



## 20 Years of Performance in Police Organization: A Bibliometric Analysis

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### Abstract

As one of the institutions in the public sector that engages directly with the community, the police play a significant role in providing services, security, and order following its obligations and functions. This research aims to map the topic of organizational performance in the public sector, particularly in the police, in numerous scientific studies. This research is a quantitative study with a descriptive methodology. Documentation techniques and literature studies were obtained through the Scopus database with the keyword "police performance." At the initial stage of the search, 73 articles related to "police performance" were found in the last 20 years, from 2003-2023. The analysis in this study was carried out using bibliometric techniques, which included the authors and articles published, citations, institutions, and countries that participated in the research development. Besides that, the analysis was also carried out using Vos Viewer software. The results of this study indicate that there are 265 keywords connected to the keyword "police performance" articles, with the highest number of publications in 2015 with 9 articles and in 2019 with 8 articles. In 2017 and 2022, with 6 articles, then the country with the most published articles is the United Kingdom with 10 articles, while the countries with the lowest contribution are Brazil, Indonesia, Israel and Spain, with 3 articles. Beside that, the institution with the most contributions is the Hebrew University of Jerusalem, with three documents. The author with the most citations related to "police performance" is Jon M. Shane, with a total of 219 citations then social sciences is the most frequently used subject, 59 documents or 52.7%. Finally, these results show that the most used keys in the last 20 years related to the keyword "police performance" are performance, police performance, police, police legitimacy, and job performance, while the least used keywords are creative leadership, procedural justice, crisis intervention, and citizen satisfaction.

**Keywords** *Performance, Police, Police performance, Bibliometric*

### INTRODUCTION

Law No. 2 of 2002 concerning the Indonesian National Police states that "The Indonesian National Police is a state instrument that plays a role in maintaining security and public order, enforcing the law, and providing protection, protection, and services to the public in the context of maintaining" the Indonesian National Police (Polri) has a very important role and function. To always provide services and protection and to foster a sense of security and comfort in all circumstances, the presence of Polri is crucial in every aspect of community life. For the community to recognize the professionalism of the police in carrying out their tasks in compliance with existing laws and regulations, Polri, as a state apparatus, must offer services to the community effectively and promptly (Aprialdy, 2016; Dewi, 2020). However, the community's perception of the police has suffered due to their involvement in several criminal activities, which in turn has the potential to affect their performance. As a result, public faith in the police has declined to meet public expectations of police performance, and the police are expected to continue making improvements, particularly in human resources. Following its vision and objectives, the police can fulfil its obligations and perform its tasks.

Performance is the correlation between organizational inputs and outputs about overall operations, goal attainment, and each individual's happiness in the operational process (Khan et al., 2019; Kiatsuranon & Suwunnamek, 2019; Pambreni et al., 2019). Additionally, since

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organizational performance is based on individual performance, it can be said that organizational performance is implemented when people at different levels of the organization achieve organizational goals. Performance is also a determining factor for the public's trust in public sector organizations (Khan et al., 2019; Ryu & Christensen, 2019). Ryu & Christensen (2019) and Sulieman & Alfaraidy (2019) discuss the role of performance measurement as the primary tool for management control to achieve objectives by monitoring the efficient use of resources within the company. Santty et al. (2023) and Valikodath et al. (2023) discuss the importance of evaluating organizational performance in the public sector and the procedures that must be taken to resolve issues and strengthen organizational excellence.

Septiarini et al. (2020) and Sumardi & Fernandes (2020) show how performance in the public sector, particularly in the police, relates to the services offered. Good and terrible services can be used as a benchmark to determine how devoted an organization is to its willingness and ability to offer quality services to the community. There is a need for quality service at all levels of society that uses those services. The community has not yet experienced the fullest extent of the advantages of the procedure and outcomes of services rendered by public organizations (Melkamu & Teshome, 2023). This study aims to map out organizational performance in the police industry. By integrating bibliographic information, keywords, citations, and nations that impact scientific research, mapping is a technique used to visualize a specific scientific field into a landscape map to observe the growth and uniqueness of a specific field. As a result, it is possible to determine with certainty what makes the research on the effectiveness of police organizations innovative compared to earlier studies.

## **LITERATURE REVIEW**

### **Performance**

Chatterjee et al. (2023) and Umaroh et al. (2023) imply that employees' output defines performance, frequently referred to as performance or result. Organizational performance, which comprises organizational development, compensation, communication, management style, organizational structure, rules, and procedures, impacts performance (Kapnang et al., 2021; Khan et al., 2019; Alnuaimi & Abdulhabib, 2023). The author makes the case that human output, which includes productivity, absenteeism, turnover, citizenship, and satisfaction, is another word for performance. Ryu and Christensen (2019) imply that individual performance is called job performance, work outcomes, and task performance.

Furthermore, Liu and Lin (2019) indicate that organizational performance is a comparison of input/output on overall operation and goal achievement in the organization, as well as the satisfaction of each party involved in the operation process. Olan et al. (2022) Organized labour will occur when each individual at various levels within an organization is capable of achieving the organization's goals. Ahmed et al. (2020) identify performance as a critical indicator in the running of a business. Çankaya & Sezen (2019) describes organizational performance as behaviour related to organizational goals and that conduct can be measured based on individual contributions to organizational goals.

### **Police Performance**

Tolan et al. (2017) highlight that the police are a state instrument tasked with maintaining security and public order, providing protection, and protecting the community. According to Law No. 2 of 2002 governing the Indonesian National Police, the police serve as one of the functions of the state government in the areas of security and public order, law enforcement, protectors, protectors, and servants to the community. In the meantime, a police institution is a government entity that has been classified as an institution and has been given the ability to carry out its

functions following laws and regulations.

The concept of police performance is significant because it measures how successfully police officers serve the community (Barrett et al., 2019; Misse, 2021). Crime, arrest, and conviction rates can be used to assess police performance (Alnuaimi & Abdulhabib, 2023). Alnuaimi & Abdulhabib (2023) and Barros et al. (2022) state that indicators of police success include: Police are efficient, the officers carry out their jobs and take necessary action, the police respond quickly, and keep updated and give a followed up (Kelley et al., 2019).

## RESEARCH METHOD

This study employs bibliometric analysis, allowing for a review of previously done research and generating an overview (Argumedo-García et al., 2021; Hermawan et al., 2022). This study employs network-related datasets to identify author, country, and institution collaboration networks. Furthermore, in this study, the bibliometric analysis was carried out by integrating the analysis of the most influential research based on citations and representative phrases (Argumedo-García et al., 2021; Carneiro et al., 2021; White & Borgholthaus, 2022) relates to police performance. The bibliometric study was based on the literature associated with the keyword “police performance”, as reported in the Scopus database. The Scopus database was used to find publications relevant to the title, abstract, and keywords, illustrated in Table 1.

**Table 1.** Summary of research methods used

Source	Relevant articles related to “police performance.”
Type of analysis	Quantitative and bibliometrik analisis
Period	2003-2023
Search terms	TITLE (“Police performance”) AND ( LIMIT-TO ( PUBYEAR , 2004) until ( PUBYEAR , 2023 ) ) AND ( LIMIT-TO ( DOCTYPE , “article”) ) AND ( LIMIT-TO ( SRCTYPE , “journal”) )
Total/ documents	73

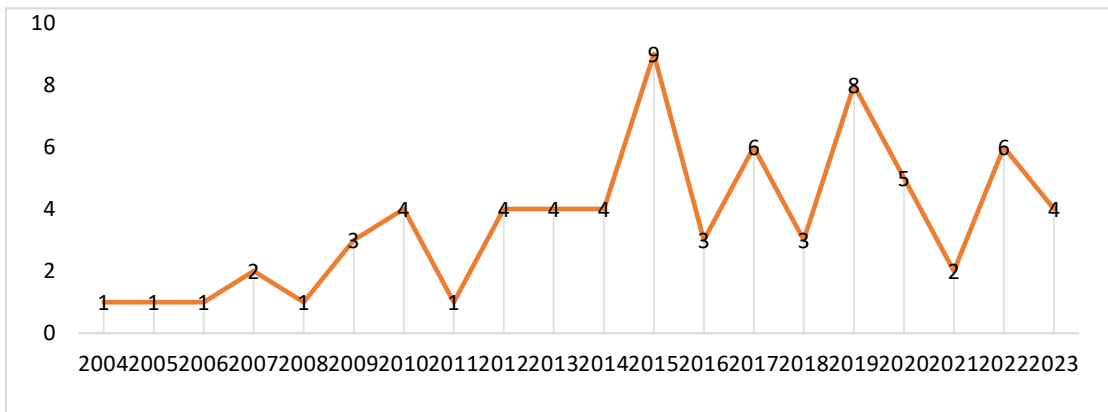
Table 1 shows the methods used for police performance research based on the type of analysis (quantitative and bibliometric analysis), police performance research in the last 20 years, 2003-2023, and search results based on publication date, author, affiliation, title, abstract, journal, and keywords in the Scopus database. Vosviewers software was used for network analysis, identifying linkages between authors, citations, nations, and co-citations relevant to the keywords used.

## FINDINGS AND DISCUSSION

The search results show that there were 73 scientific articles found in the Scopus database with the term “Police Performance” in the title, abstract, and keywords for 2003-2023. All scientific publications were found based on the article category.

### 20-Year Publication Interest

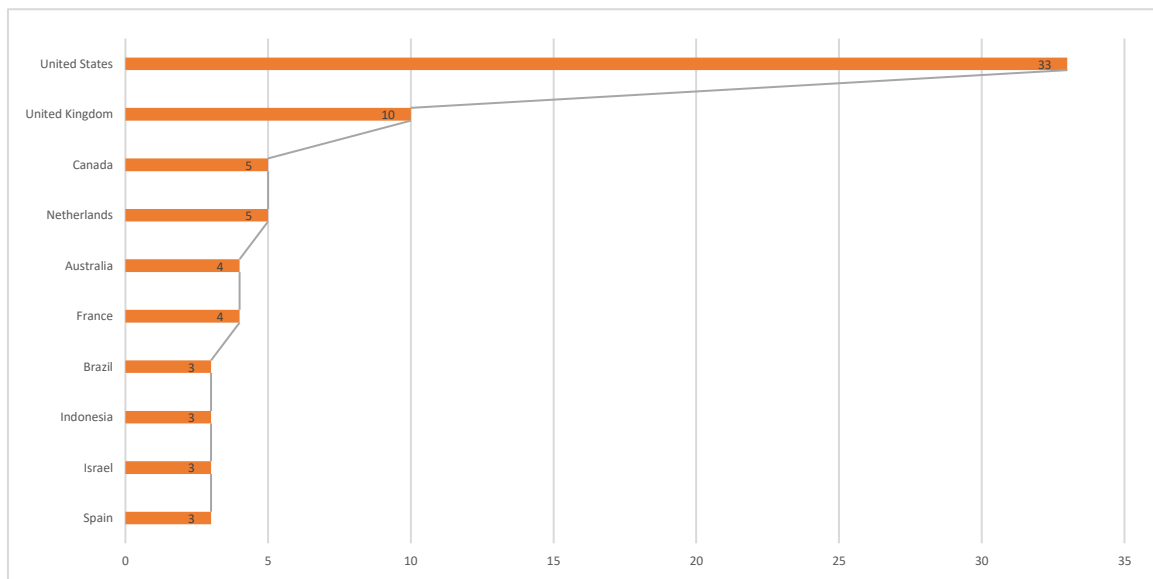
Based on Figure 1, only 72 papers on “police performance” have been published in the Scopus database in the last 20 years. According to the Scopus database, the year with the most publications per year connected to the term “police performance” was 2015, with nine articles, followed by 2019, with eight pieces, and 2017 and 2022, with six articles. It can be stated that there is an upward and downward trend in publications, with the latest year, 2023, seeing a decline when compared to the preceding year.



**Figure 1.** Publication of articles related to the keyword "Police Performance"

**Number of Publications from Each Country and Institution**

According to the data analysis findings based on Scopus database searches, there are countries with the highest and lowest contribution of article papers in research connected to "police performance." This contribution is depicted in Figure 2, which shows that the United States has the most article contributions related to "police performance," namely 33 articles, followed by the United Kingdom with 10 articles, and Brazil, Indonesia, Israel, and Spain have the fewest contributions related to "police performance" research, namely 3 articles.



**Figure 2.** Countries with the highest and lowest contributions

**Table 2.** 10 most productive institutions

No	Institution	Country	Number of Publication
1	Hebrew University of Jerusalem	Israel	3
2	Matrix, Inc.	United States	2
3	Western University	London	2
4	John Jay College of Criminal Justice	New York	2
5	East Carolina University	United States	2

6	Washington State University College	United States	2
7	University of Warwick	United Kingdom	2
8	Portland State University	United States	2
9	University of Portsmouth	United Kingdom	2
10	Cleveland Police	United Kingdom	1

According to Table 2, the Hebrew University of Jerusalem has made the most contributions to police performance in the last 20 years, with three documents, followed by Matrix, Inc., Western University, John Jay College of Criminal Justice, East Carolina University, Washington State University College, University of Warwick, Portland State University, and University of Portsmouth, each with two documents, and Cleveland Police with one document. Furthermore, the United States dominates the ten institutions in the study related to "police performance," with four institutions contributing to "police performance" or 20% of the ten most productive institutions, followed by the United Kingdom with three institutions or 15% of the ten most productive institutions, and London, New York, and Israel with one institution each or 5% of the ten most productive institutions.

### Number of Citations

Table 3 shows the five writers with the highest amount of citations. According to the chart, Jon M Shane is the author with the most citations, with 219 citations connected to the police performance study. There are many studies related to "police performance" conducted by Jon M Shane as well as collaborative research with other researchers.

**Table 3.** Five authors with the most citations

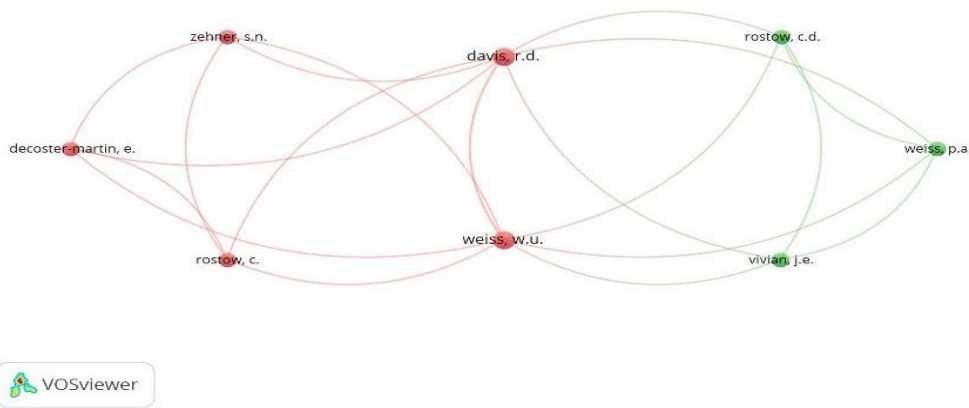
No.	Years	Author	Title	Publications	Q index	Cite
1.	2010	Jon M Shane (Shane, 2010)	Organizational stressors and police performance	Journal of Criminal Justice	Q1	219
2.	2009	Kristina Murphy (Murphy, 2009)	Public Satisfaction with police: The importance of procedural justice and police performance in police-citizen encounters	Australian and New Zealand Journal of Criminology	Q1	132
3.	2006	Nigel Fielding and Martin Innes (Fielding & Innes, 2006)	Reassurance policing, community policing and measuring police performance	Policing and Society: An International Journal of Research and Policy	Q1	85
4.	2007	Paul-Philippe Paré, Richard B. Felson, and Marc Ouimet (Paré et al., 2007)	Community variation in crime clearance: A multilevel analysis with comments on assessing police performance	Journal of Quantitative Criminology	Q1	68
5.	2008	Michael F. Gorman, and John Ruggiero	Evaluating US state police performance using data envelopment analysis	International Journal of Production Economics	Q1	66

**Table 3.** Five authors with the most citations

No.	Years	Author	Title	Publications	Q index	Cite
		(Gorman & Ruggiero, 2008)				

Source: Processed

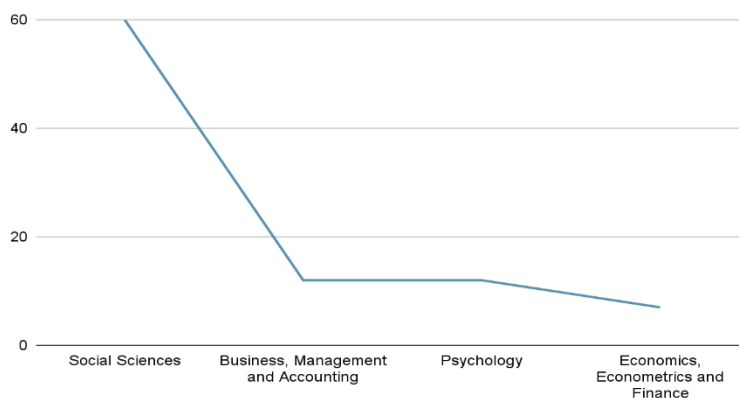
Furthermore, the strength of the association between authors is displayed in the results of the bibliometric analysis with a network visualization display, based on the findings of author analysis utilizing vos-viewer, as shown in Figure 3. Figure 3 depicts the results of the author collaboration divided into two groups or colour clusters, red and green. According to the findings of the analysis, some writers who contributed to the research “police performance” include Davis, r.d, Weiss, w.u, Rostow, C, Decoster-martin, e, Rostow, c. d, Weiss, p. a, and Vivian, J. e.



**Figure 3.** Connected, cooperative relationship between authors

**Category Subject Analysis**

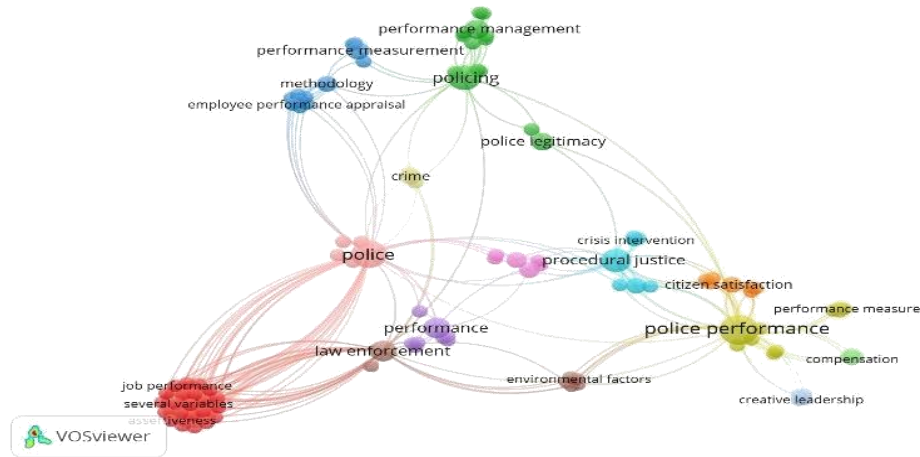
The Scopus analysis was conducted to discover common research categories, as shown in Figure 4. Figure 4 also shows that in the last 20 years, the subject of social sciences has been the most frequently used in “police performance” research with 59 documents or 52.7%, followed by the subjects of business, management, accounting, and psychology with 12 documents or 10.7%, medicine with 10 documents or 8.9%, and economics, econometrics, and finance with 7 documents or 6.3%.



**Figure 4.** The most frequent sub-topics of the publications in the database Scopus

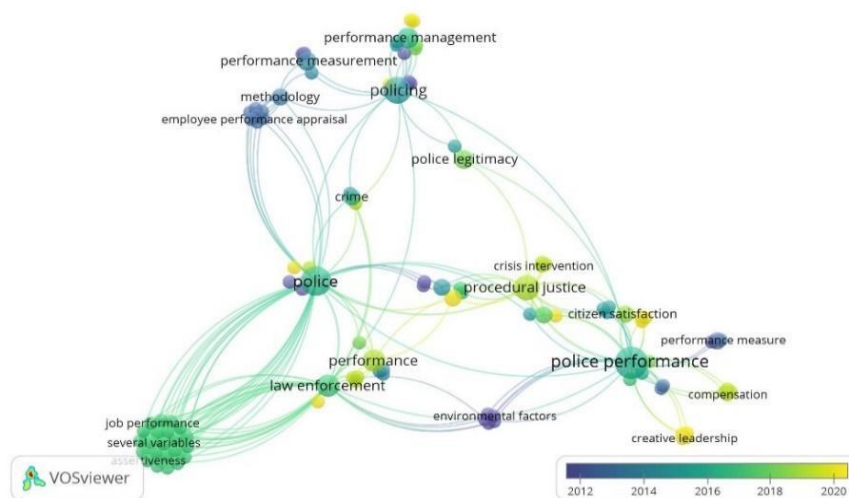
### Keyword analysis

Based on the results of the Vosviewer analysis, word extraction was found from the title and abstract with 265 Co-occurrence connections through 10 clusters displayed in the visualization in Figure 5.



**Figure 5.** Keywords Co-occurrence Visualization

The visualization above shows that “police performance” has been used as a research topic. However, seeing that the network connecting the keywords is still tenuous, especially for “police performance”, it can be interpreted that “police performance” is rarely used in research. Figure 5 shows that several keywords with bright nodules are related to other keywords, namely performance, police performance, police, police legitimacy, and job performance. These keywords are the most used and analyzed terms in a study. Furthermore, the results of the visualization overlay analysis using Vosviewer, visualized in Fig. 6. show the year of writing with different colours, namely blue, green and yellow, in research related to the keywords used, namely “police performance”, yellow colour ranges from 2019 to 2020, green colour ranges from 2016 to 2018, while blue colour ranges from 2011 to 2015.



**Figure 6.** Keyword Overlay Visualization

The Overlay Visualization on Vosviewer analysis results also indicate some of the least utilized keywords displayed in yellow but influence the keyword links used, as demonstrated in Fig. 6. Creative leadership, procedural justice, crisis intervention, and citizen satisfaction are the least prevalent keywords, indicating that the topic is still rarely studied in a broad and particular study. These least common keywords might be used to suggest that academics and practitioners perform particular research on these terms.

## CONCLUSIONS

Based on the results of bibliometric analysis using the Scopus and Vosviewer databases, it can be concluded that the articles published in the Scopus database in the last 20 years from 2003 to 2023 related to the keyword “police performance” total 73 articles; these keywords are frequently used as research topics. Furthermore, “police performance” was discovered to have 265 keyword relationships. The bibliometric analysis results suggest that the following are the essential aspects of the bibliometric review:

1. The analysis results show that the publication of articles through the Scopus database in 20 years has an up-and-down scheme with the highest number of publications per year, namely in 2015, as many as nine articles; in 2019, as many as eight articles, and in 2017 and 2022 as many as six articles. Furthermore, there was a drop in article publications in 2023 compared to the previous year.
2. Countries and institutions, it was discovered that the United States has the most article contributions related to "police performance" with 33 articles, the United Kingdom has ten articles, and Brazil, Indonesia, Israel, and Spain have the fewest with three articles. Furthermore, the institutions with the most contributions are Hebrew University of Jerusalem with three documents, Matrix, Inc., Western University, John Jay College of Criminal Justice, East Carolina University, Washington State University College, University of Warwick, Portland State University, and the University of Portsmouth with two documents, and Cleveland Police with one document.
3. From the number of citations, it was found that the author with the most citations related to “police performance” in the Scopus database was Jon M Shane, with 219 citations. At the same time, the results of the Vosviewer analysis showed that other authors had contributed to the “police performance” research, namely Davis, r.d, Weiss, w.u, Rostow, C, Decoster-martin, e, Rostow, c. d, Weiss, p. a, and Vivian, J, e.
4. Subject categories, showing that in the last 20 years, the subject of social sciences is the most frequently used subject with 59 documents or 52.7%, the subject of business, management and accounting, and psychology with 12 documents or 10.7%, the subject of medicine with 10 documents or 8.9% and the subject of economics, econometrics and finance with 7 documents or 6.3%.
5. The keyword analysis showed that the most used keywords in the last 20 years related to “police performance” were performance, police performance, police, police legitimacy, and job performance, while the least used keywords were creative leadership, procedural justice, crisis intervention, and citizen satisfaction.

The findings of this study can be used as a reference for other researchers researching police performance; additionally, other researchers can use keywords related to police performance that are rarely used, such as creative leadership, procedural justice, crisis intervention, and citizen satisfaction. Furthermore, other researchers might use the author with the most contributions to police performance research as a reference in performing police performance research. This study has limitations, such as only using the Scopus database to collect data sources, so future research can broaden the scope of this study by including additional sources, such as Business Source



Premier, Science Citation Index, Social Science Citation, and WoS.

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