



POLICE CULTURE

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ABSTRACT

Police are the most visible manifestation of government authority performing the most obvious, immediate and intrusive tasks to ensure the well-being of individuals additionally communities alike. Police cultures among law enforcement professionals are vital to the safety of community. The humans have the greatly embedded need and want to appreciate art and love. The theory of emotional intelligence argues that a person must redirect his or her emotions towards conduction of healthy activities in order to emerge as an effective citizen of the community. Rule of law, peace and security are vital driving principles in a democratic nation. This study is come with the objective of Police culture among the law enforcement professionals. Police culture is commonly characterized as widely shared as attitude, values, and norms that serve to manage strain created by the nature of police work and the positive practices of police management and supervision. Addressing this topic appears with increasing regularity in law enforcement literature. Occupational stress is regarded as one of the major health hazards of modern workplace. "Police Culture" or an "occupational subculture" has attracted the attention of number of academics over the years.

KEYWORDS : Police culture, external influence, occupational culture, the stressful nature of the job.

BACKGROUND

The police have a boundless duty to face stress and tension during the process of meeting their professional responsibilities, and therefore, they require expressing the resultant despair in constructive and creative manners (David, 2014). The development and support of alternative ego are the necessary steps on the path of leading a satisfactory life. The humans have the greatly embedded need and want to appreciate art and love (Ennis, 2015). The theory of emotional intelligence argues that a person must redirect his or her emotions towards conduction of healthy activities in order to emerge as an effective citizen of the community. The higher ranks of police have to play a valuable role in this regard as well because they have to allow their subordinates to share their problems and difficulties of life so that the prominent organizational figures can identify people who might need psychological help in order to get through a rough patch of their existences (Aghina, et al., 2014). The social psychological theory has to find application in the setups of police throughout the world generally and in Maldives specially (United Nations, 2014). Westley's (1970) seminal ethnographic studies serve as the foundation for the police occupational culture perspective (Skolnick, 1966), for example, proposed a police working personality characterized by three distinct features of the job: danger, authority over citizens, and efficiency in the eyes of supervisors (Shjarback, 2016). In 2010, József Horváth defined the organizational culture of the police in accordance with the basic mission of the law enforcement force and the social expectations (Elekes, 2014). Scholars have described traditional police culture as a set of attitudes and values that assist officers in coping with the strains inherent to police work (Roche, Bilach, Ryon & Silver, 2017). Police stress has garnered much attention since the 1970's (Tucker, 2015). Specifically, they commonly have poor health (Fletcher, 1988; Kirkcaldy, Cooper, & Ruffalo, 1995; Alkus & Padesky, 1983; Anderson et al., 2002; Burke, 1996; Dantzer, 1987; Eisen-burg, 1975; Goodman, 1990; He et al., 2002; Kroes, 1985; Liberman et al., 2002; Loo, 1984; Cooper, C. L., & Davidson, M., 1987). Are frequently absent from work (Wright, K. N., & Saylor, W. G.; 1991; Anderson et al., 2002; Haarr & Morash, 1999; Hassell & Brandl, 2009; Jaramillo, 2005). Experience burnout (Burke & Deszca, 1986; Crank, Regoli, & Culbertson, 1995; Lord, 1996; Stotland & Pendleton, 1989; Brown, Cooper, & Kirkcaldy, 1996), are dissatisfied with their jobs (Anderson et al., 2002; Brown, Cooper, & Kirkcaldy, 1996; Crank, Regoli, & Culbertson, 1995; Gaines & Jermier, 1983; Haarr & Morash, 1999; Maslack & Jackson, 1979; Territo & Vetter, 1987; Wright & Saylor,

1991; Norvell, N., Belles, D., & Hills, 1998;).

Research Objectives

To examining Police culture among the law enforcement professionals.

Literature review

"Police Culture" or an "occupational subculture" has attracted the attention of number of academics over the years (Shjarback, 2016). Culture is the "webs of significance" found in an organization (Tierney, 1988, p.4). Culture helps the beliefs and bonds the unite members of a society, group, or organization. Individuals make choices based on the societal norms which are created by culture (Martin, 2011). Culture, then, may be seen as a force that acts upon members of a group to produce behavior which is considered proper by the group itself (Martin, 2011). Culture is more than just a "Social Pattern" it extends beyond the visible outward signs. True culture is often deep rooted within informal behavior patterns, often with hidden meanings (Schein, 1984). "Police Culture" or an "occupational subculture" has attracted the attention of number of academics over the years (Shjarback, 2016). According to Scholars Van Maanen & Barley (1985) culture can be understood as a set of solutions devised by group of people to meet specific problems posed by situations they face in common. Reiner (2010) highlighted other aspects of police culture such as sense of mission, cynicism, Suspicion, solidarity and isolation. Caplan (2003) defines cynicism as a "negative and suspicious attitude on the part of police officers towards their job, the public and society as a whole". According to Reiner (2010) police are identified primarily 'as a body of people patrolling public places in blue uniforms, with a broad mandate of crime control, order maintenance and some negotiable social service functions. Anyone living in a modern society has this intuitive notion of what the police are' (Reiner, 2010:3). According to Scholars Van Maanen & Barley (1985) culture can be understood as a set of solutions devised by group of people to meet specific problems posed by situations they face in common. Organizational culture is one of the important indicators that are characterized by organizations (Taib, et al., 2016). Organization is living systems, with certain environmental conditions, and life cycles that evolve within an environment of the survival of the fittest (Lawley, 2001; Visser, 2010; Vigoda-Gadot, Vinarski-Peretz & Ben-Zion, 2003; Morgan, 2006). According to Morgan (1998) emphasized that "organizations, like organisms, are "open" to their environment and must achieve an appropriate relation with that environment if they are to survive". Occupational

stress is regarded as one of the major health hazards of modern workplace (Rosin George Varghese, Neethumol K. S., Sameena S. S., Reju R. S., Priya James, Rashik Rasheed, Shereena V. H., Vijaysankar S; S, Vivek, 2019). Police culture is commonly characterized as widely shared as attitude, values, and norms that serve to manage strain created by the nature of police work and the positive practices of police management and supervision (Paoline, 2004, P207). Police researchers have long speculation on the important that culture plays in the everyday functioning of officers (Paoline III, 2003). Many researchers asserted that the major barrier to reforming is the police culture (Goldsmith, 1990; Dean, 1995; Greene, 2000; Paoline, 2003; Sparrow, Moore, & Kennedy, 1990, n.d.). Some of the other researchers noted that the culture often endorse the violations of citizen rights and misuses of police authority and wrongdoings (Silverman, 1999; Skolnick & Fyfe, 1993; Brown, 1988; Walker, Samuel, 2001, 2003). The conception of police culture has long-standing. In fact, the conceptual understanding of police culture has not changed significantly since Westley's (Westley, 1970) study of police culture and violence. Examines the street-level decisions made by police, (Brown, 1988) (eg. In the organizational environment) (Paoline, 2003; Paoline & Gau, 2017; Crank, 1998; Crank, 2004; Crank, 2014; Westley, 1970; Rubinstein, 1973; Van Maanen, 1974; Drummond, 1976; Reuss-ian, 1983; Skolnick, 1994; Kappeler, Sluder & Alpert, 1998; Moore, & Kennedy, 1990; Paoline, Terrill, Ingram, 2013). Author Paoline, discussed for distinct conceptualization of police culture; occupational, organizational, rank, and style each of which uses different units of analysis. (Paoline, 2003).

The problems officers confront in their occupational and organizational environments, as well as the coping mechanisms prescribed by the police culture, produce two defining outcomes of the police culture: social isolation and group loyalty. Although the occupation of policing itself works to separate police officers from general society, (e.g., shift work, tensions of the job, etc.) (Drummond, 1976; Fielding, 1988; Reiner, 1985) (Paoline, 2003).

Paoline (2003) discusses four distinct conceptualizations of police culture: occupational, organizational, each of which uses different units of analysis. The occupational perspective draws attention to the police profession as a whole, whereas the styles perspective is much narrower with an emphasis on individual officers (Paoline, 2003).

Occupational Culture:

Police Occupational Culture has been identified and foundational work started in the 1950s, researchers have described a variety of dimensions of the occupational culture of police. In an effort to integrate the disparate works, a theoretical model has been constructed depicting the ways in which the stressful features of the police work environment produce coping mechanisms and outcomes (Paoline & Gau, 2018). According to O'Neill (2007) police occupational culture or cop culture has been a source of academic interest and debate since research into policing began in earnest in the 1960s. Police culture has become a lens through which a number of aspects of the police and policing more broadly have been studied, including the use of discretion, police corruption, institutional racism, and sexism and police reform (O'Neill, 2007). Police officers' occupational attitudes and values are shaped by a working environment characterized by uncertainty, danger, and coercive authority. Officers' adaptations to this environment form the basis for the police culture, a set of outlooks widely shared among officers (Paoline, Eugene A; Stephane N. Myers; Robert E. Worden, 2000). The purpose of this study, find occupational culture in policing and how it effect.

occupational environment, which consists of his/her relationship to general society (Paoline, 2003). Skolnick's (1966) and Westley's (1970) seminal ethnographic studies serve as the foundation for the police occupational culture perspective (Skolnick, 1966), for example, proposed a police working personality characterized by three distinct features of the job: danger, authority over citizens, and efficiency in the eyes of supervisors (Shjarback, 2016). Police officers' occupational attitudes and values are shaped by a working environment characterized by uncertainty, danger, and coercive authority. Officers' adaptations to this environment form the basis for the police culture, a set of outlooks widely shared among officers (Paoline, Eugene A; Stephane N. Myers; Robert E. Worden, 2000). According to Westley, (1970) and some other Researchers have defined in earlier police culture demonstrate a history of a large single police culture (Toch, 1976; Van Maanen, 1975; Britz, 1997; Tuffin & Frewin, 1998). The environment of police work effect, according to (Herbert, 1996) organizational environment and occupational environment each have specific outcomes for police officers. The occupational environment is one filled with danger, if any citizen faced a dangerous situation; Police officers often face an ambiguous role in society while trying to accomplish the unattainable goal of solving crime, (Toch, 1976; Herbert, 1996; Paoline, 2003; Terrill, Paoline, & Manning, 2003). Police working personality characterized by three distinct features (Shjarback, 2016), the first two of which occur in the external with citizens & the last feature taking in the internal environment interaction or exchange with supervisory personnel (Paoline & Terrill, 2014). On the other hand authors observed a high degree of police citizen violence and hostility attributing the animosity between two groups to routine use of aggressive police tactics such as the "third degree." Forthwith, Westley proposed an informal socialization process whereby young officers learned such techniques from senior officers. This tension and hatred negatively impacts police-community relationships, serving to strengthen the bond between officers and outsiders or from community (Westley, 1970). Other scholars have written on topics similar to that Westley (1970) and Skolnick, Such as "danger" (Touch, 1973; Herbert, 1998; Van Maanen, 1978), "coercive power" (Muir, 1977).

Organizational Culture: Organizational culture effect internally and externally in any organizations. In 2010, József Horváth defined the organizational culture of the police in accordance with the basic mission of the law enforcement force and the social expectations (Elekes, 2014). According to Morgan's (1997), the main strengths of an organizational culture as "people, goals and behavior". It is the understanding of society's values, beliefs, laws, ideology, rituals, traditions, history, and organization's shared vision and mission in a diverse context. (Roberg, Novak & Cordner, 2005; Lawley, 2001; Morgan, 2006; Visser, 2010; Morgan, 1997). However, in this intended study will be taken into consideration why negative public perception towards policing. According to Martins and Terblanche (2003) organizational culture is defined as "deeply seated values and beliefs shared by (every person) in an organization". Schein (2004) noted once we learn to see the world through cultural lenses, all kinds of things begin to make sense (Schein, 2004). Including some other researchers (Schein, 1991; Needle, 2004; Schein, 1984; Schein, 2010; Boundless, 2015; Ravasi & Schultz, 2006; Schein, 2004; Cameron and Quinn, 2011; O'Donnell & Boyle, 2008)

Traditional view of police culture: The traditional police culture stresses law enforcement crime fighting as the primary roles and duties of the good police officer and any other roles, such as service or order maintain and uphold the law, procedural guideline are viewed as a hindrance to the police role and ultimate objectives, policy guidelines and legal restrictions such as due process simply get in the way of a

One of the environments that officers work in is the

police officer's duty to uphold the moral code, maintain order, fight crime and during investigation (Terrill, Paoline, & Manning, 2003; Brown, 1988; Frewin & Tuffin, 1998; Herbert, 1996; Herbert, 1998; Paoline, 2004). Real police works, to the traditional police culture, dangerous situations are the primary concern of officers to solve minor violation and service order with aggressive tactics and selective enforcement of law (Terrill, Paoline, & Manning, 2003; Paoline, 2004; Paoline, Myers, & Worden, 2000; Touch, 1976). Researchers (Frewin & Tuffin, 1998; Britz, 1997) cited that any officer who breaks these norms faces numerous consequences, the most important of which result in the officers ostracized from the group. The traditional view of police culture has found that the loyalty of the officers clearly and their dominant value (Reuss-Ianni, 1983; Westley, 1970; Terrill, Paoline, & Manning, 2003; Toch, 1976; Van Maanen, 1975; Brown, 1988; Paoline, 2004). Researchers cited once officers are faced challenges from outside groups, officers rely on one another for support and are expected to have back up from one another, forthwith emotional and personal matters plays a vital supportive role (Herbert, 1996; Herbert, 1998; Brown, 1988; Frewin & Tuffin, 1998; Reuss-Ianni, 1983; Paoline, 2004; Paoline, Myers, & Worden, 2000; Terrill, Paoline, & Manning, 2003; Toch, 1976; Westley, 1970). According to researchers (Paoline, 2004; Terrill, Paoline, & Manning, 2003; Toch, 1976; Van Maanen, 1975; Walsh, 1977; Paoline, Myers, & Worden, 2000; Reuss-Ianni, 1983), police officers are forced to face criticism who are believed to not understand true police work, both from the public and the organization, this type of citizens are untrusted evaluated based on their potential threat to the officers. Police officers face many pressure while doing their jobs, this pressure supports an overwhelming police culture that newcomers must match (Britz, 1997; Westley, 1970; Van Maanen, 1975; Frewin & Tuffin, 1999; Toch, 1976; Olesen & Davis, 1966; Schein, 1971; Simpson, 1967; Nelson, 1990). To change the professionalization of policing, increasing standards for education and the implementation of community policing have certainly changed the face and the values of policing (White, 1972; Paoline, 2003; Toch, 1976; Paoline, 2004; Paoline, Myers, & Worden, 2000; Reuss-Ianni, 1983; Bayerl, Horton, Jacobs, Rogiest, Reguli, Gruschinske, Constanzo, 2014)

Typology view of police culture: Typology research has investigated police culture under the assumption that culture is variable rather than static (Mastrofski, 2004). One of the earliest studies of police work found about one-half of the calls received by police dealt with problem solving rather than crime fighting. (Kappeler, Ph.D, 2013). According to white (1972) demonstrated multiple types or style of policing. Typology studies have indeed found variation among the so-called police culture, values, norms, and attitudes among officers appear to have become more fragmented (Paoline, 2004). White differentiated four groups based on type of values held by an officer and application of technics and the four profiles of 'tough cop', 'problem-solver', 'rule-applier' and 'crime-fighter'. A similar typology was developed (Brown, 1981). Typology studies have incorporated the traditional model as one of several styles (Paoline, 2004). Brown suggested four types of operational style, which he referred to as 'old-style crime-fighter', 'clean-beat crime-fighter', 'service style' and 'professional style' (Brown, 1981). Typologies describe very similar profile, whether they developed empirically or theoretically in independent dimension, theoretical consideration (e.g. Muir, 1977; Broderick, 1977). Author Worden cited "previous research and describes those belief systems which directly affect officers' behavior. Reviews the typologies of White, Brown, Muir and Broderick and synthesizes these into five disparate officer types, such as 'professional; tough-cop; clean-beat; crime-fighter; problem-solver; and avoider. Due to the several cultural factors of

police, change the policing philosophy, education, professionalization, sex and race have changed the face and values of policing (Paoline, 2004; Britz, 1997; Frewin & Tuffin, 1998; Reuss-Ianni, 1983; Toch, 1976; White, 1972, Paoline, 2003). Officers of differing ranks may develop their own culture for their position with the police bureaucracy (Walsh, 1977).

Stress: The management cannot eliminate the stressful nature of the job, but they can surely work in order to minimize the effects of tension and burnout in employees (Nepal, et al., 2014). The strong ties between the leadership and subordinates have the strength to alleviate job stress that is no doubt the leading cause of police brutality all over the globe and specifically in Maldives (Turner, 2015). According to Wolfe (2007), Police culture provides a theoretical foundation for understanding police behavior and their response to stress (Kingshott, Bailey, Wolfe, 2007). Police officers experience stress, tension and emotional pressures during their job and therefore, they should use different techniques in order to counteract various cardinal challenges. However, individualistic and social methods must be applied to control and manage professional stress in policing. This study would review present literature on the topic in order to identify techniques of emotional control used by police officers in Maldives (Weiner, 2015). As Anshel (2000), citing others, reminds us, it is one of the most stressful occupations in the world. Researcher found Long-term illness, long-term disability and poor work performance, and potentially, premature death (Anshel, M, 2000; Kirkcaldy, 1995; Burke, 1994; Nordlicht, 1979; Violantietal, 1986; Nodlin, 1978; , n.d.). Police stress has garnered much attention since the 1970's (Tucker, 2015). Specifically, they commonly have poor health (Fletcher, 1988; Kirkcaldy, Cooper, & Ruffalo, 1995; Alkus & Padesky, 1983; Anderson et al., 2002; Burke, 1996; Dantzer, 1987; Eisen-burg, 1975; Goodman, 1990; He et al., 2002; Kroes, 1985; Liberman et al., 2002; Loo, 1984; Cooper, C. L., & Davidson, M, 1987). Are frequently absent from work (Wright, K. N., & Saylor, W. G; 1991; Anderson et al., 2002; Haarr & Morash, 1999; Hassell & Brandl, 2009; Jaramillo, 2005). Experience burnout (Burke & Deszca, 1986; Crank, Regoli, & Culbertson, 1995; Lord, 1996; Stotland & Pendleton, 1989; Brown, Cooper, & Kirkcaldy, 1996), are dissatisfied with their jobs (Anderson et al., 2002; Brown, Cooper, & Kirkcaldy, 1996; Crank, Regoli, & Culbertson, 1995; Gaines & Jermier, 1983; Haarr & Morash, 1999; Maslack & Jackson, 1979; Territo & Vetter, 1987; Wright & Saylor, 1991; Norvell, N., Belles, D., & Hills, 1998;). Researchers found police stress is perceived organizational support is the degree to which an employee believes that their organization cares about them and values their contribution to the organization (Eisenberger, R, Huntington, R., Hutchinson, S., & Sowa, D., 1986). The educated minds do not have an urge to experience anger, but if they do have that particular mental need then, they divert their emotions in the direction of a person who they are angry with (Bernier, 2014). One should follow the principle of justified anger during his or her life so that he or she does not feel guilt of abusing a person against the misdeeds of another one (Alexandra, 2014). Those officers who have families should divert their spare time towards the relevant households in order to have adequate degree of socialization experience (Gentina, et al., 2015). At the same time, the leadership has to use a firmer hand in order to compel the unassociated individuals to seek out romantic interests in their lives so that they can have the luxury to share their pains and sufferings with the loved ones (Hewett & Krasnikov, 2015). The usage of internet technologies such as Skype and Yahoo Messenger to stay in touch with the close social circle is valuable in terms of having a happy life (Holub, et al., 2014). The police officers face and confront a lot of anguishes during their professional lives, and therefore, they become angry subliminally, and after a while, they forget to feel another way (Hornig & Fulkerson, 2015). They start to have vengeance for their emotional labor from others, and eventually, develop suicidal urges to say the least. The department of policing has a history filled with incidents those involve a

distressed officer who decided to attack his own colleagues (Tummers & Knies, 2016).

Ethics: Ethical dilemmas and questionable ethical practices may develop for many reasons. A common reason officers may participate in questionable ethical behavior may relate to organizational pressures or status relations. For example, many police organizations, and often the organization's culture, demand that officers measure performance decisions; this demand encourages and creates a situation where mistakes can be easily covered up and

Success exaggerated in order to gain status (Westmarland, 2000, 2005, 2006). Police integrity refers to normative and other safeguards that keep police from misusing their powers and abusing their rights and privileges (Osse, 2011). Within the entire organization, focus on secrecy and loyalty, along with pressure of conformity, encourage officers to participate in, or at least tolerate, unethical behaviors (O'Malley, 1997, p. 21 ;Rothwell & Baldwin, 2007). Police cultures that condone and exercise silence codes are said to place "loyalty over integrity" (O'Malley, 1997, p. 21 ;Rothwell & Baldwin, 2007). Researchers found Police officer perspectives on the seriousness of potential misconduct or unethical behavior, and the factors that might shape whether they would report their colleagues' misdemeanors (Westmarland & Rowe, 2018).

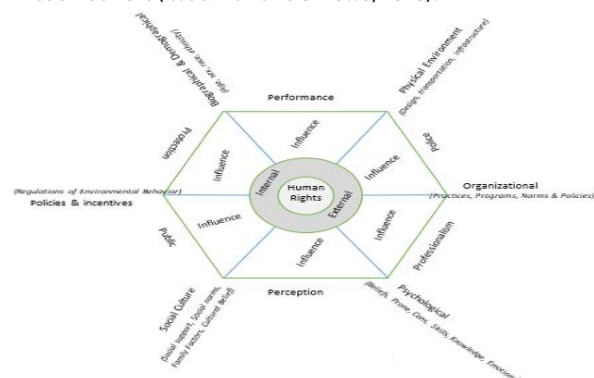


Figure - 1: Occupational Culture Model

The educated minds do not have an urge to experience anger, but if they do have that particular mental need then, they divert their emotions in the direction of a person who they are angry with (Bernier, 2014). Political influences, family pressure and culture influence are the internal and external policing challenges in Maldives Police service. Such as Police corruption, misuse of police authority for gain (Bribes, drug dealing, abuse power, leave out relevant information). Direct influences (Misconduct, predatory policing) by criminals, politicians, media and also families.

According to Vick (2004:4) 'the overarching criticism of police leadership is about its perceived failure to lead and adapt to change. To this effect, police leaders have been less radical than politicians and academics in general innovations. Therefore, police conservatism is matched by police conformity.



Figure - 2: Culture influence Model

According to Morgan's (1997), the main strengths of an organizational culture as "people, goals and behavior". It is the understanding of society's values, beliefs, laws, ideology, rituals, traditions, history, and organization's shared vision and mission in a diverse context. (Roberg, Novak & Cordner, 2005; Lawley, 2001; Morgan, 2006; Visser, 2010;Morgan, 1997). However, in this intended study found police misconduct and police corruptions are the reason negative public perception towards policing. Researchers found Police officer perspectives on the seriousness of potential misconduct or unethical behavior, and the factors that might shape whether they would report their colleagues' misdemeanors (Westmarland & Rowe, 2018).

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 64. When a policeman dons his uniform, he enters a distinct subculture governed by norms and values designed to manage the strains created by his unique role in the community (Van Maanen, 1974, p. 85).
 65. Cultural socialization is defined as "parental practices that teach children about their racial or ethnic heritage; that promote cultural customs and traditions; and that promote children's cultural, racial, and ethnic pride, either deliberately or implicitly. Examples include talking about important historical or cultural figures; exposing children to culturally relevant books, artifacts, music, and stories; celebrating cultural holidays," and the like (Hughes et al. 2006:749). These caregiving strategies have evolved to promote a sense of cultural well-being and pride in minority children in a racist society (Peters 1985).
 66. Many authors (such as Bayley & Bittner, 1984; Manning, 1977, 1989; McNulty, 1994; Reuss-Ianni & Ianni, 1983; Shearing & Ericson, 1991) have noted that police share a culture united by certain common themes. They have noted common cultural themes such as unpredictability (Skolnick, 1994), "Assholes" (Van Maanen, 1978), management brass (Reuss-Ianni & Ianni, 1983). However, this study took an interest in three themes, such as solidarity, isolation and cynicism.
 67. The cultural perspective is more interested in the "values, attitudes and beliefs" of members in the organization and provides justifications for how people behave in an organization (Modaff & DeWine, 2002, p. 83).
 68. The problems officers confront in their occupational and organizational environments, as well as the coping mechanisms prescribed by the police culture, produce two defining outcomes of the police culture: social isolation and group loyalty. Although the occupation of policing itself works to separate police officers from general society, (e.g., shift work, tensions of the job, etc.) (Drummond, 1976; Fielding, 1988; Reiner, 1985) (Paoline, 2003).
 69. The history of organizational culture or organizational climate research can be traced back to the 1940s (Schein, 1990) and has flourished since the 1980s (Hartnell, Ou, & Kinicki, 2011; Ott, 1989).
 70. The culture of an organization drives the way employees think, act and feel. It influences not only their own actions but also the actions of others (Helms & Stern, 2001, p. 417).
 71. This Culture idealizes a hard-nosed aggressive approach of policing which gives rise to abuses of authority and the police culture impedes effort to detect and investigate corruption and other misconduct, (Paoline, Myers, Worden, 2000)
 72. Police culture demonstrates a history of a large single culture (Britz, 1997; Frewin & Tuffin, 1998; Toch, 1996; Mui, 1977; Van Maanen, 1975; Paoline, 2003; Paoline, 2004; Reuss-Ianni, 1983;
 73. Many scholars have contributed to the conceptualization of organizational culture (Barley, 1983, p. 393; Pettigrew, 1979, p. 574; Sathe, 1983, p. 6; Schein, 1990, p. 111; Wilkins & Dyer, 1988, p. 523). Schein (2004).
 74. An occupational culture is a context within which emotions are regulated and attuned to work routines. As Waddington (1998, 292-93) writes perceptively, the police culture is "... an expression of common values, attitudes, and beliefs within a police context." A political economy of emotions, or a distribution of emotions consistent with power, stratification, and control, complements characteristic value configurations and interactional patterns. These, in turn, are a reflection of the fit between the differential exposures of practitioners to work-based contingencies. This creates segments within the occupation.
 75. Policing should be delivered in as open, honest and respectful a manner as possible. Not only is such policing desirable in ethical terms but also is likely to garner greater public cooperation, deference and compliance (Tyler and Huo 2002; Tyler 2006; Jackson et al. 2012; Mazerolle et al. 2013).
 76. Officers themselves generally view their primary role as „crime fighters (Cain, 1973, p. 72; Ericson & Hegarty, 1997, p. 299; Fielding, 1988, p. 205; Holdaway & Parker, 1998, p. 44; L. Jackson, 2003, p. 624; Loftus, 2009b, p. 5; Paoline, Myers, & Worden, 2000, p. 578; Waddington, 1999a, p. 299).
 77. Organizational culture refers to the values shared by colleagues within an organization which become evident through the occupational practices within that environment (Cockcroft, 2012).
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