

Public Perception of Police Deviance Pursuant to Organizational Deviance, Occupational Deviance, and Abusive Authority

การรับรู้ของสาธารณชนเกี่ยวกับพฤติกรรมตำรวจที่ผิดพลาดตามความผิดต่อองค์กรตำรวจ ความผิดต่อวิชาชีพตำรวจ และการใช้อำนาจโดยมิชอบ

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Abstract

The objectives of the research entitled “Public perception of police deviance pursuant to organizational deviance, occupational deviance, and abusive authority” were to, 1) discuss the model, 2) explore the danger, and 3) determine the correlations of Police Deviance Dimensions. The survey used mixed methods by analyzing earlier studies, reviewing deviant case studies, and mixing interviews at the Public Complaints Center. Data were gathered during one month from 300 public making contacts at the Royal Thai Police stations nationwide.

The findings portrayed the insights about Police Deviance as a total category involving Organizational Deviance/OrD, Occupational Deviance/OcD, and Abusive Authority/AA, as main categories, highlighting the visions that Use of Force and Violence in AA, Protection of Illegal Activities in OcD, and Political Deviance in OrD were at the dangerous level, while other subcategories were at the moderate level. The danger of linear positive relationships in main categories was significantly dangerous. The dangerous relationships between main categories and Police Deviance were statistically very dangerous. The Police Deviance Dimensions suggests innovative surveillance measurements over anti-deviance systems.

Keywords: 1) Police Deviance Dimensions 2) Police Ethical Problems 3) Organizational Deviance 4) Occupational Deviance 5) Abusive Authority

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นิสิตหลักสูตรครุศาสตรดุษฎีบัณฑิต สาขาวิชาอุดมศึกษา ภาควิชานโยบาย การจัดการและความเป็นผู้นำทางการศึกษา
คณะครุศาสตร์ จุฬาลงกรณ์มหาวิทยาลัย

บทคัดย่อ

งานวิจัยเรื่อง “การรับรู้ของสาธารณชนเกี่ยวกับพฤติกรรมตำรวจที่ผิดพลาดตามความผิดต่อองค์กรตำรวจ ความผิดต่อวิชาชีพตำรวจ และการใช้อำนาจโดยมิชอบ” มีวัตถุประสงค์เพื่อ 1) อภิปรายเกี่ยวกับรูปแบบ 2) สำรวจ อันตราย และ 3) ศึกษาความสัมพันธ์ของมิติแห่งพฤติกรรมตำรวจที่ผิดพลาด แบบสอบถามเกิดจากการใช้ วิธีการผสมผสานโดยการวิเคราะห์วรรณคดีที่เกี่ยวข้อง ทบทวนกรณีศึกษาเกี่ยวกับพฤติกรรมที่ผิดพลาด และสัมภาษณ์ เจ้าหน้าที่ที่ศูนย์รับเรื่องราวร้องทุกข์ ผู้วิจัยเก็บรวบรวมข้อมูลด้วยตนเองเป็นเวลาหนึ่งเดือน โดยเก็บ แบบสอบถามจากประชาชน จำนวน 300 คน ที่มาติดต่อราชการ ณ สถานีตำรวจของสำนักงานตำรวจแห่งชาติ ทั่วประเทศ

ผลการวิจัย พบว่า พฤติกรรมตำรวจที่ผิดพลาด ประกอบด้วย ความผิดหลัก ได้แก่ ความผิดต่อองค์กร ตำรวจ ความผิดต่อวิชาชีพตำรวจ และการใช้อำนาจโดยมิชอบ และพบว่า ความผิดรายย่อยที่มีระดับอันตราย ได้แก่ การใช้กำลังและความรุนแรงตามการใช้อำนาจโดยมิชอบ การคุ้มครองสถานประกอบการที่ผิดกฎหมายตามความผิด ต่อวิชาชีพตำรวจ และความผิดพลาดทางการบริหารตามความผิดต่อองค์กรตำรวจ ตามลำดับ ความสัมพันธ์เชิง เส้นตรงแบบปรกติระหว่างความผิดรายย่อยด้วยกันมีอันตรายอย่างมีนัยสำคัญ แต่ความสัมพันธ์ระหว่างพฤติกรรม ตำรวจที่ผิดพลาดโดยภาพรวมและความผิดหลักมีอันตรายในระดับมากอย่างมีนัยสำคัญทางสถิติ ข้อเสนอแนะของ งานวิจัยเป็นเรื่องเกี่ยวกับนวัตกรรมในการตรวจตราระบบการป้องกันพฤติกรรมตำรวจที่ผิดพลาด

คำสำคัญ: 1) มิติแห่งพฤติกรรมตำรวจที่ผิดพลาด 2) ปัญหาจริยธรรมตำรวจ 3) ความผิดต่อองค์กรตำรวจ
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Introduction

Policing has at its best nature the perception of regulated operation, public service, and moral observation to serve their communities, even though from time to time police power is an officially permitted action to accomplish such duty, service, and remark. It is a difficult reaction to pass through police organizational, occupational, and authoritative problems. At times the professionalization of police entry, career path and advanced departure is not such an admirable concept that police bureaucrats and operational officers will succeed without negative experiences.

There are many reasons to walk into the ideal chain. Probationary periods last about six months of trial works without coaching and mentoring despite receiving basic law enforcement and documentary disciplines. Attending offices of commanders/commissioners, a police captain generally takes about 6 – 7 years as commissioned officers to become promoted, others especially immigration/tourist police wait for 10 – 15 years, for those that already drive the workflow system cannot be substituted by a new enlistment; otherwise, working assembly gets stuck. The obstacles of career path have varied from position to position such as police

admins, traffic patrols, crime invaders, interrogators or investigators. The maximum duration of advancement is 38 while the minimum 25 years with a positive highest rank of Police General and a negative Police Captain before retirement at 60. Along the way to leadership and direction, a solo officer might be dismissed during the first year of probation, middle-management levels, or highest ranking positions if binding with mischievous temptations. All of these, the public have watched police performance as job dissatisfaction, immobilized bureaucracy, and excessive prejudice. When morality is severely broken, police deviance edges on the sphere of humanity.

Deviant policing has long been argued through bias to violate rules and regulations, stigma to place on wrongdoers' face, suppression to do against police operations, destruction within police organization and public-police relations, and silence prevailing across the nation. Among ethical problems, deviant policing is a dangerous issue affecting the subculture of police organization, occupation, and authority. In some situations, deviant policing is very complex, so assessing those ethical dilemmas on police duty and public service should be based on a study about the mechanisms of police deviance (Punch, 2000; STOU, 2001; Miller, 2003; Son and Rome, 2004).

Police Deviance Theory

The research aims to discuss the model, explore the danger, and determine the correlations of Police Deviance Dimensions by comparing main categories in Organizational Deviance/OrD, Occupational Deviance/OcD, Abusive Authority/AA and Police Deviance as a total category. Applied by theories, police deviance can be organized into three types. Organizational Deviance (Robinson & Bennett, 1995) refers to performance deviance, property deviance, political deviance, and personal aggression. Occupational Deviance (Barker & Carter, 1986) falls into the classifications of police corruption and misconduct. Police corruption covers criminal acts during career commission benefitting either suspicious officers/stakeholders whereas police misconduct involves the violations of policies and other values. Abusive Authority (Roberg & Kuykendall, 1993) reflects police actions with/without motive, intent, and hatred inclining to injure, insult, intrude upon human dignity, show feelings of inferiority, and otherwise violate a legal right of other people, such as physical, psychological and legal abuse.

In order to break upcoming events of police deviance such as error of job performance, mismanagement of public property, wrong styles of administration, and human attacks caused by individual disagreement, the important reason should be positioned on logical problems of organizational deviance.

Organizational Deviance

Police organizational deviance can be determined according to the opposite direction of individuals/groups, and extended from minor to severe damages. Police on duty violate the organizational norms set as a social framework, confuse the contexts useful for the workplace and operations, break up the regulations necessary for ethical control, and scramble the relationships affecting persons, groups and organization. Workplace officers are risky to lack of inspiration in observing organizational norms and regulations (Bennett & Robinson, 2000, 2003). Some actions violating the norms are ordered as minor deviance such as nepotism and some are prepared as serious conditions such as property and aggressive crime. Various terms of organizational deviance were outgoing as organization misbehavior (Vardi & Wiener, 1996), antisocial behavior (Robinson & O’Leary-Kelly, 1998), incivility behavior (Cortina et al., 2001), or counterproductive behavior (Fox & Spector, 2005).

Performance deviance involves minor damages on organizational work, declining work support such as short work stay, fake workload, long luncheon, slow effort, and resource wasting. These actions cause negative impacts towards police organizational improvement. Along with technology, cyber loafing also wastes the times at work (Lim, 2002; Kidwell & Martin, 2005; Shahzad & Mahmood, 2012). Property deviance relates to serious damages that security officers take/destroy portable workplace objects without informing superiors, such as damaging equipment, stealing bills, and claiming account to get more refunds (Robinson & Bennett, 1995; Bennett & Robinson, 2003). Political deviance refers to awareness in social interaction placing losers at a personal/political disadvantage (Bennett & Robinson, 2003), such as party favoritism, colleague gossiping, non-beneficial competition (Hollinger & Clark, 1982), and also absenteeism and intentional mistakes (Everton et al., 2005). And personal aggression involves hostile acts against personnel and organizations, engaging sexual harassment, rape, harm and threat towards other colleagues (Hollinger, 1982).

To reduce future hazard of police deviance such as free accommodations and beverages, money under the table, or public theft in crime scenes, emphases should be placed on the importance of reshaping logical issues of occupational deviance.

Occupational Deviance

Police occupational deviance (Barker & Carter, 1994) has effects on the loss of public dignity and trust in policing, correction, security, law enforcement, and criminal justice. On the display of police personnel, both criminal and noncriminal deviance includes activities breaking

up norms, values, and ethics, regarding situations that police officers are intended to do under areas of occupation and banned for the improper practices (Kappeler et al., 2010).

Occupational deviance has risen in an outcome of job descriptions within the unchanging responsibilities. Combined with heavy workloads, police officers struggle with an amount of paperwork due to excessive bureaucracy, which prolongs the process of redundant rules, preventing all proceedings from being done promptly. The antisocial police shift factor includes unpredictable overtime and overnight working. The official procedure under endless pressures and regular disagreements blocking job performance and obstructing supervisory daily requests involves careful consideration (Ainsworth, 2002; Garcia et al., 2004; Kirschman, 2007; Noblet et al., 2009; Reiner, 2010; Shane, 2010; Scaramella et al., 2011; Turnbull and Wass, 2012).

Based on the results of police occupational deviance affecting the length of service for immoral behaviors, police department heads and public safety leaders co-work to develop sanctioning interventions to reduce police occupational deviance caused by the charges of social responsibility lawsuits (Alston, 2010). Police occupational deviance according to Barker (1994) reveals police corruption and police misconduct.

Police corruption is a waste of rank and position for any personal, expected or unexpected material or spirited payment or benefit. Related to ethical problems, police corruption is one of the most convincing threats to police organizations. Police corruption not only breaks the moral judgment and the institutional image but reinforces the sensation of terror and insecurity among the public (Lynch, 2017). Instances of police corruption are corruption of authority (free meals and drinks during foot patrols), opportunistic theft (belongings of victims and injuries), shakedown (money/valuables of criminal seizures), internal payoff (paid off-days and inaction of works), and kickback (money, goods, and services for referring business to stakeholders).

Police misconduct refers to denied conduct and illegal actions that have been taken by police officers regarding their authorized duties. Police misconduct can lead to a mistake of morality and sometimes involves bias and unlawful reasons of special weakness shared as a barrier of justice (Prenzler, 2004). If public are dubious on charges via police misconduct, their attitudes may be rooted in their attachment to the passive law-and-regulation current situation. Perceptions of misconduct among the underprivileged, by contrast, reflect their desire to gain better treatment from police and increase their support for progressive police reforms (Weitzer and Tuch, 2004). Police misconduct involves harms against criminal and civil

laws enforced by police and other public service agencies, such as falsification, alcoholism and laziness, support to vice operation, and assistance to criminals.

To stop next actions of police deviance such as harm of body and spirit, use of force and violence, lack of human rights and freedom, or false decision of extrajudicial assassination, abusive authority is actually portrayed.

Abusive Authority

Apart from Police Organizational Deviance and Occupational Deviance, Abusive Authority (Roberg & Kuykendall, 1993) includes actions by police officers excluding reason, intent, or hatred in order to injure, insult, or intrude human dignity, show feelings of inferiority towards others, and violate legal and human rights in acting efficient and effective police operation. Police abusive authority has generated serious danger for public trust and confidence, reduced powerful spot, lowered respectful morale, civil disorder, negative public relations, and national conflict (Ashley & Golles, 2000; Cao & Huang; 2000; Burger, 2011; Spector, 2011), and has thus long stayed at the bottom of citizen distrust.

Police abusive authority involves areas of abusive power: physical abuse giving a slight attack, psychological abuse hurting people with sarcasms, and legal abuse using laws to threaten passers-by. An excessive amount to force tensions against the public regards use of force and violence. Police officers that have general, inexperienced and long-term personality have unexpectedly showed disorderly, selfish, bad-tempered, and abusive tendencies. Sexual abuse mostly occurs between superiors and subordinates having serious personal problems in separation, divorce, and loss of marriage status. An aggressive form of abusive authority is considered to be among human rights abuse that has affected the lack of accountability and repeated failure to protect people (Roberg & Kuykendall, 1993; Barker, 1994; Scrivner, 1994; Human Rights Watch, 1998; Reno et al., 1999; Amnesty International, 2013).

Present Study

Police officers have displayed an essential aspect of the law enforcement. Their duties include watching criminal activities, participating in community relations, responding to emergency calls, issuing traffic tickets, making lawful arrests, investigating crimes, and testifying in criminal justice. The majority of police officers are actually good, thorough and devoted personnel that try to serve the public and community, and to protect people's lives and properties. However, police deviant behaviors endanger public trust and destroy images in organization, occupation and authority. Police officers are responsible for their actions and

likewise failures to act. The background of public security is damaged by accounts of deviance, malicious attitudes towards the public and disappointments to observe normative rules and regulations.

Police deviance found by various authors, rejects the invention of organizational culture when the efficiency and effectiveness of police occupation and the information of police authority for expectation of the public has revealed a much more essence. People have endured a pattern of police-authorized power enforcing more political and personal aggression in policing, as well as in law enforcement, correction, and criminal justice, by damage and detention of crime victims against participatory security. Negative impacts from police deviance such as temporary suspension and permanent dismissal from security forces have more reduced the number and performance of police officers serving their community (Gonzalez, 2014; ICRC, 2015; Power, 2015).

Police force and violence has been a good indicator at the sentiment of citizen distrust (Cao & Huang, 2000; Trochmann & Gover, 2016). Top officials relating policing abused their power and privileges, manipulated information while engaging in varying treatment of internal and external districts, put their own interests above those of their personnel and the public, and failed to solve improper mistakes or accept social responsibility for ethical failures (Johnson, 2003). As a matter of fact, in an effort to reduce future acts of police deviance, determining analytical factors by public perception of police Organizational Deviance, Occupational Deviance, and Abusive Authority is of great importance.

Materials & Methods

Police deviance suggests some ethical problems of police operation, public service, and moral judgment. To survey public perception of police deviance helps to promote police ethics, since the police operate official duties to serve for the public and at the same time to preserve their personal integrity. The outcome of research can be implied for police decision-makers in guidelines for prevention and resolve of ethical problems and for police cadets in additional training.

In this study, subjects were invited from 300 public entering to make claims, lost, accident report and official contacts at the Royal Thai Police stations nationwide. Data were gathered by convenience sampling from October 1 – 31, 2016. The survey instrument was developed by the researcher after analyzing a range of previous contents and reviewing issues of public complaints about police immorality case studies, and integrating a series of interviews composed of a police manager and officers at the Centre of Public Complaints. While collecting, each questionnaire took an average of 30 minutes to complete and was

carried out with careful concern for protecting the anonymity, privacy, and confidentiality of the respondents. The inquiry instrument consists of five parts: Part One general information of respondents with 8 items, Part Two police deviance with 30 items, and Part Three with 5 itemed open-ended questions.

The research materials were validated by types of validity and reliability. The researcher created a questionnaire on ethical problems, brought it to be approved by two academic advisors at Chulalongkorn University Faculty of Education Department of Educational Policy, Management, and Leadership, and then to be checked for content validity, including suitability of language use and index of item-objective congruence (IOC) by five experts having fifteen years of experiences in social science research, criminal justice, and higher education management.

IOC (Rovinelli & Hambleton, 1977, p. 49-60) was used to identify the main concepts and sub-concepts of police deviance. After calculating the expert's decisions, one of the three values, +1, 0, and -1, was declared. The value +1 indicates that the expert clearly confirms the concept is relevant to the question. The value 0 indicates that the expert uncertainly confirm the concept is relevant to the question. The value -1 indicates that the expert obviously confirm the concept is irrelevant to the question. After making the summary of five experts, 10/30 questions were ≤ 0.5 and be discarded. The remaining 20 items were > 0.5 , then the researcher had improved these questions to a more concise and clear language to reach the agreement of expert discussion.

After resolving the question of $\text{IOC} \leq 0.5$ and $> .50$ on the advice of research committee, the researcher made reliability with 50 pilot people that were not the sampling, to determine the innovative potential of materials. Alpha coefficient of internal consistency (Cronbach, 1951) was used to ensure the validity of and to show the amount of error in each question. As the estimate of reliability increases, the element of an item of error scores will be decreasing. The closer Cronbach's alpha coefficient is to 1.0, the greater the internal consistency of the items is interpreted.

TABLE 1 Rules of Thumb for Validating Reliability Coefficient

Cronbach's Alpha Coefficient (α)	Internal Consistency
≥ 0.9	Excellent
≥ 0.8	Good
≥ 0.7	Acceptable
≥ 0.6	Questionable
≥ 0.5	Poor
< 0.5	Unacceptable

According to the Rules of Thumb in Table 1, proposed by George and Mallery (2003: 231), the reliability coefficient of the 20 item scores gauged from the pilot sampling equals 0.905, which indicates an excellent internal consistency of the research materials.

TABLE 2 Interpretations of Five Point Scale

Perceived Danger	Verbal Reading	Weighted Interval
5	Very Dangerous	4.51 - 5.00
4	Dangerous	3.51 - 4.50
3	Moderate	2.51 - 3.50
2	Untroubled	1.51 - 2.50
1	Very Untroubled	1.00 - 1.50

Interpretations of Five Point Scale (Likert, 1932) as shown in Table 2 was used to determine the mean score danger of police deviance as perceived by the public sampling, as a total category.

TABLE 3 Interpretations of Correlations

Levels of Danger	Correlation Coefficient (r)
Very Dangerous	.80 - 1.00
Dangerous	.60 - .79
Moderate	.40 - .59
Untroubled	.20 - .39
Very Untroubled	0 - .19

Interpretations of correlations (Evans, 1996) as shown in Table 3 was used to measure the danger of a positive and reverse linear relationship between two variables in the same main categories and police deviance as the total category perceived by the public.

Structure

Among levels of abuse, police profession has the most signal of favoritism in making issues, decisions and actions/IDA. Young police males have been reported to beat urban drug users (Hayashi et al., 2013). A motorbike patrol explodes an emotion towards the public who post the online hate words. Police yield suppression in assaulting suspects by giving tortures without leaving scratches. A degree of torments may be increased and many more tricks are abused to force criminals to surrender. Those cases will not cause any visible traces but traumatic inner damages (Thai Rath Online, 2015; Kerdpol Kaewkerd, 2017).

A police inquirer has kept a court defendant in a correctional area without rights to be in rehabilitation process (Complaint No. 39/2553 B.E.). A provincial officer has violated criminal justice rights when arresting the exact wrongdoer but keeping another innocent suspect in prison (Complaint No.117/2553 B.E.). Police have also violated the freedom of a drug-alleged alien against his working life when a metropolitan interrogator has sent the oral testimony of the said criminal to the given examiner. Allegedly, both interrogator and examiner have no plaintiff reports of the ear-hurt worker to the authorized crime case owner (Complaint No.402/2554 B.E.).

To ease police institutions and governments to decrease deviance in organization, occupation and authority as main categories, the researcher has displayed Police Deviance Dimensions as shown in Figure 1, to categorize the illustrations of police deviance as a total category (Robinson & Bennett, 1995, 1997; Roebuck & Barker, 1974; Roberg & Kuykendall, 1993).

FIGURE 1 Police Deviance Dimensions



Organizational Deviance (OrD) has included performance deviance, property deviance, and political deviance, as subcategories. Occupational Deviance (OcD) has comprised corruption of authority (Taking free stuff as meals, drinks, etc. or money during patrols), opportunistic theft (Grabbing things in accidents or crime scenes), shakedown (Seizure of money or valuables of criminals), internal payoff (Getting paid off-days despite inaction of works), kickback (Receiving goods, money or percentage for referring business to entrepreneurs/stakeholders), protection of illegal activities (support to vice operation such as prostitution, arms smuggling, human trafficking, etc.), fix (assistance to criminals), and flaking/padding (falsification of evidences), as subcategories. And Abusive Authority (AA) has consisted of physical and psychological abuse, use of force and violence, legal abuse, sexual abuse and human rights abuse, as subcategories.

Results

Findings have showed that the data were collected and returned 100% complete. The respondents answered all items of 20 questions and perceived police deviance on accurate different opinions.

TABLE 4 Public-Perceived Police Deviance in Main Categories

POLICE DEVIANCE	DANGER OF DEVIANCE		
	Mean	S.D.	Level
ORGANISATIONAL DEVIANCE (OrD)	3.00	.93	Moderate
OCCUPATIONAL DEVIANCE (OcD)	3.01	.82	Moderate
ABUSIVE AUTHORITY (AA)	2.98	.93	Moderate
TOTAL	3.00	.73	Moderate

Police deviance as a total category as shown in Table 4 was perceived by the public at the moderate level. According to all three main categories, OrD, OcD, and AA were at the moderate level. By all of the three, OcD had more dangerous significance than OrD and AA ($x = 3.01, 3.00$, and 2.98 , respectively).

TABLE 5 Public-Perceived Police Deviance in Subcategories

POLICE DEVIANCE	Danger of Deviance		
	Mean	S.D.	Level
ORGANIZATIONAL DEVIANCE (OrD)	3.00	.93	Moderate
Performance Deviance	2.95	1.22	Moderate
Property Deviance	2.55	1.25	Moderate
Political Deviance	3.51	1.25	<i>Dangerous</i>
OCCUPATIONAL DEVIANCE (OcD)	3.01	.82	Moderate
Corruption of Authority (free meals and drinks)	2.70	1.17	Moderate
Opportunistic Theft (crime scene theft)	2.91	1.18	Moderate
Shakedown (seizures from arrestees)	3.14	1.35	Moderate
Internal Payoff (paid inaction of works)	3.09	1.13	Moderate
Kickback (money for referring trades)	2.69	1.10	Moderate
Protection of Illegal Activities (support to vice operators)	3.54	1.11	<i>Dangerous</i>
Fix (assistance to criminals)	3.11	1.19	Moderate
Flaking / Padding (false evidences)	2.96	1.02	Moderate
ABUSIVE AUTHORITY (AA)	2.98	.93	Moderate
Physical & Psychological Abuse	2.64	1.17	Moderate
Use of Force & Violence	3.58	1.18	<i>Dangerous</i>
Legal Abuse	2.96	1.21	Moderate
Sexual Abuse	2.71	1.15	Moderate
Human Rights Abuse	2.98	1.24	Moderate
TOTAL	3.00	.73	Moderate

Considering subcategories in each main category such as OrD, OcD, and AA, the findings as shown in Table 5 have discovered that Political Deviance in OrD, Protection of Illegal Activities in OcD, and Use of Force and Violence in AA were at the dangerous level, while others were at the moderate level. Among the three dangerous subcategories, Use of Force and Violence had more statistical danger than Protection of Illegal Activities and Political Deviance ($\bar{x} = 3.58, 3.54, \text{ and } 3.51$, respectively).

By the three subcategories of OrD, Political Deviance had more dangerous significance than Performance Deviance and Property Deviance ($\bar{x} = 3.51, 2.95, \text{ and } 2.55$, respectively). By the eight subcategories of OcD, Protection of Illegal Activities had more dangerous significance than Shakedown and Fix ($\bar{x} = 3.54, 3.14, \text{ and } 3.11$, respectively). By the five subcategories of AA, Use of Force and Violence had more dangerous significance than Human Rights Abuse and Legal Abuse ($\bar{x} = 3.58, 2.98, \text{ and } 2.96$, respectively).

TABLE 6 Correlations of Police Deviance

POLICE DEVIANCE		Organizational Deviance (OrD)	Occupational Deviance (OcD)	Abusive Authority (AA)	Police Deviance
OrD	Pearson Correlation	1.000	.697**	.643**	.820**
	Sig. (2-tailed)	.	.000	.000	.000
	N	300	300	300	300
OcD	Pearson Correlation	.697**	1.000	.784**	.962**
	Sig. (2-tailed)	.000	.	.000	.000
	N	300	300	300	300
AA	Pearson Correlation	.643**	.784**	1.000	.890**
	Sig. (2-tailed)	.000	.000	.	.000
	N	300	300	300	300
Police Deviance	Pearson Correlation	.820**	.962**	.890**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	300	300	300	300

** . Correlation is significant at the 0.01 level (2-tailed).

As shown in Table 6, the danger of positive linear relationships of all three main categories between OrD and OcD, OrD and AA, and OcD and AA were significantly dangerous. The relationship of OcD and AA had more dangerous significance than the relationship of OrD and OcD, and the relationship of OrD and AA (.784**, .697**, and .643**, respectively). The positive linear relationships between main categories and the total category were statistically very dangerous. The relationship of OcD and the total category had more dangerous significance than the relationship of AA and the total category, and the relationship of OrD and the total category (.962**, .890**, and .820**, respectively).

Discussions

Police deviance, as perceived by the public, as a total category was at the moderate effect. According to OrD, OcD, and AA, Police Deviance has showed the moderate effect in each main category and most of the subcategories. From my perspectives, police officers may likely perform actions and inactions in security management and crime prevention. As a matter of fact, actions caused by use of power and failure to act caused by public pressures may have mixed effects. Police deviance may arise from a huge varied several police agencies that have strong, authorized powers but unpleasant attitudes over public lives and properties. In other words, it seems very difficult for accountable officers to distinguish between moral standards and severe regulations. Police individuals may probably charge wrongdoers from breaking traffic laws but may possibly not make a clear judgment over unexpected deadly accidents. It is not always a simple issue to differentiate between public interest and religious belief. Police may perhaps take a suspect's age and gender into consideration, but not race or culture among religious members. These decisions support the finding of preceding studies (Loader, 2000; Mazerolle & Ransley, 2002; Stenning, 2003; Bronitt & Stenning, 2011).

In each main category, Political Deviance had the most dangerous effect in OrD. In my opinions, progress in police career path may seem to be much motivated by favoritism of in-group politicians and high-ranking police executives. Police chiefs and members of parliament may possibly co-take and make the negative effects upon police selection, promotion, and appreciation in police organization. In other words, personal automatic favoritism seems to be more stimuli over moral judgments of police officers and other legal professionals, including legislators, judges, prosecutors, and public defenders. These decisions support the finding of earlier studies (Mutlu, 2000; Gonzalez, 2014; Smith et al., 2015).

In OcD, Police Protection of Illegal Activities had the most dangerous consequence. From my point of views, seductive entrepreneurs that manage massage parlors, inns, saunas, and discotheques may possibly think that the commercial operation cannot continue more peacefully unless providing after-hours, drugs, alcoholism, gambling, pornography, and prostitution to prospective clients and giving beneficial compliments to law enforcement officers. These decisions support the finding of prior studies (Porter & Warrender, 2009; Vargas-Hernández, 2011; Müller, 2012; Newburn, 2015).

In AA, Use of Force and Violence had the most dangerous significance. The main reason is that police themselves may have implicit bias driving through personal discrimination. In situation of accurate counterterrorism where the police-underprivileged encounters seem to

be full of damage, revenge and defeat when police probably use offensive violence to overpower unexpected incidents. Chain series may likely occurs when police suddenly arrest wrong suspects, and protesters may possibly make revengeful daily killings in order to repress police to release their idealized friends. Precisely, I totally agree with automatic hi-low class-based discrimination. These decisions support the finding of anterior studies (Johnson, De Li & Larson, 2000; Terrill, 2005; Harris, 2009; Fryer, 2016).

Although OrD is originally placed on production deviance, property deviance, political deviance, and personal aggression, that's not always true. In workplace situations, police performance depends on qualitative work, work practices and interactive skills such as problem solving, decision making and dealing with stress, otherwise having negative impact on basic work, career development, organizational structures and climates, management policy, home-work interface and benefits. A sense of police mission also provides a basis for assessing police performance by using financial resources efficiently and effectively. And work performance can be measured by task performance, shared behaviors and mutual agreement. Police admins may enhance police officer overall work performance and their quality service to the public. These judgments sustain the finding of previous studies (Reynolds, 2015; Sparrow, 2015; Phichaya Kaewsrasean and Paiboon Archarunroj, 2017).

Moreover, personal aggression that should have been identified in OrD seems to be very counted for AA. My idea is that police always use personal aggression to provide unfair treatment on the basis of domestic violence for taking part in burden attack, physical attack, verbal attack, psychological attack and negligence, or making legal abuse, sexual abuse and human rights abuse over victims, suspects, criminals, minorities, colleagues, superiors, subordinates, and underprivileged. These decisions support the finding of past studies (Weisburd et al., 2001; Glomb & Liao, 2003; Dick & Rayner, 2013; Wetendorf, 2015).

It is very difficult to accept a factor of OcD. Absolutely, direct criminal activities seem to be as part of property deviance when police officers may probably engage in financial risks of burglary and robbery. This is particularly true when police individuals may obtain properties from others via mystery. A police drive to commit direct criminal activities may be urged by privacy strategies plus the effects of temptation utilized by a criminal opportunity. When motivation seems to be very high and a chance co-exists, a direct criminal activity may arise. Exactly, subsidiary organizations may integrate in this type of property deviance. Groups of police personnel that may function as burglars and robbers in loosely organized clusters seem

to be professional delinquents. These decisions support the finding of ex-studies (Kutnjak Ivkovic, 2002; Alston, 2010).

That's one way of looking at it, but direct criminal activities that once used to be in OcD if including fighting/battle with the public in order to defeat severe activists may likely seem to be in AA. That's a good point, and even force seems to be excessively used out of amount to what public resistance and direct criminal activities may likely mention. Nevertheless, knowledge of police ethics should be amalgamated with crime prevention and suppression, rule of law, and public relation for the inspiration of social justice, social responsibility, and public service, and for the counter-deviance. These decisions support the finding of older studies (Taylor et al., 2011; Goff et al., 2016; Jumpol Sangkagate, Somsak Jeewattana, and Nalinthip Pimklat, 2017).

The relationships between OrD and OcD, OrD and AA, OcD and AA are at the dangerous level. Unfortunately, the relationships between OrD, OcD, AA and police deviance are at the very dangerous level. To put it simply, police duties and public service may possibly not separate from each other. Police officers may likely observe rules and regulations to serve policy in organization, practice codes of conduct essential to moral judgment in reserving professionalism, and use powerful justice to protect peace and security for the public. Meanwhile and successively, the public may potentially make some partial interactions with police officers in order to inspect, follow and evaluate police operations at workplaces or stations. These decisions are symmetrical with the finding of erstwhile studies (Mitchell and Ambrose, 2007; Banutai et al., 2011).

Implications

Police deviance as a whole and exact pictures had a sensible effect. The research has suggested that the model of Police Deviance Dimensions will be useful in policing especially police subcultures. General administration in policing comprises several units responsible for human resource development, statistical estimation, strategic planning, logistic distribution, community relations, financial budgeting, case processing, foreign affairs, and communicative technology. When police commit deviance, the obstacles will block such good governance that new public management, democratic evaluation, participatory government, and administrative responsibility do not collaborate appropriately.

Other subcultures such as criminal prevention and investigation, security management, and traffic control mechanisms also require police deviance dimensions. Crime prevention officers experiencing armed combat and tactics are easy to attack public protestors when personal aggression occurs. Criminal investigators contacting with forensic evidences and establishing crime scenes incline to bind opportunistic theft and padding. Security officers responsible for loss prevention and crisis management if promising deviance will urge crimes, deny safety and overlook regulations. And officers using information and technology are open to tapping and hacking across fiber networks and communications. As a matter of fact, surveillance measurements should be provided to prevent ethical problems.

Since Use of Force and Violence, Protection of Illegal Activities, and Political Deviance had the most dangerous effect among all subcategories, it is implied that the Danger of Police Deviance should be terminated. Running specific programs such as anti-force and violence, anti-illegal activities, and anti-political deviance training may reduce the dangerous factors of police deviance dimensions. When all issues are moderate, anti-deviance structure should be assigned.

The relationships of Police Deviance Dimensions depend on corruption and misconduct in OcD. Generally, three offices monitor deviance, reduce deviance, and enact laws and regulations separately. Office of Police Inspection only acquires moral complaints and makes reports about those committing deviance without making socializing punishment. Bureau of Police Education just designs syllabuses to educate and adjust police performance. And Office of Police Commission simply amends laws and regulations to use in police operation and public service. It is suggested that the three offices should be reunited into one headquarters adding a moral research center to prevent universal deviance.

For countries seeking to work on police transformation, Promotional System using two inclined criteria to consider officers having proper qualifications and eligibilities should be aware. At least the requirement to employ human resource individuals from the appropriateness list and the seniority list should be equilibrium. The policy practitioner should interweave the details of education and training for everyone. No one can override the others because every full time officer will have spent the same fixed periods such as police captains making 7 years to become police majors. Those whose intellects and aptitudes seem delayed demand extra programs. Most importantly, the Promotion Act should be amended to prevent the influence of the army, political parties and high-end authorities interfering the promotional list.

To extract the possibility of this study, international symposiums should be guaranteed to call for the issues of Rights in Criminal Justice, Rights to Social Justice, Rights to Administrative Justice, Rights to Public Service and Protection, and Rights in Information and Complaints, for these problems relate to police work especially organization, occupation and authority; moreover, it can be judged by the public as monitors to explore police performance and the police as law enforcement to bring peace and order towards communities.

Conclusion

Police deviance as bias to break up rules and regulations, stigma to denounce suspects, suppression to do against operation, destruction within societies, and worldwide prevailing silence, is a large problem disturbing the subcultures of police organization, occupation, and authority. Although the danger of Police Deviance can be categorized into main types of Organizational Deviance, Occupational Deviance, and Abusive Authority, Use of Force and Violence, Protection of Illegal Activities, and Political Deviance are among the most dangerous ethical problems. All specifying subcategories of Police Deviance can be assigned as surveillance measurements over anti-deviance systems.

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