesty-humility personality dimension showed a positive correlation between mastery goals ($r = .80$) and a negative correlation with performance approach ($r = -.78$) and performance avoidance goals ($r = -.84$). Lee et al. (2013) found the dark triad factor measured strongly correlated with the honesty-humility dimension ($r = -.94$), thereby supporting the hypothesis that the dark triad has a strong relationship with low honesty-humility scores. Lee and Ashton (2012a) found the honesty-humility dimension correlated strongest with target specific revenge planning ($r = -.40$), displaced aggression ($r = -.26, z = 1.80, p < .07$), and immediate reaction ($r = -.12, z = 3.14, p < .01$). Lee et al. (2013) highlighted the honesty-humility factor in predicting outcomes relating to sex,

money, and power, while Lee et al. (2012) provided insight into the current study to look at police officer honesty-humility personality dimension scores to predict acts of aggression and vengeance. Dinger et al. (2015) highlighted the importance of the honesty-humility personality dimension in explaining variance in achievement goals. The researchers allowed the potential of personality to be used as a selection instrument utilizing the HEXACO-PI-R.

Utilizing the HEXACO model to determine job performance led Gonzalez-Mulé et al. (2014) to conduct a meta-analysis utilizing the HEXACO-PI-R self-rating scores as well as structural equation modeling using AMOS 7.0 to determine the relationship between GMA and personality on job performance, specifically on non-task performance such as CWBs and OCBs. They found that personality scores could predict behaviors on the job and subsequently predict job performance outcomes (Gonzalez-Mulé et al., 2014). The results of Gonzalez-Mulé et al.'s study demonstrated personality traits indicate levels of CWB more than GMA and that personality and GMA are roughly equal for OCB. Gonzalez-Mulé et al. highlighted the necessity of utilizing a personality inventory instrument in police selection. This also shows the need for studies using personality for selection purposes while analyzing both task and non-task performance indicators.

The HEXACO model is superior to that of the well-known big five or FFM, which includes the personality factors of openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism because it includes a sixth personality dimension (the honesty-humility dimension), which is not included in the FFM (Ashton, et al., 2014). The model proposes the ability to predict performance and characteristics of

individuals in given circumstances and situations based on how high or low an individual scores in each of the six dimensions. For example, when a person scores high on honesty, the individual may tend to avoid manipulating others for personal gain or to feel little temptation to break rules; however, those low on the scale may be motivated by material gain or to feel tempted to bend laws for personal profit (Lee & Ashton, 2006). People who score high on emotionality tend to experience fear of physical dangers; however, those low on the scale may be more detached, unemotional, and feel little fear when under stressful or frightening circumstances (Lee & Ashton, 2006). The HEXACO model relates to this study's approach as the HEXACO-PI-R was administered to police officers to assess dimensions of personality. The scores from the instrument were used to analyze if a relationship exists between personality scores from the HEXACO-PI-R to scores from OCBS and WDBS scales.

Review of the Literature

As police officer selection, personality, and predictors of job performance were the major themes of this study, in this section, I review and analyze research on police officer selection, personality, and predictors of job performance. I review indicators of police officer performance, police officer selection, which include established guidelines for the practice of selecting and hiring candidates for the role of police officers as well as the importance of selecting appropriate candidates. I review personality was in the context of using personality to predict indicators of job performance such as OCB and CWB. I examine psychological screening instruments, as I found the common practices in North America for police departments and weaknesses inherent in that approach to be

highlighted in the literature. The strengths of selecting in illuminated the advantages to that selection practice. I describe the most common psychological instruments used in law enforcement for selection as well as the use of the HEXACO-PI-R. I also examine predictors of job performance such as OCB and CWB.

Personality

Personality reflects the way in which individuals engage and interact with their environment and is considered the strongest predictor of overall job performance (Gonzalez-Mulé et al., 2014). Personality research has come a long way in predicting job performance, and researchers, for over a half a century, did not conclude there was a significant relationship. I noted two distinct phases within the personality and job performance research. The first phase was conducted between the early 1900s to 1984, and the second phase, beginning in the mid-1980s, has continued until the current state (Barrick & Mount, 2001; Forero et al., 2009). The first phase of personality research was dependent on examining relationships of individual scales, which in retrospect were poorly defined, and the traits were often named measuring two different meanings (Barrick, Mount, & Judge, 2001). The researchers applied individual scales from a variety of personality inventories to various aspects of job performance (Barrick et al., 2001). Another major error during this research period was the inability to distinguish between the measurement of personality dimension at both the inventory and construct level (Barrick et al., 2001). Due to this error, researchers failed to recognize that individual scales from personality inventories assessed a larger construct and, therefore, found that many of the correlations were near zero (Forero et al., 2009). This led to mass

generalizations that significant relationships between personality and job performance did not exist (Forero et al., 2009). These findings were relatively undisputed until the mid-1980s, and then significant changes began to occur within personality research with the creation of the FFM.

For the last 50 years, the FFM has been the main model of personality for police officer selection. This model utilized in the last 50 years and consists of five dimensions of personality: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (Costa & McCrae, 1992). These personality traits have been validated in the prediction of work performance (Salgado, 1997). Of the five factors in police officer selection studies, conscientiousness had the strongest correlation to job performance (Aamodt, 2010; Barrick & Mount, 1991; Salgado, 1997). Aamodt (2004) found neuroticism had the strongest link to predicting discipline problems and found openness and extraversion to be predictive of both performance ratings and discipline problems.

In previous police officer job performance studies that compared personality dimensions, low levels of agreeableness were shown to improve some skilled areas such as marksmanship (Jackson et al., 2012) while also indicating higher levels of aggressiveness, which has shown to be detrimental to training and performance in other dimensions (Jackson et al., 2012). The same researchers found individuals who score high on agreeableness may not react appropriately to aggression cues (Jackson et al., 2012). For example, when presented with a life or death situation, or protecting others, those who score low on agreeableness tend to react and respond more quickly and aggressively than their peers who score high on that same personality dimension.

In their research, Jackson et al. (2012) examined personality traits in German males who decided to enter the military. Jackson et al. noted those who had low levels of agreeableness, neuroticism, and openness to experience were more likely to enter the military. These researchers also examined the impact of military training on recruits and found that after graduating recruits showed a lower score of agreeableness than prior to entering military training (Jackson et al., 2012). This indicates that personality can also be changed from military experiences, which has long-lasting influences on individual characteristics (Jackson et al., 2012). Forero et al. (2009) cited authors such as Barrick and Mount (2005), who concluded individual dispositions correlate to police officer performance more than knowledge or skill does, thereby indicating the importance of analyzing the personality of police officers. In addition, several meta-analytic studies have shown the benefits of assessing personality traits as job predictors (Aamodt, 2004; Barrick & Mount, 1991; Salgado, 1997).

Honesty-Humility

The honesty-humility personality dimension has been shown to be superior to other personality dimensions in predicting job behaviors (Dinger et al., 2015). Lee et al. (2005) discussed limitations of the FFM in workplace deviance and overt integrity tests. These authors concluded the lack of the honesty-humility dimension in the FFM, which has been shown to predict CWB behaviors, such as deception and exploitation, was just one of the limitations in the FFM (Lee et al., 2005). Lee et al. (2005) found honesty-humility to be negatively correlated with Machiavellianism, psychopathy, and social adroitness (Lee et al., 2005). In policing, it is essential that officers not exploit others or

engage in police misconduct (Moran, 2017). The HEXACO model has been superior in predicting job behaviors, over the FFM, in several countries, including Canada, in which this study was based (Lee et al., 2005). One of the main differences between the HEXACO model and the FFM model lies in the difference between the honesty-humility and conscientiousness dimensions. Conscientiousness is based in task-related conscience, and moral conscience is the component that characterizes the honesty-humility factor (Lee et al., 2005).

Job Performance

Job performance consist of employee behaviors that positively contribute to the goals of the organization (Dunlop & Lee, 2004). Job performance entails the tasks that are necessary to perform the role as well as non-task performance, which can be divided into two dimensions: CWB and OCB (Bourdage et al., 2012). In a quest to find out what makes a good police officer, researchers have attempted to define the characteristics of a good police officer (Aamodt, 2004; Detrick & Chibnall, 2013; Sanders, 2008; Spilberg & Corey, 2019). In general, researchers indicated that successful police officers have high scores in the personality factors of agreeableness, conscientiousness, emotional stability, flexibility, integrity, intellectual efficiency, self-control, social confidence, social sensitivity, tolerance, well-being (Spilberg & Corey, 2019).

Researchers have also attempted to ascertain the characteristics of a dysfunctional police officer (Aamodt, 2004; Ones & Viswesvaran, 2001; Sarchione et al., 1998; Spilberg & Corey, 2019). These researchers indicated CWBs in policing may consist of excessive force, sexual misconduct, sexual harassment, substance abuse, insubordination

or other supervisory problems, embezzlement, deceitfulness, multiple motor vehicle violations, inappropriate verbal conduct, blackmail, bribery, theft, lying, kickbacks, personal violence, revenge, discrimination, and fraud (Spilberg & Corey, 2019). Both low levels of conscientiousness and agreeableness have been shown to predict CWB.

Conscientiousness is the best predictor of organizational deviance and agreeableness is the best predictor of interpersonal deviance (Spilberg & Corey, 2019).

In several studies, conscientiousness is correlated both positively and strongly to job performance ratings with nonpolice officer populations (Barrick & Mount, 1991) and with police officer populations (Aamodt, 2004; Salgado, 1997; Spilberg & Corey, 2019). Emotional stability and agreeableness predict a range of CWBs in police officers (Aamodt, 2004; Salgado, 1997; Spilberg & Corey, 2019). Agreeableness has been associated with both performance ratings and discipline problems with police officers (Aamodt, 2004). In their research, Ones and Viswesvaran (2001) described an integrity construct as the combination of the personality dimensions of conscientiousness, agreeableness, and emotional stability. Referring to the work of Ones and Viswesvaran (2001), Spilberg and Corey (2019) noted measurement tests that overtly assess attitudes toward theft and dishonesty as well as covert tests that measure broad bases of personality correlated the highest with conscientiousness, agreeableness, and emotional stability. In summary, researchers consider the personality factors of conscientiousness, emotional stability, and agreeableness to be the best predictors of police officer job performance (Aamodt, 2004; Ones & Viswesvaran, 2001; Salgado, 1997; Spilberg & Corey, 2019).

Job Performance Outcomes

Measures of job performance include specific job functions (task performance) and non-task performance. Task performance encompasses the job functions that are necessary to perform the police officer role such as detecting and investigating crimes, maintaining order in the community, communicating, and listening (Spilberg & Corey, 2019). Non-task performance is divided into two dimensions: CWB and OCB (Bourdage et al., 2012). Borman (2004) explained behaviors indicate what an individual does, while performance refers to the evaluative component of that behavior. Performance is, therefore, the alignment of behaviors to organizational outcomes. In the absence of specific task performance data, for this study I chose to examine OCB and CWB behaviors alongside the demographics of education, rank, gender, race, and experience (time on the job).

OCBs and CWBs have been shown to influence job performance in police officers (Aamodt, 2004; Spilberg & Corey, 2019). Officers who have higher levels of OCB have been shown to have increased levels of job satisfaction and perceived organizational support (Brunetto, Teo, Shacklock, & Farr-Wharton, 2012; Gau, Terrill, & Paoline, 2013; Johnson, Rowatt, & Petrini, 2011). However, officers who display CWBs, such as corrupt practices, generally exhibit higher levels of cynicism, workplace deviance, and burnout (Gau et al., 2013; Salgado, 2003). Gau et al. (2013) conducted a study to examine police officers' motivations for promotion using demographics, perceptions of work environment, and organizational characteristics. In their study, Gau et al. (2013) found police officers are more likely to value promotion and seek

advancement if they have high levels of job satisfaction and perceived organizational support.

Organizational Citizenship Behavior

Bateman and Organ (1983) originated the term OCB, which is also known as contextual performance, as the voluntary behaviors that an employee partakes in to benefit the greater organization, which is not contractually obligated (Podsakoff, Whiting, Podsakoff, & Blume, 2009). OCB differs from task performance, as OCB can vary across job roles, whereas task performance is inherent to a job role (Borman, 2004). Most commonly, OCBs are those behaviors that are not directed from a job description and can include helping and mentoring others, creating and promoting social activities, and volunteering (Borman, 2004). OCBs can be divided into two categories: behaviors that are directed toward other individuals (OCBI) and behaviors that are directed toward the organization (OCBO; Lee & Allen, 2002b). Three distinct motives behind OCBs have emerged in the literature: prosocial values (the desire to be helpful), organizational concern (the demonstration of pride and commitment toward the organization), and impression management (the desire to 'look good'; Rioux & Penner, 2001).

OCBs can be predicted by personality, whereas task performance is predicted by the employee's knowledge, skills, and abilities (Newland, 2012). OCB has gained interest in Industrial/Organizational Psychology, as OCB can predict both employee performance and organizational success (Newland, 2012). Podsakoff et al. (2009) determined that interpersonal OCB was positively related to performance ratings and negatively related to employee turnover. The same researchers found OCBs were positively related to

organizational productivity, efficiency, and negatively related to unit-level turnover (Podsakoff et al., 2009). Personality is known to be an antecedent of OCBs, and conscientiousness has been shown to be the strongest predictor of OCBs, with agreeableness being the second-best predictor of OCB (Bourdage et al., 2012). Chiu and Chen (2005) examined levels of OCB and the intention of an employee to withdraw from an organization. Researchers also found that low levels of OCB are negatively correlated to employee turnover intentions and actual turnover (Podsakoff et al., 2009).

To this extent, it is important for organizations to recognize and evaluate their employees' levels of OCB. Low and decreasing levels of OCB correlate with employee turnover and turnover intentions, which can be costly to organizations (Podsakoff et al., 2009). Furthermore, organizations can benefit from employees who demonstrate high levels of OCB, as these behaviors have been shown to increase productivity, improve unit effectiveness, enhance team morale, bolster team cohesiveness, and enhance team maintenance (Dunlop & Lee, 2004). In policing, OCB can help to encourage team morale and team support with officers helping and assisting other officers in their roles. Podsakoff et al. (1996) noted OCBs have a negative correlation with employee turnover. Lee and Allen (2002a) created the OCBS measurement scale to capture OCB. I discuss the OCBS in more detail in Chapter 3, and a copy of the scale is included in Appendix A.

Counterproductive Work Behavior

Reflecting a negative side of personality, CWB consist of personality behaviors that reflect in negative performance ratings, degrade interpersonal relationships, manipulate for personal gain, decrease employee morale, and destroy careers (Leary et

al., 2013). I found the literature consistently indicated dysfunctional characteristics and CWBs are less about lacking positive and functional characteristics of personality and more about possessing the “wrong stuff” (Leary et al., 2013, p. 115) such as deficient interpersonal skills, insensitivity to others, troubled relationships, and arrogant actions. Researchers noted these behaviors reduce job satisfaction, increase workplace deviance, and decrease job performance scores (Hogan, Hogan, & Kaiser, 2010).

The intentional behaviors that define CWB can be divided into four categories: absenteeism, accidents, deviant behaviors, and turnover (Boyes, 2005; Salgado, 2003). Salgado (2003) conducted a study in which the FFM personality dimensions of agreeableness emotional stability, extraversion, conscientiousness, openness to experience all predicted turnover, while only conscientiousness predicted workplace deviance, and none predicted absenteeism or accidents. Like in other industries, CWB is more recognizable in policing than OCB (Annell et al., 2015). Aamodt (2010) indicated predicting successful job performance is difficult among police officers. Although Annell et al. (2015) found individuals who were high performers in policing had overall job satisfaction, were healthy and had an intention to stay within policing. Sanders (2008) noted it was difficult to measure job performance in police officers other than to use CWB. This may suggest that those who have few or no CWBs are high performers, which is not necessarily true.

Workplace Deviance Behavior

WDBs are the voluntary behaviors that violate significant norms in an organization, which decreases the well-being of members and of the organization itself

(Lee & Allen, 2002a). WDBs can be demonstrated through gossiping, spreading rumors, theft, and sabotage. WDBs are extremely costly for organizations; workplace theft alone can cost organizations between \$10 to \$120 billion annually, while additional costs can be incurred through lower productivity levels, compensation payments for injury, and equipment and employee sabotage (Dunlop & Lee, 2004). The prevention of such behaviors carries significant financial and social benefits (de Vries & van Gelder, 2015). Researchers viewed selecting the right employees as one of two major preventative measures that an organization can take, with the second being to modify employee behaviors (de Vries & van Gelder, 2015).

Ones et al. (2003) examined police officer behavior and personality dimensions by conducting a meta-analysis inquiry. Their study examined the predictability of OCB and CWB in police officers (Ones et al., 2003). Ones et al. utilized the MMPI-2 and CPI to measure the constructs of positive behavior (OCBs) and negative behavior (CWBs). CWBs included firearms misuse, theft, excessive force, negligence, delinquency, integrity problems, misuse of official vehicles, inappropriate sexual behavior, insubordination, and failure to comply with departmental regulations (Cuttler, 2011). In cases in which CWBs were found, a range of disciplinary actions followed, which included verbal reprimands, reassignment, disciplinary warnings, and suspension from active duty (Cuttler, 2011). The results of Ones et al.'s study indicated that some major facets of personality were negatively associated with CWBs (agreeableness, impulse control, and socialization); in contrast, risk taking was positively associated with CWBs.

Ones et al. found, in order to predict a broad range of behaviors, several psychological constructs are useful (Cuttler, 2011).

The literature supported that honesty-humility is superior in its ability to predict behaviors that could be exhibited on the job beyond the dimensions found in FFM (Johnson et al., 2011). The honesty-humility personality dimension has been shown to be negatively correlated to CWB (de Vries & van Gelder, 2015; Lee et al., 2005; Wiltshire et al., 2014). As police officers often engage with members of the public in adversarial circumstances, it is important to understand and predict how an officer behaves when encountering those types of situations. Lee and Ashton (2012a) noted the honesty-humility dimension can predict individuals' propensity to commit vengeful and aggressive acts. This finding is critical, as police officers need to be able to control their anger and aggression and remain poised in situations that could elicit such responses. Bennett and Robinson (2000) created the WDBS instrument to measure WDB. A copy of the WDBS is included in Appendix B.

Police Officer Selection

Spilberg and Corey (2019) stated the fundamental and imperative function of police selection is to ensure the candidates hired can perform the job while mitigating the pressure and stress of their daily duties. The International Association of Chiefs of Police (2014) has established guidelines in the selection and hiring of candidates in the role of a police officer. These guidelines established police departments are expected to utilize psychological evaluations and recommended that these tests should be objective, job related, and validated for the purpose of police officer selection (Detrick, 2012). Police

departments are required to select capable individuals and maintain a healthy police force (*Woods v. Town of Danville, WV*, 2010; see also Detrick & Chibnall, 2013). Policing empowers a small group of individuals who are expected to demonstrate behaviors that align to a variety of standards (Dick, 2011; Lough & von Treuer, 2013). These individuals are asked to maintain control in society and have the ability to use lethal force in their work-related functions (Sanders, 2008). It is critical that selection practices are predictive and extensive, due to the variety of dispositions, skills, and abilities that are required for the role (Dayan, Kasten, & Fox, 2002). Police officers must possess abilities for rapid problem solving, decision making, and overall communication skills (Werth, 2011). Police officer job performance needs to be aligned to police officer selection to ensure the individuals hired are successful in their role, as the risk and liability for both the agency and community is paramount (Annell et al., 2015). An overall assessment of personality traits, both normal and abnormal, needs to be assessed in the process of police officer selection to determine which candidates may exhibit favorable on the job behaviors (Spilberg & Corey, 2019). As personality encompasses both normal and abnormal characteristics, police officer job selection should include assessments of psychological stability and normal-range personality traits.

Dantzker (2011) stated the research on selection instruments in law enforcement agencies seems incomplete and advised further research be conducted to determine if any psychological screening instrument could select in and predict positive job performance in police officers. Furthermore, Lough and von Treuer (2013) noted a lack of best practice concerning selection instruments was prevalent in the literature. These authors

suggested that personality inventories and all their components (dimensions and scales) be examined and evaluated for validation purposes (Lough & von Treuer, 2013). The outcomes of this research study may fill that gap by addressing the need for a new best practice instrument such as the HEXACO-PI-R in its ability to assess a variety of attitudes and behaviors. In addition, the HEXACO-PI-R scales have been adequately investigated and examined. This research filled a gap in understanding by focusing specifically on the performance indicators that may be predicted by the HEXACO-PI-R. The outcomes of this research further support law enforcement agencies in utilizing the HEXACO-PI-R tool as a psychological screening instrument, as they highlight the predictive relationships between HEXACO-PI-R scores and police officer performance.

In police officer selection, psychological assessments are utilized as standardized instruments to evaluate and predict a person's ability to perform a job function (Lough & von Treuer, 2013). Hiring police officers who have personality dimensions that correlate to positive overall job performance is a necessary and a crucial step for law enforcement agencies in personnel selection (Lough & von Treuer, 2013). Inappropriate CWB in policing can constitute improper use of force, abuse of power, recklessness, and harming others. Identifying characteristics that have been shown to indicate both CWBs and OCBs to screen out and select in potential candidates can provide greater accuracy when selecting individuals for the role of a police officer (Dantzker, 2011).

Selecting for the role of a police officer has many consequences, and the potential for both positive and negative consequences should be of concern to law enforcement agencies (Annell et al., 2015). Failing to select the best candidates to serve as police

officers has vast implications for police agencies, the selected individual, and the community in which they serve (Sanders, 2008). Varela et al. (2004) stated psychological selection instruments used in law enforcement selection practices may help prevent hiring a candidate who could be a danger to himself or herself, the community, or the reputation of the police agency. The selection of individuals who will be considered good or exemplary police officers has major consequences to the community, candidate, and department as well, as police departments also incur significant costs with a battery of selection tests and training of a new recruit (Annell et al., 2015).

The purpose of the police officer selection process is to hire the best candidate for the role. As such, this process must illuminate which individuals best fit the role (Mitchell, 2017). Psychological screening requires a process that aligns the psychological standards of that occupation to the candidate (Mitchell, 2017). Screening instruments that focus on detecting abnormal functioning of personality can be found when utilizing the MMPI-2, IPI, and PAI assessments. These tests are more useful for screening out undesirable candidates, as they detect dimensions of negative personality characteristics (the dark side) and psychopathology, the two facets that could potentially interfere with police officer performance (Lough & von Treuer, 2013; Mitchell, 2017). Sanders (2008) acknowledged selecting in is a more difficult process. Several authors, such as Henson, Reynolds, Klahm, and Frank (2010), Lough and von Treuer (2013), and Metchik (1999), suggested both selecting in and screening out be used for optimal results for hiring appropriate candidates for the police officer profession. Instruments that measure the normal functions of personality, the desirable or positive traits, can be found when

utilizing 16PF, CPI and HEXACO-PI-R (Lough & von Treuer, 2013). These tests are useful to select in, as they highlight desirable traits for the effective execution of duties of a police officer.

Screening Out

Around the world, notably in the United Kingdom, Australia, New Zealand, Canada, and the US, police officer selection utilizes a multiple hurdle approach, which can include aptitude tests, language proficiency tests, physical fitness tests, psychological tests, medical examination, lie detection tests, and full disclosure in both written format and an oral interview (Lough & von Treuer, 2013). Applicants must meet minimum standards in order to advance to the next step in the process (Metchik, 1999). The multiple hurdle approach highlights individuals who score below minimal occupational requirements. Thus, screening practices are not necessarily choosing the best candidates, but rather screening out those who do not meet minimum requirements. This results in a negative selection process in which candidates are screened out but not necessarily selected in.

The standard of practice among many police departments in both the US and Canada is to screen out inappropriate candidates for the role of police officer. In these police departments, psychological screening assessments seek to screen out individuals possessing psychopathology facets or those with characteristics often linked to the dark triad of personality. In traditional personality models, such as the FFM of personality, psychopathy generally presents itself through low scores of agreeableness and conscientiousness dimensions, specifically low empathy, fear, and guilt scores

(Međedović, 2017). Hare and Neumann (2010) stated the traits of manipulation, deceit, low impulse control, shallowness, and callousness define psychopathy. Currently, many law enforcement agencies select candidates who have fewer indicators for poor overall job performance and do not select candidates based on predictors for positive overall job performance (Dantzker, 2011). Most selection practices in North America utilize a screening out instrument such as the MMPI-2, IPI, or PAI, which are psychological assessments of abnormal personality. Psychopathology has been measured by psychological instruments to screen out inappropriate candidates, as negative overall job performance can be linked to such psychopathology (Lough & von Treuer, 2013). The strength in this approach is that researchers have identified many facets of personality that lead to negative job performance.

The California's Commission on Peace Officer Standards and Training (POST) created a Psychological Screening Manual in 1984, to be used by American law enforcement agencies (Mitchell, 2017). Since then, POST has revisited and rewritten the manual to reflect effective screening out processes and standards for American law enforcement agencies (Spilberg & Corey, 2019). The screening out model is heavily relied upon by many law enforcement agencies (Lough & von Treuer, 2013). This model aims to determine levels of psychopathology that exist in candidates and thereby eliminate candidates who are deemed high risk. This calls to question whether it should be a best practice for those not eliminated to be considered suitable, as candidates who score at a minimum threshold will not necessarily exhibit high levels of job performance (Spilberg & Corey, 2019). For those law enforcement agencies that screen out, with no

process to select in, are candidates who are not eliminated considered “good enough” to hire?

The consequences of not selecting in for the position of police officers can be detrimental to the law enforcement agencies that hire them, the candidates themselves, and the community in which they serve. Working in an environment that can have potential life or death consequences based on immediate and accurate decisions requires careful consideration in selection (Spilberg & Corey, 2019). Although these candidates might have met the minimum requirements for their role, they may not possess the skills, abilities, and personality to perform and function well as officers. Officers who are ill equipped for the role may abuse their power of authority and force, undermine their supervisors or colleagues, or act recklessly with victims, witnesses, suspects, and criminals (Spilberg & Corey, 2019). Sanders (2008) confirmed that it is often easier to screen out candidates who are more than likely to exhibit poor performance than to select in those who demonstrate good performance.

Although I found a vast amount of literature on this practice of negative selection practice for police officers, I noted limited information on methods to select in police officers. Sanders posited predicting who a good officer will be is difficult, as there is a lack of consensus on adequate performance measures. However, the major characteristics that enhance the ability of a police officer are as follows: honesty, common sense, reliability, intelligence, and conscientiousness.

Selecting In

In other professions, measuring cognitive ability has proved to predict positive job performance outcomes over personality (Ones et al., 2003). However, in policing, noncognitive abilities such as personality may play a larger role for officer performance (Annell et al., 2015). Areas shown to predict job performance in selection practices include assessment centers and situational judgment tests (Dayan et al., 2002; Drew, Carless, & Thompson, 2008; Henson et al., 2010; Lievens, De Corte, & Westerveld, 2015; McDaniel, Morgeson, Finnegan, Campion, & Braverman, 2001).

Normative personality dimensions, which are measured in such instruments as the HEXACO-PI-R, have proven useful in selecting in candidates, as they provide information not obtained during the initial screening process (Varela et al., 2004). Many selection instruments do not assess all the dimensions of personality in selecting appropriate police officer candidates (Lough & von Treuer, 2013). The need to select candidates who are less likely to exhibit poor overall job performance and more likely to demonstrate positive overall job performance in the role of a police officer is paramount, as it can decrease turnover in law enforcement agencies, reduce complaints from the community, and increase community support of police officers (Lough & von Treuer, 2013). Personality instruments that measure consistent styles of interpersonal behavior may indicate how an officer may perform when interacting with peers, supervisors, and community members (Varela et al., 2004). As Sanders (2008) stated, choosing candidates that will become effective police officers is an enormous challenge and selecting in practices have not fully received enough attention from researchers or practitioners.

Researchers in police psychology literature often posed the question, “What constitutes good policing?” (Bartol, as cited in Sanders, 2008, p. 132). Similarly, Sanders (2008) argued that research question would go unanswered if the state of good policing were left in the hands of those who know it when they see it.

Police officer performance can be based in task performance (e.g., writing tickets) and contextual performance (e.g., dealing with a person in crisis; Detrick & Chibnall, 2013). In contrast, Sanders (2008) argued that police officer performance is subjective and difficult to measure reliably. Sanders conducted a study in which the Big Five Inventory was given to police officers, and those officers’ supervisors filled out a performance evaluation metric. The findings indicated that personality did not predict performance to the same degree that age, experience, and socialization did. Sanders did note limitations within her study, such as a small sample population and the fact that supervisors ranking their officers all reported above-average standings.

In many organizations, including police departments, the best predictor of employee performance has been the personality dimension of conscientiousness (Barrick et al., 2001). This dimension should, therefore, be useful in a policing context as well to predict performance outcomes in officers. Sanders (2008) argued that instead of striving to find the best police officer, selection methods should be employed to seek out the best employee, and although policing differs greatly from other occupations, the tenets of being a good employee often follow with good performance ratings. As in many selection practices, an inherent weakness is that they are based on the common five personality dimensions, leaving out possibly the most valuable sixth dimension, honesty-humility.

Police officers must behave according to standards, policies, and procedures while protecting themselves, colleagues, the image of the police department, and the community in which they serve, as such, entering into states of emotional labor (Brunetto et al., 2012). Police officers are constantly under emotionally demanding interpersonal reactions and are witness to death, illness, accidents and crimes, which requires them to regulate their feelings and expressions (Brunetto et al., 2012). Brunetto et al. (2012) conducted a study to examine the impact of emotional intelligence on job satisfaction and well-being in police officers. They found individuals who held higher scores in emotional intelligence were less likely to turnover from policing, had higher levels of engagement, and possessed strong ties to organizational commitment (Brunetto et al., 2012). It would be justified to measure the levels of emotionality in a candidate applying for the position of a police officer. Low emotionality scores may indicate an individual's inability to withstand the needs of the policing role.

Researchers indicated personality assessment inventories and cognitive mental ability tests provide predictive methods, thereby allowing police agencies to avoid the high financial burden of assessment centers (Dayan et al., 2002). The assessment centers simulate a variety of situations in which a candidate will be evaluated, and these situations mirror what will be expected of them in the role (Gingerich, Kogan, Yeates, Govaerts, & Holmboe, 2014). Assessing applicants by observing the actual behaviors that are required of them for the police officer role is a method of selecting in.

One benefit of the HEXACO-PI-R is the element of the sixth dimension of personality, that of honesty-humility. As Lee and Ashton (2012a) described, honesty

depicts characteristics of integrity, fairness, and humility, facets that may predict positive job performance while on the opposite pole of the dimension lies characteristics such as cheating, stealing, lying, greed and hypocrisy, facets that may predict negative job performance.

Utility of Predicting Concurrent Indicators of Job Performance

In his discussion on validity of police officer job performance, Aamodt (2010) stated that no one test could predict all types of behavior in all situations. Therefore, personality inventories generally measure a variety of personality dimensions, and, when discussing validity, it is important to know which scales may predict which behaviors. Zettler and Hilbig (2017) stressed the importance of utilizing the HEXACO model and the honesty-humility dimension. After administering the HEXACO-PI-R, Zettler and Hilbig found score levels on the honesty-humility dimension were superior in determining behaviors from employees in various situations. For example, scores from the HEXACO-PI-R were correlated against scores from the perceptions of organizational politics and workplace deviance scales (Zettler & Hilbig, 2017). Zettler and Hilbig reported both honesty-humility ($\beta = -.280, p < .005$) and perceptions of organizational politics ($\beta = .216, p < .01$) were noteworthy predictors of CWB. Individuals possessing high honesty-humility exhibited behaviors such as being cooperative and nonaggressive, even when they felt an injustice in their perceptions by the organization. In contrast, those who scored low in honesty-humility exhibited aggressiveness, manipulation, and deceit (Zettler & Hilbig, 2017), thereby indicating that it is necessary and worthwhile to predict which behaviors an employee might exhibit while on the job. Research has shown that

concurrently predicting behaviors can lead to predicting job performance, as it is clear that OCB and CWB are concurrent indicators of job performance (Bourdage et al., 2012; Dunlop & Lee, 2004; Newland, 2012; Podsakoff et al., 2009).

Researchers have shown the personality dimensions of conscientiousness, emotional stability, and agreeableness to predict police officer performance (Aamodt, 2010; Barrick & Mount, 1991; Jackson et al., 2012; Ones et al., 2003; Spilberg & Corey, 2019). Thielmann and Hilbig (2015) highlighted the predictive advantage of the honesty-humility dimension over and above the FFM, such as studies that relate to dark triad personality traits (Lee et al., 2005), egoism (de Vries, de Vries, De Hoogh, & Feij, 2009), political ideology (e.g., Chirumbolo & Leone, 2010; Kajonius & Dåderman, 2014), workplace delinquency (e.g., de Vries & van Gelder, 2015), and sexual harassment tendencies (Lee, Gizzarone, & Ashton, 2003), trustworthiness (Thielmann & Hilbig, 2015), and (dis)honesty (Hilbig & Zettler, 2015).

In a study utilizing the HEXACO model, Marcus et al. (2016) found conscientiousness was positively and strongly correlated to integrity. Statistically significant correlations of integrity ratings conducted by supervisors showed HEXACO-H ($r = .18, p < .05$), HEXACO-C ($r = .24, p < .01$) had the strongest relationships with integrity (Marcus et al., 2013). Marcus et al. (2013) found that honesty humility could predict CWB. Other studies have also shown honesty-humility to be negatively correlated to CWB (de Vries & van Gelder, 2015; Lee et al., 2005; Wiltshire et al., 2014). In this study, I examined the HEXACO-PI-R and its six personality dimensions to determine if

there was concurrent validity in predicting indicators of performance such as OCB and CWB in police officers.

Psychological Instruments

In police officer selection, standardized instruments called psychological assessments are used to examine and evaluate a person's suitability to a situation or task (Lough & von Treuer, 2013). There are several psychological screening instruments utilized in police officer selection, which the most common being the MMPI-2 (Butcher & Han, 1995), IPI (Inwald et al., 1982), CPI (Gough, 1956), 16PF (Cattell et al., 1970), NEO-PI-R (Costa & McCrae, 1992), and the Australian Institute of Forensic Psychology Test Battery (Dantzker, 2011; Lowmaster & Morey, 2012). These instruments have been critically examined for use in police officer selection; however, the extant literature to date has indicated there is no standalone best practice psychological screening instrument to select police officers (Lowmaster & Morey, 2012). Authors, such as Lough and von Treuer (2013), have attempted to find a standalone assessment when seeking to examine the validity of the IPI, MMPI-2, CPI, and Australian Institute of Forensic Psychology.

The primary focus of the MMPI-2 has been designed to detect and assess personality characteristics and indicators of psychopathology, which serves as a method of screening out applicants (Lough & von Treuer, 2013). Although the MMPI-2 has been the most utilized instrument in police officer selection research than other instruments, significant research has shown either inconclusive or negative results for predicting job performance (Inwald et al., 1983; Surette & Serafino, 2003). The CPI instrument has similar test items (194 of its 434) to the MMPI-2, although it focuses less on undesirable

characteristics and more on personality characteristics, and it has shown to have a predictive impact for job performance (Stewart, 2008). The IPI instrument was specifically built to assess psychological functioning in law enforcement settings (Mufson & Mufson, 1998). Studies have indicated both positive (Detrick & Chibnall, 2002; Inwald, 1988) and negative findings (Cortina, Doherty, Schmitt, Kaufman, & Smith, 1992; Mufson & Mufson, 1998) in predicting job performance utilizing this test. In their research assessing the MMPI-2 and the IPI toward predicting job performance, Inwald and Shusman (1984) asserted the IPI has a superior rating to the MMPI-2.

Many psychological instruments that are widely used in police selection can be summarized as inconclusive when used individually in predicting job performance. There exists a need to incorporate several psychological screening tools, for screening out and for selecting in, as a best practice for selecting police officers (Lough & von Treuer, 2013). Several researchers noted both screening out and selecting in instruments should be utilized to ensure selecting appropriate candidates (Henson et al., 2010; Metchik, 1999; Weiss & Inwald, 2010). In order to select in, human resources personnel and recruiters in police services need to evaluate applicants on their ability to demonstrate the behaviors and characteristics appropriate for the role of police officer (Taylor et al., 2013).

HEXACO-PI-R

Nonclinical personality assessment methods have been favored in the empirical evidence for the selection of law enforcement personnel (Barrick & Mount, 1991; Tett, Jackson, & Rothstein, 1991; Salgado, 1997). Meta-analysis studies have indicated that

individual personal dispositions (a person's personality) can predict performance outcomes (Aamodt, 2004; Varela et al., 2004). Cuttler (2011) reflected on the 2009 guidelines from the International Chiefs of Police that asserted ongoing research into the development and use of different instruments should not be discouraged and promoted the use of techniques that show promise for helping hiring agencies identify, screen, and select qualified candidates. The HEXACO-PI-R is one instrument that shows promise for helping agencies identify, screen, and select qualified applicants for the role of a police officer.

Lee et al. (2012) examined relationships between the dimensions of honesty-humility and agreeableness to predict CWB within reactions to transgressions and provocations. They found that the honesty-humility dimension correlated strongest with target specific revenge planning ($r = -.40$), then displaced aggression ($r = -.26, z = 1.80, p < .07$), and immediate reaction ($r = -.12, z = 3.14, p < .01$), and agreeableness did not show a differential pattern in these relationships (Lee et al., 2012). Lee et al.'s (2012) work provided insight for my study, as I examined police officer honesty-humility personality dimension scores in an effort to predict acts of aggression and vengeance.

Dinger et al. (2015) conducted a study to examine the HEXACO-PI-R dimensions and achievement goals. They administered the HEXACO-PI-R with 173 high school students to determine the relationship between HEXACO factors, specifically the honesty-humility dimension and achievement (performance) goals (Dinger et al., 2015). Dinger et al.'s results indicated that the honesty-humility personality dimension presents a positive correlation between mastery goals ($\alpha = .80$) and a negative correlation with

performance approach ($\alpha = .78$) and performance avoidance goals ($\alpha = .84$). Their study indicated the importance of the honesty-humility personality dimension in explaining variance in achievement goals (Dinger et al., 2015).

Similarly, Lee et al. (2013) conducted a multiple regression analysis study to examine the relationship between the dark triad personality constructs (Machiavellianism, psychopathy, and narcissism) to the low scores on the honesty-humility dimension of the HEXACO model of personality. Lee et al. (2013) found that the dark triad factor measured strongly correlated with the honesty-humility dimension ($r = -.94$), thereby supporting the hypothesis that the dark triad has a strong relationship with low honesty-humility scores. The results of their research indicated low honesty-humility scores correlated with the dark triad (Lee et al., 2013). This was a critical study in promoting the honesty-humility factor in predicting outcomes relating to sex, money, and power.

Summary and Transition

The major themes from this literature review were police officer selection, personality, and indicators of job performance. Police officer selection is known to be crucial in selecting appropriate candidates for the role of police officer, and, in doing so, selection requirements need to not only screen out potential inappropriate candidates but select in appropriate candidates that perform well on the job (Sanders, 2008). Personality is one of the key determinants in predicting behaviors and job performance (Lee et al., 2005). Nonclinical normative personality testing is needed in selection of police officers to hire the appropriate police officers. Utilizing the six major dimensions of personality as found in the HEXACO-PI-R is key to analyzing all facets of personality to ensure

appropriate candidates are chosen. Job performance can be determined by behaviors that are shown through the HEXACO-PI-R personality instrument. As such, it is crucial that police officers are selected using the HEXACO-PI-R so that law enforcement agencies are hiring the appropriate candidates for the role of police officer.

Personality is a dimension of personnel selection that has been researched and well documented. However, psychopathology has been the most utilized dimension to measure in the selection of police officers. Psychopathology is a range of negative personality traits that are not considered to be the best predictor of positive job performance outcomes, but rather a good indicator of negative job performance outcomes. Choosing police officers that have personality dimensions that correlate to positive overall job performance is a necessary and a crucial step for law enforcement agencies in personnel selection (Lough & von Treuer, 2013). The need to utilize instruments that predict indicators of police officer performance is paramount, as it may decrease turnover in law enforcement agencies, reduce complaints from the community, and increase community support of police officers (Lough & von Treuer, 2013). Further, identifying characteristics that have been shown to indicate both CWBs and OCBs that select in and screen out potential candidates provide greater accuracy when selecting individuals for the role of a police officer (Dantzker, 2011).

Police officer selection is critical in law enforcement to ensure that the individuals hired to be police officers are successful in their role, as the risk and liability for both the agency and community are paramount (Annell et al., 2015). Overall job performance entails task- and non-task-related duties. Given the importance to analyze personality for

its predictive nature for overall job performance, the HEXACO-PI (Ashton et al., 2014) developed in 2000 analyzes the six accepted personality dimensions: honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience (Ashton et al., 2014). Currently, law enforcement agencies are not utilizing the HEXACO-PI-R instrument to measure personality to predict performance in their selection practices. Therefore, it is important that research be conducted to examine the predictive relationship between HEXACO-PI-R scores and overall indicators of job performance in police officers.

One limitation of extant research is that, to date, there is no best selection practice instrument to predict job performance of police officers. Utilizing a variety of screening out and selecting in psychological assessments has provided inconclusive results (e.g., Lough & von Treuer, 2013). The major findings in the literature associated with police officer selection, personality, and job performance indicate there is a gap of knowledge in police officer selection to choose a psychological screening instrument that analyzes the six dimensions of personality to predict overall job performance (Annell et al., 2015; Dantzker, 2011; Lough & von Treuer, 2013). Another gap indicates there has been no research in law enforcement using the HEXACO-PI-R in selection methods (Lee et al., 2013). To this extent, selection methods are not currently and accurately predicting performance indicators of the six personality traits in police officers (Lee & Ashton, 2012a). I conducted this study in an effort to fill the gap in understanding by focusing specifically on the performance indicators that may be predicted by the HEXACO-PI-R for police officers. Therefore, the outcomes of this study are unique, as they address an

under researched area of job performance from a psychological instrument, that of the HEXACO-PI-R. The research outcomes support law enforcement agencies in utilizing the HEXACO-PI-R tool as a psychological screening instrument, as they highlight the predictive relationships between HEXACO-PI-R scores and police officer performance.

This chapter informed the reader of the literature search strategy, theoretical foundation, literature review related to key variables and/or concepts, summary, and conclusions. In Chapter 3, the reader gains an explanation of the research design and rationale, the methodology, the participants, the sampling procedure, the recruiting and data collection procedures, operationalization of constructs and variables, the data analysis plan, threats to validity, ethical procedures and provide a summary of the current study.

Chapter 3: Research Method

The purpose of this quantitative study was to examine the extent to which the six personality dimensions as measured in the HEXACO-PI-R predicted overall indicators OCB and CWB of police officer job performance. HEXACO-PI-R, OCBS, and WDBS scores were examined to allow predictions to be made about how officers may perform on the job. Findings may provide selection committees (both for entry to the role of a police officer and special assignment roles) insight on the candidate and the person-role or person-environment fit. The study's goal was to determine to what extent the six personality dimensions in the HEXACO-PI-R predicted indicators of performance (CWBs and OCBs) in police officers.

Chapter 3 includes a description of the quantitative nonexperimental research design and rationale for the design choice. I discuss the population for the study, the sample, the sampling strategy, and procedures followed for this study. The procedures for recruiting participants and how the data were collected and stored are explained. The operationalization of constructs for this study; the variables; and the HEXACO-PI-R, Organizational Citizenship Behavior Scale (OCBS), and Workplace Deviant Behavior Scale (WDBS) are defined and explained. I also explain the data analysis plan, threats to internal and external validity, and ethical procedures. I conclude with a summary of the chapter.

Research Design and Rationale

This quantitative, nonexperimental study addressed the predictive relationship between HEXACO-PI-R scores and performance indicators of police officers. The

variables were not controlled, manipulated, or altered, and no intervention was applied. Existing relationships were interpreted and explored without altering the environment utilizing results from the survey to draw conclusions. Given these conditions, a nonexperimental design was the best choice for this study. An experiment would not have been appropriate for this study because the predictor variables could not have been manipulated and there were no experimental or control groups. A quasi-experiment would not have been appropriate given that there was no examination of the differences between naturally existing groups.

Items from the HEXACO-PI-R, OCBS, and WDBS constituted the survey that was administered to police officers within the various police agencies that volunteered to take part in this study. The performance indicators of OCBs and CWBs were examined within the personality dimensions of honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences. Demographic data included the officers' experience, gender, race, rank, experience, and education. The scores and subfacets answers generated a report on facets of the individual's personality and how he or she was likely to react in certain circumstances. For example, a police officer who scored high on honesty would be less likely to break rules; however, a police officer who scored low on honesty may be motivated by material gain or may bend or break laws (Lee & Ashton, 2018). Data from the survey were collected as explained below.

Methodology

In the following section, I explain the population for the study, the sampling procedure, recruitment procedure, data collection, instrumentation, operationalization of constructs and variables, and the data analysis plan.

Population

The target population for this study included police officers who worked in several different police agencies in Canada. All officers who were on active duty and who were available were considered for this study. Only those members on leave were excluded from this study. Participants were recruited from a database list that contained all members of the sampling frame. At the time of the study, there were 295 officers available from all ranks within all agencies.

Sampling and Sampling Procedures

The sampling strategy consisted of sampling all active and available serving police officers in several agencies across Canada. I deemed this sampling to be best for this study, as participants were needed for this study to complete the online survey, which consisted of items from the HEXACO-PI-R, OCBS, and WDBS. The sampling strategy ensured a representative sample would be taken from a variety of police agencies in Canada. Probability sampling was methodologically superior to nonprobability sampling as every member of the sampling frame (all police officers within the selected agencies) had an equal, nonzero chance of being included. All police officers who were currently serving and were not on leave were eligible to take this survey. Participants were selected from a pool of eligible officers and worked with separate liaisons from each police

agency to gain permission and involvement of the police officers in that agency to participate in this study.

The software G*Power was utilized to determine the appropriate sample size needed for this study (see Faul, Erdfelder, Buchner, & Lang, 2009). With an effect size f^2 of 0.15, an error probability set to 0.05, and power set to 0.80 with six predictors, the sample size was determined to be 98. Therefore, this study would require 98 qualified responders based on the 295 officers eligible.

Procedures for Recruitment, Participation, and Data Collection

Signed permission letters from each chief to participate in this study were obtained. The chiefs acted as a liaison between the police officers and me. The liaison sent an invitational email written by me to all eligible police officers in their respective police departments. This email included an invitation to participate in the study, the details of the study, and a link to the survey, which included the informed consent and survey questions.

I had access to the complete HEXACO-PI-R, OCBS, and WDBS measurement scales (the questions and scoring measurements). The data collection measures for this study included having all of the HEXACO-PI-R, OCBS, and WDBS questions inputted into the online web survey platform SurveyMonkey® (n.d.). I created the survey utilizing the items from the HEXACO-PI-R, OCBS, and WDBS. The respondents were sent an email from the liaison who is often in communication with the staff. The respondents were provided a link within the invitational email, and upon clicking on the link they were directed to SurveyMonkey®. After they clicked and agreed to the informed consent,

they were taken to the first set of questions addressing demographics. Respondents were asked about education, rank, gender, race, and experience (time on the job). The participants were considered respondents and did not have access to any information or data in Survey Monkey and were only able to see the questions. Respondents were paused at the informed consent agreement screen for a minimum of 60 seconds before they could start answering any questions. After the 60 seconds on the informed consent agreement page, participants clicked “I agree” before they could complete the survey questions.

As a directive in the survey, respondents started at Question 1, and they were not allowed to move back to previously answered questions to edit or change their answers. Respondents were given an option to bypass any items they did not want to answer with the answer choice “do not wish to answer.” Respondents could only choose one answer for each question and could not proceed to the next question until submitting a response to the question they were on. After submitting an answer to a question, they pressed a tab entitled “next” and then proceeded to the next question. Once they completed the 134 questions, they were directed to click the “done and submit survey” tab. If the respondent chose to close the survey or did not press the “done and submit survey” tab, then no answers were recorded. If the respondent did complete and submit the survey, then I, as the researcher, was notified of a finished survey, at which time, I then collected the responses in the grey tab on the administrator access page through SurveyMonkey® (n.d.). Only I had access to administration rights for this survey and to the data that were stored on the secure SurveyMonkey® website. I accessed SurveyMonkey® to download

and analyzed the data. SurveyMonkey® allowed me to view the summary data to obtain frequencies for each question, browse the surveys individually, and filter responses to create a subset of the full data for a separate analysis. I then downloaded the responses to Statistical Package for Social Sciences (SPSS) computer software on my local computer.

Participants had the choice to discontinue the study at any time for any reason, and no names or identifiers were collected in the survey; as such, the survey was completely anonymous. Participants did not incur any punishment or penalty for opting out of the study. For those who chose to withdraw, their answers were not used, and I provided assurances of this agreement in the invitational email and the informed consent agreement.

Instrumentation and Operationalization of Constructs

HEXACO-PI-R.

The HEXACO Personality Inventory instrument (HEXACO-PI; Ashton et al., 2014) developed in 2000 by Kibeom Lee and Michael Ashton analyzes the six accepted personality dimensions: honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience (Ashton et al., 2014). Researchers have determined the HEXACO model (Lee & Ashton, 2018) to be the acceptable classification and framework of personality structure and characteristics. This six-factor model of personality measures six dimensions of personality (honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience) as well as 24 subfacets, which are subcomponents of the major personality factors and allow specific predictions about the test taker. The HEXACO model is superior to that of the FFM

because it includes a sixth personality dimension (the honesty-humility dimension) that is not included in the FFM (Ashton et al., 2014). The HEXACO-PI-R can be found in Appendix C.

The model proposes the ability to predict performance and characteristics of people in given circumstances and situations based on how high or low an individual score in each of the six dimensions. For example, people who score high on honesty may tend to avoid manipulating others for personal gain or to feel little temptation to break rules; however, those low on the scale may be motivated by material gain or to feel tempted to bend laws for personal profit (Lee & Ashton, 2012a). People who score high on emotionality tend to experience fear of physical dangers; however, those low on the scale may be more detached, unemotional, and feel little fear when under stress or in frightening circumstances (Lee & Ashton, 2018). The items are scored on a 5-point Likert-type scale with scores ranging from 1 (strongly disagree) to 5 (strongly agree).

The psychometric properties of the HEXACO-PI-R 100-item test instrument as examined by Lee and Ashton (2016) determined the alpha reliability of the factor scales (the six personality dimensions) to be .80, and the facet scales averaged above .70. Scale standard deviations for factor-level scales were .60 and .80 for facet-level scales. The results produced by Lee and Ashton (2016), utilizing a population of Canadian University students, supported construct, convergent, and discriminant validity of both the factor and facet scales in the HEXACO-PI-R 100-item test. Lee, Ashton, Morrison, Cordery, and Dunlop (2008), utilizing a population of Australian firefighters, showed that the 24 facet scales loaded on their designated factors supporting the factorial validity of the

HEXACO-PI. Oh et al. (2014), who studied a population of Korean military officer candidates, uncovered evidence of incremental validity for the honesty-humility factor found in the HEXACO-PI-R for contextual performance, which, at the time of their study, advanced scientific understanding of the new construct in the performance domain. Permission to utilize the HEXACO-PI-R for this research study can be found in Appendix D.

The HEXACO-PI-R (Lee & Ashton, 2018) contains 100 items and measures six personality dimensions, including (a) honesty-humility—“If I want something from a person I dislike, I will act very nicely toward that person in order to get it” (Lee & Ashton, 2004, para. 42), (b) emotionality—“I would feel afraid if I had to travel in bad weather conditions” (para. 43), (c) extraversion—“I feel reasonably satisfied with myself overall” (para. 44), (d) agreeableness—“I rarely hold a grudge, even against people who have badly wronged me” (para. 45), (e) conscientiousness—“I clean my office or home quite frequently” (para. 46), and (f) openness to experience—“I would be quite bored by a visit to an art gallery” (para. 47).

Analyzing the scores determined by the HEXACO-PI-R gives insight to selection panel members for choosing appropriate candidates who demonstrate high OCBs and low CWBs. Police officers who perform well on the job score high in the following dimensions: honesty-humility (avoid manipulating others, have little temptation to break rules), extraversion (confident when interacting socially), agreeableness (compromise and cooperate well with others, easily control their temper), openness to experience (interested in unusual people or ideas, and have a curiosity for knowledge),

conscientiousness (careful decision makers, demonstrate disciplined work ethic) and score low on emotionality (feel little anxiety under stressful or frightening circumstances; Marcus et al., 2016).

Organizational Citizenship Behavior Scale.

Lee and Allen (2002a) developed the scale OCBS to measure OCB. It measures behaviors directed toward other individuals (OCBI) and those directed toward the organization (OCBO; Lee & Allen, 2002b). There are eight OCBI items and eight OCBO items that are measured using a Likert type scale (1 = never through to 7 = always) of how often the person engages in each of the behaviors listed (Lee & Allen, 2002a). Examples of the items in the OCBI are as follows: “Adjust your work schedule to accommodate other employees’ requests for time off” (Lee & Allen, 2002b, p. 142), “Show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations” (p. 142), and “Assist other with their duties” (p. 142). Examples of OCBO items consist of the following: “Keep up with developments in the organization” Lee & Allen, 2002b, p. 142), “Defend the organization when other employees criticize it” (p. 142), and “Show pride when representing the organization in public” (p. 142). According to Lee and Allen (2002b), the reliability for the OCBI is .83 and the reliability for the OCBO scale to be .88 (Newland, 2012). Permission to utilize the OCBS for this research study can be found in Appendix E.

Workplace Deviant Behavior Scale.

The WDBS is a measurement of WDB created by Bennett and Robinson in 2000. There are 19 items in the WDBS: 12 items measure organization deviance (deviant

behaviors harmful to the organization; WDBS-O) and seven items measure interpersonal deviance (deviant behaviors directly harmful to the other individuals in the organization; WDBS-I; Bennett & Robinson, 2000). The following present examples of the WDBS-O items: “Falsified a receipt to get reimbursed for more money than you spent on business expenses” (Bennett & Robinson, 2000, p. 352), “Taken an additional or longer break than is acceptable at your workplace” (p. 352), and “Come in late to work without permission” (p. 352). The following are examples of the items in the WDBS-I: “Said something hurtful to someone at work” (Bennett & Robinson, 2000, p. 352), “Made an ethnic, religious, or racial remark at work” (p. 352), and “Cursed at someone at work” (p. 352). Bennett and Robinson (2000) reported internal reliabilities of .81 (WDBS-O) and .78 (WDBS-I). Permission to utilize the WDBS for this research study can be found in Appendix F.

Operationalization of Constructs

Agreeableness is a personality dimension in which high scores indicate people forgive wrongs they have suffered, control their emotions, and cooperate and compromise with others. Conversely, people with low scores on this scale hold grudges against those who have harmed them, are critical of others’ shortcomings, feel anger in response to mistreatment, and are stubborn when defending their points of view (Lee & Ashton, 2012b).

Conscientiousness is a personality dimension in which high scores indicate people organize their time and physical surroundings, have a disciplined approach to work and goals, and have perfectionist tendencies, while those who score low in this dimension

avoid difficult tasks, are satisfied with work that contains some errors, and make decisions on impulse (Lee & Ashton, 2012b).

Counterproductive workplace behavior (CWBs) encompass voluntary employee behaviors that violate organizational norms that can cause threats to the functioning and effectiveness of organizations, such as theft or intentionally doing work incorrectly (Chirumbolo, 2015). People who score high in CWB can decrease an organization's effectiveness, and those who score low in CWB may not engage in as many counterproductive work behaviors and, therefore, may not decrease an organization's effectiveness.

Emotionality is a personality dimension in which high scores indicate the person may have a fear of physical dangers, experience anxiety in response to life's stresses, and need emotional support from others. Those with low scores in this dimension are not deterred by the prospect of physical harm, experience little worry in stressful situations, and feel emotionally detached from others (Lee & Ashton, 2012b).

Extraversion is a personality dimension in which high scores indicate people feel highly about themselves and are confident leading others, while those scoring low in this dimension consider themselves unpopular, feel awkward in social situations, and feel less energetic and optimistic than others (Lee & Ashton, 2012b).

Honesty-humility is a personality dimension in which high scores indicate people avoid manipulating others, are law-abiding, are fair, and do not consider material wealth or status important. In contrast, those scoring low in this dimension like to flatter others,

are willing to bend rules to reap personal gains, feel they are entitled to special status and privilege, and desire money and expensive possessions (Lee & Ashton, 2012b).

Openness to experience is a personality dimension in which high scores indicate people feel intellectual curiosity in various domains of knowledge and take an interest in unusual ideas or people. In contrast, those who score low in this dimension tend to be unimpressed by works of art and avoid creative pursuits (Lee & Ashton, 2012b).

Organizational citizenship behavior (OCB) encompass positive employee behaviors and dispositions in which an employee contributes to and supports the organization, such as building positive relationships with others, showing pride in the organization, and avoid looking bad to colleagues (Bourdage et al., 2012). Those who score high in OCB generally receive higher contextual-based performance assessments than those that score low in OCB and are viewed as stronger and more effective employees.

Data Analysis Plan

For this study, I utilized the computer software SPSS to analyze the information gathered through the survey. I cleaned the data after downloading participants' responses from SurveyMonkey® (n.d.). I checked the surveys once again to ensure inclusion methods had been followed. Data cleaning allowed me to remove inaccurate records and surveys. The analytical strategy that I utilized for incomplete surveys and item nonresponse was to use all available information possible to investigate the missing data patterns and then to analyze the incomplete data set with SPSS performing the necessary adjustment for missing data (Creswell, 2009). I then looked at the subscale scores from

the HEXACO-PI-R, OCBS, and WDBS to ensure that any missing data and incomplete surveys were omitted from the data analysis. I employed bivariate correlations (Pearson's r) to assess the relationship between personality (HEXACO-PR-I) and indicators of job performance (OCBS and WDBS) measures. I also used Spearman's correlation as another means to verify the strength of the relationships. I conducted multiple regression analyses (one for each job performance measure) to examine the direct relationship between each personality factor and the job performance.

The scores from the survey helped to identify personality dimensions of police officers and what, if any, relationships and patterns occurred between personality and predictors of job performance (OCBs and CWBs). This would then inform predictions relating to performance on the job for police officers. This model, therefore, may inform the indicators of performance based on the six dimensions of personality. Utilizing the personality dimension scores from the HEXACO-PI-R highlighted characteristics of behaviors the participant demonstrated, which could lead to predicting behaviors on the job in given circumstances.

Analyzing the scores determined by the HEXACO-PI-R offered insight to indicators of job performance (OCB and CWB) in police officers. Law enforcement agencies can thereby use this information for making critical decisions during selection practices, and movement within special assignment roles or even promotion. Police officers who perform well on the job may score high in the following dimensions: honesty-humility (avoid manipulating others, have little temptation to break rules), extraversion (confident when interacting socially), agreeableness (compromise and

cooperate well with others, easily control their temper), openness to experience (interested in unusual people or ideas, and have a curiosity for knowledge), conscientiousness (careful decision makers, demonstrate disciplined work ethic) and score low on emotionality (feel little anxiety under stressful or frightening circumstances; Marcus et al., 2016).

Research Questions and Hypotheses

RQ1: Do HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores predict OCB indicators of police officer performance?

H₀1: HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores do not predict OCB indicators of police officer performance.

H_a1: HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores significantly and positively predict OCB indicators in police officer performance.

RQ2: Do HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores predict CWB indicators of police officer performance?

H₀2: HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores do not predict CWB indicators of police officer performance.

*H*_{a2}: HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores significantly and negatively predict CWB indicators of police officer performance.

Threats to Validity

Internal Validity

Given that this study employed a nonexperimental design, there was a significant threat to internal validity as none of the variables were manipulated, controlled, or altered. As the researcher, I was aware of the need to mitigate this threat by only interpreting relationships that were shown in the data and to avoid interpreting relationships between variables that were not there. As Creswell (2009) stated, self-report instruments may limit the study's validity, as they ask participants to answer the questions honestly, presume the participants understand what is being asked of them, and assume they can answer introspectively. To address this, I explained to the participants that they were asked to answer survey questions as truthfully as they could, as their answers would have no effect on them personally or professionally.

External Validity

One threat to external validity for this national sample study conducted in Canada was that of generalizability over group, time, and place. Canadian police officers differ from their counterparts in other parts of the world due to varying environments, cultures, and climates. The results of this study may be difficult to generalize to all police officers

around the world may possibly be generalized to other paramilitary or military organizations if some of the variables are consistent.

Ethical Procedures

I employed several ethical procedures to ensure that ethical concerns relating to this study had been mitigated. The first ethical concern was for the respondents and participants in the study. The liaison for this study was the chief from the participating police agency. This liaison sent emails of the study to the police officers; as such, the liaison was aware of the people who could have volunteered for the study. To mitigate this, the liaison only initiated contact with potential participants but remained unaware of the nature of individual officers' participation.

The permissions granted to utilize the HEXACO-PI-R, the OCBS, and the WDBS can be found in Appendices D, E, and F, respectively. All permissions, including Institutional Review Board approvals, are included in the appendices, and the Institutional Review Board approval number was 11-05-18-0422957. Having the instrument taken online through SurveyMonkey® (n.d.) helped to assure the anonymity and confidentiality of the respondent.

An informed consent agreement was incorporated on the first page of the survey to ensure that participants were well informed of their rights. The informed consent can be found in Appendix G. I informed and invited participants to contact Walden University representatives or me if they had additional concerns or questions. As the researcher, I had no direct contact with the participants, and no participants contacted me directly to ask questions or share concerns.

As this study required web-based data collection, I ensured the privacy of respondents' responses was adhered to, as only I had access to the data, which were stored on a secured server and only downloaded to my computer. I will maintain data from this survey for a minimum of 5 years. I have stored the data on an encrypted digital storage device. I will destroy data and documents after the minimum time requirements as per the policy of Walden University.

Summary and Transition

This chapter informed the reader of the research design and rationale, the methodology, the participants, the sampling procedure, the recruiting and data collection procedures, the operationalization of constructs and variables, the data analysis plan, threats to validity, and the ethical procedures utilized for the study. Chapter 4 explains the procedures undertaken in the study regarding data collection, the results, and includes a summary.

Chapter 4: Results

The purpose of this quantitative study was to examine the extent to which the six personality dimensions as measured in the HEXACO-PI-R predicted overall indicators of OCB and CWB in police officer job performance. HEXACO-PI-R scores were examined to allow predictions to be made about how an individual may perform on the job. The findings may provide selection committees (both for entry to the role of a police officer and special assignment roles) with some insight on the candidate and the person-role or person-environment fit. The study's goal was to determine to what extent the six personality dimensions in the HEXACO-PI-R predicted overall indicators of police officer job performance. A total of 51 surveys were completed. In Chapter 4, I present the data collection procedures used in this study, the results of the study, and a conclusion.

Data Collection

Data collection spanned 4 months, and the actual response rate was 22.4%. Initially, I intended to include one police service. As response rates were low in the initial police service (4%), an additional four services were recruited for participation in this study. Several chiefs of police services from across Canada were notified through e-mail about the intention of the study, and five services in total agreed to take part in this survey. The sample was representative of Canadian police agencies and spanned over five geographical locations in Canada. Although the minimum sample was determined to be 98, the final sample was 66. Both Pearson and Spearman correlations were conducted to ensure additional statistical verification.

Data Cleaning and Assumptions

After exporting the data from SurveyMonkey® (n.d.), I examined the data for missing values. Surveys with considerable missing values were excluded from the analysis. A total of 66 people began the online survey and had between zero and 134 missing answers. Those with four or fewer missing responses were kept ($N = 60$) and their missing answers were estimated/imputed using the grand mean for the sample. Mean substitution is a common method to estimate/impute missing data. To identify univariate outliers, I conducted four rounds of box plots and identified nine respondents with univariate outliers, which reduced the sample to 51. To assess the presence of multivariate outliers, I calculated the Mahalanobis distance statistic for each respondent. The 12 scale scores were used as predictors. Based on a chi-square threshold value of 32.909 (12 degrees of freedom and $p = .001$), no respondents were identified as having multivariate outliers, and therefore none were removed from the sample. The final sample for this study was 51. Given the sample size and the exploratory nature of the study, findings significant at the $p < .10$ level were noted to suggest possible directions for future research.

Independence of errors was not deemed a problem due to the design of the study (each person completed only one survey), and the Durbin-Watson statistics were within normal limits (1.50–2.50; Creswell, 2009). For the prediction of CWB, both the WDBS organizational deviance and interpersonal deviance scores were combined based on selected variables. The Durbin-Watson was 1.90. The prediction of OCB combined scores based on selected variables within the Durbin-Watson was 1.66. Multicollinearity

was not found based on the variance inflation factor and tolerance statistics. The frequency histogram of the standardized residuals approximated a normal curve with none of the standardized residuals having a z score of greater than ± 3.00 . The normal probability P-P plot of the regression-standardized residuals indicated most of the residuals were clustered near the plot line (see Appendices H and I). The assumption of homoscedasticity was addressed with the scatterplot of the standardized residuals with the standardized predicted values (see Appendices J and K). All plots were within acceptable limits. In addition, due to the smaller than expected sample size, both Spearman and Pearson correlations were calculated on the scores for statistical verification purposes. The assumptions for correlation and regression were met.

Description of the Sample

Table 1 displays the frequency counts for selected variables. All but one respondent (98.0%) self-identified as white, and 51% ($n = 26$) had at least 4-year college degree. Years as a police officer ranged from 0 to 3 years ($n = 2$, 3.9%) to more than 25 years ($n = 10$, 19.6%) with a median experience of 18 years. Regarding current rank, 51.0% ($n = 26$) were constables and 25.5% ($n = 13$) were sergeants. Most of the sample ($n = 45$, 88.2%) was male (see Table 1).

Table 1
Frequency Counts for Selected Variables (N = 51)

Variable	Category	<i>n</i>	%
Race	White	50	98.0
	Other	1	2.0
Highest degree/education	High school diploma or equivalent	4	7.8
	Some college credit, no degree	15	29.4
	Trade/technical/vocational training	6	11.8
	Bachelor's degree	21	41.2
	Master's degree	4	7.8
	Doctorate degree	1	2.0
Years as police officer ^a	0–3 Years	2	3.9
	3–10 Years	4	7.8
	11–15 Years	9	17.6
	16–20 Years	15	29.4
	21–25 Years	11	21.6
	More than 25 Years	10	19.6
Current rank	Constable	26	51.0
	Sergeant	13	25.5
	Staff Sergeant	7	13.7
	Inspector	3	5.9
	Deputy Chief	1	2.0
	Chief	1	2.0
Gender	Male	45	88.2
	Female	6	11.8

Note. ^a Years as a police officer; Median = 18 years.

Table 2 displays the psychometric characteristics for the 12 summated scale scores. Cronbach's alpha reliability coefficients ranged from $\alpha = .68$ to $\alpha = .84$ with the median sized coefficient being $\alpha = .78$. This suggested that the scales had acceptable levels of internal reliability (see Creswell, 2009; see Table 2).

Table 2

Psychometric Characteristics for the Summated Scale Scores (N = 51)

Scale Score	No. of Items	<i>M</i>	<i>SD</i>	Min	Max	α
Honesty-Humility	16	3.98	0.43	3.19	4.88	.78
Emotionality	16	2.53	0.54	1.38	3.81	.84
Extraversion	16	3.69	0.42	2.75	4.69	.75
Agreeableness	16	3.29	0.42	2.31	4.13	.73
Conscientiousness	16	3.96	0.40	3.06	4.88	.75
Openness to Experience	16	3.19	0.56	1.94	4.19	.79
Organizational Citizenship Behavior-Interpersonal	8	3.87	0.44	3.00	4.88	.77
Organizational Citizenship Behavior-Organization	7	4.04	0.62	2.43	5.00	.84
Organizational Citizenship Behavior-Combined	15	3.95	0.44	2.87	4.80	.84
Workplace Deviant Behavior-Interpersonal	7	1.83	0.51	1.00	2.86	.84
Workplace Deviant Behavior-Organizational	11	1.37	0.22	1.00	1.83	.68
Workplace Deviant Behavior Combined Scale	18	1.54	0.28	1.00	2.11	.82

Results: Answering the Research Questions

Research Question 1 was the following: Do HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores predict OCB indicators of police officer performance? The related null hypothesis was the following: HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores do not predict OCB indicators of police officer performance. As a preliminary analysis, Table 3 displays the Pearson and Spearman correlations for selected variables with the

OCB combined score. In Table 4, a multiple regression model was used to test the hypothesis.

In Table 3, the OCB combined score was positively related to the extraversion score, both using the Pearson correlation ($r = .42, r^2 = .18, p < .005$) and the Spearman correlation ($r_s = .42, r_s^2 = .18, p < .005$). In addition, the conscientiousness score was positively related to the OCB combined score using the Spearman correlation ($r_s = .26, r_s^2 = .07, p < .10$). In addition, the level of education was positively related to the OCB combined score using the Pearson correlation ($r = .25, r^2 = .06, p < .10$; see Table 3).

Table 3

Pearson and Spearman Correlations for Selected Variables with OCB Combined Score (N = 51)

Variable	OCB Combined Score	
	Pearson	Spearman
Honesty-Humility	.17	.18
Emotionality	.23	.20
Extraversion	.42****	.42****
Agreeableness	.21	.16
Conscientiousness	.23	.26*
Openness to Experience	.04	.03
Highest degree/education	.25*	.20
Years as police officer	.04	.08
Current rank	.17	.10
Gender ^a	-.04	-.07

Note. * $p < .10$. ** $p < .05$. *** $p < .01$. **** $p < .005$. ***** $p < .001$.

^a Gender: 1 = Male 2 = Female.

Table 4 displays the multiple regression model predicting the OCB combined score based on selected variables. The six variable model was significant ($p = .004$) and

accounted for 33.6% of the variance in the criterion variable. Inspection of the table found the OCB combined score was positively related to: (a) emotionality ($\beta = .31$, $sr^2 = .09$, $p = .02$); (b) extraversion ($\beta = .35$, $sr^2 = .10$, $p = .02$); and (c) conscientiousness ($\beta = .35$, $sr^2 = .08$, $p = .02$). This combination of findings provided support to reject Null Hypothesis 1 and accept Alternative Hypothesis 1 (see Table 4).

Table 4

Prediction of OCB Combined Based on Selected Variables (N = 51)

Variable	B	SE	β	t	p	95% CI for B		r	sr ²
						Lower	Upper		
Intercept	-0.52	1.10		-0.47	.64	-2.74	1.69		
Honesty-Humility	0.10	0.13	.10	0.76	.45	-0.16	0.36	.17	.01
Emotionality	0.25	0.10	.31	2.39	.02	0.04	0.46	.23	.09
Extraversion	0.36	0.14	.35	2.52	.02	0.07	0.65	.42	.10
Agreeableness	0.10	0.15	.09	0.64	.52	-0.21	0.41	.21	.01
Conscientiousness	0.38	0.16	.35	2.33	.02	0.05	0.70	.23	.08
Openness to Experience	0.09	0.11	.12	0.86	.39	-0.12	0.31	.04	.01

Note. Full Model: $F(6, 44) = 3.72$, $p = .004$. $R^2 = .336$. Durbin-Watson = 1.90.

Research Question 2 was the following: Do HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores predict CWB indicators of police officer performance? The related null hypothesis was the following: HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores do not predict CWB indicators of police officer performance. As a preliminary analysis, Table 5 displays the Pearson and Spearman correlations for selected variables with the

CWB combined score. In Table 6, a multiple regression model was used to test the hypothesis.

In Table 5, the CWB combined score was negatively related to the honesty-humility score both using the Pearson correlation ($r = -.25$, $r^2 = .06$, $p < .10$) and the Spearman correlation ($r_s = -.23$, $r_s^2 = .05$, $p < .10$). The CWB combined score was negatively related to the agreeableness score both using the Pearson correlation ($r = -.28$, $r^2 = .08$, $p < .05$) and the Spearman correlation ($r_s = -.26$, $r_s^2 = .07$, $p < .05$). The CWB combined score was negatively related to the conscientiousness score both using the Pearson correlation ($r = -.32$, $r^2 = .10$, $p < .05$) and the Spearman correlation ($r_s = -.31$, $r_s^2 = .10$, $p < .05$). In addition, the extraversion score was negatively related to the CWB combined score using the Pearson correlation ($r = -.24$, $r^2 = .06$, $p < .10$; see Table 5).

Table 5

Pearson and Spearman Correlations for Selected Variables with CWB Combined Score (N = 51)

Variable	CWB Combined Score	
	Pearson	Spearman
Honesty-Humility	-.25*	-.23*
Emotionality	.11	.11
Extraversion	-.24*	-.16
Agreeableness	-.28**	-.26**
Conscientiousness	-.32**	-.31**
Openness to Experience	.04	.08
Highest degree/education	-.09	-.09
Years as police officer	.04	.01
Current rank	-.09	.00
Gender ^a	-.07	-.05

Note. * $p < .10$. ** $p < .05$. *** $p < .01$. **** $p < .005$. ***** $p < .001$.

^a Gender: 1 = Male 2 = Female.

Table 6 displays the multiple regression model predicting the CWB combined score based on selected variables. The six variable model was significant ($p = .01$) and accounted for 30.9% of the variance in the criterion variable. Inspection of the table found the CWB combined score was negatively related to: (a) agreeableness ($\beta = -.39$, $sr^2 = .10$, $p = .01$); and (b) conscientiousness ($\beta = -.44$, $sr^2 = .13$, $p = .006$). This combination of findings provided support to reject Null Hypothesis 2 and accept Alternative Hypothesis 2 (see Table 6).

Table 6

Prediction of CWB Combined Based on Selected Variables (N = 51)

Variable	B	SE	β	t	p	95% CI for B		r	sr ²
						Lower	Upper		
Intercept	4.08	0.71		5.77	.001	2.66	5.51		
Honesty-Humility	-0.13	0.08	-.19	-1.52	.14	-0.29	0.04	-.25	.04
Emotionality	0.04	0.07	.07	0.56	.58	-0.10	0.17	.11	.00
Extraversion	-0.01	0.09	-.01	-0.09	.93	-0.19	0.18	-.24	.00
Agreeableness	-0.25	0.10	-.39	-2.56	.01	-0.45	-0.05	-.28	.10
Conscientiousness	-0.30	0.10	-.44	-2.92	.006	-0.52	-0.09	-.32	.13
Openness to Experience	-0.02	0.07	-.04	-0.31	.76	-0.16	0.12	.04	.00

Note. Full Model: $F(6, 44) = 3.27$, $p = .01$. $R^2 = .309$. Durbin-Watson = 1.66.

Additional Findings

In Table 7, the OCB interpersonal and organizational scores were compared to selected variables using both Pearson and Spearman correlations. The OCB interpersonal score was positively related to the emotionality score both using the Pearson correlation ($r = .26$, $r^2 = .07$, $p < .10$) and the Spearman correlation ($r_s = .29$, $r_s^2 = .08$, $p < .05$). The

OCB interpersonal score was positively related to the extraversion score both using the Pearson correlation ($r = .34, r^2 = .12, p < .01$) and the Spearman correlation ($r_s = .33, r_s^2 = .11, p < .05$). The OCB interpersonal score was positively related to the agreeableness score both using the Pearson correlation ($r = .27, r^2 = .07, p < .05$) and the Spearman correlation ($r_s = .24, r_s^2 = .06, p < .10$). In addition, the honesty-humility score was positively related to the OCB interpersonal score using the Pearson correlation ($r = .28, r^2 = .08, p < .05$; see Table 7).

Furthermore, in Table 7, the OCB organizational score was positively related to the extraversion score both using the Pearson correlation ($r = .35, r^2 = .12, p < .01$) and the Spearman correlation ($r_s = .37, r_s^2 = .14, p < .01$). The OCB organizational score was positively related to the conscientiousness score using the Spearman correlation ($r_s = .24, r_s^2 = .06, p < .10$). In addition, the OCB organizational score was positively related to the respondent's current rank both using the Pearson correlation ($r = .36, r^2 = .13, p < .01$) and the Spearman correlation ($r_s = .29, r_s^2 = .08, p < .05$). Also, the respondent's level of education was positively related to the OCB organizational score using the Pearson correlation ($r = .26, r^2 = .07, p < .10$; see Table 7).

Table 7

Pearson and Spearman Correlations for Selected Variables with OCB Subscale Scores (N = 51)

Variable	OCB Interpersonal Score		OCB Organizational Score	
	Pearson	Spearman	Pearson	Spearman
Honesty-Humility	.28**	.21	.03	.07
Emotionality	.26*	.29**	.13	.09
Extraversion	.34***	.33**	.35***	.37***
Agreeableness	.27**	.24*	.09	.09
Conscientiousness	.14	.14	.23	.24*
Openness to Experience	.01	.08	.06	.04
Highest degree/education	.14	.10	.26*	.19
Years as police officer	-.12	-.11	.16	.20
Current rank	-.13	-.18	.36***	.29**
Gender ^a	.02	.04	-.08	-.10

Note. * $p < .10$. ** $p < .05$. *** $p < .01$. **** $p < .005$. ***** $p < .001$.

^a Gender: 1 = Male 2 = Female.

In Table 8, the CWB interpersonal and organizational scores were compared to selected variables using both Pearson and Spearman correlations. The CWB interpersonal score was negatively related to the agreeableness score both using the Pearson correlation ($r = -.34$, $r^2 = .12$, $p < .05$) and the Spearman correlation ($r_s = -.32$, $r_s^2 = .10$, $p < .05$; see Table 8).

Furthermore, in Table 8, the CWB organizational score was negatively related to the honesty – humility score both using the Pearson correlation ($r = -.25$, $r^2 = .06$, $p < .10$) and the Spearman correlation ($r_s = -.23$, $r_s^2 = .05$, $p < .10$). The CWB organizational score was negatively related to the extraversion score both using the Pearson correlation ($r = -.35$, $r^2 = .12$, $p < .01$) and the Spearman correlation ($r_s = -.28$,

$r_s^2 = .08, p < .05$). The CWB organizational score was negatively related to the conscientiousness score both using the Pearson correlation ($r = -.49, r^2 = .24, p < .001$) and the Spearman correlation ($r_s = -.52, r_s^2 = .27, p < .001$). In addition, the openness to experience score was positively related to the CWB organizational score using the Spearman correlation ($r_s = .24, r_s^2 = .06, p < .10$; see Table 8).

Table 8

Pearson and Spearman Correlations for Selected Variables with CWB Subscale Scores (N = 51)

Variable	CWB Interpersonal Score		CWB Organizational Score	
	Pearson	Spearman	Pearson	Spearman
Honesty-Humility	-.18	-.17	-.25*	-.23*
Emotionality	.02	.05	.20	.20
Extraversion	-.10	-.09	-.35***	-.28**
Agreeableness	-.34**	-.32**	-.10	-.05
Conscientiousness	-.11	-.12	-.49*****	-.52*****
Openness to Experience	-.11	-.03	.23	.24*
Highest degree/education	-.02	-.04	-.15	-.17
Years as police officer	-.06	-.12	.15	.15
Current rank	-.09	-.05	-.05	.02
Gender ^a	-.10	-.08	-.01	.00

Note. * $p < .10$. ** $p < .05$. *** $p < .01$. **** $p < .005$. ***** $p < .001$.

^a Gender: 1 = Male 2 = Female.

Summary

In summary, this quantitative correlational study used data from 51 surveys to examine the extent to which HEXACO-PI-R scores predicted overall indicators of police officer job performance. HEXACO-PI-R scores can be interpreted to allow predictions to be made about how an individual may perform on the job. Hypothesis 1 (prediction of

OCB combined score) was supported (see Table 4). Hypothesis 2 (prediction of CWB combined score) was supported (see Table 6).

In the final chapter (see Chapter 5), I concisely reiterate the purpose and nature of the study, summarize key findings, and describe the ways the findings confirm, disconfirm, and extend knowledge by comparing what has been previously found in the literature. The theoretical framework will be the context to consider and interpret the key findings. The limitations of the study will be addressed in terms of validity and reliability. Recommendations grounded in the strengths and limitations of the current study will be given. Social change implications will be addressed as well as the potential societal impact.

Chapter 5: Discussion

The purpose of this quantitative study was to determine whether the HEXACO-PI-R predicted OCB and CWB as indicators of police officer performance. The study was conducted due to the inconsistent findings in the literature on appropriate selection instruments that predict performance in police officers. These inconsistencies related to the lack of predictive patterns and validity of normative personality inventories with police officers (Aamodt, 2010). Aamodt (2010) and Marcus et al. (2016) stated the research on selection instruments in law enforcement agencies was incomplete and further research was needed to determine whether any other personality inventories could address the relationship between personality and police officer behavior. Researchers also indicated that further research should be conducted on personality inventories to examine the relationship between personality and police officer behaviors (Aamodt, 2010; Spilberg & Corey, 2019). The research questions and hypothesis for the study were as follows:

RQ1: Do HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores predict OCB indicators of police officer performance?

H₀1: HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores do not predict OCB indicators of police officer performance.

H_a1: HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores

significantly and positively predict OCB indicators in police officer performance.

RQ2: Do HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores predict CWB indicators of police officer performance?

H_0 2: HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores do not predict CWB indicators of police officer performance.

H_a 2: HEXACO-PI-R honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experiences scores significantly and negatively predict CWB indicators of police officer performance.

In this chapter, I discuss the key findings, interpret the results, explain the limitations, and provide recommendations for future studies. I also provide the implications of this study both for the academic literature in police psychology and for practitioners working in law enforcement agencies.

Summary of Findings

The data from this study were collected from an online survey that consisted of all of the items from the HEXACO-PI-R, OCBS, and WDBS. The participants were police officers from various police departments throughout Canada. The performance indicators of OCBs and CWBs were examined within the personality dimensions of conscientiousness, emotionality, extraversion, honesty-humility, openness to experience,

and agreeableness. There were 66 surveys completed. I conducted four rounds of box plots to identify nine univariate outliers, which reduced the sample to 51. Results indicated the HEXACO-PI-R scores positively and negatively predicted OCB and CWB indicators in police officer performance.

Data analysis revealed significant findings for the first research question, which asked whether the HEXACO-PI-R could predict OCB indicators of police officer performance. The results of the Pearson and Spearman correlations as well as the multiple regression model indicated the OCBS, which combined organizational citizenship behaviors toward the individual (interpersonal) and also toward the organization (organizational), was positively related to the personality dimensions of emotionality, extraversion, conscientiousness, and the demographic of education. Research Question 2 asked if the HEXACO-PI-R predicted CWB indicators of police officer performance. The results of the Pearson and Spearman correlations as well as the multiple regression model indicated the WDDBS, which combined counterproductive workplace behaviors toward the individual (interpersonal deviance) and also toward the organization (organizational deviance), was negatively related to the personality dimensions of honesty-humility, agreeableness, conscientiousness, and extraversion.

There were additional significant findings in this study. OCB interpersonal scores, as determined by Pearson and Spearman correlations, were positively related to the personality dimensions of emotionality, extraversion, agreeableness, and honesty-humility. The OCB organizational scores, as determined by Pearson and Spearman correlations, were positively related to the personality dimensions of extraversion and

conscientiousness, as well as the officers' current rank and education level. The WDBS interpersonal deviance scores were negatively related to the personality dimensions of agreeableness, while WDBS organizational deviance scores were negatively related to the personality dimensions of honesty-humility, extraversion, conscientiousness, and openness to experience.

Interpretation of the Findings

There were many important findings in this study. One of the major ways in which this study extended the knowledge in the discipline was to show that the HEXACO theoretical framework and dimensions of the HEXACO-PI-R are viable selection tools that can predict indicators of police officer performance and be utilized in law enforcement agencies. In the following section, I explain how the current study findings confirm, disconfirm, and extend knowledge in the discipline.

Predictors of Performance

OCBs and CWBs have been shown to influence job performance in police officers (Aamodt, 2004; Spilberg & Corey, 2019). Examples of OCB in police officers include behaviors such as helping others, promoting the organization positively, intellectual efficiency, self-control, social confidence, social sensitivity, tolerance, and positive well-being (Spilberg & Corey, 2019). Examples of CWB in police officers include excessive force, sexual misconduct, sexual harassment, substance abuse, insubordination or other supervisory problems, embezzlement, deceitfulness, multiple motor vehicle violations, inappropriate verbal conduct, blackmail, bribery, theft, lying,

kickbacks, personal violence, revenge, discrimination, and fraud (Spilberg & Corey, 2019).

Officers who demonstrate higher levels of OCB have been found to be more motivated, perceive greater organizational support, and score higher on levels of job satisfaction (Brunetto et al., 2012; Gau et al., 2013; Johnson et al., 2011). Officers who display CWBs such as corrupt practices generally exhibit higher levels of cynicism, workplace deviance, and burnout (Gau et al., 2013; Salgado, 2003). In the current study, I utilized two self-reporting instruments to determine levels of OCB and CWB in police officers. The scores were then analyzed to determine whether relationships existed between OCB and CWB scores and scores on the individual personality dimensions in the HEXACO-PI-R. In the following sections, I discuss how the HEXACO-PI-R personality dimensions predicted both OCB and CWB in the current study.

Personality Dimensions that Predict Police Officer Performance

Previous police research has shown the personality dimensions of conscientiousness, emotional stability, and agreeableness predicted job performance (Aamodt, 2010; Barrick & Mount, 1991; Jackson et al., 2012; Ones & Viswesvaran, 2001; Spilberg & Corey, 2019). The HEXACO-PI-R presented comparable results, as it showed the personality dimensions of emotionality, conscientiousness, and extraversion to predict positive indicators, or organizational citizenship job performance behaviors. This inventory also showed the personality dimensions of conscientiousness, honesty-humility, agreeableness, and extraversion predicted negative indicators, or counterproductive job performance behaviors. Overall, the HEXACO-PI-R confirmed

what had already been concluded in the literature: conscientiousness, emotional stability (termed emotionality in the HEXACO-PI-R), and agreeableness predict police officer performance. The current study extended what was known previously, as it included the personality dimension, honesty-humility, as a valid predictor of CWB in police officers. My precise aim in conducting this study was to discover if the added honesty-humility dimension, exclusive to the HEXACO-PI-R, accurately predicted police officer performance.

Honesty-Humility Personality Dimension

As previously reported in the literature, honesty-humility is superior in its ability to predict behaviors beyond the personality dimensions from the FFM (Johnson et al., 2011). The honesty-humility dimension represents facets of personality that are not well captured in the FFM. Honesty-humility depicts characteristics of integrity, honesty, fairness, and humility, which are facets that may predict positive job performance (Lee & Ashton, 2006). The opposite pole of the honesty-humility dimension includes characteristics such as cheating, stealing, lying, greed, and hypocrisy, which may predict negative job performance. The honesty-humility dimension has been shown to capture exploitation characteristics; however, exploitation had not been captured by the FFM (Lee et al., 2005). Several studies conducted showed honesty-humility to be negatively correlated to CWB (de Vries & van Gelder, 2015; Lee et al., 2005; Wiltshire et al., 2014). Honesty-humility has been negatively correlated with Machiavellianism, psychopathy, and social adroitness (Lee et al., 2005). In policing, it is essential that officers not exploit others or engage in police misconduct (Moran, 2017).

The current study confirmed previous research findings; honesty-humility is negatively correlated with CWB. Other studies that have utilized the honesty-humility dimension have shown a greater predictive advantage over the big five in self-report criteria, such as dark triad personality traits (Lee et al., 2005), egoism (de Vries, de Vries, De Hoogh, & Feij, 2009), political ideology (e.g., Chirumbolo & Leone, 2010; Kajonius & Dåderman, 2014), workplace delinquency (e.g., de Vries & van Gelder, 2015), and sexual harassment tendencies (Lee, Gizzarone, & Ashton, 2003), trustworthiness (Thielmann & Hilbig, 2015), and (dis)honesty (Hilbig & Zettler, 2015). As the current study was a self-report study, the findings align with the literature, which stated the honesty-humility factor may be a valid predictor for CWB in police officers.

Counterproductive Work Behavior

The personality dimensions relating negatively to the combined (interpersonal and organizational) CWB scores from the HEXACO-PI-R were honesty-humility, agreeableness, conscientiousness, and extraversion. The major tenet of the HEXACO-PI-R is the honesty-humility dimension, which had been found in numerous previous studies, as previously stated, to negatively relate to CWB (de Vries & van Gelder, 2015; Hilbig & Zettler, 2015; Thielmann & Hilbig, 2015). The honesty-humility factor is not contained in the FFM, and thus is not currently being used in either screening out or selecting in within law enforcement agencies. The current study demonstrates honesty-humility in predicting CWB and is in alignment with previous research findings. The finding was paramount, as it is necessary to understand how a police officer may behave in certain adversarial conditions. This personality dimension improves rigor in predicting

CWB, as the only other facets that have been found to significantly predict CWB in police officers are the dimensions of conscientiousness, agreeableness, and emotional stability (Aamodt, 2004; Spilberg & Corey, 2019).

Performance behaviors such as controlling anger and aggression are necessary components for a police officer to be successful on the job (Aamodt, 2004). Those who score low in honesty-humility may engage with increased CWB, such as excessive force, sexual misconduct, sexual harassment, substance abuse, insubordination or other supervisory problems, embezzlement, deceitfulness, multiple motor vehicle violations, inappropriate verbal conduct, blackmail, bribery, theft, lying, kickbacks, personal violence, revenge, discrimination, and fraud (Spilberg & Corey, 2019). This illuminates the honesty-humility dimension as being a viable and new personality dimension to utilize in police officer selection to predict indicators of performance. This was the most significant finding of the current study as it brings new information to the police psychology literature on potentially utilizing a new theoretical framework, that of the HEXACO model and utilizing the HEXACO-PI-R.

The HEXACO-PI-R aligned with previous findings that showed both conscientiousness and agreeableness were negatively related to CWB. There were two additional findings in the current study. Agreeableness was the only personality dimension in the HEXACO-PI-R that was negatively related to interpersonal deviance, which aligned with previous studies that showed agreeableness predicting interpersonal deviant behaviors (Aamodt, 2004). Openness to experience was illuminated by the HEXACO-PI-R as a predictor of organizational deviance that aligned to Aamodt's (2004)

findings that openness to experience was predictive of both performance ratings and discipline problems. However, there was one area in which the previous research and the current research did not align. Previous literature indicated emotional stability to be a predictor of CWB in police officers (Aamodt, 2004; Salgado, 1997; Spilberg & Corey, 2019). These researchers argued that it was critical to view low emotionality scores in selection practices, as low emotionality scores showed an inclination to be unable to withstand the needs of the policing role. Emotionality was not significantly related to CWB in the current study.

Organizational Citizenship Behavior

In the current study, the personality dimensions relating positively to the combined (interpersonal and organizational) OCB scores from the HEXACO-PI-R included emotionality, extraversion, and conscientiousness. Previous research indicated the most significant personality dimensions in positively relating to successful job performance in police officers were agreeableness, conscientiousness, and emotional stability (Aamodt, 2004; Detrick & Chibnall, 2013; Sanders, 2008; Spilberg & Corey, 2019). Those who score high in OCB generally receive higher contextual performance assessments than those who score low in OCB and are viewed as stronger and more effective employees (Bourdage et al., 2012). The current study aligns with previous research, indicating that both emotionality and conscientiousness were significant and positively related to OCB.

The current study did not align to OCB research in two areas. First, in the current study, agreeableness was not found to be significantly related to the combined OCB

scores. However, an additional finding in the current study revealed agreeableness to be positively and significantly related to interpersonal OCB scores. This is a consistent finding in previous literature that stated that agreeableness was associated with performance ratings (Aamodt, 2004). Another interesting previous research finding indicated that extraversion was predictive of performance ratings (Aamodt, 2004). Although extraversion was not considered one of the top personality dimensions to predict OCB in police officers, it was a predictor of overall job performance. The current study illuminated extraversion as predicting OCB scores, which somewhat aligns to previous research conducted by Aamodt (2004) who reported that extraversion predicted performance ratings. Therefore, overall, extraversion can predict performance, and the current study revealed extraversion predicted OCB scores.

The HEXACO-PI-R and the HEXACO Model

The HEXACO-PI-R had not previously been used in law enforcement selection practices. This study illuminated the benefits of utilizing the HEXACO-PI-R as an alternative instrument to utilize in police officer selection. The current study helped to add momentum to the already growing body of research supporting the HEXACO model over that of the FFM. It also supported utilizing the honesty-humility dimension to predict CWB in police officers. Aamodt (2010) concluded that many more studies were needed on other personality inventories that study the relationship between personality and police officer performance criteria such as use of force, absence abuse, commendations, and discipline problems. The current study extends the literature and addresses a gap found in the previous research of personality inventories having

prediction abilities on CWB in police officers. This study has shown that the honesty-humility personality dimension can predict CWB in police officers. This study advances the knowledge in the field by providing an additional selection instrument and personality dimension to predict CWB in police officers.

Limitations of the Study

There were several limitations to this study. The first limitation related to the self-reporting survey for data collection. Participants were asked to complete a survey, which requested they self-report behaviors on a voluntary basis. As Sellbom et al. (2018) stated, self-reporting instruments may limit the study's validity, as they ask participants to answer the questions honestly, presume the participants understand what is being asked of them, and assume they can answer introspectively. As the survey was only to be taken once by the participants, it assessed their personalities on that specific day, as opposed to how they may feel on an alternate day or at a different point of time.

A second limitation to this study was that respondents likely completed the survey during working hours and on police agency computers. This might have led to respondents feeling apprehensive about answering questions honestly when asked about admitting to counterproductive work behaviors. Although the surveys were anonymous and confidential, and only I had access to the survey answers, respondents may have had reservations or a lack of trust in the source, the survey, or the instrumentation in which the data were collected. Many police officers are apprehensive of organizational politics and struggle to trust others (Ones & Viswesvaran, 2001). Fearing reprimand of disclosing counterproductive work behaviors may have limited police officers' ability to answer

questions truthfully. In academic research, this is called social desirability bias, which is the desire to present oneself in a favorable light when filling out a survey (King & Bruner, 2000). Social desirability bias can be considered a limitation and an influence affecting psychological research findings.

A third limitation of this study, and in personality research in general, is that respondents may try utilizing impression management when answering the items and overvalue their own personality (Merkl-Davies & Brennan, 2011). This form of data collection asks the participants to provide introspective information on how they may react or behave to certain circumstances or in the past. Respondents may have tried to answer the questions in the survey in ways that would showcase their positive behaviors and downplay their own counterproductive work behaviors and personality in what they may believe is a more acceptable approach.

A fourth limitation of this study was my bias as the researcher regarding the importance of utilizing the HEXACO-PI-R in law enforcement selection. To mitigate this threat, I maintained awareness of the limitation and only interpreted relationships that surfaced in the data; I did not interpret relationships between variables that were not present in the survey results. I ran statistical analyses in the SPSS program, and I only interpreted the relationships that were shown to be statistically significant.

The last limitation in this study was the small sample size. The original sample size, as determined by the software G*Power, was $N = 98$ to achieve the needed requisite power. In the current study, 66 respondents completed the survey. After data cleaning, and removing outliers, the sample size concluded with ($N = 51$). To mitigate the low

sample size, both Pearson and Spearman correlations were run to provide additional statistical verification.

Recommendations

The honesty-humility personality dimension predicts CWB scores in police officers. As confirmed in this study, future research could utilize the honesty-humility for its CWB prediction ability in police officers. Aamodt (2010) suggested “many more studies” (p. 241) were required to examine the relationship between personality and CWB behaviors in police officers such as; inappropriate use of force, absence abuse, commendations, and discipline problems. Future research studies could identify candidates who may be more predisposed to engage in critical behaviors that would be detrimental to their own performance, potential team performance, overall organizational performance, and the view of the citizens in which they encounter. The honesty-humility personality dimension was well documented in previous research studies in its prediction validity of CWB behaviors in other populations, and the current study has confirmed its predictive ability of CWBs for police officers.

Future research could utilize the HEXACO-PI-R in law enforcement studies to examine the six personality dimensions as they relate to the practice of selection. With additional research, different personality dimensions within the HEXACO-PI-R may prove to be useful in predicting performance outcomes in a variety of job roles, and specific job tasks. Since current selection methods fail to accurately predict performance indicators of the six personality traits in police officers, more research is required on these six personality traits. As such, the HEXACO-PI-R could be used to identify

successful candidates for special assignment roles, such as undercover, tactical, traffic, detectives, and crisis negotiators, thereby allowing police agencies to operate more efficiently. As Mitchell (2017) noted, studies need to be conducted with selection instruments to identify individuals who may have problems within a particular job role. Future studies utilizing the HEXACO-PI-R should be conducted to examine whether relationships exist within the personality dimensions of the HEXACO-PI-R and various job tasks, skills, and job roles.

Although this study was conducted in Canada, future research could be conducted with a similar methodology with other police officer populations in different parts of the world. This could add to the existing body of knowledge of the HEXACO-PI-R and the law enforcement community and contribute further knowledge from different policing populations.

Sanders (2008) argued that instead of striving to find the best police officer, selection methods should be employed to seek out the best employee. Although policing differs from other occupations, the tenets of being a good employee often follow with good performance ratings. According to Lee and Ashton (2012b), honesty-humility depicts characteristics of integrity, honesty, fairness, and humility, all of which may predict positive job performance. In contrast, characteristics such as cheating, stealing, lying, greed and hypocrisy are facets that may predict negative job performance. Thus, future research could utilize the HEXACO-PI-R personality dimensions and align to the successful characteristics, components, and personality dimensions of what entails a successful police officer.

One last recommendation for future research would be to align the HEXACO-PI-R to police officer performance, seeking the performance dimension of integrity. Marcus et al. (2016) utilized the HEXACO-PI-R and found conscientiousness was positively and strongly correlated with integrity. Statistically significant correlations of integrity ratings conducted by supervisors showed HEXACO-H ($r = .18, p < .05$), HEXACO-C ($r = .24, p < .01$) had the strongest relationships with integrity (Marcus et al., 2013). Future research could utilize the personality dimensions as found in the HEXACO-PI-R, namely honesty-humility and conscientiousness, to strive to find statistically significant relationships between these dimensions and the construct of integrity in police officers.

Implications

The HEXACO-PI-R is a normative selection instrument that measures the six dimensions of personality. To date, this instrument has not been used in the selection of police officers. A future recommendation for practice would be to include this instrument in the selection practice for law enforcement agencies. The HEXACO-PI-R has stronger validity in several of its personality dimensions, making it superior to other normative selection instruments such as the CPI and the 16PF, which only have strong validity in one or two of their personality scales (Aamodt, 2010).

Employers strive to select and hire individuals who perform positively in their roles. This study adds to the existing literature and information in law enforcement selection procedures by focusing specifically on the performance indicators that are predicted by the HEXACO-PI-R in police officers. This study, therefore, highlights the need to use the HEXACO model and the HEXACO-PI-R, as this instrument assesses all

six dimensions of police officers' personality, which has been shown to predict both positive and negative performance indicators. At an organizational level, the social implications from this study have given relevance to the use of the HEXACO-PI-R in selection procedures for law enforcement agencies. This study could possibly bring about positive social change, as it may offer an alternative inventory to select in candidates to the role of a police officer or could help in selecting in police officers for special assignment roles. This could, therefore, impact selection methods, which would have an impact both on law enforcement agencies, and the communities in which they serve.

Serafino (2010) discussed the Psychological Evaluations for Police Special Assignments committee within the International Association for Chiefs of Police, which is responsible for examining the role of police psychologists who administer assessments of special assignments for police officers. The requirements for Psychological Evaluations for Police Special Assignments generally entail job roles such as tactical officers, hostage negotiators, bomb teams, crisis intervention teams, dive teams, interviewers for child sex abuse victims, K9 units and undercover positions (Serafino, 2010). At the time of writing this dissertation, it was noted that police psychologists may be asked to perform evaluations and conduct practices for selecting individuals to special assignment roles. The current study may add to the police psychologist practice, as it may support another personality dimension to consider, honesty-humility, and an additional normative selection instrument, that of the HEXACO-PI-R. The HEXACO-PI-R may help to select individuals and align them for special assignment roles, given its prediction ability on indicators (both OCBs and CWB) of police officer performance.

The implications to police psychology could be vast if police psychologists and the individuals who make hiring and placement decisions in law enforcement agencies adopt a selecting in approach. Selecting in traditionally has been viewed as beneficial, but it is generally not current practice (Spilberg & Corey, 2019). The absence of selecting in needs to be reevaluated against job performance. Screening out, currently a critical element of the selection process, does what it is meant to do, as it identifies psychopathology traits; however, it does not predict performance (Aamodt, 2010; Mitchell, 2017). For the past 8 years, researchers have been called to develop best practices for selecting in officers (Spilberg & Corey, 2019). Aamodt (2010) stated that no single test predicts all types of behavior in all situations. Therefore, personality inventories generally measure a variety of personality dimensions. There is evidence to suggest that concurrently predicting behaviors can lead to predicting job performance, and it is clear that OCB and CWB are concurrent indicators of job performance (Bourdage et al., 2012; Chirumbolo, 2015; Newland, 2012). This study has shown that the HEXACO-PI-R is both a valid and reliable instrument to be used in police officer selection and several of the personality dimensions can predict both OCB and CWB.

Within the history of psychological testing for police officers, those responsible for hiring have known that selecting in is a more arduous, complicated, and expensive process (Spilberg & Corey, 2019). Dantzker (2011) explained the process for selecting in had not been well explored in the literature. Spilberg and Corey (2019) and Mitchell (2017) indicated selecting in using normal personality traits was not as well researched nor utilized as much as psychopathology traits used in psychological screening. A

fundamental benefit of utilizing normal personality traits within selection would be to align personality dimensions and desirable characteristics to the police officer role (Spilberg & Corey, 2019). Utilizing a selection instrument such as the HEXACO-PI-R may help to select candidates who are less likely to exhibit poor overall job performance and more likely to demonstrate positive overall job performance. Selecting the right people for the job is paramount, as it can decrease turnover in law enforcement agencies, reduce complaints from the community, and increase community support of police officers (Lough & von Treuer, 2013). This may improve organizational effectiveness in police agencies, as selection methods will then be able to capitalize on practices that predict how an individual may perform on the job and determine behaviors that highlight positive task and non-task performance to optimize job outcomes.

Individual dispositions, not knowledge nor skills, are the major predictors of police officer job performance (Barrick & Mount, 2005). Forero et al. (2009) highlighted the need to examine personality to predict performance. Aamodt (2004), Barrett et al. (2003), and O'Boyle et al. (2012) have all conducted meta-analyses that focused on assessing personality traits to predict job performance and similarly concluded the importance of analyzing personality dimensions of police officers.

Given the importance of the prediction ability of personality on performance, it is necessary to examine which facets of personality have positive (OCBs) and negative (CWBs) impacts on performance (Gonzalez-Mulé et al., 2014). These behaviors can be critical to the success of a police officer, the community they protect and support, and the integrity of the law enforcement agency (Spilberg & Corey, 2019). Having a candidate

who clearly demonstrates more CWBs than OCBs fill the role of a police officer may negatively impact the individual employee, the community, and their law enforcement agency (Tarescavage et al., 2015). Given that candidates may lack the capacity within their personality to be successful in their role (Gonzalez-Mulé et al., 2014), indicators of performance can be critical for evaluating police officers (Lough & von Treuer, 2013). Therefore, the honesty-humility dimension may be able to predict behaviors beyond the FFM, regarding both OCB and CWB.

Personality inventories have shown that the best predictors of OCB and CWB are conscientiousness, agreeableness, and emotional stability (Spilberg & Corey, 2019). This study's aim was to determine if the HEXACO-PI-R could replicate these findings, and if other personality dimensions within the HEXACO-PI-R could indicate OCB and CWB as well. The current study did meet its goal, revealing significant relationships between personality dimensions of the HEXACO-PI-R and both OCB and CWB. The findings of this study add to the law enforcement research and literature community. Furthermore, the outcomes of this study have the potential to inform and impact both selection committees and procedures in the law enforcement profession. By doing so, community support and the success of law enforcement agency could be increased with greater performance and possibly a decrease in counterproductive workplace behaviors and turnover rates.

Conclusion

The current study revealed statistically significant relationships between the HEXACO-PI-R and OCB and CWB scores in police officers. The major gap in the

literature focused on the availability and the lack of research on normative personality inventories in police officer research. In reviewing past literature, I noted a call to researchers to study additional personality inventories that may reveal relationships between personality dimensions and performance dimensions. This study answered that call and revealed significant relationships between all the personality dimensions of the HEXACO-PI-R (Ashton et al., 2014) and predictors of performance in police officers. The study outcomes also demonstrate the HEXACO model as being superior to that of the most recently used personality model—the FFM (Lee et al., 2005). The FFM lacks the additional honesty-humility dimension; as such, the HEXACO-PI-R can be considered the leading choice for selection instruments in police officer selection. This well-utilized, well-researched, and valid instrument is used in many other industries and organizations. As such, it should be considered to be used in law enforcement selection. This instrument could also be used in evaluating candidates for special assignment roles and has the ability to predict indicators of performance in police officers, which would allow better person-role as well as person-environment fit. This has the potential to have a significant impact on the police officer, the teams they work in, the organization they work for, and the community in which they serve.

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Appendix A: The Organizational Citizenship Behavior Scale (OCBS)

Indicate using 7-point scales (1 = never, 7 = always), how often one engages in each of the behaviors listed.

OCBI Items

1. Help others who have been absent.
2. Willingly give your time to help others who have work-related problems.
3. Adjust your work schedule to accommodate other employees' requests for time off.
4. Go out of the way to make newer employees feel welcome in the work group.
5. Show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations.
6. Give up time to help others who have work or non-work problems.
7. Assist others with their duties.
8. Share personal property with others to help their work.

OCBO Items

1. Attend functions that are not required but that help the organizational image.
2. Keep up with developments in the organization.
3. Defend the organization when other employees criticize it.
4. Show pride when representing the organization in public.
5. Offer ideas to improve the functioning of the organization.
6. Express loyalty toward the organization.
7. Take action to protect the organization from potential problems.

Appendix B: The Workplace Deviant Behavior Scale (WDBS)

Interpersonal Deviance Items (WDBS-I)

1. Made fun of someone at work
2. Said something hurtful to someone at work
3. Made an ethnic, religious, or racial remark at work
4. Cursed at someone at work
5. Played a mean prank on someone at work
6. Acted rudely toward someone at work
7. Publicly embarrassed someone at work

Organizational Deviance Items (WDBS-O)

1. Taken property from work without permission
2. Spent too much time fantasizing or daydreaming instead of working
3. Falsified a receipt to get reimbursed for more money than you spent on business expenses
4. Taken an additional or longer break than is acceptable at your workplace
5. Come in late to work without permission
6. Littered your work environment
7. Neglected to follow your boss's instructions
8. Intentionally worked slower than you could have worked
9. Discussed confidential company information with an unauthorized person
10. Used an illegal drug or consumed alcohol on the job
11. Put little effort into your work
12. Dragged out work in order to get overtime

Appendix C: The HEXACO-PI-R

1 = strongly disagree 2 = disagree 3 = neutral 4 = agree 5 = strongly agree

HEXACO-PI-R Items

1. I would be quite bored by a visit to an art gallery.
2. I clean my office or home quite frequently.
3. I rarely hold a grudge, even against people who have badly wronged me.
4. I feel reasonably satisfied with myself overall.
5. I would feel afraid if I had to travel in bad weather conditions.
6. If I want something from a person I dislike, I will act very nicely toward that person in order to get it.
7. I'm interested in learning about the history and politics of other countries.
8. When working, I often set ambitious goals for myself.
9. People sometimes tell me that I am too critical of others.
10. I rarely express my opinions in group meetings.
11. I sometimes can't help worrying about little things.
12. If I knew that I could never get caught, I would be willing to steal a million dollars.
13. I would like a job that requires following a routine rather than being creative.
14. I often check my work over repeatedly to find any mistakes.
15. People sometimes tell me that I'm too stubborn.
16. I avoid making "small talk" with people.
17. When I suffer from a painful experience, I need someone to make me feel comfortable.
18. Having a lot of money is not especially important to me.
19. I think that paying attention to radical ideas is a waste of time.
20. I make decisions based on the feeling of the moment rather than on careful thought.
21. People think of me as someone who has a quick temper.
22. I am energetic nearly all the time.
23. I feel like crying when I see other people crying.
24. I am an ordinary person who is no better than others.
25. I wouldn't spend my time reading a book of poetry.
26. I plan ahead and organize things, to avoid scrambling at the last minute.
27. My attitude toward people who have treated me badly is "forgive and forget".

28. I think that most people like some aspects of my personality.
29. I don't mind doing jobs that involve dangerous work.
30. I wouldn't use flattery to get a raise or promotion at work, even if I thought it would succeed.
31. I enjoy looking at maps of different places.
32. I often push myself very hard when trying to achieve a goal.
33. I generally accept people's faults without complaining about them.
34. In social situations, I'm usually the one who makes the first move.
35. I worry a lot less than most people do.
36. I would be tempted to buy stolen property if I were financially tight.
37. I would enjoy creating a work of art, such as a novel, a song, or a painting.
38. When working on something, I don't pay much attention to small details.
39. I am usually quite flexible in my opinions when people disagree with me.
40. I enjoy having lots of people around to talk with.
41. I can handle difficult situations without needing emotional support from anyone else.
42. I would like to live in a very expensive, high-class neighborhood.
43. I like people who have unconventional views.
44. I make a lot of mistakes because I don't think before I act.
45. I rarely feel anger, even when people treat me quite badly.
46. On most days, I feel cheerful and optimistic.
47. When someone I know well is unhappy, I can almost feel that person's pain myself.
48. I wouldn't want people to treat me as though I were superior to them.
49. If I had the opportunity, I would like to attend a classical music concert.
50. People often joke with me about the messiness of my room or desk.
51. If someone has cheated me once, I will always feel suspicious of that person.
52. I feel that I am an unpopular person.
53. When it comes to physical danger, I am very fearful.
54. If I want something from someone, I will laugh at that person's worst jokes.
55. I would be very bored by a book about the history of science and technology.
56. Often when I set a goal, I end up quitting without having reached it.
57. I tend to be lenient in judging other people.

58. When I'm in a group of people, I'm often the one who speaks on behalf of the group.
59. I rarely, if ever, have trouble sleeping due to stress or anxiety.
60. I would never accept a bribe, even if it were very large.
61. People have often told me that I have a good imagination.
62. I always try to be accurate in my work, even at the expense of time.
63. When people tell me that I'm wrong, my first reaction is to argue with them.
64. I prefer jobs that involve active social interaction to those that involve working alone.
65. Whenever I feel worried about something, I want to share my concern with another person.
66. I would like to be seen driving around in a very expensive car.
67. I think of myself as a somewhat eccentric person.
68. I don't allow my impulses to govern my behavior.
69. Most people tend to get angry more quickly than I do.
70. People often tell me that I should try to cheer up.
71. I feel strong emotions when someone close to me is going away for a long time.
72. I think that I am entitled to more respect than the average person is.
73. Sometimes I like to just watch the wind as it blows through the trees.
74. When working, I sometimes have difficulties due to being disorganized.
75. I find it hard to fully forgive someone who has done something mean to me.
76. I sometimes feel that I am a worthless person.
77. Even in an emergency I wouldn't feel like panicking.
78. I wouldn't pretend to like someone just to get that person to do favors for me.
79. I've never really enjoyed looking through an encyclopedia.
80. I do only the minimum amount of work needed to get by.
81. Even when people make a lot of mistakes, I rarely say anything negative.
82. I tend to feel quite self-conscious when speaking in front of a group of people.
83. I get very anxious when waiting to hear about an important decision.
84. I'd be tempted to use counterfeit money, if I were sure I could get away with it.
85. I don't think of myself as the artistic or creative type.
86. People often call me a perfectionist.
87. I find it hard to compromise with people when I really think I'm right.

88. The first thing that I always do in a new place is to make friends.
89. I rarely discuss my problems with other people.
90. I would get a lot of pleasure from owning expensive luxury goods.
91. I find it boring to discuss philosophy.
92. I prefer to do whatever comes to mind, rather than stick to a plan.
93. I find it hard to keep my temper when people insult me.
94. Most people are more upbeat and dynamic than I generally am.
95. I remain unemotional even in situations where most people get very sentimental.
96. I want people to know that I am an important person of high status.
97. I have sympathy for people who are less fortunate than I am.
98. I try to give generously to those in need.
99. It wouldn't bother me to harm someone I didn't like.
100. People see me as a hard-hearted person.

Appendix D: Permission to use the HEXACO-PI-R

This information is found in the public domain (<http://hexaco.org/hexaco-inventory>)

HEXACO-PI-R Materials for Researchers

If you want to administer the inventory in pencil and paper form, both the 100-item and the 60-item versions of the HEXACO-PI-R are provided here in several languages. Both of these versions are available in self-report and observer report forms. **You can download any of these forms free of charge, but only for the purpose of non-profit academic research.** Please contact the authors if you would like to use the inventory for non-academic purposes.

We recommend the 100-item versions for use in most research studies, but the 60-item version is suitable when time is very short. (In undergraduate student samples, nearly all respondents will complete the 100-item version in 20 minutes, or the 60-item version in 12 minutes. Respondents of other samples may require more time.) The items of the 60-item version are a subset of the items of the 100-item version. However, the items of the 60-item version are not simply the first 60 items of the 100-item version. The item numbers are not the same across the two versions.

Please see the translations page for information about additional translations of the HEXACO-PI-R.

There is also a 200-item version of the HEXACO-PI-R that is recommended when longer measures of the facet-level variables (see scoring keys) are required in order to achieve higher internal-consistency reliability. Please contact the authors if this form is required.

Appendix E: Permission to Use the Organizational Citizenship Behavior Scale (OCBS)

“Permissions: Test content may be reproduced and used for non-commercial research and educational purposes without seeking written permission. Distribution must be controlled, meaning only to the participants engaged in the research or enrolled in the educational activity. Any other type of reproduction or distribution of test content is not authorized without written permission from the author and publisher. Always include a credit line that contains the source citation and copyright owner when writing about or using any test”.

PsycTESTS Citation: Lee, K., & Allen, N. J. (2002). *Organizational citizenship behavior scale* [Electronic version]. <http://dx.doi.org/10.1037/t09007-000>

Appendix F: Permission to use the Workplace Deviant Behavior Scale (WDBS)

To: Rebecca Bennett [email address]
June 22, 5:47 PM
From: Angela Ripley <[email address]>

Hello Dr. Bennett,

I am requesting your permission to use the Workplace Deviant Behavior Scale (WDBS) for my dissertation entitled: Examining the Utility of the HEXACO-PI-R for Predicting Indicators of Police Officer Performance.

I am hoping to utilize the WDBS along with the HEXACO-PI-R as well as the OCB scales.

Any information that you would like regarding my dissertation, I'd be happy to provide,

Thank you in advance,

Angela

From: Rebecca Bennett [email address]
June 22, 6:56 PM
To: Angela Ripley <[email address]>

You have my permission to use the scale. It is in the public domain.

Rebecca Bennett

Appendix G: Consent Form

CONSENT FORM

You are invited to take part in a research study about how personality may predict behaviors and performance outcomes. The researcher is inviting all police officers that are on active duty to be in this study. This form is part of a process called “informed consent” to allow you to understand this study before deciding whether to take part.

This study is being conducted by a researcher named Angela Ripley who is a doctoral student at Walden University. Dr. Brian Cesario will be the supervising contributing faculty member.

Background Information:

The purpose of this study is to examine the extent of the personality inventory, the HEXACO-PI-R, to predict indicators of police officer job performance.

Procedures:

If you agree to be in this study, you will be asked to:

Complete an online survey that consists of 134 questions that will take approximately 20 to 25 minutes to complete

Here are some sample questions:

- When working, I often set ambitious goals for myself
- I generally accept people’s faults without complaining about them
- Even in an emergency I wouldn't feel like panicking
- Adjust your work schedule to accommodate other employees’ requests for time off
- Defend the organization when other employees criticize it
- Made fun of someone at work

Voluntary Nature of the Study:

This study is voluntary. You are free to accept or turn down the invitation. No one in your police service will treat you differently if you decide not to be in the study. If you decide to be in the study now, you can still change your mind later. You may stop at any time.

Risks and Benefits of Being in the Study:

Being in this type of study involves some risk of the minor discomforts that can be encountered in daily life, such as fatigue, stress or becoming upset. Being in this study would not pose risk to your safety or well-being.

The findings of this research may aid a law enforcement agency in acquiring a new selection instrument that may lead to enhanced selection practices to ‘select in’ candidates, as opposed to ‘screening out’ candidates less likely to succeed. As a participant, you may gain insight into your own personality. There will be no compensation awarded for being a participant in this study.

Privacy:

Reports coming out of this study will not share the identities of individual participants. Details that might identify participants, such as the location of the study, also will not be shared. Even the researcher will not know who you are, the survey’s will be completed anonymously and no names, or unique identifier numbers (such as badge numbers) will be required for this study. Data will be kept secure by having the survey’s housed through Survey Monkey® and only the researcher will be able to view and download the data. The responses will be downloaded to the Statistical Package for Social Sciences (SPSS) computer software on the researcher’s local computer which is password protected. Data will be kept for a period of at least 5 years, as required by the university.

Contacts and Questions:

You may ask any questions you have now. Or if you have questions later, you may contact the researcher via email at [email address] or the supervising faculty member, Dr. Brian Cesario, at [email address]. If you want to talk privately about your rights as a participant, you can call the Research Participant Advocate at my university at [telephone number], or [email address]. Walden University’s approval number for this study is 11-05-18-0422957 and it expires on November 4, 2019. If at any time you feel stressed and would like to be in contact with counselling services, 24 hours a day, please seek assistance at www.betterhelp.com.

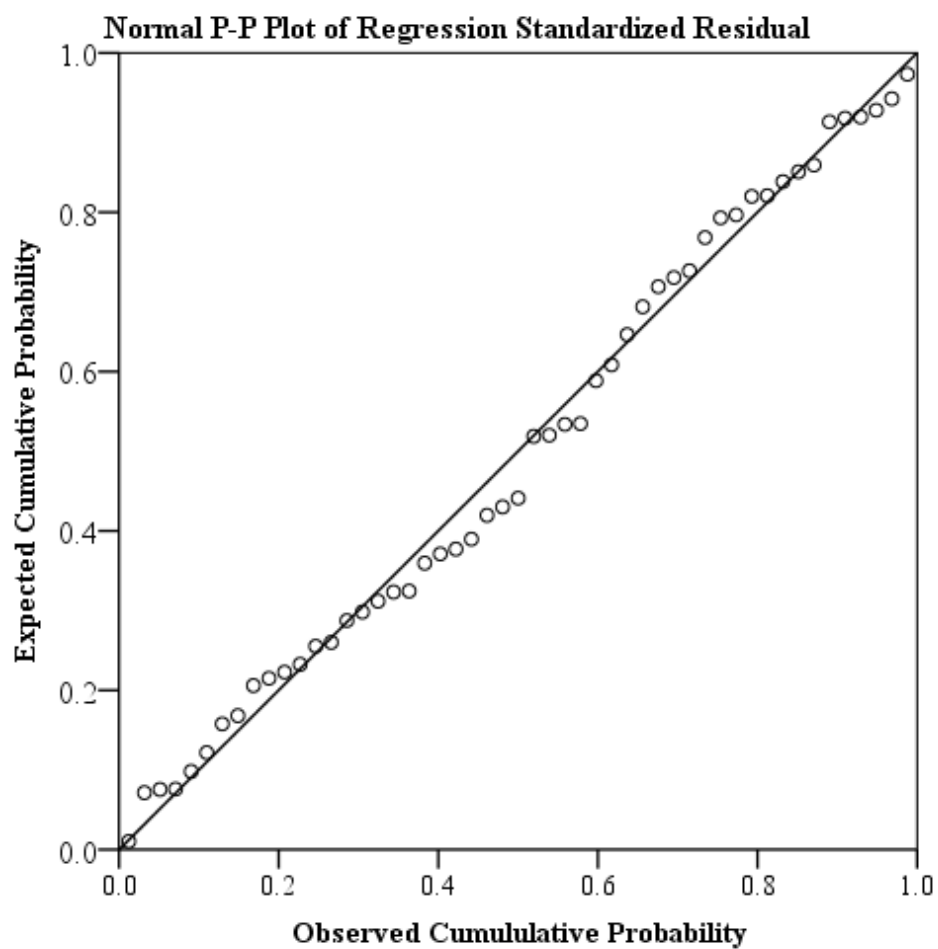
Please print or save this consent form for your records.

Obtaining Your Consent and Beginning the Study

If you feel you understand the study well enough to make a decision about it, please indicate your consent by answering ‘I agree and begin the survey’. Once you have provided consent to be a part of the study, you will advance to the next page and begin answering the survey questions. As each question is answered, you will be prompted to move to the next question by clicking the tab that states ‘Next’.

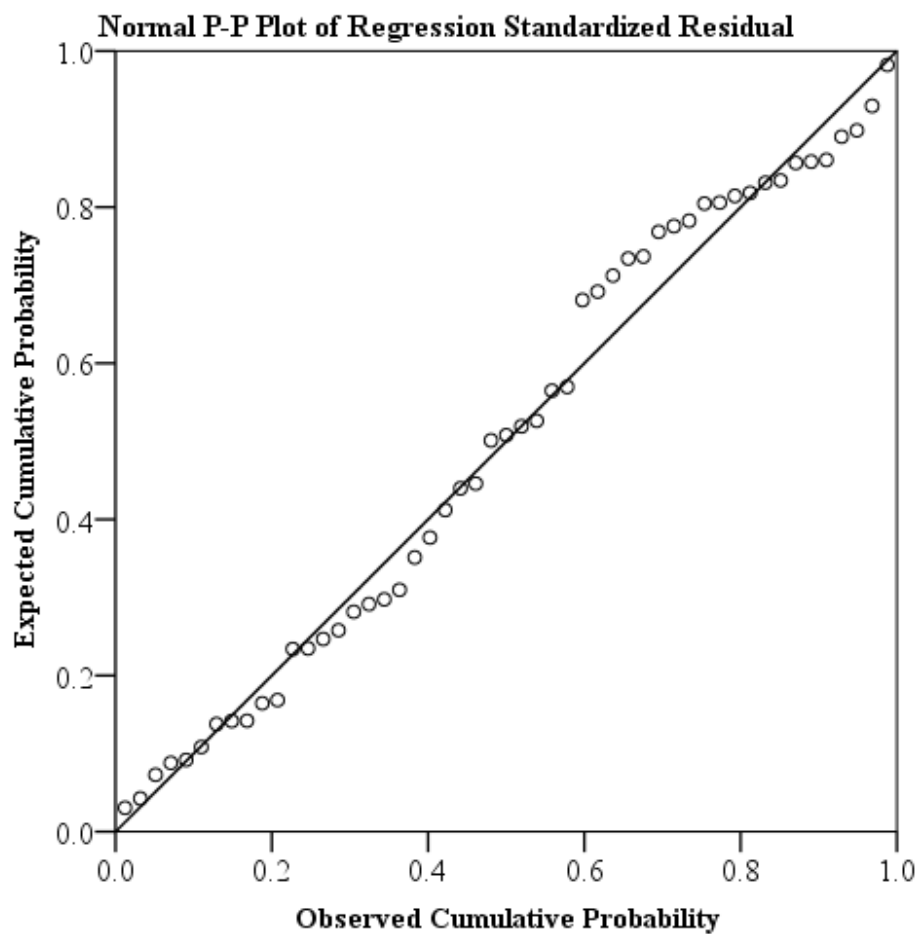
Appendix H: P-P Plot for OCB Regression Model

P-P Plot for OCB Regression Model



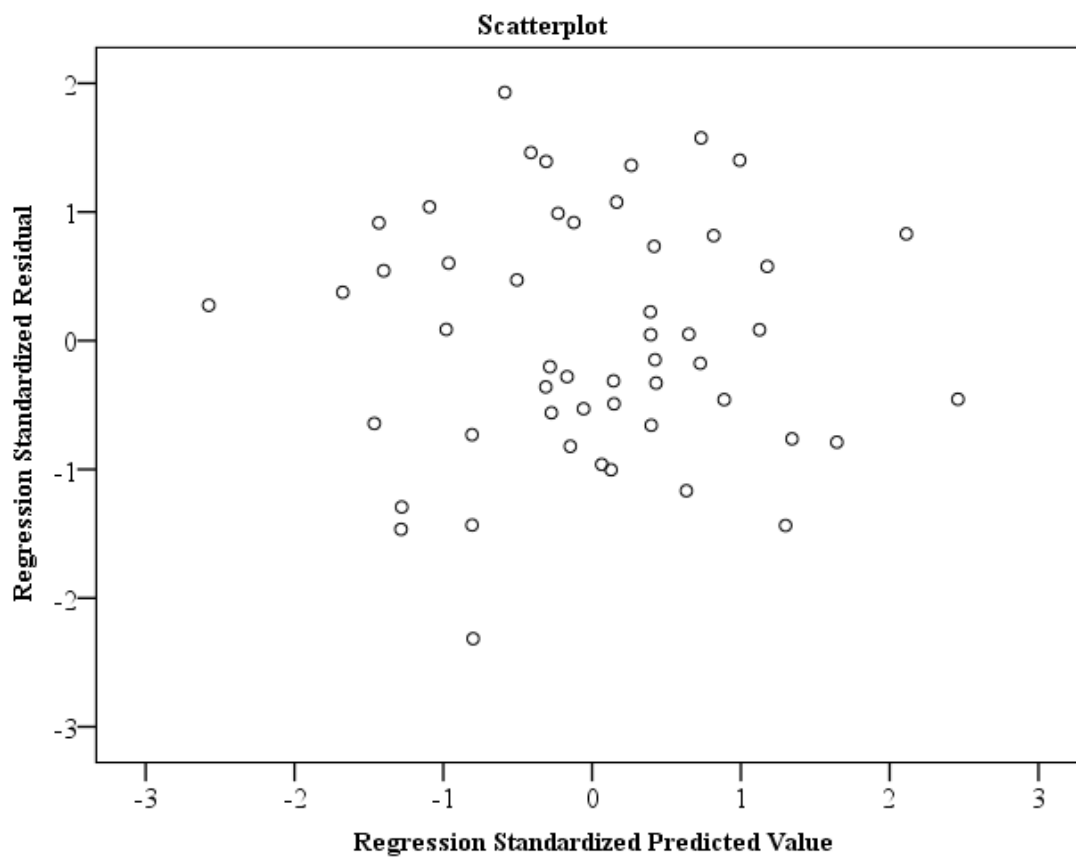
Appendix I: P-P Plot for CWB Regression Model

P-P Plot for CWB Regression Model



Appendix J: Homoscedasticity Scatterplot for OCB Regression Model

Homoscedasticity Scatterplot for OCB Regression Model



Appendix K: Homoscedasticity Scatterplot for CWB Regression Model

Homoscedasticity Scatterplot for CWB Regression Model

