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Job Satisfaction of Police Officers in Second Class Cities in Kentucky

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1973

JOB SATISFACTION OF POLICE OFFICERS
IN SECOND CLASS CITIES
IN KENTUCKY

A Thesis

Presented to

the Faculties of the Departments
of Government and Secondary Education
Western Kentucky University
Bowling Green, Kentucky

In Partial Fulfillment
of the Requirements for the Degree
Master of Arts in Education

by

Joan Robertson

July, 1973

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JOB SATISFACTION OF POLICE OFFICERS
IN SECOND CLASS CITIES
IN KENTUCKY

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PREFACE

We entrust to the police the task of protecting our persons and our property against criminal assault and depredation. We expect the policeman to be courteous, patient and kind, under all conditions and provocations. We expect him to show the courage of Achilles, the chivalry of Sir Walter Raleigh, the integrity of George Washington, the sagacity of Solomon, the patience of Job, and the sweetness and light of St. Francis of Assissi. We expect him to be familiar with all the gadgets and techniques of modern police science. He is supposed to have a working knowledge of the bewildering plethora of state and local laws he is sworn to enforce. He is often called upon to render in determining whether or not to arrest in a specific case, a split-second decision on a point of law that would take a top-flight lawyer days to ponder

What inducements do we offer to attract such paragons? Generally, low pay, long hours, limited promotional possibilities, sporadic bombardment of public ridicule and abuse . . . confusing, contradictory, and often unenforceable laws

Albert Deutsch
The Trouble with Cops¹

THE PROBLEM

The American public, unfortunately, shows an ambivalent attitude toward the police. Concerned about the rising crime rate, citizens ask the police to protect them; at the same time they show distrust and disrespect for the police.²

This ambivalent attitude apparently was felt by a young patrolman in Kentucky when he responded to the questionnaire used in this study:

It is extremely hard for a non-policeman to realize what a special type of individual it takes to be a good policeman. First of all, a policeman wears a uniform that labels him as such. He must wear a badge, representing the authority entrusted to him, but this authority is resented by too many citizens. He must wear a gun to protect him against those who resent his authority to the point of causing him bodily harm. His job follows him home when he is off duty whether he likes it or not. He must live in danger of bodily harm along with his family day and night. For all his trouble, he receives a small pay check, large bills, and a lot of negative criticism.³

National public opinion polls in recent years have shown heightened concern about crime.⁴ Although public concern about crime is not new, the growth of the mass media has contributed to the public alarm over current crime waves. The intensity of the concern is probably due to the excellence of the news coverage, but sometimes the crime waves appear to be synthetic and manufactured by the journalists.⁵

When Gallup asked people what they thought were the causes of crime, few blamed social conditions or law enforcement. The answers given blamed poor parental guidance, inadequate home life, and breakdown of moral standards.⁶

When asked what was the most important thing that could be done to cut the crime rate, 60 percent of the respondents in a study done in Washington, D. C. recommended repressive measures such as more policemen and stiffer court sentences. Only 40 percent believed the solution lay in social ameliorations such as jobs, recreational programs, better housing, better child training, religious training,

and community leadership.⁷ A Gallup poll done in 1965 also found that a majority of people thought that the courts do not deal harshly enough with criminals.⁸

In the Washington study, few people believed they had any personal responsibility toward crime, even in their own neighborhoods; and 73 percent thought the police should have the leeway to get tough when they had to. However, the survey found that the respondents had a strong concern for the rights of the offenders, in spite of a strong wish for law enforcement. This was not intended as derogatory toward the police, however, for most of those who took a rights position also expressed strong sympathy and respect for the police.⁹

How do police officers themselves regard their law enforcement role? Although many studies have been conducted on the attitude of the public toward police and the prevention of crime, very little has been written regarding the attitudes of policemen. Surely their opinions and attitudes should be a major concern to those who are in positions of administrative leadership and policy-making in local communities.

Although few studies have attempted to assess the satisfaction of police officers with their occupations, extensive research has been conducted concerning job satisfaction of industrial workers. As a result of the classic Hawthorne studies in the 1930's, researchers became aware of the effect of informal groups upon performance. Many

concluded at this time that if morale and cooperation could be improved performance would be increased.

Subsequent research, however, does not substantiate this simplistic view of the relationship between morale and performance. The current view is that the level of performance may be a cause of job satisfaction, a more precise term than morale.

O. W. Wilson, former chief of the Chicago police force, in discussing the purpose of the police organization, has said:

The police force must be organized in a manner to assure the most effective direction, coordination, and control of its members in the accomplishment of the police purpose. The best results are achieved when all members work to the best of their ability, consciously conforming to the structure of the organization, but not so consciously as to retard the free movement of ideas and efforts up and down and sideways.¹⁰

The quality of a man's work is related to his image of the organization as a whole, as well as to the immediate characteristics of his work and the monetary rewards. Each organization must figure out how to organize work and allocate it to workers; how to recruit, train, and effectively manage the people available to do the work; and how to cope with competition within an organization and harassment outside the organization. As psychologists have studied workers, it has become clear to them that systems of reward and punishment created by organizations have a major impact on the effectiveness of workers.¹¹

If workers are not producing or morale is low, the solution usually is found in redesigning the jobs and the organizational relationships, and in changing the incentive system to insure adequate motivation. An organization seeking to improve its effectiveness will begin by first worrying about the organization itself--who reports to whom and who does what job. Secondly, it will re-examine its incentive plans by which it tries to motivate and reward performance. Thirdly, it will re-evaluate its control system. Are supervisors putting enough pressure on men to produce? Does the system adequately identify and punish the man who shirks his job? Are there adequate information-gathering mechanisms which show which part of the organization is failing to carry its share of the load?¹²

The purpose of this study is to attempt to find out how the police officers in the second-class cities in Kentucky view their work. Questions asked concern relationships with the public, their supervisors, and co-workers; opinions of recent court rulings affecting their work; and their sentiments about salaries and plans to continue in police work. After assessing the job satisfaction of the officers, the results were correlated with other studies and recommendations are made directed toward increasing the officers' motivation and effectiveness in performing their duties.

ACKNOWLEDGEMENTS

I could never have completed this study without the aid and advice of many people to whom I am greatly indebted. I especially wish to acknowledge the encouragement and many constructive suggestions from my advisor, Dr. William M. Jenkins, Jr., Dean of the College of Business and Public Affairs at Western Kentucky University. Among the many others at Western who have helped me, I would like to thank Dr. Robert Mathis, Dr. Paul Power, Dr. George Dillingham, Dr. Thomas Madron, Mr. Robert Ross, and Mrs. Carolyn Marks.

I am grateful to C. Waitman Taylor, Mayor of Owensboro and William Gant, Commonwealth Attorney for Daviess County, for opening the way for me to conduct this study. I appreciate the efforts of Mr. John Bouvier, Director of the Green River Crime Council for his help in securing funds to defray the expenses incurred in the study and to make it possible to print the results in a form that could be distributed. Many other associates of mine in Owensboro have read the results and contributed materially in helping me reach the conclusions.

To the chiefs and officers who participated in the survey, I wish to express my thanks. I should especially like to mention Charles West, Chief of the Henderson Police Force, who was interested enough to help me prepare my final

questionnaire and allowed me to interview members of his force in order to clarify the wording. I want to note that I have always felt respect for the men and women who have chosen to enforce our laws; but after the reading and research that has gone into this study, respect has become admiration for those who perform a very difficult occupation.

One special acknowledgement should be made. To my husband and two daughters who have traveled with me, proof-read my writing, and helped with the typing, I am especially appreciative. Without their help, this would never have been completed.

Joan Robertson

Owensboro, Kentucky
March, 1973

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Chapter 1

INTRODUCTION

THE PROBLEM

The rising national crime rate is a matter of special interest to the American public. Obviously, the solution to the problem has to be extremely complex because of the many perplexing questions that arise. However, part of the solution to the crime problem must come from the people whose responsibility it is to enforce the law. Undoubtedly maximum effort on the part of law enforcement officials would have a noticeable effect on reducing the incidence of crime. Therefore, it would be helpful to know how these law enforcement people feel about their work. Would men who are well satisfied with their work and feel a high sense of professionalism have a better relationship with the public and be more effective in dealing with the criminal element? What will produce a maximum effort from these individuals?

THE HYPOTHESES

On the basis of studies and literature dealing with job satisfaction generally and among policemen specifically,

as detailed in Chapter 2, the six hypotheses below have been set for testing in this study.

1. Police officers are generally satisfied with their jobs and plan to continue in police work.
2. Supervisory personnel responses will show higher job satisfaction than patrolmen.
3. Police officers feel they do not have the support of either the courts or the general public.
4. Police officers view promotion as the result of political influence and favoritism in the department.
5. Police officers feel their salaries are inadequate.
6. Police officers perceive that performance and job satisfaction could be increased by more emphasis on psychic reward factors.

THE PROCEDURE

The data for this study was gathered by a questionnaire consisting of twenty-three multiple choice questions, three open-ended questions, and eight demographic questions. (See Appendix A). A total of 612 questionnaires was distributed to the sworn police officers in the eight second-class cities in Kentucky. Appointments were arranged with the eight chiefs, and the questionnaires were presented to each chief with the request that he distribute them to his officers. Each questionnaire was accompanied by an explanatory cover letter and a stamped, pre-addressed

envelope so that the completed questionnaire could be mailed by the respondent directly to Western Kentucky University.

The twenty-three multiple-choice questions were designed to collect information on feelings the police had concerning the public and the courts; general views of their department, their fellow officers, and their supervisors; and their salary and future plans to continue in police work. The three open-ended questions provided an opportunity to respond in any way they wished concerning their jobs and the rewards they might receive from their work. The demographic questions made it possible to divide the respondents' answers by age group, rank, education level, sex, race, marital status, and years of service. In order to secure the city classifications, the return envelopes were coded with different postage stamp issues and the color of the pre-address stamp.

THE PILOT STUDY

The questionnaire, in its final form, was a slight revision of an originally prepared questionnaire administered to the Henderson, Kentucky Police Department. The purpose of the pilot study was to try to determine if the vocabulary was suitable and the questions significant.

Henderson was selected because it is eligible to become a second-class city although it maintains its third-class rating. A twenty-two question survey instrument was presented to the Henderson chief who studied the proposed

questions and made numerous helpful comments concerning vocabulary and his ideas about the relevance of certain items. He agreed to present the questionnaire to his twenty-eight men.

Twenty of the questionnaires were returned. The results were tabulated on computer cards, and the accumulated results were obtained after a computer run. (See Appendix B.)

The results of the study were shown to the Henderson chief who again offered help in determining the wording of certain items. For example, in question 10 the word "politicians" seemed to be misleading; the men could interpret this to be departmental politics when the purpose of the question was to determine the officers' opinions of outside influence in the matter of promotions. It was decided the phrase "elected officials" might be a more accurate term.

Arrangements were then made by the chief for a colonel and two patrolmen to be interviewed concerning the wording and the relevancy of the questions. The colonel thought question 9, concerning cooperation among officers, to be of little value since he felt the men really weren't able to determine this. He also felt questions 12 and 15 fell into the same category. He suggested several additional questions, such as the effectiveness of the one-man patrol, opinions concerning educational requirements, and an

open-ended question relating to allowing the men to select one recommendation to improve law enforcement.

The two patrolmen interviewed were equally interested and helpful. Their suggestions centered on adding questions concerning pay scales and improved training. Though they weren't aware that their ideas differed from their colonel's, they felt that questions concerning cooperation among officers, fairness of duty assignments, and the quality of immediate supervision were good and should remain in the questionnaire. These questions were included because the officers' opinions in these areas were considered important.

Question 2 in the pilot survey concerned whether people obeyed the law simply from fear of being caught, but was omitted. Police officers were felt to be in no better position to answer this than anyone else, nor did the question actually relate to the survey.

Two questions were added in an attempt to determine if the men found police work boring and whether rotating assignments would make the work more interesting.

The only other change made concerned whether or not the men felt they received tangible rewards from their work. The words "tangible" and "intangible" were omitted and the question was made an open-ended question asking for a written response.

DEMOGRAPHIC ANALYSIS

The data was collected from the 368 questionnaires that were returned of the 612 given out. This was a return percentage of 60.13 percent. The make-up of the respondents is given in Appendix D.

Following the collection of data, the results of the questionnaire were key-punched on computer cards. The results of the twenty-four questions were run, as well as a compilation of the demographic information in questions 25 through 32. (See Appendix C.)

Additionally, for the purpose of analysis, the twenty-four questions were broken down by age groups, rank, marital status, sex, race, and city. Certain questions were correlated in order to see if additional information could be obtained about the officers' opinions. For example, how did the men's feelings about their salaries compare with their finding it necessary to hold an additional job? How did the men's feelings about the public's respect for policemen influence their plans to continue in police work? How was general job satisfaction related to the officers' opinions concerning the influence of city officials on promotion policies?

The first hypothesis was related to questions 6, 7, 8, 10, 11, 12, 13, 14, 16, 17, 21 and 22. These questions were designed to show how the officers felt about their work, their supervisors, and whether they planned to continue in police work. Certain of these questions were

broken down by the demographic information and were also correlated.

The second hypothesis was analyzed by a break-down of the general job satisfaction questions by rank and, in some instances, by age groups.

The third hypothesis was analyzed by questions 1, 2, 4 and 5 relating to the officers' beliefs about the public and the Supreme Court.

The fourth hypothesis was related to questions 3, 9 and 15 which collected information on the officers' views of the chief, city officials, and promotional policies.

The fifth hypothesis was connected with questions 18, 19, 20 and 23 which concerned salary, security for retirement, and employment during off-duty hours.

The sixth hypothesis was related to question 24, designed to determine if the officers felt they received any intrinsic reward from their work.

Chapter 2

RELATED LITERATURE

HISTORY OF JOB SATISFACTION

Today's interest in job satisfaction has had an interesting history which sheds light on the ambiguous feeling about its importance. During the early part of this century, employers did not consider the attitude of employees at all and focused their attention on scientific management directed toward obtaining efficiency. Early personnel specialists concentrated on the selection of employees so that only the most competent would be hired. During the 1930's and 1940's this was changed decisively by the impact of the findings of Elton Mayo and Fritz J. Roethlisberger in the now classic Hawthorne Studies.

Suddenly it became apparent to everyone that human performance in the job situation was not solely a function of the aptitudes or skills that the employee brought to the workplace. The massive numbers of interviews carried out by investigators at the Hawthorne plant (some 30,000) vividly illustrated that the average worker did indeed think about his job, had various kinds of reactions to it, and most importantly, believed his feelings affected how hard he worked. A number of managers and personnel specialists jumped to the conclusion that if we can improve job satisfaction and morale, we can improve job performance.¹

Businessmen began an attempt to measure the state of employees' feelings in order to know where to concentrate

their efforts to improve satisfaction. Also they began training supervisors to pay attention to the feelings and attitudes of their workers.

THE MODERN APPROACH: JOB SATISFACTION

As often happens, however, disenchantment began to set in as critics saw the entire movement degenerating into a wishy-washy, "make people happy" approach. These critics said that if high job satisfaction could be shown to have a positive relationship to performance, the costs involved seemed to be disproportionate to the presumed gains in performance. In short, the results had not been as great as originally predicted, and satisfaction-performance relationships were weaker than had been assumed.

Porter and Lawler suggest that the relationship of job satisfaction to performance is more complex than had been previously recognized. According to them, any view that says a satisfied employee will perform at a higher level is naive.²

The relationship between satisfaction and absenteeism and job turnover has been apparent, for high satisfaction has been shown to be associated with less turnover and low absenteeism.³ Dissatisfied workers would be expected to be absent more and to look for more pleasant work.⁴

Today, however, it appears that job satisfaction is something that is likely to result from good performance.

Workers are rewarded when certain of their needs or desires are fulfilled.

Thus, in an organization where we work, job satisfaction is generated when we receive rewards from our job situation. Such rewards are of many types and are provided in many ways. Some of them are intrinsic, such as when we feel a sense of accomplishment at having carried through a difficult task successfully; in such a case we can, in effect, administer the reward ourselves. Other rewards are clearly extrinsic, provided by people other than ourselves--such as when the boss gives us a promotion, or when the organization awards us a year-end bonus.⁵

People want to obtain various kinds of rewards from their jobs--a certain level of pay, self-fulfillment, security, status, personal growth, and the like. However, people place different values on the various rewards. Furthermore, an employee will have ideas about how likely he is to receive rewards in return for extra amounts of effort on his part. It can be expected, though, that the more a reward is valued and the higher the expectation that effort will lead to this reward, the greater will be the effort exerted and thus the higher the level of performance obtained.⁶

In building effective reward practices, employers must make sure they are providing rewards that are widely desired. A reward is effective only when the receiver sees it as such. Often rewards offered by employers are not really inducements to those who are supposed to receive them.

After effective rewards have been identified, a method must be devised to distinguish between good and poor

performance and then to attach more reward to superior performance. Very often self-ratings are helpful in measuring individual performance and are accepted better by employees. The boss does not give up his role as final arbitrator; he works with the employees to establish goals and measure progress toward these goals.⁷

There is no particular utility in trying to increase the satisfaction of all employees, but there is considerable utility in trying to measure the relationship between satisfaction and performance in an organization. Attempts should also be made to measure all types of attitudes in an organization, looking especially hard at how employees perceive the reward practices of an organization.⁸

Creating High Performance

What causes people to perform differently? Generally, the causes are considered to be the function of two variables, the ability of an individual to perform the job and his motivation to use this ability in performing the job. Obviously, increasing the motivation of a person high in ability would result in greater performance than increasing the motivation of a person low in ability. Also, it is more important to increase the ability of a person with high motivation rather than one with low motivation. In short, the effects of each of these variables (ability and motivation) on performance is dependent on the existing amount of each.⁹

However, high performance may be only peripherally related to many of the goals toward which a worker is striving. Satisfaction with one's position is a network of relationships that may or may not motivate employees to outstanding performance.¹⁰ Under conditions where there is extremely low job satisfaction, low performance may serve as a form of aggression which reflects the worker's hostility toward his employer. To assume that performance will increase with increased satisfaction is to assume that the employee will show gratitude by improved performance or that the employee will find his creative energies released.¹¹ This is not necessarily true.

The relationship between satisfaction and performance is more one of variation rather than cause and effect. Individuals are motivated to achieve certain environmental goals, and the achievement of these goals results in satisfaction. However, performance in itself is seldom a goal; it is thought of as a means of attaining a goal. High satisfaction and high performance could be expected to occur together when performance is perceived as a path toward reaching certain goals.¹²

Psychologists generally agree that human motivation is seldom directed only toward goals of physical well being. Once a certain minimum level of living has been obtained, human behavior is directed toward more social goals-- achievement, acceptance by others and dominance over others.

In addition, modern management philosophy includes use of verbal and symbolic recognition in order to reward employees.¹³

Negative reinforcement or threats does not have substantial effect on performance. Threats of discharge do not operate as incentives unless the employee falls considerably under the average level of performance.¹⁴

The amount of status motivation is open to question. Often it is argued that some workers who are motivated to increase their status in the community are motivated toward higher performance in their organization, leading to more money and thus higher status in the community. On the other hand, it is possible that the reference group against which such an individual evaluates his success may only be a segment of the community. Some workers, whose accomplishments are modest when compared with the whole range of possible accomplishments in a community, may have a sense of achievement when they compare their accomplishments with others in their own environment. If this is true for these individuals, any further increase in rewards would lead to exclusion from this personally rewarding group.¹⁵

The level of a worker's performance may also be greatly affected by his relationship with his co-workers. For any sort of effective work to occur there must be a certain amount of effective communication. A common example is one in which a lower-ranking individual will not give his superior accurate information because he does not want to be

"punished" for saying unpleasant things or things he thinks his superior does not want to hear. A second kind of communication problem concerns conflicting values in the typical labor-management relationship. Even though the goal of the entire group may be the same, the labor-type members cannot communicate with the management-type members because they feel they look down on them and do not respect them. Solutions to these problems sometimes lie in holding informal group meetings away from the work area, thereby allowing workers to know each other in a relaxed atmosphere. Going through a common training program is another solution. Training workshops not only serve to educate people, but provide group members a common base of experience on which to build better working relationships.

Every employer is continually confronted with the fact that his employees hold a variety of attitudes toward him. However, most are not certain how they should react toward these attitudes. Should they ignore them entirely, or should they try to measure them? If they decide to measure them, a whole set of questions arise. What attitudes should be measured? What interpretations should be made of the results? For example, is high job satisfaction good? Does information on job satisfaction tell anything about motivation?¹⁶

Corroborative Studies

Similar results have been observed in other studies although they are phrased somewhat differently. Herzberg found after sixteen studies of about eleven thousand workers that the factor mentioned most often in indicating high satisfaction was the intrinsic aspects of the job. This was followed by supervision and working conditions. Thus, motivators or satisfiers are factors of achievement, recognition, responsibility, growth, and advancement. Dissatisfaction was made up from the lack of such things as pay supplements or benefits, from unfavorable supervisory practices, unfair company policies, or poor working conditions. Traditionally management has thought of these last items as motivators, but Herzberg thinks they were potent dissatisfiers. High motivation does not result from their improvement, but dissatisfaction does result from the deterioration of these factors. Good job satisfaction and high performance are associated with motivation, while disappointment and ineffectiveness are associated with dissatisfiers.¹⁷

Friedlander, while studying the results of a survey he had made of a large midwestern corporation, felt that Herzberg had over-simplified the underlying structure of job satisfaction. Friedlander thinks both intrinsic and extrinsic factors were found as sources of satisfaction. Thus, an individual recognizes three distinct, though related, types of satisfaction: (1) the return in the form

of monetary rewards, (2) intrinsic satisfaction, or pleasure in accomplishing certain goals, and (3) concomitant satisfaction, such as working in a particular situation and/or with a particular group.¹⁸

In a similar study Campbell questioned whether the similarities of job attitudes among workers are more closely associated with the nature of the job itself or with the supervision received.¹⁹ He found in his study that the low order of needs (referring to the hierarchy of needs proposed by A. H. Maslow) would be met by the job itself. Maslow considers certain basic physical needs, security, stability, protection, freedom from fear, need for structure, and the like to be classed as low order of needs.²⁰ Campbell also found the highest order of needs, such as self-actualization and esteem, to be met by the job itself. However, intermediate needs, such as belonging, prestige, recognition, and appreciation, can be met only by people, especially supervisors. After fundamental needs have been met, it is the supervisor who plays a key role in meeting the needs of a worker.²¹

Another study produced similar results when it was found that a worker was motivated by a challenging job that allowed a feeling of achievement, responsibility, advancement, and earned recognition. Maintenance needs such as salaries, fringe benefits, working conditions, work rules, job instruction, and office practices were extrinsic and not

satisfiers; but when they were not present, they served as dissatisfiers.²²

H. I. Day, in a speech before the Canadian Guidance Association, expressed a similar opinion when he said that work in itself is not rewarding but the product of the work is rewarding to an individual. He also said that one might expect a job with few intrinsic rewards to offer more extrinsic rewards, such as higher pay, but the reverse is often the case. Blue collar jobs that pay little often offer as the main reward the fact they leave the worker exhausted. All work, if carried on long enough, becomes boring; however, if some intrinsic rewards are available, activities may be carried on with some satisfaction even after the extrinsic reward is gone.²³

A very recent study done by Dr. Stanley Seashore and Dr. J. Thad Barnowe found that job satisfaction was a result of the factors that "impinge upon the worker's self-respect, his chance to perform well in his work, his chance for personal achievement and growth in competence, his chance to contribute something personal and unique to his work--in short, his self-actualization."²⁴

According to Seashore and Barnowe, the best way to combat the blue collar blues is to have an income over \$10,000 and at least a high school education. Also, age is a more important factor than income in having the blues; those under thirty and over sixty-four are likelier to have the blues. Challenging qualities of the job are a more

important factor in staving off the blues than comfort factors, while rewards and resources fall between these two.²⁵ Those who have the blues the worst include those who have skills they would like to use but can't, little chance to learn new things, relatively few fringe benefits, and supervisors who do not hold to high performance standards themselves. The meaning of the study seems clear: the blue collar worker blues syndrome accompanies working conditions that discourage good work performance, impede personal growth, fail to stimulate hard work, and stifle autonomy and creativity. Pay rates as a weak separate force in the quality of employment, for the high income workers can get the blues also.²⁶

Police Morale

One of the best known writers on the police, James Q. Wilson, states that the police problem is largely one of morale. For the average police officer the problem of morale, or self-respect, is created by two aspects of the police role: (1) the policeman is frequently in the position of an adversary with the public for, in dealing with the public, he makes arrests, conducts inquiries, searches homes, stops cars, testifies in court, and keeps a jail, and (2) demands are made on the police often to serve incompatible ends; for example, while pressure is put on by some not to tolerate gambling, others believe that a citizen should be allowed to place bets with honest bookies.²⁷

The policeman's sense of alienation from society results in the development of a distinctive code among police officers by which they can live, thus providing a basis of self-respect independent of civilian attitudes. Many factors determine whether this code is based on highly professional and impersonal standards or on a very personal and highly tolerant fraternalistic view of police life. One factor is the quality of police leadership. Maintaining a highly professional police force is impossible for a city where the political and civic leaders do not attach a high value to honesty, efficiency, impartiality, and impersonal application of general rules. Communities which prefer a politics of personal friendship, favor-giving, and favor-receiving are likely to have a police department that reflects these ethics.²⁸

In Wilson's study of the sergeants of the Chicago Police Department, the principal source of discontent was with the young, recently promoted sergeants. Of those who had joined the force within the previous ten years, nearly three-fourths thought the department was poorly run; among those who had joined some twenty years previously, only about one-third were critical. Wilson comments that this is not surprising, for men who have recently moved into a position of authority are more critical of those who have run the department for a while than those who have been exercising power over a period of time.²⁹

Concerning the officers' perceived opinions of citizen respect for the police, a sense of citizen hostility was equally present among all generations. The low morale of different age groups may have had different causes. However, Wilson did find that the better educated the sergeant was, the less likely he was to agree that most citizens respected the police department.³⁰

In general, the morale problem was found to be present among all ages, duty assignments, education, and ethnic affiliation. It is a problem that exists because of the police experience rather than as an expression of some obvious personal attribute. Morale may be affected by how well a man thinks the department is run, as well as how much respect he feels he receives from the public.³¹

Wilson found that the judgment of experienced officers about the desirability of a police career was more affected by what people think of a policeman than by how well the department was run.³²

Whether police morale affects police behavior was not particularly a main point of Wilson's study. However, he concluded that even officers who had low morale could function effectively in the police role. Studies of infantrymen in the Second World War showed that attitudes of how well the men thought the army was run or whether they were being given a chance to show what they could do did not significantly relate to the men's combat performance. Policemen are, of course, not soldiers. Wilson conjectures

that policemen may well be affected more than soldiers by the morale problem, especially in routine matters in contact with the public. The way a large city police department can deal with this problem is to reduce, intentionally or unintentionally, the contacts the police have with the public. Methods such as the use of patrol cars instead of walking a beat, rotating assignments, and discouraging police involvement in political affairs might be effective. Today professionalism means impersonalization; relations with the community are not handled by the day-to-day contact with the patrolman walking a beat, but by a specialized public relations expert or agency.³³

The task of maintaining police morale cannot be left to the police themselves; the community must find ways and means to bring police officers and local groups together for nonbureaucratic and meaningful communication.³⁴

In an interesting study of police cynicism, Arthur Niederhoffer found that cynicism among police officers increases with length of service, reaching its maximum at some point between five and ten years of service. Thereafter, it will tend to level off.³⁵ He found new recruits less cynical, and he also found superior officers less cynical than the average patrolman. However, he found that patrolmen with some college education were more cynical than those with less education. The frustration caused by failure to be promoted is an important determinant of a patrolman's attitude.³⁶ Patrolmen receiving rewards for

meritorious duty were found to be less cynical.³⁷ Also, members of the force who were approaching retirement were found to be less cynical.³⁸

In his study of factors affecting morale, Niederhoffer found that men new to the force felt that superior officers were more interested in their welfare than were more experienced men.³⁹ Younger policemen believed that a college education would result in a more efficient police department, as did superior officers. However, patrolmen with ten to twelve years service tended to believe that a college degree would cause friction and do more harm than good.⁴⁰ The recruits and younger officers viewed the department as more of an efficient, smooth-running organization than did more experienced officers. A like feeling was expressed concerning awarding of special assignments; the newer men again felt they were handed out more fairly than more experienced officers.⁴¹ All ages and ranks, however, felt that the public had to be forced to cooperate with the police; 73 percent felt this way.⁴² The newer men on the force, though, thought the public respected them more than did the older men.⁴³

Social upheavals have thrust the police into the center of the public arena in recent years. At one moment the policeman is a hero; the next, a monster. The dramatic impact has been camouflaged under a set of caricatures that stereotypes members of the police as sullen, stupid, or ridiculous. This helps the public to depreciate the

authority of the policeman and lessen the feeling of threat from police power.⁴⁴

Professionalism

Within the police organization there is appearing a radical change in theory and practice, led by a small but elite group of college-trained superior officers. Acknowledging the charges of inefficiency, corruption, and brutality, they have tried to set the house in order by a plan best described as professionalism. Its blueprint is to establish high standards of selection, training, and performance. The old police code of "tough cop" is waning, but new ideas of the "social science police officer" is meeting unexpected resistance. Some of the social changes in our society have been especially difficult for police officers to accept, and the unfortunate victims have been the men in the lower ranks.⁴⁵

Very little research has been done on the police because of the "blue curtain" of secrecy that surrounds most police organizations.

Policemen are under explicit orders not to talk about police work with anyone outside the department; there is much in the nature of a secret society about the police; and past experience has indicated that to talk is to invite trouble from the press, the public, the administration, and their colleagues.⁴⁶

The police feel they deserve the respect of the public but, unfortunately, this has not been the case and they are aware of it. The upper class looks down on them, and the lower class fears them. Even the courts seem to be against them,

making it more difficult to obtain convictions of criminals. Bitterly, the police have begun to think of themselves as a minority group.⁴⁷

Niederhoffer says that the experts agree there are nine points in moving toward more professionalization:

1. High standards of admission
2. A special body of knowledge and theory
3. Dedication to the service
4. Lengthy training period
5. Code of ethics
6. Licensing of members
7. Autonomous control
8. Pride in the profession
9. Publicly recognized status and prestige⁴⁸

Another study of men and morale found that the most commonly given reason for leaving the police force was "public disrespect." It would appear that the segment that bothered the officers most was the recent court rulings regarded by them as a vote of "no confidence" as well as a set of obstacles imposed upon the police in their work of apprehending criminals. More immediate and personal reasons given for quitting seemed to be poor opportunity for promotion, night work, politics and unfairness in advancement, and poor supervision. Very few men said they had quit because of any dissatisfaction with salary or security.⁴⁹

In this study the reasons given for joining the force were, foremost, a strong sense of morality, a desire

to protect society, and the opportunity to reduce danger and corruption. Secondly, they wanted a secure income and later pension/retirement opportunities. The third set of motives centered around expectation of action, excitement, and adventure. These recruits interviewed appeared to be career dedicated and intended to remain policemen until they retired.⁵⁰

It was clear that most policemen enjoyed their colleagues and their careers and would stay in police work if they had the choice. Good men could be kept in police work if politics and influence were kept out of advancement; if promotions were dependent on valid tests of ability and suitability; if department organization tables allowed for more men at higher levels; or if there were some other means of awarding men with a sense of achievement and satisfaction even if the higher ranks could not be expanded. Supervisors, it was felt, should get better training in how to do their jobs, back up their men when they were right, and be more sensitive to the needs of their men.⁵¹

Morality

The average policeman is a moral man. He is also a man of action and does not hesitate to impose his morality on those around him. The problem he faces is that the community is not of one mind about what morality is. Many law-abiding segments of the community disagree with the conventional morality of the police officer. Often when the

police officer acts out of his own conviction--as well as the law--he finds himself in conflict with decent citizens with a different set of values. These citizens do not take to his "old-fashioned" morality and he, to his surprise, finds himself accused of "brutality." This is one aspect of police disrespect that is unsettling to the officers, for it challenges his equanimity about the rightness of his own morals and makes him insecure about community backing.⁵²

This action morality also leads him into conflict with the courts. Since the policeman acts out of both conviction and duty, he feels he acts properly in seeking punishment of wrongdoers. However, the community is of several minds about the treatment of wrongdoers and even about who the "wrongdoers" are. Policemen cannot avoid becoming judges. Each decision to arrest or not to arrest is a judicial one, regardless of what the statutes say about police powers being separate from judicial powers. Similarly, in the act of arrest and interrogation, the policeman is already "punishing" the suspect by depriving him of his liberty. The problems are exceedingly complex, and the enactment of new laws to keep up with social change is lagging. Therefore, the policeman must enforce the "old law," even though he finds himself in an untenable public but legally correct position.⁵³

Public Relations and Education

Much research needs to be done into the dilemma and distress of the police, but in the meantime steps should be taken in the matter of education. First, in reference to court decisions affecting search and seizure and interrogations, each department should examine its records of arrest and prosecution to see if there is not, in fact, a higher record of convictions based on better cases during the last few years. This may lead the officers to the conclusion that some of the court decisions were not as hostile and impeding as they had thought. A second step would be to ask some local groups to conduct opinion surveys designed to determine how disrespectful the public is of the police. Few decent citizens are disrespectful, although they may be critical. Some valid criticisms may help the department to put its own house in order. Police officers will probably find from such a survey that the general public sentiment is an expression of a strong need for law enforcement and a deep respect for police officers. A third step would be in-service training that would allow officers to express their dismay over changing public and judicial standards, yet also provide reasoned and understanding instruction aimed at helping the officer understand that social changes are inevitable.⁵⁴

Psychological Consequences of
the Police Role

Another closely related study of police attitudes feels there are indications that policemen differ considerably in their conception of the social composition of their work. Some view themselves as highly-trained professionals; others consider their work merely a job involving no more commitment than any other job. There is much theory and research that lends credence to the argument that policemen who think of themselves as professionals have different attitudes than those who place less value on professionalism.⁵⁵

Walsh found out that the more professional police officer was far less likely to condone the use of force than an officer classified as a low-professional. Likewise, the professional policeman showed more empathy to minority groups than did the less professional policeman.⁵⁶ Walsh concludes that police attitudes are not the result of any one set of factors, and many social variables combine to produce self-conceptions and levels of professional striving.⁵⁷

Writing about the psychological consequences of the police role, Hans Tach says that the role of the police today is conducive to social tensions and, therefore, self-defeating. One of the most obvious consequences of the police role is impact of power. A police officer is partly a symbol, and police work consists partly of creating

illusions based on symbolic attributes. For example, an empty police car can, and will, slow down traffic; a few policemen present can control a large crowd.⁵⁸ The typical contact between the police and the public is one in which there is essentially one-way contact. This is detrimental to police--public relations and also psychologically harmful to the police. The officer loses his feeling of being part of the public.⁵⁹

Many policemen feel hemmed in by political interference, blocked by deluded judges, cramped by tight-fisted legislatures, and worst of all, the man in the street seems inclined to "bite the hand that protects him."⁶⁰ Policemen do view themselves as saints in a hostile world, and are puzzled and annoyed by the hostility and indifference on the part of the public. One of the problems is that the public equates the terms "law" and "police" and disrespect for the law means disrespect for the police. Since the officer visibly and forcefully embodies the law, neither he nor the public find it possible to differentiate between law and enforcement.⁶¹

"Policemanship" is a relatively easy game because the public is "one down" when they meet an officer. The application of a traffic ticket places an adult in a position reminiscent of childhood experiences in relation to power. This feeling is difficult to handle by some adults who are used to viewing themselves as adults. The officer loses his sense of belonging to the general public and sees

hostility when there really is none. He sees the public as his enemy, and this experience gives rise to an emphasis on secrecy and an attempt to force respect from the public.⁶² Numerous contacts with anti-social people, however, will cause the police to assume a veneer of hardness and to perceive violence with comparative ease due to their disproportionate contact with underprivileged and emotionally disturbed people. Some officers believe that certain groups of people respond only to fear and rough treatment. A police officer can easily develop a paranoid outlook and assign evil intentions to others.⁶³

Policemen feel that their lives and the roots of their moral values are in danger. More and more they tend to identify the social problems with a general malady called "permissiveness" which they believe is afflicting the country. This permissiveness has caused the public to be hostile and has produced sympathy for the criminal from the courts.⁶⁴ The police are particularly angered by black militants and white agitators. The conventional criminal will go to any length to avoid the police, but the militants and agitators openly seek confrontation with the police, aiming to provoke the police into attacking them.⁶⁵ Most police view young radicals from middle-class backgrounds with special repugnance. While they may feel some sympathy for the Negro, they cannot understand why middle-class students, who are getting things denied a policeman, should protest over issues not relevant to their education. They

feel the students have betrayed the standards that their education should have taught them.⁶⁶ The police feel let down when political leaders show tolerance for unruly demonstrators who violate all the policeman has learned of patriotism and decorum.

This feeling carries over to criminals since officers believe it is getting harder and harder to get a criminal in jail and make the conviction stick. While the police look on recent Supreme Court rulings as symbolic of their trouble with the courts, actually archaic and politically influenced lower courts interfere more seriously with police work than the Supreme Court. Good judges probably outnumber bad ones, but there are enough who are lazy, incompetent, and influenced by political leaders.⁶⁷

One immediate goal that can be a help to the police is professionalism with better training and higher pay. Another suggestion is to allow men with advanced education enter the force at a higher level. However, most officers are opposed to this because they think a man can't learn all about police work from books.⁶⁸ The National Crime Commission has recommended that all supervising personnel be required to have a baccalaureate degree and ultimately for this to be required of all sworn personnel.⁶⁹

In a study of the emotional hazards of police work, Dr. Symonds was impressed with the emotional stability of the ordinary policeman. This is exceptional because the policeman is in a position where he is feared, even

disliked, by a large segment of the population. Considering the need most people have to be liked, this places him under a great emotional strain. Police work demands that an officer be able to deal directly with the public and use good judgment under stress. This requires a great amount of flexibility, maturity, and the ability to adapt to rapidly changing situations.⁷⁰

An ideal police candidate is one who is conservative and security bound. He is uncomfortable with rebellion. He is idealistic, shows reverence for the law, and cannot stand any direct challenge to authority. He must also be intelligent, with good mental health and physical strength. His morality and ethics have to withstand extreme scrutiny. He has to have proven stability at work and at school, and must have stable relations with his family and friends.⁷¹

A very important aspect of police work is the nature of the department. There is an undefinable flavor of each department that emotionally involves every man. To any outsider the department appears insensitive; to the policeman it is very much alive. For most officers police work is not a job, but a way of life. Men who are too dependent or too rigid in character are the ones particularly vulnerable to the stresses of police work. If their expectations are too great, the disillusionment can lead to depression and passive resistance which, in turn, angers and frustrates those in positions of authority.⁷²

Chapter 3

FINDINGS - JOB SATISFACTION IN GENERAL

OVERALL JOB SATISFACTION

In response to the question, "How good is the overall job satisfaction on this police force?" 72 percent of those responding rated overall satisfaction as "Fairly Good" or "Very Good" (Table 1).

Table 1

Assessment of Overall Job Satisfaction

QUERY: How good is the overall job satisfaction on this police force?

Rating	Number of Respondents	Percent
Very Good	60	16.48
Fairly Good	201	56.22
Poor	103	28.30
Total	364	100.00

Although the obvious import of the question is that of assessing opinion concerning the attitude of fellow officers, it may be assumed that the respondent's own opinion is reflected.

Generally, the older men and the higher ranking officers considered overall satisfaction to be better than did the younger patrolmen (Table 2).

Table 2

Responses on Overall Satisfaction
(By Age and Rank)

QUERY: How good is the overall job satisfaction on this police force?

Category	Number of Respondents	Percent		
		Very Good	Fairly Good	Poor
Age Group				
Over 60 Years	4	25.00	75.00	0.00
51-60 Years	16	25.00	62.50	12.50
41-50 Years	57	26.52	43.86	29.82
31-40 Years	111	12.61	56.76	30.63
21-30 Years	161	16.15	56.52	27.33
Total	349			
Rank				
Colonel	4	75.00	25.00	0.00
Lt. Colonel	6	33.33	33.33	33.33
Captain	18	22.22	55.56	22.27
Lieutenant	28	21.43	71.43	7.40
Detective Sgt.	7	28.57	28.57	42.86
Sergeant	43	16.28	58.14	25.58
Patrolman	239	14.54	56.07	29.29
Total	345			

Public Criticism

Apparently police officers in Kentucky think their public image is better than do officers in large metropolitan areas such as the ones studied by James Q. Wilson and Carl Niederhoffer in New York. Only 19 percent of the Kentucky officers said that many of their acquaintances criticized them to their face (Table 3).

Table 3

Officers' Responses Concerning Public Criticism

QUERY: Do any of your civilian acquaintances ever adversely criticize the police to your face?

Response	Number of Respondents	Percent
Many do	72	19.57
Some do	232	63.04
Hardly any do	64	17.39
Total	368	100.00

Most officers said that the public was seldom or only occasionally critical. Some men did add additional comments to their questionnaires. For instance, several men speculated that when the public was very critical about a particular incident, it often didn't know all the facts. Others also stated that newspaper articles were unduly critical and many times appeared to intentionally create a bad impression of the police department.

One officer said he believed that public support was a "strange animal." He observed also that the public would "cheer the police on" when watching a television program, but it was "something else again to stand up where everyone can see you and assist the police in person."

Public Cooperation

The police officers were fairly equally divided concerning the amount of cooperation they thought they were receiving from the public. About 45 percent said they were receiving the cooperation of most of the public, 42 percent thought some of the public cooperated, and 13 percent felt only a few cooperated (Table 4).

Table 4

Officers' Opinion of Community Cooperation

QUERY: Do you feel the police force has the cooperation of the citizens of this community?

Response	Number of Respondents	Percent
Yes, of most	164	44.56
Of some	153	41.58
Of only a few	51	13.86
Total	368	100.00

The supervisory personnel perceived the public as more cooperative than did the patrolmen. Similarly, the older men generally believed there was more public cooperation than did the younger men.

Many officers did appear to be concerned about public cooperation and commented in writing as they answered the questions. For example, one officer said, "Police work is suffering from minority groups that scream about police brutality, while the great quiet majority says nothing either way."

Several officers placed the responsibility for their community relations on the police themselves. Police officers, they noted, would be treated as professionals when they conducted themselves in a professional way.

Public criticism does not seem to have any effect on the officers' intention to continue in police work. Even 69 percent of the 72 men who said they were often criticized to their face (See Table 3) said they planned to continue in police work. An additional 29 percent said they would change to another occupation only if it offered more money. Only 2 percent of these 72 officers planned to change occupations if they could find something else they could do.

Opinions Concerning Recent Supreme Court Rulings

One of the significant results of the study was that 87 percent of the men said that recent Supreme Court rulings had made police work more difficult. Almost 11 percent

thought it was about the same, and only 2 percent felt it had made their work less difficult (Table 5).

Table 5

Opinions Concerning Recent Supreme Court Rulings

QUERY: Supreme Court rulings in recent years have made police work more or less difficult?

Response	Number of Respondents	Percent
More difficult	321	87.23
About the same	40	10.87
Less difficult	7	1.90
Total	368	100.00

The officers were articulate in expressing themselves on this question. These were some typical remarks written on their questionnaires:

I feel the modern police officer is better equipped to do a better law enforcement job. But because of recent court decisions, he is unable to do this job because he gets the feeling the very law he is sworn to enforce is against him. The officer lives under constant threat of bodily harm and in the shadow of being sued if he makes a mistake.

I think the recent Supreme Court decisions have mostly arisen out of police mistakes and abuse of citizens; however, I believe the action taken by the Court has over-shadowed the infractions. These decisions have gone farther and extended to parts of the law that really weren't infringed upon.

When our forefathers established the Supreme Court, I don't believe that they wanted a guilty man to go free. The laws of this land are based on the greatest book known (The Bible). In it it states, "an eye for an eye." It appears to me that this is no longer true, and the judges are reading from another book--why, I don't know.

The court system in this nation is corrupt. I have never taken a bribe, but I wish this were true in the case of judges. Justice for a poor man and a rich man are totally different. I am not satisfied with just doing my job, but there is no use when judges are politicians and the Supreme Court encourages men to become criminals.

After twenty-six years of police work, I feel this is the most dangerous period for the police in the history of this country. It is next to impossible to get a court to dispense justice that will punish the guilty and perhaps help protect the victim.

I would like to see the death penalty put back in use and use it when necessary. Another change would be to put the teeth back in policeing and take so much of the public relations out. Another point I would like to make is to let the policemen start using their service guns again against fleeing felons and protect the officers from reprisals from bleeding heart citizens and liberal defense attorneys.

The Importance of the Chief

There was general agreement among the officers that the chief was a very important element in the operation of the department. One officer said, "Any police department is only as good as its leaders." (Table 6)

Table 6

Officers' Perception of the Importance of the Chief

QUERY: Police work is about the same no matter who is chief of the force.

Response	Number of Respondents	Percent
Agree	70	19.02
Disagree	282	76.63
Undecided	16	4.35
Total	368	100.00

The lower ranking officers placed more emphasis on the leadership of the chief than did the higher ranking officers (Table 7).

Table 7

Attitudes of Officers Regarding Importance of Chief
(By Rank)

QUERY: Police work is about the same no matter who is chief of the force.

Rank	Number of Respondents	Percent		
		Agree	Disagree	Undecided
Patrolman	242	15.70	79.75	4.55
Sergeant	43	23.26	72.09	4.65
Lieutenant	28	35.71	53.57	10.71
Captain	28	38.89	61.11	0.00

There was a more noticeable difference in the responses to this question when the age groups were studied. The younger officers showed more disagreement with the statement (about 85 percent) than did the patrolmen. Almost 80 percent of the patrolmen disagreed. The 51-60 age group agreed with the statement (50 percent) more than did those ranked as captain. Only 39 percent of the captains agreed with the statement (Table 8).

Table 8

Attitudes of Officers Regarding Importance of Chief
(By Age Group)

QUERY: Police work is about the same no matter who is chief of the force.

Age Group	Number of Respondents	Percent		
		Agree	Disagree	Undecided
21-30 Years	164	9.76	84.76	5.49
31-40 Years	111	23.42	75.68	0.90
41-50 Years	57	38.07	61.40	10.53
51-60 Years	16	50.00	50.00	0.00

Several men commented on this question. One patrolman felt that his department had lost some good men because the chief had not been able to communicate with his officers. The decisions that the chief makes daily affect the men's morale, and the way they are treated affects their

performance. One officer stated this by saying, "If you treat a man like a man, he'll act like a man."

A sergeant said that his new chief had done much to modernize his department and that this had improved the working relationships, in his opinion.

Suspicion and the
Police Role

Being a policeman did sometimes make officers suspicious of non-policemen according to 55 percent of the respondents (Table 9).

Table 9

Effect of the Police Role on the Attitude of Officers
Toward Civilians

QUERY: Being a policeman tends to make officers suspicious of non-policemen.

Response	Number of Respondents	Percent
Most of the time	54	14.79
Sometimes	200	54.79
Seldom	111	30.42
Total	365	100.00

There was some difference of opinion among the various age groups; the older men felt that officers were less suspicious than did the younger men (Table 10).

Table 10

Effect of Police Role on Attitude of Officers
Toward Civilians
(By Age Group)

QUERY: Being a policeman tends to make officers suspicious of non-policemen.

Age Group	Number of Respondents	Percent		
		Most of the Time	Sometimes	Seldom
21-30 Years	163	14.72	60.12	25.15
31-40 Years	111	13.51	57.66	28.85
41-50 Years	57	15.79	43.86	40.35
51-60 Years	15	6.67	33.33	60.00
Total	346			

The purpose of this question was to attempt to measure the cynicism of the officers. The word "suspicious" was intended to measure the degree of cynicism. It is likely, though, that the men interpreted the question in different ways. One patrolman said that he thought policemen should be suspicious because that was their job.

If the men did interpret the question in a similar manner, the older men tended to be less suspicious than did the younger men. Perhaps, as the men neared retirement age,

they became less suspicious of people and less cynical about human nature.

Cooperation Among Officers

The officers were more evenly divided as they rated cooperation in their departments. Almost 36 percent said that cooperation in their department was good, 41 percent rated the cooperation as fair, and 23 percent said cooperation was poor (Table 11).

Table 11

Attitude Concerning Cooperation on Officers' Own Force
QUERY: In this force, cooperation among officers is:

Rating	Number of Respondents	Percent
Good	130	35.61
Fair	150	41.10
Poor	85	23.29
Total	365	100.00

In examining the responses by rank and age, the results were mixed. The younger men thought cooperation was better than did the men in the 31 to 50 age group, as did those over 50. This tends to agree with Niederhoffer's conclusions about cynicism. He thought cynicism (in this case assuming cynicism is similar to the men's evaluation of the cooperation in the department) increased with age until

retirement age began to be near. Then cynicism decreased. There is a similar trend in examining the ranks, but it is not as noticeable as in the age groups (Table 12).

Table 12

Attitude Concerning Cooperation of Officers' Own Force
(By Age and Rank)

QUERY: In this force, cooperation among officers is:

Category	Number of Respondents	Percent		
		Good	Fair	Poor
Age Group				
Over 60 Years	4	50.00	50.00	0.00
51-60 Years	16	50.00	43.75	6.25
41-50 Years	57	26.32	38.60	35.09
31-40 Years	111	14.41	39.64	45.95
21-30 Years	162	43.21	38.27	18.52
Total	350			
Rank				
Colonel	4	50.00	25.00	25.00
Lt. Colonel	6	33.33	66.66	0.00
Captain	18	33.33	61.11	5.56
Lieutenant	28	39.29	42.86	17.86
Detective Sgt.	7	42.86	28.57	28.57
Sergeant	43	25.58	43.84	25.58
Patrolman	239	36.40	39.33	24.27
Total	345			

The correlation between opinions of those who felt job satisfaction was good and those who said cooperation was good was noticeable. Over 73 percent of the men who said job satisfaction was good also thought cooperation was good (Table 13).

Table 13

Correlation of the Sixty Officers Who Thought Job
Satisfaction Was Good with Their Opinion
On Cooperation in Their Police Force

QUERY: Cooperation on this force is:

Response	Percent
Good	73.3
Fair	16.7
Poor	10.0
Total	100.9

Plans to Continue
in Police Work

One of the most significant findings of this study was the large percentage of men who said they planned to continue in police work even if they were offered a job paying more money. It is obvious that the men are dedicated to their work, for 75 percent of the officers do plan to continue in police work (Table 14).

Table 14

Findings Concerning the Officers' Plans to Continue
in Police Work

QUERY: In the future I plan to:

Response	Number of Respondents	Percent
Continue in Police Work	265	75.07
Change to Another Occupation, if it Offers More Money	73	20.68
Change to Another Occupation if I Can Find Something Else I Can Do	15	4.25
Total	353	100.00

The responses were slightly different, though, when the men were asked if they would choose police work if they were starting over again. Only 56 percent said they would choose police work (Table 15).

Table 15

Findings Concerning Whether Officers Would Choose Police Work If They Were Starting Over Again

QUERY: If I were starting all over again, I would:

Response	Number of Respondents	Percent
Choose Police Work	202	56.11
Be Undecided About Choosing Police Work	96	26.67
Definitely Not Choose Police Work	62	17.22
Total	360	100.00

The correlation between job satisfaction and choosing police work if they were starting over again produced results that might be expected. Over 67 percent of the men who said job satisfaction was "Good" would choose police work. On the other hand, only 40 percent of those who said job satisfaction was "Poor" would choose police work if they were starting over again (Table 16).

Table 16
Correlation of Job Satisfaction and Plans to Continue
in Police Work

Job Satisfaction	Percent		
	Plan to Continue	Undecided	Definitely Not
Good	67.8	20.3	11.9
Fairly Good	61.0	26.7	30.4
Poor	40.2	30.4	29.4

There were some interesting results concerning the officers' future plans to continue in police work by age and rank. More men in their twenties plan at this time to continue in police work than men in their forties. Men in their fifties, however, show little indication that they will change occupations. The higher ranking officers indicate they plan to continue in police work. A slightly larger percentage of patrolmen than sergeants plan to remain on the force (Table 17).

Table 17

Findings Concerning Officers' Plans
to Continue in Police Work
(By Age and Rank)

QUERY: In the future I plan to:

Category	Number of Respondents	Percent		
		Continue	Change for More Money	Change for Anything
Age Group				
21-30 Years	161	83.23	14.92	1.86
31-40 Years	109	70.64	24.77	4.59
41-50 Years	55	58.18	30.91	10.91
51-60 Years	14	78.57	21.43	0.00
Total	339			
Rank				
Colonel	4	100.00	0.00	0.00
Lt. Colonel	5	80.00	20.00	0.00
Captain	17	70.59	17.65	11.76
Lieutenant	27	74.07	22.22	3.70
Detective Sgt.	7	85.71	14.29	0.00
Sergeant	41	68.29	26.83	4.88
Patrolman	238	76.47	19.75	3.78
Total	339			

Rewards from Police Work

When asked to respond to an open ended question concerning any rewards that the officers felt they received in addition to pay and fringe benefits, a variety of answers was obtained. These responses could be classified into four main categories: helping people, self-satisfaction, improving self and rank, and no satisfaction (Table 18).

Table 18

Perception of Intrinsic Rewards by Police Officers

QUERY: What type of rewards do you feel you receive from your job in addition to pay and fringe benefits?

Response	Number of Respondents	Percent
Helping people	56	23.43
Self-satisfaction	100	41.84
Improve self and rank	10	4.18
No satisfaction	71	29.71
Total	237	

The written responses were varied and reflected many diverse attitudes on the part of the officers. Some of the typical remarks made that were favorable were these:

The feeling that I am one of the few who stand between civilization and savagery.

Civic pride in having a chance to rid my city of bad elements.

Pride in my uniform.

Satisfaction of doing a job that is needed.

Self-satisfaction in knowing one has contributed something to society as a result of crime prevention, arrest of criminals, and saving a person's life.

Challenge, experience, and security.

A better understanding of human nature.

Diversity of tasks, opportunity to help others, excitement and continually interesting contacts with many types of people. I would rank money and security far below the others.

Some of the men did make remarks that indicated that there were not many rewards for the average police officer.

These are a few typical remarks:

Absolutely none, not even a good word from our department when we accomplish a good feat.

Not a thing!

None, although one of the greatest rewards would be recognition by both commanders and the people.

Rewards are few if you are honest.

None yet!

Police don't get rewards. They are expected to do the job without rewards because that's what the people are paying for.

None. Nobody likes a pig. Chief never gives credit when it is due because of favoritism in the department.

Praise to your face; criticism when your back is turned.

Summary

The Kentucky police officers are generally satisfied with their work and perceive the public as cooperative. They definitely think the chief is important to the morale

in the department, and the majority of them rate cooperation among their fellow officers as good or fair. Most officers plan to continue in police work although fewer say they would choose police work if they were starting over again. Police work has been made more difficult by recent Supreme Court rulings according to 87 percent of the men.

Chapter 4

RESULTS - SUPERVISION AND PROMOTIONAL POLICIES

IMPORTANCE OF THE SUPERVISOR

O. W. Wilson in his book, Police Administration, says that:

Members of a force under superior leadership enjoy doing their work, have a feeling of elation on its accomplishment, are proud of their departments, praise their superiors, carry out instructions cheerfully and willingly . . . In contrast, subordinates under inferior leadership dislike their duties, resent instruction and requests from their superiors and avoid accepting new responsibility . . . The essence of leadership is the ability to obtain from each member of the force the highest quality of service that he has the capacity to render; it is not the exercise of authority through commands and threat of punishment for compliance.¹

Opinion of Immediate
Supervisor

Most of the officers thought their immediate supervisors were aware of their problems and that duty assignments were passed out fairly.

Table 19

Opinion of Immediate Supervisor

QUERY: What do you think of your immediate supervisor?

Response	Number of Respondents	Percent
He is aware of my problems and available to help	180	50.85
He is sometimes aware of my problems and available to help	101	28.53
He is indifferent to my problems and seldom available to help	73	20.62

The results of this question by rank showed little real difference although the higher ranking officers indicated that they thought that supervisors were slightly more aware of officers' problems.

Table 20

Opinion of Immediate Supervisor
(By Rank)

QUERY: What do you think of your immediate supervisor?

Rank	No.	Percent		
		Aware of Problems	Sometimes Aware of Problems	Indifferent to Problems
Colonel	4	50.00	0.00	50.00
Lt. Colonel	5	60.00	20.00	20.00
Captain	17	52.94	29.41	17.65
Lieutenant	27	66.67	22.22	11.11
Detective Sgt.	7	57.14	14.29	28.57
Sergeant	41	56.10	21.95	21.95
Patrolman	236	49.58	30.93	19.49

Duty Assignments

Officers also said duty assignments were passed out fairly most of the time.

Table 21

Opinion of Delegation of Duty Assignments

QUERY: Duty assignments are passed out fairly:

Response	Number of Respondents	Percent
Most of the time	190	52.20
Sometimes	84	23.08
Seldom	90	24.73

Of the 60 officers who felt job satisfaction was very good, 83 percent felt duty assignments were passed out fairly. Of the 101 officers who felt job satisfaction was poor, only 49 percent felt duty assignments were seldom passed out fairly.

Ability to Make Suggestions

There was a difference of opinion concerning the ability to make suggestions, register complaints, and explain problems. Thirty-five percent said there usually was such an opportunity while 42 percent felt they seldom were able to do this.

Table 22

Opinion Concerning Ability to Make Suggestions

QUERY: The opportunity is available to make suggestions, register complaints, and explain my problems

Response	Number of Respondents	Percent
Usually	127	34.70
Sometimes	83	22.68
Seldom	156	42.62

As might be expected, the higher ranking officers responded to the "usually" more; 66 percent of the captains felt this way.

One patrolman explained that he felt most commanders were set in their ways and felt you were a "smart ass when you made a suggestion." Another patrolman said that sometimes suggestions could be made but there was a fear of reprisals.

Opportunity to Show What
They Can Do

The men generally felt they had only a fairly good or not much opportunity to show what they could do.

Table 23

Opinion Concerning Opportunity to Show Capabilities

QUERY: On the whole do you think this force is giving you an opportunity to show what you can do?

Response	Number of Respondents	Percent
Very good opportunity	61	16.71
Fairly good opportunity	163	44.66
Not much opportunity	141	38.63

As might be expected, the higher ranking officers felt they were being given a better opportunity, but the difference was not great.

Table 24

Opinion Concerning Opportunity to Show Capabilities
(By Rank)

QUERY: On the whole do you think this force is giving you an opportunity to show what you can do?

Rank	No.	Percent		
		Very Good	Fairly Good	Not Much
Captain	18	33.33	61.11	5.56
Lieutenant	28	21.43	57.14	21.43
Detective Sgt.	7	28.57	14.29	57.14
Sergeant	43	16.28	48.84	34.88
Patrolman	239	13.39	43.10	43.51

Selection of Supervisors

There is no doubt how the men thought a man should gain supervisory positions; they should work up through the ranks.

Table 25

Opinion Concerning How Men Should Gain
Supervisory Positions

QUERY: I think supervisors should:

Response	Number of Respondents	Percent
Work up through the ranks	320	89.89
Obtain a college degree to speed up promotion	29	8.15
Enter at a high level if they have a college degree	7	1.97

Ten percent of the patrolmen and 12 percent of the twenty-one to thirty age group also thought that obtaining a college degree should speed up promotion.

Table 26

Opinion Concerning How Men Should Gain
Supervisory Positions

QUERY: I think supervisors should:

Category	No.	Percent		
		Work up through the ranks	Obtain a college degree to speed up promotion	Enter at a high level if they have a college degree
Rank				
Colonel	4	100.00	0.00	0.00
Lt. Colonel	5	80.00	20.00	0.00
Captain	17	94.12	5.88	0.00
Lieutenant	25	96.00	4.00	0.00
Detective Sgt.	7	100.00	0.00	0.00
Sergeant	42	92.86	4.76	2.38
Patrolman	239	87.45	10.04	2.51
Age				
51-60 Years	14	92.86	7.14	0.00
41-50 Years	55	94.55	5.45	0.00
31-40 Years	108	92.59	4.63	2.78
21-30 Years	162	85.19	12.35	2.47

Work Not Boring

Apparently the men didn't find police work especially boring and didn't think rotating assignments would be a good idea. One patrolman felt that if a man was good in a field, he ought to stay there. Another officer explained how he felt when he said, "Why spend \$10,000 to train a man to be a good investigator, then transfer him to communications to sit and answer a phone?" Several men indicated that if men did find their work boring it was their own fault. "An officer has a chance to make his job as he will." Or another man said it could be boring if a man got in a "don't care rut."

Table 27

Opinion Concerning Whether Officers Find Work Boring

QUERY: Some police officers have indicated they find police work to be boring:

Response	Number of Respondents	Percent
Most of the time	19	5.23
Sometimes	205	56.47
Seldom	139	38.29

Table 28

Opinion Concerning Rotation of Assignments

QUERY: It has been suggested that assignments be rotated to make work more interesting:

Response	Number of Respondents	Percent
Agree	134	36.71
Disagree	182	49.86
Undecided	49	13.42

There did seem to be a slight indication that the younger men and lower ranking men found the work more interesting.

Table 29

Opinion Concerning Whether Officers Find Work Boring
(By Age and Rank)

QUERY: Some police officers have indicated they find routine police work to be boring.

Category	Number of Respondents	Percent		
		Most of the Time	Sometimes	Seldom
Rank				
Captain	18	11.11	38.89	50.00
Lieutenant	25	4.00	60.00	36.00
Detective Sgt.	7	14.29	71.43	14.29
Sergeant	43	4.65	65.12	30.23
Patrolman	240	5.00	54.58	40.42
Age Group				
51-60 Years	15	6.67	60.00	33.33
41-50 Years	57	5.26	59.65	35.09
31-40 Years	109	5.50	55.96	38.53
21-30 Years	162	4.94	55.56	39.51

Handing Out Discipline

A significant answer was obtained concerning the way discipline was handed out. Almost half the men said discipline was seldom handed out fairly.

Table 30

Opinion Concerning Discipline

QUERY: In this police force discipline is uniformly handed out:

Response	Number of Respondents	Percent
Usually	97	26.65
Sometimes	93	25.55
Seldom	174	47.80

There were interesting figures concerning city and rank. As might be expected, the higher ranking officers stated that discipline was more fairly handed out.

Table 31

Opinion Concerning Discipline
(By Rank)

QUERY: In this police force discipline is uniformly handed out:

Rank	Number of Respondents	Percent		
		Usually	Sometimes	Seldom
Captain	18	44.46	33.33	22.22
Lieutenant	28	28.57	35.71	35.71
Detective Sgt.	7	28.57	14.29	57.14
Sergeant	42	28.57	21.43	50.00
Patrolman	240	23.75	24.58	51.67

Opportunity to Make Suggestions
and Uniformness of Discipline

Of the 127 men who stated that there was usually an opportunity to make suggestions, 50 percent said discipline was usually uniformly handed out. Likewise, of the 156 men who indicated there was seldom an opportunity to make suggestions, 72 percent said discipline was seldom handed out uniformly.

Table 32

Comparison of the Opportunity to Make Suggestions
 and Opinion of the Uniformness of Discipline

Discipline is Handed Out Uniformly	The Opportunity is Available to Make Suggestions			
	No.	Usually	Sometimes	Seldom
Usually	127	50.4	27.6	22.0
Sometimes	83	22.9	34.9	42.2
Seldom	154	9.1	18.8	72.1

Politics Affects Promotion

One of the most significant findings in this study was that the men overwhelmingly felt politics and favoritism influenced promotional policies.

Table 33

Responses Concerning Promotions and Politics

QUERY: In the matter of promotion and career advancement in this force, city officials have:

Response	Number of Respondents	Percent
A lot of influence	290	79.45
Some influence	60	16.44
Little influence	15	4.11

Table 34

Feelings Regarding Bases of Promotions

QUERY: Most promotions on this police force are based on:

Response	Number of Respondents	Percent
Merit and ability	73	20.92
Seniority	26	7.45
Favoritism	250	71.63

The responses on these two questions were very similar to the whole by age groups. However, while the responses on the amount of interference by city officials were consistent by rank, the results on what promotions were based were different. Generally the higher ranking officers felt merit and ability played a larger part.

Table 35

Opinion Concerning Promotions

QUERY: Most promotions in this police force are based on:

Rank	Number of Respondents	Merit & Ability	Seniority	Favoritism
Colonel	4	50.00	25.00	25.00
Lt. Colonel	4	75.00	0.00	25.00
Captain	16	37.50	6.25	56.25
Lieutenant	25	32.00	4.00	64.00
Detective Sgt.	7	0.00	14.29	85.71
Sergeant	42	14.29	2.38	83.33
Patrolman	235	19.57	8.94	71.49

There were some interesting correlations on these questions. Of the men who thought job satisfaction was poor, 89 percent said public officials influenced promotions a lot while 69 percent felt this way of those who thought job satisfaction was good.

The men had quite a few things to say about promotional policies.

"The city fathers interfere with the workings of the police. They advance their people and fail to promote the people who deserve to be promoted."

"But they act like they don't."

"The municipal government (mayor, city manager, city commissioners) have to work together to obtain good law enforcement. Conflict between these men and the police department results in the failure of the police department to obtain its goals."

"Police work is completely controlled by politics and any minority group that doesn't get its way."

"It would be great if politics was taken out of police work . . . and promotions were based on merit and ability instead of politics and informers."

Other Suggestions

One officer suggested that policemen needed a Bill of Rights to protect them from harassing types of law suits by the people who start the problems the police have to cope with.

Another man felt the police could do without a human relations board.

A fireman doesn't have to answer why a house burned down, and we have to answer to enough people without having to answer to a group of civilians who have never done a day of police work in the capacity of a uniformed officer.

In order to reward officers for length of service and a good record, one man suggested a grade between patrolman and sergeant. He suggested a senior patrolman for a man with five years service and felt this would make the men more efficient and give them some initiative.

Chapter 5

RESULTS - SALARY AND RETIREMENT

One of the conclusive results of this study was that most of the officers felt their salaries were very inadequate for their personal needs.

Table 36

Responses Toward Adequacy of Salary

QUERY: My salary is adequate for my personal needs.

Response	Number of Respondents	Percent
Quite adequate	5	1.39
Adequate	64	17.78
Not adequate	291	80.83

One man wrote, "Police officers would like to think their lives are worth more than the pittance that the cities pay them. A policeman is a professional; let's pay him like one." Another officer went on to say, "Well, in general, police departments can be summed up as, you get exactly what you pay for. A well-paid and well-equipped department has the best caliber of men."

The answers were fairly consistent by rank although the ranks above sergeant indicated the salary was more adequate, but only slightly. In the age groups while the younger and older men agreed with the group, 92 percent of the men who were thirty-one to forty felt the salary was inadequate.

Table 37

Responses Toward Adequacy of Salary
(By Age Group)

QUERY: My salary is adequate for my personal needs.

Age Group	No.	Quite Adequate	Adequate	Not Adequate
21-30 Years	163	1.84	22.70	77.46
31-40 Years	110	0.91	7.27	91.82
41-50 Years	56	1.79	19.64	78.57
51-60 Years	14	0.00	42.86	57.14

Of the men answering the questionnaire, 85 percent were married. Sixty-three percent of their wives did not work. As might be expected, more single men (32 percent) found the salary to be adequate.

Necessity to Seek
Additional Employment

A large majority of the men work regularly or on a part-time basis to supplement their incomes.

Table 38

Opinions Regarding Supplementary Employment

QUERY: Have you found it necessary to seek employment in your off-duty hours to supplement your regular income?

Response	Number of Respondents	Percent
On a regular basis	106	29.44
On a part-time basis	197	54.72
Seldom or never	57	15.83

Fewer of the single men, (14 percent), work on a regular basis while 29 percent answered they seldom or never worked.

Generally, the patrolmen and sergeants found it slightly more necessary to work than did the higher ranking men.

Table 39

Opinions Regarding Supplementary Employment
(By Rank)

QUERY: Have you found it necessary to seek employment in your off-duty hours to supplement your regular income?

Rank	No.	Percent		
		Regular Basis	Part-time Basis	Seldom or Never
Colonel	4	0.00	75.00	25.00
Lt. Colonel	5	20.00	60.00	20.00
Captain	17	23.53	52.94	23.53
Lieutenant	27	14.81	66.67	18.52
Detective Sgt.	7	0.00	28.57	71.43
Sergeant	42	30.95	45.24	23.81
Patrolman	240	30.83	55.42	13.75

Likewise the men felt their pay was less than should be expected when compared with others in their city government.

Comparison of Pay with Other
City Employees

Table 40

Comparison of Pay with Other City Employees

QUERY: In comparing the pay in your position with that of similar responsibility in your city government, do you feel your pay is:

Response	Number of Respondents	Percent
Better than should be expected	3	0.83
About right	36	9.97
Less than should be expected	322	89.20

Correlations on Salary Opinions

The correlations on these questions were what might be expected. Of the men who said it was necessary to seek additional employment on a regular basis, 98 percent said their salaries were inadequate. Of those who sought employment on a part-time basis, 83 percent said their salaries were inadequate. Of those who seldom sought additional employment, only 38 percent thought their salaries were inadequate.

Table 41

Comparison of Perceived Adequacy of Salary
and Necessity to Hold Other Jobs

Perceived Necessity for Other Employment	No.	Perceived Adequacy of Salary		
		Quite Adequate	Adequate	Not Adequate
On a regular basis	105	1.0	1.0	98.1
On a part-time basis	197	1.5	14.7	83.8
Seldom or never	57	1.8	59.6	38.6

Of the men who said that they would not choose police work if they were starting over again, 90 percent thought the salary was inadequate. Of the men who said

they would choose police work if starting over again, 74 percent thought salary was inadequate.

Apparently they don't mind the extra work too much, though, for 47 percent of those who work on a regular basis said they would choose police work if they were starting over again. Also 76 percent of the men who felt their salaries were inadequate plan to continue in police work.

Retirement Benefits

Apparently retirement benefits are a factor in why the men like their job; 77 percent said that their work did provide security when they retired.

Table 42

Responses Concerning Retirement Benefits

QUERY: One thing I like about this job is that it provides security when I retire.

Response	Number of Respondents	Percent
Agree	274	76.54
Disagree	39	10.89
Undecided	45	12.57

Naturally, the older men were more aware of this than the younger men.

Table 43

Responses Concerning Retirement Benefits
(By Age Group)

QUERY: One thing I like about this job is that it provides security when I retire.

Age Group	Number of Respondents	Agree	Disagree	Undecided
21-30 Years	163	70.55	12.88	16.56
31-40 Years	110	76.36	9.09	14.55
41-50 Years	55	89.09	9.09	1.82
51-60 Years	13	100.00	0.00	0.00

Of the men who said that the job did provide security when they retired, 76 percent said they planned to continue in police work while only 20 percent said they would change jobs only if they could find something that offered more money. Similarly, 81 percent who said that they would choose police work if they were starting over again, agreed that police work brought security when they retired.

Comments

The men had their own comments concerning their salaries and their work.

"However, it is a great opportunity to become dishonest."

"Careers in the police field have a great potential to be individually rewarding. Two things prevent this from becoming a reality; inadequate pay and political interference."

"Because of poor pay and having to work extra hours, a police officer is less efficient. He is also less alert, endangering his and other's lives."

". . . I feel I am not being paid enough for the risk I have to take at times."

"Are you kidding?"

"If Kentucky wants professional policemen, it must pay the price."

The possibility of being killed or injured for life looms with the officer each and every time he puts his uniform on. Every time an officer steps out of unit to investigate a family problem, he takes a chance of joining the twenty percent of the police officers shot or killed investigating problems in 1970. Police officers would like to think their lives are worth more than the pittance that the cities pay them. A policeman is a pro; let's pay him like one.

I enjoy my work although I sometimes feel I am not being paid enough for the risk I have to take at times. Also, the general public, especially the young people, seem to be more and more anti-police. They don't seem to realize we are just humans doing a job, trying to keep the cities safe for all of us.

Chapter 6

RESULTS - RESPONSES BY EDUCATIONAL LEVEL

EDUCATIONAL LEVEL

In order to determine if additional training and education made a difference in the respondents' opinions, the results were examined by educational level. Almost 58 percent of the officers had additional education beyond the high school level although only six percent had a college degree (Table 44).

Table 44

Respondents' Educational Level (By Rank)

Rank	No.	Percent				
		Some High School	High Schl. Grad.	Some Coll.	Coll. Grad.	Master's Degree
Chief	3	33.3	33.3	33.3	00.0	00.0
Colonel	4	25.0	00.0	75.0	00.0	00.0
Lt. Col.	6	16.7	16.7	66.7	00.0	00.0
Captain	18	16.7	27.8	50.0	8.6	00.0
Lieut.	28	3.6	46.4	46.4	3.6	00.0
Det. Sgt.	7	14.3	00.0	71.4	00.0	14.3
Sgt.	43	7.0	25.6	60.5	7.0	00.0
Patrol.	242	2.5	31.4	58.7	6.2	1.2
Total	351	4.8	30.5	57.8	5.7	1.1

When the responses were looked at by educational level, there were two areas in which significant variances from the responses of the whole group were noted. These were on some questions concerning supervision and in their plans to continue in police work. In all the other questions the answers were very similar to the entire group. However, it should be pointed out that the actual number of men that have a college degree or a Master's degree is very small in comparison with the other categories.

There have been extensive training programs offered throughout the state, especially by Eastern Kentucky University, and the Kentucky Crime Commission has instigated an incentive pay plan to encourage officers to take additional education. The results of this survey tend to support this educational development particularly in the area of retaining men in police work. It is noticeable, though, that the better educated men seem to question more some supervisory and promotional policies.

Assignments Passed Out Fairly

The officers with a college degree appeared to be somewhat less satisfied with the way duty assignments were made. Fifty percent of the twenty men with college degrees felt duty assignments were passed out fairly only "Sometimes" and only thirty percent said "Most of the time." Conversely, nineteen percent of the 107 men with a high school degree said they were passed out fairly "Sometimes" while

57 percent thought they were passed out fairly "Most of the time."

Table 45

Officers' Opinions Concerning the Way
Duty Assignments Were Passed Out
(By Educational Level)

QUERY: Duty assignments are passed out fairly.

Educational Level	No.	Most of the Time	Some- times	Seldom
Some high school	18	72.2	22.2	5.6
High school grad.	107	57.0	18.7	24.3
Some college	205	51.2	22.0	26.8
College graduate	20	30.0	50.0	20.0
Master's degree	4	25.0	25.0	50.0
Total	354	52.5	22.6	24.9

Uniformness of Discipline

Educational level had a similar effect on the men's opinions of the uniformness of discipline on their forces. The men with a college degree tended to think discipline was less uniformly handed out than did men with a high school education (Table 46).

Table 46

Officers' Opinions Concerning the Uniformness of the
Way Discipline is Handed Out
(By Educational Level)

QUERY: On this police force, discipline is uniformly handed out.

Educational Level	No.	Usually	Some- times	Seldom
Some high school	18	44.4	16.7	38.9
High school grad.	108	27.1	31.8	41.1
Some college	207	27.3	22.9	49.8
College graduate	20	15.0	20.0	65.0
Master's degree	4	25.0	25.0	50.0
Total	357	27.4	25.1	47.5

Basis for Promotions

The men with a college degree tended to believe that favoritism was a larger factor in determining promotional policies than did those with a high school degree. Eighty-five percent of the college graduates said promotions on their force were based on favoritism while 65 percent of the high school graduates felt this way (Table 47).

Table 47

Officers' Responses on the Basis for Promotions (By Educational Level)

QUERY: On this police force, promotions are based on:

Educational Level	No.	Merit and Ability	Seniority	Favoritism
Some high school	16	30.0	00.0	50.0
High school grad.	103	24.3	10.7	65.0
Some college	198	18.2	7.1	74.7
College graduate	20	10.0	5.0	85.0
Master's degree	4	25.0	00.0	75.0
Total	341	21.1	7.6	71.3

Selection of Supervisors

As might be expected, more men in the higher educational levels thought that a college degree should play a part in selecting supervisors. It is interesting, though, that 60 percent of the men with a college degree still thought supervisors should work up through the ranks (Table 48).

Table 48

Officers' Responses Concerning the Basis
for Selecting Supervisors
(By Educational Level)

QUERY: I think supervisors should:

Educational Level	No.	Work Up Through the Ranks	Obtain a College Degree to Speed up Promotion	Enter at Higher Rank with College Degree
Some high school	16	100.0	00.0	00.0
High school grad.	107	96.3	2.8	00.9
Some college	200	89.0	9.5	1.5
College graduate	20	60.0	25.0	15.0
Master's degree	4	50.0	50.0	0.0
Total	347	59.6	8.4	2.0

Plans to Continue in
Police Work

The most significant differences in the responses by educational level were that a higher percent of the men with more education planned to continue in police work and also said they would choose police work if they were starting over again. In fact, 90 percent of the college graduates planned to continue in police work while only 70 percent of the high school graduates said they did (Table 49).

Table 49

Officers' Responses on Their Plans
to Continue in Police Work
(By Educational Level)

QUERY: In the future, I plan to:

Educational Level	No.	Continue in Police Work	Change for more money	Change for any- thing
Some high school	15	60.0	33.3	6.7
High school grad.	106	69.8	24.5	5.7
Some college	200	77.5	19.0	3.5
College graduate	20	90.0	10.0	0.0
Master's degree	4	75.0	25.0	0.0
Total	345	75.1	20.9	4.1

Likewise, more college graduates believed they would choose police work if they were starting over again. Only five percent of the college graduates said they definitely would not choose police work while 23 percent of the high school graduates felt this way (Table 50).

Table 50

Officers' Preferences Concerning Whether They Would Choose Police Work If They Were Starting Over Again
(By Educational Level)

QUERY: If I were starting over again, I would:

Educational Level	No.	Choose Police Work	Be Undecided	Definitely Not Choose Police Work
Some high school	16	50.0	31.3	18.8
High school graduate	107	54.2	22.4	23.4
Some college	204	57.4	28.4	14.2
College graduate	20	70.0	25.0	5.0
Master's degree	4	25.0	50.0	25.0
Total	351	56.4	26.8	16.8

Summary

Although 58 percent of the respondents have additional training beyond their high school education, only six percent have college degrees. The major differences noted in which the officers with a college degree differed with the entire group were in certain areas of supervision and in their plans to continue in police work. The men with a college degree were less satisfied with the way duty assignments were made and in their opinions of the

uniformness of discipline. The most significant difference was that 90 percent of the college graduates plan to continue in police work while only 70 percent of the high school graduates said they did.

Chapter 7

RESULTS - A COMPARISON OF THE CITIES

At the time this survey was conducted, there were eight second-class cities in Kentucky. (To apply for a second-class category, a city must have a population between 20,000 and 100,000.) Lexington may soon become a first-class city. The cities that took part in the survey were these:

<u>City</u>	<u>Population 1970 Census</u>
Lexington	108,137
Covington	52,535
Owensboro	50,329
Bowling Green	36,253
Paducah	31,627
Ashland	29,245
Newport	25,998
Frankfort	21,356

The number of questionnaires given to each city and the responses received are shown in Table 51. The largest percentages of responses were from Lexington, Covington, and Bowling Green. The smallest percentage of responses was received from Newport. Overall, 60 percent of all questionnaires was returned.

Table 51

Questionnaires Received from the Eight Cities

City	No. of Quest. Given	No. of Quest. Returned	Percent Returned
Ashland	41	27	65.85
Covington	98	68	69.39
Frankfort	21	10	47.62
Lexington	217	151	69.59
Newport	43	12	27.90
Paducah	66	28	43.45
Bowling Green	56	39	69.64
Owensboro	70	33	47.14
Total	612	368	60.13

There are certain factors present that could affect the responses of the officers from the various cities. For instance, several cities are part of large metropolitan areas while others are relatively isolated. Covington includes 196,978 people in this area in Kentucky. Lexington is the second-largest city in the state and the center of the Blue Grass area. The University of Kentucky is located in Lexington. Ashland is also part of a metropolitan area, Huntington, West Virginia.

Frankfort is the state capital and, as such, has special problems of its own with a very transient population. Frankfort could also be considered to be on the fringe of the Lexington metropolitan area.

Paducah, Bowling Green, and Owensboro are relatively isolated. Western Kentucky University is located in Bowling

Green. Paducah has recently built a new city building which includes the police department, and pride in their new ultra-modern facility could well have some influence on the officers' view of their work.

Citizen Cooperation

The responses from the eight cities concerning the amount of cooperation the police receive from the citizens varied greatly. In Lexington, 60 percent of the officers said they had the cooperation of most of the citizens while only 16 percent of the Newport officers felt this way. Over 25 percent of the Bowling Green officers thought they had the cooperation of only a few (Table 52).

Table 52

Officers' Responses Concerning Citizen Cooperation (By City)

QUERY: Do you feel this police force has the cooperation of the citizens of this community?

City	No.	Yes, of Most	Of Some	Of only a Few
Bowling Green	39	17.95	50.41	25.64
Lexington	151	60.26	31.79	7.95
Frankfort	10	40.00	20.00	20.00
Ashland	27	51.85	37.04	11.11
Covington	68	33.82	51.47	14.71
Paducah	28	32.14	50.00	17.86
Newport	12	16.67	66.67	16.67
Owensboro	33	42.42	42.42	15.15
Total	368	44.57	41.58	13.86

One Bowling Green officer expressed a feeling held by several men when he wrote on his questionnaire:

It is one of the hardest jobs I ever had. To be a good policeman you must be serious and hard-nosed and arrest even your friends when they are in the wrong. You're a good guy when you let someone go; but when you do your job, you're a no good _____. I would like to trade jobs for one day with any person and they would see what I mean.

The Position of the Chief

The responses from the eight cities differed somewhat in the opinions of the officers concerning the importance of the chief. In Bowling Green, 92 percent of the men disagreed with the statement that police work was the same no matter who was chief. In Owensboro, only 66 percent disagreed with the statement (Table 53).

Table 53

Officers' Opinions of the Importance of the Chief (By City)

QUERY: Police work is about the same no matter who is the chief of the force.

City	No.	Agree	Disagree	Undecided
Bowling Green	39	5.13	92.31	2.56
Lexington	151	16.56	76.52	6.62
Frankfort	10	20.00	70.00	10.00
Ashland	27	22.22	74.07	3.70
Covington	68	23.53	76.47	0.00
Paducah	28	25.00	71.43	3.57
Newport	12	25.00	75.00	0.00
Owensboro	33	27.27	66.67	6.06
Total	368	19.02	76.63	4.35

Overall Job Satisfaction

When asked the question concerning overall job satisfaction, Paducah showed the highest level of satisfaction for 50 percent of these officers rated general satisfaction as "Very good." None of the Newport officers rated satisfaction on their force as "Very good" (Table 54).

Table 54

Officers' Opinions of Overall Job Satisfaction (By City)

QUERY: How good is the overall job satisfaction on this force?

City	No.	Very Good	Fairly Good	Poor
Bowling Green	39	7.69	35.90	56.41
Lexington	149	14.77	55.70	29.53
Frankfort	10	20.00	20.00	60.00
Ashland	27	7.41	70.37	22.22
Covington	66	18.18	66.67	15.15
Paducah	28	50.00	46.43	3.57
Newport	12	0.00	50.00	50.00
Owensboro	33	15.15	60.61	24.24
Total	364	16.48	56.22	28.30

Cooperation Among Officers

The opinions concerning the cooperation among officers also varied greatly. There tends to be a definite similarity of responses between the feeling of cooperation and rating overall job satisfaction. Paducah shows the largest percent rating cooperation very good where 50 percent of the men felt cooperation on their force was "Very good." In

Newport, 58 percent of the men said cooperation was "Poor"
(Table 55).

Table 55

Officers' Opinions Concerning Cooperation Among Officers
(By City)

QUERY: On this force, cooperation among officers is:

City	No.	Very Good	Fairly Good	Poor
Bowling Green	39	35.90	35.90	28.21
Lexington	150	38.67	42.00	19.33
Frankfort	10	20.00	40.00	40.00
Ashland	27	37.04	29.63	33.33
Covington	66	39.39	46.97	13.64
Paducah	28	50.00	42.86	7.14
Newport	12	8.33	33.33	58.33
Owensboro	33	15.15	42.42	42.42
Total	365	35.62	41.10	23.29

Plans to Continue
in Police Work

A large majority of the men plan to continue in police work. The largest percent was in Covington where 82 percent say they plan to continue in police work. The smallest percent was in Newport where only 54 percent plan to continue as police officers in the future.

Table 56

Plans to Continue in Police Work
(By City)

QUERY: In the future I plan to:

City	No.	Continue Police Work	Change if it offers more money	Change if I can do something else
Bowling Green	36	75.00	25.00	0.00
Lexington	149	77.18	16.78	6.04
Frankfort	9	55.56	44.44	0.00
Ashland	27	59.26	37.04	3.70
Covington	62	82.26	16.13	1.61
Paducah	27	81.48	14.81	3.70
Newport	11	54.55	36.36	9.09
Owensboro	32	71.88	21.88	6.25
Total	353	75.07	20.68	4.25

Supervision and
Promotional Policies

The responses concerning the officers' opinions of their supervisors were very different. In Paducah, 78 percent of the men said their supervisors were aware of their problems while only 25 percent of the men in Owensboro and 24 percent of the men in Bowling Green felt this way.

Table 57

Officers' Opinions of Their Supervisors
(By City)

QUERY: What do you think of your immediate supervisor?

City	No.	Aware of Problems	Sometimes Aware	Indifferent
Bowling Green	37	24.32	45.95	29.73
Lexington	149	55.03	29.53	15.44
Frankfort	9	44.44	22.22	33.33
Ashland	27	40.74	33.33	25.93
Covington	64	64.06	26.56	9.38
Paducah	27	77.76	14.81	7.41
Newport	9	44.44	0.00	55.56
Owensboro	32	25.00	25.00	50.00
Total	354	50.85	28.83	20.62

Fairness of Duty
Assignments

There were some differences among the eight forces concerning the officers' opinions of the fairness of duty assignments. In Paducah, officers were the most satisfied, for 78 percent of the men believed their assignments were usually passed out fairly. Only 36 percent of the Bowling Green officers felt this way (Table 58).

Table 58

Officers' Opinions of the Fairness
of Duty Assignments
(By City)

QUERY: Duty assignments are passed out fairly:

City	No.	Usually	Sometimes	Seldom
Bowling Green	39	35.90	33.33	30.77
Lexington	150	50.67	26.67	26.67
Frankfort	10	40.00	20.00	40.00
Ashland	27	62.96	18.52	18.52
Covington	66	57.58	16.67	25.76
Paducah	28	78.57	17.86	3.57
Newport	12	33.33	16.67	50.00
Owensboro	32	46.88	18.75	34.38
Total	364	52.20	23.08	24.73

Opportunity to
Make Suggestions

As might be expected, the responses on the question concerning the opportunity to make suggestions, register complaints, and explain their problems followed a very similar pattern to the preceding question involving the fairness of duty assignments. Again Paducah was the most satisfied, where 61 percent of the men said they usually had an opportunity to make suggestions. Only 12 percent of the men in Bowling Green and Owensboro felt this way. In fact, 76 percent of the Bowling Green officers said they seldom had such an opportunity (Table 59).

Table 59

Officers' Opinions Concerning the Opportunity
to Make Suggestions, Register Complaints,
and Explain Their Problems

QUERY: The opportunity is available to make suggestions, register complaints, and explain my problems:

City	No.	Usually	Sometimes	Seldom
Bowling Green	39	12.82	10.26	76.92
Lexington	150	36.67	22.67	40.67
Frankfort	10	30.00	20.00	50.00
Ashland	27	33.33	25.93	40.74
Covington	67	44.78	26.87	28.36
Paducah	28	60.71	21.43	17.86
Newport	12	33.33	16.67	50.00
Owensboro	33	12.12	30.30	57.58
Total	366	34.70	22.68	42.62

The Opportunity to Show
What They Can Do

The same similar pattern developed on the question concerning the opportunity to show what they could do that was observed on the preceding two questions concerning the fairness of assignments and the opportunity to make suggestions. Paducah again felt there was a very good opportunity while Owensboro and Paducah said there was not much chance (Table 60).

Table 60

Officers' Opinions Concerning the Opportunity
 to Show What They Can Do
 (By City)

QUERY: On the whole do you think this force is giving you an opportunity to show what you can do?

City	No.	Very Good	Fairly Good	Not Much
Bowling Green	39	12.82	23.08	64.10
Lexington	150	13.42	54.36	32.21
Frankfort	10	20.00	40.00	40.00
Ashland	27	11.11	44.44	44.44
Covington	67	14.93	44.78	40.30
Paducah	28	50.00	42.86	7.14
Newport	12	16.67	50.00	33.33
Owensboro	33	15.15	27.27	57.58
Total	366	16.71	44.66	38.63

Selection of Supervisors

The overwhelming majority of the men felt supervisors should work up through the ranks in all the cities. However, in Lexington 13 percent of the men said college degrees should speed up promotion (Table 61).

Table 61

Officers' Opinions of How Supervisors Should Be Selected (By City)

QUERY: I think supervisors should:

City	No.	Work Through the Ranks	Obtain a Coll. Degree to Speed up Promotion	Enter at High Level if Have a a Coll. Degree
Bowling Green	37	89.19	2.70	8.11
Lexington	146	84.25	13.70	2.05
Frankfort	10	100.00	0.00	0.00
Ashland	27	92.59	7.41	0.00
Covington	65	96.92	3.08	0.00
Paducah	27	88.89	11.11	0.00
Newport	11	100.00	0.00	0.00
Owensboro	33	93.94	3.03	3.03
Total	356	89.89	8.15	1.97

Discipline

A very noticeable dissatisfaction with the way discipline was handed out was obvious in both Owensboro and Bowling Green. Slightly over 75 percent of the men in both these cities said discipline was seldom passed out uniformly (Table 62).

Table 62

Officers' Opinions of the Uniformness
of Discipline
(By City)

QUERY: In this force discipline is uniformly handed out:

City	No.	Usually	Sometimes	Seldom
Bowling Green	39	7.69	15.38	76.92
Lexington	149	22.82	31.54	45.64
Frankfort	10	40.00	30.00	30.00
Ashland	27	25.93	29.63	44.44
Covington	66	37.88	21.21	40.92
Paducah	28	71.43	17.86	10.71
Newport	12	16.67	33.33	50.00
Owensboro	33	6.06	18.18	75.76
Total	364	26.65	25.55	47.80

Influence of City Officials
on Promotions

In all the cities the men felt that the city officials had much to say about promotions on the forces. In Owensboro, 97 percent of the men felt that the city officials had a lot of influence while only 61 percent of the Bowling Green officers felt this way. In fact, 18 percent of the Bowling Green men said they had little influence (Table 63).

Table 63

Officers' Opinions of the Influence
of City Officials on Promotions
(By City)

QUERY: In matters of promotions and career advancements, city officials have:

City	No.	A lot Influence	Some Influence	Little Influence
Bowling Green	39	61.54	20.51	17.95
Lexington	149	87.25	10.97	2.68
Frankfort	10	80.00	10.00	10.00
Ashland	27	81.48	18.52	0.00
Covington	67	62.69	32.84	4.48
Paducah	28	75.00	25.00	0.00
Newport	12	91.67	8.33	0.00
Owensboro	33	96.97	3.03	0.00
Total	365	79.45	16.44	4.11

Basis of Promotions

Most of the officers felt promotions were based on favoritism. In Newport 91 percent of the men said this was true on their force and 88 percent of the Owensboro force responded this way. In Ashland 44 percent of the officers thought seniority was the main factor. The only cities that said merit and ability was much of a factor were Covington and Frankfort. Thirty-five percent of the Covington officers and 30 percent of the Frankfort officers thought merit and ability were the factors in promotions (Table 64).

Table 64

Officers' Opinions of the Basis for Promotions (By City)

QUERY: Most promotions are based on:

City	No.	Merit & Ability	Senior- ity	Favorit- ism
Bowling Green	36	22.22	5.56	72.22
Lexington	146	18.49	1.87	80.14
Frankfort	10	30.00	0.00	70.00
Ashland	27	22.22	44.44	33.33
Covington	60	35.00	5.00	60.00
Paducah	26	19.23	19.23	61.54
Newport	11	9.09	0.00	90.91
Owensboro	33	6.06	6.06	87.88
Total	349	20.92	7.45	71.63

Salaries

The officers agree in all cities that their salaries are not adequate for their personal needs. In four cities, Bowling Green, Lexington, Covington, and Owensboro, there tends to be some slightly less degree of dissatisfaction (Table 65).

Table 65

Officers' Opinions of Adequacy of Salaries (By City)

QUERY: My salary is adequate for my needs.

City	No.	Quite Adequate	Adequate	Not Adequate
Bowling Green	37	5.41	8.11	86.49
Lexington	150	2.00	23.33	74.67
Frankfort	10	0.00	10.00	90.00
Ashland	27	0.00	11.11	88.89
Covington	65	0.00	21.54	78.46
Paducah	27	0.00	11.11	88.89
Newport	11	0.00	0.00	100.00
Owensboro	33	0.00	15.15	84.85
Total	360	1.39	17.78	80.83

Necessity to Seek
Additional Employment

The responses when asked if it were necessary to seek additional employment correlated with the preceding question on the adequacy of salaries. While most of the men had to work regularly or part time, the necessity was not as great in Bowling Green, Lexington, Covington, and Owensboro (Table 66).

Table 66

Officers' Responses Concerning the Necessity
 to Seek Regular or Part-time Employment
 (By City)

QUERY: Have you found it necessary to seek employment in your off-duty hours?

City	No.	On a Regular Basis	On a Part- Time Basis	Seldom
Bowling Green	37	43.24	37.84	18.92
Lexington	150	19.33	55.33	25.33
Frankfort	10	50.00	40.00	10.00
Ashland	27	62.96	37.04	0.00
Covington	65	23.08	66.15	10.77
Paducah	27	25.93	70.37	3.70
Newport	11	45.45	54.55	0.00
Owensboro	33	36.36	54.55	9.09
Total	360	29.44	54.72	15.83

Educational Level

Of the 350 men who marked their questionnaire concerning their educational level, most of the college graduates were on the Lexington force. Table 67 shows the distribution by city.

Table 67

Educational Level of Respondents by City

QUERY: What is your highest educational level?

City	Some High Sch.	High Sch. Grad.	Some Coll.	Coll. Grad.	Master's
Bowling Green	5	2	25	2	0
Lexington	4	34	91	15	4
Frankfort	2	7	0	0	0
Ashland	0	15	12	0	0
Covington	3	26	35	1	0
Paducah	1	5	21	1	0
Newport	1	6	4	1	0
Gwensboro	2	13	18	0	0
Total	18	108	206	20	4

Summary

When the responses were examined by the cities, very noticeable differences appeared on some questions. On similar or related questions the same differences were noted which tends to make the responses more believable. For example, the Paducah officers showed the highest level of job satisfaction and more men in Paducah likewise felt cooperation was better, were better satisfied with their supervisors, said duty assignments were usually passed out

fairly, and thought discipline was uniform. Also in Newport and Owensboro, where the men said the politicians had more influence on promotions, more officers thought favoritism was the greatest factor in promotions.

Chapter 8

COMPARISON OF RESULTS WITH OTHER STUDIES

COMPARISON OF JOB SATISFACTION AND PLANS TO CONTINUE IN POLICE WORK

Porter and Lawler have said that the relationship between high job satisfaction and low turnover has been apparent for some time. The relationship was born out by this study.¹ Sixty-eight percent of the men who said that job satisfaction on their force was good plan to continue in police work even if they were offered more money in some other work. Only 40 percent of those who said job satisfaction was poor said they planned to continue in police work (Table 17).

Communication with Supervisors

Porter and Lawler also said that a worker's performance and attitude were affected by his relationship with his supervisors.² In this survey 83 percent of the sixty officers who thought job satisfaction was good also thought duty assignments were passed out fairly. However, only 49 percent of the 101 men who thought job satisfaction was poor felt duty assignments were passed out fairly (Table 21). Porter and Lawler suggested that lower ranking

persons also feared reprisals for saying things that supervisors do not want to hear.³ This was noticed in several of the written comments made by the officers on their questionnaires.

Satisfaction Results from Self-Actualization

Seashore and Barnowe were of the opinion that job satisfaction was a result of contributing something personal and unique to one's work.⁴ In this study 41 percent of the men answering said they received some sort of self-satisfaction from their work and 23 percent responded that they received satisfaction from helping others (Table 18).

Police Feeling of Citizen Respect

In his study of Chicago police attitudes, James Q. Wilson noted feelings of citizen hostility perceived by the police.⁵ This survey did not find this to be true in Kentucky because only 14 percent said that they felt they had the support of only a few citizens (Table 4). The explanation of the difference probably lies in the fact that this study concerned men in much smaller cities than Chicago where there is no large criminal element and organized crime.

Officers Cynical or Suspicious

Arthur Niederhoffer found that cynicism increased among the policemen with the length of service, reaching its

peak at some point between the fifth and tenth years.⁶ Comparing this with the question in this survey concerning whether being a policeman made a man suspicious of others, a similar trend could be noticed. The older men were less suspicious than the younger men (Table 10).

Advancement and Plans to
Continue in Police Work

In California, Blum and Osterloh found that most officers enjoyed their jobs and planned to continue in police work.⁷ This was confirmed by this study, for 75 percent of the men said they did plan to continue in police work (Table 14). Blum and Osterloh also recommended that one way to keep good officers is to keep politics out of determining advancement.⁸ This survey found that this was a major problem for the responding officers. Seventy-nine percent felt city officials had a lot of influence in career advancement (Table 34).

Awareness of Supervisors
of the Men's Problems

Niederhoffer found that the newer officers felt the supervisors were more aware of their problems than the more experienced men.⁹ This study confirmed this to some extent (Table 21). There was a slight increase from patrolman to lieutenant of the men who felt their supervisors were aware of their problems. This was not true of the colonel or captain, but the number answering in these categories was small.

Officers' Feelings About Public Cooperation

Niederhoffer found that 73 percent of the public had to be forced to cooperate and that the younger men found the public more respectful than the older, more experienced men.¹⁰ This study found the opposite in both instances (Table 4). Since the respondents answering in the higher ranks was so small, this might not be completely accurate, however. Niederhoffer was studying officers in a large city, and, as in the Wilson study, this might account for part of the difference.

Officers' Feelings About Recent Supreme Court Decisions

In this study 87 percent of the men felt that recent Supreme Court rulings had made their work more difficult (Table 5). Blum and Osterloh found that among men leaving police work, one of the most common reasons given was that they felt that the recent Supreme Court rulings were a vote of "no confidence" as well as a set of obstacles imposed upon the police in their work of dealing with criminals.

Strong Sense of Morality

Blum and Osterloh found that among new recruits, the most common reasons given for joining the force were a strong sense of morality, to protect society, and to reduce danger and corruption.¹¹ In this study 23 percent of the men said they felt one benefit they received from their work

was helping people. Forty-two percent said they received self-satisfaction. Only 30 percent indicated they received no satisfaction (Table 18).

Plans to Continue in Police Work

Blum and Osterloh also found that most officers enjoyed their colleagues and planned to continue in police work.¹² Seventy-five percent of the officers in this study said they planned to continue in police work (Table 14).

Lateral Entry

Ninety percent of the Kentucky officers felt supervisors should work up through the ranks (Table 25). James Reichley in interviews for an article in Fortune magazine found most officers were very opposed to lateral entry, saying that a man couldn't learn about police work from books.¹³

Chapter 9

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

The hypotheses that were originally formed were generally supported by the research done in this study. One noticeable exception was part of the third hypothesis, "Police officers feel they do not have the support of either the courts or the general public." This does not seem to be true in Kentucky. Of course, Kentucky does not have the heavily populated areas and the accompanying crime rate that such areas have. This in itself would seem to influence this opinion. The other noticeable exception concerned psychic rewards in the sixth hypothesis, "Police officers perceive that performance and job satisfaction could be increased by more emphasis on psychic reward factors." The information gathered by the questionnaire was not conclusive although it would appear that some men do receive such rewards while others do not.

Hypothesis I: Police officers are generally satisfied with their jobs and plan to continue in police work.

The results tend to support the hypothesis, for 76 percent of the men said they planned to continue in

police work. Fifty-six percent said they would choose police work if they were starting over again. Although only 16 percent thought job satisfaction on their force was very good, 55 percent indicated it was fairly good. Thirty-six percent stated that cooperation among officers was good and an additional 47 percent felt cooperation was fair. Sixty percent said they were given a good or fairly good opportunity to show what they could do. Additional corroborating information was the fact that only 15 percent of the men said their work was boring most of the time.

The satisfaction was not as evident in the area of supervision. Although there was not noticeable dissatisfaction with general supervisory practices and policies, there was some very noticeable dissatisfaction in specific areas such as the opportunity to register complaints and the manner in which assignments were made and discipline handed out. Forty-three percent of the men said they seldom had an opportunity to make suggestions, register complaints and explain their problems. However, 35 percent of these men said they usually did have such an opportunity, and only 22 percent said they sometimes did. It is interesting to observe that only 21 percent of the men said that supervisors were indifferent to their problems. In addition, 52 percent of the men thought duty assignments were passed out fairly most of the time.

Dissatisfaction was most evident in the area of the way discipline was handed out. Forty-eight percent of the officers stated that discipline was seldom uniformly handed out. Only 27 percent said it was usually done uniformly.

Hypothesis 2: Supervisory personnel will show higher job satisfaction than patrolmen.

This hypothesis seemed to be supported although the number of supervisory personnel responding was small. A larger percent of lieutenants and captains were of the opinion that police work was the same no matter who the chief was than patrolmen.

A significant support for the hypothesis was obtained by the responses to the question: "How good is the overall job satisfaction?" There was a steady increase in the percent answering "Very good" as the respondents increased in rank. Fourteen percent of the patrolmen classified satisfaction as "Good" while 75 percent of the colonels answered "Good."

When they were asked whether they would choose police work if starting over again, this hypothesis was supported again as there was a steady increase (in satisfaction) as rank increased. The only exception was in the rank of sergeant, where fewer of them then said they would choose police work if they were starting over again.

There was a trend for the older and higher ranking officers to believe that duty assignments were passed out fairly. Additionally, 33 percent of the captains thought

that they were being given an opportunity to show what they could do as compared with only 13 percent of the patrolmen holding that opinion.

In relation to finding their work boring, the men's answers were mixed. There does seem to be some indication, though, that the older and higher ranking men do not find the work as interesting as the younger men.

As might be expected, the higher ranking officers said discipline was usually handed out uniformly. Likewise, more of the higher ranking men felt promotions were based on merit and ability than on favoritism. Also the higher ranking tended to think their salary was more adequate than did the younger men and fewer of the older men said they had to seek additional employment.

Hypothesis 3: Police officers feel they do not have the support of either the courts or the general public.

The findings of this study substantiate the first part of this hypothesis but not the second part. Eighty-seven percent responded that the recent Supreme Court rulings had made police work more difficult while only 11 percent remarked that it was about the same.

Police officers in Kentucky did not perceive the public as very hostile. Only 13 percent said they found they had the cooperation of only a few citizens, and only 19 percent responded that many people criticize them to their face. Only 14 percent felt that being a policeman

made them suspicious of others. Obviously, Kentucky officers feel they have a better relationship with the public than do officers in more heavily populated areas with a higher crime rate.

Hypothesis 4: Police officers view promotions as the result of political influence and favoritism in the department.

This hypothesis was substantiated; for 79 percent of the men said city officials had a lot of influence in matters of career advancement and promotion. In a like manner, 72 percent thought promotions were based on favoritism. Paralleling these opinions was the result that showed 76 percent of the men disagreed with the statement that police work is the same no matter who is chief of the force.

Hypothesis 5: Police officers feel their salaries are inadequate.

This hypothesis was supported, for 80 percent of officers stated that their salaries were not adequate. They also were of the opinion that it was less than should be expected in relation to other positions in city government. The men find it necessary to seek either part- or full-time work, for only 16 percent said they seldom or never had to supplement their incomes.

Hypothesis 6: Police officers perceive that performance and job satisfaction could be increased by more emphasis on psychic reward factors.

The study did not accumulate any conclusive material to support this. When asked to respond in writing to the question concerning the type of rewards a man might receive from his job, only 237 answered the question. Of these, 42 percent indicated that they received self-satisfaction and 23 percent found satisfaction in helping others. The remainder said that they felt their work improved their education or felt no satisfaction whatever.

As stated above, the results are not conclusive. There still seems to be some indication that a large segment of the men have very strong humanitarian ideals and believe they are performing an important service to their community. Because of normal personality differences, officers are affected in various ways by their work and express their feelings in diverse manners. Therefore, the reward factor may be important to some men and not to others.

RECOMMENDATIONS

Effective and well-satisfied officers are those who do their work well and in a professional way. In other words, job satisfaction seems to be a result of good performance. Therefore, police departments should reward all their personnel for good performance in order to realize the highest level of law enforcement in their community.

This study would suggest that elected city officials and supervisory personnel in the police departments could direct their attention to these areas:

1. Pay an adequate salary so that officers do not need to supplement their incomes.
2. Base promotions on merit and ability rather than on favoritism.
3. Encourage additional educational training in order to retain men on the force.
4. Train supervisory personnel to learn to communicate with the men they command.
5. Encourage the chief to learn to communicate with those under his command as well as the city officials to whom he must report.
6. Study department records of arrests and prosecutions to determine if there is not, in fact, a higher record of convictions based on "better" cases due to the Supreme Court rulings affecting searches and seizures, arrests and interrogations. This could lead the officers to reevaluate the court decisions so that they do not seem so hostile and impeding to police work.
7. Monitor frequently, even weekly, the reactions of new officers to police work. This would help in determining potential turnover in advance, thereby allowing time for corrective measures.
8. Assess in each department the attitudes of all the men for the purpose of trying to increase the relationship between job satisfaction and performance. Each department could develop reward policies that have meaning to its men.

FOOTNOTES

CHAPTER 1

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CHAPTER 2

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⁷Ibid., pp. 124-125.

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¹²Ibid., p. 73.

¹³Ibid., p. 75.

¹⁴Ibid., p. 74.

¹⁵Ibid., p. 75.

¹⁶Schein, op. cit., pp. 88-89.

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³⁸Ibid., p. 240.

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⁴⁰Ibid., pp. 209-210.

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⁴²Ibid., p. 225.

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⁴⁵Ibid., pp. 3-4.

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⁴⁸Ibid., pp. 18-19.

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⁶⁷Ibid.

⁶⁸Ibid., p. 150.

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⁷¹Ibid., p. 60.

⁷²Ibid., pp. 61-62.

CHAPTER 5

¹O. W. Wilson, op. cit., pp. 453-454.

CHAPTER 8

- ¹Porter and Lawler, op. cit., p. 120.
- ²Ibid., p. 118.
- ³Ibid.
- ⁴Seashore and Barnowe, op. cit., p. 53.
- ⁵James Q. Wilson, loc. cit.
- ⁶Niederhoffer, op. cit., p. 231.
- ⁷Blum and Osterloh, op. cit., p. 29.
- ⁸Ibid., pp. 29-30.
- ⁹Niederhoffer, op. cit., pp. 237-238.
- ¹⁰Ibid., p. 225.
- ¹¹Blum and Osterloh, op. cit., p. 29.
- ¹²Ibid., p. 28.
- ¹³Ibid.
- ¹⁴Reichley, op. cit., p. 150.

APPENDIX A

The Questionnaire

SURVEY OF POLICE ATTITUDES

Please check the response that you feel comes the closest to how you feel about the particular statement or question.

I. GENERAL ATTITUDES TOWARD POLICE WORK

1. Do you feel the police force has the cooperation of the citizens of this community?
☐ Yes, of most
☐ Of some
☐ Of only a few
2. Do you think the Supreme Court decisions in the past few years have made police work more difficult or less difficult?
☐ More difficult
☐ About the same
☐ Less difficult
3. Police work is about the same no matter who is chief of the force.
☐ Agree
☐ Disagree
☐ Undecided
4. Being a policeman tends to make officers suspicious of non-policemen.
☐ Most of the time
☐ Sometimes
☐ Seldom
5. Do any of your civilian acquaintances ever adversely criticize the police to your face?
☐ Many do
☐ Some do
☐ Hardly any do

Please make any comments you feel you would like in relation to police work in general.

II. ATTITUDES TOWARD YOUR POLICE FORCE

6. How good is the overall job satisfaction in this police force?
☐ Very good
☐ Fairly good
☐ Poor
7. On the whole do you think this force is giving you an opportunity to show what you can do?
☐ Very good opportunity
☐ Fairly good opportunity
☐ Not much opportunity
8. In this force cooperation among officers is
☐ Good
☐ Fair
☐ Poor
9. In matters of promotion and career advancement in this force, city officials have
☐ A lot of influence
☐ Some influence
☐ Little influence
10. The opportunity is available to make suggestions, register complaints, and explain my problems.
☐ Usually
☐ Sometimes
☐ Seldom
11. Some police officers have indicated that they find routine police work to be boring.
☐ Most of the time
☐ Sometimes
☐ Seldom
12. It has been suggested that assignments for police officers be rotated more often, such as juvenile division, records, traffic, detective, etc., in order to make the work more interesting.
☐ Agree
☐ Disagree
☐ Undecided
13. Duty assignments are passed out fairly.
☐ Most of the time
☐ Some of the time
☐ Seldom

14. In this police force discipline is uniformly handed out.
☐ Usually
☐ Sometimes
☐ Seldom
15. Most promotions on this police force are based on
☐ Merit and ability
☐ Seniority
☐ Favoritism
16. What do you think of your immediate supervisor?
☐ He is aware of my problems and available to help
☐ He is sometimes aware of my problems and available to help
☐ He is indifferent to my problems and seldom available to help
17. I think supervisors should
☐ Work up through the ranks
☐ Obtain a college degree to speed up promotion
☐ Enter at a high level if they have a college degree
18. One thing I like about this job is that it provides security when I retire.
☐ Agree
☐ Disagree
☐ Undecided
19. My salary is adequate for my personal needs.
☐ Quite adequate
☐ Adequate
☐ Not adequate
20. Have you found it necessary to seek employment in your off-duty hours to supplement your regular income?
☐ On a regular basis
☐ On a part-time basis
☐ Seldom or never
21. If I were starting all over again, I would
☐ Choose police work
☐ Be undecided about choosing police work
☐ Definitely not choose police work

22. In the future I plan to
 ___ Continue in police work
 ___ Change to another occupation if it offers me more money
 ___ Change to another occupation if I can find something else I can do
23. In comparing the pay in your position with that of similar responsibility in your city government, do you feel your pay is
 ___ Better than should be expected
 ___ About right
 ___ Less than should be expected
24. People receive rewards from their occupations in addition to money and fringe benefits. What other types of rewards do you feel you receive from your job? Please list.
- _____
- _____
- _____

Please make any comments you feel you would like in relation to police work in general.

III. GENERAL INFORMATION

25. Please check your age group.
 ___ Under 20 ___ 31-40 ___ 51-60
 ___ 20-30 ___ 41-50 ___ Over 60
26. Please check your rank.
 ___ Chief ___ Captain ___ Sergeant
 ___ Colonel ___ Lieutenant ___ Patrolman
 ___ Lt. Colonel ___ Detective Sgt.
27. Please check your highest educational level.
 ___ Some high school training ___ Coll. grad.
 ___ High school graduate ___ Master's
 ___ Some college training
28. Please check the appropriate response.
 ___ Male
 ___ Female

29. Please check the appropriate response.

☐ Black
☐ Caucasian
☐ Other (please specify) _____

30. Please check the appropriate response.

☐ Single ☐ Divorced
☐ Married ☐ Widowed

Complete the following, if appropriate.

Occupation of spouse _____

Number of children _____

Ages of children _____

31. Please indicate the number of years you have been on this police force.

<input type="checkbox"/> Less than 6 months	<input type="checkbox"/> 3 to 8 years
<input type="checkbox"/> 6 months to 1 year	<input type="checkbox"/> 8 to 15 years
<input type="checkbox"/> 1 to 3 years	<input type="checkbox"/> Over 15 years

32. Please indicate the number of years you have been in police work.

<input type="checkbox"/> Less than 2 years	<input type="checkbox"/> 5 to 15 years
<input type="checkbox"/> 2 to 5 years	<input type="checkbox"/> Over 15 years

APPENDIX B

The Questionnaire

RESULTS OF THE HENDERSON STUDY

Please check the response that you feel comes the closest to how you feel about the particular statement or question.

I. GENERAL ATTITUDES TOWARD POLICE WORK

- * 1. Do you feel the police department has the cooperation of the citizens of this community?
- | | |
|-----------|---------------|
| <u>50</u> | Yes, of most |
| <u>40</u> | Of some |
| <u>10</u> | Of only a few |
2. Most people obey the law simply from fear of being caught.
- | | |
|-----------|---------|
| <u>15</u> | Most do |
| <u>45</u> | Some do |
| <u>40</u> | Few do |
3. Do you think the Supreme Court decisions in the past few years have made police work more difficult or less difficult?
- | | |
|-----------|----------------|
| <u>95</u> | More difficult |
| <u>0</u> | About the same |
| <u>5</u> | Less difficult |
4. Police work is about the same no matter who is chief of the department.
- | | |
|-----------|-----------|
| <u>20</u> | Agree |
| <u>70</u> | Disagree |
| <u>10</u> | Undecided |
5. Being a policeman tends to make officers suspicious of non-policemen.
- | | |
|-----------|------------------|
| <u>20</u> | Most of the time |
| <u>50</u> | Sometimes |
| <u>30</u> | Seldom |

*Numbers are percents

6. Do any of your civilian friends ever adversely criticize the police to your face?

0 Many do
65 Some do
35 Hardly any do

Please make any comments you feel you would like in relation to police work in general.

II. ATTITUDES TOWARD YOUR DEPARTMENT

7. How good is the overall job satisfaction in this department?

35 Very good
40 Fairly good
25 Poor

8. On the whole do you think this department is giving you an opportunity to show what you can do?

35 Very good opportunity
20 Fairly good opportunity
45 Not much opportunity

9. In this department cooperation among officers is

60 Good
25 Fair
15 Poor

10. In matters of promotion and career advancement in this department, city officials have

45 A lot of influence
30 Some influence
25 Little influence

11. The opportunity is available to make suggestions, register complaints, and explain my problems.

65 Usually
30 Sometimes
5 Seldom

12. Duty assignments are passed out fairly.

35 Most of the time
30 Some of the time
35 Seldom

13. In this department discipline is uniformly handed out.
45 Usually
0 Sometimes
55 Seldom
14. Most promotions in this department are based on
45 Merit and ability
0 Seniority
55 Favoritism
15. What do you think of your immediate supervisor?
45 Usually aware of my problems and available to help
40 Sometimes aware of my problems and available to help
15 Indifferent to my problems and seldom available to help
16. I think supervisors should
100 Work up through the ranks
0 Obtain a college degree to speed up promotion
0 Enter at a high level if they have a college degree
17. One thing I like about this job is that it provides security when I retire.
75 Agree
15 Disagree
10 Undecided
18. My salary is adequate for my personal needs.
0 Quite adequate
30 Adequate
70 Not adequate
19. If I were starting all over again, I would
70 Choose police work
20 Be undecided about choosing police work
10 Definitely not choose police work
20. In the future I plan to
85 Continue in police work
10 Change to another occupation if it offers me more money
5 Change to another occupation if I can find something else I can do

21. In comparing the pay in your position with that of similar responsibility in your city government, do you feel your pay is
 0 Better than should be expected
 15 About right
 85 Less than should be expected
22. Disregarding tangible rewards (pay, fringe benefits, etc.), do you feel that by being a policeman you receive intangible rewards that are important?
 45 Yes
 55 No
 0 Undecided

Please make any comments that you feel appropriate concerning the manner in which your department is run.

III. GENERAL INFORMATION

23. Please check your age group.
 ___ Under 20 ___ 31-40 ___ 51-60
 ___ 20-30 ___ 41-50 ___ Over 60
24. Please check your highest educational level.
 ___ Some high school training ___ Coll. grad.
 ___ High school graduate ___ Master's
 ___ Some college training
25. Please check the appropriate response.
 ___ Male
 ___ Female
26. Please check the appropriate response.
 ___ Black
 ___ Caucasian
 ___ Other (please specify) _____
27. Please check the appropriate response.
 ___ Single ___ Divorced
 ___ Married ___ Widowed
- Complete the following, if appropriate.
 Occupation of spouse _____
 Number of children _____
 Ages of children _____
28. Please indicate the number of years you have been on this police force.
 ___ Less than 6 months ___ 3 to 8 years
 ___ 6 months to 1 year ___ 8 to 15 years
 ___ 1 to 3 years ___ Over 15 years

29. Please indicate the number of years you have been in police work.

 Less than 2 years
 2 to 5 years

 5 to 15 years
 Over 15 years

30. My rank is _____

APPENDIX C

General Results

SURVEY OF POLICE ATTITUDES (In Percent)

Please check the response that you feel comes the closest to how you feel about the particular statement or question.

I. GENERAL ATTITUDES TOWARD POLICE WORK

1. Do you feel the police force has the cooperation of the citizens of this community?
44.57 Yes, of most
41.58 Of some
13.86 Of only a few
2. Do you think the Supreme Court decisions in the past few years have made police work more difficult or less difficult?
87.23 More difficult
10.87 About the same
1.90 Less difficult
3. Police work is about the same no matter who is chief of the force.
19.02 Agree
76.63 Disagree
4.35 Undecided
4. Being a policeman tends to make officers suspicious of non-policemen.
14.79 Most of the time
54.79 Sometimes
30.41 Seldom
5. Do any of your civilian acquaintances ever adversely criticize the police to your face?
19.57 Many do
63.04 Some do
17.39 Hardly any do

Please make any comments you feel you would like in relation to police work in general.

II. ATTITUDES TOWARD YOUR POLICE FORCE

6. How good is the overall job satisfaction in this police force?
16.48 Very good
55.22 Fairly good
28.30 Poor
7. On the whole do you think this force is giving you an opportunity to show what you can do?
16.71 Very good opportunity
44.66 Fairly good opportunity
38.63 Not much opportunity
8. In this force cooperation among officers is
35.62 Good
41.10 Fair
23.29 Poor
9. In matters of promotion and career advancement in this force, city officials have
79.45 A lot of influence
16.44 Some influence
4.11 Little influence
10. The opportunity is available to make suggestions, register complaints, and explain my problems.
34.70 Usually
22.68 Sometimes
42.62 Seldom
11. Some police officers have indicated that they find routine police work to be boring.
5.23 Most of the time
56.47 Sometimes
38.29 Seldom
12. It has been suggested that assignments for police officers be rotated more often, such as juvenile division, records, traffic, detective, etc., in order to make the work more interesting.
36.71 Agree
49.86 Disagree
13.42 Undecided
13. Duty assignments are passed out fairly.
52.20 Most of the time
23.08 Some of the time
24.73 Seldom

14. In this police force discipline is uniformly handed out.
26.65 Usually
25.55 Sometimes
47.80 Seldom
15. Most promotions on this police force are based on
20.92 Merit and ability
7.45 Seniority
71.63 Favoritism
16. What do you think of your immediate supervisor?
50.85 He is aware of my problems and available to help
28.83 He is sometimes aware of my problems and available to help
20.62 He is indifferent to my problems and seldom available to help
17. I think supervisors should
89.89 Work up through the ranks
8.15 Obtain a college degree to speed up promotion
1.97 Enter at a high level if they have a college degree
18. One thing I like about this job is that it provides security when I retire.
76.64 Agree
10.89 Disagree
12.57 Undecided
19. My salary is adequate for my personal needs.
1.39 Quite adequate
17.78 Adequate
80.83 Not adequate
20. Have you found it necessary to seek employment in your off-duty hours to supplement your regular income?
29.44 On a regular basis
54.72 On a part-time basis
15.83 Seldom or never
21. If I were starting all over again, I would
56.11 Choose police work
26.67 Be undecided about choosing police work
17.22 Definitely not choose police work
22. In the future I plan to
75.67 Continue in police work
20.68 Change to another occupation if it offers me more money
4.25 Change to another occupation if I can find something else I can do

23. In comparing the pay in your position with that of similar responsibility in your city government, do you feel your pay is
- | | |
|--------------|--------------------------------|
| <u>.83</u> | Better than should be expected |
| <u>9.97</u> | About right |
| <u>89.20</u> | Less than should be expected |
24. People receive rewards from their occupations in addition to money and fringe benefits. What other types of rewards do you feel you receive from your job?
- | | |
|--------------|----------------------------|
| <u>23.43</u> | Help people |
| <u>41.86</u> | Self-satisfaction |
| <u>4.18</u> | Improve rank and education |
| <u>29.71</u> | No satisfaction |

Please make any comments you feel you would like in relation to police work in general.

III. GENERAL INFORMATION ON RESPONDENTS

25. Please check your age group.
- | | | | | | |
|--------------|----------|--------------|-------|-------------|---------|
| <u>.56</u> | Under 20 | <u>31.27</u> | 31-40 | <u>4.23</u> | 51-60 |
| <u>46.20</u> | 20-30 | <u>16.06</u> | 41-50 | <u>1.13</u> | Over 60 |
26. Please check your rank.
- | | | | | | |
|-------------|----------|-------------|------------|--------------|-----------|
| <u>.85</u> | Chief | <u>5.13</u> | Captain | <u>12.25</u> | Sergeant |
| <u>1.14</u> | Colonel | <u>7.98</u> | Lieutenant | <u>67.81</u> | Patrolman |
| <u>1.71</u> | Lt. Col. | <u>1.99</u> | Det. Sgt. | | |
27. Please check your highest educational level.
- | | | | |
|--------------|---------------------------|-------------|-------------|
| <u>5.04</u> | Some high school training | <u>5.60</u> | Coll. grad. |
| <u>30.25</u> | High school graduate | <u>1.12</u> | Master's |
| <u>57.98</u> | Some college training | | |
28. Please check the appropriate response.
- | | |
|--------------|--------|
| <u>98.60</u> | Male |
| <u>1.12</u> | Female |
29. Please check the appropriate response.
- | | |
|--------------|------------------------------|
| <u>4.53</u> | Black |
| <u>94.90</u> | Caucasian |
| <u>.28</u> | Other (please specify) _____ |
30. Please check the appropriate response.
- | | | | |
|--------------|---------|-------------|----------|
| <u>7.91</u> | Single | <u>6.21</u> | Divorced |
| <u>85.31</u> | Married | <u>.56</u> | Widowed |

Complete the following, if appropriate.

Occupation of spouse _____

Number of children _____

Ages of children _____

31. Please indicate the number of years you have been on this police force.

11.05 Less than 6 months

3.97 6 months to 1 year

16.43 1 to 3 years

30.03 3 to 8 years

15.86 8 to 15 years

22.38 Over 15 years

32. Please indicate the number of years you have been in police work.

14.90 Less than 2 years

24.07 2 to 5 years

36.39 5 to 15 years

24.36 Over 15 years

Respondents by cities:

Bowling Green 39

Lexington 151

Frankfort 10

Ashland 27

Covington 68

Paducah 28

Newport 12

Owensboro 33

APPENDIX D
MAKE UP OF RESPONDENTS*

BY RANK	NUMBER	PERCENT
Chief	3	.85
Colonel	4	1.14
Lt. Colonel	6	1.71
Captain	18	5.13
Lieutenant	28	7.98
Detective Sergeant	7	1.99
Sergeant	43	12.25
Patrolman	238	67.81
Total	347	
BY AGE		
Under 20	2	.56
20-30	164	42.20
30-40	111	31.27
41-50	57	16.06
51-60	15	4.23
Over 60	4	1.13
Total	353	
BY SEX		
Female	4	1.12
Male	351	96.60
Total	355	
BY RACE		
Black	16	4.53
Caucasian	335	94.90
Other	1	.28
Total	352	
BY EDUCATIONAL LEVEL		
Some high school	13	5.04
High school graduate	108	30.25
Some college	207	57.96
Sollege graduate	20	5.50
Master's Degree	4	1.12
Total	357	

BY MARITAL STATUS	NUMBER	PERCENT
Single	28	7.91
Married	302	85.31
Divorced	22	6.21
Widowed	2	.56
Total	354	

BY LENGTH OF SERVICE ON PRESENT FORCE

Less than 6 months	39	11.05
6 months to 1 year	14	3.95
1 to 3 years	58	16.43
3 to 8 years	106	30.03
8 to 15 years	56	15.86
Over 15 years	79	22.38
Total	352	

BY NUMBER OF YEARS IN POLICE WORK

Less than 2 years	52	14.90
2 to 5 years	84	24.07
5 to 15 years	127	36.39
Over 15 years	85	24.36
Total	348	

BY CITY	Number of quest. given to the dept.	Number returned	Percent returned
Ashland	41	27	65.85
Covington	98	68	69.39
Frankfort	21	10	47.62
Lexington	217	151	69.59
Newport	43	12	47.14
Paducah	66	28	45.45
Bowling Green	56	39	69.64
Owensboro	70	33	47.14
Totals	612	368	60.13

*Some officers did not fill in all the questions on the page that contained the demographic information. Therefore, the numbers vary.

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