

# Regulations

2021 6(1)

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# Regulations

Publisher: J-INSTITUTE  
ISSN: 2436-3693

Website: [www.j-institute.jp/Regulations/](http://www.j-institute.jp/Regulations/)  
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[dx.doi.org/10.22471/Regulations.2021.6.1.01](https://dx.doi.org/10.22471/Regulations.2021.6.1.01)

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## Spread of the COVID-19 and the Fall of Neoliberalism: State's Increased POLICE ROLE

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### Abstract

**Purpose:** The purpose of this article is to discuss the implications of major countries' counter-strategies to overcome the COVID-19 and draw out policy options for South Korea. The study aims to provide a concrete alternative to strengthening the military's response capabilities, arguing that South Korea should become a global leader that prevents the spread of infectious diseases abide by Hongikingan(The idea of widely benefiting humans) of ancient South Korean political thought.

**Method:** This article reviews drawing up South Korea's strategy by examining major countries' counter-strategies against COVID-19 abide by the theory of neoliberalism. The goal of neoliberalism is to aim for a small government, value the efficiency of private companies, expand free trade, open markets, and maximize the role of the private sector.

**Results:** The limits of neoliberalism after the spread of COVID-19 can be summarized as follows. First, State-led supply of quarantine masks and the supply of therapeutic vaccines becomes prevalent breaking away from the neoliberalism way of production by the private sector. Second, free trade and open markets, which neoliberalism values, are checked by the establishment of a quarantine period and the blockade of transportation routes. Thereby the neoliberalism is faced with a limit out of its cherished values of super-connected and high-speed. Third, neoliberalism was a way to pursue a small government and maximize the role of the private sector, but the spread of Covid-19 strengthens the state's control over the quarantine goods and its production facilities such as the operation of the Act on Production of Goods during War. Fourth, there is a growing demand for strengthening government role to mobilize state-led troops for the response. It needs to improve the legal system to strengthen the military's capability to tackle infectious diseases.

**Conclusion:** In responding to non-traditional threat by the military sector, defense reforms such as laws, systems, and integrated command systems are needed at the defense level. Second, the effectiveness of response should be enhanced by designating a dedicated unit for each type of non-traditional threats, such as environmental pollution, infectious diseases, and large-scale natural disasters such as earthquakes and tsunami, etc. Third, we need to establish an AI-based disaster management system in conjunction with the 4th industrial revolution. Fourth, it calls for the establishment of an international cooperative network in responding to non-traditional threats.

**[Keywords]** Covid-19, Neoliberalism, Police, Non-Traditional Threat, System

## 1. Introduction

The world is reassessing the non-traditional security threats due to the unprecedented pandemic of COVID-19. In the case of advanced countries in the United States and Europe, the failure to preemptively cope with the spread of COVID-19 is causing massive casualties. The

role of the national level control is becoming more important to reduce COVID-19 damage. It requires a government-level inspection of GPS to track personal location as an effort to identify infected people. The increase in cross-border trade and exchanges caused by the spread of neoliberalism has made the world a global village and the spread of the disease calls for a global response, not at the regional and national level.

Western democracies that were aiming for small governments, such as the United States and Britain, suffered the most from the spread of the COVID-19. On the other hand, in light of the early end of COVID-19 under the control of totalitarian dictatorships such as China and North Korea, strong preemptive policies, have proved to be the best way to prevent the spread of infectious diseases. The spread of COVID-19 insinuates the fall of neoliberalism that has lasted for more than 40 years. The goal of neoliberalism is to aim for a small government, value the efficiency of private companies, expand free trade, open markets, and maximize the role of the private sector.

Through stagflation in the 1970s, the U.S. removed the nation's protection and regulatory laws and neoliberalism has emerged. After the end of the Cold War, the United States, which had exclusive rights to operate the global economy, promoted the neoliberal way of globalization.

The spread of COVID-19 in full-fledged inevitably increases government intervention and calls for state-level corporate mobilization to produce quarantine-related supplies. In the case of the U.S., as the COVID-19 pandemic gaining weight, the need for national intervention increased due to the national consensus that various defense supplies should be produced through the National Defense Materials Production Act, which is similar to the military mobilization order and the requisition order, recognizing it as the biggest crisis since the Great Depression. The central banks of global major countries try to stabilize the financial market by investing astronomical funds. And the states are mobilizing regular troops to build temporary hospitals to accommodate overflowing patients. Due to the progress in globalization created by neoliberalism, the hyper-mobility and hyper-connectivity caused by the development of transportation have triggered the spread of COVID-19 around the world in a short period.

The purpose of this article is to discuss the implications of major countries' counter-strategies to overcome the COVID-19 and draw out policy options for South Korea. Chapter 2 refers to non-traditional security threats and the fall of neoliberalism brought about by COVID-19. Chapter 3 describes the implications of major countries' COVID-19 counter-strategies, and Chapter 4 discusses ways to strengthen the military's non-traditional security threat response. Chapter 5, presents government-level policy options to overcome non-traditional security threats by strengthening the military capability to tackle non-traditional security threats.

## **2. Literature Review and Theoretical Discussion**

### **2.1. Literature review**

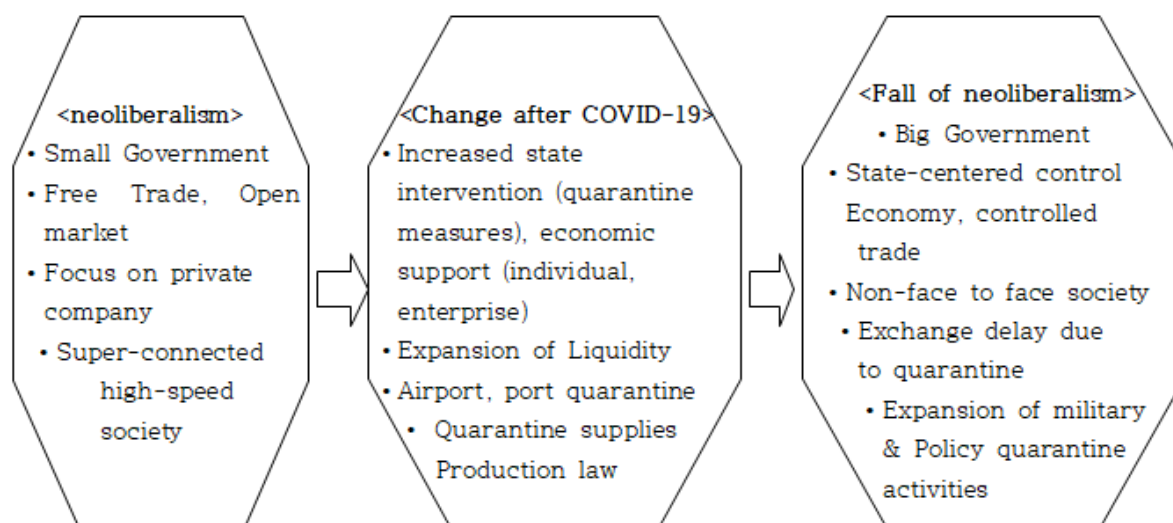
The paper "South Korea Military Response to the COVID-19 Global Pandemic Case Studies," written by Kim Tae Young & Lee Ju Lak, describes the success factors of the South Korean military's COVID-19 response in two ways<sup>[1]</sup>. First, considering the local situation and characteristics of high-risk areas, the integrated disaster support system was operated within Golden Time and rapid response units were established by the region to immediately provide equipment and supplies. Second, the success factor is to successfully carry out the role of a control tower" that effectively distributes available resources in cooperation with the central government and local governments. Also, it proposed a development plan, pointing out that the South Korean military needs to improve its defense-level legal, institutional, and integrated support system against non-traditional threats such as infectious diseases.

The Role of National Defense in the Mass Prevention of infectious diseases, written by Park M H. & Kim T H & Kim H W, argued for the strengthening of the military's role and non-traditional security threat response capabilities not only about infectious diseases, but also in overall crisis management systems, including prevention, preparation, and response. In "Preparation against Non-conventional Security Threats such as COVID-19," written by [2]. Kim Y H, pointed out that China's failure to respond, WHO's lethargy, lack of U.S. leadership, and ethnocentrism in advanced Western countries, discussing the international political impact and implications of the COVID-19 crisis [3]. As a concrete countermeasure, first, awareness of non-traditional security threats should be enhanced. Second, it is important to establish a system for rapid response by strengthening monitoring and early warning systems. Third, the government should establish a strong crisis management system and overhaul the unified legal system. Fourth, a public-private military integrated response system has to be established. At the same time, a system that can be utilized by mobilizing reserve forces has to be established in preparation for non-traditional threats. Fifth, a response system should be established in advance through research and development in the military in preparation for the possibility of using biological and chemical weapons using viral weapons. Sixth, it is necessary to strengthen the international cooperation system and cooperation network to respond to non-traditional security threats. As a result of the existing research review, the rapid establishment of a national response system is necessary for the prevention, response, and preparation of COVID-19. The differentiation of this study is to look through examples of major countries' state-led intervention strategies and to seek government-level policy alternatives to cope with non-traditional threats in South Korea.

## 2.2. Theoretical discussion: the fall of neoliberalism

The remarkable changes caused by COVID-19 are the promotion of digital transformation, the spread of untact culture and technology due to social distance, the diversification of the global value chain and trade environment, the reduction of jobs and the way they work, and the increase in the function and role of the government to respond to the crisis. By blocking the link connecting the global village in the name of quarantine, the COVID-19 spread has put a brake on free trade. The state's role in responding to the crisis of infectious diseases has constructed a big government. More than 40 years after the advent of neoliberalism, the main pillars of neoliberalism began to collapse, prompting a new era of transformative demands <Figure 1> [4].

**Figure 1.** The framework of analysis.





COVID-19 virus is spreading through the global network created by neoliberalism and can be seen as a historical event that has exposed the backside of global life, namely the neoliberal gap between the rich and the poor and racism, relaxed peace, and the structural problems behind daily life[5]. The spread of the virus has revealed the side effects and vulnerabilities of globalization, which has made it inevitable for anti-globalization or free trade to shrink. COVID-19 has evolved into a global paradigm, changing the life and cultural landscape of the human community and giving political, economic, financial, and cultural shocks across human society.

The purpose of neoliberalism is unachievable under the circumstances in which the United States dominates the hegemony of the world. This is because of the United States' stance on export regulations and protectionism. The spread of COVID-19 is expected to break the hegemony of the U.S. and opens a new chapter of the global village. COVID-19 reveals the evils of the neoliberal way of globalization, the absence of hegemony in which both the United States and China fail to provide international leadership, and opens a new era of the G-0 of interregnum.

By sharing Chinese-style quarantine experiences with the world, China emphasizes its version of solidarity by presenting an alternative model for the new international order of the human community envisioned by China. The U.S. lost its status as an international leader due to its relative weakening influence in the international multilateral zone and its failure to respond to COVID-19 in the U.S. In contrast, South Korea is overcoming the negative view of the international community and becoming a reasonable model case for overcoming COVID-19's so-called K-quarantine. South Korea is providing sufficient public goods to the international community and South Korea's efforts are becoming a K-quarantine model that Italy, Japan, the United States, France, and Sweden are accepting. South Korean models have increased quarantine efficiency under democratic control in which daily lives are not much restricted, by mandatory executing practical activities(such as hand washing, wearing masks, keeping social distance, and refraining from large-scale group events)[6]. On the other hand, the South Korean government implemented a total of \$100 billion(132 trillion won) worth of bold expansionary fiscal policy to prevent COVID-19 from leading to a contraction in consumption and investment industry activity[7].

The study aims to provide a concrete alternative to strengthening the military's autonomous response capabilities based on existing research while arguing that South Korea should become a global leader that prevents the spread of infectious diseases abide by Hongikongan(The idea of widely benefiting humans) of ancient South Korean political thought. In the next chapter 3, describes major state-led intervention as a response strategy, which is a limiting factor of neoliberalism caused by COVID-19.

### **3. Major Countries State-Led Intervention Strategy Against the COVID-19**

#### **3.1. The U.S.**

The National Strategy for the COVID-19 Response and Pandemic Preparedness provides a roadmap to guide America out of the worst public health crisis in a century. It includes an actionable plan across the federal government to address the COVID-19 pandemic, including twelve initial executive actions issued by President Biden on his first two days in office. The National Strategy is organized around seven goals as follows[8].

- Restore trust with the American people.
- Mount a safe, effective, and comprehensive vaccination campaign.
- Mitigate spread through expanding masking, testing, data, treatments, health care workforce, and clear public health standards.
- Immediately expand emergency relief and exercise the Defense Production Act.

- Safely reopen schools, businesses, and travel while protecting workers.
- Protect those most at risk and advance equity, including across racial, ethnic, and rural/urban lines.
- Restore U.S. leadership globally and build better preparedness for future threats.

To execute the National Strategy, the White House will establish a COVID-19 Response Office across all federal departments and agencies. As a national crisis response strategy, the Ministry of Health and Welfare is the main body to respond to issues directly related to public health and medical services, but the actual response personnel and support are managed by the CDC (Centers for Disease Control and Prevention) and provides technical support for on-site response and overall countermeasures. The United States, which suffered the most severe damage from COVID-19 due to initial response failure, is investing a large budget in infectious diseases R&D, focusing on NIH (National Institute for Health) to respond to COVID-19 [9][10].

Accelerating development through the establishment of integrated drug facilities, and expanding financial support for the employees of defense R&D institutions and SMEs (Small and Medium-Sized enterprises). Through DARPA's (Defense Advanced Research Projects Agency) Biological Technologies Office, defense R&D is actively used in response to COVID-19 and is promoting various R&D programs for the COVID-19 epidemic. DARPA continues to invest R&D in a wide range of quarantine measures to address biological threats such as biochemical warfare and biochemical terrorism [11][12]. The newly developed Moderna vaccine development program was also carried out through DARPA's Autonomous Dynamics to Affordable Prevention and Countermeasures (ADEPT) program in 2013. The U.S. Congress is also supporting federal R&D agencies (Federal R&D Enterprises) through the legislation of the COVID-19 relief package. Also, it extends the income and corporate tax return and payment deadline and provides support for the maintenance of SME loans and employment to individuals and companies affected by the COVID-19. In particular, the Small and Medium Business Administration (SBA) supports the salaries of less than 500 small and medium-sized workers through the Paycheck Protection Program (PPP) to induce eight weeks of employment. It also abolished federal individual consumption taxes on civil airlines affected by increased quarantine.

### 3.2. The Germany

Germany's ruling party, which is considered a quarantine model case for dealing with the COVID-19 crisis, has selected minimum wage cuts, flexible working hours, and lower corporate tax rates as reform tasks to overcome economic difficulties and prepare for the post-COVID-19 era. Through core industrial investment, Germany promoted digital transformation in existing industrial and medical service sectors, while supporting R&D affected by COVID-19, and expanding vaccine-related R&D budgets. Large-scale investments were made in support of the health and medical sectors through the Active Programs for research, education, and innovation investment.

Germany has developed the concept of a health economy (Gesundheitswirtschaft) and has developed the potential of the digital health care industry. Since COVID-19, digital health-related application sales have doubled compared with the previous year, recording rapid growth in the digital health care market. Germany has been pushing for the transition to medical digital, including the world's first application prescription by enacting the e-health Act in 2015 and reforming the Telemedicine Prohibition Act in 2018. The trend is expected to accelerate with the spread of COVID-19 [13]. DOCYET, a German startup company, has developed Corona-Bot for identifying COVID-19 infections based on the most advanced information provided by public research institutes to assist in telemedicine counseling [14]. KRY, a Swedish-based telemedicine startup company, supports free remote care through KRY applications in Sweden, Germany, and Norway [15]. It adopts a new program of up to 700 million euros for the development and production of vaccines and supports extensive clinical research and mass production of COVID-19 vaccines.

### 3.3. The U.K.

The UK did not start strict social distance from the beginning of the COVID-19, as a consequence, more than 50,000 people have been infected per day in December 2020. Since the discovery of the highly infectious variant virus, the British government has designated areas with the severe spread of the virus and turn into a three-stage response system, allowing bar and cafeteria only delivery, packaging, and drive-through operations.

The U.K. is actively promoting economic stimulus through the expansion of public R&D investment, It is responding to the COVID-19 pandemic by setting public safety as the top priority of the government[16]. The U.K plans to expand public R&D investment to 220 pounds per year from 2024 to 2025 and increase the total R&D ratio to GOD to 2.4%[17]. Due to the COVID-19, The U.K. focuses on making a living and public health, responding to the impact on people's livelihoods, falling sales of companies, the collapse of the value chain, possible confusion in the export market, and reduced employment. It provides £12 billion to public services and individual and corporate support sectors affected by COVID-19 and includes 5 billion pounds of COVID-19 response funds needed to respond to the crisis and restore resilience. Recognizing the COVID-19 response as a global task, the U.K. is pursuing a rapid and effective response. In particular, the UK's Defense Security Promotion Agency(DASA) is carrying out innovative support activities such as offering quarantine technology and raising funds related to innovation as part of strengthening the Ministry of National Defense's capabilities to cope with the threat of future infectious diseases. At the same time, The U.K is supporting small and medium-sized enterprises that have difficulty in raising cash[18].

### 3.4. The China

China recorded many deaths at the initial state of the COVID-19 outbreak but officially declared an end to COVID-19 with strict state intervention and control. However, the tension has not been relaxed due to the sporadic occurrence of the COVID-19 patients.

Along with the R&D strategy, the Chinese government is working on a wide range of measures, including production, cutting-edge technology, small and medium-sized business support, human resources policy, and science and technology governance. The COVID-19 New Deal was promoted through a special government bond issuance plan worth 1 trillion Yuan and an active fiscal policy through large-scale public investment was announced. Since the launch of a pan-ministerial joint research team for COVID-19, inspection technology, vaccine, drug R&D, and related research projects have been carried out through the Chinese Academy of Sciences and the National Food and Drug Administration as part of the COVID-19 counter measures[19]. The Chinese government is promoting optimization of basic research support systems, support for innovation entities, business management reform, creation of a research environment, and supplementation of support mechanisms. It plans to support 200 million export-related workers and provide 2 trillion Yuan to small and medium-sized enterprises that suffer from COVID-19. It is also strengthening support policies for small and medium-sized enterprises and large companies based in Hubei Province, including exemption from five months of social security contributions paid by employers.

## 4. Implications of COVID-19 Response Strategies of Major States for South Korea

South Korea maintains the remarkable achievement of the K quarantine by continuously seeking the harmony of quarantine and daily life. It is managing the patient outbreak on a controlled basis by keeping the social distance and wearing mask mandatory. Out of the 37 member countries of the Organization for Economic Cooperation and Development(OECD), the death toll per 100,000 people is the second-lowest. Looking at the trends related to COVID-19 response in major countries, the U.S. and Britain are focusing on large-scale finan-

cial support for the R&D sector and the development and transfer of COVID-19 response technology using defense R&D. Germany is pursuing an R&D strategy focusing on digital conversion such as telemedicine, and China is setting up a strategy to strengthen innovation by resuming damaged production activities and developing related technologies. Major countries' response strategies to COVID-19 have implications for South Korea as follows.

It can be summarized as an active response to COVID-19, the pursuit of new public-private cooperation strategies, strengthening of national recovery, linkage of the defense sector, promotion of digital conversion, expansion of telemedicine, the establishment of a self-supporting supply chain, and international cooperation for active support of small and medium-sized enterprises.

As shown in the case of the United Kingdom and the U.S. crisis response R&D and practical deployment programs such as infectious diseases linked to defense R&D should be actively promoted. There is a need to improve responsiveness in case of emergency using battlefield medical programs and utilizing logistics as a delivery system from the national social security network. Due to the nature of infectious diseases, the development of treatments and vaccines can be difficult for the private sector to enter due to economic problems, so continued goal-oriented research and development should be pursued through state-led defense R&D.

To strengthen the ROK military sector's response capability against nontraditional threats, first of all, national defense reforms such as laws, systems, and integrated command systems are needed[20]. Second, the effectiveness of response should be enhanced by designating and empowering a unit dedicated to a specific non-traditional threat type such as environmental pollution, infectious diseases, and large-scale natural disasters. Third, It is necessary to establish an AI-based disaster management system in conjunction with the Fourth Industrial Revolution.

## 5. Conclusion

This article reviews drawing up South Korea's response strategy by examining major countries' counter-strategies against COVID-19 abide by the theory of neoliberalism. Studies have shown that since the COVID-19 Pandemic, small governments, a principle that neoliberalism values have shifted their roles to large governments. It also found that free trade and exchanges were blocked by quarantine and that a state-led economy was revived out of neoliberalism that stresses the efficiency of private companies[21]. These facts demonstrate the limits of de facto neoliberalism after the COVID-19 pandemic. The limits of neoliberalism after the spread of COVID-19 can be summarized as follows.

First, State-led supply of quarantine masks and the supply of therapeutic vaccines becomes prevalent breaking away from the neoliberalism way of production by the private sector.

Second, free trade and open markets, which neoliberalism values, are checked by the establishment of a quarantine period and the blockade of transportation routes. Thereby the neoliberalism is faced with a limit out of its cherished values of super-connected and high-speed.

Third, neoliberalism was a way to pursue a small government and maximize the role of the private sector, but the spread of Covid-19 strengthens the state's control over the quarantine goods and its production facilities such as the operation of the Act on Production of Goods during War.

Non-traditional security threats such as COVID-19 accelerated authoritarian neoliberalism due to increased demand for state intervention. In particular, the government's role is increasing in the area of R&D investment in response to infectious diseases, household support measures due to rising unemployment, corporate support policies due to falling productivity. The state-own banks are supplying liquidity to stabilize the market, by cutting interest rates and blocking interest rate hikes through quantitative easing.



Fourth, there is a growing demand for strengthening government role to mobilize state-led troops for the response. It needs to improve the legal system to strengthen the military's capability to tackle infectious diseases.

As seen in the U.K. and the U.S. cases, It is an important task to strengthen the military's response capability through R&D. It is also necessary to expand the scope and scale of R&D for both civilian and military, by promoting information and manpower exchanges, active cooperation with overseas through the defense sector. In the future, the ROK army needs to establish an AI-based disaster management system to respond to infectious diseases in cooperation with the private sector.

In responding to non-traditional threats by the military sector, defense reforms such as laws, systems, and integrated command systems are needed at the defense level. Second, the effectiveness of response should be enhanced by designating a dedicated unit for each type of non-traditional threat, such as environmental pollution, infectious diseases, and large-scale natural disasters such as earthquakes and tsunami, etc. Third, we need to establish an AI-based disaster management system in conjunction with the 4th industrial revolution. Fourth, it calls for the establishment of an international cooperative network in responding to non-traditional threats.

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## 7. Appendix

### 7.1. Authors contribution

Initial name		Contribution
Author	SL	-Set of concepts <input checked="" type="checkbox"/>
		-Design <input checked="" type="checkbox"/>
		-Getting results <input checked="" type="checkbox"/>
		-Analysis <input checked="" type="checkbox"/>
		-Make a significant contribution to collection <input checked="" type="checkbox"/>
		-Final approval of the paper <input checked="" type="checkbox"/>
		-Corresponding <input checked="" type="checkbox"/>
		-Play a decisive role in modification <input checked="" type="checkbox"/>
		-Significant contributions to concepts, designs, practices, analysis and interpretation of data <input checked="" type="checkbox"/>
		-Participants in Drafting and Revising Papers <input checked="" type="checkbox"/>
		-Someone who can explain all aspects of the paper <input checked="" type="checkbox"/>

# Regulations

Publisher: J-INSTITUTE  
ISSN: 2436-3693

Website: [www.j-institute.jp/Regulations/](http://www.j-institute.jp/Regulations/)  
Editor: [Regulations@j-institute.jp](mailto:Regulations@j-institute.jp)

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[dx.doi.org/10.22471/Regulations.2021.6.1.10](https://dx.doi.org/10.22471/Regulations.2021.6.1.10)

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## Verification of Difference in Empowerment of POLICE Officers in Security Department in Republic of Korea by Their Academic Background and Employment Route

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### Abstract

**Purpose:** Police officers in security department play important role in securing the safety of nation and the people from very broad security threat and have no choice but to have stricter vertical organizational structure compared to other police organizations. However, in order to change to more positive and active organization, police officers in security department must change to horizontal one where the members can make active communications and interactions. Thus, in this study, we make an empirical verification which differences will be caused by the educational background and employment route in members' empowerment of police officers in security department which secure national preservation from various threat to the safety and seek for protecting the life and personal safety of the people.

**Method:** Frequency Analysis, t-test, One Way ANOVA. In this study, a survey has been conducted in Self-Administration Method for 100 police officers in the security departments experienced in the duties for the residents escaping from North Korea out of the police officers in the security department with the population of the police officers of the Republic of Korea in 2020 in order to verify how difference will be caused in follower ship of leaders based on the number and work region of staffs in the department of security police officers.

**Results:** As a result of analysis, in terms of difference in empowerment from educational background, it is discovered from all the questionnaires that the police officers in security department having higher educational background including graduates of universities and graduate schools have higher empowerment than the ones having comparatively lower educational background including graduates from college and high school.

Moreover, in terms of difference in empowerment from employment route, it is discovered from most of the questionnaires that the public officers of police officers in security department graduated from the Korea National Police University or military cadet have higher empowerment level than the police officers employed from open recruitment or other special recruitment.

**Conclusion:** In order to form positive empowerment of public officers of police officers in security department: first, in the National Police Agency and each local police agencies in cities and Do provinces, educational opportunity must be extended for formation of positive empowerment, improvement of work performance and other self development of police officers in lower position including police officers in security department; second, it is necessary for extending the window and route of decision making in internal organization of police so that various opinions and suggestions of lower level police officers in security department, who have lower educational background, been employed at comparatively lower ranking positions and have not promoted to a management position, are openly collected and actively reflected in the policies of police; third, fair and strict physical and emotional compensation system for empowerment of police officers including police officers in security department must be ex-

tended; and, forth, it is necessary to ensure that the chief of the National Police Agency and other officers from high ranking management from local police agencies develop transformative leadership.

**[Keywords]** Police Officers in Security Department, Empowerment, Leadership, Transformative Leadership, Security

## 1. Introduction

Different from private organizations including general administrative organizations or private companies, police has a strict command and discipline and hierarchies organizational structure with special power relationship in order to maintain and prevent danger to public welfare and order[1].

Different from general duties to be carried out by general police officers, police officers in security department play a role for protecting the national territory and life of the people from military threat of traditional force threatening security including North Korea. In addition, police officers in security department have no choice but to have stricter vertical organizational structure than other organizations of police because police officers in security department play an important role for maintaining security of the nation and people from very broad security threatening factors even for anti-terrorist, industrial security, cyber security and risk management under the 'concept of inclusive security' recently developed[2].

However, with rapidly changing in security environment and the changes in domestic and overseas security environment, many changes are required to police officers in security department[3]. In particular, in order to make prompt and effective response to various security threatening factors and secure national security, police officers in security department also have to form horizontal organizational culture so that all the members voluntarily and actively play their roles through that culture.

Moreover, even in order to overcome the image of police officers in security department in the past authoritarianism era and establish a new image of police officers in security department corresponding to the recent changes in security environment, police officers in security department have to reform themselves to become an organization friendly to the citizens through horizontal organizational culture in their organization.

However, in order to make a change in organizational structure and culture of police officers in security department as described above, it is more important to form a positive empowerment of high ranking managers and middle managers. That positive empowerment of management level officers not only have an important impact on the improvement of morale and job satisfaction of the members but also make a significant impact on the effectiveness of various activities of police officers in security department related to security including collection of security information and investigations of security violators[4][5][6].

In general, empowerment means the process of leader's distribution or sharing of responsibilities, rights and control over resources necessary for the duties to his or her members. This empowerment changes gradually the relationship among the members in the organization into horizontal one, improve their morale and job satisfaction so that they can make prompt and positive response in rapidly changing environment. Thus, its importance is more emphasized in the administrative organizations in modern society where active and voluntary organizational culture is emphasized[7][8][9].

Thus, in this study, the empowerment of members in the organization of police officers in security department seeking for security of the nation and people's life and body against various security threatening factors and a policy plan for forming positive empowerment in the organization of police officers in security department through that analysis. In particular, in this study, we make a verification which differences are shown in the empowerment of police officers in security department who are presently taking office in the organization of police

officers in security department in terms of their educational background and employment route and want to make suggestions a plan for forming positive empowerments by groups based on that verification.

## 2. Research Method

### 2.1. Research subjects and sampling method

In this study, among police officers in the security department as of 2020 who had experience in work related North Korean defectors, 100 trainees in the Police Human Resources Development Institute were surveyed via self-administration method. Among the collected survey questionnaires, 91 were selected as valid samples, excluding those whose answers were incomplete or missing.

**Table 1.** The general characteristic of the research subjects.

	Description	N(%)	Total
Gender	Male	61(67.0%)	91
	Female	30(33.0%)	
Age	20s	7(7.7%)	91
	30s	28(30.8%)	
	40s	30(33.0%)	
	50s or older	26(28.6%)	
Education	High school	14(15.4%)	91
	Junior college	30(33.0%)	
	College	43(47.3%)	
	Graduate school	4(4.4%)	
Rank	Policemen/women	1(1.1%)	91
	Senior policemen/women	19(20.9%)	
	Assistant inspector	18(19.8%)	
	Inspector	29(31.9%)	
	Senior inspector	14(15.4%)	
	Superintendent	10(11.0%)	
Employment path	General recruitment	75(82.4%)	91
	Special recruitment	5(5.5%)	
	Police academy	2(2.2%)	
	Police cadet	9(9.9%)	
	Other	0(0.0%)	
	5 years and less	13(14.3%)	91
The total length of service as a police officer	6-10 years	32(35.2%)	
	11-15 years	13(14.3%)	
	16-20 years	13(14.3%)	



	Longer than 20 years	20(22.0%)	
The length of service at the security department	2 years and less	16(17.6%)	91
	3-5 years	56(61.5%)	
	6-10 years	17(18.7%)	
	Longer than 10 years	2(2.2%)	
The number of police officers in the organization	10 or less	18(19.8%)	91
	11-15	42(46.2%)	
	16-20	24(26.4%)	
	More than 21	7(7.7%)	
Service location	Tier 1 areas(big cities)	80(87.9%)	91
	Tier 2 areas(small/ medium-sized cities)	11(12.1%)	
	Tier 3 areas(rural areas)	0(0.0%)	

## 2.2. Measuring instrument

The appropriate method for each verification method was chosen to increase the content validity and verify the construct validity of the questionnaire. Content validity was validated through consultation with relevant experts to adopt survey questions suitable for the purpose of the study, and the reliability of the survey questions was shown to be Cronbach's  $\alpha$  coefficient .951.

**Table 2.** The questions.

	Questions
Q-1	The duties I am working with is important to me.
Q-2	The activities related to my duties are meaningful to me.
Q-3	The works to be done by me is meaningful to me.
Q-4	The works to be done by me is significant to the duties of department to which I belong.
Q-5	The duties I am working with now will be very helpful for me to achieve my goal in the future.
Q-6	I am confident in my ability to carry out my duties.
Q-7	I am certain that I have ability to carry out my duties.
Q-8	I have sufficiently understood technical knowledge necessary for my duties.
Q-9	I am confident that I will be able to successfully achieving the goal of the department to which I belong.

Q-10	I have ability to successfully handle even difficult duties.
Q-11	I make decisions almost automously how to carry out my duties.
Q-12	I have an ability to make decisions by myself how I will carry out my duties.
Q-13	I have reasonable independency and discretion in carrying out my duties.
Q-14	I make decisions by myself on the goal of my duties.
Q-15	I chose the method necessary for carrying out my duties.
Q-16	I have a lot of influence on the things and events occurring in the department to which I belong.
Q-17	I can control over many things occurring in the department to which I belong.
Q-18	I can use my influence on the things and events occurring in the department to which I belong.
Q-19	I can use my influence on the decision and changes in the way to carrying out the duties of the department to which I belong.
Q-20	I can use my influence sufficiently on achievement of the goal of the department to which I belong.

### 2.3. Data processing and analysis method

The data processing of this study was performed by using the SPSS 23.0, a statistical package program, to perform statistical verification for the purpose of data analysis as follows:

First, frequency analysis was conducted to identify general characteristics using the SPSS/PC+23.0 program.

Second, Cronbach's  $\alpha$  coefficient was calculated for the reliability verification of the questionnaire.

Third, One Way ANOVA was conducted to identify the differences in empowerment based on educational background.

Forth, One Way ANOVA was conducted to identify the differences in empowerment based on employment route.

## 3. Result of Study

### 3.1. Difference in empowerment based on educational background

<Table 3> shows the difference in empowerment based on educational background As for Q-1, Q-2, Q-4, Q-7, Q-16, Q-17, it is discovered that the empowerment of police officers in security department graduated from university and graduate school is higher than the ones from high school. As for Q-3, Q-18, it is discovered that the empowerment of police officers in security department graduated from university and graduate school is higher than the ones from high school and the empowerment based on graduate school is higher than the ones from college. As for Q-6, Q-8 , it is discovered that the empowerment of police officers in security department graduated from college, university and graduate school is higher than the ones from

high school. As for Q-9, it is discovered that the empowerment of police officers in security department graduated from college, university and graduate school is higher than the ones from high school and the empowerment based on graduate school is higher than college. As for Q-10, the empowerment of police officers in security department graduated from university and graduate school is higher than the ones from college and the empowerment based on college, university and graduate school is higher than the ones from high school.

As for Q-11, the empowerment of police officers in security department graduated from university is higher than the ones from high school and the empowerment based on graduate school is higher than the ones from high school and college. As for Q-12, the empowerment of police officers in security department graduated from university is higher than the ones from high school and the empowerment based on graduate school is higher than the ones from high school, college and university. As for Q-13, the empowerment of police officers in security department graduated from graduate school is higher than the ones from high school, college and university and the empowerment based on university is higher than the ones from high school. As for Q-14, the empowerment of police officers in security department graduated from university is higher than the ones from college and the empowerment based on graduated school is higher than the ones from high school and college. As for Q-15, the empowerment of police officers in security department graduated from university is higher than the ones from high school, and the empowerment of police officers in security department graduated from graduate school is higher than the ones from high school and college. As for Q-19, the empowerment of police officers in security department graduated from university is higher than the ones from high school and college and the empowerment of police officers in security department graduated from graduate school is higher than the ones from high school and college. As for Q-20, the empowerment of police officers in security department graduated from university is higher than the ones from high school and college and the empowerment of police officers in security department graduated from graduated school is higher than the ones from high school.

**Table 3.** Difference in empowerment based on educational background.

		N	M	SD	F	sig	post hot
Q-1	High school	14	3.5714	.64621	4.747	.004	C,D>A
	College	30	3.9667	.31984			
	University	43	3.9535	.48568			
	Graduate school	4	4.5000	.57735			
Q-2	High school	14	3.4286	.51355	5.126	.003	C,D>A
	College	30	3.7333	.52083			
	University	43	3.9535	.61542			
	Graduate school	4	4.5000	.57735			
Q-3	High school	14	3.6429	.49725	5.668	.001	C,D>A D>B
	College	30	3.7667	.43018			
	University	43	4.0465	.48568			
	Graduate school	4	4.5000	.57735			
Q-4	High school	14	3.2857	.61125	6.669	.000	C,D>A
	College	30	3.7000	.53498			
	University	43	3.9302	.59343			
	Graduate school	4	4.5000	.57735			
Q-5	High school	14	3.5000	.85485	1.549	.208	
	College	30	3.4000	.49827			
	University	43	3.6744	.71451			
	Graduate school	4	4.0000	.81650			

Q-6	High school	14	3.0000	.39223	6.447	.001	B,C,D>A
	College	30	3.5667	.56832			
	University	43	3.6512	.65041			
Q-7	Graduate school	4	4.2500	.50000	5.229	.002	C,D>A
	High school	14	2.8571	.36314			
	College	30	3.3667	.55605			
Q-8	University	43	3.5349	.73513	7.118	.000	B,C,D>A
	Graduate school	4	4.0000	.81650			
	High school	14	2.5714	.75593			
Q-9	College	30	3.2333	.67891	8.464	.000	B,C,D>A D>B
	University	43	3.4651	.70200			
	Graduate school	4	4.2500	.50000			
Q-10	High school	14	2.5000	.65044	13.535	.000	C,D>B>A
	College	30	3.1000	.54772			
	University	43	3.6047	.69486			
Q-11	Graduate school	4	4.0000	.00000	7.024	.000	C>A, D>A,B
	High school	14	2.4286	.75593			
	College	30	3.0000	.69481			
Q-12	University	43	3.2791	.85428	8.101	.000	C>A D>A,B,C
	Graduate school	4	4.2500	.50000			
	High school	14	2.3571	.63332			
Q-13	College	30	2.8333	.74664	7.402	.000	D>A,B,C C>A
	University	43	3.1628	.81446			
	Graduate school	4	4.2500	.50000			
Q-14	High school	14	2.2143	.42582	6.767	.000	C>B, D>A,B
	College	30	2.7667	.81720			
	University	43	3.0698	.96103			
Q-15	Graduate school	4	4.2500	.50000	5.648	.001	C>A, D>A,B
	High school	14	2.2857	.61125			
	College	30	2.7000	.74971			
Q-16	University	43	3.0233	.91257	6.866	.000	C,D>A
	Graduate school	4	4.0000	1.15470			
	High school	14	2.0714	.26726			
Q-17	College	30	2.7000	.83666	6.845	.000	C,D>A
	University	43	3.0465	.84384			
	Graduate school	4	3.7500	.95743			

Q-18	High school	14	2.0714	.73005	7.424	.000	C,D>A D>B
	College	30	2.6000	.81368			
	University	43	3.0233	.80144			
Q-19	Graduate school	4	3.7500	.95743	8.596	.000	C>A,B D>A,B
	High school	14	2.1429	.53452			
	College	30	2.4667	.57135			
Q-20	University	43	2.9302	.79867	5.464	.002	C>A,B D>A
	Graduate school	4	3.7500	.95743			
	High school	14	2.2857	.72627			
Q-20	College	30	2.5333	.68145	5.464	.002	C>A,B D>A
	University	43	3.0233	.85880			
	Graduate school	4	3.5000	.57735			

Note: A: High school, B: College, C: University, D: Graduate school.

### 3.2. Difference in empowerment based on employment route

<Table 4> shows the difference in empowerment based on employment route. As for Q-1, Q-10, Q-11, Q-12, Q-16, it is discovered that the empowerment of executive candidates is higher than police officers employed from open competitive employment. As for Q-2, it is discovered that the empowerment of police officers in security department graduated from the National Police Academy and executive candidates is higher than police officers in security department employed from special competitive employment. As for Q-5, it is discovered that the empowerment of police officers in security department graduated from the National Police Academy is higher than police officers in security department employed from open and special competitive employment and the police officers in security department of executive candidate is higher than police officers in security department employed from open competitive employment. As for Q-7, it is discovered that the empowerment of police officers in security department graduated from the National Police Academy and executive candidates is higher than police officers in security department employed from open competitive employment. As for Q-8, Q-9, Q-13, Q-14, Q-15, Q-17, Q-18, Q-19, Q-20, it is discovered that the empowerment of police officers in security department of executive candidates is higher than police officers in security department employed from open and special competitive employment.

**Table 4.** Difference in empowerment based on employment route.

		N	M	SD	F	sig	post hot
Q-1	Open competitive employment	75	3.8667	.47458	3.624	.016	D>A
	Special competitive employment	5	3.8000	.44721			
	National police academy	2	4.5000	.70711			
	Executive candidates	9	4.3333	.50000			
Q-2	Open competitive employment	75	3.7867	.59940	3.250	.026	C,D>B
	Special competitive employment	5	3.4000	.54772			
	National police academy	2	4.5000	.70711			
	Executive candidates	9	4.2222	.44096			



Q-3	Open competitive employment	75	3.8933	.48136	4.114	.009	C>A,B D>A
	Special competitive employment	5	3.4000	.54772			
	National police academy	2	4.5000	.70711			
Q-4	Executive candidates	9	4.2222	.44096	2.892	.040	
	Open competitive employment	75	3.7200	.62731			
	Special competitive employment	5	3.6000	.54772			
Q-5	National police academy	2	4.5000	.70711	7.691	.000	
	Executive candidates	9	4.2222	.44096			
	Open competitive employment	75	3.4667	.60030			
Q-6	Special competitive employment	5	3.4000	.89443	4.221	.008	
	National police academy	2	5.0000	.00000			
	Executive candidates	9	4.2222	.66667			
Q-7	Open competitive employment	75	3.4533	.62154	6.925	.000	
	Special competitive employment	5	3.8000	.44721			
	National police academy	2	4.5000	.70711			
Q-8	Executive candidates	9	4.0000	.50000	5.276	.002	
	Open competitive employment	75	3.1600	.71735			
	Special competitive employment	5	2.8000	1.09545			
Q-9	National police academy	2	4.0000	.00000	4.397	.006	
	Executive candidates	9	4.0000	.00000			
	Open competitive employment	75	3.2133	.75861			
Q-10	Special competitive employment	5	2.8000	.83666	4.397	.006	
	National police academy	2	4.0000	.00000			
	Executive candidates	9	4.0000	.00000			

	Executive candidates	9	4.0000	.50000			
Q-10	Open competitive employment	75	3.2000	.73521	4.331	.007	D>A
	Special competitive employment	5	3.0000	.70711			
	National police academy	2	4.0000	.00000			
	Executive candidates	9	4.0000	.50000			
Q-11	Open competitive employment	75	2.9867	.83007	5.128	.003	D>A
	Special competitive employment	5	3.0000	.70711			
	National police academy	2	3.0000	1.41421			
	Executive candidates	9	4.1111	.60093			
Q-12	Open competitive employment	75	2.8400	.75409	7.389	.000	D>A
	Special competitive employment	5	3.0000	1.00000			
	National police academy	2	3.0000	1.41421			
	Executive candidates	9	4.1111	.60093			
Q-13	Open competitive employment	75	2.7333	.82746	8.785	.000	D>A,B
	Special competitive employment	5	2.8000	1.09545			
	National Police Academy	2	3.0000	1.41421			
	Executive candidates	9	4.2222	.44096			
Q-14	Open competitive employment	75	2.6800	.79117	8.943	.000	D>A,B
	Special competitive employment	5	2.6000	.89443			
	National police academy	2	3.0000	1.41421			
	Executive candidates	9	4.1111	.60093			
Q-15	Open competitive employment	75	2.7067	.80158	8.450	.000	D>A,B
	Special competitive employment	5	2.6000	.89443			
	National police academy	2	3.0000	1.41421			
	Executive candidates	9	4.1111	.60093			
Q-16	Open competitive employment	75	2.6667	.82746	6.005	.001	D>A
	Special competitive employment	5	2.8000	.83666			
	National police	2	3.0000	1.41421			

Q-17	academy				7.020	.000	D>A,B
	Executive candidates	9	3.8889	.60093			
	Open competitive employment	75	2.6400	.86431			
	Special competitive employment	5	2.6000	.89443			
	National police academy	2	3.0000	1.41421			
	Executive candidates	9	4.0000	.50000			
Q-18	Open competitive employment	75	2.6133	.80360	9.037	.000	D>A,B
	Special competitive employment	5	2.6000	.89443			
	National police academy	2	3.5000	.70711			
	Executive candidates	9	4.0000	.50000			
Q-19	Open competitive employment	75	2.5333	.64375	17.213	.000	D>A,B
	Special competitive employment	5	2.4000	.54772			
	National police academy	2	3.0000	1.41421			
	Executive candidates	9	4.1111	.33333			
Q-20	Open competitive employment	75	2.6133	.71458	9.691	.000	D>A,B
	Special competitive employment	5	2.8000	1.09545			
	National police academy	2	3.0000	1.41421			
	Executive candidates	9	4.0000	.50000			

Note: A: Open competitive employment, B: Special competitive employment, C: National Police Academy, D: Executive candidates.

## 4. Conclusion and Discussion

Police officers in security department have stricter command and discipline system and vertical organizational culture than other police organizations because of fundamental nature of their duties – preservation and maintenance of the nation- and their organizational structure requiring high level security. Thus, in this study, we made an empirical verification which difference in empowerment of members in the organizations of police officers in security department is made from the educational background and employment route of police officers in security department maintaining the existence of the nation and seeking for the safety of the people's life and body from various security threatening factors.

As a result of analysis, for all the questionnaires on the difference in empowerment based on educational background, it is discovered that police officers in security department having comparatively higher educational background such as the ones graduated from university or graduate school have higher empowerment than the ones having comparatively lower one.

In addition, as for the difference in empowerment based on employment route and in most of the questionnaires, it is discovered that the police officers in security department from the

National Police Academy or executive candidates have higher level empowerment than the ones hired from general open competitive employment or special employment.

Thus, considering all the result of that analysis, we can tell that the empowerment of police officers in security department hired in comparatively higher positions is higher. In other words, we can tell that police officers hired in middle management position higher than lieutenant based on their higher educational background have horizontal leadership. In addition, we can tell that they tend to respect creativity and autonomy of their subordinates by actively utilizing delegation system of authority in good faith among the members of their organization.

Examining in detail the causes of that result of analysis, we cannot forget the fact that the police officers in security department hired in the position of lieutenant through their comparatively higher educational background experience leader role of small sized police organizations such as police squad, task force and police substation from the beginning of employment. And, it seems that they may naturally learn the leadership, followership and empowerment because they carry out the duties in the position of decision maker mostly in the course of carrying out their duties after employment.

On the contrary, it is assumed that police officers in security department including general police officers who are not in the position of management or executive and fail to promote middle manager including lieutenant since hired in lower ranking position lack experience in showing leadership as manager or superior of organization and the level of their empowerment is lower.

Thus, in order to improve members' organizational commitment and job satisfaction through positive empowerment and gain efficient police activities through internal democratic decision making, it seems to us that alternative plan is needed for policies for forming positive empowerment in police officers in security department having lower level educational background and comparative lower ranking position[10][11].

As a plan for those policies: first, it is necessary to extend various educational opportunities of formation of positive empowerment, improvement of job performance and self development for lower ranking police officers including police officers in security department in the National Police Agency and other local police stations in cities and Do provinces. In particular, the educational courses for development of individual ability and leadership in the central police schools, educational institution for newly hired police officers must be extended. Educational program based on field examples must be developed and regular continuing education must be provided by the Police Training Institute and local police agencies in order to form positive leadership and empowerment[12].

Second, it is necessary to expand the window and route of decision making in police organizations to ensure that various opinions and suggestions of lower ranking police officers in security department, who has been hired in comparatively lower position and failed to promote executives of police, are openly collected and actively reflected in police policies[13].

Commonly, open decision making structure in the organization which may be defined as participating decision making brings about a great positive ripple effect including improvement of job performance of organizational members, increase of job commitment and satisfaction and expansion of creative activities as well as empowerment[14][15][16].

Thus, we have to improve decision making structure within the organization of police officers in security department so that participating decision making structure will be formed. And, the authority owned police officers in security department from special group monopolizing the right to make decisions for the entire of police organization as well as police officers in security department must be distributed so that police organizations will be reformed as horizontal and democratic organization.

Third, fair, strict actual and emotional compensation system in terms of empowerment of police officers including police officers in security department must be extended. In general, it is said that, if he or she is properly compensated, the leader of organization can reflect, individually care for the higher desires of members and provide ideas for efficiency of duties [17].

Moreover, it is said that empowerment will have positive impact on internal motivation of members including intent to change jobs, work performance and job satisfaction only when the fairness in compensation is secured[18].

This means that the empowerment in the true sense of the term will be available only when reasonable compensation is made. Thus, it is necessary to improve the system of police organization under which feedback is provided to the effort or result and proper compensation is given depending on the increase of responsibilities.

Fourth, it is necessary for the chiefs and higher ranking managers in the National Police Agency, local police agencies in cities and Do provinces and each police stations to develop transformational leadership. In general, transformational leadership means the one that the leaders of organizations can motivate subordinates for achieving the goals by suggesting clear roles and requirements for their duties[19]. In addition, it is said that transformational leadership has positive impact on formation of positive empowerment[20].

Thus, the transformational leadership of the chiefs and higher ranking managers of police organizations making decisions on the policies related to empowerment including self development, decision making participating structure, and compensation system in police organization must be strengthened. In addition, those chiefs and higher ranking managers must develop work performance guidelines with which the members can clearly identify their roles through transformational leadership, share clear work performance guidelines and suggest continuing vision so that all the members will form positive empowerment.

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## 6. Appendix

### 6.1. Authors contribution

	Initial name	Contribution
Lead Author	JN	-Set of concepts <input checked="" type="checkbox"/> -Design <input checked="" type="checkbox"/> -Getting results <input checked="" type="checkbox"/> -Analysis <input checked="" type="checkbox"/> -Make a significant contribution to collection <input checked="" type="checkbox"/>
Corresponding Author*	HK	-Final approval of the paper <input checked="" type="checkbox"/> -Corresponding <input checked="" type="checkbox"/> -Play a decisive role in modification <input checked="" type="checkbox"/> -Significant contributions to concepts, designs, practices, analysis and interpretation of data <input checked="" type="checkbox"/>
Co-Author	SJ	-Participants in Drafting and Revising Papers <input checked="" type="checkbox"/> -Someone who can explain all aspects of the paper <input checked="" type="checkbox"/>

### 6.2. Funding agency

This research was supported by a Research Grant of Kyungwoon University in 2021.

# Regulations

Publisher: J-INSTITUTE  
ISSN: 2436-3693

Website: [www.j-institute.jp/Regulations/](http://www.j-institute.jp/Regulations/)  
Editor: [Regulations@j-institute.jp](mailto:Regulations@j-institute.jp)

Corresponding author  
E-mail: [inkyu8008@daum.net](mailto:inkyu8008@daum.net)

[dx.doi.org/10.22471/Regulations.2021.6.1.24](https://dx.doi.org/10.22471/Regulations.2021.6.1.24)

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## Case Analysis of Suicide Precursor of POLICE Officers: Focusing on Suicide Exposure

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### Abstract

**Purpose:** In this study, we examine the factors related to the suicide of police officers and discuss about the suicides caused by exposure to suicide news in order to suggest basic materials which will be helpful for prevention of police officers. In addition, we examine the relations among the variables through case analysis of suicide precursor and desire to develop a model of diagnosis and prediction for actual problems. We hope that this study will be utilized as good material for countermeasures against suicides of a lot of members in police organization.

**Method:** In this study, we trace suicide cases of domestic and overseas police officers and desire to prepare efficient plan to prevent those suicide cases. For this we also conduct literature search, statistical analysis, case study, expert interview and interview investigation by utilizing studies on suicides and suicidal thoughts of police officers and precedent researches on domestic and overseas suicides. Moreover, we found the relation between the cases of suicide causes and cases of suicide exposure through analysis of present condition by ages, causes, social status and departments by utilizing the frame of case analysis of suicide exposure.

**Results:** It is discovered that main causes of police officers's suicide exposure are as follows: First, they witness various events and accident and suffer extreme heartache followed by posttraumatic stress disorder and extreme labor; Second, they are exposed to extreme work stress due to too heavy comprehensive performance system for public safety; Third, front-line police officers suffer from stress and depression from night-time work and day/night shift; and Forth, the risk of suicide is increased by unique characteristics of police work, possession of guns.

**Conclusion:** In order to prevent and reduce the suicide of police officers, the following plans must be prepared. First, the work environment of police officers must be renovated, regular consultation program must be permanently established and spare place and spare time for sufficient rest should be provided. Second, it is necessary to revitalize family participating program and expand training center and sports facility. Third, innovative evaluation system must be adopted in order to alleviate work stress from required public safety performance. Fourth, a department dedicated to support for police officers engaged in work-related incident should be established. Fifth, a plan for expanding wearing taser gun substituting gun must be prepared.

**[Keywords]** Police Officer, Suicide Exposure, Suicidal Ideation, Suicide Precursor, Suicide Prevention

## 1. Introduction

The suicide rate of Korea has taken first place among the OECD countries since 2013 and suicide has come up serious social issue. Moreover, average 17 police officers commit suicide every year, 1.7 times higher than the entire police officers, which may be more serious problem. The suicide rate of police officers continues growing trend for the past 10 years and the causes are depression(29 police officers, 26.1%), family trouble(25 police officers, 22.5%), economic problem, pessi-

mism about disease and personal affairs(13 police officers, 11.7%).

Police officers carry out unique duties responsible for the safety of the people and handling guns and, even if a single case of suicide accident with gun occurs, social effect is great and leakage in public safety and negative impact on internal organization are big, which has far-reaching impact on our society. Thus, we should analyze what are the causes of those suicide of police officers and find out which are the suicide precursor and the countermeasures against them[1][2][3].

The researchers which have approached to the causes of suicide from personal aspects consider depression, mental disorder and disability and the ones from socio-economic structural aspects focus on recognition of relations between suicide rate and the changes in rates of economic growth, economic activity participation and unemployment[4][5].

In examining the precedent studies related to suicide of police officers, most of them are studies on the causes of suicide exposure such as stress and depression and the ones on discussion about strategies for prevention of suicide[6]. Thus, it is necessary to be interested in the factors of suicide exposure and conduct studies for solving suicide problem in police officers. suicide exposure of police officers are caused by heavy workload, various disease and fatigue from night shift work, direct expose from continuous possession of gun, indirect expose from witness of murder site, serious traffic accident site and suicide site. Notwithstanding, however, little research has been done on suicide precursor and suicide exposure related to the suicide of police officers[7].

Thus, in this study, we examine the factors related to the suicide of police officers, discuss about the suicide caused by suicide exposure and desire to present a basic material helpful for prevention of suicide of police officers. In addition, we examine stochastic relations among the variables through case analysis of suicide precursor and desire to develop a model of diagnosis and prediction for actual issues. We hope that this study will be utilized as a good material for taking countermeasures against suicide of great number of members of police organization caused by suicide exposure in suicide precursor of police officers.

## **2. Theoretical Background**

### **2.1. Suicide and present condition of suicide of police officers**

#### **2.1.1. Suicide and suicidal ideation of police officers**

While scholars suggest definition of suicide variously, the term of 'suicide' is understood as 'a person's act of killing him/herself with an intent to cause a death of him/herself in any way and method'. In this study, we desire to proceed the discussion focusing on suicidal ideation, plan and symptom of suicide and dangerous variables of suicide attempt. suicidal ideation means a serious consideration of suicidal decision and this is explained as not appear on the surface[8][9]. This suicidal ideation is different from the act of suicide but can be a previous step causing an act of suicide as a factor of suicide in a comprehensive meaning. In addition, in order to understand and prevent a danger of suicidal act, it is necessary for us to conduct an analysis of suicide precursor first. In particular, we desire to maintain a close interest in the suicidal ideation, plan and act of suicide, and suicide precursor as a suicidal attempt[10][11].

#### **2.1.2. Present condition of suicide of police officers**

According to the data of the National Police Service in Korea, the suicidal rate of police officers in their 40s for the period 2013~2018 are 51.7%(62 police officers in their 40s), the highest, followed by the ones of police officers in their 50s and 30s in order. police officers in their 40s are the most active in the front-line of public safety duties of police officers and they appear to get stressed most from accidents, incidents, problems with colleagues , senior and junior police officers and family issues such as children's education. In examining the distribution of police officers committing suicides by causes for the period of 2012~2016, it is discovered that family problem is the largest cause of suicide followed by mental health, work environment, and economic hardship in order. The reason

why family problem and mental health are the major cause of suicide is because police officers get stressed from the day/night shift, night time work, and holiday work and have to neglect family due to that stress, which leads a depression[12][13][14][15][16].

In examining the distribution of police officers committing suicide by positions for the period of 2013~2018, lieutenants are the largest(55 lieutenants committed suicide- 45.8%) followed by sergeants(39 sergeants committed suicide 32.5%). In particular, lieutenants are in middle position in police organization who are much responsible at the front-line sites and get more stressed than police officers in other positions due to much workload. In examining the distribution of suicide of police officers by department for the period of 2013~2018, it is discovered that 53 police officers(44.2%) from daily safety department(local police officers) committed suicide most followed by 24 police officers(20%) from investigation and criminal department, 12 police officers(10%) from traffic department, and 11 police officers(9.2%) from daily safety(excluding patrol) in order. This shows that 74% of police officers committed suicide are from local police station, investigation and criminal department and traffic department and it is considered that they get stressed much from night time work and shift duties, which leads their suicide.

## **2.2. Review of precedent researches**

### **2.2.1. Domestic researches on suicide**

Domestic precedent researches on suicide of police officers have been conducted variously. Most of the researches for prevention of suicide of police officers(Eungryeol Choi, Wujun Kim and Yeongkyu Ahn, 2011; Deokhwan Kim and Dongkyun Park, 2018) are the ones seeking for efficient countermeasures by tracing suicide cases of police officers. It is discovered that the police officers in their 40s and 50s significantly have suicidal ideation much more than those in other ages[6][17][18]. In terms of suicide by educational background, the police officers of high-school graduate have suicidal ideation most and, as for position, lieutenants have suicidal ideation most[19][20][21].

In analyzing the suicidal ideation of police officers(Changhan Lee, 2013; Jahye Kim and Jungkyu Kim, 2013; Yeongju Park, 2014, it is discovered that the socio-demographic characteristics such as marriage status, gender, and age, physical characteristics such as drinking and chronic diseases, psychological characteristics such as depression and PTSD recognition, personal relationship and social characteristics such as cynicism are related to the suicide of police officers. Main causes of suicide are depression and family matters[22]. In addition, in terms of suicidal ideation, it is discovered that stress within the family has much impact on suicidal ideation due to unbalance between job and family caused by much work hours of holiday work and night time work[5].

### **2.2.2. Foreign case study**

In examining foreign suicide examples, in terms of suicide rate, the suicide rate of male police officers is higher than the one of ordinary men and this figure is reported more than the one of police officers who die on duty[23][24]. Most of police officers committing suicide are the police officers in lower position and main causes of suicide are warries about duties, personal relationship and abuse of drinking and psychological factors[25]. police officers confronting accidents and incidents including crimes are exposed much to the death at those sites, which leads their feeling of helplessness and may develop self-loathing[1][24][25].

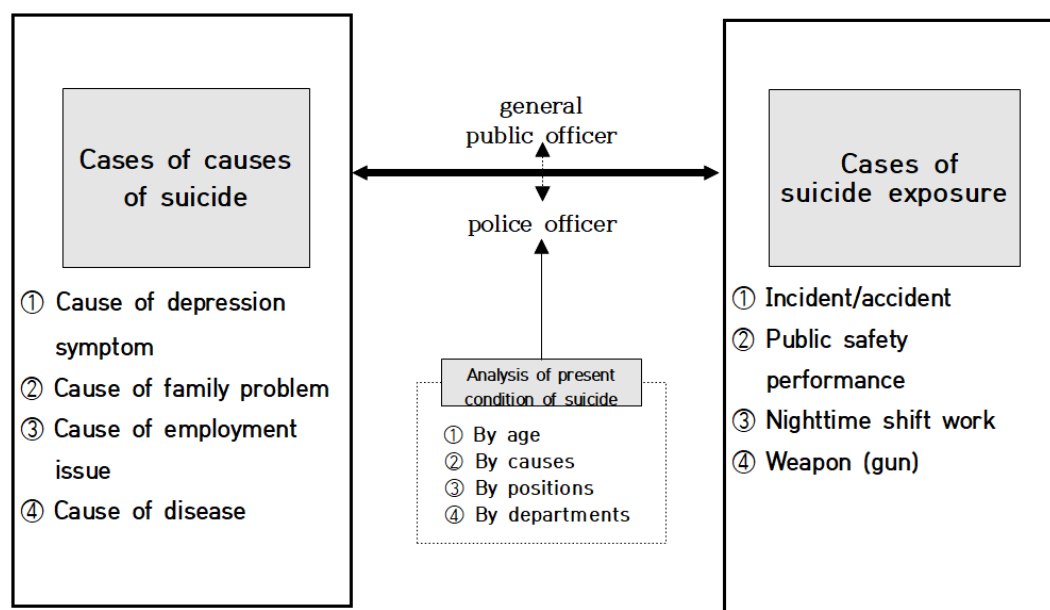
It is discovered that: in terms of the way of committing suicide of police officers, a lot of suicide has been committed with guns; the police officers committing suicide took lower position; they chose to commit suicide after drinking alcohol; most of police officers attempting suicide were shift workers and had a conflict with family members; and they exposed to risks much than ordinary people due to accidents and incident[23][26][27][28]. suicide is related to self control over the attempt to commit suicide and self control is managed and maintained safely through discipline of patents from childhood and well disciplined people have stronger patience[29][30][31][32][33].

The purpose and method of this study on the subject as explained above are summarized as follows.

**Table 1.** Subjects, purpose and method of this study.

Subjects and method of research		Literature survey	Statistical survey	Case study	Export survey	Interview
Suicide and suicidal ideation of police officers	Influencing factors of suicidal ideation of police officers(Sewung Hwang)	•		•		
	Effect of stress vulnerability and negative life event of police officers on suicidal ideation(Sunghyeon Yun)	•	•			
	Factors of suicidal ideation of police officers(Changhan Lee)					
	A study on suicide of police officers(Sungwon Shin)	•		•	•	•
Domestic suicide researches	A Study on effect of suicide exposure on suicidal ideation of police officers- focusing on depression and mediation effect(Sunghan Kim)	•	•		•	
	Verification of relation between police control and suicide(Wooseok Yun)	•	•			
	An observation of socio-psychological factor on suicide of police officers(Sangam Han)					
	A study on factors of suicidal ideation of police officers(Yeongju Park)		•		•	
Foreign suicide researches	Mortality by occupation and cause of death among men 20-64 Years of age. Vital statistics special reports. 53, dept. of health, education and welfare, Bethesda, MD.(Guralnick, L. 1963)	•		•		•
	The New York city police suicide training project(Ivanoff, A. 1994)	•			•	•
	Suicide in police officers: a survey of nations. Police studies(Lester, 1992)					
	Police suicide: epidemic in blue, Charles C. Thomas. Springfield, IL.Violanti, J. M.(1996)	•	•			•

**Figure 1.** Frame of case analysis of suicide precursor of police officers.





### **3. Comparison and Case Analysis of Suicide Precursor of Police Officers**

#### **3.1. Case analysis of causes of suicide of police officers**

##### **3.1.1. Case analysis of suicide caused by depression**

Suicide cases caused by depression tend to continue to commit suicide in cases where the police officers either have hardship in employment issues and family problems, develop to depression and take treatment or have depression symptoms from the beginning.

Case 1. On 07/24/2017 at 18:30, a police officer committed suicide at his residence, an apartment located in Siheung, Kyeonggi, Republic of Korea, while showing social phobia and depression symptoms after his wife fighting against brain tumor for a long time had died one month before[34].

Case 2. On 07/29/2016 at 05:00, a police officer committed suicide by hanging himself at his residence, an apartment located in Hwasung, Kyeonggi, Republic of Korea, while taking treatment in psychiatric clinic for depression caused by employment issue at that time.

##### **3.1.2. Case analysis of suicide caused by family problems**

In analyzing suicide cases caused by family problems, most of PD committing suicide tended to fight with, separate from their wives before committing suicide.

Case 1. On 03/22/2017 at 10:00, a police officer, who had separated from his wife and had been pessimistic on his disease, committed suicide and discovered by his colleagues at his residence located at Euichang-gu, Changwon, Republic of Korea.

Case 2. On 03/07/2017 at 07:20, a police officer committed suicide by hanging himself at his residence, an apartment located in Yeonsu-gu, Incheon, Republic of Korea, after fighting severely with his wife while dead drunk on the day before[34].

##### **3.1.3. Case analysis of suicide caused by employment issues**

In examining the suicide cases caused by employment issues, most of them tends to suicide regarding incident after suffering severe mental anguish from forced investigation of police, prosecutor's investigation after prosecution, or unreasonable inspection and investigation of the Hearing Inspection Office.

Case 1. A police officer was known that he had been investigated by police for gambling and chose to commit suicide due to humiliation and feeling sorry to the police organization when the fact of that gambling was discovered in terms of personal information from gambling members.

Case 2. A police officer committed a suicide after receiving an investigation from prosecutors in terms of the incident. On 07/18/2017 at 12:20, a police officer, who had been subject to the investigation of prosecutor for an incident, left a will stating that he is innocent and hung himself from the pipeline on the back of his car parked in the basement parking lot of his apartment located at Dalseo-gu, Daegu, Republic of Korea[34].

##### **3.1.4. Suicide caused by diseases**

The suicide cases caused by diseases show that police officers tend to commit suicide in the course of receiving treatment for severe incurable disease or due to disability from traffic accident.

Case 1. On 05/24/2016 at 17:55, a police officer committed a suicide by jumping from his apartment after coming home from hospital while receiving outpatient treatment after taking diagnosis of bilateral femoral hip non-hematopoietic necrosis, surgery in the National Police Hospital for the period from 01/11/2016~ 03/10/2016 and a leave of absence for disease.

Case 2. On 11/27/2017 at 07:02, a police officer committed a suicide by hanging himself with plastic rope on the stairway between 1<sup>st</sup> floor and 2<sup>nd</sup> floor of hospital parking lot while receiving inpatient treatment after suffering serious injury including burst of artery blood vessel and ruptured anterior cruciate ligament in his knee due to traffic accident[34].

#### **3.2. Causes of suicide exposure of police officers**

### 3.2.1. Cases of distress of police officers due to various accident and incidents

Police officers often suffer posttraumatic stress disorder after witnessing mutilated corpses of victims from various accident and incidents including body severed from arms and legs, burnt corpses and horribly mangled body, in particular. Repeatedly experiencing these accident and incidents, police officers develop posttraumatic stress disorder, which may become severe problem. According to the statistics of the Employment Information Office, the level of emotional labor of police officers is the highest due to various accident and incidents. This is because the police officers carry out their duties accompanied with the stress and risk in the nature of those duties.

Based on the data of the Investigation Office of the National Police Service(2017), the police officers for the investigation in scientific investigation division are dispatched to the sites of suicide by jumping and murder case, touch dead bodies, and displace several times a day. And, foreign substances from dead bodies are attached to their body and they have all kinds of those substances on their clothes and sleeves while collecting mutilated organs and head of dead bodies. In addition, they see the brain of dead bodies found one month after death flowing to the floor due to decomposition and dismembered body, suffer trauma at present 10 years after, which leads them to file an application for transfer to other department.

### 3.2.2. Cases of distress from depression of police officers under overloaded public safety performance system

Public safety comprehensive performance system(the "PSCPS") may be considered as a system that makes police officers to work hard. However, 100% fairness cannot be guaranteed. A police officer said that "we work not for the residents but for the public safety performance". The following is a lively interview with a frontline police officer.

Case(Interview) 1.

Public safety comprehensive performance is an important system under which police officers work hard. However, the system makes police officers to be exposed to extreme work stress due to competition between police stations, departments and individuals. In order to improve their performance, police officers even tend to arrest criminals for the sake of arresting criminals which they earn higher points of performance. For example, the point for simple violence from the one for sexual violence and police officers may send a case to the public prosecutor's office in opinion of prosecution for sexual violent even the case is weak to become a sexual violent(Lieutenant from \*\*\*\* police station, 12/08/2017).

Case(Interview) 2.

Police organization is a structure and organization of command and discipline. Thus, the police station where a deputy assistant commissioner is the head tends to earn higher grade such as 'S grade' in the evaluation. Rank is given priority than fairness. In order to correct this wrong situation, we must have a fair standard of evaluation(Lieutenant from \*\*\*\* patrol of \*\*\*\* police station, 04/21/2018).

### 3.2.3. Cases of physical and mental distress-duty of rotation including night time work

Case 1. According to the present condition of suicide of police officers in 2017, 21 police officers out of 22 police officers are the frontline police officers in the position lower than lieutenant and they work in frontline duties of public safety including night time work. For an example, on 11/10/2017 at 01:18, a police officer of 27 years experience, who had been severely stressed from night time works and received treatment for depression, committed suicide with his gun at \*\*\*patrol located at Namdong-gu, Incheon, Republic of Korea.

Case 2. According to the 'Comments and Guidelines on Special Health Diagnosis of Night Time Work' of 2012 published by the Minister of Employment and Labor, 22.6% of women and 13/4% of men experienced day/night shift work said that they have experienced depression. Sleep disorder

and drowsiness symptom while working of them increase 1.7 times and 2.91 times than ordinary people, respectively. And, it is discovered that depression to them continues to increase.

#### **3.2.4. Suicide exposure due to weapon(gun)**

Case 1. On 03/22/2016 at 12:35 am, a police officer committed suicide with his gun by going up to the night-duty room while carrying out day-duty at the patrol located at Dongdaemun-gu, Seoul, Republic of Korea.

Case 2. On 03/15/2018 at 08:48, a police officer was found lying on the floor with the left side of head and mouth bleeding from the gunshot to his head in the driver's seat of his car(Avante) parked on the road in front of \*\*\*patrol located at Dalseo-gu, Daegu, Republic of Korea[34].

### **4. Discussion of Countermeasures Against Suicide Precursor of Police Officers**

#### **4.1. Research on case categories of suicide precursor of police officers**

Suicide precursor of police officers is a process leading to a suicide and is consisting of the phenomena – suicidal ideation, suicide plan and suicide attempt. In other words, most of the people committing suicide look peaceful and different from before when they have suicidal ideation and make a decision on committing suicide. They become silent, want to be alone, do not make love and may sleep well without suffering from insomnia. In contrast, they may not sleep well at night. suicide precursor are mostly as follows.

First, people committing suicide have suicidal ideation. Most of them have suicidal ideation and send verbal and behavioral signal. They express their discomfort over insomnia, physical discomfort or say that they are useless and want to die.

Second, people committing suicide prepare a plan for suicide and this is more dangerous than having suicidal ideation. This is a planning including purchasing plastic ropes, collecting sleeping pills, and giving precious goods to the people nearby. They appear to be struggling for daily life, have no joy and hope, do not care about their appearance and lose liveliness including being insensitive to daily life. They may overeat, eat little and their weight increases or decreases. They want to be alone including avoiding from meeting others.

Third, people committing suicide attempt to commit suicide. They set a plan for committing suicide and this is more dangerous than having suicidal ideation. They do not stop here and voluntarily give up life as planned. The danger increased from suicidal ideation and they commit suicide as intended. They may fail that attempt due to interference of others.

#### **4.2. Education of suicide prevention for police officers and improvement of consultation program**

The National Police Service has cultivated gatekeeper through program of suicide prevention education(gatekeeper) for police officers which were developed by itself since 2019. And, in order to prevent suicide, it is interested in police officers stress management and continuously expanding the education in which all the police officers participate. However, the program is less responsive as the seeing, listening and speaking are reduced gradually at present. It is necessary to expand and execute the gatekeeper education as police officers get stressed from various accidents and incidents, have family problem from their neglect in family life caused by day/night shift work and night time work, which leads them to get depression and commit suicide.

#### **4.3. Promotion of social perception change in suicide precursor restrain of police officers**

Main causes of suicide of police officers are mental causes of posttraumatic stress disorder from accidents and incidents, family problems caused by night time work and shift work, employment issues caused by prosecutor's investigation and internal investigation. suicide precursor are verbal expression such as 'I really want to die,' and 'it's much better to die' and behaviors including in-

crease of times of drinking, preparation of a will, purchase and collection of sleeping pills and drugs. According to general psychological autopsy, it is discovered that about 90% of police officers committing suicide show suicide precursor to their close acquaintance but others did not know this suicide precursor and failed to prevent suicide. Thus, in order to restrain suicide, it is necessary to make the people to know the way of recognizing suicide precursor through thorough education and carry out massive promotion.

#### **4.4. Plan for legal and systematic support for police officers showing suicide precursor**

We need to make our best effort in reducing the suicide rate through arrangement of laws and systems for police officers's suicide precursor. First, we need to cultivate professional and capable lectures and provide massive education and support for police officers showing suicide precursor, conduct psychological autopsy for police officers committing suicide without fail in order to figure out the time of recognition of suicide warning, economic hardship at the time of death, family stress, marital stress, personal relationship stress other than family, physical disease stress, mental disorder stress, mental health related diagnosis, treatment and consultation of family mental health, alcohol problem in family members, suicide attempt of family member, suicide committed by family members, changes in daily life after becoming the bereaved of suicide.

### **5. Conclusion**

The suicide rate of Korea is 26.9 persons per 100,000 persons and had took first place in the list of OECD member nations in 2019. Among them, the suicide of police officers shows serious even the press refers to it. The National Police Service is continuously interested in suicide prevention and provides education and consultation programs but the suicide rate of police officers has not been reduced. In particular, police officers are dispatched to the site of suicide and must make their effort in taking care of the mind of persons committing suicide and preventing suicide. However, if they cannot actively take countermeasures against suicide and have a sense of powerlessness, this may be a serious problem at a national level.

Thus, in this study, we researched through cases on the suicide precursor of police officers which is needed for being interested in and actively reducing suicide of police officers. As a result of our research, the suicide precursor caused by suicide exposure of police officers are as follows.

First, suicide exposure is caused by various accidents and incidents. police officers are dispatched to various site of accidents and incidents and witness terrible sights, which leads them to suffer post-traumatic stress disorder and depression. police officers from police substation of patrol to be dispatched to the sites of traffic accidents, criminal division, and traffic division gets much stressed from accidents and incidents. In order to alleviate such stress, the working condition must be renovated and consultation programs should be established permanently on a regular basis so that the situation developing to depression will be prevented. And, spaces and time for rest which provide most of police officers as night time worker and shift worker with sufficient rest.

Second, many cases of suicide exposure of police officers are caused by family trouble because they have no time to share with their family due to shift work, night time work and holiday work. In order to prevent this family trouble, we need to revitalize various event together with their family. Family trouble should be get rid of by securing spaces for the family to exercise and rest together including expansion of training center of police which make available for the family to use at a lower price in holidays and various sports facilities in police station.

Third, it is necessary for innovative re-organizational work for public safety performance. A method that does not uniformly ranking and ordering the grade but gives highest grade once certain level of performance is gained by police officers so that police officers working in frontline will not be stressed from performance but work for the residents.

Fourth, there are cases of police officers's suicide due to investigation of public prosecutors and police's internal investigation and most of them are the cases where a police officer is engaged in an

incident handling investigative documents and agonizes alone. In order to prevent this, an organization dedicated to solve this problem should be established in police stations or regional police services and other department must be established for consultation and support for police officers to prepare documents.

Fifth, police officers possess guns always and the level of suicide exposure is higher than other public officers. The use of taser gun is enough for the oppression over the criminal and possession of guns should be restrained, which reduce the suicide rate of police officers with guns.

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## 7. Appendix

### 7.1. Authors contribution



	Initial name	Contribution
Lead Author	YS	<ul style="list-style-type: none"> <li>-Set of concepts <input checked="" type="checkbox"/></li> <li>-Design <input checked="" type="checkbox"/></li> <li>-Getting results <input checked="" type="checkbox"/></li> <li>-Analysis <input checked="" type="checkbox"/></li> <li>-Make a significant contribution to collection <input checked="" type="checkbox"/></li> <li>-Final approval of the paper <input checked="" type="checkbox"/></li> <li>-Corresponding <input checked="" type="checkbox"/></li> </ul>
Corresponding Author*	IC	<ul style="list-style-type: none"> <li>-Play a decisive role in modification <input checked="" type="checkbox"/></li> <li>-Significant contributions to concepts, designs, practices, analysis and interpretation of data <input checked="" type="checkbox"/></li> <li>-Participants in Drafting and Revising Papers <input checked="" type="checkbox"/></li> <li>-Someone who can explain all aspects of the paper <input checked="" type="checkbox"/></li> </ul>

# Regulations

Publisher: J-INSTITUTE  
ISSN: 2436-3693

Website: [www.j-institute.jp/Regulations/](http://www.j-institute.jp/Regulations/)  
Editor: [Regulations@j-institute.jp](mailto:Regulations@j-institute.jp)

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[dx.doi.org/10.22471/Regulations.2021.6.1.36](https://dx.doi.org/10.22471/Regulations.2021.6.1.36)

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## A Study on the Development of KMA LEADERSHIP Evaluation System(KMALES)

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### Abstract

**Purpose:** In this study, we confirm the effectiveness of the leadership evaluation index developed as an early stage of this leadership evaluation index development study, and demonstrate the validity of the index by comparing it with the existing leadership evaluation system. Based on these findings, the optimal plan will be developed through continuous research, and through this, the Korea Military Academy's leadership education and evaluation system will be improved and further developed.

**Method:** The leadership activities of cadets were divided into three types of activities: leadership program, self-governing activities, and school/external activities to calculate activity scores based on the time spent on various activities, and finally, leadership evaluation index was calculated. We have gone through many tests to establish an optimal index for each activity. We surveyed tactical officers to get their insights and compared the evaluation results of 230 KMA cadets to identify the relation between the KMALES index and other leadership evaluation tools.

**Results:** The leadership evaluation index was found that the results of the existing evaluation system, Leadership Competency Diagnosis and Leader Behavior and Value Evaluation, were very similar in evaluation of excellent and poor cadets. Therefore, the leadership evaluation index proved valid as a leadership evaluation system for cadets.

**Conclusion:** First, it is the development of a new concept of leadership evaluation system that evaluates the leadership of cadets. Second, it has increased the possibility of using the new leadership evaluation system through verification of its effectiveness and validity. Third, it can be expanded to other educational institutions within the country.

**[Keywords]** Leadership, Leadership Evaluating Index, Leadership Education System, Leader Behavior & Value Evaluation, Cadet

## 1. Introduction

Korea military academy(KMA) are fully engaged to train and educate cadets' leadership development through integrated and tailored collaboration. The final goal of KMA's leadership education is to provide cadets to be active in solving group problems for their cadet and future military career.

The leadership activities of cadets through cadet life can be largely divided into learning and implementation activities[1]. First fall, learning activities are where cadets learn the theory of leadership, and in the winter semester, they take courses related to leadership, and complete 16 hours of intensive leadership development education according to their goals. In addition, he/she invites prominent figures from all walks of life to take liberal arts classes to learn their leadership, and in-

vites field working in field duty units to listen to and ask about their experiences in command. The implementation activities involve cadets practicing leadership through the actual leadership role, leading junior students through cadet's self-governing activities, and conducting leadership through experience in Hwarang Basic Training or Summer Military Training.

KMA has been assessing each cadet's leadership status by multidimensional aspect: by oneself, others of the company year group and one's senior cadets in chain of command. However it didn't provide each cadet appropriate course of actions for specific tailored leadership improvement in practical activities. Therefore KMA recently developed the 'KMA Leadership Evaluation System'(KMALES), a comprehensive proto-type system, to evaluate cadet's leadership activities with specific weighted values. These activities include leader cadet program, volunteer social support, chain of command activities, sports and cultural participations and so on. KMALES was tested its utilization with some previous leadership evaluation results. In this study, we confirm the effectiveness of the leadership evaluation, and demonstrate the validity of the index by comparing it with the existing leadership evaluation system.

## 2. Architecture for Producing KMA Elite Military Officer

The mission of Korea Military Academy is to foster elite officers with upright value, moral character, and military expert's ability for devotion to the country and the army. We set five goals to achieve the mission: establishing a firm sense of democratic value, cultivating leadership and military spirit to devote to the country, acquiring basic combat skills and battle command abilities as well as military expertise, fostering creative and integrated problem-solving skills, and training their body and mind adept for military activities. As shown in the following <Figure 1>.

**Figure 1.** Challenging leadership environments.



KMA is putting considerable efforts to achieve goals according to the recent environmental changes of leadership in fields of security, society, and members of military[2].

We have established architecture to produce elite officers. This architecture sets its main goals to produce active leaders who can solve problems as a group with five educational priorities and four attitudes for cadets. Cadets should endeavor to foster their abilities and characters throughout the four-year course of education, discipline, and training.

## 3. KMA's Leadership Education System

The leadership educational system of Korea Military Academy is a facilitator to obtain the goals of the KMA architecture. KMA Leadership education system consists of four systematic steps, so called SITE: Self-leadership, Interpersonal leadership, Team leadership, and Empowerment leadership. Freshmen put their efforts to obtain military values and honor as cadets for self-leadership[3][4][5][6]. Sophomores achieve interpersonal leadership by understanding others[7]. Juniors work very hard to gain team leadership both as members and leaders of the organization[8]. Seniors aim to reach empowerment leadership through encouraging cadets to lead other cadets[9]. KMA is pursuing cadets to have self-confidence to exhibit their leadership in field units through the leadership program[10]. As shown in the following <Figure 2>.

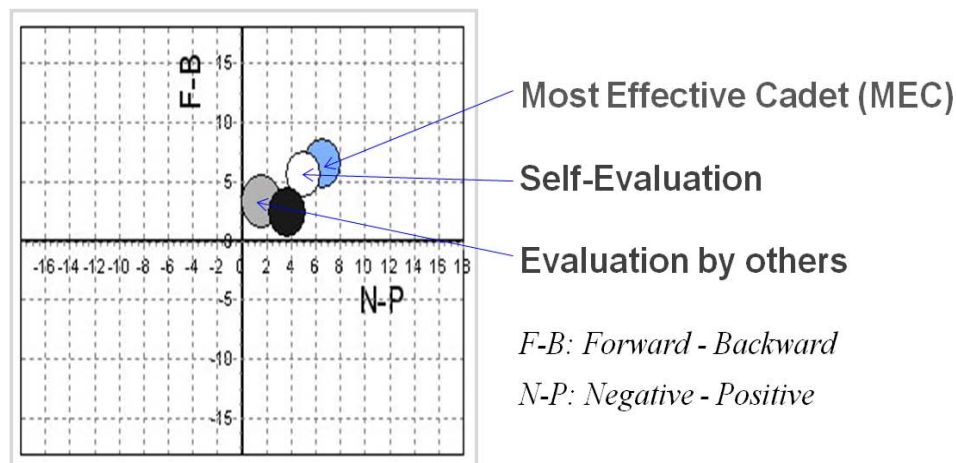
**Figure 2.** KMA leadership education system.



The educational system for achieving such educational goals is divided into five phases; learning, practice, evaluation, feedback, and additional training. KMA forms a system in which each phase circulates so that the leadership ability of cadets gradually improves and finally achieves the main goal of becoming a leader capable of solving problems as a member of a group.

The evaluation phase is especially the key of the leadership education where cadets are evaluated in their practice through scientific tools and surveys. KMA applies multilateral scientific evaluation methods to visualize the individual cadet's leadership improvements such as the Leadership Capacity assessment(LCA), Leadership Activity and Value Evaluation by System for the Multiple Level Observation of Group(SYMLOG), and leadership development score index[11][12][13][14]. As shown in the following <Figure 3>.

**Figure 3.** Example of SYMLOG result.



The SYMLOG evaluation is conducted thirteen times at the end of each eight semesters and five intensive trainings during their cadet life. We support cadet's leadership improvement through individual and customized guidance according to the each cadet's results respectively. Finally, we thoroughly analyze results to drop cadets with consecutively low leadership capacity and effectively commission cadets with high leadership capacity.

In summary, All KMA members are putting our best efforts to improve cadet leadership capacity throughout various activity programs and evaluation systems. We are reflecting recent changes in current security issues and social needs which challenge leadership environments. We are also developing a numeric evaluation system from cadet's leadership activities. We have recently made a cadet leadership development evaluation index to check each cadet's leadership level and provide an individual customized improvement guidance[15][16].

#### 4. Developing an Evaluation System for KMA Leadership Improvement

Korea Military Academy Leadership Evaluation System(KMALES) is designed to evaluate each cadet's leadership status numerically using the weighted values and leadership activities. Cadets receive the results to check their leadership status and their own insufficient areas. Finally cadets make their own cadet life plans to voluntarily improve their insufficient areas. We may encourage our cadets to be leaders who can solve group problem actively through these activities. As shown in the following <Table 1>.

**Table 1.** Concept definition of KMALES.

<b>KMALES = <math>\sum</math> Leadership Development Index (Activity Score <math>\times</math> Time Weight)</b>	
Leadership development index	The degree of how much the cadet's leadership has improved based on a specified activity
Activity score	The degree of how much an activity affects leadership improvement
Time weight	Weight of time spent per activity

Each cadet's KMALES result comes from multiplying Activity Score and Time Weight. Leadership Development Index represents how much the cadet's leadership has been improved through each activity. Activity Score represents the amount of effects how much the specific activity has been impacted the leadership improvement. Time weight means how much time each cadet had spent for the leadership activity. The result is accumulated in three different areas: Leadership Program, Cadet Chain of Command Activity, and Inner/Outer School Activities.

For example, a cadet was evaluated each activity by KMALES last December 2014 depicted in the table below. Three areas of his Development Index were summed respectively to be compared with group average index. As shown in the following <Table 2>.

**Table 2.** Calculation of leadership development Index(example).

Area	Contents	Score	Time	Development index
Leadership program	Focused leadership education leader cadet	10	1.1	11
	Group counseling	8.5	0.1	0.85
	Talk with field officer	7.5	0.1	0.75

	Individual community service(4hours/service)	7.5	0.1	0.75
	Group community service(4hours/service)	7.5	0.1	0.75
Cadet chain of command	Regimental commander cadet	10	1	10
	Summer training battalion commander cadet	10	0.8	8
	Basic training detached cadet	9.5	1.5	14.2
	Basic training company commander cadet	9.5	0.8	7.6
	Company commander cadet(senior)	9	1	9
Inner/outer school activity	Participation in external group meet	10	1	10
	Leader of extracurricular activity	10	0.8	8
	Participation in speech and debate	9.5	1.5	14.2
	Visiting historical landmark	9.5	0.8	7.6
	Religious event(per event)	9	1	9

The calculation formula is as follows. For example, in the case of detaching Hwarang basic training by activity, 112 hours will be calculated considering 4 hours × 7 days × 4 weeks as it is conducted for 7 days per week for 4 hours per day. If the index is calculated based on 75 hours, the standard for cadet's self-governing activities hours, the time weight of 112 hours / 75 hours = 1.5 is calculated.

The cadet's overall leadership score 63.6 is higher than the Group Average 62.1. But his score of Leadership program and Inner/Outer School Activity are lower than the Group Average. The KMALES results allow us to counsel and recommend individual cadet for the customized guidance. Therefore Cadets can confirm their final result to learn about their virtues and flaws to improve their leadership from the KMALES results and the customized guidance. As shown in the following <Table 3>.

**Table 3.** Leadership development index summation(example).

Area	Experience / Activity	Individual score	Group average	Deviation
Leadership program	<ul style="list-style-type: none"> <li>• Focused leadership education Leader cadet</li> <li>• Individual community service(3.2)</li> <li>• Group community service(0.4)</li> </ul>	15.2	15.9	- 0.7
Cadet chain of command	<ul style="list-style-type: none"> <li>• Basic training company commander cadet(7.6)</li> <li>• Squad commander cadet(8)</li> <li>• Company honor committee cadet (7.5)</li> </ul>	23.1	20.5	+ 2.6
Inner/outer school activity	<ul style="list-style-type: none"> <li>• Participation in team competitions off campus(2 times 9)</li> <li>• Visit to historical landmark(2 times 3)</li> <li>• Participation in extracurricular activity(4 times 8)</li> </ul>	25.5	25.7	- 0.2
Total		63.6	62.1	+ 1.5

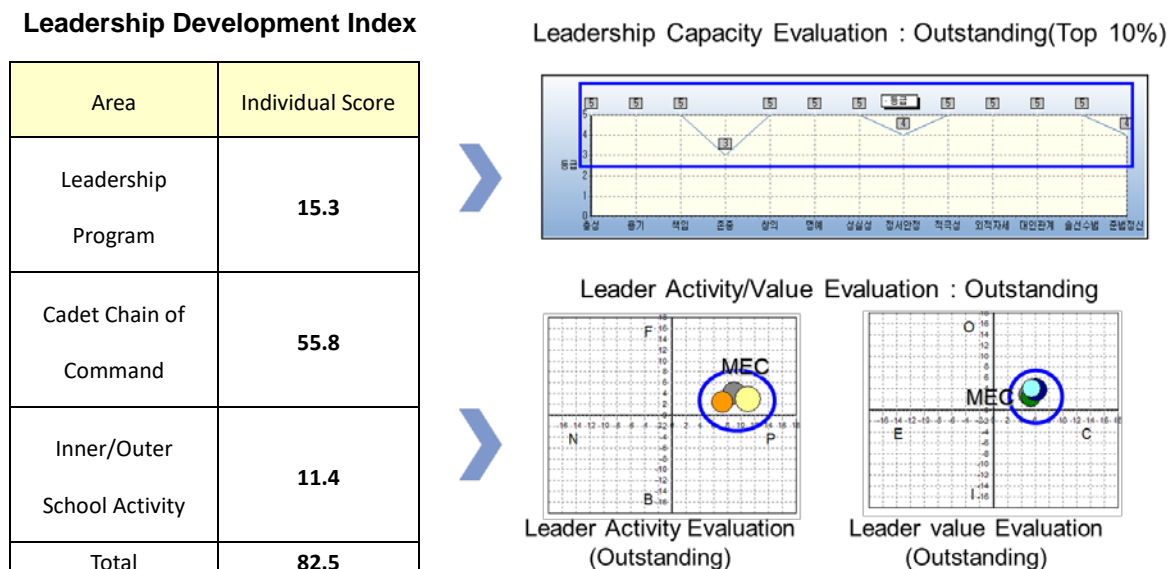
We have gone through many tests to establish an optimal index for each activity. We surveyed tactical officers to get their insights and compared the evaluation results of 230 KMA cadets to identify



the relation between the KMALES index and other leadership evaluation tools.

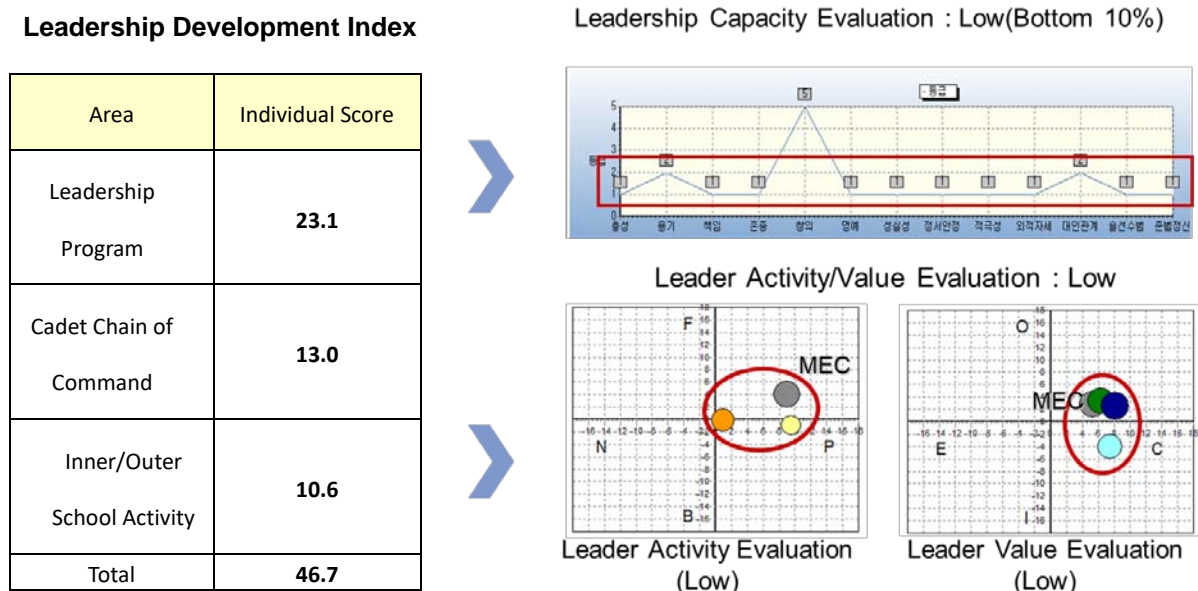
For example, as shown on the tables and graphs below, Cadet 'A' who has high leadership development index has shown outstanding result in leadership capacity evaluation and leader action/value evaluation. As shown in the following <Figure 6>.

**Figure 6.** Cadet 'A': development index in the top 10%.



Whereas Cadet 'B' who has low Leadership Development Index has shown poor results in leadership capacity evaluation and leader action/value evaluation. As shown in the following <Figure 7>.

**Figure 7.** Cadet 'B': development index in the bottom 30%.



Therefore it can be concluded that KMALES is a useful tool for leadership capacity development. Selected activities of KMALES can also be regarded as meaningful major events for enhancing individual leadership capacity, action, and value.

## 5. Implication and Conclusion

For the development of the leadership evaluation index, this study was intended to introduce the concept of development of the evaluation index in detail and to verify the effectiveness and validity of the leadership evaluation such as the existing evaluation system. The leadership evaluation index is a concept that allows cadets to objectively quantify various leadership activities and evaluate themselves. To this end, the leadership activities of cadets were divided into three types of activities: leadership programs, cadet's self-governing activities, and on-campus and off-campus activities, and the leadership evaluation index was finally calculated by giving time weight to each activity.

As a result of checking the validity of the leadership evaluation index, the leadership evaluation index was found that the results of the existing evaluation system, Leadership Competency Diagnosis and Leader Behavior and Value Evaluation, were very similar in evaluation of excellent and poor cadets. Therefore, the leadership evaluation index proved valid as a leadership evaluation system for cadets.

The implications of this study is that it has increased the possibility of using the new leadership evaluation system through verification of its validity. The validity effectiveness of the newly developed leadership evaluation index is similar to the results of the existing evaluation system, leadership competency diagnosis and leader behavior and value evaluation. Therefore, the leadership evaluation index is fully available to measure the level of leadership of cadets[17][18].

One of the limitations of this study is that only some cadets were verified on how relevant the leadership evaluation index is to the leadership competency evaluation and leader behavior and value evaluation, which are used as existing leadership evaluation tools[19][20]. The existing leadership evaluation tools have long been used for former cadets and have shown consistent evaluation results. Therefore, it is necessary to apply the Leadership Assessment Index to all cadets to verify the evaluation results. To overcome these limitations, further studies will need to increase the feasibility of the leadership evaluation index by demonstrating its connection to the existing evaluation system that has been validated for all cadets. To this end, efforts should be made to improve the leadership capabilities of cadets by further supplementing and developing the "leadership evaluation index" currently under development and research.

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## 7. Appendix

### 7.1. Authors contribution

	Initial name	Contribution
Lead Author	SP	-Set of concepts <input checked="" type="checkbox"/>
		-Design <input checked="" type="checkbox"/>
		-Getting results <input checked="" type="checkbox"/>
		-Analysis <input checked="" type="checkbox"/>
		-Make a significant contribution to collection <input checked="" type="checkbox"/>
		-Final approval of the paper <input checked="" type="checkbox"/>
Corresponding Author*	YI	-Corresponding <input checked="" type="checkbox"/>
		-Play a decisive role in modification <input checked="" type="checkbox"/>
		-Significant contributions to concepts, designs, practices, analysis and interpretation of data <input checked="" type="checkbox"/>
		-Participants in Drafting and Revising Papers <input checked="" type="checkbox"/>
		-Someone who can explain all aspects of the paper <input checked="" type="checkbox"/>

# Regulations

Publisher: J-INSTITUTE  
ISSN: 2436-3693

Website: [www.j-institute.jp/Regulations/](http://www.j-institute.jp/Regulations/)  
Editor: [Regulations@j-institute.jp](mailto:Regulations@j-institute.jp)

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[dx.doi.org/10.22471/Regulations.2021.6.1.43](https://dx.doi.org/10.22471/Regulations.2021.6.1.43)

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## A Study on Role Conflict of Korean Security Police -Focusing on Working Period-

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### Abstract

**Purpose:** If the duties of the security police are carefully examined (the police officer in charge of personal protection), the security police give priority to personal protection in accordance with the 「Act on the Protection and Settlement Support of North Korean Refugees」. At the same time, they are in charge of various roles, such as job placement, provision of education opportunities, and support through partnerships with welfare and social organizations for their successful social settlement while performing their duties. In recent years, as changes in the IT environment bring about changes in the security paradigm, such as the change and diversification of security threat measures, there has been a growing need to change the role and function of the security police to meet new security demands. Accordingly, this paper seeks to explore the paradigm of the security police required in the current era and discusses the role conflict and its direction caused by duties that the security police in Korea should essentially perform with focusing on the working period.

**Method:** The subjects of the study are 91 security police officers who had duties related to North Korean defectors. For research analysis, statistical verification was performed using the SPSS 23.0 Program. First, frequency analysis was performed to determine the general characteristics of the survey subjects, and Cronbach's  $\alpha$  coefficient was calculated to verify the reliability of the questionnaire. Lastly, a One Way ANOVA was conducted to find out the difference in role conflict according to the total police duty period and the security department duty period.

**Results:** As a result of analyzing the difference in role conflict according to the total police duty period, it was found that police officers who have served for more than 20 years are generally more aware of their responsibility for roles than police officers who have been in office for less than 10 years. In addition, as a result of analyzing the differences in role conflict according to the security department's working period, it was found that police officers who worked in the security department for more than 10 years had higher mission and goals for their duties than police officers who had less than two years working experience in the security department. In addition, it was found that security police officers who worked in the security department for more than 6 to 10 years were also more responsible for their roles than security policemen who worked for less than 2 years.

**Conclusion:** It is necessary to study the organizational culture to reduce stress and role conflict according to the demands of various roles of the security police and to efficiently perform duties. For these reasons, it is hoped that studies will continue to be conducted to comprehensively examine the factors that affect the job, such as job satisfaction, stress, and role conflict of security police according to the required job with interest in the security police's job and the goal of the police organization in the following study.

**[Keywords]** Security Police, Role Conflict, Police Organization Culture, Security Police Duty, Police Stress

## 1. Introduction

Korea is the only country in the world that achieved democratization and industrialization at the same time after the 1950 war. In the midst of this process, security police activities were actively carried out in response to North Korea's operation and military threats against the South, and the dictatorship of North Korea is still violating the human rights of residents and threatening neighboring countries.

In these situations, defections initiated by residents living in the border region of China and foreign diplomats in North Korea are showing a gradual increase in neighboring countries including the Republic of Korea, which suggests that a new approach to the duty field of security police of Korea is needed[1].

If the duties of the security police are carefully examined(the police officer in charge of personal protection), the security police give priority to personal protection in accordance with the 「Act on the Protection and Settlement Support of North Korean Refugees」. At the same time, they are in charge of various roles, such as job placement, provision of education opportunities, and support through partnerships with welfare and social organizations for their successful social settlement while performing their duties. However, since the primary purpose of the security police is to ensure the security of the state, it has a preventive nature and characteristics that target endangered crimes. In addition, in order to realize the characteristics caused by nature, characteristics such as confidentiality and non-exposure are naturally required as a means of activity[2].

In recent years, as changes in the IT environment bring about changes in the security paradigm such as the change and diversification of security threat measures, there has been a growing need to change the role and function of the security police to meet new security demands[3]. In this situation, national security and counter-intelligence activities, the most important function and purpose of the security police, were reduced in the role and weight of traditional counter-intelligence activities with the collapse of the Cold War system.

As such, the present time can be said to be a kind of paradigm shift around the security police. In other words, as the security concept changes and new ideologies emerge, fundamental changes in the activities themselves are needed. Also, as other inter-Korean relations and international relations change, a new direction should be sought in terms of the object and role of security as well.

Therefore, this paper seeks to explore the paradigm of the security police required in the current era, and discusses the role conflict and its orientation by duties that the security police in Korea should essentially perform with focusing on the working period.

### 1.1. The concept of roles

There are various definitions of roles. First, Secord & Backman defined the role as "an action that combines a position and the expectations given to that position"[4], and Goffman defined it as "a typical reaction seen by an individual in a specific situation"[5]. In addition, from a reciprocal point of view, the role was defined as "the normative behavior that the organization expects when the members perform their duties"[6]. The integrated definition of a role above is that a role is "the attitudes, values, and behaviors assigned by an organization to a person occupying a position, and the expectations of those who interact with those who occupy a position"[7].

According to Role theory, members of an organization create role conflicts and experience stress and dissatisfaction when behaviors expected of them contradict. As stress causes the members to feel various emotions, such as anger and makes it difficult to judge rationally in the process, it also affects job duties[8]. In addition, the conflict of role expectations also lowers the effectiveness of the job[9]. And it was found that those who suffered from role conflict had lower job satisfaction and self-confidence than those who did not, and even experienced depression. In addition, the organizational commitment is low and the intention to leave a job is strong[10].

In conclusion, the organization should pay attention because the role conflict of the members of the organization negatively affects job satisfaction and job performance, and the possibility of turnover intention is high[11].

## 1.2. Role conflict of the security police

As discussed above, the security police's duty field showed some differences according to the periodic, political, and security conditions, and the relaxation and contraction of tensions between the two Koreas. However, it should not be forgotten that security police are essential police functions related to the existence of the country. Under the regime in the process of democratization in the past, security police activities were actively carried out, and cases of human rights violations and illegal job executions caused many problems.

Furthermore, since the security police are in a position where they are expected to solve all problems for North Korean defectors, the level of expectation for the security police appears to be very high.

As of 2016, about 2,000 security police officers are in charge of protecting 30,000 North Korean defectors. Judging by the number of personnel of the security police, there seems to be no problem in proportion. However, the situation will be different if the majority of North Korean defectors are distributed in the metropolitan area, and frontline police stations excluding high-ranking officers, one security police officer are required to manage from 1 to 200 North Korean defectors. These situations and the various roles required of the security police are factors that can cause role conflict and stress of the security police.

Individual conflicts are responsible for the individual themselves, but conflicts of public officials are both personal and have a great influence on the organization and the people. In this respect, the role conflict of public officials has a momentous implication at the organizational level as well. A balanced role expectation and role action will be able to satisfy the organization individually and provide efficient services to the public[7].

Therefore, in the study, in order to find out the role conflict of the security police according to the paradigm change of the security police duties are to be examined, focusing on total police duty period and the security department duty period.

## 2. Method of Study

### 2.1. Survey target and sampling method

In this study, a survey was conducted using the Self-Administration Method for 100 trainees of the Police Human Resource Development Institute(a police education institution in South Korea) among police officers in the security department with experience in North Korean defectors as a population of Korean police officers in 2020. Among the collected questionnaires, 91 questionnaires were taken as valid samples, excluding the data whose responses were poor or part of the survey content was omitted.

**Table 1.** Research target.

	Division	N(%)	Sum
Gender	Male	61(67.0%)	91
	Female	30(33.0%)	
Age	20s	7(7.7%)	91
	30s	28(30.8%)	
	40s	30(33.0%)	
	Over 50	26(28.6%)	
Education	High school	14(15.4%)	91



Classes	College	30(33.0%)	91
	University	43(47.3%)	
	Graduate school	4(4.4%)	
	Police officer	1(1.1%)	
	Detective	19(20.9%)	
	Sergeant	18(19.8%)	
	Lieutenant	29(31.9%)	
	Captain	14(15.4%)	
	Superintendent of police	10(11.0%)	
Hiring route	Open recruitment for policemen	75(82.4%)	91
	Special recruitment	5(5.5%)	
	Korean national police university	2(2.2%)	
	Police cadets	9(9.9%)	
	Other	0(0.0%)	
Working for police total period	Less than 5 years	13(14.3%)	91
	6 years or more~10 years or less	32(35.2%)	
	11 to 15 years or less	13(14.3%)	
	16 to 20 years or less	13(14.3%)	
	20 years or more	20(22.0%)	
Working in the security department term	2 years or less	16(17.6%)	91
	3 years or more~5 years or less	56(61.5%)	
	6 years or more~10 years or less	17(18.7%)	
	10 years or more	2(2.2%)	
The number of employees in the organization	10 people or less	18(19.8%)	91
	11 people or more~15 people or less	42(46.2%)	
	15 people or more~20 people or less	24(26.4%)	
	21 people or more	7(7.7%)	
Working area	First-grade area (large cities)	80(87.9%)	91
	Second-grade area (small and medium cities)	11(12.1%)	
	Third-grade area (rural)	0(0.0%)	

## 2.2. Measuring tool

In the study, in order to increase the content validity of the questionnaire and verify the construct validity, a method suitable for each verification method was selected. The content validity was secured through consultations with related experts to adopt the questionnaire that fits the purpose of the study, and the reliability of the questionnaire was found to be Cronbach's  $\alpha$  coefficient of .930.

In addition, an open-ended questionnaire was included in order to obtain data that was not incorporated into the questionnaire after the closed-type questionnaire.

**Table 2.** The questions.

	Questions
Q-1	I often face a situation where the demands are conflicting.
Q-2	I get conflicting demands from two or three people.
Q-3	I am in charge of what needs to be done differently depending on the situation.
Q-4	I have a clearly established mission and goals for my job.
Q-5	I clearly know my role.
Q-6	I understand my responsibility for my role.
Q-7	I clearly feel the scope of responsibility for my role.
Q-8	The degree of responsibility for my work is clearly defined.
Q-9	I feel the need to reduce some of my roles.
Q-10	I feel that I have too many roles.
Q-11	I take on too much responsibility.
Q-12	My workload is too much.
Q-13	My heavy workload can negatively affect the quality of my work.

### 2.3. Data processing and analysis method

The data processing of the study was the SPSS 23.0 Program, a statistical package program, and statistical verification was performed as follows according to the purpose of data analysis.

First, frequency analysis was conducted to identify general characteristics using the SPSS/PC+23.0 program.

Second, Cronbach's  $\alpha$  coefficient was calculated to verify the reliability of the questionnaire.

Third, a One Way ANOVA was conducted to find out the difference in stress according to the total length of police service.

Fourth, a One Way ANOVA was conducted to find out the difference in stress according to the working period of the security department.

## 3. Research Results

### 3.1. The difference in stress according to the total length of police service

**Table 2.** The difference in stress according to the total length of police service.

		N	M	SD	F	sig	post hot	
Q-1	5 years or less	13	3.3077	.75107	.323	.862		
	6 years or more	32	3.1563	.76662				
	10 years or less							
	11 years or more	13	3.0000	.91287				
	15 years or less							
	16 years or more	13	3.1538	.80064				
20 years or less								
	20 years or more	20	3.2500	.63867				

Q-2	Less than 5 years	13	3.1538	.80064	.190	.943	
	6 years or more 10 years or less	32	3.0625	.66901			
	11 years or more 15 years or less	13	3.1538	.68874			
	16 years or more 20 years or less	13	3.1538	.55470			
	20 years or more	20	3.0000	.64889			
Q-3	Less than 5 years	13	3.1538	.80064	.672	.613	
	6 years or more 10 years or less	32	3.1250	.70711			
	11 years or more 15 years or less	13	3.0769	.86232			
	16 years or more 20 years or less	13	3.4615	.66023			
	20 years or more	20	3.3000	.73270			
Q-4	Less than 5 years	13	2.6923	.63043	1.624	.175	
	6 years or more 10 years or less	32	2.9688	.59484			
	11 years or more 15 years or less	13	3.0769	.49355			
	16 years or more 20 years or less	13	3.2308	.83205			
	20 years or more	20	3.2000	.69585			
Q-5	Less than 5 years	13	3.0769	.86232	1.577	.188	
	6 years or more 10 years or less	32	3.1250	.75134			
	11 years or more 15 years or less	13	3.0769	.64051			
	16 years or more 20 years or less	13	3.2308	.59914			
	20 years or more	20	3.6000	.88258			
Q-6	Less than 5 years	13	2.9231	.75955	3.963	.005	E>A, E>B
	6 years or more 10 years or less	32	2.9688	.73985			

	11 years or more 15 years or less	13	3.3846	.50637			
	16 years or more 20 years or less	13	3.1538	.68874			
	20 years or more	20	3.6500	.58714			
Q-7	Less than 5 years	13	3.0769	.86232	3.014	.022	E>C
	6 years or more 10 years or less	32	3.2188	.70639			
	11 years or more 15 years or less	13	2.8462	.68874			
	16 years or more 20 years or less	13	3.2308	.43853			
	20 years or more	20	3.6500	.67082			
Q-8	Less than 5 years	13	2.6154	.65044	1.422	.234	
	6 years or more 10 years or less	32	2.7500	.67202			
	11 years or more 15 years or less	13	2.8462	.80064			
	16 years or more 20 years or less	13	3.0000	.91287			
	20 years or more	20	3.2000	1.00525			
	Less than 5 years	13	3.0769	.64051			
Q-9	6 years or more 10 years or less	32	3.1563	.76662	.705	.591	
	11 years or more 15 years or less	13	3.1538	.68874			
	16 years or more 20 years or less	13	3.1538	.68874			
	20 years or more	20	3.4500	.82558			
Q-10	Less than 5 years	13	3.1538	.80064	1.457	.222	
	6 years or more 10 years or less	32	3.3750	.49187			
	11 years or more 15 years or less	13	3.1538	.68874			
	16 years or more 20 years or less	13	3.0769	.49355			
	20 years or more	20	3.5500	.88704			

Q-11	Less than 5 years	13	2.9231	.64051	1.688	.160	
	6 years or more 10 years or less	32	3.0938	.73438			
	11 years or more 15 years or less	13	3.0769	.75955			
	16 years or more 20 years or less	13	3.0000	.70711			
	20 years or more	20	3.5000	.76089			
Q-12	Less than 5 years	13	3.0769	.64051	.315	.867	
	6 years or more 10 years or less	32	3.1250	.70711			
	11 years or more 15 years or less	13	3.1538	.37553			
	16 years or more 20 years or less	13	2.9231	.49355			
	20 years or more	20	3.1500	.74516			
Q-13	Less than 5 years	13	3.3846	.76795	1.109	.357	
	6 years or more 10 years or less	32	2.9375	.71561			
	11 years or more 15 years or less	13	3.0000	.57735			
	16 years or more 20 years or less	13	3.0769	.27735			
	20 years or more	20	3.0500	.68633			

Note: A: 5 years or less, B: 6 years or more ~ 10 years less, C: 11 years or more ~ 15 years less, D: 16 years or more ~ 20 years or less E: 20 years or more.

<Table 3> shows the difference in stress according to the total length of police service. In Q-6, the respondents with 20 years or more showed higher stress than the respondents with less than 5 years, and the respondents with 20 years or more showed higher stress than the respondents with 6 years or more ~ less than 10 years. In Q-7, the respondents with 20 years or more showed higher stress than the respondents with 11 years or more ~ less than 15 years.

### 3.2. The difference in stress according to the working period of the security department

**Table 3.** The difference in stress according to the working period of the security department.

		N	M	SD	F	sig	post hot
Q-1	2 years or less	16	3.0625	.77190	1.328	.270	
	3 years or more ~ 5 years or less	56	3.1250	.78769			

	6 years or more 10 years or less	17	3.3529	.60634			
	10 years or more	2	4.0000	.00000			
Q-2	2 years or less	16	3.0000	.81650	1.406	.246	
	3 years or more~ 5 years or less	56	3.0714	.59870			
	6 years or more 10 years or less	17	3.1176	.69663			
	10 years or more	2	4.0000	.00000			
Q-3	2 years or less	16	3.1250	.61914	.940	.425	
	3 years or more~ 5 years or less	56	3.1786	.76532			
	6 years or more 10 years or less	17	3.2941	.77174			
	10 years or more	2	4.0000	.00000			
Q-4	2 years or less	16	2.6875	.60208	3.309	.024	D>A
	3 years or more~ 5 years or less	56	3.0714	.62834			
	6 years or more 10 years or less	17	3.1176	.69663			
	10 years or more	2	4.0000	.00000			
Q-5	2 years or less	16	3.1250	.80623	1.154	.332	
	3 years or more~ 5 years or less	56	3.1786	.76532			
	6 years or more 10 years or less	17	3.4118	.79521			
	10 years or more	2	4.0000	.00000			
Q-6	2 years or less	16	2.8125	.75000	3.938	.011	C>A
	3 years or more~ 5 years or less	56	3.1786	.71623			
	6 years or more 10 years or less	17	3.5294	.51450			
	10 years or more	2	4.0000	.00000			
Q-7	2 years or less	16	3.0625	.77190	2.772	.046	
	3 years or more~ 5 years or less	56	3.1607	.73303			
	6 years or more 10 years or less	17	3.5882	.50730			
	10 years or more	2	4.0000	.00000			
Q-8	2 years or less	16	2.7500	.68313	.182	.908	



	3 years or more~ 5 years or less	56	2.8929	.82415			
	6 years or more 10 years or less	17	2.9412	.89935			
	10 years or more	2	3.0000	1.41421			
Q-9	2 years or less	16	3.0000	.73030	.741	.530	
	3 years or more~ 5 years or less	56	3.2143	.75593			
	6 years or more 10 years or less	17	3.3529	.70189			
	10 years or more	2	3.5000	.70711			
Q-10	2 years or less	16	3.1250	.71880	.534	.660	
	3 years or more~ 5 years or less	56	3.3571	.64466			
	6 years or more 10 years or less	17	3.2941	.77174			
	10 years or more	2	3.5000	.70711			
Q-11	2 years or less	16	2.7500	.57735	2.255	.088	
	3 years or more~ 5 years or less	56	3.1786	.76532			
	6 years or more 10 years or less	17	3.3529	.70189			
	10 years or more	2	3.5000	.70711			
Q-12	2 years or less	16	3.0625	.57373	1.535	.211	
	3 years or more~ 5 years or less	56	3.1071	.65167			
	6 years or more 10 years or less	17	3.0000	.61237			
	10 years or more	2	4.0000	.00000			
Q-13	2 years or less	16	3.2500	.77460	2.416	.072	
	3 years or more~ 5 years or less	56	3.0179	.64642			
	6 years or more 10 years or less	17	2.8824	.48507			
	10 years or more	2	4.0000	.00000			

Note: A: 2 years or less, B: 3 years or more~5 years or less, C: 6 years or more~10 years or less, D: 10 years or more.

<Table 4> shows the difference in stress according to the working period of the security department. In Q-4, the respondents with 10 years or more showed higher stress than the respondents with 2 years or less, and in Q-6, the respondents with 6 years or more~10 years or less showed higher stress than the respondents with 2 years or less.

## 4. Conclusion

As discussed above, the security police's duty field showed some differences according to the periodic, political, and security conditions, and the relaxation and contraction of tensions between the two Koreas. However, it should not be forgotten that security police are essential police functions related to the existence of the country. Under the regime in the process of democratization in the past, security police activities were actively carried out, and cases of human rights violations and illegal job executions caused many problems. However, amid the recent need to emphasize mature citizenship and strict law enforcement and to minimize human rights infringement factors in the exercise of police rights, the paradigm for the security police's job execution needs to be changed and improved[3]. In addition, due to the nature of various tasks, it is time to study the job satisfaction and job stress management of the security police. According to the analysis results of the study, it was found that police officers who have served for more than 20 years are generally more aware of their responsibility for their roles than police officers who have been in office for less than 10 years. In addition, police officers who have worked in the security department for more than 10 years also have a higher mission and goal for their duties than police officers with less than two years of working experience in the security department. Police officers who have worked in the security department for a long time are generally more responsible for their roles than security police officers who have worked for less than two years. In other words, it can be seen that overall, the longer the police officers serve, the higher the understanding of the organization's goals and their responsibilities. In addition, it was seen that the shorter the police officers who worked in the security department, the more confused they were in the roles and duties required of the security police. In other words, it can be inferred that there is a role conflict caused by the paradigm shift of the role of the security and security police.

However, there is a limit to the two-dimensional approach and interpretation of the relation between the working period of correctional officials and the role conflict. This is because not only the period of work experience but also the roles within the department can affect the role conflict of the security police[12]. The current security department of the National Police Agency has subdivided functions such as the security planning department, security management department, security investigation department, and cybersecurity department, and the job characteristics are different accordingly. Therefore, it is hoped that the study will proceed by subdividing the division of roles such as the duties in charge of the security police in the follow-up study.

In addition, there is a need to conduct research on various types of organizational culture that can reduce the role conflict of the security police and efficiently embrace the various roles required of the security police at the same time. This is because the resolution of the role conflict and role ambiguity of the security police not only solves the stress and job satisfaction of members, but also establishes an effective organizational culture[7].

For these reasons, it is hoped that studies will continue to be conducted to comprehensively examine the factors that affect the job, such as job satisfaction, stress, and role conflict of security police according to the required job with interest in the security police's job and the goal of the police organization in the following study.

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# 6. Appendix

## 6.1. Authors contribution

	Initial name	Contribution
Lead Author	SL	-Set of concepts <input checked="" type="checkbox"/>
		-Design <input checked="" type="checkbox"/>
		-Getting results <input checked="" type="checkbox"/>
		-Analysis <input checked="" type="checkbox"/>
Corresponding Author*	SB	-Make a significant contribution to collection <input checked="" type="checkbox"/>
		-Final approval of the paper <input checked="" type="checkbox"/>
		-Corresponding <input checked="" type="checkbox"/>
		-Play a decisive role in modification <input checked="" type="checkbox"/>
Co-Author	SJ	-Significant contributions to concepts, designs, practices, analysis and interpretation of data <input checked="" type="checkbox"/>
		-Participants in Drafting and Revising Papers <input checked="" type="checkbox"/>
		-Someone who can explain all aspects of the paper <input checked="" type="checkbox"/>

## 6.2. Funding agency

This research was supported by a Research Grant of Kyungwoon University in 2021.

# Regulations

Publisher: J-INSTITUTE  
ISSN: 2436-3693

Website: [www.j-institute.jp/Regulations/](http://www.j-institute.jp/Regulations/)  
Editor: [Regulations@j-institute.jp](mailto:Regulations@j-institute.jp)

Corresponding author  
E-mail: [hjh0007@jwu.ac.kr](mailto:hjh0007@jwu.ac.kr)

[dx.doi.org/10.22471/Regulations.2021.6.1.55](https://dx.doi.org/10.22471/Regulations.2021.6.1.55)

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## A Study on the Post-CORONA SECURITY Industry

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### Abstract

**Purpose:** Pandemic caused by the COVID-19 virus are making a variety of unimaginable changes to mankind. Various changes in the industrial environment of the times are being applied and needed for various changes and new forms of measures in the private security sector, without exception.

**Method:** In this study, we looked at the private security industry, which is responsible for the safety of society even in the Pandemic situation caused by the COVID-19 virus, and the prediction of the private security industry in the Post Corona era and the need for preemptive countermeasures.

**Results:** In the midst of this paradigm shift in the industry, the security industry needs to establish a new legislative system in preparation for the rapid transition of a combined form of quarantine work and security industry.

**Conclusion:** It is necessary to establish a new business area in the form of disease control and prevention security service and establish a legislative system accordingly in the business contents of the Security Services Industry Act, an actual corporation related to the private security industry.

In addition, the establishment of a disease control and prevention working-level training program for field guards should be implemented.

Such programs shall include the management of the number of visitors, the protection of facilities, and the management of quarantiners.

**[Keywords]** COVID-19, Post Corona, Security industry, Disease Control and Prevention, Untact

## 1. Introduction

The confusion caused by the COVID-19 has transformed all areas of our lives beyond the hassle of wearing a mask and the control of everyday things. Even during the Lunar New Year, the biggest holiday of the Korean people, the ban on groups of five or more people and social distancing led to an unprecedented New Year's holidays, and the term global was used in all areas of our lives, but nowadays, we are facing the news that the global airline and travel industry, which used to be representative of the global market, are facing a crisis of unpaid leave or strike.

Humans are devoting all their capabilities to therapeutic measures such as vaccines and treatments, mutant virus treatments, etc., and even in situations where they exert all their capabilities to solve problems with various viruses and disasters, with the inherent ability to overcome the crisis of preservation of species, are doing a lot of research on predicting the future of the Earth in the Post Corona era and the shape of our society and economy, and preemptive countermeasures.

Park(2020) New disasters that are unfamiliar to us are fearful. In particular, the recent infectious diseases such as the swine flu, MERS, Zika virus, and Ebola, no one knows when, where, and in what form will come to us. But what is clear is that they will surely happen again in the future[1].

Cho &Park & Im(2020) Today, the COVID-19 crisis is rapidly spreading due to the openness and mobility of the international community as one of human security and poses a major threat to humanity[2].

For 45 years after the Security Industry Act was enacted in 1976, the security industry has made changes and developments in line with the demands of the times. From the beginning of two types of work, transport security service and facility security service at the time of enactment, it has evolved into five types of work as defined in Article 2 of the Security Services Industry Act.

Therefore, this study aims to examines the private security industry that is in charge of social safety even in the pandemic situation caused by the COVID-19 virus, predict the private security industry in the Post Corona era, and discuss the matters necessary for a preemptive response plan.

## 2. Data Analysis

In this study, literature analysis and interviews were used as research tools to effectively carry out research purposes. The data were collected using analysis of literature materials and in-depth interviews.

In this study, in-depth interviews were conducted with selected experts after collecting basic data. The data collected were summarized for each factor, and the contents were rearranged for each factor based on the contents, and the results of the analysis were summarized and the results of the research were derived.

## 3. Security Industry of Korea

Article 1 of the Security Services Industry Act states that the meaning and purpose of the current Security Services Industry Act is to promote the sound development and development of the security industry. To meet the purpose of this enactment, the security industry has made remarkable developments while faithfully playing an important role indispensable in our various fields of life.

According to the Security Services Industry Act, which stipulates domestic security services, security services provided to citizens are divided into five business areas which are facility security, convoy security, personal protection, machine security, and special security service as defined in Article 2(Definition) 1 of the Security Services Industry Act and security companies provide and operate services to customers who pay service fees only for licensed security services[3].

**Table 1.** Task details by type of security business.

Business type	Business details
Facility security	Business to prevent the occurrence of danger due to theft, fire, or other congestion at facilities and places requiring security(hereinafter referred to as “security facilities”)
Convoy security	Business to prevent theft, fire, and other risks of cash, securities, precious metals, commodities and other objects in transit

Personal protection	Business to prevent the occurrence of harm to a person's life or body and protect the person
Machine security	Business to prevent dangers such as theft and fire by receiving information detected and transmitted by devices installed in a security target facility through a device of a control facility installed in a place other than the security target facilities
Special security	Business to prevent security problem, theft and fire, etc. in important national facilities (hereinafter referred to as "important national facilities") prescribed by presidential decree, such as airports(including aircraft)

As of December 31, 2019, according to the statistics of the National Police Agency's statistics, the number of companies by licensed industry shows that 4,420 of the total 5,324 licensed companies accounted for 83% of the total number of licensed companies[4].

## 4. Post-Corona Security

### 4.1. Pandemic situation by COVID-19 virus

The COVID-19 virus, first reported in China in December 2019, is causing fear of infection worldwide. In Korea, Chinese tourists who were quarantined for suspected symptoms were confirmed for the first time on January 20, 2020, and as of January 31, 2021, the total cumulative number of confirmed cases in Korea was 78,205(71,897 in Korea + 6,308 influx from overseas), of which 1,420 died[5].

**Table 2.** Current status of confirmed cases of COVID-19 in Korea(2021. 1. 31. 0:00(KST)).

	Total	Seoul	Busan	Daegu	Incheon	Gwangju	Daejeon	Ulsan	Sejong	Gyeonggi	Gangwon	Chungbuk	Chungnam	Jeonbuk	Jeonnam	Gyeongbuk	Gyeongnam	Jeju
New	325	98	20	9	19	16	0	6	2	107	6	1	4	2	1	15	18	1
Total	71,897	23,369	2,642	8,183	3,612	1,674	1,049	856	171	18,451	1,632	1,492	1,884	942	686	2,888	1,875	491

Note: All of the above statistics are subject to change in the course of an epidemiological investigation in the future.

Source: Korea Disease Control and Prevention Agency(KCDC), Central Disease Control Headquarters, Response Support Team.

**Table 3.** Management status of confirmed cases(2021. 1. 31. 0:00(KST)).

Type	Release from quarantine	Quarantined	Critically ill	Dead
1.31. 0:00(KST)	67,878	8,907	229	1,420

Note: All of the above statistics are subject to change in the course of an epidemiological investigation in the future.

Source: Korea Disease Control and Prevention Agency(KCDC), Central Disease Control Headquarters, Response Support Team.

Critically ill : Patients undergoing quarantine treatment with High flow oxygen therapy(HFOT), ventilator, Extracorporeal membrane oxygenation(ECMO), Renal replacement therapy(CRRT), etc.

The changes in our lives caused by the COVID-19 virus are not just the inconvenience of wearing a mask, but are causing changes in various parts of our lives that have been considered routine and natural, and are giving humanity various difficulties. These viruses existed before the beginning of mankind, and they have continued to survive together on the planet, and even in the future life, humans will be threatened by various strains of viruses, and the defense and quarantine system against viruses will become a part of our lives.



The Korea Centers for Disease Control and Prevention(KCDC), created by expanding the existing Korea National Institute of Health based on the U.S. Centers for Disease Control and Prevention(CDC) as a model due to the necessity of domestic disease-related response organizations while experiencing the “SARS” that occurred in 2003, has been promoted to Korea Disease Control and Prevention Agency(KDCA) by raising the status of Korean-disease control and prevention while playing an important role in this COVID-19 with MERS.

This is interpreted to ensure work efficiency and professionalism, expand the number and size of the organization, and strengthen the expertise of prevention and prevention against future virus risks through promotion to an independent and professional agency of KCDC.

There will be no doubt that primary contact with safety-threatening factors in all areas of safety and whether threat factors can be dealt with in the first place is an important key-point in all areas of safety.

Primary contactors of the people from various risks may vary. It can be reminiscent of a fire-fighting agency when it comes to fire and a police agency when it comes to public security. These administrative agencies shall dispatch and handle civil petitions received by the public. Prior to the dispatch of these specialized agencies, primary contacts related to risks in our lives could be security guards. As such, security guards are making every effort to ensure the safety of the people in many areas of our lives. However, the current state of the security industry is still unfortunate regarding their efforts.

Ha & Ka & Kim(2016) And it is true that a vicious circle has been repeated in which inefficient work system and high turnover due to the mini-mum-level wage, limited opportunities for promotion, and insufficient education & training result in the lack of expertise in most private security guards[6].

#### **4.2. Necessity of establishing security services for disease control and prevention under the security services industry act**

Lee(2014) In the field of security work in today's industrial society, according to the development of technology, several tasks such as information protection, risk management, accounting audit, safety and health related laws and regulations, fire prevention, safety devices for dangerous substances, insurance, Business Impact Analysis(BIA), Business continuity planning(BCP) and Crime Prevention Through Environmental Design(CPTED) are constantly being added to the existing concept of security functions[7].

The Security Services Industry Act was enacted under the name of the Security Industry Act in 1976 due to the need for a legal standard that can regulate the private security industry due to the revival of the Korean economy and the increase in crime and the necessity of the times and various revisions are being made in line with the demands, and the purpose of its establishment is being faithfully fulfilled for the sound development of the security industry.

Park & Cho & Jeong(2016) The Security Industry Act made it easier for workers to enter the private security sector, and attempted to increase the number of private security firms and beef up the security staff with subsidies given to senior citizens applying for the job[8].

Kim(2014) The special security system was established through a special revision of the Security Services Industry Act in April 2001, and before the special security system was established, there were virtually no civilian security guards with special powers than the general public except the petition police. However, the special security system led to the emergence of private security guards with special authority over the general public[9].

The security industry is expected to rapidly change and develop on the basis of convergence technology with quarantine, environment, safety, information and communication, AI, Internet of Things(IoT), and the fourth industry to the existing security business.

Park & Kim(2010) If the security work is expanded, it will lead to greater growth, and it will be able to contribute to advancement and specialization as it will not only stimulate the economy but also promote the globalization of the company[10].

The following is a table in which basic data were collected, in-depth interviews were conducted with selected experts, and the contents of the collected data were re-established for each factor.

**Table 4.** Comprehensive analysis of expert interviews.

	Important improvements	Type of security industry after COVID-19
1. PHY (Professor of police administration)	Amendment of the security services industry act, specialized disease control and prevention education	Confirmed person access control, non-contact access, visitor body temperature measurement, quarantine access control
2. LHM (Security company executive)	Online security guard training, security guard quarantine training required	Check mask wearing status, measure body temperature, write a questionnaire
3. KDB (Police security guard instructor)	Establishment of a new private investigation system, establishment of a quarantine specialist security guard system	Self-quarantiner access control, hand sanitizer, anti-bacterial film installation
4. SJK (Security company CEO)	Stabilization of security guard employment, revision of the security services industry act	Maintain safe distance at certain intervals, check mask wearing status, measure body temperature
5. KJW (Security company CEO)	Establishment of quarantine guards, event venue access management guidelines required	Create event hall access list, measure body temperature, check for respiratory abnormalities
6. PYC (Security company executive director)	Security guard quarantine training required, revision of the security services industry act	Measure body temperature, install acrylic screen fences, keep social distancing

Accordingly, security services for disease control and prevention should be newly established in the type of work of the Security Services Industry Act, which is the legal basis for the security industry, so that specialized personnel can be trained.

In addition, educational programs for practical disease control and prevention should be established for field security personnel.

#### 4.3. Necessity of implementing educational programs for practical disease control and prevention

COVID-19 virus is causing a variety of difficulties and changes in the economy, diplomacy, culture, and everyday life, as well as in the health and medical sectors.

It is necessary to identify the structural problems in the existing disease control system by country and the system of various elements of society, to respond appropriately, and to plan the future in a constructive and proactive direction.

Kim & Park(2017) Human beings have developed their own capability to defend and protect themselves in order to promote individual physical security after birth[11].

It is believed that the future-oriented change through the COVID-19 virus is necessary even in the form of the security industry.

Oh(2020) Private security guards at national critical facilities in Korea encounter a large number of unspecified personnel at the workplace, which is considered to be Post Corona's way of working by using contactless control techniques to identify suspicious people and discourage the other person's intended harmful behavior through open communication techniques[12].

Looking at the possible work areas of security guards related to the current COVID-19 virus-related disease control and prevention activities, it can be summarized as follows.

**Table 5.** Educational programs for practical disease control and prevention for field guards.

Type	Details
Access personnel management	Restrict the number of visitors to the security site
	Mandatory mask wearing for visitors inaccessible when not wearing
	Re-measurement if the temperature is higher than 37.5 °C at the entrance access control when the temperature is 37.5 °C or higher
	Access number management by creating an access list
	Attach distance line for the waiting line and ensure compliance with the safety distance at all times
	Prompt action in case of suspected cases consultation with health authorities and recommendation of public health centers reporting after access control
	Inaccessible if access procedure is not followed
Facility protection	Minimize operation of entrances and moving routes minimize contact between activities in the facility
	Install acrylic screens to maintain safe distance inside the facility
	Attach antibacterial film to prevent contamination inside the facility
	Ventilate and measure air quality frequently
	Maintain cleanliness inside the facility through disinfection
	Install guide lines to maintain individual distance and attach safety distance straps above the chair
	Always check whether a mask is worn in the facility
Quarantiner management	Control access and induce exit when suspected cases occur
	Induce quarantine at a treatment center designated by the state or local government in the event of mild cases
	Induce quarantine in medical institutions such as hospitals in the event of severe cases
	Induce quarantine for a certain period of time in temporary living facilities or self-quarantine with suspected infection, such as foreign arrivals and contacts

(1) Access personnel management

It is necessary to confirm whether a person entering the security facility is wearing a mask (above the standard), measure body temperature, check respiratory conditions and whether the person is well-informed with the emergency response manual.

### (2) Facility Protection

For the safety of people entering the security facility, hand sanitizers and thermometers are placed in various places such as entrances to block the possibility of infection, and the entrances are unified or minimized to check whether visitors have fever, respiratory symptoms, and overseas travel history which will make it possible to control the access of the infectious agent to the security facility by allowing it.

In addition, it will be possible to install acrylic screen fences and attach antibacterial films to the inside of the security facility maintaining a safe distance at regular intervals.

### (3) Quarantiner management

Considering the characteristics of the infectious virus, a medical institution, facility, or self-quarantine may be performed for a confirmed or suspected COVID-19 patient. Among the confirmed cases, severe patients are ordered to quarantine at medical institutions such as hospitals, minor patients at a life treatment center designated by the state or local government, and those who are suspicious of infection, such as foreign arrivals and contacts, are ordered to quarantine in a temporary living facility or self for a certain period.

Police officers are assigned to life treatment centers and temporary living facilities to support order maintenance and access control within the facility, but this may cause a problem of a security gap due to the absence of police force. In order to prevent the self-quarantine from leaving, private security companies will be able to perform access control work.

Kim(2018) A research unit, industry advisory board, regular consultation with stakeholders, and account-ability mechanisms are all important to best utilize and mobilize the growing power and influence of the industry[13].

With 'Untact' taking place in all areas of life, and the COVID-19 pandemic, the security industry is accelerating the development of new security types and innovative products incorporating digital technology. In particular, in the security industry where face-to-face contact with a large number of the public was indispensable, safer and more efficient security systems using digital technologies such as AI, IoT, Big Data, and Blockchain are being researched and developed, showing a radical development speed.

## 5. Conclusion

COVID-19 pandemic is causing chaos and changes in all areas of life. In the security industry, changes have occurred in the existing industrial form, and accordingly, the form and system of the industry reflecting the requirements of the times should be supported. This can be seen as an effect that is directly connected to the development of industry and the existence of numerous jobs.

Therefore, this study proposes the necessity of establishing security services for disease control and prevention in the type of work of the Security Services Industry Act, an actual corporation in the private security industry, and implementing educational programs for practical disease control and prevention by field security personnel. These programs should include access personnel management, facility protection, and quarantiner management.

The unexpected outbreak of COVID-19 virus and the spread of infection are expected to have a great influence on the changes in the environment of the security industry. In addition, it is time to make an effort to reexamine the security industry and to seek an active plan that takes into account the requirements and feasibility of the industrial site.

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## 7. Appendix

### 7.1. Authors contribution

Initial name		Contribution
Author	JH	-Set of concepts <input checked="" type="checkbox"/>
		-Design <input checked="" type="checkbox"/>
		-Getting results <input checked="" type="checkbox"/>
		-Analysis <input checked="" type="checkbox"/>
		-Make a significant contribution to collection <input checked="" type="checkbox"/>
		-Final approval of the paper <input checked="" type="checkbox"/>
		-Corresponding <input checked="" type="checkbox"/>
		-Play a decisive role in modification <input checked="" type="checkbox"/>
		-Significant contributions to concepts, designs, practices, analysis and interpretation of data <input checked="" type="checkbox"/>
		-Participants in Drafting and Revising Papers <input checked="" type="checkbox"/>
		-Someone who can explain all aspects of the paper <input checked="" type="checkbox"/>