Abstract

The remuneration of police is the monetary reward paid by the government for police officials’ service in office. The basic form of the remuneration system consists largely of additional allowances on the basis of basic pay. Police are a state-run agency that conducts the most basic and important tasks of protecting the lives, bodies and property of the people and maintaining the public peace. In reality, however, the police are not paid enough to meet the responsibilities and difficulty of the job, and even in light of the job characteristics, they are paid less than general service and public security officials with lower responsibilities and difficulty than the police. As a result, discussions on improving the police’s remuneration system have been made in many preceding studies, but the reflection on this is insufficient.

A prior study on police remuneration generally points to problems in the current police remuneration system, and argues for improvements. Therefore, through a previous studies review, I suggested the enactment of the independent police remuneration law and the improvement of police personnel management. This independent remuneration law should reflect the special nature of police officers, and should also require the readjustment of relevant laws. The Act is also considered reasonable in that it can minimize resistance from members of the organization to operate with the addition of position classification elements while maintaining the existing remuneration systems of rank classification.

In order to improve the ultimate remuneration system, it is thought that the government should adjust the number of ranks of police, improve the evaluation of performance of service for the linkage with the evaluation of performance of service, improve the promotion system for the linkage with the promotion system, and reform the field-oriented workforce. Therefore, if the overall improvement of the police personnel management system is realized, it will be able to increase police morale. The promotion of police morale could lead to an increase in the benefit of people.

[Keywords] Police, Remuneration, Promotion, Personnel Management, Police Morale

1. Introduction

Police are a state-run agency that conducts the most basic and important tasks of protecting the lives, bodies and property of the people and maintaining the public peace.

Police in charge of these important tasks should be paid commensurate with the special nature of their duties as public official in special service, such as the responsibilities, difficulty and urgency of the job.

In reality, however, the police are not paid enough to meet the responsibilities and difficulty of the job, and even in light of the job characteristics, they are paid less than general service and public security officials with lower responsibilities and difficulty than the police.
The issue of police remuneration, which is different from other public officials, may be an area of great interest to the public, and it is also obvious that the pay has a huge impact on the morale of the members of the organization.

However, it is true that various police allowances have been raised a lot recently to reflect the realisation of salaries, but this allowance is still insufficient because they do not reflect the difficulty or characteristics of the job but make up for the lack of salaries.[1]

As a result, discussions on improving the police's remuneration system have been made in many preceding studies, but the reflection on this is insufficient. The fact that the police's remuneration system is not improving despite much debate for a long time may be because public consensus on the need to improve the remuneration system should come first.

Since public officials' remuneration is likely to be separated from market wages and are greatly influenced by public opinion or political influence, one cannot help but consider the trust and support of outside stakeholders such as the people or the National Assembly. The police's remuneration system should first convince the public why and how it should be improved, as their remuneration is paid through the people's tax-based budget.

Therefore, in this study, I will review previous studies to draw up measures to improve the police's remuneration system. Through a previous studies review, I will suggest the enactment of the independent police remuneration law and the improvement of police personnel management.

2. Current Police Remuneration System

2.1. Importance of police remuneration

The remuneration is the monetary reward paid by the government for public officials' service in office. The basic form of the remuneration system consists largely of an additional allowances on the basis of basic pay[2].

The remuneration of police officials is subject to the Public Officials Remuneration Regulations. The Public Officials Remuneration Regulations define remuneration as follows.

First the remuneration means the aggregated amount of salary and various kinds of other allowances. Provided, that in cases of public officials subject to application of the annual salary system, it means the aggregated amount of annual salary and various kinds of other allowances. And the salary means a basic wage paid by job responsibility based on the degree of difficulty and responsibility of duties, or a basic wage paid by job class(including class of duties or positions) or by salary grade based on the degree of difficulty and responsibility of duties, term of office, etc. Finally, the allowance means an additional wage paid based on working conditions, living conditions, etc[3].

Such remuneration has both the nature of the Countervailing Benefit for the work force of public officials and the nature of the guaranteeing a standard of living of public officials[4].

These police officers' remuneration has a very important meaning because it is closely related to the morale and administrative efficiency of police officers. It is also directly linked to corruption issues. Therefore article 46 of the State Public Officials Act stipulates the Principles of Determination on Remuneration.

The remuneration of public officials shall be determined by rank, by position or by class of duty so as to be adapted to the complexity of duties and the degree of responsibility. Provided, that the remuneration for the Public officials engaging in duties, the complexity and responsibility of which are considerably specialized, or in duties for which the filling any vacancy is difficult may be determined separately. Also The remuneration of public officials shall be determined by taking into consideration the standard living cost of the general public, price levels and other circumstances, and efforts shall be made to maintain appropriate balance with private enterprise wages. And the remuneration of public officials shall be balanced among those in
career service, and between those in career service and those in non-career service[5].

However, it is pointed out that the special nature of the job is not being considered in the case of police officers who are equivalent to public official in special service.

2.2. Analysis of previous studies

A prior study on police remuneration generally points to problems in the current police remuneration system, and argues for improvements.

First, Han SA(2004) presented the current status and problems of the police officers’ remuneration system and rational improvement measures in the study on rationalization of police compensation system. Specifically, this study proposed the designation of a level of remuneration reflecting the special nature of police work and mitigation of promotion status through improvement of manpower structure, introduction of an annual salary system based on work ability, actualization of allowances and activity expenses, improvement of the performance appraisal system and establishment of an independent remuneration system[1].

In addition, Park KH(2010) argued for ways to make police remuneration a reality by comparing and analyzing the remuneration system of police, general and public security officials. Research has shown that the government claims that raising the level of remuneration to the level of public security officials, alleviating the status quo of promotion, and preparing the police’s own regulations for remuneration[6]. The research by Kim YK & Ji KW(2010) also suggested measures to improve the police’s remuneration system, which reflects their job characteristics. This paper suggests that government should establish external pay equity through adjustment to the market, internal pay equity through proper wages based on evaluation and merit pay, complementary internal pay equity by reset allowance, and launch an autonomous police pay table[7].

In J ER(2019)' study, he analyzed the current police officers remuneration system and examined problems in the police officers remuneration system, such as the basic salary lacking external fairness and the lack of internal fairness and the lack of regulations according to the level of rank, and suggested reasonable improvement measures for them[8].

Also Y YH(2005)' study was to investigate the factors to be considered in determining the police official's salary, and pointed out the problems of present salary system. As to the main problems, there were non-reflection of specificity in police service, poor salary level compared with the other group officials relatively, and unrealistic business promotion fund, etc. For the improvement, it needs to reflect the job characteristics different from the other officials on the salary level[9].

These previous studies point to problems in the police’s remuneration system, suggesting various improvements and emphasizing the need for an independent remuneration system. However, it does not even provide details of its own remuneration law. Therefore, below, I will look at the main contents of the independent remuneration law to be included.

3. The Direction of Improvement of Police Remuneration System

3.1. Enactment of an independent remuneration law

It is thought that the ultimate way to improve the remuneration system is to enact the police’s own remuneration law. It would be self-evident that such enacted remuneration law should reflect the job characteristics of the police.

In particular, a remuneration system should be established in consideration of the fact that police are suffering side effects from personal and family life due to night and holidays unlike other public security officials, and that few public security officials have a 24-hour working system except for correctional officials. And risks will have to be
reflected in the base salary, and integration of existing allowances will have to be made.

However, the independent remuneration law should reflect the job characteristics in detail, rather than simply having a higher level of remuneration than other public officials’ pay levels, and the people should be able to understand such a system. Otherwise, the issue of equity with other government officials’ organizations could be raised.

For this to happen, it should be a bill that reflects a remuneration system with position classification system added. In other words, measures such as sorting out police positions in advance and calculating appropriate levels of remuneration should be taken first.

This approach will be possible in a variety of ways. This approach may serve as a clear basis for improving the remuneration system, but it has the disadvantages of requiring additional budget and manpower. A way to resolve this in a positive direction is to link it to the existing evaluation of performance of service, and promotion system.

3.2. Improvement of evaluation of performance of service

Article 7 of the current Regulations for Promotion and Employment of Police Officers stipulates that police officers under the Senior Superintendent must grade their evaluation of performance of service every year, and that the results of their evaluation of performance of service should be reflected in personnel management, including promotion[10].

If the assessment factors of the current evaluation of performance of service reflect factors that may affect remuneration, such as job difficulty, through task analysis, the two issues of evaluation of performance of service and decision of remuneration will be carried out as a single procedure. The additional of these position classification elements should be carried out in such a way that the current remuneration system based on the rank classification can be maintained while reflecting the work capability.

3.3. Improvement of promotion system

Promotion means moving from a lower rank or class to a higher rank or class[11]. And the promotion and personnel actions for a police official from among police officials with an immediate lower rank shall be made through the evaluation of performance of service, work experience and verification of other capabilities.

A promotion to a Superintendent General or a lower rank shall be based on the results of a promotion examination: Provided, That a promotion examination may be concurrently conducted for a promotion to a Superintendent or a lower rank according to the ratio prescribed by Presidential Decree[12].

Also, linking them to the promotion system should be considered. Many preceding studies cite the need to improve the promotion system in order to improve the police’s remuneration system.

In particular, in the case of police officers, the ratio of the aforementioned evaluation of performance of service to the promotion examination should be increased, rather than the easing of the requirements for Promotion for Continuous Service.

And if the government moves toward increasing the objective evaluation ratio rather than subjective evaluation, it will be an opportunity to actively utilize the evaluation measures for job competency designed to improve the remuneration system.

In addition, it could be a measure to prepare a structure for receiving higher remuneration, even if the evaluation of performance of service score does not lead to a promotion for the superior in order to reduce the disadvantage of remuneration due to the promotion congestion.

3.4. Adjustment of the police ranks

The current class structure of police officers consists of 11 levels, differentiating them from those of general service with nine levels.

Many prior studies claim that this class-level discrepancy has a negative impact on the realization of the police remuneration system. Therefore, within the independent
police remuneration law, the police's hierarchy should be reduced so that they can be paid commensurate with the rank of general service officials and corresponding remuneration.

3.5. Reorganization of field-critical personnel

The expected problems with operating these systems will be the phenomenon of high-paying department preferences and the phenomenon of avoiding specific departments.

This should be done in a way that mitigates the problem through field personnel reorganization. First of all, the relocation of police personnel should be expanded to include functions such as investigation, criminal investigation, and public safety, which often come into contact with the public, so that the number of police personnel will be increased based on the site.

In the case of internal police officers, the ratio of existing police officers should be gradually reduced and the personnel changes should be replaced by general service officials to promote flexibility in personnel management. However, in the concrete part, further discussion is considered necessary.

4. Conclusion

Police are a state-run agency that conducts the most basic and important tasks of protecting the lives, bodies and property of the people and maintaining the public peace. Police in charge of these important tasks should be paid commensurate with the special nature of their duties as public official in special service, such as the responsibilities, difficulty and urgency of the job. In reality, however, the police are not paid enough to meet the responsibilities and difficulty of the job.

Therefore, the study made policy suggestions for the realization of the remuneration system of police officials. The most important way to improve is to enact an independent remuneration law.

This independent remuneration law should reflect the special nature of police officers, and should also require the readjustment of relevant laws. The Act is also considered reasonable in that it can minimize resistance from members of the organization to operate with the addition of position classification elements while maintaining the existing remuneration systems of rank classification.

In order to improve the ultimate remuneration system, it is thought that the government should adjust the number of ranks of police, improve the evaluation of performance of service for the linkage with the evaluation of performance of service, improve the promotion system for the linkage with the promotion system, and reform the field-oriented workforce.

In addition, the concept of social overhead capital could be further considered. Enabling the inclusion of police remuneration as social overhead capital would make it easier to draw up policy measures for prior discussions.

Therefore, if the overall improvement of the police personnel management system is realized, it will be able to increase police morale. The promotion of police morale could lead to an increase in the benefit of people. I hope that detailed measures will be made through follow-up research.

5. References

5.1. Journal articles


3.2. Books


3.3. Additional references


