

Factors associated with job
satisfaction for a specified segment of
public sector personnel

by

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DEDICATION

For my wife Barb, a special thanks for all of her support, patience, and understanding, without which this work would not have been possible, and to my committee who contributed their thoughts, ideas, knowledge, and advice.

INTRODUCTION

Workers in every organization have a preference for specific work related characteristics that they find important in determining the way they feel about the job they perform. The weight given to any one factor depends on the workers needs and to a certain extent the choices they wish to make. Organizational programs designed to enhance job satisfaction should consider the context of the factors linked to higher levels of satisfaction for the specific group of workers they choose to target.

Organizational contributions toward the level of overall job satisfaction held by the individuals they employ range from efforts which target monetary rewards to those which focus on the personal needs and feelings of the employee. No one method can serve to enhance the perceptions held by every employee; however, an attempt at determining which factors influence overall job satisfaction should precede the implementation of any such program.

The objective of this thesis is to examine a portion of the large number of intrinsic, extrinsic, and demographic variables which are believed to contribute to levels of overall job satisfaction. The group targeted, to receive a survey questionnaire, will consist of law

enforcement officers in Iowa communities with a population of over ten thousand persons.

Factors which may make important contributions to satisfaction for this segment of public sector personnel include those which provide for the fulfillment of intrinsic needs and personal achievement (Lefkowitz 1974). The very nature of the work would appear to demand certain personal characteristics conducive to decision making and the ability to perform designate tasks under pressure. Sarason, 1977, as cited in Cherniss and Kane (1987) determined that public sector employees anticipated high quantities of intrinsic needs fulfillment as a condition of employment.

Newstrom et al. (1976) found public sector employees focusing on higher order personal needs, concentrating less on traditional low order intrinsic requirements such as security and more on needs which increase the incentive to work. Supporting this finding Cacioppe and Mock (1984) found that public sector personnel are motivated more by intrinsic factors than are their private sector counterparts, concluding that public sector managers and organizations should develop programs which encourage personal development.

The intrinsic variables selected as possible causes of overall job satisfaction include the level of

authority, the opportunity to make independent decisions, participation in the decision making processes of the organization, and the attitudes toward the function of the work. In addition, certain extrinsic satisfaction factors are examined; these are the feelings toward supervisors, co-workers, and promotions. Finally, the demographic variables included: years of experience, level of education, job level, marital status, family income, and sex of the respondent. Thus three different categories of variables are studied to determine their influence on overall job satisfaction.

Through a process of elimination, those variables with little or no effect on satisfaction can be removed from consideration and the organization can concentrate efforts on factors which are important to the worker. The end result should provide public sector management a relatively narrow yet predominant set of variables from which to develop programs designed to sustain or enhance levels of overall job satisfaction.

LITERATURE REVIEW

Attitudes toward overall job satisfaction develop in relationship to both intrinsic and extrinsic factors relevant to the working environment and the individual's perception of his or her needs. Job satisfaction can be thought of as the expression of an employee's attitude toward the various tasks and duties they perform, as well as one which describes feelings held by the worker toward the organization and the work experience (Hodson 1990). Levels of overall job satisfaction are also subject to the employee's personal interpretation of events, the relative importance to the worker, and his or her personal characteristics.

Extrinsic factors which influence an employee's expression of the level of job satisfaction include, but are not limited to the feelings toward salary, co-workers, the supervisory staff, and the promotional policies and practices of the organization. Intrinsic variables which affect the level of satisfaction are considered those organizational characteristics such as the work function, the level of autonomy, skill variety, feedback, task identity and task significance, as well as participation in decision making and the determination of immediate work goals. The effect of both the extrinsic and intrinsic

facets of work on job satisfaction will vary according to the personal requirements of the individual employee.

The literature on job satisfaction suggests that job satisfaction can be accurately measured by summing the scores of the indicators representing the various facets of the occupation. Such summing is likely to show that a significantly positive relationship does exist between the components of satisfaction and overall job satisfaction attitudes.

Both intrinsic and extrinsic satisfaction scores have been measured by obtaining responses to a series of questions concerning the various aspects of the job. One such example, the Job Descriptive Index, requires the employee to answer a series of terms or short phrases which describe the work performed and not the feelings he or she has about the job. The responses are formulated by a yes, uncertain, or no, response format for a list of terms describing the nature of each job component (i.e., work function, pay, supervisors, co-workers, and promotions) (Cook et al., 1981).

Satisfaction with intrinsic indicators can also be obtained by measuring the fulfillment of personal needs (i.e., the scale developed by Porter and Lawler as cited in Price, 1972) which requires the respondent to describe the presence or absence of those needs. The response

format for this scale consists of questions which ask how much of a certain need is present and whether or not the quantity is sufficient. Porter and Lawler as cited in Price (1972) also provide the respondent with the opportunity to indicate the importance of the item, but do not elaborate on the use of this information in determining job satisfaction. The index is scored by simply calculating the difference between the "now" and "should be" answers for each item in the questionnaire (Cook et al., 1981). Wanous and Lawler (1972) determined that when these two questions are used together the correlation between job component satisfaction and overall job satisfaction increases as the importance of the intrinsic indicator for the separate facet increases.

Overall job satisfaction can then be shaped by the employees' attitudes toward specified variables or dimensions within their significant work environment. For example, the summation of indicators which represent the employees' attitude toward the extrinsic variables identified as their co-workers, supervision, or the opportunity for promotion and the attitude toward the degree and importance of intrinsic factors (i.e., work function) have been used to represent an employee's level of overall job satisfaction. Thus, organizations can identify and target dimensions of employment which appear

to have a negative effect on job satisfaction while strengthening programs which reportedly enhance employees' attitudes toward satisfaction.

Other studies support findings that the measurement of the separate yet related components of job satisfaction reveal a direct relationship between positive employee attitudes toward the work function, feelings toward co-workers and supervisors, and the opportunity for promotion with higher levels of overall job satisfaction. Satisfaction with intrinsic and extrinsic variables seems to indicate a level of expectation equivalent to the quantities of these items sought by the worker. Dissatisfaction can be interpreted as a level of expectation or demand in terms of the specific variable for satisfaction which falls short of the amount required by the employee (Porter et al., 1974).

Why should management in the public sector concern itself with assessing the level of employee satisfaction with more global measures of overall satisfaction? Several studies have provided information that attitudes among selected groups of public sector professionals, such as police officers, reveal an inconsistency between expressed levels of job facet satisfaction and the attitudes of law enforcement officers toward their overall level of job satisfaction. Therefore, efforts should be

made to properly identify the satisfaction indicators relevant to overall satisfaction. Figure 1 gives the intrinsic and extrinsic factors as well as demographic characteristics that will be used in this study as independent variables that influence overall job satisfaction.

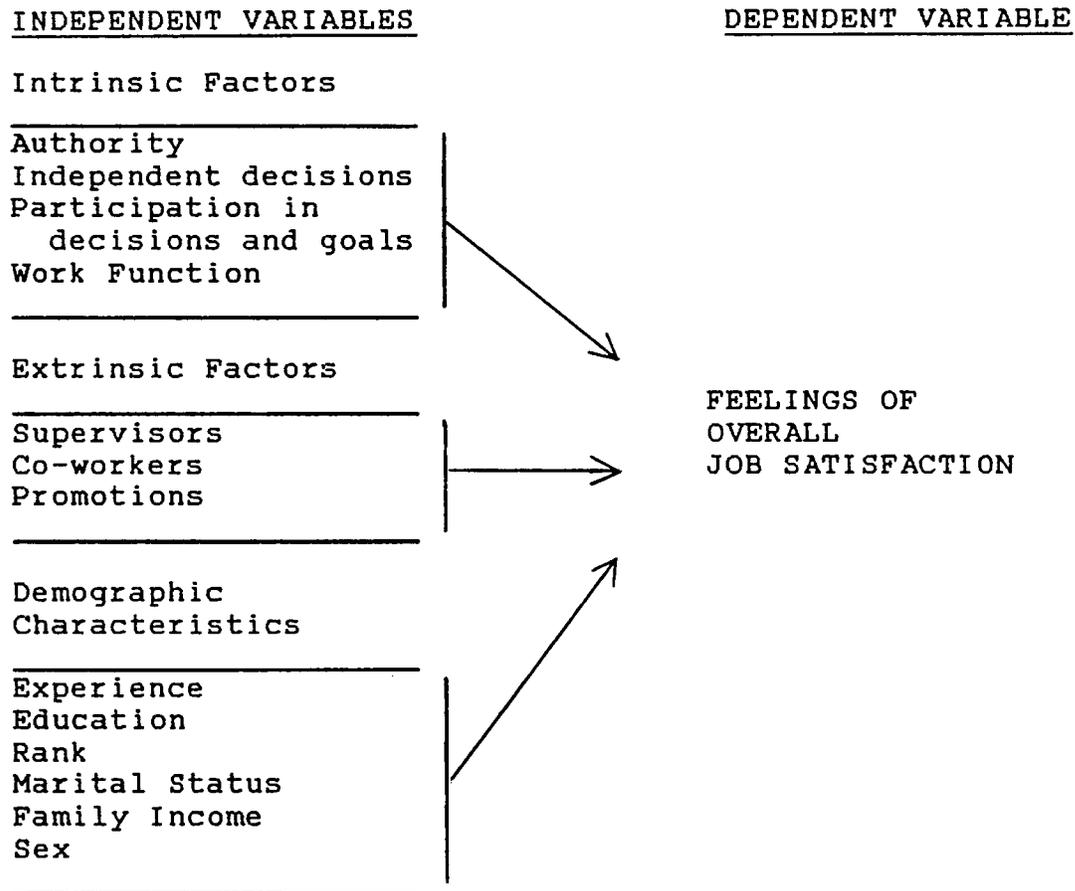


Figure 1. A proposed model of causation for the factors associated with employees' attitudes toward job satisfaction.

The process of understanding the various levels of job satisfaction held by subordinates begins with identifying the reasons for their attitudes, beliefs, and opinions. The notion of job satisfaction may be depicted as the individual's perceptions and feelings which are influenced by their personal needs, as well as the physical and social characteristics of the organization.

These attitudes toward their job then develop as either a positive or negative subjective evaluation of job related experiences attributable to the work environment and intrinsic factors. The varying levels of job satisfaction among workers develops as a process influenced by a multitude of variables and interpreted individually or in conjunction with the workers' reference group.

Specific groups of public sector employees, such as police officers, show a general dissatisfaction with both the intrinsic and extrinsic variables associated with their occupation. Lefkowitz (1974) found that members of patrol divisions are generally dissatisfied with their work function and with their co-workers. These officers also portray a below average attitude toward their supervisors; describing them as lacking in the areas of thoughtfulness or consideration and in their ability to initiate structure. In addition, law enforcement personnel express a consistent level of dissatisfaction when given the chance to describe their opportunities at fulfilling their intrinsic needs requirements.

Police attitudes toward advancement, as they effect the officers' level of job satisfaction, have had several conflicting interpretations. Preiss and Ehrlich (1966) have stated that officers' interest in promotion is

secondary to their desires of job stability and security. More recent investigations have determined that the link between promotional opportunities and attitudes of job satisfaction is tied to the competitiveness of officers for the very few advancement possibilities available within the law enforcement employment structure (Reiser 1974).

Job satisfaction attitudes have also been determined by examining the opportunities for the employee to meet or fulfill their intrinsic personal needs in terms of prestige, self-esteem, autonomy, participation in organizational goal setting and decision making processes, and task initiation and completion. These indicators provide insight into the overall levels of job satisfaction when measuring the fulfillment of an employee's intrinsic needs against the availability of these perceived satisfiers within the organizational structure (Hackman and Oldman 1975).

A specific need exists to recognize the causal relationship between intrinsic variables and employment in the public sector. Research has found that high status public sector occupations are more likely to employ individuals with strong desires toward satisfying their intrinsic need requirements than are lower status public sector employment opportunities or occupations in the

private sector (Newstrom, Reif, and Monczka 1976; Cacioppe and Mock 1984).

Studies which compared the attitudes of high and low status public sector employees and high status public and private sector workers revealed that high status public sector personnel were more dissatisfied with their intrinsic need fulfillment opportunities than were high status private sector employees. They were, however, more satisfied with their level of need fulfillment than were the low status public sector employees (Smith and Nock 1980; Cacioppe and Mock 1984). Those positions thought of as high status employment within the police department were the levels above the rank of sergeant. Their findings seem to indicate that the remaining lower ranks were generally dissatisfied with the level of intrinsic needs fulfillment.

High status public sector personnel who exhibit attitudes of positive job satisfaction with positions that do not provide for their intrinsic needs may subject these aspirations for fulfillment to a process of cognitive distortion; thus, lowering their perceptions of the level they require (Bailyn 1977, McKelvey 1979, and Raelin 1984). They then pursue attempts at achieving personally defined levels of satisfaction by participating in outside

activities and time spent with their families (Rhodes 1983).

Cherniss and Kane (1987) found that high status public sector professionals simply did not expect their job to provide significant quantities of intrinsic need satisfaction. This group of employees described their jobs as lower in intrinsic needs fulfillment opportunities and their work as having less meaningfulness than the corresponding description by private sector employees. There was very little difference in the levels of job satisfaction, however, lending support to the notion of a downward adjustment in the required levels of intrinsic needs since the desire for intrinsic needs fulfillment was stronger for public sector employees.

Hackman and Oldman (1975) depicted satisfaction as dependent on the extrinsic characteristics of the job which are moderated by the employee's degree or level of required intrinsic need fulfillment. They felt that changes in overall satisfaction are influenced by the expectations of employees toward their level of intrinsic need fulfillment which intervened and lessen the impact of dissatisfaction with extrinsic factors on overall job satisfaction.

Thus, when interpreting satisfaction findings based on the measurements of intrinsic variables the possibility

that employees have readjusted their demands downward in proportion to what they feel is acceptable in terms of the availability of these factors must be considered.

Therefore, the expression of this level of satisfaction should not be considered truly representative of the overall level of job satisfaction, but rather the upper most level they perceive to be obtainable from the work station they occupy within the organization.

In addition moderate levels of overall satisfaction may co-exist with verbal and behavioral cues of discontent as an expression of the disappointment in the differences between perceived and actual intrinsic reward availability. As stated earlier, this difference will cause a downward adjustment in the level required and will eventually stabilize the attitude of job satisfaction; but, will not produce, for the organization, an employee who will express their level of satisfaction as a combination of personal fulfillment and the desire toward accomplishing organizational goals.

The difficulty in obtaining valid measures of the level of overall job satisfaction through the use of intrinsic indicators occurs most often in the expressed satisfaction levels of older workers. For example, younger police officers reported higher levels of satisfaction due to involvement in decision making, higher

levels of autonomy, and the opportunity to fulfill their higher order personal goals such as self-actualization. When these opportunities are not present the reported level of job satisfaction is low (Reiser 1974). However, even within the same organizational climate, as the age of the officer increases so does their level of overall job satisfaction (Rhodes 1983).

In addition to the age of the employee, other demographic characteristics may also influence the employees' perceptions and attitudes toward overall job satisfaction. Variables such as tenure or experience, job level, education, marital status, family income, or sex may effect the expressed attitude of job satisfaction.

The link between age and tenure is significantly similar when an examination of employees' attitudes toward overall job satisfaction is performed. A similar response pattern occurs with tenure or experience as it does with the demographic variable of age. In both cases, the level of job satisfaction that exists develops in a positive relationship (Lefkowitz 1974).

VanMaanen (1975) found that organizational advancement was basically insignificant in distinguishing differences between levels of job satisfaction. To the extent that advancement influences attitudes toward satisfaction, Reiser (1974) found levels of satisfaction

to be dependent on the level of competitiveness innate to each individual officer and expressed toward the available opportunities for promotion.

Buzawa (1984) obtained data which indicated the level of job satisfaction is related directly to the level or position held by the individual. Findings from studies performed on two large metropolitan police departments showed that positive attitudes toward satisfaction increased with the rank of the officer. Especially noticeable was the increase in job satisfaction expressed as the officer advanced past the entry level of patrolman.

Police supervisors describe their attitude of satisfaction with particular facets of the occupation as generally higher than do their subordinates. Data have been obtained which tends to indicate that they perceive the physical environmental characteristics of the organization and the opportunities for fulfilling the intrinsic need requirements in a more positive sense and thus, express the level of satisfaction resulting from these variables as higher than those individuals lower in rank (Lefkowitz 1974).

The historical perception of higher education within the boundaries of police work has often associated additional academic accomplishments, beyond a high school

diploma, with a decrease in overall job satisfaction. According to those who have this viewpoint, the academic practicality of education is segregated from the knowledge gained in the field. Upper level management especially is likely to espouse this belief. In addition, it is felt not only do higher levels of education decrease the overall level of satisfaction, but education increases the likelihood that an officer will leave the department as well.

Griffin et al. (1978) refute these notions based on findings obtained from their study which revealed that there were no significant differences among levels of job satisfaction due to higher education. These findings were also supported by data gathered in a study performed by Talarico and Swanson (1982) in which they found that the attitude of satisfaction is virtually unrelated to the level of education.

Lefkowitz (1974) supports the ideal of higher education for members of law enforcement agencies citing findings which demonstrate that officers who possess less than a high school degree were significantly less satisfied with their work than were officers with education at the college level. But he cautions the reader as he describes the patrol officer with a college education as one who is more likely to focus on the

intrinsic need job characteristics prevalent in their perceptions of a career in law enforcement. He predicts that the problems which arise from having received additional education beyond the high school diploma develop as a result of the organization's inability to meet these officers particular intrinsic needs requirements.

Summary of the literature

The literature focuses on several major groups of indicators which influence an employee's expression of their level of job satisfaction. These indicators or facets are the intrinsic needs requirements of the worker, the extrinsic factors which are inherent to the organization, and the personal characteristics of the individual employee.

Findings from various studies indicate an inconsistency does exist between the level of satisfaction with the particular job facets in law enforcement and the attempts at explaining officers' levels of overall job satisfaction. The literature shows that police officers express a general dissatisfaction with the extrinsic variables of supervisors, co-workers, and promotions. In addition, they are similarly dissatisfied with the

opportunity to meet or fulfill their intrinsic needs requirements.

Other studies have determined that as the demographic characteristics of age, experience, and job level of an officer increases so does their level of job satisfaction. This increase has been attributed to a process in which the individual assesses the level of satisfaction available and eventually adjusts their demands accordingly.

The literature also suggests that an officer's level of education appears to have little effect on the level of overall satisfaction, and is more likely to shift their emphasis away from extrinsic satisfiers and toward intrinsic ones. This factor may be of particular importance since public sector employment offers few alternatives to increasing job satisfaction that can be linked to extrinsic factors.

METHODOLOGY

The concept of job satisfaction provides a variety of definitions all of which focus on the employee's orientation to their work environment. Employees with a positive orientation toward their job and work environment are thought to possess higher levels of satisfaction, while those individuals with a negative orientation express their discontent by exhibiting lower levels of job satisfaction.

Job satisfaction can also vary depending on the particular facet being measured. For instance, overall levels of satisfaction should represent a composite score of the individual job facet indicators. Therefore, finding low levels of satisfaction in one area should not preclude the fact that moderate to high overall levels of satisfaction do exist.

For the purposes of this study the concept of overall job satisfaction will be measured as a unidimensional concept based on the positive or negative attitudes expressed by an employee toward the present job overall. The determinants of job satisfaction will include intrinsic factors (i.e., needs fulfillment, including satisfaction with the work itself), and extrinsic factors (i.e., such as satisfaction with co-workers, the

supervisory staff, and the opportunity for promotion). In addition how personal characteristics (i.e., experience, education, rank, marital status, family income, and sex) effect the level of overall job satisfaction will be examined.

Sample

Data were obtained from a systematically selected random sample of Iowa Law Enforcement personnel which included police officers of all ranks, dispatchers, and matrons. These individuals were employed in nineteen different communities, chosen by a random sampling procedure, and ranged in residential population from 10,760 persons up to and including the largest city in the study which had a population of just over 191,500 persons.

The minimum size of the community was set at 10,000 persons since departments in smaller cities are often staffed by officers working part-time who also perform various other functions for the city as a stipulation of their employment. Thus, their level of satisfaction could be tied to one or more of these other occupational functions and not entirely related to their law enforcement career. The list from which the cities were selected was obtained from the Iowa Police Departments'

Fiscal Year Report for 1985, and was compiled by the Iowa Statistical Analysis Center Office of Planning and Programming. See Table 1.

Dispatchers and matrons were selected to increase the representation of the female sample population since the field of law enforcement is historically a male dominated profession and the number of active duty female officers is relatively small. The size of the departments varied according to the population of the community from the smallest department, which had an allocated strength of eleven officers to the largest which employed three hundred and thirty-four police officers.

The listings of law enforcement personnel from which the sample population was obtained were furnished by the respective cities' personnel department with the stipulations that officers addresses and phone numbers would not be furnished and any contact with the individual officer would be made through their department.

The information needed to complete the sampling procedure only required the personnel departments make available employee lists by seniority and according to job level or rank. Those positions within the organization which were surveyed included: Dispatcher/Matron, Patrol officer, Detective, Corporal, Sergeant, Lieutenant, Captain, Major, Assistant Chief, and Chief. The original

list of cities included a total of twenty-seven eligible communities, however, seven of the cities failed to comply with the informational format for the data and one department declined to participate entirely. See Table 1.

Table 1. List of cities and their population.

<u>CITY</u>	<u>POPULATION</u>	<u>CITY</u>	<u>POPULATION</u>
Des Moines	191,506	Marshalltown	27,221
Davenport ^a	103,799	Ottumwa ^b	26,950
Cedar Rapids	109,086	Muscatine ^b	24,218
Sioux City ^b	82,095	Urbandale	19,010
Waterloo	76,399	Ankeny ^b	15,801
Dubuque	61,209	Newton	15,162
Council Bluffs ^b	56,694	Keokuk	13,524
Iowa City ^b	51,559	Fort Madison	13,192
Ames	45,747	U. N. I.	13,100
Cedar Falls	36,206	Boone	12,555
Clinton ^b	32,437	Spencer	11,593
I. S. U.	31,000	Oskaloosa	10,995
Mason City	30,157	Indianola	10,760
Burlington	29,090		

^a Did not participate in the study.

^b Those cities which did not provide the necessary data.

The compiled list of potential survey respondents accounted for eleven hundred police personnel. Considerations were made to account for sample representativeness, which included sample size and proportion, data entry, and survey costs. These limitations ultimately provided the opportunity for a

sample population of five hundred and fifty officers, dispatchers, and matrons.

The procedure for the systematic random sample involved the selection ratio of $k = N/n$, where k represents the population size (N) divided by the desired sample size (n) and results in an interval, or skip number, from which the selection of the sample population of police personnel could be made. The selection ratio was 2 : 1, indicating that every other officer listed would be chosen as part of the sample population after randomly picking one name within the first interval as the starting point. The decision to include all female police personnel, or a selection ratio of 1 : 1, was made since the population for this group was relatively small and this would avoid the risk of an extremely small response rate; their names were subsequently removed from the general sample selection list.

Questionnaire construction

Indices for measuring job satisfaction were obtained from the Handbook of Organizational Measurement by (Price 1972). In this book, Price discusses two major approaches for collecting data on employees' levels of job satisfaction. The first approach focuses on the

questionnaires developed to obtain general or overall levels of job satisfaction with employment in an organization.

The second approach measures attitudes toward several specific dimensions of work, such as an employee's feelings toward the work itself, the supervisory staff of the organization, their co-workers, and the process and opportunity for advancement or promotion.

Three measures were chosen; the first, concerned the gathering of general information about the level of overall job satisfaction and was developed by Brayfield and Rothe, 1951, as cited in Price (1972). This measure consisted of 18 questions with a five point Likert scale response format. The authors definition of satisfaction was never expressed, but rather was implied as being interpreted from responses to the series of questions which revealed how individual employees felt about their job.

The second scale was developed by Porter and Lawler, 1968, as cited in Price (1972) and focuses on the ability of the organization to provide the desired level of intrinsic needs fulfillment as a determinate of job satisfaction. According to Porter and Lawler, as cited in Price (1972, p. 161) job satisfaction is "the extent to which rewards actually received meet or exceed the

perceived equitable level of rewards." Porter and Lawler felt that organizations which fail to meet employee expectations ultimately provided an atmosphere which lowers the level of job satisfaction.

The format of this measure consisted of 13 questions each with three parts with responses given on a seven point semantic differential scale. The authors posed a specific question concerning a particular concept related to intrinsic need satisfaction such as "The authority connected with your position;" next the respondent was given the opportunity to rate the current level, their level of expectation, and the importance of this concept to them. According to the authors of this scale, the level of satisfaction was determined by distinguishing the difference between the present level and the level of expectation. The lower the scores the higher the level of satisfaction with that particular variable. Index Scores could also be compiled in a similar manner. For the purposes of this study only the how much is there now question was used in the analysis.

Smith, Kendall, and Hulin, 1969, as cited in Price (1972) developed the final scale used to determine satisfaction by examining a series of specific indicators related to levels of overall job satisfaction. Their

questions focused on five separate facets or dimensions: work, supervision, pay, promotions, and co-workers.

For the purposes of this study, the dimension of pay was eliminated since wage scales do not vary greatly within departments, but rather correspond to the size of the community, subsequent risk factor, and the cost of living associated with employment in larger cities. In addition, this facet is not controlled entirely by the administration of the law enforcement agency, but rather is linked to a process by which adjustments in wage rates are determined through collective bargaining sessions involving city administrators from outside the department as well. In addition, the dimension of pay is one of the few characteristics known to the applicant before accepting the position of police officer, and is relatively consistent across departments.

Each of the dimensions related to work, supervisor, co-workers, and promotion has a series of descriptive words or phrases poised as questions which were to be answered in a yes, no, or cannot decide format. The questions concerning these dimensions varied, some representing a positive description about the dimension, while the remainder voiced a negative characteristic or aspect.

Scoring for this measure depended on whether or not the descriptive indicator was positive or negative. Answers representing the existence of the positive characteristics were scored as follows: Yes to a positive indicator received a value of three, an answer of No was scored as a zero, if the respondent was uncertain of whether or not the positive characteristic existed their answer was given a value of one since, according to the authors of this scale, uncertainty is more closely related to an attitude of dissatisfaction than satisfaction. The format was reversed for the negative characteristic description indicators with an answer representing uncertainty remaining constant.

Smith, Kendall, and Hulin's definition of satisfaction was consistent with the definition provided by Brayfield and Rothe as cited in Price (1972) and focused on the worker's feelings toward their job. The format for this index provided information concerning both intrinsic and extrinsic factors which contribute to job satisfaction by soliciting information on specific job components. This presented the opportunity for identifying which of these facets might serve as the best single indicator of the level of job satisfaction.

The remainder of the survey questionnaire was divided into two sections. The first dealt with the respondents'

personal experiences and their willingness to assume additional job responsibilities. The last section contained questions concerning the demographic characteristics of the sample population. A copy of the questionnaire approved by the Human Subjects Review Committee and used for this analysis is given in Appendix A.

Administration of questionnaire

The finalized questionnaire was then administered on a pre-test basis to one police department which distributed it to a previously determined simple random sample of its employees (n=11). The response rate was 100 percent and the results from this pre-test revealed that the questionnaire provided no problems with interpretation, clarity, or response format.

Next a letter of support was obtained from the Director of the Iowa Law Enforcement Academy; in addition, requests were made to the Chiefs of Police from each of the communities selected for their support and cooperation with this study. These endorsements were supplied with each packet of information sent potential respondents. Each department involved in the survey volunteered to

distribute the questionnaires according to our random selection of participants.

Questionnaires were then mailed to the sample population and were followed by two subsequent requests for the return of completed questionnaires during the following eight week period. The first follow-up consisted of a postcard reminder to those individuals selected for the survey that their response was both necessary and important for obtaining a representative sample. The second follow-up consisted of a reminder, to those who had not completed and returned the questionnaire from the original sample population list, in the form of a written request which included a copy of an additional survey questionnaire in the event that they had lost or misplaced the originally distributed survey. This procedure resulted in 479 completed questionnaires for a response rate of 87 percent.

Those individuals having completed and returned the questionnaires for this study had spent an average of fourteen years working in the field of law enforcement. Slightly less than four hundred of these officers had completed some college level course work, with the emphasis in curriculum being criminal justice. Sixty-six percent of the respondents were under the rank of the

corporal and included the positions of patrol officer, detective, dispatcher, and matron (n = 319).

First line supervisors represented 15 percent of the sample and were classified as those officers in the positions of Corporal or Sergeant (n = 74). Thirteen percent of the sample were classified as mid-level management and held the rank of Lieutenant or Captain (n = 62). Officers occupying the levels of Major, Assistant Chief, and Chief were considered upper level or administrative management and constituted less than one percent of the sample population (n = 16). Eighty-nine percent (n = 425) were male police personnel, while 9 percent (n = 43) were female and less than one percent did not indicate their gender (n = 6).

The measures

The Job Descriptive Index scale developed by Smith, Kendall, and Hulin was used to identify three separate independent variable indicators of extrinsic satisfaction (i.e., supervisor, co-workers, and promotions) and one independent variable indicator of intrinsic satisfaction (i.e., work function). An index which measured the degree of satisfaction with the organizational presence and policies toward factors that satisfy intrinsic need

requirements of employees was obtained from the scale developed by Porter and Lawler. From Porter and Lawler's scale, three independent variables were used to indicate the employees' level of satisfaction with the organizations policies concerning the amount of authority, opportunity for making independent decisions, and participation in decisions and goal setting given their personnel.

A series of close ended questions were administered at the end of the questionnaire to obtain the necessary demographic characteristics from which to develop the third set of independent variables which may effect levels of satisfaction. These questions consisted of requests for information covering the area of age, experience, number of children, formal education, area of educational concentration, marital status, family income, rank, and sex.

From this list, the independent variables chosen for their potential effect on satisfaction were: experience, education, rank, marital status, family income and sex. Age was not selected because of its high correlation with years of experience. These variables were chosen primarily because of the number of previous studies which selected them as independent variables as well. The global measure of overall satisfaction was a question

which asked if the respondent was well satisfied with their present job and was obtained from the index of Brayfield and Rothe. This question served as the dependent variable for this analysis.

The internal reliability scores for the Job Descriptive Index were .84 for the 15 item satisfaction with work scale, .88 for the 17 item supervisory scale, .87 for the scale of 16 items measuring satisfaction with co-workers, and .84 for the 9 item promotion scale. The mean score for these indicators were 25.9, 32.28, 32.23, and 6.92 respectively. See Table 2.

Table 2. Reliability scores for job descriptive index

Dimension	Internal Reliability	Mean Scores	Index Range	Average Inter-Item Correlation
Work	.845	25.904	0-45	.268
Supervisor	.886	32.280	0-51	.310
Co-worker	.878	32.235	0-48	.319
Promotion	.845	6.922	0-27	.394

Work Factors	q=15	Standard Deviation	s=10.4330
Supervisor Factors	q=17		s=13.4073
Co-Worker Factors	q=16		s=11.4497
Promotion Factors	q= 9		s= 7.0507

The dependent variable, well satisfied, was the response to question number 7 from the scale developed by Brayfield and Rothe, and was an indication of whether or not the respondent viewed the holistic nature of the job they perform in a positive or negative context. This variable represented the overall or global feelings of job satisfaction expressed by the worker toward his or her job.

The intrinsic variables obtained from the scale of Porter and Lawler were defined as follows. The variable of authority referred to the responsibility assigned to the position held by the respondent and was measured by

question number 20 on the questionnaire. Independent decisions focused on whether or not an employee felt they could make job related decisions in the course of performing his or her job and was measured by the responses to question number 23. Participation measured the employees' feelings toward the opportunity to become involved in the organizational decision making process. This variable was comprised of two questions, numbers 29 and 30, and dealt with employees' feelings toward the level of involvement in setting department goals and determining procedures.

One additional intrinsic variable and three extrinsic variables were obtained from the Job Descriptive Index developed by Smith, Kendall, and Hulin. The intrinsic variable of work function, questions 33 through 47, focused on positive and negative interpretations of the work by asking questions concerning whether or not the job was fascinating, routine, satisfying, boring, creative, tiresome, challenging, frustrating, gives a sense of accomplishment, or endless.

The three extrinsic variables were measured by employees feelings toward supervisors, co-workers, and promotions and were determined in the same manner using descriptive indicators which solicited responses to both positive and negative aspects about these variables. For

example the feelings toward supervisors, questions 46 through 64, asked for responses to questions asking whether or not the supervisor asked your advice, was hard to please, tells me where I stand, impolite, tactful, annoying, intelligent, lazy, or stubborn.

The attitude toward co-workers was determined by the responses to questions 65 through 80. This portion of the index asked for responses to items such as stimulating, boring, slow, ambitious, easily offended, lazy, active or loyal. The final extrinsic independent variable was the feelings an employee held toward the department's promotional practices. Questions 81 through 89 asked whether or not they felt the process was fair, regular, infrequent, or based on ability and determined the score given this variable.

The demographic variables consisted of experience, question number 100, which dealt with the number of years each respondent had served as a law enforcement officer. Education, question number 102, required information concerning the level of formal education each respondent had achieved. The demographic variables pertaining to family status, question number 103, were defined in terms of married, divorced and remarried, or widowed and remarried; the variable labeled split indicated whether or not the respondent was separated or divorced. Family

income, question number 104, referred to the total income of both spouses in the family unit. Information about the job level, question number 105, was obtained by having the respondent indicate the rank or position they occupy. Question number 106 asked the respondent to indicate whether they were male or female.

Hypotheses formation

The literature seems to suggest that the intrinsic factors important to the individual and inherent to the organization have considerable influence on the expressed level of overall satisfaction. An individual's satisfaction with the work function should be the variable most closely related to their feelings of job satisfaction; attitudes of satisfaction held by an employee toward the extrinsic variables will consequently have less of an effect on high levels of job satisfaction. However, their feelings toward satisfaction with the organizational policies and practices involving the promotional processes will influence the level of overall job satisfaction expressed by the employee.

Studies which included in their examinations the various demographic characteristics revealed that as the age and experience of the officer increased so did the

level of job satisfaction. Therefore, officers with a rank above the level of patrolman should express attitudes of satisfaction that are greater than those officers who have not yet advanced, controlling for both age and experience. The literature indicates that education does not effect the feelings of satisfaction in either a positive or negative direction and will be moderately correlated at best.

HYPOTHESES

H 1) Satisfaction with the intrinsic needs requirements will be more closely associated with overall satisfaction than extrinsic or demographic variable sets. This relationship will be a positive one in which an increase in satisfaction with the level of intrinsic needs will be reflected by an increase in the level of overall job satisfaction.

H 2) The effect of the extrinsic organizational factors on overall job satisfaction will be greater than those effects which could be tied to the demographic characteristics of the respondent. The opportunity for advancement will have the one greatest single effect on reported levels of job satisfaction.

H 3) Within the demographic set of variables experience will be positively associated with job satisfaction, education will have only a small effect on the level of satisfaction, contrary to what has previously been thought by members of the police community, while advancement in rank will increase the reported level of overall job satisfaction. Those variables associated with an individual's family life are unlikely to explain any

portion of the variance in reported levels of overall job satisfaction.

ANALYSIS

Fourteen independent variables were selected for their presupposed ability to influence employees' overall feelings of job satisfaction. Certain intrinsic variables focus on such factors as the employees' perceived level of authority, opportunity to make independent job decisions, and the chance at participating in the department's decision making process. In addition, index scores were calculated for one intrinsic variable which represented respondents' feelings toward the function of the work, and for three extrinsic variables based on supervisors, co-workers, and advancement. The demographic characteristics of the sample population selected for analysis included years of experience, level of education, job level or rank, marital status, family income, and sex. The calculated means and standard errors for these variables are reported in Table 3.

Table 3. Independent variable means and standard errors

Variable	Mean	Standard Error
Authority	4.61	.069
Independent Decisions	5.03	.072
Participation	2.87	.083
Work Function	1.73	.032
Supervisor	1.90	.036
Co-worker	2.08	.033
Promotions	.77	.036
Experience	14.29	.352
Education	4.17	.039
Rank	1.49	.035
Married	.82	.018
Split	.11	.014
Family Income	3.03	.055
Sex	1.09	.014

The correlations among these variables are presented in Table 4. Several variables exhibited little variance in standard error which would preclude stronger correlations (i.e., experience, education, and rank). Quite clearly work function has the strongest correlation (.645) with the dependent variable of feeling well satisfied with the job. The second highest correlation

with being well satisfied with work is another intrinsic variable, participation (.423). The extrinsic variable promotions has a .388 correlation with the dependent variable of well satisfied. Other variables with correlations above .3 include supervisors, authority, and independent decisions. None of the demographic variables has a correlation above .2 with the dependent variable of well satisfied.

Table 4. Pearson correlation values describing the relationship between variables

	Well Satisfied	Authority	Independent Decisions	Participation	Work Function	Supervisors	Co-workers	Promotions	Experience	Education	Rank	Married	Split	Family Income	Sex
Well Satisfied	1.00														
Authority	.329	1.00													
Independent Decisions	.310	.518	1.00												
Participation	.423	.472	.416	1.00											
Work Function	.645	.386	.333	.507	1.00										
Supervisors	.346	.237	.343	.479	.419	1.00									
Co-workers	.292	.100	.195	.278	.376	.396	1.00								
Promotions	.388	.304	.259	.528	.430	.377	.251	1.00							
Experience	.092	.098	.028	.291	.133	.109	.060	.066	1.00						
Education	-.010	.048	.085	.050	.020	-.030	.031	.039	-.083	1.00					
Rank	.188	.223	.128	.534	.241	.265	.112	.368	.512	.020	1.00				
Married	.027	.095	.126	.164	.081	.158	.026	.050	.191	.021	.159	1.00			
Split	-.033	-.071	-.100	-.199	-.076	-.177	-.109	-.045	-.085	-.033	-.098	-.752	1.00		
Family Income	.034	.141	.040	.190	.078	.077	.005	.115	.267	.193	.242	.361	-.218	1.00	
Sex	-.027	-.175	-.164	-.126	-.018	-.079	.007	-.009	-.325	-.035	-.147	-.186	.095	-.074	1.00

Two subgroups were developed and labeled according to the similarity of the variables involved. The first subgroup was labeled skill and included the independent demographic variables of experience, education, and rank. The independent variables which comprised the second subgroup described as family included married, separated, and family income. The first dummy variable, married, took the value of one if the respondent was currently married and zero otherwise. The second dummy variable, split, took the value of one if the individual was separated or divorced and zero otherwise. Family income was not treated as a dummy variable, but was measured as the total combined income of the respondent and their spouse based on seven categories of income.

The remaining demographic variable sex was treated as a dummy variable and equaled one if the respondent was male and zero if otherwise. This variable was not placed in either of the previously described subgroups, but rather considered as a separate independent variable.

Multiple regression analysis using the process of backward elimination was used to examine the relationship between six least squares regression models as shown in Table 5. The first model was the complete model and contained all fourteen independent variables. This model explained approximately 45 percent of the variance in the

dependent variable with an R Square of .4468. Two of the independent variables, the employees' feelings toward the work function and their expressed attitudes toward the promotional process and policies were significant at the .05 level, the remaining variables were not significant. The calculated F Test statistic was 25.445 with the degrees of freedom (14, 441). This value exceeded the critical F statistic which causes us to reject the null hypothesis that these independent variables have no effect on overall feelings of job satisfaction.

The R square value having removed the independent variable of sex remained .4468. This is taken to mean that no additional variance in the level of expressed overall job satisfaction can be accounted for by the sex of the respondent. The variables which exhibited a level of significance at the .05 level also remained the same as those in the full regression model.

In testing the null hypothesis that Sex equals Zero, the calculated F test statistic with degrees of freedom 1 and 441 yielded a value of 27.465. This figure falls below the critical F value and thus fails to reject the null hypothesis. Therefore, the conclusion that sex provided little if any explanatory power toward the expressed feelings of overall job satisfaction was accepted.

The second model examined the relationship of the independent variables to the level of overall job satisfaction after removing the three variables which could be categorized as exhibiting characteristics pertaining to the respondents family life. This least squares regression model had an R Square value of .4448. The only variables significant at the .05 level were the variables exhibiting significance in the first model of this analysis; employees' feelings toward the work function and toward their departments' promotional policies and practices.

The calculated F statistic for the Null hypothesis that the Family variables were jointly equal to Zero was 32.347. This fell below the critical value of the F statistic, thus providing no support for rejecting the Null hypothesis. This finding was interpreted to mean that the family variables did not affect overall job satisfaction in any appreciable manner.

The third model focused on explaining the variance in the level of job satisfaction by using all of the independent variables except those which comprised the subgroup of skill (i.e., years of experience, level of education, and the job level or rank of the individual). These variables were grouped under the common label of

skill for the purpose of hypothesis testing, but were not combined, collapsed or otherwise used as a single measure.

The R Square for this model was .4455 and was interpreted to mean that very little of the accountable variance originally noted in the complete regression model had been lost as a result of the elimination of these three variables and in fact a slight improvement in fit had occurred over the previous model. Again, as in the previous two models, the only variables significant at the .05 level were those measuring employees' feelings toward the function of the work and the department's practices and policies concerning promotion.

Testing the Null hypothesis that the Skill variables were jointly equal to Zero had an F statistic of 32.431 with degrees of freedom 3 and 441. This value was below the critical F value, thus the null hypothesis could not be rejected. Therefore, the variables comprising the skill subgroup did not influence job satisfaction.

The fourth model consisted of the remaining independent variables after collectively eliminating all of the demographic variables (i.e., family, skill, and sex) which had previously been tested in the first three models discussed. This model then focused on the level of influence present from those variables labeled as

authority, independent decisions, participation, work function, supervisors, co-workers, and promotions.

The regression analysis revealed an R Square value of .4430, but only two variables which were significant at the .05 level. These variables were the feelings expressed by employees toward the work function and the organizations promotional policies and practices.

The Null hypothesis that Sex, Family, and Skill variables jointly equal Zero had a calculated F value of 50.91 with degrees of freedom 7 and 441. This value was not greater than the critical F value and so the Null Hypothesis could not be rejected. This model revealed that the seven independent variables labeled as experience, education, rank, married, split, family income, and sex explained little of the variance of overall job satisfaction.

The final model consisted of only those variables which were significant at the .05 level with the exception of one variable which approached significance at the .1 level. The variables for this model included the employee's feelings toward the function of their work, their department's promotional process, and the opportunity for making independent decision.

The multiple regression analysis for this model indicated that all three variables were significant at the

.05 level. In addition, a total percentage of .4385 of the variance remained accounted for by using just these three variables. This means that when eleven of the fourteen original independent variables are eliminated, the explanatory power of this model is only reduced by less than one percentage point.

The Null Hypothesis tested was that Participation, Authority, Supervisor, and Co-workers equals Zero. The complete model for this portion of the analysis was the fourth model from which it was determined that the Null Hypothesis, which stated that the factors of sex, family, and skill have no effect on overall satisfaction, could not be rejected. The calculated F Statistic value was 117.674 which did not exceed the critical F value, thus the Null Hypothesis could not be rejected.

This model also indicates the importance of yet a third independent variable as it effects the level of overall job satisfaction, that variable is the presence or opportunity for making independent decisions. Previous models showed this variable as one which approached significance at the .10 level, but its influence on overall job satisfaction was not readily apparent until the other independent variables were removed. See Table 5.

Table 5. Regression analysis explaining the effect of the independent variables on overall satisfaction

Independent Variables	Model				
	1	2	3	4	5
Authority	.028 (.89)	.027 (.86)	.028 (.91)	.026 (.86)	
Independent Decisions	.039 (1.31)	.038 (1.29)	.038 (1.31)	.038 (1.32)	.060 (2.41)*
Participation	.036 (1.15)	.035 (1.10)	.030 (1.02)	.024 (.85)	
Work Function	.771 (11.51)*	.772 (11.55)*	.775 (11.62)*	.776 (11.71)*	.890 (13.92)*
Supervisors	.042 (.73)	.035 (.61)	.044 (.77)	.038 (.66)	
Co-workers	.044 (.74)	.047 (.81)	.044 (.75)	.048 (.82)	
Promotions	.131 (2.25)*	.133 (2.29)*	.123 (2.16)*	.125 (2.22)*	.162 (3.13)*
Experience	.002 (.27)	.000 (.10)			
Education	-.034 (-.75)	-.040 (-.91)			
Rank	-.044 (-.66)	-.048 (-.72)			
Married	-.098 (-1.61)		-.089 (-1.58)		
Split	.011 (.06)		.019 (.104)		
Family Income	-.015 (-.43)		-.022 (-.65)		
Sex	.001 (.01)	.000 (.01)	.000 (.01)		
Intercept	1.78 (4.86)	1.70 (5.13)	1.63 (5.48)	1.51 (8.92)	1.64 (12.07)
n	456	456	456	456	456
R Square	.447	.445	.446	.443	.439
F	25.445	32.347	32.431	50.91	117.674
SSR	218.95	217.98	218.3	217.08	214.87

* Significant at The .05 Level
() T - Statistics in parentheses

DISCUSSION

An accurate assessment of job satisfaction can be obtained by measuring employees' attitudes toward the various facets of their work and the characteristics of the organization. Organizational efforts to improve attitudes toward overall job satisfaction historically focus on a large variety of variables in a shotgun approach at enhancing employees' perceptions of satisfaction. The large quantity of literature would seem to suggest that a certain number of these variables could be eliminated, thus narrowing the focus to factors which would improve attitudes toward job satisfaction.

Previous research has determined that the demographic variables used in this model do effect the employees' attitude toward overall job satisfaction. However, none of the previous work in this area found more than just a slight relationship between demographic characteristics of the respondent and the dependent variable of overall job satisfaction. The data obtained from this survey questionnaire of 479 law enforcement officers working in the state of Iowa produced findings similar to those uncovered in previous research. These results seem to indicate that demographic characteristics have little if any effect on employees' overall job satisfaction.

The literature reveals that certain extrinsic variables are important in developing attitudes toward job satisfaction; the variables in this category chosen for this analysis were co-workers, supervisors, and promotions. For the law enforcement officers involved in this study, the only significant extrinsic variable was promotions. It was significant in each of the five models analyzed. The remaining extrinsic variables of attitudes toward the co-workers or supervisors did not appear to affect the expressed level of overall job satisfaction. This may be attributed to the nature of the work which appears to limit the quantity of time available for interaction with an employee's co-workers and supervisors.

Two of the four intrinsic independent variables used in this study, the issue of participation in decisions affecting the department, or goal setting, and the level of authority did not have a significant affect on the level of overall satisfaction, although participation was strongly correlated with overall satisfaction. The remaining intrinsic variables, opportunity to make independent decisions and attitudes toward the function of the job, were determined to be significant at the .05 level in the final model. The importance of the opportunity to make independent decisions and its affect on the feelings of overall job satisfaction is not

surprising due to the isolated nature of the working environment and the requirements placed on officers for immediate solutions to a variety of social problems.

The independent variable of work function was consistently significant in each model developed for this analysis. Some of the descriptive terms which comprised this index included factors such as fascinating, creative, respected, useful, challenging, and a gives sense of accomplishment. The remainder of the index solicited responses to negatively related terms describing the job such as boring, routine, simple, and endless.

Because this variable was significant in each of the models it would appear that officers' feelings about the function of the job they perform are closely linked to the feelings they express about overall job satisfaction. This variable is a major factor which could provide public sector management the opportunity for sustaining acceptable levels of job satisfaction or as a means for improving lower levels of overall satisfaction. The two intrinsic variables and the one significant extrinsic variable explained almost forty-four percent of the variance in levels of overall job satisfaction for this group of public sector employees.

CONCLUSION

The first hypothesis presented was supported by the data obtained from the survey questionnaire of Iowa Law Enforcement Officers. According to this hypothesis, intrinsic factors of employment would be closely related to the expressed level of overall job satisfaction. Data was obtained which indicated that of the fourteen independent variables used in this study the intrinsic factors influenced employees' perceptions of overall job satisfaction to the greatest extent. This finding supports other research which determined that public sector employees have progressed past the basic hierarchial needs of security and now express their level of overall job satisfaction based on the fulfillment of higher order intrinsic needs.

The second hypothesis considered the relationship between the extrinsic variables and the demographic characteristics of the individual. Findings indicated that only one extrinsic variable, promotions, influenced overall job satisfaction, while none of the demographic characteristics measured explained a significant portion of the variance in the level of overall job satisfaction.

This would seem to indicate that Iowa Law Enforcement Officers' are significantly influenced by the opportunity

to advance within the department and the agencies promotional practices, and that these feelings are expressed in terms of their level of overall job satisfaction. Feelings toward their supervisors and co-workers, however, appeared to have little affect on the level of overall job satisfaction.

The final hypothesis examined the relationship of the demographic variables and predicted that as the officers' experience and rank increased so would the expressed level of overall job satisfaction. Increases in the level of education were believed to have some influence on overall job satisfaction, but the effects of additional education beyond the high school level were thought to be small.

The last set of demographic variables involved those which pertained to the status of the family and its connection to overall job satisfaction. Here it was felt that an officer's family life would not effect the feelings they express about overall job satisfaction.

The examination of the data pertaining to these demographic variables revealed that only the slightest relationship existed for any of the variables and none which appeared significant. Thus, the demographic variables provide little if any insight into an employee's feelings of overall job satisfaction.

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APPENDIX A:
SURVEY QUESTIONNAIRE

We want to know how you feel about your job.
Please circle the answer which corresponds to your feelings.

	Strongly Agree SA	Agree A	Undecided U	Disagree D	Strongly Disagree SD
1. My job is like a hobby to me.-----SA	A	U	D	SD	
2. My job is usually interesting enough to keep me from getting bored.-----SA	A	U	D	SD	
3. It seems that my friends are more interested in their jobs.-----SA	A	U	D	SD	
4. I consider my job rather unpleasant.-----SA	A	U	D	SD	
5. I enjoy my work more than my leisure time.-----SA	A	U	D	SD	
6. I am often bored with my job.-----SA	A	U	D	SD	
7. I feel well satisfied with my present job.-----SA	A	U	D	SD	
8. Most of the time I have to force myself to go to work.-----SA	A	U	D	SD	
9. I am satisfied with my job for the time being.-----SA	A	U	D	SD	
10. I feel that my job is no more interesting than other jobs I could get.-----SA	A	U	D	SD	
11. I definitely dislike my work.-----SA	A	U	D	SD	
12. I feel I am happier in my work than most other people.-----SA	A	U	D	SD	
13. Most days I am enthusiastic about my work.-----SA	A	U	D	SD	
14. Each day of work seems like it will never end.-----SA	A	U	D	SD	
15. I like my job better than the average worker does.-----SA	A	U	D	SD	
16. My job is basically uninteresting.-----SA	A	U	D	SD	
17. I find real enjoyment in my work.-----SA	A	U	D	SD	
18. I am disappointed that I ever took this job.-----SA	A	U	D	SD	

On a scale of 1 to 7 with 1 being the minimum and 7 the maximum amount please circle the answer which corresponds to your feelings.

19. The feelings of self-esteem a person gets from being in your job.
- a. How much is there now?-----1 2 3 4 5 6 7
- b. How much should there be?-----1 2 3 4 5 6 7
- c. How important is this to you?--1 2 3 4 5 6 7
20. The authority connected with your position.
- a. How much is there now?-----1 2 3 4 5 6 7
- b. How much should there be?-----1 2 3 4 5 6 7
- c. How important is this to you?--1 2 3 4 5 6 7
21. The opportunity for personal development.
- a. How much is there now?-----1 2 3 4 5 6 7
- b. How much should there be?-----1 2 3 4 5 6 7
- c. How important is this to you?--1 2 3 4 5 6 7
22. The prestige of your position inside the organization; that is, the regard received from others in the department.
- a. How much is there now?-----1 2 3 4 5 6 7
- b. How much should there be?-----1 2 3 4 5 6 7
- c. How important is this to you?--1 2 3 4 5 6 7
23. The opportunity for making independent decisions.
- a. How much is there now?-----1 2 3 4 5 6 7
- b. How much should there be?-----1 2 3 4 5 6 7
- c. How important is this to you?--1 2 3 4 5 6 7
24. The feelings of security in your position.
- a. How much is there now?-----1 2 3 4 5 6 7
- b. How much should there be?-----1 2 3 4 5 6 7
- c. How important is this to you?--1 2 3 4 5 6 7
25. The feeling of self-fulfillment a person gets from being in your position; that is, the feeling of being able to use one's own capabilities to the fullest.
- a. How much is there now?-----1 2 3 4 5 6 7
- b. How much should there be?-----1 2 3 4 5 6 7
- c. How important is this to you?--1 2 3 4 5 6 7
26. The prestige of your position outside the department; that is, the regard received from others not in the department.
- a. How much is there now?-----1 2 3 4 5 6 7
- b. How much should there be?-----1 2 3 4 5 6 7
- c. How important is this to you?--1 2 3 4 5 6 7
27. The feeling of worthwhile accomplishment in your position.
- a. How much is there now?-----1 2 3 4 5 6 7
- b. How much should there be?-----1 2 3 4 5 6 7
- c. How important is this to you?--1 2 3 4 5 6 7

28. The opportunity in your position to give help to other people.
- a. How much is there now?-----1 2 3 4 5 6 7
- b. How much should there be?-----1 2 3 4 5 6 7
- c. How important is this to you?--1 2 3 4 5 6 7
29. The opportunity in your position for participating in setting department goals.
- a. How much is there now?-----1 2 3 4 5 6 7
- b. How much should there be?-----1 2 3 4 5 6 7
- c. How important is this to you?--1 2 3 4 5 6 7
30. The opportunity in your position for participating in determining procedures.
- a. How much is there now?-----1 2 3 4 5 6 7
- b. How much should there be?-----1 2 3 4 5 6 7
- c. How important is this to you?--1 2 3 4 5 6 7
31. The opportunity to develop close friendships within the department.
- a. How much is there now?-----1 2 3 4 5 6 7
- b. How much should there be?-----1 2 3 4 5 6 7
- c. How important is this to you?--1 2 3 4 5 6 7
32. The opportunity to develop close friendships outside the department.
- a. How much is there now?-----1 2 3 4 5 6 7
- b. How much should there be?-----1 2 3 4 5 6 7
- c. How important is this to you?--1 2 3 4 5 6 7

Think of your present work. What is it like most of the time?
 In the blank beside each word given below, write;
 Y for "yes" if it describes your work
 N for "no" if it does not describe your work
 U for "undecided" if you cannot decide

WORKSUPERVISION

- | | |
|-----------------------|------------------------------------|
| 33. _____ Fascinating | 48. _____ Asks my advice |
| 34. _____ Routine | 49. _____ Hard to please |
| 35. _____ Satisfying | 50. _____ Impolite |
| 36. _____ Boring | 51. _____ Praises good work |
| 37. _____ Creative | 52. _____ Tactful |
| 38. _____ Respected | 53. _____ Influential |
| 39. _____ Pleasant | 54. _____ Up to date |
| 40. _____ Useful | 55. _____ Doesn't supervise enough |

WORK (cont.)

- 41. _____ Tiresome
- 42. _____ Healthful
- 43. _____ Challenging
- 44. _____ Frustrating
- 45. _____ Simple
- 46. _____ Endless
- 47. _____ Gives a sense of accomplishment

SUPERVISION (cont.)

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- 56. _____ Quick tempered
- 57. _____ Tells me where I stand
- 58. _____ Annoying
- 59. _____ Stubborn
- 60. _____ Knows job well
- 61. _____ Intelligent
- 62. _____ Leaves me on my own
- 63. _____ Lazy
- 64. _____ Around when needed

CO-WORKERS

- 65. _____ Stimulating
- 66. _____ Boring
- 67. _____ Slow
- 68. _____ Ambitious
- 69. _____ Stupid
- 70. _____ Responsible
- 71. _____ Fast
- 72. _____ Intelligent
- 73. _____ Easily offended
- 74. _____ Smart
- 75. _____ Lazy
- 76. _____ Unpleasant
- 77. _____ Active
- 78. _____ Narrow interests
- 79. _____ Loyal
- 80. _____ Hard to get to know

PROMOTIONS

- 81. _____ Good opportunity for advancement
- 82. _____ Opportunity somewhat limited
- 83. _____ Promotion on ability
- 84. _____ Dead end job
- 85. _____ Good chance for promotion
- 86. _____ Unfair promotion policy
- 87. _____ Infrequent promotions
- 88. _____ Regular promotions
- 89. _____ Fairly good chance for promotion

Please fill in or circle the response that corresponds to your feelings.

90. In your kind of work, if a person tries to change the usual way of doing things, how does it generally turn out?
- Usually turns out worse; established methods work best
 - Usually doesn't make much difference
 - Usually turns out better
91. Some people prefer doing a job in pretty much the same way, others like to think up new ways of doing things. How is it with you in your job?
- I always prefer doing things basically the same way
 - I mostly prefer doing things basically the same way
 - I mostly prefer doing things in new and different ways
 - I always prefer doing things in new and different ways
92. In your job, it's usually better to let your supervisor worry about how to perform job tasks.
- Strongly agree
 - Agree
 - Undecided
 - Disagree
 - Strongly disagree
93. Do you feel your working relationship with your supervisor is?
- Excellent
 - Good
 - Average
 - Below average
 - Poor
94. When was the last time you had difficulty with your supervisor?
- Less than 6 months ago
 - 6 months to a year ago
 - More than a year ago
 - Never had difficulty with a supervisor
95. If given the opportunity would you work as part of a group to conduct an investigation?
- Yes
 - No
 - Maybe
96. If given the chance would you investigate a case until it was completed?
- Yes
 - No
 - Maybe

97. Are you willing to assume more job responsibilities?
 a. Yes
 b. No
 c. Maybe
98. Are you willing to voluntarily participate in a new department program?
 a. Yes
 b. No
 c. Maybe
99. What is your age? _____
100. How many years have you been working in law enforcement? _____
101. Do you have any children? YES NO If yes how many? _____
102. What is the highest level of education you have received?
 a. No formal education
 b. Some formal education, have not completed high school
 c. Completed high school, or passed an equivalency test
 d. Some undergraduate work in college-----SPECIFY AREA
 e. Completed undergraduate work in college---OF INTEREST
 f. Some graduate work-----AND/OR DEGREE
 g. Completed graduate work-----EARNED BELOW
-
103. Are you currently;
 a. Single (never married)
 b. Married for the first time
 c. Separated
 d. Divorced but not remarried
 e. Divorced and remarried
 f. Widowed but not remarried
 g. Widowed and remarried
104. What is your personal family level of income?
 a. \$20,000 a year or less
 b. \$20,001 to \$30,000 a year
 c. \$30,001 to \$40,000 a year
 d. \$40,001 to \$50,000 a year
 e. \$50,001 to \$60,000 a year
 f. \$60,001 to \$70,000 a year
 g. more than \$70,001 a year
105. What is your present rank? _____
106. Your sex? Female Male
107. Approximately how many minutes did it take you to fill out this questionnaire? _____

APPENDIX B:

PRE-TEST QUESTIONNAIRE

Iowa State University *of Science and Technology* Ames, Iowa 50011



Department of Sociology and Anthropology
103 East Hall
Telephone: 515-294-6480

March 12, 1986

Dear Chief Ballantine:

Some of us at Iowa State University are becoming increasingly interested in the study of various types of occupations and the feelings people have about their work. We are also interested in developing possible means to improve one's work situation.

One set of occupations of particular interest to us are those related to law enforcement. At this time we are trying to pretest a questionnaire which we developed to examine one's attitudes toward one's work. Therefore, we are asking a small sample of law enforcement people in the Ames area to complete the enclosed questionnaire in the next few days and return it in the stamped self-addressed envelope provided. Later we hope to extend the survey to the state of Iowa with the help of the Iowa Law Enforcement Academy.

Filling out the questionnaire should not take very long and it is our hope that you will allow your people time on duty to do so. Your cooperation is extremely vital to our research efforts. Be assured that any information you provide will be held in the strictest confidence. It will be used in combination with information from other Iowans and will be released in statistical summaries.

To comply with our systematic sampling requirements, we would ask you to pick every fifth person on your list of employees. This list we are assuming is by seniority; if it is not please notify us. We ask that you include the people who broadcast your radio calls as well, since we have found that some departments use officers in this capacity.

Thank you very much for your cooperation.

Sincerely yours,

Betty A. Dobratz, Ph.D.

BD/mw

We want to know how you feel about your job.
Please circle the answer which corresponds to your feelings.

	STRONGLY AGREE [SA]	AGREE [A]	UNDECIDED [U]	DISAGREE [D]	STRONGLY DISAGREE [SD]
	SA	A	UN	D	SD
1. My job is like a hobby to me.	1	2	3	4	5
2. My job is usually interesting enough to keep me from getting bored.	1	2	3	4	5
3. It seems that my friends are more interested in their jobs.	1	2	3	4	5
4. I consider my job rather unpleasant.	1	2	3	4	5
5. I enjoy my work more than my leisure time.	1	2	3	4	5
6. I am often bored with my job.	1	2	3	4	5
7. I feel fairly well satisfied with my present job.	1	2	3	4	5
8. Most of the time I have to force myself to go to work.	1	2	3	4	5
9. I am satisfied with my job for the time being.	1	2	3	4	5
10. I feel that my job is no more interesting than others I could get.	1	2	3	4	5
11. I definitely dislike my work.	1	2	3	4	5
12. I feel I am happier in my work than most other people.	1	2	3	4	5
13. Most days I am enthusiastic about my work.	1	2	3	4	5
14. Each day of work seems like it will never end.	1	2	3	4	5
15. I like my job better than the average worker does.	1	2	3	4	5
16. My job is pretty uninteresting.	1	2	3	4	5
17. I find real enjoyment in my work.	1	2	3	4	5
18. I am disappointed that I ever took this job.	1	2	3	4	5

PART 2

Please circle the answer which corresponds to your feelings.

	NOT MUCH [NM]	SOME [S]	GREAT DEAL [GD]
	NM	S	GD
1. The feelings of self esteem a person gets from being in my occupation:			
a) how much is there now?	1	2	3
b) how much should there be?	1	2	3
c) how important is this to me?	1	2	3
2. The authority connected with my position:			
a) how much is there now?	1	2	3
b) how much should there be?	1	2	3
c) how important is this to me?	1	2	3
3. The opportunity for personal growth and development in my position:			
a) how much is there now?	1	2	3
b) how much should there be?	1	2	3
c) how important is this to me?	1	2	3
4. The prestige of my position inside the organization, that is the regard received from others in the department:			
a) how much is there now?	1	2	3
b) how much should there be?	1	2	3
c) how important is this to me?	1	2	3

	NM	S	GD
5. The opportunity for independent thought and action in my position:			
a) how much is there now?			
b) how much should there be?			
c) how important is this to me?	1	2	3
6. The feeling of security in my position:			
a) how much is there now?	1	2	3
b) how much should there be?	1	2	3
c) how important is this to me?	1	2	3
7. The feeling of self-fulfillment a person gets from being in my position, that is the feeling of being able to use one's own unique capabilities, realizing one's potentialities:			
a) how much is there now?	1	2	3
b) how much should there be?	1	2	3
c) how important is this to me?	1	2	3
8. The prestige of my position outside the department, that is the regard received from others not in the department:			
a) how much is there now?	1	2	3
b) how much should there be?	1	2	3
c) how important is this to me?	1	2	3
9. The feeling of worthwhile accomplishment in my position:			
a) how much is there now?	1	2	3
b) how much should there be?	1	2	3
c) how important is this to me?	1	2	3
10. The opportunity in my position to give help to other people:			
a) how much is there now?	1	2	3
b) how much should there be?	1	2	3
c) how important is this to me?	1	2	3
11. The opportunity in my position for participating in the setting of goals:			
a) how much is there now?	1	2	3
b) how much should there be?	1	2	3
c) how important is this to me?	1	2	3
12. The opportunity in my position for participation in and determination of methods and procedures:			
a) how much is there now?	1	2	3
b) how much should there be?	1	2	3
c) how important is this to me?	1	2	3
13. The opportunity to develop close friendships in my position:			
a) how much is there now?	1	2	3
b) how much should there be?	1	2	3
c) how important is this to me?	1	2	3

PART 3

Think of your present work. What is it like most of the time?
In the blank beside each word give below, write:

Y for "yes" if it describes your work
N for "no" if it does not describe your work
? if you cannot decide

WORK

Fascinating
 Routine
 Satisfying
 Boring
 Creative
 Respected
 Hot
 Good
 Pleasant
 Useful
 Tiresome

Healthful
 Challenging
 On your feet
 Frustrating
 Simple
 Endless
 Gives a sense
of accomplishment

SUPERVISION

Asks my advice
 Hard to please
 Impolite
 Praises good work
 Tactful
 Influential
 Up to date
 Doesn't supervise
enough
 Quick tempered
 Tells me where I
stand

Annoying
 Stubborn
 Knows job well
 Bad
 Intelleigent
 Leaves me on my own
 Lazy
 Around when needed

CO-WORKERS

Stimulating
 Boring
 Slow
 Ambitious
 Stupid
 Responsible
 Fast
 Intelligent
 Easy to make
enemies

Talk too much
 Smart
 Lazy
 Unpleasant
 No privacy
 Active
 Narrow interests
 Loyal
 Hard to meet

PROMOTIONS

Good opportunity for advancement
 Opportunity somewhat limited
 Promotion on ability
 Dead end job
 Good chance for promotion
 Unfair promotion policy
 Infrequent promotions
 Regular promotions
 Fairly good chance for promotions

PART 4

General Information Questions

1. Do you feel you have a good working relationship with your supervisor?
a) not so good b) adequate c) good d) very good
2. Last time I had difficulty with a supervisor was:
a) less than 4 months ago
b) 4 to 8 months ago
c) 8 to 12 months ago
d) more than one year ago
3. Do you feel this affected your answers?
a) yes b) no
4. How would you describe your mood today?
a) below average
b) average
c) above average
5. Do you feel this affected your answers?
a) yes b) no

SA	A	UN	D	SD
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

6. If given the chance I would investigate a case until it was completed.	SA	A	UN	D	SD
	1	2	3	4	5
7. I am willing to work within a group to accomplish a goal.	1	2	3	4	5
8. I find it difficult to go along with the majority decision when I disagree.	1	2	3	4	5
9. I enjoy investigating cases I am assigned.	1	2	3	4	5
10. I am willing to take on more job responsibilities for the same pay.	1	2	3	4	5
11. I prefer to complete assignments by thinking up my own methods, rather than following methods used in the past.	1	2	3	4	5
12. I work best when left alone.	1	2	3	4	5
13. I would be willing to voluntarily participate in a new departmental program.	1	2	3	4	5

Name (optional): _____

This will be used only as a way of making sure there is no overlap in the responses that we will be receiving. Our intention is to distribute these to other sample police departments in Iowa. Your answers will be kept confidential.

Age: _____

Sex: _____

Marital status: ___ Single ___ Married ___ Divorced ___ Separated ___ Other

How many children do you have? _____

What is your rank? _____

How long have you been employed in law enforcement? _____ years

Please circle the level of education you have completed:

- 1) Less than high school
- 2) High school diploma
- 3) Some college/no degree
- 4) Associate of Arts degree
- 5) Bachelor of Arts or Science degree
- 6) work completed on advanced degrees

Please circle your income level:

- 1) Less than \$15,000
- 2) \$15,000 to \$20,000
- 3) 20,001 to \$25,000
- 4) 25,001 to \$30,000
- 5) 31,001 to \$35,000
- 6) 35,001 to \$40,000
- 7) over \$40,000

How long did it take you to fill out this questionnaire? _____ minutes

We would appreciate any comments you would care to make. Include these on the back of the questionnaire.

Thank you.

Betty A. Dobratz, Ph.D.
Iowa State University

APPENDIX C:

IOWA POLICE DEPARTMENTS FY 1985 REPORT
CITIES GREATER THAN 5,000 POPULATION

SURVEY PARTICIPANTS (72)
CITIES GREATER THAN 5,000 POPULATION
(100% RESPONSE RATE)

<u>CITY</u>	<u>POPULATION</u>	<u>RANK</u>	<u>SQUARE MILES</u>	<u>MILES TO PATROL</u>	<u>CITY</u>	<u>POPULATION</u>	<u>RANK</u>	<u>SQUARE MILES</u>	<u>MILES TO PATROL</u>
DES MOINES	191,506	1	68	800	URBANDALE	19,010	23	4	76
CEDAR RAPIDS	109,086	2	55	580	ANKENY	15,801	24	13	85
DAVENPORT	103,799	3	60	450	NEWTON	15,162	25	8	80
SIOUX CITY	82,095	4	52	252	KEOKUK	13,524	26	9	210
WATERLOO	76,399	5	63	580	FORT MADISON	13,192	27	11	88
DUBUQUE	61,209	6	24	271	U. N. I.	13,100	28	5	12
COUNCIL BLUFFS	56,694	7	42	302	BOONE	12,555	29	10	90
IOWA CITY	51,559	8	27	356	SPENCER	11,593	30	10	76
AMES	45,747	9	30	140	OSKALOOSA	10,995	31	4	100
CEDAR FALLS	36,206	10	29	175	INDIANOLA	10,760	32	8	77
U. OF I.	33,800	11	3	60	CARROLL	9,607	33	5	65
CLINTON	32,437	12	35	175	FAIRFIELD	9,459	34	4	64
I. S. U.	31,000	13	2	23	STORM LAKE	8,819	35	15	100
MASON CITY	30,157	14	29	190	GRINNELL	8,698	36	4	88
BURLINGTON	29,090	15	13	133	CHARLES CITY	8,678	37	5	58
FORT DODGE	28,857	16	7	214	WEBSTER CITY	8,587	38	8	57
BETTENDORF	27,561	17	21	140	HAVERLY	8,506	39	11	66
MARSHALLTOWN	27,221	18	15	146	PELLA	8,500	40	4	39
OTTUMWA	26,950	19	16	159	CRESTON	8,351	41	8	96
MUSCATINE	24,218	20	16	158	KNOXVILLE	8,175	42	5	.
WEST DES MOINES	21,976	21	25	104	LE MARS	8,045	43	5	.
MARION	19,897	22	9	83	DECORAH	8,020	44	6	50

APPENDIX D:
LETTER OF SUPPORT FROM THE IOWA
LAW ENFORCEMENT ACADEMY

Iowa Law Enforcement Academy

CAMP DODGE

P.O. Box 130
JOHNSTON, IOWA 50131
Phone 515/278-9357

TERRY E. BRANSTAD, Governor



BEN K. YARRINGTON
Director

RALPH O. AGER
Assistant Director

COUNCIL MEMBERS

Douglas W. Book, Chairperson
Connie A. White, Vice Chairperson
James F. Ahearn
J. Desmond Crotty
Jacqueline Day
Gerald P. Donovan
Representative Daniel Fogarty
Senator Donald E. Gettings
Lewis E. Glenn
John P. Stark

Peter J. Conis
Department of Sociology and Anthropology
103 East Hall
Iowa State University
Ames, Iowa 50011

Dear Mr. Conis:

I am happy to lend support to your statewide research project to examine attitudes of police officers towards their jobs. Your offer to share the results of your efforts is appreciated. The Iowa Law Enforcement Academy is of course interested in how officers perceive their jobs. Such information may prove to be very beneficial to us in designing appropriate training programs, particularly in areas of officer motivation.

Our mission in life, here at the Iowa Law Enforcement Academy is to provide training to meet the evidenced needs of law enforcement. Your research should give us some insight here-to-for not readily available.

Good luck in your project.

Sincerely,

Ben K. Yarrington
Director

BKY/jd

APPENDIX E:
LETTER TO POLICE DEPARTMENTS
INITIATING THE SURVEY

Iowa State University *of Science and Technology* Ames, Iowa 50011



Department of Sociology and Anthropology
103 East Hall
Telephone: 515-294-6480

February, 1987

Dear Police Department:

As we indicated in a previous letter to the Chief of your Department, we are interested in examining the level of job satisfaction in the field of law enforcement and how these levels relate to work productivity. For this to be possible, we need the support of those who understand the need for such a study. Therefore, we have already requested and received an endorsement from the Iowa Law Enforcement Academy and are now requesting your support.

Survey questionnaires are enclosed and addressed to officers selected through a systematic sampling process. We would appreciate your distributing them to the appropriate officers. If one of the officers we picked is no longer with your agency, please have another officer in the same division, who has not been sent a questionnaire, fill out the form and return it to us. If, however, you do not feel it appropriate for your organization to select someone else, please return the envelope(s) of the person(s) who are no longer there to us at the address below. We will then select another person and return the material to you.

A sample questionnaire was previously provided to the Chief. Should you desire another, or if you have any questions concerning this study please contact us. We can be reached by phone directly at 515-294-8409 or by mail at Department of Sociology and Anthropology, 103 East Hall, Iowa State University, Ames, Iowa 50011. If we cannot be reached directly, please leave a message with the Sociology Department (515-294-6480).

Thank you very much for your cooperation.

Sincerely yours,

Betty A. Dobratz, Ph.D.
Principal Investigator &
Project Coordinator
Department of Sociology
Iowa State University

Officer Peter J. Conis
Ames Police Department
Master of Science Candidate
Department of Sociology
Iowa State University

BAD:PJC/skr

Enclosures

APPENDIX F:
SURVEY QUESTIONNAIRE LETTER
PROVIDED EACH RESPONDENT

Iowa State University *of Science and Technology* Ames, Iowa 50011



Department of Sociology and Anthropology
103 East Hall
Telephone: 515-294-6480

February, 1987

Dear Law Enforcement Officer:

Sociologists at Iowa State University are becoming increasingly concerned with the effects of job satisfaction on work productivity. Through efforts such as this questionnaire we are attempting to determine the level of satisfaction in the field of law enforcement. From the analysis of the data gathered we hope to offer suggestions which will improve a low level of satisfaction, if a low level does exist, or which will help maintain a high level of satisfaction if a high level is found.

There is only one valid source of the information needed to carry out this research project; that source is you, the working member of a law enforcement agency. Every officer contacted has been chosen as a representative of a small group of officers, therefore, it is important that each officer take the time to complete and return the questionnaire. NO ONE understands your job as well as you do. We would also appreciate any comments you would care to make. Please include these at the bottom of this questionnaire, in the margins, or attach another sheet of paper.

Only the researchers and our assistants will have access to the actual questionnaires; the information obtained from them will only be released in statistical analysis format. As you examine your questionnaire you will observe a number assigned to your name, this number is for follow up mailings and will be used to check your name with our master list; once your name has been checked it will be removed before the questionnaire is examined.

This study involves 19 municipal police departments in the state of Iowa serving cities with populations of over 10,000 people. Questionnaires are being mailed to approximately 550 police officers. Our findings will be available at the completion of the project; if you are interested in receiving a copy of the results or have questions about the study or concerns with the confidential nature of our sampling process, please contact us. We can be reached by phone at 515-294-8409 or by mail at Department of Sociology and Anthropology, 103 East Hall, Iowa State University, Ames, Iowa 50011.

Thank you very much for your cooperation.

Sincerely yours.

DELLY R. BOBACEK, Ph.D.
Principal Investigator &
Project Coordinator
Department of Sociology
Iowa State University

Officer ROBERT Conis
Ames Police Department
Master of Science Candidate
Department of Sociology
Iowa State University

APPENDIX G:

FIRST FOLLOW-UP LETTER WITH POSTCARD

Iowa State University of Science and Technology Ames, Iowa 50011



Department of Sociology and Anthropology
103 East Hall
Telephone: 515-294-6480

March, 1987

Dear Police Department:

A few weeks ago, we sent you questionnaires to distribute to selected police officers for our project on job satisfaction in law enforcement. Enclosed now please find reminders for those officers who have not yet completed the project. As previously, we would appreciate your distributing them to the appropriate officers.

Most likely, we will contact you only one more time to distribute envelopes which contain another copy of the questionnaire and a reminder for those officers not responding to this request. We appreciate your assistance and apologize for any inconvenience. Should you have any questions concerning this study please contact us. We can be reached by phone directly at 515-294-8409 or by mail at Department of Sociology and Anthropology, 103 East Hall, Iowa State University, Ames, Iowa 50011. If we are not in the office when you call, please leave a message with the Sociology Department (515-294-6480).

Thank you very much for your cooperation.

Si

Betty A. Dobratz, Ph.D.
Principal Investigator &
Project Coordinator
Department of Sociology
Iowa State University

Officer Peter J. Conis
Ames Police Department
Master of Science Candidate
Department of Sociology
Iowa State University

BAD:PJC/skr

Enclosures

Dear Law Enforcement Officer:

About two weeks ago, we sent you a questionnaire seeking your opinion on issues related to job satisfaction in law enforcement. You have been included as part of a survey of 19 municipal police departments in Iowa.

If you have recently completed and returned the questionnaire, please accept our sincere thanks. If not, please do so today. Because the questionnaire was sent to a small but representative sample of Iowa law enforcement officers, it is extremely important that your response be included if the results are to represent the views of the police departments selected.

If by some chance you did not receive the questionnaire, or it got misplaced, please call us now (515-294-8409) or leave a message with the Sociology Department (515-294-6480). We will get another one in the mail to you today.

Sincerely,

Officer Peter J. Conis
Ames Police Department
Master of Science Candidate
Department of Sociology
Iowa State University

Betty A. Dobratz, Ph.D.
Principal Investigator &
Project Coordinator
Department of Sociology
Iowa State University

APPENDIX H:
SECOND FOLLOW-UP LETTER

Iowa State University *of Science and Technology* Ames, Iowa 50011



Department of Sociology and Anthropology
103 East Hall
Telephone: 515-294-6480

April, 1987

Dear Law Enforcement Officer:

Some time ago we sent you a questionnaire seeking your opinion on issues related to job satisfaction in law enforcement. You have been included as part of a survey of 19 municipal police departments in Iowa.

If you have recently completed and returned the questionnaire, please accept our sincere thanks. If not, please do so today. Because the questionnaire was sent to a small but representative sample of Iowa law enforcement officers, it is extremely important that your response be included if the results are to represent the views of the police departments selected.

If by some chance you did not receive the questionnaire, or it got misplaced, we are enclosing another with a stamped return envelope. If you have any questions or concerns, please call us now (515-294-8409) or leave a message with the Sociology Department (515-294-6480).

Thank you in advance for your cooperation.

Sincerely,

OFFICER Peter J. Lonis
Ames Police Department
Master of Science Candidate
Department of Sociology
Iowa State University

Betty A. Dobratz, Ph.D.
Principal Investigator &
Project Coordinator
Department of Sociology
Iowa State University

PC/BD/sr

Enclosure

APPENDIX I:
LETTER DISTRIBUTING INITIAL FINDINGS
TO PARTICIPATING AGENCIES

Iowa State University *of Science and Technology* Ames, Iowa 50011



Department of Sociology and Anthropology
103 East Hall
Telephone: 515-294-6480

June 9, 1987

Dear Police Chief:

As you may recall, earlier this year we initiated a survey of police officers in numerous towns and cities in Iowa with population over 10,000. A total of 474 people completed our questionnaire and returned it to us. We greatly appreciated your cooperation and participation in the survey.

Enclosed please find an initial analysis of the data and a copy of the questionnaire. The enclosed documentation begins with variable four (V004) which is a breakdown by city. The remaining variables on the sheets correspond with the questions on the survey. For example, variable 5 (V005) Job like Hobby gives the results for question one on the survey ("My job is like a hobby to me"). Eleven people or 2.3% strongly agreed with that statement, 95 people or 20% agreed, 37 people or 7.8% were undecided, 209 or 44.1% disagreed, 120 or 25.3% strongly disagreed. Only 2 people or .4% did not answer. Altogether the results are reported for 474 police officers. The valid percent and the cumulative percent eliminate the no answers from the percentaging. The rest of the results follow a similar pattern. V006 Usually Interesting corresponds with question 2, V007 Friends Interested Job corresponds with question 3, etc.

Should you have any questions or desire further information, please feel free to contact us. We hope to provide you with a more descriptive analysis of several of the answers to questions at a later date.

Thank you again for your cooperation.

Principal Investigator
Department of Sociology

Peter Conis
Police Officer
Master of Science Candidate

BAD/ram

Enclosure