MASTER THESIS

DETERMINANTS OF ROLE CONFLICT AND ROLE AMBIGUITY OF OPERATIONAL EXPERT COMMUNITY POLICING OFFICERS

An evaluative study of the role of OE CPO in the eastern regional unit of the National Police

Christiaan van Loo

S1858610

Faculty of Behavioral, Management & Social Sciences (BMS)

EXAMINATION COMMITTEE

Dr. G. Meershoek

Dr. G. Jansen

SUPERVISION NATIONAL POLICE

Drs. Ing. A. Roskam

MSc. A. Mengerink

MASTER PUBLIC ADMINISTRATION

Safety & Security

June 12, 2019

Abstract

The present study is one study of a two-part evaluative study on the role of Operational Expert Community Policing Officer (OE CPO) within the eastern regional unit of the National Police. The role of OE CPO can differ between and even within base teams. Since the National Police had no insight in the possible differences and the positive and negative outcomes of these differences, this study was commissioned. Previous research suggests some amount of role conflict and role ambiguity among OE CPO's. The goal of this study is threefold. The first goal of this study is to provide the National Police with a descriptive overview of the role of the OE CPO in the eastern regional unit. The second goal is to measure the amount of perceived role ambiguity and role conflict of operational expert community policing officers within the eastern regional unit of the National Police. In order to provide the National Police with a descriptive overview of the role of the OE CPO some sub questions have been formulated;

1. *How do personal backgrounds of OE CPO's differ in terms of years of experience as an OE CPO, years of service with the (National) Police and previous roles?*

2. *To what extent have initiatives with regards to education and training been organized within the base teams?*

3. *What additional tasks are being conducted by OE CPO's and to what extent is this in line with the demands of the role as stated in the LFNP?*

4. *How are tasks between multiple OE CPO's within one robust base team divided?*

To give purpose to the other two goals of this study, the following main research question has been formulated:

''To what extent do Operational Expert Community Policing Officers in the eastern regional unit of the National Police perceive role conflict and role ambiguity, and what factors explain these perceptions?''

A questionnaire was digitally administered among all OE CPO's of the eastern regional unit (N = 113). The aim of the questionnaire was to gain insight in the background, experiences, additional tasks and approach of the OE CPO's. In addition to this, two pre-existing measurement instruments were used to measure the dependent variables of role conflict and role ambiguity. The study found almost all of the respondents (N = 75) are responsible for one or more additional tasks. The amount of role conflict among OE CPO's can be seen as relatively high, while the amount of role ambiguity can be seen as relatively low. Thus, the role and the tasks and responsibilities that come with it are rather clear to the OE CPO. However, the amount of role conflict should be paid attention to. Role conflict is inherent to a hybrid professional role in the public domain. But one might say that the influence of some additional roles is worrisome.

Acknowledgements

List of Abbreviations

BPZ   Basis Politiezorg (Regular Police Care)

CPO   Community Policing Officer

HOvJ   Hulpofficier van Justitie (Assistant Public Prosecutor)

NP   National Police

OE CPO   Operational Expert Community Policing Officer

OpCo   Operational Coordinator

OvD   Officier van Dienst (Officer on Duty)

P-Zorg   Personeelszorg (Personnel Management)

List of Tables & Figures

Table of Contents

Chapter 1 – Introduction

1.1 – Research Context

The Dutch police organization has seen significant changes over the last years. The establishment of the National Police was the biggest reorganization of a public institution ever in the Netherlands. Since January 1st 2013, the Dutch police has become one national organization, instead of twenty-five regional organizations. Relatively small robust base teams give purpose to the tasks of policing in the Netherlands. Multiple base team are present within a broader district, and multiple districts form one regional unit. The base teams are purposively set up in a small way in order to align the priorities for the respective geographical area efficiently. The police has a large set of responsibilities, but the main approach to policing is based on the community. This form of policing is called community policing.

There are different role that work in a way through the approach of community policing. A substantive amount of officers work most of their time on the streets within their community, this role is called the senior community policing officer. These officers are supported by Operational Specialists (OS-A), Operational Expert Community Policing Officers (OE CPO) and assistants. Chapter two elaborates on the organization of the National Police and its roles. This study mainly focuses on the role of the OE CPO. In general, the main task of the OE CPO is to support the Senior CPO with their work, engage in networking with relevant actors, and to deal with public safety issues through a more analytical approach. Within each robust base team there is a high degree of policy freedom regarding the role of OE CPO. Every base team is able to shape this role in the way they want. There are only some boundaries who are established on a national scale.

1.2 – Research Problem

As said, each base team can give purpose to the role of OE CPO in a way they seem fit for their team. This study was commissioned by the eastern regional unit of the National Police. There is currently no complete insight on the organization of the role of OE CPO within each base team, what differences are possibly present, and what additional tasks are being fulfilled by OE CPO's. In addition to this, previous research suggests some problems regarding the role of OE CPO.

Previous research suggests that people who work as an OE CPO not always exactly know what is expected from them, mainly because there is too little guidance (Meurs & Kreulen, 2017). Meurs and Kreulen (2017) identify three main impediments. First, differences between the three different community policing roles are in reality not as clear as they were supposed to be when the functions were designed. Another study on the functioning of this three functions supports

this notion and the findings suggest a serious amount of role conflict (Meurs & Visch, 2018). The second impediment identified by Meurs and Kreulen (2017) is the vulnerability of the OE. The OE is not a typical community policing officer, but is also not a typical manager. According to Meurs and Kreulen (2017) the OE can be identified as a 'hybrid professional'. Because the OE performs tasks that are related to both. In addition to this, the OE can act as an assistant public prosecutor, officer on duty, operational coordinator, and other side activities. All this makes it very hard for the OE to identify himself as a recognizable and distinctive role within the organization (Meurs & Kreulen, 2017). The third impediment is the operational history of the OE. Because of the ambiguities mentioned before, the OE tends to fall back on his operational history. Most of the OE's served as a regular community policing officer or as a commanding officer before they became an OE. So according to Meurs and Kreulen (2017), when they experience uncertainty, they tend to act as they would have done in their previous role. While the basic idea of the role of OE is to support the regular CPO and to not be a commanding officer. Meurs and Visch (2018) point out that a form of role conflict between the OE and another community-oriented function leads to strife within the base team.

Since the role of OE CPO exists for just five years, little research has been conducted on this particular role. The studies that were mentioned before were mostly of qualitative nature. There is no complete, quantitative data on the role, the backgrounds of OE CPO's, additional tasks, and possible differences in the approach to the duties. Previous research suggests that relatively high levels of role conflict and role ambiguity are present among OE CPO's. There is however no insight to what extent role conflict and role ambiguity are present among OE CPO's within the eastern regional unit.

1.2 - Research Goal & Research Questions

In the previous paragraph the research problem of this study was outlined. In the following paragraph the aim of this study will be presented, as well as the research question. The goal of this study is threefold. The first goal of this study is to provide the National Police with a descriptive overview of the role of the OE CPO in the eastern regional unit. The second goal is to measure the amount of perceived role ambiguity and role conflict of operational expert community policing officers within the eastern regional unit of the National Police. As stated before, previous research suggest that the ambiguities and conflicts (with other roles) of the role of OE CPO leads to strife within base teams. The third goal is to identify which factors explain possible differences of the amount of perceived role ambiguity and role conflict among OE CPO's of the eastern regional unit.

In order to provide the National Police with a descriptive overview of the role of the OE CPO some sub questions have been formulated;

1) *How do personal backgrounds of OE CPO's differ in terms of years of experience as an OE CPO, years of service with the (National) Police and previous roles?*

2) *To what extent have initiatives with regards to education and training been organized within the base teams?*

3) *What additional tasks are being conducted by OE CPO's and to what extent is this in line with the demands of the role as stated in the LFNP?*

4) *How are tasks between multiple OE CPO's within one robust base team divided?*

To give purpose to the other two goals of this study, the following main research question has been formulated:

"To what extent do Operational Expert Community Policing Officers in the eastern regional unit of the National Police perceive role conflict and role ambiguity, and what factors explain these perceptions?"

1.3 – Relevance

Two of the main scientific concepts of this study are 'role conflict' and 'role ambiguity'. Previous research on both concepts mostly focuses on the consequences of these concepts, for example its effect on levels of job satisfaction, job tension and other stress-related factors. This study aims to add to the body of research on role conflict and role ambiguity, by identifying factors which cause a particular level of role conflict and/or role ambiguity. Another main concept of this study is community policing. The concept of community policing, both on police departments worldwide as well as in the Netherlands has been studied extensively. However, the relatively new and unique role of the Operational Expert Community Policing Officer is only subject of few scientific studies. This study is one of the first that provides both qualitative and quantitative results on the role of the OE CPO within the National Police.

The latter notion also partially explains the societal relevance of this study, since little research on the subject has been conducted since its establishment in 2013. The purpose of this study is to provide the eastern regional unit of the National Police with insight on how the role of the OE CPO is fulfilled in the different base teams within this unit. The comparison of ways the function is fulfilled within the eastern region was one of the main goals of instigating this study by the National Police. This study also serves as an evaluation of the role and provides the National Police with both points of attention, as well as positive aspects of the role.

1.4 – Structure

The introductory chapter is concluded by presenting the structure of this study. In the following chapter, an overview of the organization of the National Police will be provided. As well as a detailed description of the eastern regional unit and the different roles within a base team. The concluding paragraph describes the role of the Operational Expert Community Policing Expert and some important relevant research regarding this role.

The third chapter is the theoretical framework of this study. An overview of theory and previous research on the concepts of role conflict and role ambiguity will be presented. In the paragraph after that, an analysis of previous research is made. Through this analysis a number of determinants which could possibly influence levels of role conflict and role ambiguity of OE CPO's are identified. Concluding a number of hypothesis are formulated, based on the work in the in the first three paragraphs.

The fourth chapter describes the methodological aspects of this study. The research design, ways of data collection and analysis are outlined. Thereafter the operationalization of the main concepts of this study is presented. Concluding the validity and reliability of the results, ways of measurement and the instruments used are discussed.

In the fifth chapter the results of the study are presented and analyzed. In this chapter the descriptive results of the study are presented. After that, the formulated hypotheses are tested. The results regarding role conflict (chapter 6) and role ambiguity (chapter 7) are discussed in separate chapters. In the eight chapter the implications of the previously presented results are discussed, and the descriptive sub questions are being answered. Also the remaining answers regarding the main research question are provided. Concluding this paragraph some limitations regarding this research are being discussed, and some recommendations for future research are outlined. The last chapter provides a list of references. The appendix of this study consists of frequency tables of the results, information on statistical tests and coding schemes.

Chapter 2 - The National Police

The aim of this chapter is to provide a concise overview of the Dutch National Police organization. The first paragraph focuses on the national entity, how policing is organized in general and some developments in the process of becoming a National agency. The second paragraph provides an overview of the regional and local organization of the National Police. In the concluding paragraph an explanation of the role of the Operational Expert Community Policing Officer will be given. Specifically the demands of the function as described in the 'LFNP', its main characteristics and some experiences and research on this function since it was instigated.

2.1 – National Police

The Dutch National Police was formed on January 1st 2013. The new Police Act 2012 replaced the old Police Act 1993. Obviously, it was not just an updated version of an old act. It was the biggest reform of a public organization ever in the Netherlands. The Dutch police used to consist of 25 autonomous, regional units. After the reform, it became one national organization of ten regional units, the 'Police Service Center' (PDC), the 'National Unit' (LE) and the Corps Staff Management (SKL). The PDC is responsible for operational management related tasks like communication, finance and ICT. The SKL works in support of the daily top-level management headed by National Chief Constable (in Dutch: Korpschef) Akerboom. The LE gives purpose to national police work like Special Intervention Service (DSI), large-scale (international) operations and is responsible for executing police work on highways, National Rails, waterways and in the air.

An important objective of the reform is to enhance both efficiency and effectivity of the police organization (Bruggeman & Ponsaers, 2012). Other arguments in favor of the formation of the National Police were the need for standardization of the organization and the centralization of organizational control (Fijnaut, 2012). There are ten police regions within the Netherlands. A region consists of several districts, which are made up by several base teams. The main goal of these base teams is to preserve the local anchoring and functioning of the National Police (Terpstra, 2016). The main duties of a base team are, among others, community- and problem oriented functioning, control and enforcement, investigative tasks, and emergency response. In addition to this, every base team has tasks which are specific to their particular area of operations. Examples are youth problems, nightlife, environmental policing, and animal policing (Terpstra, 2016).

2.2 – Regional Units, Districts & Robust Base Teams

As stated in the previous paragraph, there are ten regional units within the National Police. These regional units consists of multiple districts, and these districts consist of several robust base teams. Districts function as a 'spanner' between the regional capacities of the regional unit, and the local capacities of the robust base teams (Nationale Politie, 2019). The setting of this research is the eastern regional unit of the National Police, which is the largest of the country. The eastern regional unit consists of 27 base teams which are divided between 5 districts. In accordance with the norm of 1 community policing officer for every 5,000 citizens, there are 630 community policing officers on the duty roster within the eastern precinct. A number of 113 of the community policing officers are in fact operational expert community policing officers. Table 1 provides an overview of each base team, of each district within the eastern regional unit.

IJsselland	Twente	Noord- en Oost Gelderland	Gelderland-Midden	Gelderland-Zuid
IJsselland-Noord	Twente-West	Achterhoek-Oost	Veluwe Vallei-Noord	Nijmegen-Noord
Zwolle	Twente-Noord	Achterhoek-West	Ede	Nijmegen-Zuid
Vechtdal	Twente-Midden	IJsselstreek	Veluwe Vallei-Zuid	Tweestromenland
IJsselland-Zuid	Twente-Oost	Apeldoorn	Arnhem-Noord	De Waarden
	Enschede	Veluwe-Noord	Arnhem-Zuid	
		Veluwe-West	Rivierenland-West	
			IJsselwaarden	
			Rivierenland-Oost	

Table 1

The robust base teams are responsible for the local anchoring of police work. Base teams should adapt to their community and make the community central in their approach. Safety policy is not just a responsibility of the police; it is an interconnected network of several, relevant actors. Examples of relevant external actors can be local governments, mayors, youth care organizations, private organizations and others. Locally, the authority over the police is split between the mayor and the public prosecutor (Terpstra, 2018). Public safety priorities are set by the so-called 'local triangle'; the mayor, the police and the public prosecutor's office (Terpstra, 2016). The executive, tactical manager is called the 'team chief'. The team chief is responsible for the daily functioning of a base team and its personnel. He is supposed to be the main contact for the mayor and the public prosecutor. The team chief is responsible for coordination and

cooperation with other base teams as well as external partners. It is important to note that a municipality can exist of multiple base teams, and the other way around.

The 'operational specialist A' (OSA) is responsible for supporting the team chief. This means that the OSA provides analytical support to the other roles within in a base team, in order to deal with issues that are in need of it (Terpstra, 2016). The OSA focuses on more heavy problems which are highly prioritized. An 'operational expert' (OE) is a police officer who works in a particular field – like community policing – in support of 'regular' officers. The OE is ought to also have some managerial tasks, but is specifically not formulated as a managerial level within the organization. There are several tasks an OE Community Policing Officer (OE CPO) can perform. Since the role of OE CPO is central for the purpose of this study, the next paragraph will focus only on this role. Further explanation of the role and its tasks and responsibilities will then be outlined.

Remaining personnel of base teams mostly consists of regular police officers with diverging ranks (Terpstra, 2018). These officers are responsible for regular surveillance, emergency response, law enforcement and other common known police-tasks. It differs in what capacity they are being deployed, but mostly they operate in a patrol capacity (Terpstra, 2018).

2.3 – Operational Expert Community Policing Officers

The main tasks of the role of OE CPO focus on *being* a community policing officer. In addition to this, an OE CPO is responsible for some other tasks. There is a differentiation between base teams what these tasks are, but some boundaries are described in the description of the role (Nationale Politie, 2013). This differentiation is caused by a certain amount of policy freedom within base teams, and the local priorities as stated by the earlier mentioned 'local triangle'. It is unknown to what extent differentiation in the role is present within the eastern region at this point, and what factors influence this. Some of the most common tasks of an OE CPO are; preserving contacts with local government, support of CPO's, and analyzing societal issues and tackling of these. Additional tasks may include acting as an Assistant Public Prosecutor (HOvJ), Officer on Duty (OvD) and serving as Operational Coordinator (OPCO). It remains thus far unclear to what extent these tasks are carried out, and which other tasks are being fulfilled by OE CPO's within the eastern region. While there is a certain amount of policy freedom on how to fulfill the role of OE CPO, it is explicitly stated that an OE CPO should not be responsible for Personnel Management (P-Zorg).

The National Police (Nationale Politie, 2013) describes – in addition to the previously mentioned tasks – a certain competencies regarding the role of OE CPO. These competencies and a general overview of the role of the OE CPO are described in the 'LFNP'. The 'LFNP' basically is a description of the organization and all of the role within, like competencies, role descriptions and role demands. The OE CPO is responsible for the engaging in networks with relevant partners in support of the common approach in dealing with safety issues. An OE CPO is responsible for analyzing operational tasks and appliance of these tasks. An OE CPO is responsible for advising, initiating an implementing changes, furthermore providing evaluation and giving advice with regards to adjustments. But as Meurs and Kreulen (2017) point out, there are plenty uncertainties regarding the role of OE CPO. The role of the OE CPO is not supposed to be supervisory. However, community policing officers do often experience this as such (Terpstra & Evers, 2019). According to the 'LFNP' the OE CPO serves as a mentor to colleagues within community policing. The OE CPO needs to improve and assess these colleagues.

The role of the OE CPO can have a wide variety of tasks and responsibilities. But as said, each robust base team can decide how an OE CPO gives purpose to his role. As previous research by Meurs and Kreulen (2017), and Terpstra and Evers (2019) point out; this leads to uncertainty among regular community policing officers.

Chapter 3 - Theoretical Framework

This chapter will provide a theoretical overview of the two main constructs of this study, which are 'role ambiguity' and 'role conflict'. The two constructs will be discussed in general and a brief overview of previous research will be presented, as well as prominent approaches in measuring the both constructs. Concluding each paragraph regarding the particular constructs, a conceptualization for both constructs that will be used in this study will be formulated. In addition to this, this chapter aims to provide an overview of determinants that could possibly explain the amount of 'role ambiguity' and 'role conflict'. These determinants were derived from previous studies.

3.1 - Role Conflict

The concept of role conflict has been studied extensively over the last decades. The study conducted by Kahn et al. (1964) aimed to explore the extent of role- conflict and ambiguity in an industrial setting, and tried to identify which situations are typically characterized by a high degree of role- conflict and ambiguity (Kahn, Wolfe, & Quinn, 1964). According to Kahn et al., (1964) role conflict can be conceptualized in two ways; 'in terms of the opposition of sent role pressures (objective), and in terms of the opposition of role forces (subjective) (Kahn e.a., 1964, p. 2:12). But they point out that the former creates the latter, and therefore they are primarily interested in the former. This form of 'sent role conflict' is defined by Kahn et al. as [...] ''the simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult or render impossible compliance with the other'' (Kahn e.a., 1964, p. 2:11). These 'pressures' can occur in many ways within an organization, for example that the wishes of someone's superior are conflicting with those of his subordinates (Kahn e.a., 1964).

Kahn et al. (1964) identify four different types of role conflict. An *intra-sender conflict*, for example, may occur when one is asked to perform a certain task but is not able to perform this task through normal ways. Thus, this person needs to go through other ways, but this is prohibited since one is obligated to use normal ways. One has thus different expectations of the role than others. An *inter-sender conflict* may occur when certain pressures from one sender contradict the pressures from another sender. A sender in this case can be seen as another actor within a certain setting. An example of this type of role conflict was given in the previous paragraph. An *inter-role conflict* occurs when '' [...] pressures associated with membership in one organization are in conflict with pressures which stem from membership in other groups'' (Kahn e.a., 1964, p. 2:12). An example can be a conflict between someone's professional life, and their personal life. Or a conflict between different groups in one organization. The fourth type is the

person-role conflict. This may occur when ones moral values contradict the pressures within a professional setting (Kahn e.a., 1964).

Rizzo et al. 1970 study aimed to develop and validate the constructs of both role conflict and role ambiguity with regard to several organizational and management practices, leadership behavior, satisfaction, anxiety, propensity to leave and demographic variables (Rizzo, House, & Lirtzman, 1970). Therefore, the authors developed a – respectively – 6 and 8 item scale in order to measure both constructs. This scale will be discussed in detail in the *methods* chapter of this study. Rizzo et al. (1970, p. 155) define a *role* ''as a set of expectations about behavior for a position in a social structure''. These expectations are defined by requirements or limits to someone's behavior within a certain role, or by others who have a certain relation to that role (Rizzo e.a., 1970). Rizzo et al. define role conflict as '' [...] the dimensions of congruency-incongruency or compatibility-incompatibility in the requirements of the role, where congruency or compatibility is judged relative to a set of standards or conditions which impinge upon role performance'' (Rizzo e.a., 1970, p. 155). Among many others, Bedeian and Armenakis (1981) used the scale developed by Rizzo et al. for the purpose of their study. Their study found that both role- conflict and ambiguity were associated with high levels of job-induced tension (Bedeian & Armenakis, 1981). Their study also found that both concepts are directly related to low levels of job satisfaction. According to Bedeian and Armenakis (1981), role- conflict and ambiguity are of even greater importance than expected, on both direct and indirect effects of job attitudes. The consequences of role conflict as mentioned above were all negative. Ortqvist and Wincent's (2006) study is one of the few to emphasize a positive consequence of role conflict. According to them, role conflict may lead to a higher level of creativity when people try to resolve differences in their expectations (Örtqvist & Wincent, 2006).

Several meta-analysis studies on role conflict have been conducted over the years. One of the most prominent is Jackson and Schuler's (1985) study. Jackson and Schuler (1985) point out that negative relationships between role conflict and job performance are mostly explained by studies who focus on cognitive and motivational processes. For instance, role conflict occurs when an individual is unable to do what is expected because of the lack of information (Jackson & Schuler, 1985). They conclude in their study that from a cognitive perspective, role conflict should lead to lower levels of performance. From a motivational perspective, performance is negatively related to role conflict. This, because role conflict has the tendency to deteriorate expectations regarding effort-to-performance and performance-to-reward (Jackson & Schuler, 1985). However, Jackson and Schuler (1985) conclude that in the studies they examined, there were no consistent findings of the previously presented notions. Tubre and Collins (2000) aimed

to replicate and extend the findings of Jackson and Schuler in their meta-analysis study (Tubre & Collins, 2000). Since Tubre and Collins' study was published 15 years after Jackson and Schuler, the former had access to a more comprehensive body of research. The results of Tubre and Collins (2000) indicate that role conflict is not meaningful (negatively) related to job performance. There was also no indication found that job type has a mediating influence on the relationship between role conflict and job performance (Tubre & Collins, 2000). Previous studies however did suggest that this influence was present.

In the previous parts the main characteristics of role conflict, previous research, and effects of role conflict were discussed. The concluding part of this paragraph will focus on some conceptualizations of role conflict and how role conflict will be conceptualized for the purpose of the present study. Katz and Kahn (1978) define role conflict as followed; ''Role conflict occurs when there is incompatibility between the expected set of behaviors perceived by the focal person and those perceived by role senders'' (Katz & Kahn, 1978). According to Kabiri, Hughes and Schweber (2012, p. 1), role conflict occurs ''when a person faces different and incompatible expectations regarding a particular social status which they occupy''. Schulz (2013) used the definition of role conflict as presented by Ortqvist and Wincent (2006) in their study. They conceptualize role conflict as a situation which ''occurs when various individuals hold different role expectations and impose pressures towards different kinds of behavior'' (Schulz, 2013, p. 468). For the purpose of this study the following conceptualization formulated by Peterson et al. (1995) will be used;

> Role conflict is incompatibility between the expectations of parties or between aspects of a single role (Peterson e.a., 1995)

3.2 - Role Ambiguity

Just as the concept of role conflict, Kahn et al. (1964) distinguish an objective- and a subjective form of role ambiguity; "objective ambiguity is a condition of the environment and subjective is a perceptual-cognitive state of the person" (Kahn e.a., 1964, p. 2:15). Just as with the concept of role conflict, the former creates the latter (Kahn e.a., 1964). The concept of (role) ambiguity assumes the availability of a certain amount of information to a person. For instance, a person needs a certain amount of information about the expectations of their role in order to know whether to conform to these expectations (Kahn e.a., 1964). Some of these expectations are the rights, duties and the responsibilities that are inherent to the role. And additionally, a person must know how their activities will sufficiently fulfill these responsibilities (Kahn e.a., 1964). If a person does not know the authority of their role, what accomplishments are expected and how their functioning will be judged, this will ultimately lead to hesitation in decision making (Rizzo e.a., 1970). Rizzo et al. (1970) point out that "every position in a formal organizational structure should have a specified set of tasks or position responsibilities" (Rizzo e.a., 1970, p. 151). According to Rizzo et al. (1970) subordinates will try to meet the expectations of their role by trial and error, when these expectations are not clear to them and when they do not know how their functioning will be judged.

The concept of role ambiguity has been studied extensively over the last decades, mostly together with the concept of role conflict. The study conducted by Kahn et al. (1964) found that high degrees of role ambiguity were associated with a decreased level of job satisfaction and an increased level of job tension. In addition to this, role ambiguity is also associated with anxiety, fear and hostility and loss of self-confidence, often with a lower level of productivity (Kahn e.a., 1964). Rizzo (1970) found that many other studies resulted in the same findings as the study by Kahn et al (1964). Jackson and Schuler (1985) note in their meta-analysis of studies conducted on role ambiguity (and role conflict), from a cognitive perspective role ambiguity results in lower levels of job performance since it represents the lack of information available to the person in a certain position (Jackson & Schuler, 1985). However, Jackson and Schuler point out that there is no consistency in the findings of studies on role ambiguity. Jackson and Schuler (1985) conclude that there is a weak, negative relationship between role ambiguity and job performance (Tubre & Collins, 2000). Tubre and Collins (2000) aimed to replicate and extend Jackson and Schuler's study. Their study found that efforts to reduce role ambiguity could have an impact on job performance, but they note that the perception of role ambiguity and job performance of people influences each other. It may so be, that persons with a high perception of role ambiguity are actually performing better than they perceive (Tubre & Collins, 2000). Tubre and Collins (2000)

also point out that people who work more complex jobs are expected to experience more detrimental effects of role ambiguity. This can be explained by the fact that role ambiguity is an inherent component of more complex jobs (Hamner & Tosi, 1974; Schuler, 1975). Thus far, only negative associations with role ambiguity were discussed. Role ambiguity can also lead to adaptation of people to changing circumstances. Therefore, this may influence to administrative flexibility (Örtqvist & Wincent, 2006; Schulz, 2013).

Thus far the main characteristics of role ambiguity, some previous research and its results were discussed. In the concluding part of this paragraph different conceptualizations of role ambiguity will be outlined, and the working definition for the purpose of this study will be presented. Katz and Kahn (1978) define role ambiguity as an occurrence that happens when a set of behavior as expected for a certain role is unclear. Rizzo et al. (1970) used the following definition for the purpose of their study; ''[...] the predictability of the outcome or responses to one's behavior, and the existence or clarity of behavioral requirements, often in terms of inputs from the environment, which would serve to guide behavior and provide knowledge that the behavior is appropriate'' (Rizzo e.a., 1970, p. 156). Örtqvist and Wincent (2006, p. 399) state that role ambiguity is ''comprised of uncertainty what actions to take to fulfill the expectations of the role''. Grobelna (2001) combines two different conceptualizations of role ambiguity for the purpose of her study. The first part contains elements as used by Grant et al. (2001), the second part elements used by Babin and Boles (1996). The combination of these two conceptualizations will be used as the working definition of role ambiguity for the purpose of this study.

> Role ambiguity is a stressful condition due to employees' confusion concerning expectations of what their responsibilities are, and lack of information regarding appropriate actions in a given situation or not understanding the expectations of management (Grobelna, 2001)

3.3 - Determinants of Role Conflict and Role Ambiguity

The role of the Operational Expert Community Policing Officer can be described as a hybrid professional role (Meurs & Visch, 2018). A hybrid professional role is a role that is neither professional, nor managerial; it is a combination of both (Noordegraaf & Siderius, 2016). The traditional discrepancy between these two types of roles is becoming less certain. This makes it necessary for individuals working in a hybrid professional role to adapt to the circumstances (Noordegraaf, 2007). According to Noordegraaf (2007), this is especially relevant for roles within the public domain. Since this domain is inherently ambiguous. The OE CPO can act as both a professional, and as a manager. In principle, the OE CPO serves as a community policing officer. But the OE CPO also serves as a manager for the men and woman working as Senior CPO's. Based on previous research some propositions regarding the role of the OE CPO are presented in this paragraph. Some possible determinants of the amount of role conflict and role ambiguity are identified and hypothesized.

As discussed in the second chapter, the role of the OE CPO is purposively designed as ambiguous. Base Teams have the policy freedom to design the function as they seem appropriate. However, some boundaries have been made clear by the National Police in an internal memo (Nationale Politie, 2015). In this internal memo, the author describes the role of the OE CPO. The OE CPO is responsible for coaching and supervision of people working within the field of community policing. Operational control, contact with higher levels of governance and networking inside- and outside of the organization are also (broadly) formulated tasks. In addition to this the OE CPO works through a thematic approach on tasks relevant to community policing. However, since the geographical responsibilities sometimes overlap with the area of operations of other OE CPO's, Operational Specialists and Senior CPO's, this thematic approach might lead to a higher amount of role conflict and role conflict **(H1 & H2).** Geographical responsibilities are quite clear within the field of community policing in the Netherlands. There are strict guidelines regarding robust base teams, districts and areas in which senior CPO's operate.

Another possible determinant related to the question on who is responsible and how purpose to the role is given, is the previous role of the OE CPO. The background of an OE CPO can vary greatly. As Meurs and Kreulen (2017) described, the OE CPO might have experience as a regular CPO, a supervisor or as a *Politiekundige*. Since the role of the OE CPO is designed as ambiguous and hybrid, the professional background of the OE CPO might influence the way purpose is given to the role. Meurs and Visch (2018) conducted research on possible overlap between roles and problems that come with it. Through the description of critical incidents

within one robust base team, Meurs and Visch (2018) showed that sometimes there is strife between the different roles within community policing. One of the tasks of the OE CPO is to support the senior CPO in performing his job. However, incidents described by Meurs and Visch (2018) showed that the OE CPO just took a particular task from the senior CPO and acted on it themselves. Previous research already stated that the OE CPO's with a background as an supervisor (Team Chief, Group Chief etc.), can feel the need to still act as a manager, while the senior CPO expects to have support and not another managerial layer within the base team. This is also not the idea behind the role of the OE CPO. Therefore, the proposition is made that OE CPO's with a background as a supervisor perceive a higher amount of both role conflict and role ambiguity **(H3 & H4)**.

The role of OE CPO is active since the formation of the National Police. Previous research pointed out that OE CPO's are still looking for ways to give purpose to their job (Inspectie Justitie en Veiligheid, 2017; Meurs & Kreulen, 2017). Based on conversations with several people, in different functions within the National Police, the proposition is made that experience has an influence on the level of perceived role conflict and role ambiguity of OE CPO's. The proposition made is that OE CPO's with three or more years of experience as an OE CPO, perceive less role conflict and less role ambiguity than OE CPO's with lesser experience **(H5 & H6)**.

The role of the OE CPO, the responsibilities and its boundaries was already discussed in detail in the second paragraph. The internal memo in which the responsibilities of the OE CPO, and which responsibilities cannot belong to the OE CPO, explicitly states that the OE CPO is not to be responsible for tasks related to personnel management *(personeelszorg)*. The memo states that responsibilities regarding personnel management belong to the regular Operational Expert, not the Operational Expert Community Policing. Since there were indications that responsibilities regarding personnel management are currently being fulfilled by OE CPO's within the eastern regional unit, this raises the question to what extent this is happening. The study of Meurs and Visch (2018) also makes the point that there is uncertainty whose responsibility personnel management is. In this study a situation is described, where there is uncertainty about who is responsible for personal management; the regular OE, or the OE CPO (Meurs & Visch, 2018). A statement about 'uncertainty regarding responsibilities' is one of the items of the measurement instrument used to measure role ambiguity.

However, Meurs and Kreulen (2017) state that personnel management is one of the possible additional roles, besides Assistant Public Prosecutor (HOvJ), Officer on Duty (OvD) and Operational Coordinator (OpCo). The authors also state that within the regional unit of Rotterdam, OE CPO's are exempted of responsibilities regarding personnel management. Since

the National Police has experienced problems with regards to planning, sufficient personnel, and stress-related incapacity of officers, the proposition can be made that responsibilities regarding personnel management are asking quite some extra workload of the OE CPO. This might therefore lead to handing out tasks that specifically belong to the OE CPO to others within the field of community policing. The proposition made is that fulfilling responsibilities regarding personnel management leads to higher levels of role conflict and role ambiguity **(H7 & H8)**.

3.4 – Hypotheses

In the previous paragraph several propositions have been made, based on previous research and additional information gained by having informal conversations within the police organization. The following hypotheses were formulated to test these propositions.

H1:   The perceived amount of role conflict among OE CPO's working with a thematic approach is higher than OE CPO's that work with another approach.

H2:   The perceived amount of role ambiguity among OE CPO's working with a thematic approach is higher than OE CPO's that work with another approach.

H3:   The perceived amount of role conflict among OE CPO's with a background as a supervisor is higher than OE CPO's with another background.

H4:   The perceived amount of role ambiguity among OE CPO's with a background as a supervisor is higher than OE CPO's with another background.

H5:   The perceived amount of role conflict among OE CPO's with three or more years of experience as an OE CPO is lower than OE CPO's with two or less years of experience.

H6:   The perceived amount of role ambiguity among OE CPO's with three or more years of experience as an OE CPO is lower than OE CPO's with two or less years of experience.

H7:   The perceived amount of role conflict among OE CPO's tasked with personnel management is higher than OE CPO's who are not tasked with personnel management.

H8:   The perceived amount of role ambiguity among OE CPO's tasked with personnel management is higher than OE CPO's who are not tasked with personnel management.

3.5 – Conceptual Model

The purpose of a conceptual model is to bring together a number of related concepts within a certain study with the goal to explain a given event or provide a broader understanding of a research problem (Imenda, 2014). The model show is a visual representation of the explanatory part of this study. The four independent variables are shown on the left side, while the two dependent variables are shown on the right side of the figure.
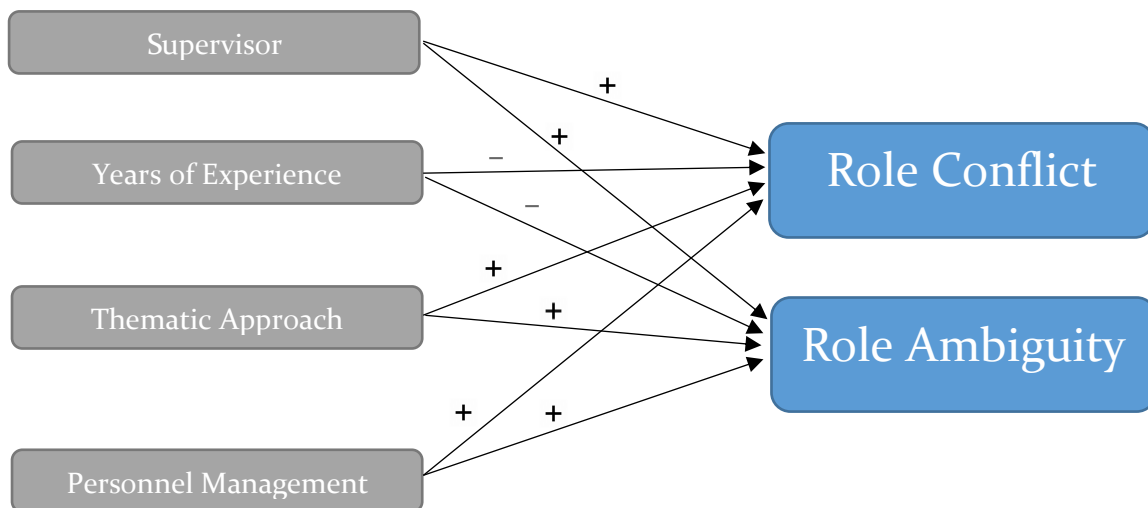
Figure 1

As proposed in the third paragraph of this chapter, a previous role as a supervisor has leads to a higher level of both role conflict and role ambiguity. The proposition is made that OE CPO's with three of more years of experience, perceive lower levels of both role conflict and role ambiguity. A thematic approach to their work proposedly leads to higher levels of role conflict and role ambiguity. The concluding proposition sounds that responsibilities regarding personnel management leads to higher levels of both role conflict and role ambiguity.

Chapter 4 - Methodology

In this chapter the methodological aspect of this study will be outlined, and the choices that have been made will be explained. First, the research design and the way in which the data was collected will be outlined. In the second paragraph the analysis of the data collected will be explained. After that, the main variables will be operationalized in the third paragraph. Concluding some remarks regarding the validity and reliability of this research will be made.

4.1 - Research design & data collection

A research design is the overall plan for a study (Punch, 2013). The research design is formed by four components; following what strategy, within what framework, from whom and how. The present study is of both explanatory and descriptive nature. This study is a non-experimental survey, there was no treatment of any kind on the subjects of this study. First, literature on the subject was studied. Previous research on the role of OE CPO's, literature on the organization of the National Police and all of its components as described in the second chapter, and internal documents – like memo's - of the National Police were collected. From this literature study, factors were derived, assumptions were made and hypotheses were formulated. A hypothesis is a predicted answer to a question (Punch, 2013)

The setting of this research is the eastern regional unit of the National Police, as described in detail in chapter 2. The subjects of this study were all Operational Expert Community Policing Officers (N=113) within this unit. Data on these subjects was collected by administering a survey to all OE CPO's. Of all possible subjects, 79 responded. Before the data was analyzed, 4 responses were deleted form the dataset due to missing values.

The survey was created by using Qualtrics, an internet service to create an online survey, collect data and import a dataset. One week before the survey was distributed, an announcement to all OE CPO's and their superiors was made by the chief of district IJsselland. The survey was send by email, using the IT-system of the National Police. In this email, it was explicitly stated that the completion of this survey was voluntary. However anonymity was guaranteed, some personal characteristics were asked and collected. One week after the survey was distributed a reminder was send with the aim to maximize response. The survey was accessible for a total period of 16 days. After that, the data was imported from Qualtrics. Since this study used personal data, working in line with the General Data Protection Regulation (GDPR) was an obligation (Twente University, 2018). After the survey was concluded, all data was imported to a local drive for analysis. All online data was deleted, in line with the GDPR.

4.2 - Data analysis

As stated in the previous paragraph, the primary data was collected using Qualtrics. After the data collection was completed, the dataset was exported for use in IBM's SPSS. The first phase of the analysis was of descriptive nature. Tables and graphs were used to visualize the data. The open-ended options used in multiple question in the survey were – where possible – coded in new categories or added to existing categories. The answers provided in the open-ended question with regards to education and training were color-coded and categorized using Excel. The coding scheme is added in the appendix of this report. For the variable of "Additional Tasks" only one option (personnel management) has relevancy for hypothesis testing. Therefore, a new variable was created with the options 'yes' and 'no' with regards to the question whether the respondent was responsible for personnel management responsibilities.

The main dependent variables of this study – role conflict and role ambiguity – were analyzed in SPSS. Relationships with four, independent variables were tested using two statistical methods. For the variable of role conflict, Independent-Samples T-Tests were conducted to test relationships. Because of the fact that the results of the role ambiguity measure were non-normally distributed, a non-parametric testing method was appropriate. The Mann-Whitney U Test was performed to test relationships of four independent variables to the dependent variable of role ambiguity.

4.4 – Operationalization of Dependent Variables

The two dependent variables measured in this study are perceived role conflict and role ambiguity. Role conflict is conceptualized as: "Role conflict is incompatibility between the expectations of parties or between aspects of a single role" (Peterson e.a., 1995). Role ambiguity is conceptualized as "[...] a stressful condition due to employees' confusion concerning expectations of what their responsibilities are, and lack of information regarding appropriate actions in a given situation or not understanding the expectation of management" (Grobelna, 2001).

Both variables were measured using Rizzo et al. (1970) measurement instruments. The instrument to measure role conflict consisted of eight items. The respondents were asked to score the items by using a five-point Likert scale, ranging from *1 = strongly disagree* to *5 = strongly agree).* The instrument to measure role ambiguity consisted of six items. The respondents were asked to score each of the items by using a five-point Likert scale, ranging from *1 = strongly agree*

to 5 = *strongly disagree*. The measurement instruments developed by Rizzo et al. (1970) have seen widespread use (King & King, 1990; Tubre & Collins, 2000). The validity and reliability of both instruments will be discussed in paragraph 4.6. Table 2 shows the items of both instruments.

Role Conflict	Role Ambiguity
1. I have to do things that should be done differently.	1. I feel certain about how much authority I have.
2. I receive an assignment without the personnel to complete it.	2. There are clear, planned goals and objectives for my role.
3. I have to break a rule or a policy in order to carry out an assignment.	3. I know that I have divided my time properly.
4. I receive incompatible requests from two or more people.	4. I know what my responsibilities are.
5. I work with two or more groups that operate quite differently.	5. I know what is expected of me.
6. I do things that are apt to be accepted by one person and not by others.	6. Explanation is clear of what has to be done.
7. I receive an assignment without adequate resources and materials to execute it.	
8. I work on unnecessary things.	

Table 2

4.5 – Operationalization of Independent variables

Multiple independent variables, relevant for both hypothesis testing as well answering the descriptive sub question, were measured. All independent variables were of nominal measurement level, since the categories were not in a ranking order. The following independent variables are relevant for hypothesis testing: ''OE CPO Experience'', ''Previous role'', ''Approach'' and ''Additional Tasks''. Table 3 shows for each variable the question which was asked, and what categories the responded could choose from.

Variable	Question	Categories
Age	"What is your age in years?"	- 25 or less - 26 – 35 - 36 – 45 - 46 – 55 - 56 or more
Gender	"Wat is your gender?"	- Male - Female - Other/Does not wish to reply
Base Team	"Within which robust base team are you employed?"	Alphabetically ranked categories 1 - 27. One category for each robust base team within the eastern regional unit.
Police Experience	"For how many years have you been working within the police?"	- 0 – 5 - 6 – 10 - 11 – 15 - 16 – 20 - 21 – 25 - 26 or more
OE CPO Experience	"For how many years have you been working as an OE CPO?"	- 0 - 1 - 2 - 3 - 4 - 5
Previous Role	"Were you an active police employee before you started working as an OE CPO?" 1. Yes, in what role?	- Community Policing Officer - Supervisor (in any form) - Other, namely:
	2. No, what was your latest form of education before starting as an OE CPO?"	- HBO Bachelor - WO Bachelor - WO Master - 'Politiekundige' - Another form of education within the police - Other, namely:

Additional Tasks	"To what extent do you deal with one or more of these possible additional tasks?"	- Officer on Duty - Operational Coordinator - Assistant Public Prosecutor - Personnel Management - None - Other, namely:
Approach	"How are responsibilities between the OE CPO's of your base team divided?"	- Geographical - Thematic - Combination of both - Other, namely:
Education	"To what extent have initiatives regarding education and/or training been initiated within your base team, in order to support the OE CPO in fulfilling their role?	Open ended.

Table 3

4.6 - Reliability & Validity

One indicator of the reliability of a study is the level of internal reliability. This basically means to what extent all items in a scale measure a construct (Heale & Twycross, 2015). The two main dependent variables were measured by using two, pre-existing scales. These scales were created by Rizzo (1970), and were widely used in previous research on role conflict and role ambiguity. Cronbach's alpha is the most common way to test the internal consistency of a measuring instrument (Heale & Twycross, 2015). This can be tested using software, like SPSS, and provides a score between 0 and 1. For the instrument of role conflict a Cronbach's $\alpha = .802$ was measured, for the instrument of role ambiguity a Cronbach's $\alpha = .746$. An instrument with a score of $\alpha > .7$ is considered a reliable measure (Heale & Twycross, 2015). Thus both measuring instruments were reliable measures for both concepts. This statement is supported by the meta-study by Schuler et al. (1977), which analyzed the concepts of role conflict and role ambiguity.

Validity can be defined "as the extent to which a concept is accurately measured" (Heale & Twycross, 2015, p. 1). Content validity deals with the question whether an instrument covers all of the content that it should for one particular variable. For the independent variables this was accounted for creating the sufficient categories. For instance, for the measure of age this was accounted for by creating clear categories, where all age numbers were covered within their respective categories. For other, more work-specific variables like "additional tasks", content validity was accounted for by creating an extra option to fill in an open answer. This takes care

of categories that were possibly missed by the researcher. The meta-study by Schuler et al (1977) found that concepts of role conflict and role ambiguity can be seen as reliable and valid measures to assess organizational behavior. Also, these constructs are usually associated with negative effects of organizational behavior, such as tension, absenteeism, satisfaction and motivation (Schuler e.a., 1977).

External validity is concerned with the generalizability of research results (Lavrakas, 2008). In this study, the role of OE CPO's is the eastern regional unit of the National Police was researched. Due to the fact the results reflect on just one regional unit, it is hard to say whether the results are applicable to other regional units and thus the National Police as a whole. Each base team is to some extent allowed to give purpose to the role of OE CPO as they deem necessary. Therefore, priorities and responsibilities may differ. However, due to the relatively high response rate of 70.0%, the results can be generalized to the whole population of OE CPO's within the eastern regional unit. In addition to this, this study provides insight in the way purpose to the role is given by each base team within the eastern regional unit. Hence, at least one valid response from all 27 base teams were made. In order to maximize the response rate of the questionnaire, one reminder was sent to the subjects of the study. Also, the subjects were informed by their superiors prior to the invitation to participate. This however, may threaten the validity of the results. Hence, subjects might provide answers that are deemed correct by their superiors. To minimize this effect, anonymity was guaranteed by the researcher.

Chapter 5 – Results

In this chapter the results of the study will be presented and analyzed. The first part will mainly focus on the descriptive results of the survey. The second part of this chapter is of explanatory nature. It will focus on hypothesis testing and analysis of the results.

5.1 – Descriptive Statistics

One of the goals of this study is to provide insight in the role of the OE CPO. In this paragraph some characteristics of OE CPO's will be presented, to what extent education and training specific to the role is organized, and how the role is organized in the robust base teams. Also the additional tasks of OE CPO's are discussed. An important note is the fact that base teams hold a certain amount of policy freedom with regards to the role of the OE CPO, which explains differences in organization between base teams.

5.2 – Backgrounds

The two main concepts of the study are role conflict and role conflict, which are the dependent variables. Both dependent variables will be separately discussed in the following chapters. From literature the assumption was derived that there is a certain amount of variation in the backgrounds of OE CPO's. The role of the OE CPO was established a little over five years ago. Figure 2 shows the amount of OE CPO's and how many years of experience they have with their role.


Figure 2
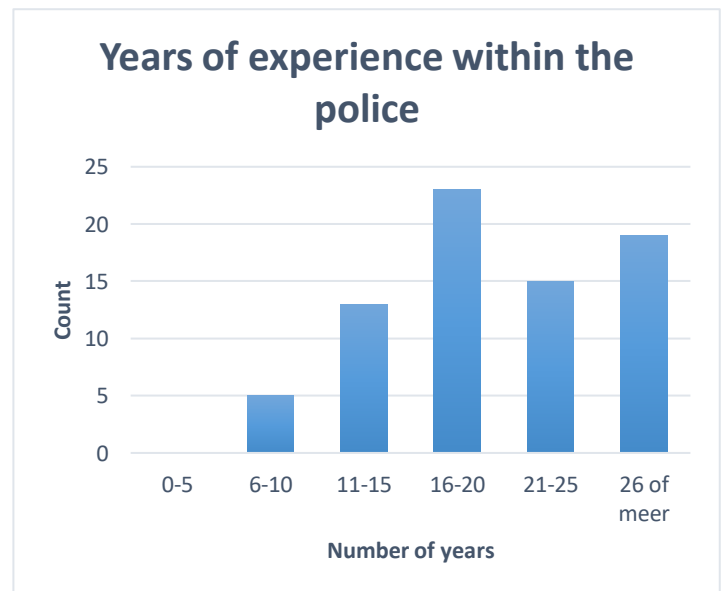
Figure 3

Only 12 of the respondents have been in their role since the establishment of the role. Most of the OE CPO's have been in their role for either two (N=29) or three (N=19) years. This figure shows that the amount of OE CPO's has especially been growing in the last few years, rather

than since the establishment of the role. The figure on the right shows the total years of experience within the Police, also before the nationalization. The figure shows that none of the respondents has 5 or less years of experience within the National Police, and only 5 of the respondents has between 6-10 years of experience. Most of the OE CPO's (N=24) has between 16-20 years of experience within the Police, and 19 of the respondents has over 26 years of experience. Only one of the respondents was not working with the Police before starting in their role as an OE CPO. The respondent stated that he or she started as an OE CPO right after graduating from the Police Academy. The figure below is a representation of the backgrounds of other OE CPO's.
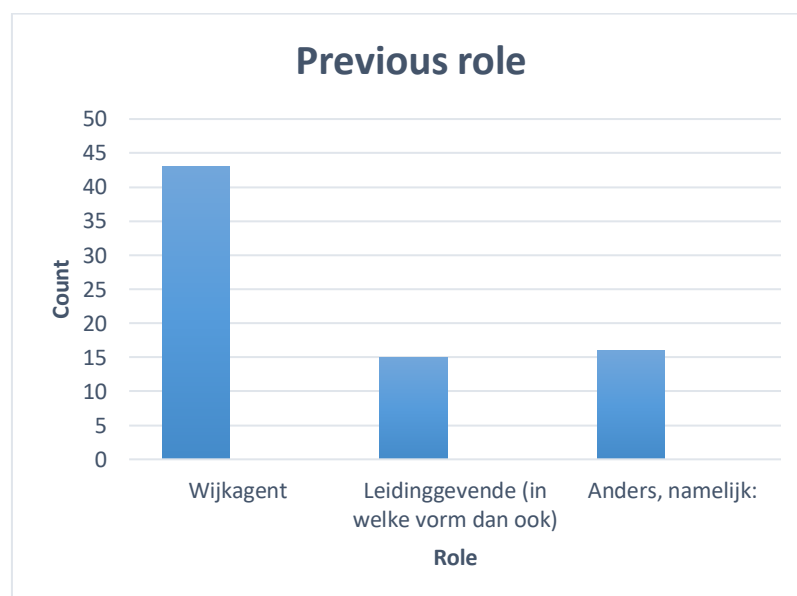
Figure 4

Figure 4 shows that most (N=43) of the OE CPO's were already working within the field of community policing as a regular community policing officer (senior GGP). In the 'old' police organization there was no standardization regarding the names of supervisory roles. Therefore all supervisory roles were counted within the same variable 'leidinggevende'. Only fifteen of the respondents were in a supervisory role before they became an OE CPO. Respondents could use the entry field that comes with the third option. The entries that were made differed in such a way that coding and creating another bar is useless. Some of the entries were 'politiekundige', 'brigadier' and 'basis politiezorg'.

5.3 – The role of the OE CPO

Robust base teams have a certain amount of policy freedom with regards to the role of the OE CPO. However, in the 'LFNP', which was described in chapter 2, there are certain demands to the officer in question and a broad explanation of their tasks and responsibilities. The figure below shows the tasks that OE CPO's perform besides their 'regular' tasks. These possibilities were derived from previous studies, the LFNP and internal memos.
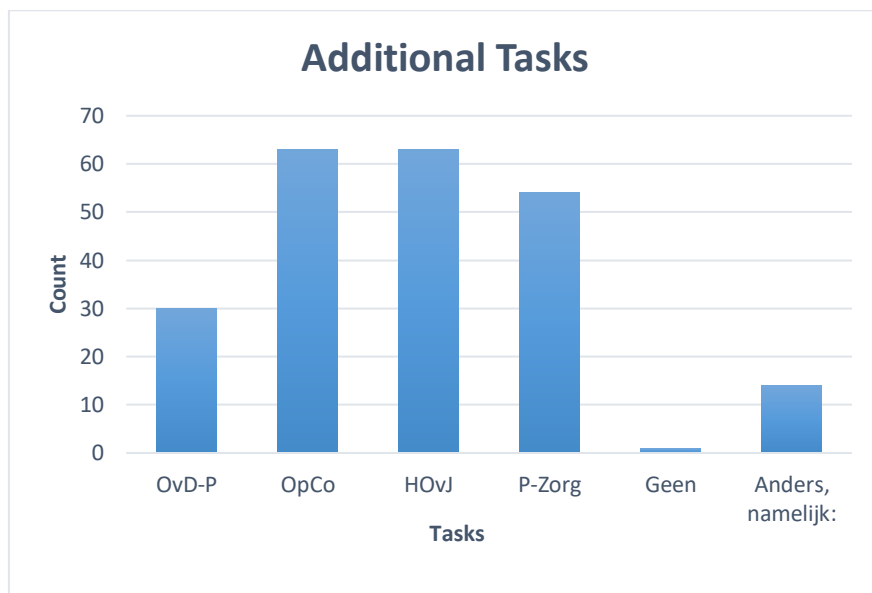
Figure 5

When looking at this figure, it is important to note that respondents could choose more than one option. As we can see, most of the OE CPO's perform tasks as 'Operationeel Coordinator' (N=63) and as 'Hulpofficier van Justitie' (N=63). Also, a vast amount (N=54) performs tasks regarding 'Personeelszorg', or 'Personnel management'. Responsibilities that belong to this task are appraisals, annually evaluations, conversations regarding sick leave of officers and all administrative work that comes with these responsibilities (Terpstra, 2016). The fourth task, 'Officier van Dienst' (OvD-P) is performed by 40% (N=30) of all OE CPO's. In the case of an incident, the OvD-P exercises operational control over involved police officers. In the case some options were missing in the survey, an 'other, namely...' option was made available with an entry field to provide additional information. After adding or deleting duplicate answers to other categories only 14 entries remained. Since there was hardly any consistency among these entries, so no coding took place. Some of the entries contained; 'c-ter' (counter terrorism/radicalization, 'Mobiele Eenheid' (riot police) and 'evenementen' (events).

Derived from literature research and informal talks with employees among several ranks of the National Police, two options on how responsibilities of OE CPO's within a robust base team can be divided were identified. A district consists of multiple robust base teams. These base teams

have a certain geographical boundary on which the responsibility is divided. Regular, senior community policing officers always have such a demarcated area for which they hold the responsibility. Therefore, it is a possibility that tasks among OE CPO's within a base team are divided in the same way. However, since there is a variety of possible tasks for OE CPO's. It might also be possible that tasks among OE CPO's are divided as such, in which geographical boundaries not play a role. A combination of both ways was also deemed possible and was thus the third option in the survey question. Figure 6 shows the results of this question.
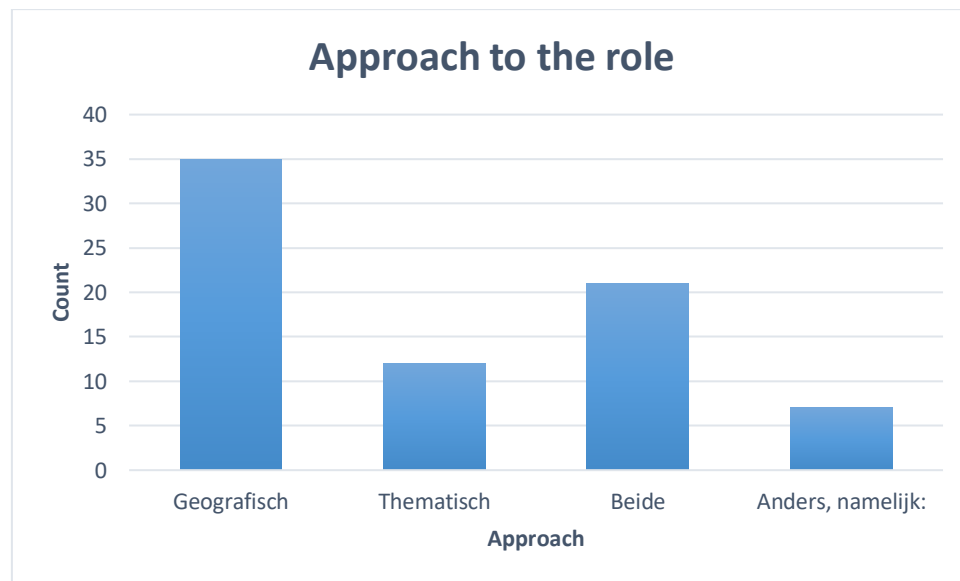
Figure 6

Figure 6 shows that a geographical approach (N=35) of responsibilities is most common with a percentage of 46.7%. The thematic approach (N=12) consists of only 16.0%. A combination of both approaches is present according 28.0% (N=21) of the respondents. The 'other, namely' option did not provide notable new insights.

The survey contained one open-ended question. The following question was presented to the subjects; "To what extent are initiatives with regards to education and/or training in order to support the OE CPO with their role within your base team present?" The results of this question were coded using a color scheme in which similar answers were given the same color. Courses and training for HOvJ and OvD-P related duties were noted by respectively 14.67% (N=11) and 17.33% (N=13) of the respondents. However, the assumption can be made that these courses are available to all OE CPO's. Most of the responses (N=27) to this question provided the answer that there are no initiatives specifically for the role of the OE CPO are available within their base team. More interestingly were the responses (N=11) that named a course called 'Het Fundament'. Eleven respondents from nine different base teams responded as such. Het Fundament is a two-day training is a so-called 'á la carte-module', specifically designed for all

Operational Experts and Operational Specialists. When this main course is completed, officers can choose to enroll in more specific courses. The goal of Het Fundament is to train attendees to bring the transitioning agenda of the National Police into practice within their base team. Het Fundament has a general character and is not a tailored course in working as an OE CPO. It does however aims to enable the OE CPO to develop their professionalism and skills with regards to operational command.

Some of the respondents note that due to time issues it is hard to plan additional courses, besides the necessary ones. However, some respondents state their wish for a course specifically to their role.

6 – Role Conflict

In this chapter the results with regards to role conflict will be discussed. Starting with several descriptives, followed by statistical analysis.

6.1 – Descriptive Statistics

All OE CPO's of all base teams that operate within the eastern regional unit of the National Police were asked to grade to what extent a statements applies to them. These statements were graded using a five point Likert-scale. The amount of role conflict is measured by the mean score of all eight items allocated to the concept. In figure 7 the mean score of role conflict for each base team are provided.
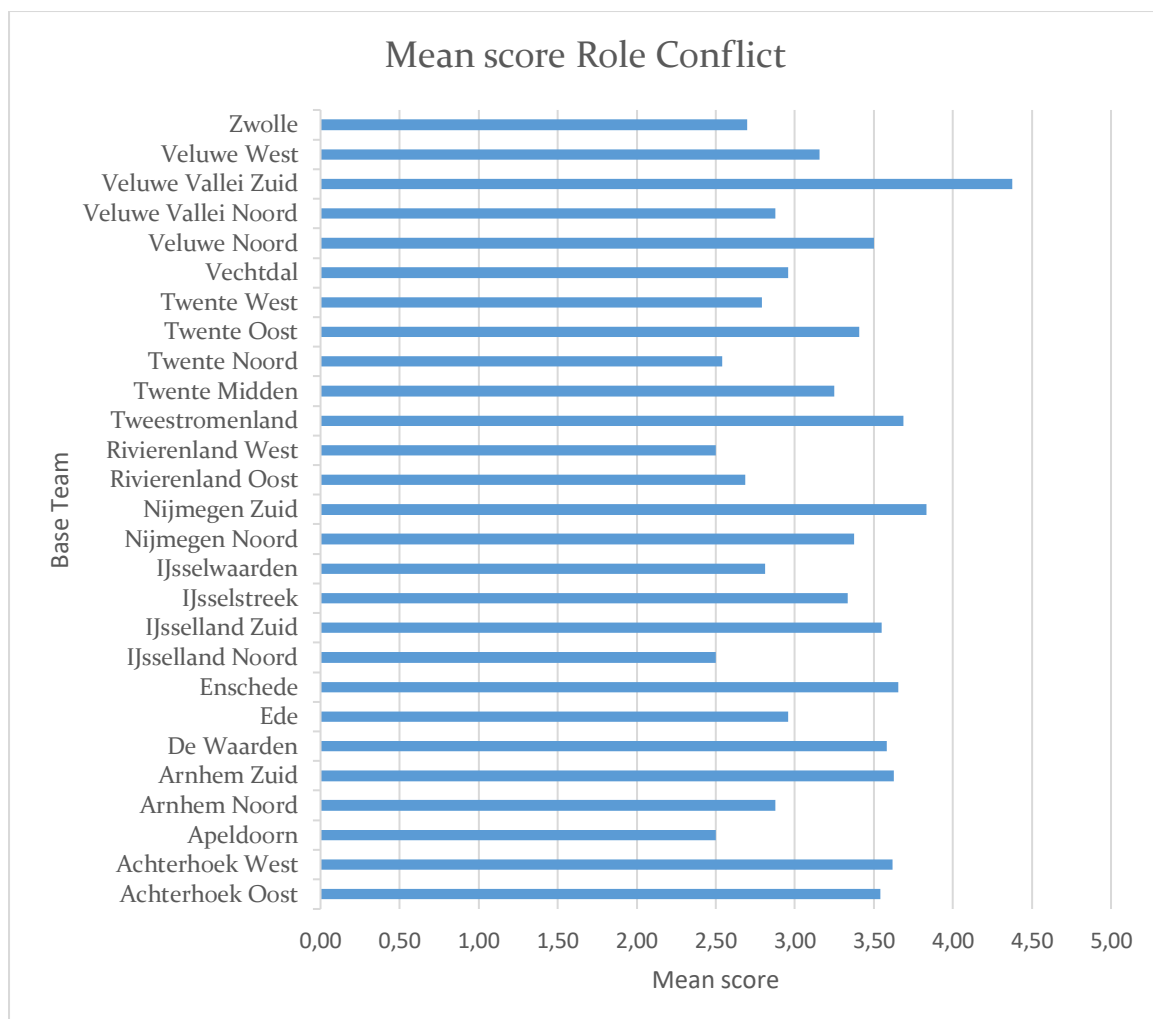
*Figure 7*

The figure above shows the mean scores of the measure of role conflict for each base team within the eastern regional unit of the National Police. The overall mean score of role conflict is 3.20 (SD = .747) on a scale of 1 to 5. The results show that every base team experiences a certain amount of role conflict. Most of the base teams reported mean scores higher than 2.50 on a scale

of 1 to 5. Some of the lowest mean scores are reported in the base teams of Apeldoorn (2.50), IJsselland Noord (2.50), Rivierenland West (2.50) and Twente Noord (2.54). It is interesting to see that neighboring base teams of Twente Noord experience higher levels of role conflict. Twente Oost reported a mean score of 3.41, while also Twente Midden (3.25) and Twente West (2.79) reported higher mean scores than Twente Noord. The remaining base team of the Twente district – Enschede – reported a mean score of 3.66, which is higher than all other base teams in that district. Figure 8 shows the reported mean scores of each of the five districts within the eastern regional unit.

Mean score Role Conflict (District)

IJsselland: 2,93
Twente: 3,13
Noord- en Oost Gelderland: 3,27
Gelderland-Midden: 3,09
Gelderland-Zuid: 3,62
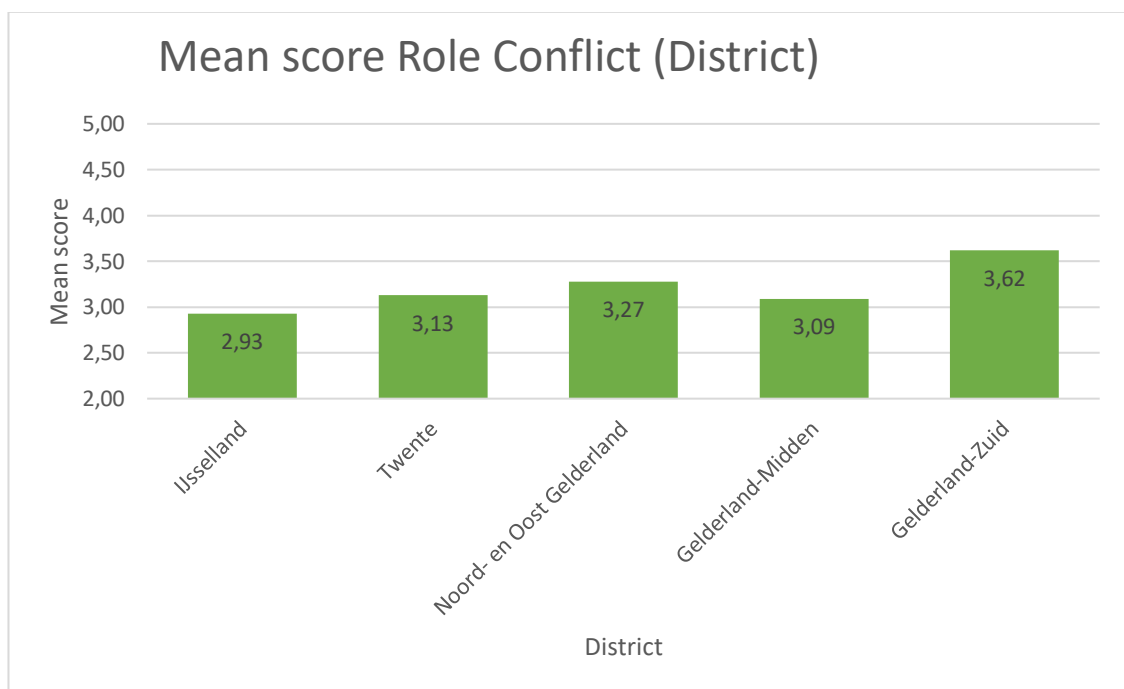
Figure 8

The mean scores for each district consists of the mean scores for each base team that are part of that particular district. An overview of each district and their respective base teams was provided in chapter 2. The overall mean score of role conflict is 3.20 (SD = .747). Figure 8 shows that two of the five districts score above the overall mean. The mean score of role conflict within the district of Noord- and Oost Gelderland is 3.27 (SD = .378). The mean score of role conflict of base teams within the district of Gelderland-Zuid is 3.62 (SD = .167). A one-way ANOVA was conducted to test whether the mean amount of role conflict of each district are significantly different from other districts. Since the test [$F_{(4, 70)} = 1.972$, p = .108], scored > p = .05, we cannot say that these amounts are significantly different from each other.

Gelderland-Zuid consists of four base teams. The table below shows the mean score of role conflict for each base team within this district. The base team of Nijmegen Zuid scores a mean score of 3.83, while Nijmegen Noord scores a mean of 3.38. Base team De Waarden scored

a mean of 3.58 and Tweestromenland has a mean score of 3.69. The district of Gelderland-Zuid has the highest mean score of role conflict of all districts. Also, the low amount of variance (SD = .167) between the base teams of this districts is notable.

The IJsselland district has the lowest mean score (μ = 2.93, SD = .395) of all five districts within the eastern regional unit. The variance between the four base teams within the IJsselland district is however relatively high. The base team of Zwolle has a mean score of 2.70 and the base team of Vechtdal has a mean score of 2.96. The base teams of IJsselland-Noord and IJsselland-Zuid have respectively mean scores of 2.50 and 3.55.

As stated before, the amount of role conflict was measured through eight Likert-scale items. Respondents (N = 75) were asked to rate the statements on a five-point Likert-scale. Table X shows the items and the count of their respective mode. The mode is the answer that was provided the most.

Item	Mode
1. I have to do things that should be done differently.	4: Somewhat agree (N = 32)
2. I receive an assignment without the personnel to complete it.	4: Somewhat agree (N = 41)
3. I have to break a rule or a policy in order to carry out an assignment.	4: Somewhat agree (N = 28)
4. I receive incompatible requests from two or more people.	4: Somewhat agree (N = 24)
5. I work with two or more groups that operate quite differently.	4: Somewhat agree (N = 35)
6. I do things that are apt to be accepted by one person and not by others.	2: Somewhat disagree (N = 23)
7. I receive an assignment without adequate resources and materials to execute it	4: Somewhat agree (N = 29)
8. I work on unnecessary things.	4: Somewhat agree (N = 22)

Table 4

The mode represents the answer that was provided the most. A downside of using the mode as a descriptive statistic is the fact that a variable can contain multiple modes that are near each other. Therefore, not all individual items are analyzed. Items 1, 2 and 5 did provide clear modes. In the first item the statement was made whether an OE CPO thinks that things should be done differently. 32 Of the respondents somewhat agree with this statement. In the second item the statement was made whether an OE CPO has sufficient personnel to complete an assignment.

More than half (N = 41) of the respondents somewhat agree with this statement. Previously in this chapter, the results showed that 66.67% of the OE CPO's is responsible for tasks related to 'personeelszorg (P-Zorg)'. The final item that can be analyzed using its mode stated whether an OE CPO has to work with two or more groups that operate quite differently. It was reported that 35 of the respondents somewhat agreed with this statement. However this seems not to be an odd result, given the fact that OE CPO's engage in networks both in- and outside of the police organization.

6.2 – Tests

In the final paragraph of the theoretical framework six hypotheses were presented. Three of those are related to the dependent variable of role conflict. Role conflict is normally distributed, additional details regarding the distribution of the main dependent variables is discussed in the Methodology section of this study. All hypotheses with role conflict as a dependent variable were tested by using an Independent-Samples T-Test. The first hypothesis in which role conflict is a dependent variable centers on the presumption that OE CPO's who work through a thematic approach experience a significantly higher amount of role conflict than those who work through a different approach. Therefore the following hypotheses were formulated;

$H1_0$: *The perceived amount of role conflict among OE CPO's working with a thematic approach is higher than OE CPO's that work with another approach.*

$H1_A$: *The perceived amount of role conflict among OE CPO's working with a thematic approach is not higher than OE CPO's that work with another approach.*

OE CPO's that work through a thematic approach reported lower mean scores than OE CPO's that work through a different approach. This is in contradiction of the propositions made and the hypothesis that was based upon this. An Independent-Samples T-Test was conducted in order to test whether the differences are significant, *t(73) = .411, p = .682*. Since the p-value in the test-result is > 0.05 the null hypothesis cannot be rejected. Therefore it cannot be said that the amount of role conflict experienced by OE CPO's who work through a thematic approach differs significantly from amount of role conflict than those who work through a different approach.

The second variable concerning role conflict as a dependent variable is based around the proposition that OE CPO's with a background as a supervisor, reported higher amounts of role

conflict than those with another background. An Independent-Samples T-Test was conducted in order to test whether significant differences among groups were present.

H3o: *The perceived amount of role conflict among OE CPO's with a background as a supervisor is higher than OE CPO's with another background.*

H3A: *The perceived amount of role conflict among OE CPO's with a background as a supervisor is not higher than OE CPO's with another background.*

However OE CPO's with a background as a supervisor reported higher mean scores of role conflict, no significant difference in the amount of role conflict among OE CPO's with a background as a supervisor compared to those with a different background was found, $t(73) = -1.525, p = .132$. Since the p-value in the test-result is > 0.05 the null hypothesis cannot be rejected. Therefore, it cannot be said that the amount of role conflict experienced by OE CPO's with a background as a supervisor is significantly higher than the amount of role conflict experienced by OE CPO's with a different background.

The third hypothesis in which role conflict is the dependent variable focuses on the question whether years of experience within their role has an influence on the amount of role conflict as perceived by OE CPO's. Therefore the following hypotheses were formulated;

H5o: *The perceived amount of role conflict among OE CPO's with three or more years of experience as an OE CPO is lower than OE CPO's with two or less years of experience.*

H5A: *The perceived amount of role conflict among OE CPO's with three or more years of experience as an OE CPO is not lower than OE CPO's with two or less years of experience.*

In contradiction of the proposition that OE CPO's with more experience perceive lower levels of role conflict, more experienced OE CPO's reported higher mean scores of role conflict. An Independent-Samples T-Test was conducted in order to assess the significance of these findings. No significant difference in the amount of role conflict among OE CPO's with three or more years of experience within their role as OE CPO, compared to those with two or less years of experience within their role as OE CPO was found, $t(73) = -1.205, p = .232$. Since the p-value in the test-result is > 0.05 the null hypothesis cannot be rejected. Therefore it cannot be said that the amount of role conflict experienced by OE CPO's with three or more years of experience within their role differs significantly from the amount of role conflict experienced by OE CPO's with less experience within their role.

The final hypothesis in which role conflict is the main dependent variable is based on the proposition that OE CPO's responsible for personnel management perceive higher levels of role conflict than OE CPO's who do not fulfill tasks regarding personnel management. The following hypothesis was formulated;

H7$_0$: *The perceived amount of role conflict among OE CPO's tasked with personnel management is higher than OE CPO's who are not tasked with personnel management.*

H7$_A$: *The perceived amount of role conflict among OE CPO's tasked with personnel management is not higher than OE CPO's who are not tasked with personnel management.*

OE CPO's responsible for personnel management reported higher mean scores of role conflict ($\mu = 3,30$) than OE CPO's who are not responsible for these tasks ($\mu = 2,92$). In order to test whether these findings are significantly different an Independent Samples T-Test was conducted $t(73) = 2.019, p = .047$. Since the p-value < .05, it can be concluded that OE CPO's responsible for personnel management perceive a higher amount of role conflict than OE CPO's who do not. Therefore the null-hypothesis is accepted. Given these findings, other additional tasks *(Officer of Duty, Assistant Public Prosecutor & Operational Coordinator)* that OE CPO's can possibly be responsible of were also analyzed to test their influence on role conflict. None of these other possible tasks reported significant difference between groups.

Chapter 7 - Role Ambiguity

In the following chapter the results of the measures of the variable of role ambiguity will be presented. The first paragraph presents the descriptive results of this study regarding role ambiguity. The final paragraph deals with the inferential statistical part of this study.

7.1 – Descriptive Statistics

The amount of role ambiguity among OE CPO's in the eastern regional unit of the National Police was measured by a six-item, five-point Likert-scale as developed by Rizzo (1977). Figure 9 shows the mean scores of role ambiguity for each base within the setting of this study.
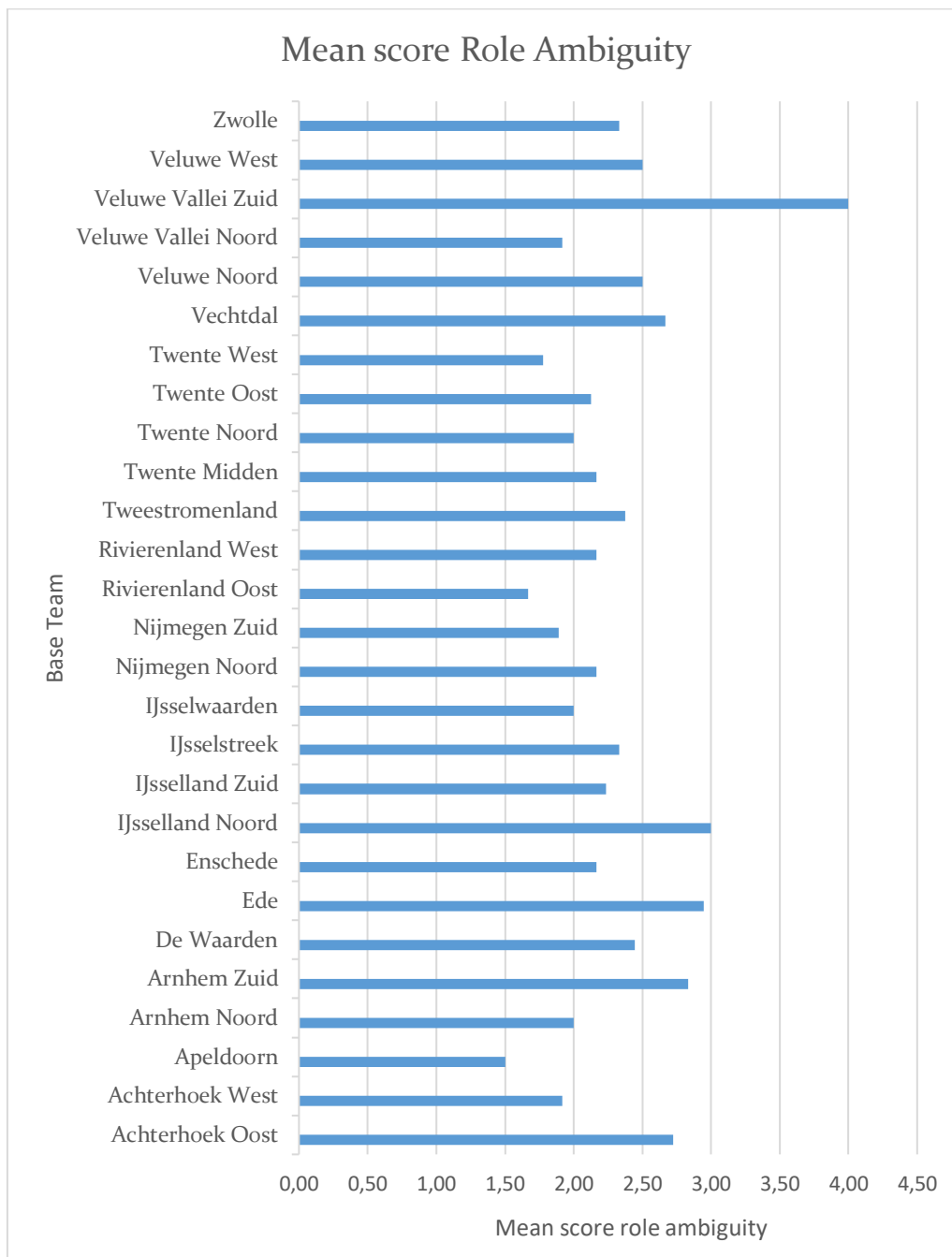
Figure 9

The figure above shows the overall mean scores for the measure of role ambiguity. The overall mean score was 2.28 (N = 73, SD = .664), on a scale of 1 to 5. The highest scores of role ambiguity were measured in the base teams of IJsselland Noord (μ = 3.00), Ede (μ = 2.94), Vechtdal (μ = 2.67 and Achterhoek Oost (μ = 2.72). In contrast to the neighboring base team of Achterhoek Oost, Achterhoek West scored one of the lowest means (μ = 1.92). Other relatively low scores of role ambiguity were measured in Apeldoorn (μ = 1.50), Rivierenland Oost (μ = 1.67) and Twente West (μ = 1.78). The following figure shows the mean scores for the measure of role ambiguity for each district.
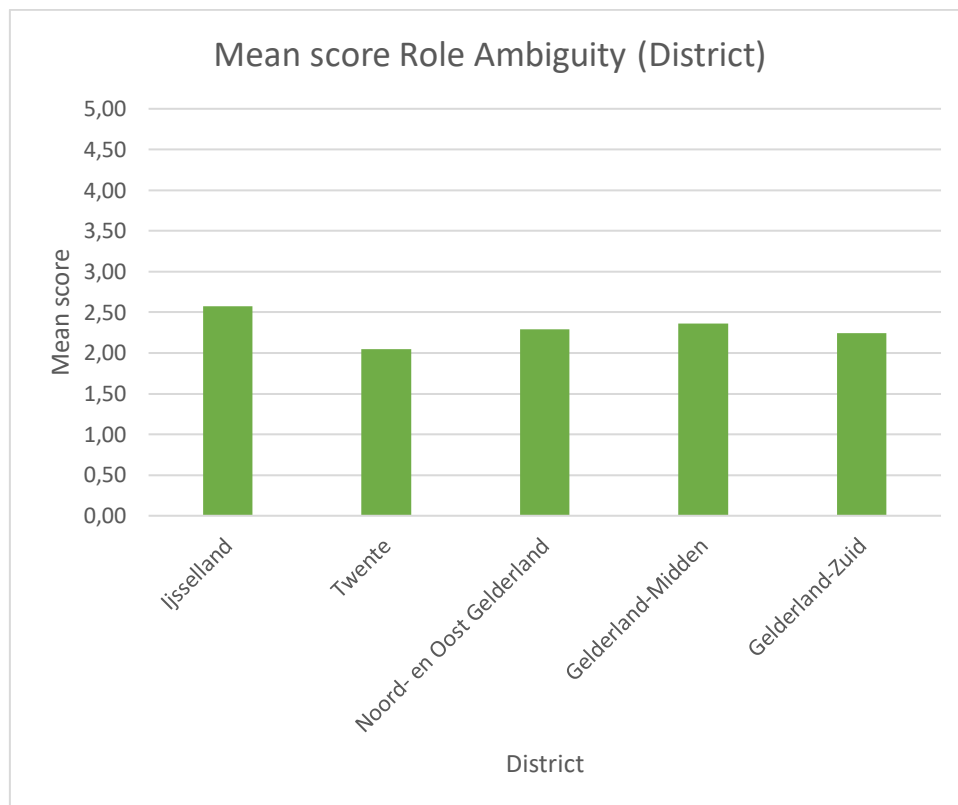
Figure 10

One can call the results shown in figure 10 quite homogeneous. Hence, the mean scores shown in figure X have relatively low levels of variance between the mean scores of the respective districts in the eastern regional unit. In order to test whether these differences between groups are significant, a one-way ANOVA was conducted. The test statistic [$F_{(4, 70)} = 1.224$, p = .309] found no significance between these differences. The district with the highest mean score is IJsselland (μ = 2.57, SD = .301), the lowest mean score is reported in the district of Twente (μ = 2.05, SD = .148). It appears that also within the districts there is little variance present.

The table below shows the mode of each item of the role ambiguity measure. The concept was measured using a five-point Likert-scale.

Item	Mode
1. I feel certain about how much authority I have.	2. Somewhat agree (N = 35)
2. There are clear, planned goals and objectives for my role.	4. Somewhat disagree (N = 26)
3. I know that I have divided my time properly.	2. Somewhat agree (N = 36)
4. I know what my responsibilities are.	2. Somewhat agree (N = 38)
5. I know what is expected of me.	2. Somewhat agree (N = 40)
6. Explanation is clear of what has to be done.	2. Somewhat agree (N = 33)

Table 5

The results shown in table 5 are of relatively consistent character. All items have a relatively clear mode, except for items 2 and 6. One can hardly say any consensus on the second statement is present among the OE CPO's. The following statement was presented to the respondents; ''There are clear, planned goals and objectives for my role''. The mode is 'somewhat disagree' (N = 26), but the second most provided answer was 'somewhat agree' (N = 24). The statement of item 6 is somewhat related to item 2. The following statement was presented in the questionnaire; ''Explanation is clear of what has to be done''. The mode of this item is 'somewhat agree' (N = 33), while second most provided answer was 'somewhat disagree' (N = 20). Nonetheless, the remaining results are also interesting. There is relatively high consensus among the OE CPO's on the remaining items. The results show that OE CPO′s are actually quite certain about the responsibilities that come with their role, their authority, and what's expected of them. There is also a relatively high level of consensus concerning time management. The following paragraph whether significant differences are present among different groups of OE CPO's.

7.2 – Tests

Derived from theory and previous research, some factors possibly able to influence the amount of role ambiguity were identified. Based on these presumptions, three hypotheses (and their alternatives) were formulated. In this paragraph the hypotheses will be tested using a Mann-Whitney U Test. This particular test is used hence the distribution is non-normal.

The first hypothesis focuses on the presumption that OE CPO's that work through a thematic approach experience a higher amount of role ambiguity than OE CPO's that work through another approach.

H2$_o$:   *The perceived amount of role ambiguity among OE CPO's working with a thematic approach is higher than OE CPO's that work with another approach.*

H2$_A$:   *The perceived amount of role ambiguity among OE CPO's working with a thematic approach is not higher than OE CPO's that work with another approach.*

In contradiction with the proposition and its belonging hypothesis, OE CPO's who work through a thematic approach reported lower mean scores of role ambiguity. The Mann-Whitney U Test was conducted in order to test this hypothesis. No significant difference *(U = 265.5, p = .102)* was found. Since the p-value is > .05, the null-hypothesis cannot be rejected.

The second hypothesis is tested to see whether a significant higher amount of role ambiguity among OE CPO's with a background as a supervisor, opposed to those with a different background is present. The following hypotheses were formulated;

H4$_o$:   *The perceived amount of role ambiguity among OE CPO's with a background as a supervisor is higher than OE CPO's with another background.*

H4$_A$:   *The perceived amount of role ambiguity among OE CPO's with a background as a supervisor is not higher than OE CPO's with another background.*

OE CPO's with a background as a supervisor reported a higher mean amount of role ambiguity. Whether this difference is significant was tested using the Mann-Whitney U Test. The test *(U = 411, p = .604),* showed a p-value > .05. Hence, it can reported that there is no significant difference in the levels of role ambiguity, and therefore the null-hypothesis cannot be rejected.

The third hypothesis in which role ambiguity was the main dependent variable concerned the experience of the OE CPO within their current role. This was measured by the number of years the OE CPO has been active. The following hypotheses were formulated;

H6$_o$:   *The perceived amount of role ambiguity among OE CPO's with three or more years of experience as an OE CPO is lower than OE CPO's with two or less years of experience.*

H6$_A$:   *The perceived amount of role ambiguity among OE CPO's with three or more years of experience as an OE CPO is not lower than OE CPO's with two or less years of experience.*

No significant difference in the amount of role ambiguity among OE CPO's with three or more years of experience within their role as OE CPO, compared to those with two or less years of experience within their role as OE CPO was found, *(U = 695.5, p = .962).* Hence the p-value is > .05, the null-hypothesis cannot be rejected.

The final hypothesis formulated to test whether a the variance of the mean score of role ambiguity between groups is significant, was based on the proposition that OE CPO's tasked with personnel management perceive a higher amount of role ambiguity than those who are not. The following hypotheses were formulated;

H8$_0$: *The perceived amount of role ambiguity among OE CPO's tasked with personnel management is higher than OE CPO's who are not tasked with personnel management.*

H8$_A$: *The perceived amount of role ambiguity among OE CPO's tasked with personnel management is not higher than OE CPO's who are not tasked with personnel management.*

Hardly any difference in the amount of role ambiguity of those tasked with personnel management *(μ = 2.31)*, and those that are not *(μ = 2.29)* is present. It is thus not surprising that no significance was found when the Mann-Whitney U Test *(U = 550.5, p = .845)* was conducted. Since the p-value > .05 the null-hypothesis cannot be rejected.

Chapter 8 – Conclusion

In the concluding chapter of this study the conclusions will be presented. First the implications of the descriptive results will be discussed and an answer to the sub questions will be provided. After that the implications of the statistical test results will be discussed. At the end of this chapter some recommendations for future research will be provided.

8.1 – Sub-questions

The goal of this study was threefold. The first goal was to provide a descriptive overview on the role of the OE CPO within the eastern regional unit of the National Police. The second goal of this study was to measure the amount of perceived role conflict and role ambiguity among the OE CPO's within the setting. The third goal of this study was to identify factors that would explain possible differences in the amount of the level of role ambiguity and role conflict among the OE CPO's within the eastern regional unit of the National Police. In order to achieve the first goal, four sub questions were formulated;

1) *How do personal backgrounds of OE CPO's differ in terms of years of experience as an OE CPO, years of service with the (National) Police and previous roles?*

2) *To what extent have initiatives with regards to education and training been organized within the base teams?*

3) *What additional tasks are being conducted by OE CPO's and to what extent is this in line with the demands of the role as stated in the LFNP?*

4) *How are tasks between multiple OE CPO's within one robust base team divided?*

In order to achieve the other goals of this study, the following main research question was formulated;

> *"To what extent do Operational Expert Community Policing Officers in the eastern regional unit of the National Police perceive role conflict and role ambiguity, and what factors explain these perceptions?"*

The results showed that OE CPO's that the personal background of OE CPO's differ. Most of the respondents are either two- or three years working as an OE CPO. Contrasting to this, the respondents were quite experienced police workers. Most of the respondents reported that they were on police service for more than sixteen years. A background as a regular community policing officer was far more prominent than other backgrounds, as the results showed. From

the current OE CPO's, 43 had a background as a regular community policing officer. Fifteen of the respondents reported a supervisory role as their previous occupation.

The results of the second sub question showed, that hardly any educational- or training initiatives with regards to the role of OE CPO have been deployed. Some respondents reported that a course called 'Het Fundament' was either available, or already fulfilled. The 'Fundament'- course of the Police Academy is not an educational- or training module specific for the OE CPO. However, the course might be useful to the OE CPO with regards to their professional development and operational command. Concluding, there are no initiatives with regards to education and/or training of the OE CPO presently available. This was previously concluded by the 'Inspectie Justitie & Veiligheid'(2017). Contrary to this finding, it seems that OE CPO's have sufficient levels of education and training with regards to their main responsibilities. OE CPO's work as HOvJ's, in OPCO roles and as OvD's, and they receive training and/or education regarding these subjects. These roles are all inherent to the role of OE CPO.

The concluding sentence of the former paragraph proves to be a perfect introduction to this one. As stated before, OE CPO's perform different roles. The results show that 84% of the OE CPO's perform tasks as an Assistant Public Prosecutor. The same value, 84%, of the respondents performed tasks as an Operational Coordinator. Both 'HOvJ and OpCo' tasks were explicitly named as responsibilities of the OE CPO in previous reports (Nationale Politie, 2015). The same goes for Officer on Duty (OvD-P)' tasks. From all respondents, 40% performs these responsibilities. A more interesting result was the fact that 72% of the OE CPO's reported tasks related to personnel management. This finding is a frontal collision with previous statements made by the police in internal memos. Internal memos stated that OE CPO's were not to be responsible for these tasks. Attributing to this, one of the statement to measure 'role conflict', stated that; 'I receive an assignment without the personnel to complete it'. The results showed that 41 of 75 respondents, somewhat agreed to this statement. The tasks mentioned before, HOvJ, OpCo and OvD-P are all tasks that were assigned to OE CPO's on 'paper'. The fourth sub question focuses on the how tasks are distributed within base teams. It is interesting to see that 46.7% of the respondents work through a geographical approach. Only 16% of the OE CPO's work through a thematic approach. A combined approach is being used by 28% of the OE CPO's.

Based on literature review, containing; previous research and other publications regarding the role of the Operational Expert Community Policing Officer, presumptions were made, factors identified, and hypotheses formulated. The role of the OE CPO is a relatively new one, and therefore research on this subject is limited. As stated just before, hypotheses were derived from few available sources. These hypotheses were testes through two dependent

variables; Role Conflict and Role Ambiguity. In order to measure both concepts, Rizzo's (1977) scale was used. The measure of role conflict showed, that a moderately to high amount of role conflict present is among OE CPO's. On a scale of 1 to 5, a total mean score of 3.20 was reported. This finding cannot be regarded as odd, all previous research proved that a certain amount of the tasks were related to the highly-related roles of community policing officers and operational specialists. The amount of role conflict seems to be inherently connected to the role of the Operational Expert Community Policing Officer. In addition to these conclusions based on descriptive results, some statistical test were made. Previous research showed that high levels of role conflict are associated with negative organizational behavior, such as tension, satisfaction, motivation and propensity to leave (Netemeyer, Johnston, & Burton, 1990; Schuler e.a., 1977).

8.2 - Role Conflict

Based on previous research, internal memos, and presumptions; some factors that could possibly influence the dependent variables of this study were identified. The following hypotheses were related to the dependent variable of role conflict.

H1: *The perceived amount of role conflict among OE CPO's working with a thematic approach is higher than OE CPO's that work with another approach.*

H3: *The perceived amount of role conflict among OE CPO's with a background as a supervisor is higher than OE CPO's with another background.*

H5: *The perceived amount of role conflict among OE CPO's with three or more years of experience as an OE CPO is lower than OE CPO's with two or less years of experience.*

H7: *The perceived amount of role conflict among OE CPO's tasked with personnel management is higher than OE CPO's who are not tasked with personnel management.*

All four hypotheses were tested using an Independent-Samples T-Test. The first three hypotheses (**H1, H3, H5**) showed no significant differences between the dependent- and the independent variable. However, this was the case for the final hypothesis (**H7**). OE CPO's responsible for personnel management reported higher scores of role conflict. This finding is in line with previous research, in which OE CPO's reported that uncertainty about who is responsible for personnel management within a base team leads to strife among regular Operational Experts, Operational Experts Community Policing and Operational Specialists (Meurs & Kreulen, 2017; Meurs & Visch, 2018). Other additional tasks, like Officer on Duty,

Operational Coordinator or Assistant Public Prosecutor are also quite common to be part of the workload of the OE CPO. These tasks however, do not lead to a higher amount of role conflict.

8.3 - Role Ambiguity

When looking at the mean scores of the levels of role ambiguity, one can state that role ambiguity is relatively low among OE CPO's. The descriptive results for the individual items of the measure show that there is little variance among districts in the eastern regional unit. The same is the case for the three 'role ambiguity'-hypotheses.

H2: *The perceived amount of role ambiguity among OE CPO's working with a thematic approach is higher than OE CPO's that work with another approach.*

H4: *The perceived amount of role ambiguity among OE CPO's with a background as a supervisor is higher than OE CPO's with another background.*

H6: *The perceived amount of role ambiguity among OE CPO's with three or more years of experience as an OE CPO is lower than OE CPO's with two or less years of experience.*

H8: *The perceived amount of role ambiguity among OE CPO's tasked with personnel management is higher than OE CPO's who are not tasked with personnel management.*

The variable of role ambiguity was non-normally distributed. Therefore a Mann-Whitney U Test was conducted to test the hypotheses. None of the proposed hypotheses proved to be significant. However, the mode scores of the individual items show interesting results. The results show that little amount of role ambiguity are present among OE CPO's. A certain amount of role ambiguity is inherently to a role like that of the OE CPO. The results show that OE CPO's have a rather clear view of their role, their authority, responsibilities and tasks. These results are opposed to those of previous research on the role. However, the results showed no consensus on individual items related to the goals and objectives of their role. One can say that this is caused by the ambiguous formulation of the role in the LFNP. Statements made by OE CPO's throughout the eastern regional unit during conversations support this. OE CPO's declared that their role was not clear to them when they started. Almost unanimously, OE CPO's stated that a 'search' to the meaning of their role was ongoing in the early stages. Exemplary is the case of the base team Zwolle. The OE CPO's within this base team stated that they experienced this ambiguity. Because of the fact some of them started in their new role at the same time, they found support among them and were able to formulate their own boundaries.

Chapter 9 – Discussion

In the final chapter of this thesis the implications of the results and conclusions will be discussed. Also a comparison with some relevant previous research will be made. Concluding, some proposals for future research will be presented as well as some limitations of the study.

9.1 – Implications

This study provides an overview of the role of the Operational Expert Community Policing Officer within the eastern regional unit of the National Police. However, it is important to address previously made assumptions in previous research. Some of the hypotheses were based on these assumptions. Since little research has been conducted on this particular subject, it was hard to identify possible determinants influencing the dependent variables. However only one test found significant differences, the descriptive statistics proved to be rather clear and provide an insight of the role of OE CPO's. The descriptive results also provide a clear overview of the backgrounds of OE CPO's, their additional roles and the different approaches. One odd finding was the fact that 72% of the OE CPO's performs tasks regarding to personnel management. Internal memos stated explicitly that these tasks were not to be performed by OE CPO's. This, in addition to the provided scores of item 2 of the role conflict scale. OE CPO's tasked with personnel management reported significantly higher scores of role conflict. This was not the case for the measure of role ambiguity. However, problems regarding planning- and personnel related subjects are not new to the National Police.

When the findings of this study are compared to the Terpstra et al. (2016) study, a pattern can be seen. Their study found that the regular OE's and the Team Chef are conducting duties related to personnel management. But in addition to this, these duties are also conducted by some of the OE CPO's within the setting of their study. The researchers state that in theory the Team Chief is indeed responsible, but due to the size of a base team it is in fact impossible. Therefore, the responsibilities are shifted to other roles, like the OE CPO.

While conducting responsibilities regarding personnel management are not in line with internal memos, it does not seem that far of a stretch. The OE CPO is a hybrid professional who conducts both managerial and professional tasks. Personnel management can be quite a relevant task, with the premise that the OE CPO is only responsible for personnel management within his own team of community policing officers. In addition to this, the workload should be divided among all OE CPO's within a base team. This proposition might be useful for future research.

This study was part of a combination of two evaluative studies on the role of OE CPO within the eastern regional unit. The other study, conducted by Okke Stam (2019), focused on the relationship between regular CPO's and the OE CPO's. Part of the study focused on the desired management style by OE CPO's. Most of the CPO's are content with the management style of their OE CPO's. However, a relatively high number CPO's state that they are not content with the current role of the OE CPO. Some say that the OE CPO should be focusing on community policing and supporting the officers that work within this field. But some CPO's state that the OE CPO is not able to deliver on this, because of his additional tasks. This opinion is in line with the findings of this study, OE CPO's do have a serious amount of additional task. These task are however also relevant to community policing in general. Another point made by CPO's is that the OE CPO acts as another layer of management within the team. This statement is in line with the hybrid professional role of the OE CPO, which is both managerial as well as professional. It is however notable that there needs to be some degree of balance between the two forms.

Summarizing Stam's findings on the main research question, the OE CPO is contributing too less to community policing. Stam (2019) states that it might be possible that additional tasks like Assistant Public Prosecutor and Operational Coordinator, are costing more time in comparison with the community-related work of the OE CPO. This study find no evidence for that statement. However, there is evidence that responsibilities regarding personnel management are too time consuming when compared to the needs of the community.

9.2 – Future Research

It is not clear for what roles the OE CPO is conducting personnel management duties. As said, if it is limited to the CPO's within his own team, it might be logical for the OE CPO to perform personnel management. But due to the workload of a Team Chief, it might be possible that OE CPO's are also performing personnel management duties regarding regular police officers (BPZ). That does not seem logical and should thus be studied further. It might be useful to see whether experiences in the regional unit of Rotterdam are reported in some way. In 2017 the regional unit of Rotterdam decided that OE CPO's should never be responsible for personnel management (Meurs & Kreulen, 2017).

Another idea for future research might be to focus on the question why personnel management leads to a higher amount of role conflict. This might be due to the additional workload, but perhaps the amount of role conflict is higher because the OE CPO is performing

personnel management duties regarding officers the OE CPO is not that familiar with. The OE CPO works within his own team, and is not directly working with regular policing officers (BPZ). This might therefore complicate the personnel management duties. But as said, this is a possible topic of future research. In addition to this, the role of the OE CPO should be monitored constantly and comparisons on a national scale may be valuable. Every base team in the Netherlands is able to shape the role of OE CPO, to some extent, in a way they seem fit. Therefore, some good and some bad experiences can be compared. This way, base teams can learn from each other.

9.3 – Limitations

The last part of the previous paragraph refers to the extent comparisons between teams can be made. Because of the fact that base teams have a relative high amount of policy freedom regarding the role of OE CPO, significant differences can be expected when base teams within the eastern regional unit are compared with other regional units. Therefore, the results of this study are cannot be generalized to other regional units without additional data.

When looking back to the process of research and the findings, it would have been useful to have conducted in-depth interviews with some OE CPO's. However, several informal meetings across different base teams did take place and plenty of experiences were shared with the researcher. This information was only used to shape the questions and the hypothesis, not to support the data of the questionnaire.

Another limitation might be that no comparison between other hybrid professional roles within base teams were made. This might have been out of the scope of the commission, but it might have been useful to compare the results with the Operational Specialists and the regular Operational Expert.

Chapter 10 – List of References

Babin, B. J., & Boles, J. S. (1996). The effects of perceived co-worker involvement and supervisor support on service provider role stress, performance and job satisfaction. *Journal of Retailing, 72*(1), 57–75. https://doi.org/10.1016/S0022-4359(96)90005-6

Bedeian, A. G., & Armenakis, A. A. (1981). A Path-Analytic Study of the Consequences of Role Conflict and Ambiguity. *Academy of Management Journal, 24*(2), 417–424. https://doi.org/10.5465/255852

Bruggeman, & Ponsaers. (2012). *De Nederlandse politiehervorming, gezien vanuit een Belgisch perspectief.* 21.

Fijnaut, C. (2012). *Het nationale politiekorps: achtergronden, controverses en toekomstplannen.* Prometheus-Bert Bakker.

Grant, K., Cravens, D. W., Low, G. S., & Moncrief, W. C. (2001). The Role of Satisfaction with Territory Design on the Motivation, Attitudes, and Work Outcomes of Salespeople. *Journal of the Academy of Marketing Science, 29*(2), 165–178. https://doi.org/10.1177/03079459994533

Grobelna, A. (2001). *ROLE AMBIGUITY: A PROBLEM OR A CHALLENGE FACING CONTEMPORARY HOSPITALITY INDUSTRY. THE CRITICAL ROLE OF EMPLOYEES' CREATIVITY.* 22.

Hamner, W. C., & Tosi, H. L. (1974). Relationship of role conflict and role ambiguity to job involvement measures. *Journal of Applied Psychology, 59*(4), 497–499. https://doi.org/10.1037/h0037340

Heale, R., & Twycross, A. (2015). Validity and reliability in quantitative studies. *Evidence-Based Nursing, 18*(3), 66–67. https://doi.org/10.1136/eb-2015-102129

Imenda, S. (2014). Is There a Conceptual Difference between Theoretical and Conceptual Frameworks? *Journal of Social Sciences, 38*(2), 185–195. https://doi.org/10.1080/09718923.2014.11893249

Inspectie Justitie en Veiligheid. (2017, december 20). *Modernisering van de gebiedsgebonden politiezorg*. Inspectie Justitie en Veiligheid - Minsterie van Justitie en Veiligheid.

Jackson, S. E., & Schuler, R. S. (1985). A meta-analysis and conceptual critique of research on role ambiguity and role conflict in work settings. *Organizational Behavior and Human Decision Processes, 36*(1), 16–78. https://doi.org/10.1016/0749-5978(85)90020-2

Kabiri, S., Hughes, W., & Schweber, L. (2012). *Role Conflict and Role Ambiguity in Construction Projects*. 10.

Kahn, R. L., Wolfe, D. M., & Quinn, R. P. (1964). *Organizational Roles and Individual Stress*. 422.

Katz, D., & Kahn, R. L. (1978). *The Social Psychology of Organizations* (2nd edition). New York: Wiley.

King, L. A., & King, D. W. (1990). Role conflict and role ambiguity: A critical assessment of construct validity. *Psychological Bulletin, 107*(1), 48–64. https://doi.org/10.1037/0033-2909.107.1.48

Lavrakas, P. (2008). *Encyclopedia of Survey Research Methods*. https://doi.org/10.4135/9781412963947

Meurs, & Kreulen. (2017). Het hoe van de WOE. *het Tijdschrift voor de Politie, 79*(4), 26–30.

Meurs, T., & Visch, A. (2018). Grijze gebieden: Hoe hybride professionals hun identiteit bevechten binnen de politie. *PROCES, 97*(2), 147–158. https://doi.org/10.5553/PROCES/016500762018097002008

Nationale Politie. (2013). *Functiebeschrijving OE GGP*.

Nationale Politie. (2015, november 29). *Interne Memo - Aanvullende kaders rondom invoering Operationeel Expert wijkagent*.

Nationale Politie. (2019). Organisatie regionaal en lokaal. Geraadpleegd 12 maart 2019, van https://www.politie.nl/over-de-politie/organisatie-regionaal-en-lokaal.html

Netemeyer, R. G., Johnston, M. W., & Burton, S. (1990). *Analysis of Role Conflict and Role Ambiguity in a Structural Equations Framework*. 10.

Noordegraaf. (2007). From "Pure" to "Hybrid" Professionalism: Present-Day Professionalism in Ambiguous Public Domains. *Administration & Society*, *39*(6), 761–785. https://doi.org/10.1177/0095399707304434

Noordegraaf, & Siderius. (2016). Perspectieven op publieke professionaliteit : Van professionals (in organisaties) naar organiserende professionaliteit [Article]. Geraadpleegd 25 mei 2019, van M & O website: http://dspace.library.uu.nl/handle/1874/342238

Örtqvist, D., & Wincent, J. (2006). Prominent consequences of role stress: A meta-analytic review. *International Journal of Stress Management*, *13*(4), 399–422. https://doi.org/10.1037/1072-5245.13.4.399

Peterson, M. F., Smith, P. B., Akande, A., Ayestaran, S., Bochner, S., Callan, V., … Viedge, C. (1995). Role Conflict, Ambiguity, and Overload: A 21-Nation Study. *The Academy of Management Journal*, *38*(2), 429–452. https://doi.org/10.2307/256687

Punch, K. F. (2013). *Introduction to Social Research: Quantitative and Qualitative Approaches*. SAGE.

Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role Conflict and Ambiguity in Complex Organizations. *Administrative Science Quarterly*, *15*(2), 150–163. https://doi.org/10.2307/2391486

Schuler, R. S. (1975). Role perceptions, satisfaction, and performance: A partial reconciliation. *Journal of Applied Psychology*, *60*(6), 683–687. https://doi.org/10.1037/0021-9010.60.6.683

Schuler, R. S., Aldag, R. J., & Brief, A. P. (1977). Role conflict and ambiguity: A scale analysis. *Organizational Behavior and Human Performance*, *20*(1), 111–128.

Schulz, J. (2013). The impact of role conflict, role ambiguity and organizational climate on the job satisfaction of academic staff in research-intensive universities in the UK. *Higher*

Education Research & Development, *32*(3), 464–478.

https://doi.org/10.1080/07294360.2012.680209

Stam, O. (2019). *INSIGHT IN THE ROLE OF THE OECPO*.

Terpstra, J. (2016). *Basisteams in de Nationale Politie. Organisatie, taakuitvoering en gebiedsgebonden werk.* Doetinchem: Reed Business Information.

Terpstra, J. (2018). Local Policing in a Nationalized Police Force: A Study on the Local Teams of The Netherlands' National Police. *Policing: A Journal of Policy and Practice.* https://doi.org/10.1093/police/pay037

Terpstra, J., & Evers. (2019). Wijkagenten en veranderingen in hun dagelijks werk. *Politie & Wetenschap*, *109*.

Tubre, T. C., & Collins, J. M. (2000). Jackson and Schuler (1985) Revisited: A Meta-Analysis of the Relationships Between Role Ambiguity, Role Conflict, and Job Performance. *JOURNAL OF MANAGEMENT*, *26*(1), 15.

Twente University. (2018). Research Data & GDPR | BMS - DataLab. Geraadpleegd 26 maart 2019, van Universiteit Twente website: https://www.utwente.nl/en/bms/datalab/research-data-and-gdpr/

Appendix

A1 – Frequency Tables

Wat is je geslacht?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	61	81,3	81,3	81,3
	Vrouw	13	17,3	17,3	98,7
	Anders/wenst niet te antwoorden	1	1,3	1,3	100,0
	Total	75	100,0	100,0	

Binnen welk basisteam ben je werkzaam?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Achterhoek Oost	3	4,0	4,0	4,0
	Achterhoek West	3	4,0	4,0	8,0
	Apeldoorn	2	2,7	2,7	10,7
	Arnhem Noord	1	1,3	1,3	12,0
	Arnhem Zuid	1	1,3	1,3	13,3
	De Waarden	3	4,0	4,0	17,3
	Ede	3	4,0	4,0	21,3
	Enschede	4	5,3	5,3	26,7
	IJsselland Noord	2	2,7	2,7	29,3
	IJsselland Zuid	5	6,7	6,7	36,0
	IJsselstreek	3	4,0	4,0	40,0
	IJsselwaarden	2	2,7	2,7	42,7
	Nijmegen Noord	2	2,7	2,7	45,3
	Nijmegen Zuid	3	4,0	4,0	49,3
	Rivierenland Oost	2	2,7	2,7	52,0
	Rivierenland West	3	4,0	4,0	56,0
	Tweestromenland	4	5,3	5,3	61,3
	Twente Midden	2	2,7	2,7	64,0
	Twente Noord	3	4,0	4,0	68,0
	Twente Oost	4	5,3	5,3	73,3
	Twente West	3	4,0	4,0	77,3
	Vechtdal	3	4,0	4,0	81,3

		Frequency	Percent	Valid Percent	Cumulative Percent
	Veluwe Noord	2	2,7	2,7	84,0
	Veluwe Vallei Noord	2	2,7	2,7	86,7
	Veluwe Vallei Zuid	1	1,3	1,3	88,0
	Veluwe West	4	5,3	5,3	93,3
	Zwolle	5	6,7	6,7	100,0
	Total	75	100,0	100,0	

Hoeveel jaar ben je al werkzaam binnen de politie?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6-10	5	6,7	6,7	6,7
	11-15	13	17,3	17,3	24,0
	16-20	23	30,7	30,7	54,7
	21-25	15	20,0	20,0	74,7
	26 of meer	19	25,3	25,3	100,0
	Total	75	100,0	100,0	

Hoeveel jaar ben je al werkzaam als Operationeel Expert Gebiedsgebonden Politie?

Afgerond naar hele jaren

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	1,3	1,3	1,3
	1	10	13,3	13,3	14,7
	2	29	38,7	38,7	53,3
	3	18	24,0	24,0	77,3
	4	5	6,7	6,7	84,0
	5	12	16,0	16,0	100,0
	Total	75	100,0	100,0	

Was je al werkzaam binnen de politie voordat je aan de functie als OE GGP begon?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ja	74	98,7	98,7	98,7
	Nee	1	1,3	1,3	100,0
	Total	75	100,0	100,0	

Q5 Recoded

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 3 Years of Experience	40	53,3	53,3	53,3
	≥ 3 Years of Experience	35	46,7	46,7	100,0
	Total	75	100,0	100,0	

Q7 Recoded

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Supervisor	60	80,0	80,0	80,0
	Supervisor	15	20,0	20,0	100,0
	Total	75	100,0	100,0	

Op welke wijze worden de taken tussen de verschillende OE's GGP binnen uw basisteam verdeeld? - Selected Choice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Geografisch	35	46,7	46,7	46,7
	Thematisch	12	16,0	16,0	62,7
	Beide	21	28,0	28,0	90,7
	Anders, namelijk:	7	9,3	9,3	100,0
	Total	75	100,0	100,0	

A2 - Questionnaire

1. Wat is je leeftijd?

2. Wat is je geslacht?

3. Binnen welk basisteam ben je werkzaam?

4. Hoelang ben je al in dienst binnen de politie?

5. Hoelang ben je al werkzaam als OE GGP?

6. Was je al werkzaam binnen de politie, voordat je aan de functie als OE GGP begon?

7. Zo ja, in welke functie?

    a. Wijkagent

    b. Leidinggevende

    c. Anders, namelijk:

8. Zo nee, wat is je laatst genoten functie of opleiding voordat je als OE GGP in dienst trad?

    a. Politiekundige

    b. Anders, namelijk:

9. In hoeverre bekleed je één of meerdere van de volgende werkzaamheden naast je rol als OE GGP?

    a. Officier van Dienst-Politie

    b. Operationeel Coördinator

    c. Hulpofficier van Justitie

    d. Personeelszorg

    e. Geen

    f. Anders, namelijk:

10. Hoe zijn de taken tussen de OE GGP's binnen uw basisteam verdeeld?

    a. Geografisch

    b. Thematisch

    c. Beide

    d. Anders, namelijk

11. In hoeverre zijn er binnen uw basisteam initiatieven met betrekking tot opleiding en/of training ontplooid om je te ondersteunen binnen je functie?

Role conflict-scale

1. I have to do things that should be done differently.

2. I receive an assignment without the personnel to complete it.

3. I have to break a rule or a policy in order to carry out an assignment.

4. I receive incompatible requests from two or more people.

5. I work with two or more groups that operate quite differently.

6. I do things that are apt to be accepted by one person and not by others.

7. I receive an assignment without adequate resources and materials to execute it

8. I work on unnecessary things.

Role ambiguity-scale

1. I feel certain about how much authority I have.

2. There are clear, planned goals and objectives for my appointment.

3. I know that I have divided my time properly.

4. I know what my responsibilities are.

5. I know what is expected of me.

6. Explanation is clear of what has to be done.

A4 – Test Statistics H1 & H2

Group Statistics

	Q10 Recoded	N	Mean	Std. Deviation	Std. Error Mean
Role Conflict	No Thematic Approach	63	3,21	,760	,096
	Thematic Approach	12	3,11	,700	,202

Independent Samples Test - Approach

		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference		Lower	Upper
Role Conflict	Equal variances assumed	,018	,894	,411	73	,682	,097	,237		-,374	,569
	Equal variances not assumed			,435	16,354	,669	,097	,224		-,376	,571

Ranks

	Q10 Recoded	N	Mean Rank	Sum of Ranks
Role Ambiguity	No Thematic Approach	63	39,79	2506,50
	Thematic Approach	12	28,63	343,50
	Total	75		

Test Statistics Approach[a]

	Role Ambiguity
Mann-Whitney U	265,500
Wilcoxon W	343,500
Z	-1,634
Asymp. Sig. (2-tailed)	,102

a. Grouping Variable: Q10 Recoded

A5 – Test Statistics H3 & H4

Group Statistics

	Q7 Recoded	N	Mean	Std. Deviation	Std. Error Mean
Role Conflict	No Supervisor	60	3,13	,779	,101
	Supervisor	15	3,45	,553	,143

Independent Samples Test Background

		Levene's Test for Equality of Variances		t-test for Equality of Means						
							Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)			Lower	Upper
Role Conflict	Equal variances assumed	1,954	,166	-1,482	73	,143	-,317	,214	-,744	,109
	Equal variances not assumed			-1,816	29,651	,079	-,317	,175	-,674	,040

Ranks

	Q7 Recoded	N	Mean Rank	Sum of Ranks
Role Ambiguity	No Supervisor	60	37,35	2241,00
	Supervisor	15	40,60	609,00
	Total	75		

Test Statistics Background[a]

	Role Ambiguity
Mann-Whitney U	411,000
Wilcoxon W	2241,000
Z	-,519
Asymp. Sig. (2-tailed)	,604

a. Grouping Variable: Q7 Recoded

A6 – Test Statistics H5 & H6

Group Statistics

	Q5 Recoded	N	Mean	Std. Deviation	Std. Error Mean
Role Conflict	< 3 Years of Experience	40	3,10	,793	,125
	≥ 3 Years of Experience	35	3,31	,686	,116

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Role Conflict	Equal variances assumed	,516	,475	-1,205	73	,232	-,208	,172	-,551	,136
	Equal variances not assumed			-1,217	72,994	,228	-,208	,171	-,548	,133

Ranks

	Q5 Recoded	N	Mean Rank	Sum of Ranks
Role Ambiguity	< 3 Years of Experience	40	37,89	1515,50
	≥ 3 Years of Experience	35	38,13	1334,50
	Total	75		

Test Statistics[a]

	Role Ambiguity
Mann-Whitney U	695,500
Wilcoxon W	1515,500
Z	-,048
Asymp. Sig. (2-tailed)	,962

a. Grouping Variable: Q5 Recoded

A7 – Test Statistics H7 & H8

Group Statistics

	P-Zorg Ja/Nee	N	Mean	Std. Deviation	Std. Error Mean
Role Conflict	Ja	54	3,30	,714	,097
	Nee	21	2,92	,778	,170

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference		Lower	Upper
Role Conflict	Equal variances assumed	,350	,556	2,019	73	,047	,380	,188		,005	,755
	Equal variances not assumed			1,943	33,880	,060	,380	,196		-,017	,778

Ranks

	P-Zorg Ja/Nee	N	Mean Rank	Sum of Ranks
Role Ambiguity	Ja	54	37,69	2035,50
	Nee	21	38,79	814,50
	Total	75		

Test Statistics[a]

	Role Ambiguity
Mann-Whitney U	550,500
Wilcoxon W	2035,500
Z	-,196
Asymp. Sig. (2-tailed)	,845

a. Grouping Variable: P-Zorg Ja/Nee