

Contents

1 Introduction	1
1.1 Research Background.....	1
1.1.1 Police Social Service Work in the Pre-reform Era (1949–1978).....	2
1.1.2 Police Social Service Work in the Reform Era (Since 1978).....	5
1.1.3 Social Service Role Strain on the Neighborhood Chinese Police	9
1.2 Research Objectives	10
1.3 Research Questions	10
References	11
2 Key Themes of Policing	13
2.1 The Development of Policing: A Historical Perspective.....	13
2.1.1 The Prehistoric Era of Policing	13
2.1.2 Policing in the Egyptian and Babylonian Empires.....	14
2.1.3 Policing in Imperial Rome.....	14
2.1.4 Policing in England	15
2.1.5 Policing in America	21
2.2 Conception of the Police Social Service Role.....	25
2.3 The Emergence of Community Policing.....	26
2.3.1 Robert Peel’s Principle	26
2.3.2 Impetus for Change: Drawbacks of Professional Crime Fighting.....	27
2.3.3 Professional Crime-Fighting Strategies.....	28
2.3.4 Weaknesses of Professional Crime-Fighting Strategies	28
2.3.5 Research on Which Community Policing Was Developed	29
2.3.6 Implications of the Research	33
2.3.7 Theoretical Origins of Community Policing	34
2.4 Chinese Policing.....	40
2.4.1 Main Components of Modern Chinese Police.....	42
2.4.2 Police Functions	45

2.4.3	Police Rank System	46
2.4.4	Police Organizations with Military Traditions	46
2.4.5	Police Organizations as Bureaucracies	47
2.4.6	The Chinese Paramilitary–Bureaucratic Police Organization	48
2.5	Research Site: Shenzhen Public Security Bureau	49
2.5.1	Organizational Structure of the Police Station	53
2.5.2	Internal Division of the Police Station	53
2.5.3	General Duties of CPOs	54
	References	55
3	Theoretical Framework	59
3.1	Major Tenets of Role Strain Theory	59
3.1.1	The Role Scarcity Assumptions	59
3.1.2	Definition of Role Strain	60
3.2	Coping with Role Strain: A Theory of Empowerment	61
3.2.1	Possible Limitations of Role Strain Theory	61
3.2.2	Definition of Coping	62
3.2.3	Empowerment Theory	63
3.2.4	Empowerment in Policing	70
3.2.5	An Integrated Empowerment Model	72
	References	74
4	Methodology	77
4.1	Research Hypotheses	77
4.2	A Mixed Methods Approach	78
4.3	First Phase: Questionnaire Survey	79
4.3.1	Gaining Access to the Subjects	79
4.3.2	Pilot Study	79
4.3.3	Sampling Techniques	80
4.3.4	The Rationale for Non-probability Sampling	81
4.3.5	Sample Selection	85
4.3.6	Instrumentation	86
4.3.7	Administration of the Survey	88
4.3.8	Response Rate	89
4.3.9	Characteristics of Subjects	90
4.3.10	Ethical Considerations	90
4.4	Second Phase: In-depth Interview	92
4.4.1	Sample Selection	92
4.4.2	Demographics of the Interviewees	92
4.4.3	Instrumentation	93
4.4.4	Administration of the In-depth Interview	97
4.4.5	Trustworthiness	98
4.4.6	Ethical Considerations	100
4.5	Data Analysis	100

4.5.1	Quantitative Data Analysis	100
4.5.2	Qualitative Data Analysis	102
4.5.3	Integrating Analysis	103
References	104
5	Findings of High Level of Police Social Service Role Strain	107
5.1	Emergence of Police Social Service Role Strain	107
5.1.1	Insomnia	107
5.1.2	Nervousness or Stress	108
5.1.3	Perplexity	108
5.1.4	Irritation	108
5.1.5	Discomfort	109
5.1.6	Depression or Frustration	109
5.1.7	Fatigue	109
5.2	High Level of Police Social Service Role Strain	109
6	Coping with Police Social Service Role Strain: Findings of the Paramilitary–Bureaucratic Structure and Structural Empowerment of the Police Organization	111
6.1	Paramilitary–Bureaucratic Structure: Poor Communication and Information Flow and Support	112
6.1.1	A Pyramidal Organizational Structure	112
6.1.2	A Rigid Chain of Command	113
6.1.3	Resources Allocation Structure: An Inverted Pyramid	114
6.2	Findings on Lack of Information	115
6.2.1	Insufficient Information from the Dispatchers	115
6.2.2	Overused Downward Communication	116
6.2.3	Inconsistent Policy and Wrong Policy Distribution	116
6.2.4	The Significant Relationship Between Information and PSSRS	117
6.3	Findings on Lack of Support	117
6.3.1	Lack of Collegial Support	118
6.3.2	Lack of Support from the Management	118
6.3.3	Lack of Trust	119
6.3.4	The Insignificant Relationship Between Support and PSSRS	119
6.4	Findings on Lack of Resources	120
6.4.1	Equipment Insufficiency	120
6.4.2	Manpower Insufficiency	121
6.4.3	The Significant Relationship Between Resources and PSSRS	121
6.5	Findings on Lack of Informal Power	121
6.5.1	Lack of Communication Between Superior and Subordinate	122
6.5.2	Lack of Communication Among Peers	122

6.5.3	Deficient Multi-Agency Communication.....	123
6.5.4	The Significant Relationship Between Informal Power and PSSRS.....	124
6.6	Paramilitary–Bureaucratic Structure: Disregard for the Personal Development	124
6.6.1	Negligence of the Individual Police Officer.....	124
6.6.2	Discouragement of Innovation, Flexibility, and Adaptability	125
6.7	Findings on Lack of Opportunity.....	126
6.7.1	Little or No Room for Promotion.....	126
6.7.2	Immobility or Negative Career Development	127
6.7.3	The Significant Relationship Between Opportunity and PSSRS	127
6.8	Findings on Lack of Formal Power.....	128
6.8.1	Lack of Concern from the Management.....	128
6.8.2	Discouraging Work Environment	129
6.8.3	Desensitization	129
6.8.4	The Insignificant Relationship Between Formal Power and PSSRS.....	130
6.9	Structural Empowerment: Coping with Police Social Service Role Strain.....	130
6.9.1	Low Level of Police Social Service Structural Empowerment.....	131
6.9.2	The Significant Relationship Between PSSSE and PSSRS...	132
	References	132
7	Coping with Police Social Service Role Strain: Findings of the Paramilitary–Bureaucratic Structure and Psychological Empowerment of the Police Organization.....	133
7.1	Paramilitary–Bureaucratic Structure: Creation of Crime Fighter Mentality	133
7.2	Findings on Lack of Meaning	134
7.2.1	Undervaluation	134
7.2.2	Lower Priority Awarded	135
7.2.3	The Significant Relationship Between Meaning and PSSRS.....	135
7.3	Findings on Lack of Competence	135
7.3.1	Feeling of Doubt and Uncertainty	135
7.3.2	Lack of Confidence	136
7.3.3	The Significant Relationship between Competence and PSSRS.....	137
7.4	Paramilitary–Bureaucratic Structure: Limited Operational Discretion and Participation in Decision Making	137
7.4.1	Limited Operational Discretion Under Heavy Supervision.....	137

7.4.2	Authoritarianism in Decision Making	138
7.4.3	Necessity of Operational Discretion and Participation in Decision Making	138
7.4.4	Emergence of Obedient Officers and Distrust	139
7.5	Findings on Lack of Impact	140
7.5.1	Lack of Influence over the Decision Making	140
7.5.2	Avoidance	141
7.5.3	The Insignificant Relationship Between Impact and PSSRS	143
7.6	Findings on Lack of Self-determination	143
7.6.1	Strict Adherence to Orders Without Flexibility	143
7.6.2	Working Under Close Scrutiny	144
7.6.3	The Significant Relationship Between Self- determination and PSSRS	145
7.7	Psychological Empowerment: Coping with Police Social Service Role Strain	145
7.7.1	Low Level of Police Social Service Psychological Empowerment	146
7.7.2	The Significant Relationship between PSSPE and PSSRS ...	147
7.8	The Relative Contributions of PSSSE and PSSPE	147
	References	147
8	Conclusion	149
8.1	Summary of the Study	149
8.2	A Model for Understanding and Coping with Police Service Social Role Strain in China	152
8.2.1	Reorganizing for Empowerment Under Community Policing	154
8.2.2	Moving from the Current Paramilitary–bureaucratic Model to a Future Community Policing Model	154
8.3	Limitations of the Study	156
8.4	Policy Implications and Recommendations: Changing Management Practices for Empowerment	156
	References	159
	Appendixes	161
	Appendix A: Questionnaire of Police Social Service Role Strain and Empowerment in the Police Stations	161
	Section I: Police Social Service Role Strain Scale	163
	Section II: Police Social Service Structural Empowerment Scale (PSSSE)	163
	Section III: Police Social Service Psychological Empowerment Scale	167
	Section IV: Demographic Sheet	168

Appendix B: Interview Protocol 169
 Introduction 169
 Topics and Questions..... 169
Appendix C: Map: Administrative Division of Shenzhen 171
Appendix D: Figure: The Structure of Public Security Police..... 171
Appendix E: Figure: The Internal Structure of Shenzhen Public
Security Bureau..... 172
Appendix F: Figure: The Structure of Shenzhen Public
Security Bureau..... 172
Appendix G: Organizational Chart of the Police Station..... 173
References 175