

2-2019

## Gender, Personality, and Career Motivation in Policing

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### Recommended Citation

Clinkinbeard, Samantha S.; Solomon, Starr; and Rief, Rachael, "Gender, Personality, and Career Motivation in Policing" (2019). *Dean's Office*. 9.  
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## **Gender, Personality, and Career Motivation in Policing**



**FEBRUARY 2019**

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# Gender, Personality, and Career Motivation in Policing

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**February 2019**

Funding for this research was provided by a 2017 Urban Research Award from the College of Public Affairs and Community Service Dean's Office.



**Gender, Personality, and Career Motivations in Policing Study  
Preliminary Stakeholder's Report  
January 2019**

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**Research Funded By:**

Urban Research Grant  
College of Public Affairs and Community Service





## Report Highlights

- The majority of officers first became interested in policing as a career between the ages 19-24 (**Figure 1.1**).
- Both men and women indicated *helping people in the community, excitement of the work, and fighting crime* as important motivations to enter the field (**Table 2**).
- The top entry-related concerns for both males and females were *being able to prove myself* and *being able to do the job effectively* (**Table 3**).
- Of the 13 entry-concerns, female participants scored higher than males on **all** but one concern (**Figure 1.3**). Gender differences reached statistical significance on the following items: (1) *physical nature of the job*, (2) *being accepted by my fellow officers*, (3) *discrimination in the work environment*, and (4) *being taken seriously*.
- Females were significantly more likely than males to report organizational stress or stress associated with things like dealing with coworkers, feeling that different rules apply to different people, and having to prove themselves (**Figure 2.4**).
- For all officers, environmental fit was strongest at the job-level (i.e., perceptions that capabilities/personality fit the demands of the job), followed by the workgroup-level, and agency-level (**Figure 4.1**). Although males and females had similar levels of fit at the job-level, females reported less perceived fit at the workgroup and organizational level than males did (**Figures 4.4 & 4.6**).
- Although reports of workplace incivilities were relatively low, female officers were more likely to report experiencing incivilities than male officers (**Figure 5.1**).
- Approximately 74% of male participants either somewhat or strongly agreed that they would still be at their job in 3 years compared to 56% of female participants (**Figure 5.2**).
- Overall, officers indicate a moderate to high level of job satisfaction. However, females reported lower levels of job satisfaction than males (**Figure 5.4**).

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## Introduction and Methodology

During the summer of 2018 we conducted a study with two Nebraska police agencies, including the Lincoln Police Department. The original focus revolved around exploring gender differences in the entry motivations and experiences of officers. In addition to these focus areas, the survey also included measures of officer attitudes and personalities and perceptions of the occupational and organizational environments. Finally, we collected information on demographic characteristics such as gender, age, length of employment, and rank. The Lincoln survey was distributed as an anonymous survey link via the agency training system. The following presents descriptive information from the primary survey measures. It should be noted that we will continue to analyze this data over the coming months and we will share any additional research publications resulting from this data with the department. If you have questions about the current report or suggestions for additional analyses, feel free to contact Dr. Samantha Clinkinbeard at [sclinkinbeard@unomaha.edu](mailto:sclinkinbeard@unomaha.edu).

There were approximately 326 sworn officers from the Lincoln Police Department who participated, representing a response rate of 95%. As shown in **Table 1**, most of the sample consisted of patrol officers and they tended to be white, male, married, and had at least one child. The mean age was about 39 and the average years employed as a police officer was 14.

**Table 1: Sample Demographics**

	<i>Percent (%)</i>	<i>Mean</i>	<i>Range</i>
White	91.02	-	0-1
Male	80.62	-	0-1
Patrol	80.64	-	0-1
Married	76.57	-	0-1
Child	68.77	-	0-1
Age	-	38.64	21-69
Length of Employment	-	14.16	1-47

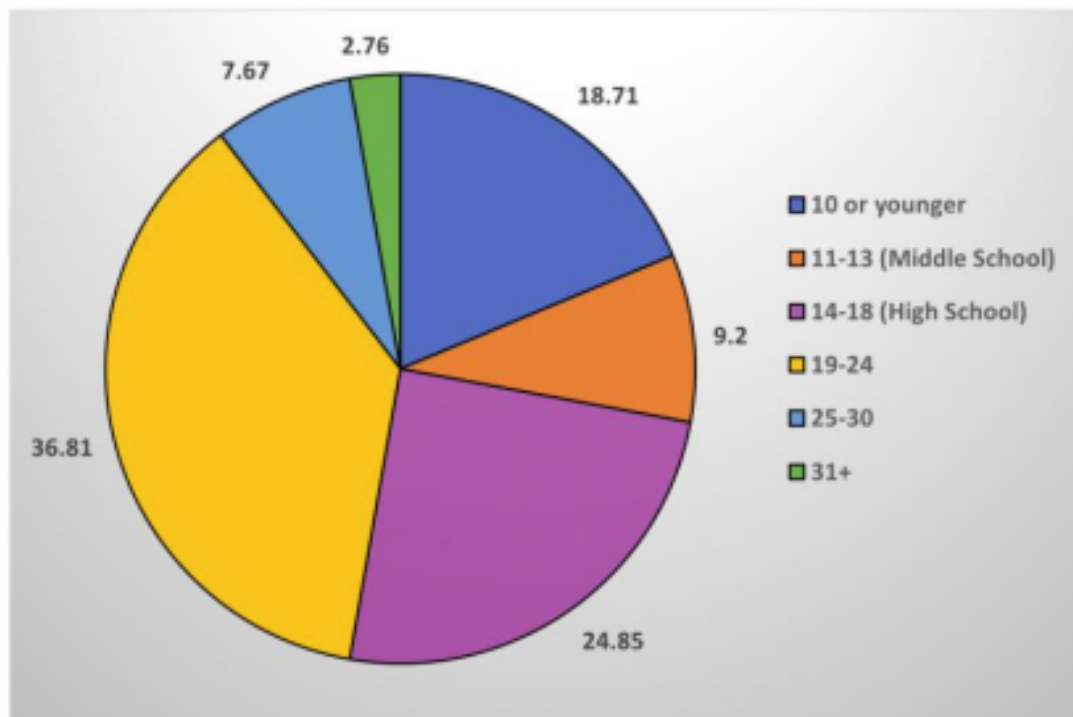


# Joining the Force - Motivations and Concerns

## Age of Interest in Law Enforcement

Officers were asked to indicate when they first became interested in a career in law enforcement (**Figure 1.1**). It appears many officers (37%) first became interested in law enforcement between the ages of 19-24, at the time when they were likely working their first post-high-school jobs and/or attending college. One quarter of officers surveyed indicated they became interested between the ages of 14-18 (high school years) and approximately 19% of officers developed an interest at age 10 or younger. These results suggest that it is important to engage potential recruits during the stages of life (i.e., high school, post high-school, college) when they are exploring future career options.

**Figure 1.1: Age of First Interest in Law Enforcement**



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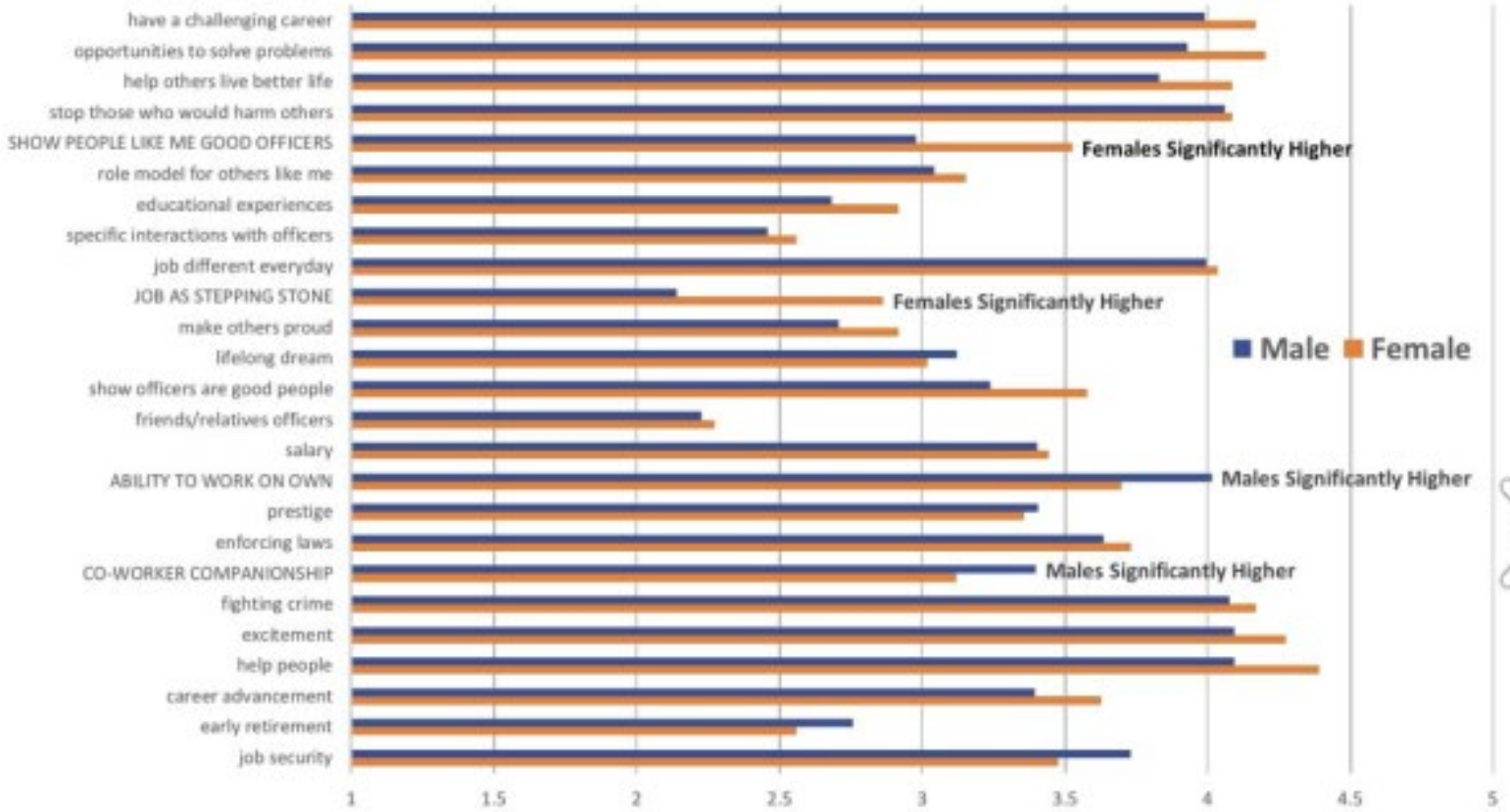
### Motivations for Entry

Participants were provided with a list of entry motivations that have been cited in the literature as common among police officers and asked, “**How important were each of the following in YOUR decision to enter policing?**” Participants then rated each item on a 5-point scale from 1 “Not at all important” to 5 “Extremely important”. The top motivations were similar for males and females as indicated in **Table 2**. Both men and women cited *helping people in the community*, *excitement of the work*, and *fighting crime* as important entry motivations. Men also rated *stop those who would harm others* and *ability to work on your own* as top 5 reasons, while women rated *opportunities to solve problems* and *have a challenging career* as top 5 reasons. **Figure 1.2** shows mean scores on all entry motivations by gender. Men and women scored relatively similar on most items though there were a couple of significant differences. Male officers rated *ability to work on your own* and *companionship with co-workers* as significantly more important than female officers did ( $p < .05$ ). Female officers rated the items, *use the job as a stepping stone* and *show people like me make good police officers* as significantly more important than their male counterparts ( $p < .05$ ). Generally, the data indicate that the motivations for entering policing are relatively similar for males and females. That said, there may also be a few themes that are more important for females than males, and vice versa. For example, recruitment messages that focus on the personal growth and challenge aspects of the job may be especially important for women.

**Table 2: Top 5 Entry Motivations by Gender**

Males	Females
Help People in the Community	Help People in the Community
Excitement of the Work	Excitement of the Work
Fighting Crime	Opportunities to Solve Problems
Stop Those Who Would Harm Others	Fighting Crime
Ability to Work on Your Own	Have a Challenging Career

**Figure 1.2: Entry Motivations by Gender**



\*Significant differences indicated by text on the right side of indicator bars

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### Entry Concerns

In addition to being asked about their motivations for entry, participants were also asked to report on entry-related concerns. Specifically, participants were provided with a list of items and asked to report, “**Prior to entering policing, to what extent were you nervous about any of the following?**” Items were rated on a scale from, 1 “Not at all nervous” to 5 “Very nervous”. Overall, scores were low on these items indicating, either concerns were minimal and/or officers did not feel comfortable sharing their concerns. As with entry motivations, the top entry-related fears were similar for males and females (Table 3). *Being able to prove myself, being able to do the job effectively, and the stressful nature of the job* were top concerns for males and females. These types of concerns may actually be healthy as they indicate that participants care about doing good work. Although the top five concerns were relatively similar by gender, there were a few differences. Female officers ranked *danger* and the *physical nature of the job* in their top five concerns before they entered policing whereas males ranked *shift work/hours* and *how job would fit with relationships* in their top 5.

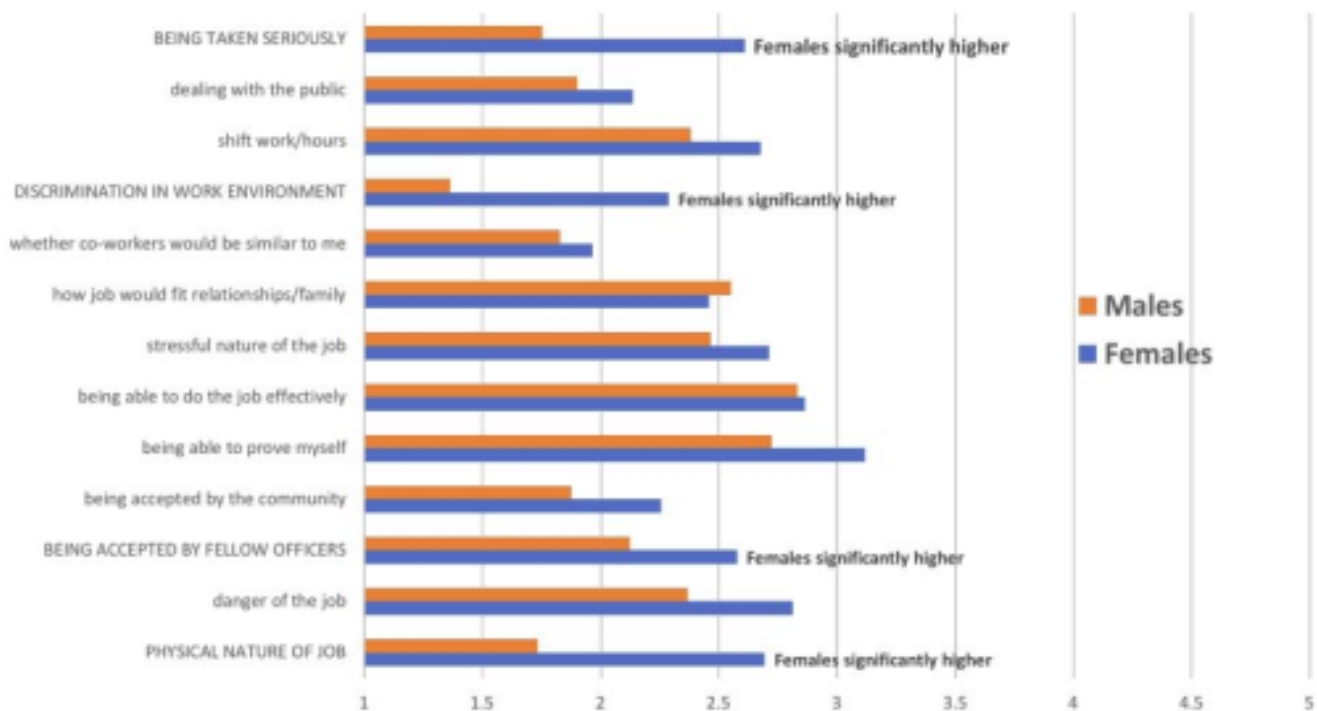
**Table 3: Top 5 Entry Concerns by Gender**

Males	Females
Being able to do the job effectively	Being able to prove myself
Being able to prove myself	Being able to do the job effectively
How job would fit with family/relationships	Danger of the job
Stressful nature of job	Stressful nature of the job
Shift work/hours	Physical nature of the job



Of the 13 potential concerns, female participants scored higher than males on all but the following concern, *how the job would fit with relationship or family* (**Figure 1.3**). Gender differences reached statistical significance on the following items: (1) physical nature of the job, (2) being accepted by my fellow officers, (3) discrimination in the work environment, and (4) being taken seriously. Although overall concern scores were relatively low, this may be an area that is important to recruitment, particularly of women. These concerns were reported by women that *actually* went into the field. It is quite possible that similar concerns are keeping other qualified women from considering law enforcement as an option. It is also important to note that the concerns on which females score *significantly* higher are those that are either stereotypically expected to be more challenging for women (e.g., physical nature) or those that relate to concerns about token status (e.g, being taken seriously, being accepted, discrimination). Pre-employment mentoring and increased access to female role models may be possible approaches for mitigating such concerns. In addition, anything that improves the environment for current officers, may increase the likelihood that they will encourage or recruit others to the field.

**Figure 1.3: Entry Concerns by Gender**



\*Significant differences indicated by text on the right side of indicator bars



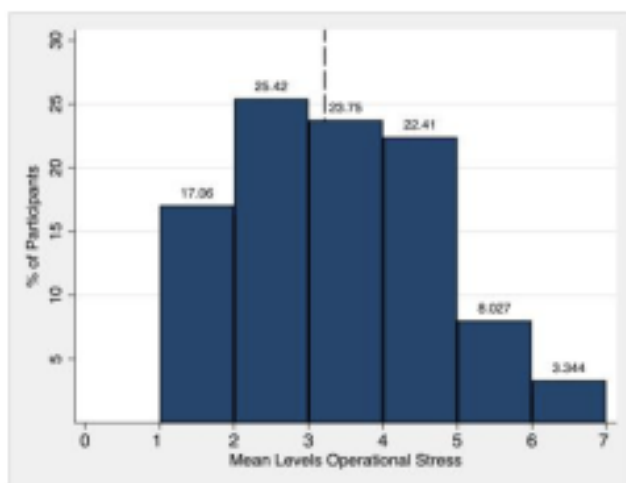
# Psychological Distress

## Stressors

McCreary and Thompson (2006) identify two domains of police stressors, operational and organizational. **Operational stressors are those that pertain to field work (e.g. traumatic events, paperwork, negative comments from the public), and organizational stressors are those that pertain to the workplace procedures and culture (e.g. lack of resources, staff shortages, leaders overemphasize the negative).** Participants in the study were asked to report the extent to which they experienced both operational and organizational stressors, on a scale from (1) "no stress at all" to (7) "a lot of stress" (see Appendix).

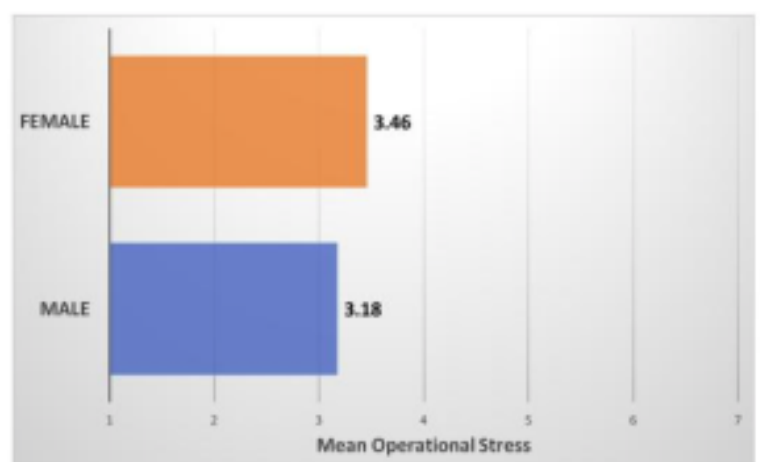
The overall score for operational stress indicates that officers have low to moderate levels of operational stress, as depicted in **Figure 2.1**. Although females ( $M = 3.46$ ) reported slightly higher average scores than their male counterparts ( $M = 3.18$ ) on the operational stress scale, as indicated in **Figure 2.2**, this difference was not statistically significant. Males and females reported similar levels of stress associated with things such as interacting with the public, traumatic events on the job, negative stories in the media, etc. Findings also indicate that operational stress is positively correlated with age and time in law enforcement, and these relationships were statistically significant ( $p < .05$ ). That is, operational stress appears to increase with age and years on the job.

**Figure 2.1: Perceived Operational Stress**



\*Dashed line indicates mean ( $M = 3.22$ )

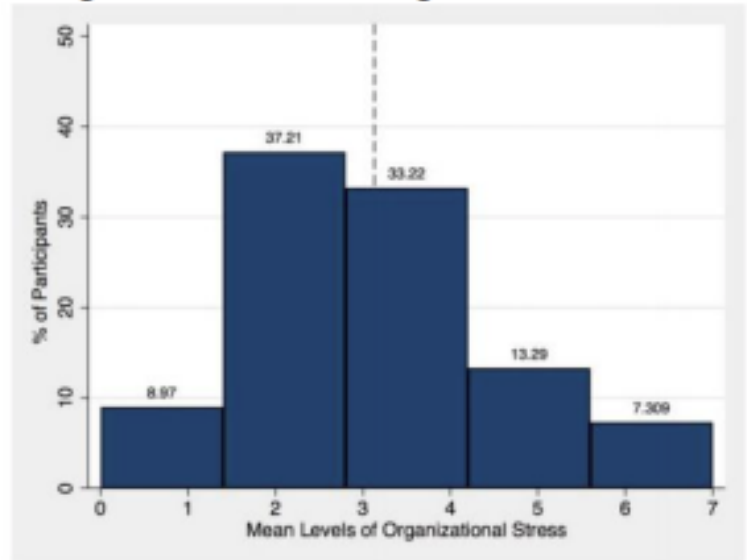
**Figure 2.2: Operational Stress by Gender**



\*Difference not statistically significant

Similar to operational stress, officers reported low to moderate levels of *organizational stress* (**Figure 2.3**). Unlike operational stress, however, there were significant differences reported by gender. Females ( $M = 3.64$ ) reported significantly higher levels of organizational stress than their male counterparts ( $M = 3.04$ ; **Figure 2.4**). Females were more likely than males to report stress associated with things like dealing with coworkers, feeling that different rules apply to different people, feeling they have to prove themselves, etc. In addition, patrol officers ( $M = 3.32$ ) reported significantly higher levels of organizational stress compared to those of higher rank ( $M = 2.89$ ; **Figure 2.5**).

**Figure 2.3: Perceived Organizational Stress**



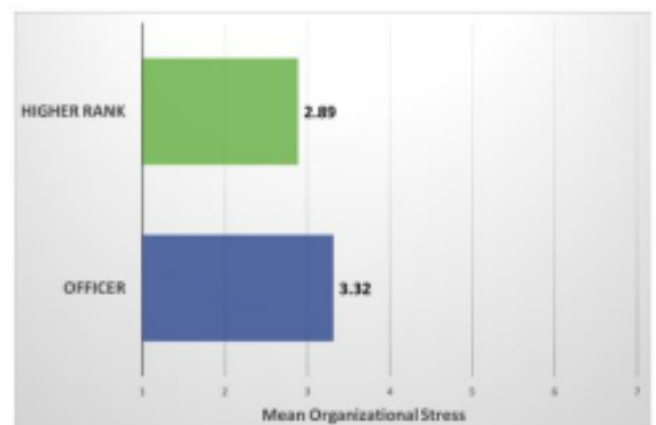
\*Dashed line indicates mean ( $M = 3.14$ )

**Figure 2.4: Organizational Stress by Gender**



\*Difference statistically significant  $p < .05$

**Figure 2.5: Organizational Stress by Rank**



\*Difference statistically significant  $p < .05$

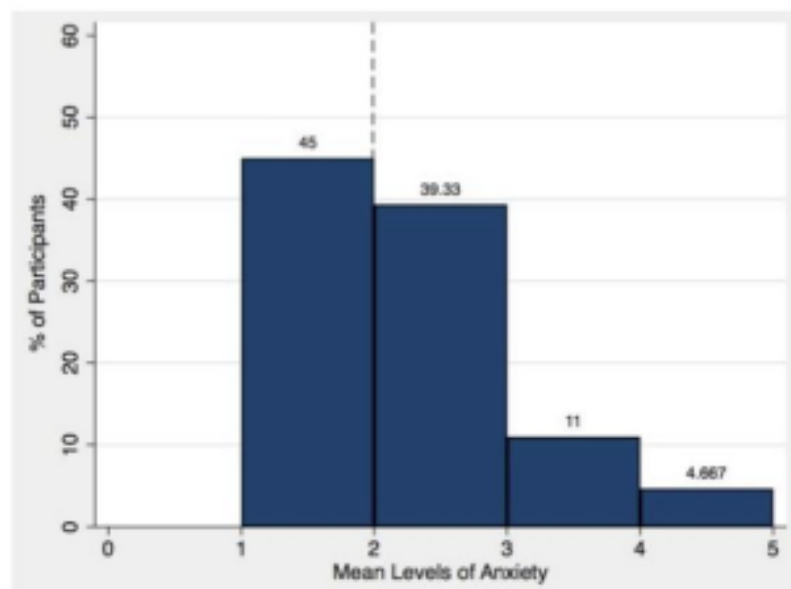
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## Anxiety

Due to the various operational and organizational stressors, officers are at risk for various physical and mental health concerns, including anxiety (Violanti, 2014). The anxiety measure (**see Appendix**) in the current research contained seven items tapping general levels of anxiety. Participants reported how often they experienced various feelings (e.g., I felt worried, I felt anxious) in the seven days preceding the survey using a scale from (1) "Never" to (5) "Always". Higher values on this scale indicate a higher level of anxiety.

The majority of officers reported low levels of anxiety. About 45% had an average anxiety level between 1 and 2 and about 39% had a level between 2 and 3. This is indicated in **Figure 2.6**. However, it is important to note that anxiety may sometimes be underreported due to the stigma surrounding mental health issues in policing (Violante, 2014). Officers' anxiety levels did not differ significantly according to gender, rank, age, and length of employment.

**Figure 2.6: Anxiety - Past 7 Days**



\*Dashed line indicates mean (M=1.99)

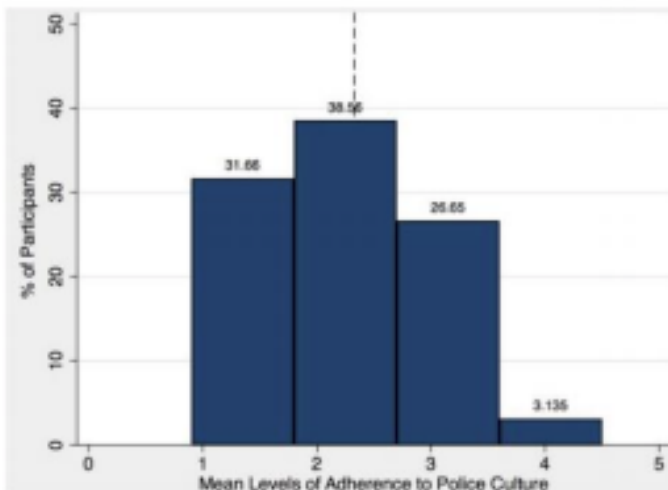
# Policing Styles, Values, and Attitudes

## Adherence to Traditional Police Culture

There were five items asking about adherence to traditional police culture. Traditional police culture, is defined as a set of attitudes, values, and norms that officers naturally establish as a result of strains from their organizational and occupational environments (Paoline & Gau, 2018; Silver, Roche, Bilach & Bontrager, 2017). These attitudes, values, and norms include, but are not limited to, behavior such as focusing on serious crime and taking a detached approach over a friendly approach on calls (**see Appendix**). Participants' agreement to each of the five items was coded on a five-point agreement scale from (1) "Strongly disagree" to (5) "Strongly agree". Each of these five items were then averaged to get an overall score. Higher scores indicate greater adherence and support of traditional police attitudes, values, and norms.

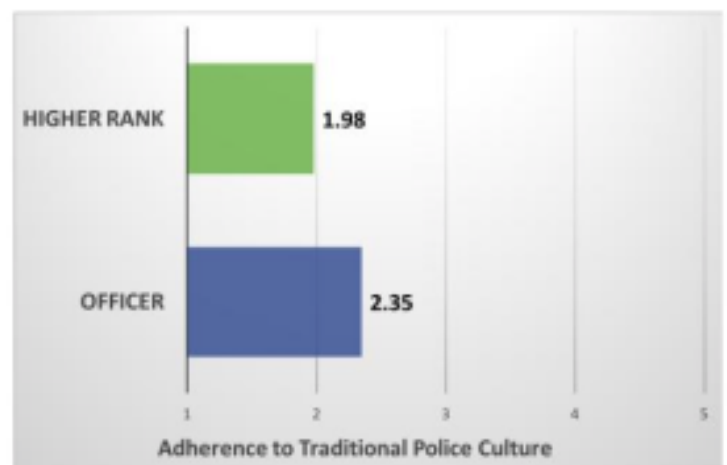
Overall, most officers reported low to moderate levels of adherence to traditional police culture ( $M = 2.22$ ), depicted in **Figure 3.1**. When compared to officers of other ranks ( $M = 1.98$ ), patrol officers ( $M = 2.35$ ), report a stronger adherence to traditional police culture (**Figure 3.2**). Further, age and years in law enforcement are significantly correlated ( $p < .05$ ) with support for traditional culture such that support decreases with age and years on the job. Although males reported slightly stronger support than females of traditional culture, the difference was not significant.

**Figure 3.1: Traditional Police Culture**



\*Dashed line indicates mean ( $M=2.22$ )

**Figure 3.2: Culture by Rank**



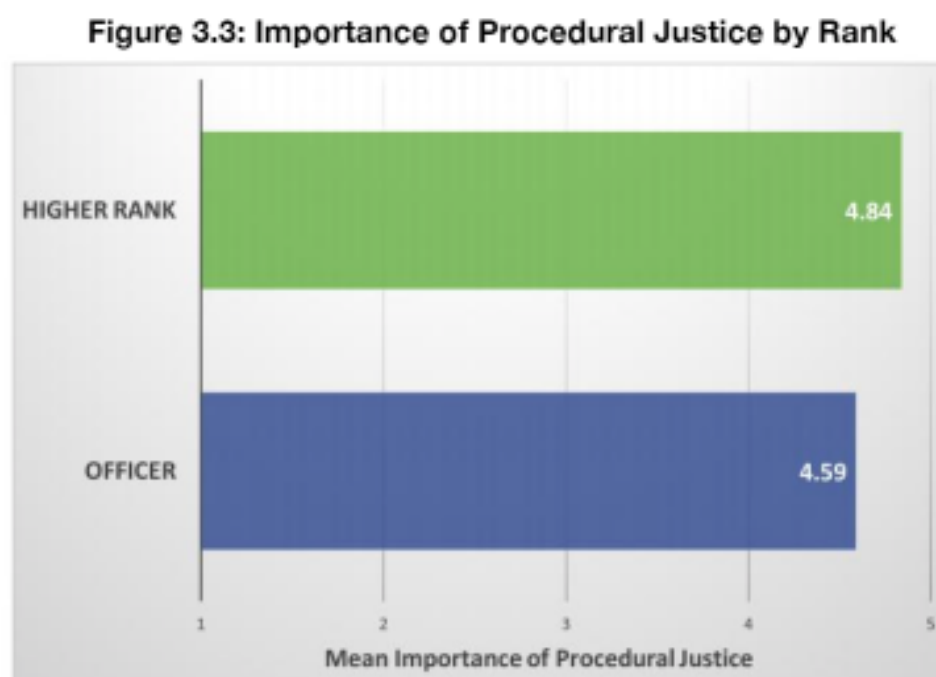
\*Difference statistically significant,  $p < .05$

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## Importance of Procedural Justice

Procedural justice is defined as a set of actions where officers use their authority over citizens in a ways that encourage satisfaction with the results of encounters (Sunshine & Tyler, 2003). There are four components that make up procedural justice. These include how respectfully officers treat the citizen, the magnitude to which citizens are able to participate in the encounter, the neutrality officers use to make decisions, and the magnitude to which officers indicate their trustworthiness (Tyler, 2004). To gauge how important it was to officers to use procedural justice, we asked four questions. Participants responded to four items on the perceived importance of procedural justice in policing (**see Appendix**) on a five-point scale from (1) "Not at all important" to (5) "Extremely important." Higher scores on this scale indicate a greater perceived importance of procedural justice.

Overall, participants indicated that using procedural justice is important. The mean score was 4.68 (out of a possible 5). There were no significant differences by gender, but there was by rank. Patrol officers rated the use of procedural justice as significantly less important than those of higher rank, though both groups rated it fairly high in importance (**Figure 3.3**). Further, perceived importance of procedural justice increased significantly with age and time on the job ( $p < .05$ ).



\*Difference statistically significant,  $p < .05$

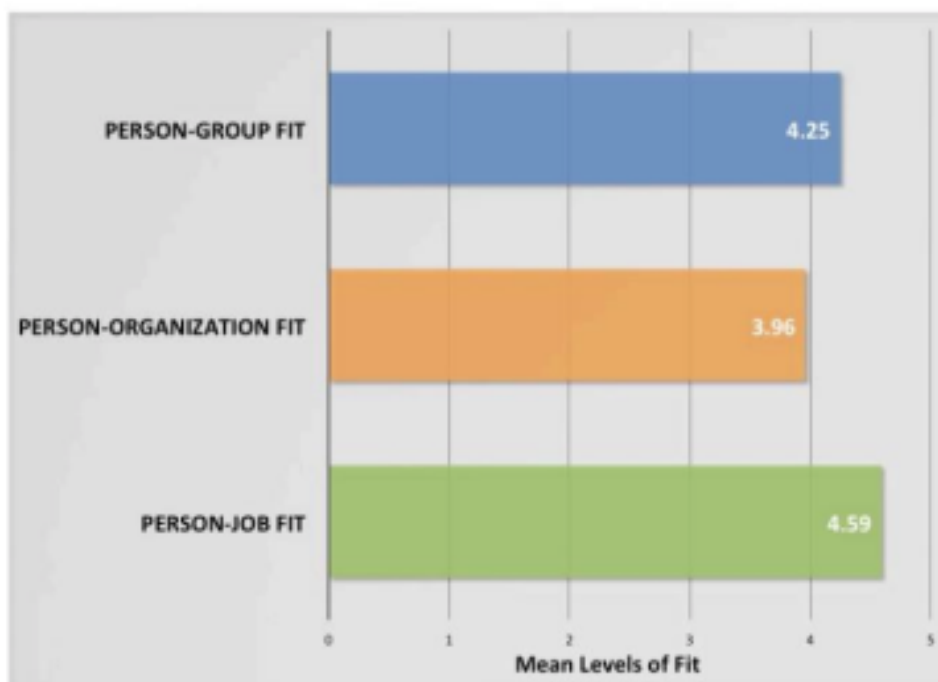


## Environmental Fit

Environmental fit concerns the influence of the police environments on workplace experiences. Understanding an individual's work environment is an important determinant of work behavior. Previous research indicates that, both, the physical elements of an individual's environment, and the psychological response to it, combine to have an effect on an individual's behavior (Bretz & Judge, 1994). This is generally described as a Person Environment (P-E) interaction (Cable & Judge, 1996). P-E fit is the similarity between an individual's characteristics and their work environment (Kristof-Brown, Zimmerman, & Johnson, 2005).

In addition to the global definition of P-E fit, more specific subcategories have also emerged to describe an individual's interaction between their job (Person-Job fit), organization (Person-Organization fit), and work group (Person-Group fit). Previous research indicates that various types of P-E fit are associated with measures of job satisfaction, organizational commitment, and stress. **Figure 4.1** shows the mean levels for each of the three types of P-E fit. The highest level of fit is reported at the job-level, followed by workgroup, and organization or agency.

**Figure 4.1: Person-Environment Fit**

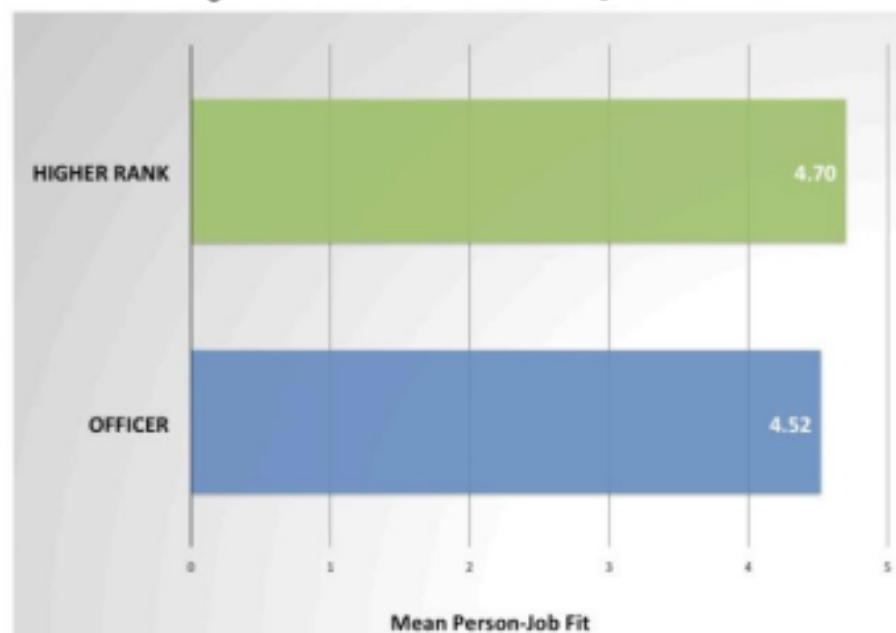


## Person-Job Fit

**Person-Job fit (P-J fit) is the match between the capabilities of an individual and the demands of the job** (Edwards, 1991). In other words to what extent do individuals perceive that their characteristics, values, and abilities match the specific job they do? In the current research, there were three items that measured P-J fit (see **Appendix**). Participants indicated their level of agreement with each of the three items on a five-point agreement scale from (1) "Strongly disagree" to (5) "Strongly agree."

Overall, participants reported high levels of P-J fit. The mean score was 4.59 (out of a possible 5). Males reported slightly higher levels of job fit than females, but the difference was not statistically significant. Patrol officers reported lower levels of job fit than those at higher ranks, though both groups reported relatively high fit (see **Figure 4.2**). Further, P-J fit increased significantly with age and time on the job ( $p < .05$ ).

**Figure 4.2: Person-Job Fit by Rank**



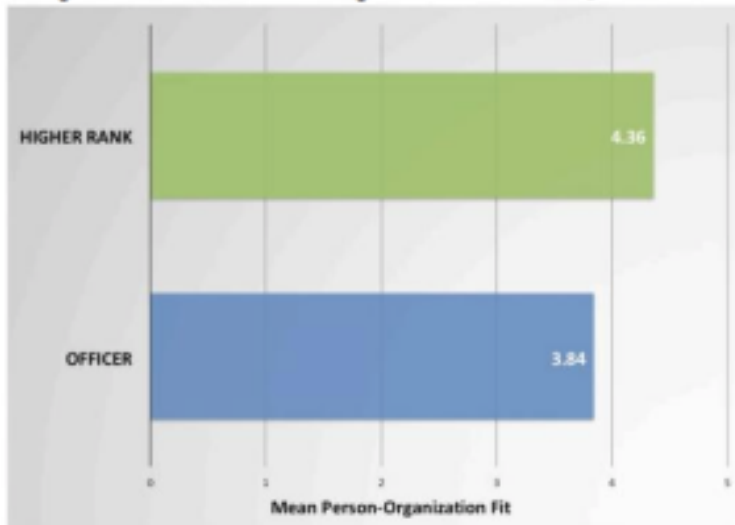
\* Difference statistically significant,  $p < .05$

## Person-Organization Fit

**Person-Organization fit (P-O fit) is the match between an individual's characteristics and that of the larger organization** (Lauver & Kristof-Brown, 2001). In the current research, there were three items that measured P-O fit (see Appendix). Participants indicated their level of agreement with each of the three items on a five-point agreement scale from (1) "Strongly disagree" to (5) "Strongly agree."

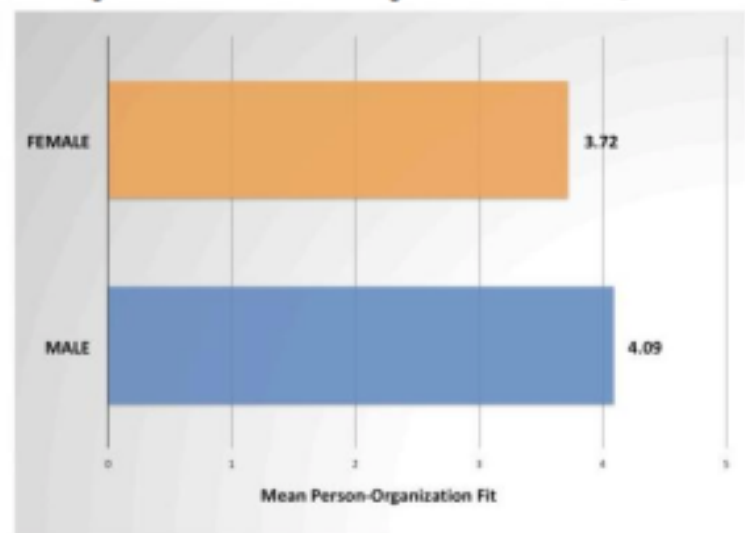
Organization fit was the lowest level of fit among all officers ( $M = 4.02$ ). Females ( $M = 3.72$ ) reported lower levels of P-O fit than males ( $M = 4.09$ ) and patrol officers ( $M = 3.84$ ) reported lower levels than officers of higher ranks ( $M = 4.29$ ). In other words, females and patrol officers were less likely to report a match between their goals/values and those of the Lincoln Police Department (see Figures 4.3 and 4.4).

Figure 4.3: Person-Organization Fit by Rank



\* Difference statistically significant,  $p < .05$

Figure 4.4: Person-Organization Fit by Gender



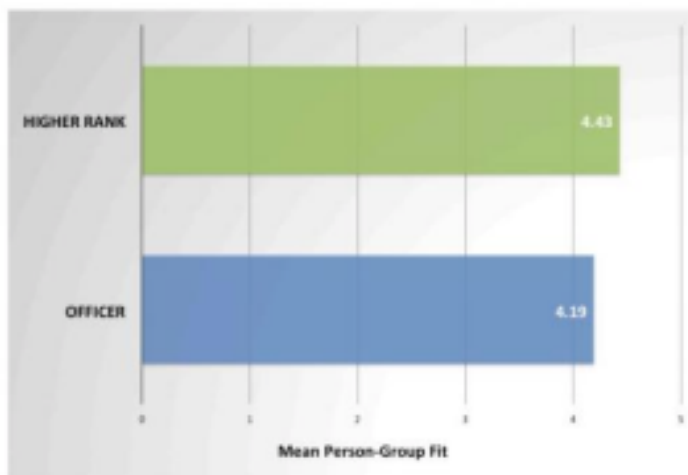
\* Difference statistically significant,  $p < .05$

## Person-Group Fit

**P-G fit focuses on the extent to which an individual perceives compatibility between their characteristics and the members of their workgroup** (Kristof-Brown et al., 2005). Group fit is important to consider because work groups often have different values and norms than that of the larger organization to which they belong. Thus, perceptions of fit may vary at different levels of the organization (Kristof, 1996). In the current research, there were three items that measured P-G fit. Participants were told to "...think about your IMMEDIATE WORKGROUP, CREW, OR UNIT (i.e., those people you work most closely with on a regular basis)" and indicated their level of agreement to each of the three items (see Appendix) on a five-point agreement scale from (1) "Strongly disagree" to (5) "Strongly agree."

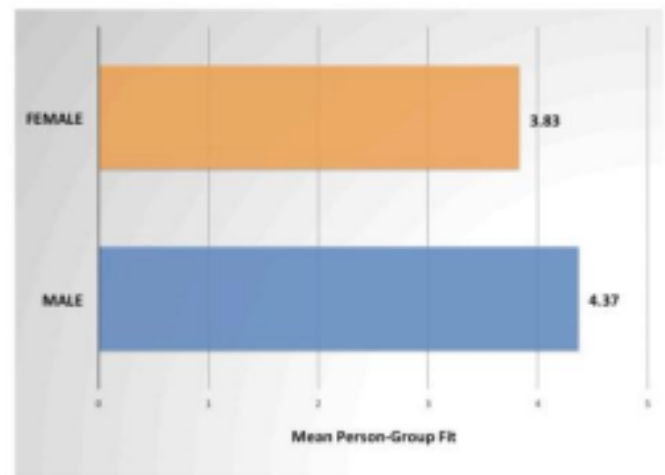
Overall, participants reported relatively high levels of P-G fit; the mean level of fit among all officers was 4.27 (out of a possible 5). Females had significantly lower levels of P-G fit than males (see Figure 4.5) and patrol officers reported lower levels of P-G fit than those of higher rank (see Figure 4.6). Age was not associated with P-G fit though P-G fit appeared to increase slightly with years on the job ( $p < .05$ ).

Figure 4.5: Person-Group Fit by Rank



\* Difference statistically significant,  $p < .05$

Figure 4.6: Person-Group Fit by Gender



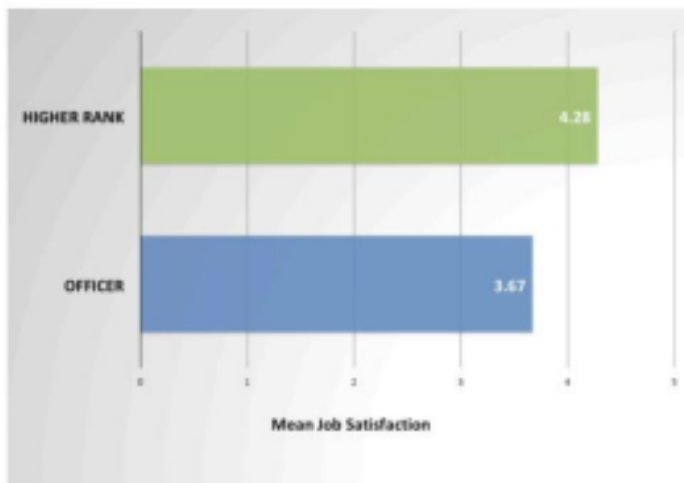
\* Difference statistically significant,  $p < .05$

# Organizational Characteristics and Satisfaction

## Job Satisfaction

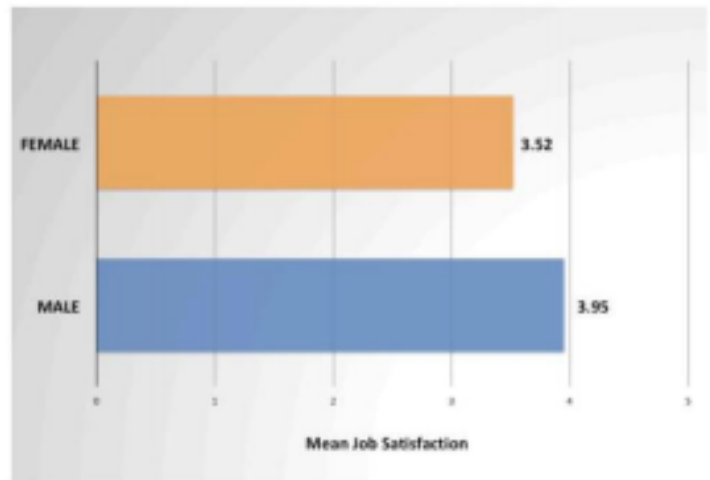
Job satisfaction was measured with a single item, "Overall, I am satisfied with my job" (see Appendix). Participants indicated their level of agreement on a five-point scale from (1) "Strongly disagree" to (5) "Strongly agree." Overall, participants indicated a moderate to high level of job satisfaction ( $M = 3.88$ ). There were significant differences in job satisfaction by gender and rank. Females ( $M = 3.56$ ) reported lower levels of satisfaction than males ( $M = 3.93$ ), and patrol officers ( $M = 3.67$ ) reported lower levels of satisfaction than officers of higher rank ( $M = 4.28$ ). Put another way, males and officers of higher rank, were significantly more satisfied with their jobs than female and patrol officers (see Figure 5.3 & Figure 5.4).

Figure 5.3: Job Satisfaction by Rank



\* Difference statistically significant,  $p < .05$

Figure 5.4: Job Satisfaction by Gender



\* Difference statistically significant,  $p < .05$



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## *Workplace Incivilities*

Anderson & Pearson (1999) define workplace incivility as, “deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect” (p.457). These behaviors are usually rude and discourteous (Adams & Buck, 2011). They are important to consider because they are associated with psychological well being, and job satisfaction (Cortina, Magley, Williams, and Langhout, 2001).

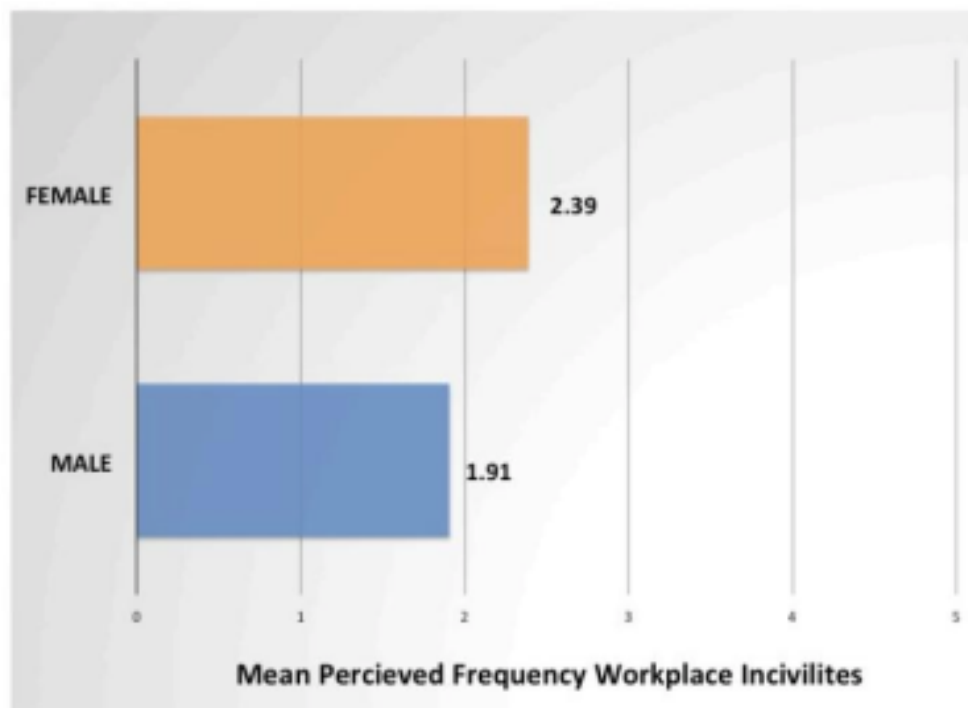
The workplace incivility scale in this research measured the frequency of officers’ experiences of disrespectful, rude, or condescending behavior throughout their time as an officer in their current department (**see Appendix**). Participants indicated the frequency to which each item occurs on a five-point scale, from (1) “none of the time” to (5) “most of the time”. Scores were averaged across the six items with higher scores indicating more frequent experience with workplace incivilities.

Scores were not high for this measure ( $M = 2.02$ ). That said, *any* experiences of incivilities can impact satisfaction and retention and there were group differences in the extent to which they were experienced. Females reported higher levels of overall workplace incivilities ( $M = 2.39$ ) than males ( $M = 1.91$ ) (**Figure 5.1**). Further, there were some gender differences between which types of incivilities were experienced most often (**Table 4**). The experience of incivilities also increased with age and time on the job, but this could be attributed to the fact that senior officers have had more time in which to experience incivilities and/or having been on the job prior to various cultural shifts in the agency.

**Table 4: Most to Least Frequently Reported Incivilities by Gender**

	Males	Females
Most Reported ↑ ↓ Least Reported	Paid little attention to your statement or opinion	Paid little attention to your statement or opinion
	Put you down or was condescending to you	Put you down or was condescending to you
	Made demeaning or derogatory remarks about you	Doubted your judgment on a matter, which you had responsibility over
	Doubted your judgment on a matter, which you had responsibility over	Ignored or excluded you from professional camaraderie
	Addressed you in unprofessional terms either publicly or privately	Made demeaning or derogatory remarks about you
	Ignored or excluded you from professional camaraderie	Addressed you in unprofessional terms either publicly or privately

**Figure 5.1: Workplace Incivilities by Gender**



\* Difference statistically significant,  $p < .05$

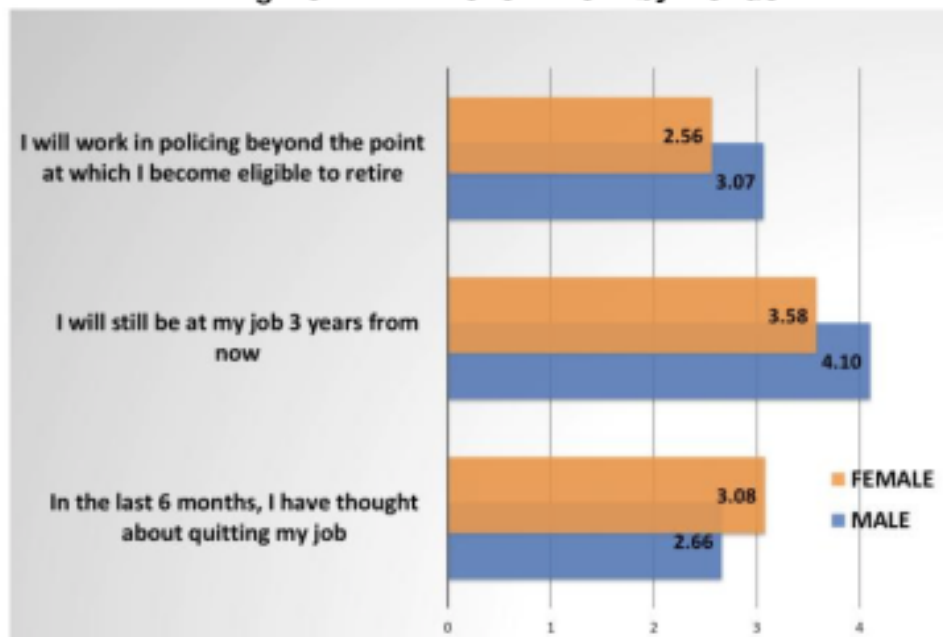
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## Turnover Intent

Three items measured turnover intent. These items included *In the last 6 months I have thought about quitting my job*, *I will still be at my job 3 years from now*, and *I will work in policing beyond the point at which I become eligible to retire*. Participants indicated their level of agreement on a five-point scale from (1) “strongly disagree” to (5) “strongly agree” for each of these items.

The item, *I will still be at my job 3 years from now*, had the highest overall score of 4.01 out of 5, indicating that most officers plan to remain at the job for at least the next three years. Males ( $M = 4.1$ ), however, were more likely than females ( $M = 3.6$ ) to report that they expected to be at their job in 3 years (see **Figure 5.2**). Put a different way, approximately 74% of male participants either somewhat or strongly agreed that they would still be at their job in 3 years compared to 56% of female participants. Expectations about remaining at the job did not differ by rank, age, or years on the job. When asked the extent to which they had considered quitting their job in the past 6 months, participants were relatively neutral ( $M = 2.80$ ). Females ( $M = 3.1$ ) were significantly more likely than males ( $M = 2.7$ ) to report having thought about quitting. Further, when asked whether they would likely work beyond the point at which they are eligible to retire, women were significantly less likely than men to report that they would continue working.

**Figure 5.2: Turnover Intent by Gender**



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## Appendix

### Item 1.1

Operational Stress							
	% 1 No stress at all	% 2	% 3	% 4 Moderate stress	% 5	% 6	% 7 A lot of Stress
Upholding an ideal public image	26.42	27.09	12.71	16.39	8.70	6.02	2.67
Negative comments from the public	19.80	21.48	12.75	22.82	11.74	6.38	5.03
Traumatic events	21.74	27.76	12.71	19.40	10.70	4.68	3.01
Negative stories in the media about the police	10.03	17.73	15.38	20.74	15.38	10.04	10.70

### Item 1.2

Organizational Stress							
	% 1 No stress at all	% 2	% 3	% 4 Moderate stress	% 5	% 6	% 7 A lot of Stress
Dealing with co-workers	21.59	34.55	18.60	15.62	4.98	1.67	2.99
Feeling like you always have to prove yourself in the organization	22.00	20.67	11.67	21.33	8.33	8.00	8.00
If you are sick or injured, you co-workers seem to look down on you	39.87	21.93	6.31	13.95	6.98	4.65	6.31
Perceived pressure to volunteer free time	38.87	21.59	10.63	13.29	6.65	4.98	3.99
Leaders overemphasize the negatives	19.93	15.61	12.62	14.62	11.63	11.30	14.29
The feeling that different rules apply to different people	17.06	12.37	13.04	18.06	15.05	8.03	16.39

### Item 2.1

<b>Anxiety</b>					
	<b>% 1 Never</b>	<b>% 2</b>	<b>% 3</b>	<b>% 4</b>	<b>% 5 Always</b>
I felt fearful	48.33	34.00	15.67	0.67	1.33
I felt anxious	26.00	29.33	32.67	2.33	9.67
I felt worried	27.67	36.67	28.00	1.33	6.33
I found it hard to focus on anything other than my anxiety	62.33	27.33	7.00	0.67	2.67
I felt nervous	36.66	35.00	22.67	1.00	4.67
I felt uneasy	38.93	34.90	21.48	1.67	3.02
I felt tense	27.66	32.00	28.67	4.00	7.67

### Item 3.1

<b><i>Adherence to Traditional Police Culture</i></b>					
	<b>% 1 Strongly disagree</b>	<b>% 2 Somewhat agree</b>	<b>% 3 Neither agree nor disagree</b>	<b>% 4 Somewhat agree</b>	<b>% 5 Strongly agree</b>
An officer is most effective when they focus on serious crime	50.16	28.53	13.48	6.58	1.25
Police are required to spend too much time handling unimportant calls	13.17	19.12	15.67	35.74	16.30
A detached approach to dealing with citizens is more effective than a friendly approach	51.72	28.53	14.73	3.45	1.57
Police should be required to handle nuisances	3.46	4.72	21.70	39.94	30.18
Police should regularly engage in community policing activities	4.38	6.90	16.93	34.80	36.99

### Item 4.1

<i>Importance of Using Procedural Justice</i>					
	<b>% 1</b> Not at all important	<b>% 2</b>	<b>% 3</b> Moderately important	<b>% 4</b>	<b>% 5</b> Extremely important
Allowing citizens to explain their side of the story	0.32	0.00	6.35	22.54	70.79
Explaining to citizens the reasoning or legal basis behind important decisions	0.63	1.27	8.89	22.54	66.67
Treating citizens respectfully, even if you are personally frustrated with them	0.32	0.32	5.40	14.92	79.06
Treating citizens fairly	0.32	0.32	2.88	9.27	87.21

### Item 5.1

<i>Person-Job Fit</i>					
	<b>% 1</b> Strongly disagree	<b>% 2</b> Somewhat agree	<b>% 3</b> Neither agree nor disagree	<b>% 4</b> Somewhat agree	<b>% 5</b> Strongly agree
I have the right skills and abilities for this job	0.33	0.65	3.59	28.10	67.32
My personality is a good match for this job	0.33	1.31	4.58	28.10	65.69
I am the right type of person for this type of work	0.33	0.65	6.86	28.43	63.73

### Item 5.2

<i>Person-Organization Fit</i>					
	<b>% 1</b> Strongly disagree	<b>% 2</b> Somewhat agree	<b>% 3</b> Neither agree nor disagree	<b>% 4</b> Somewhat agree	<b>% 5</b> Strongly agree
My values match or fit the values of this agency	1.64	6.25	11.51	36.51	44.09
I am able to maintain my values at this agency	1.32	3.29	8.22	33.55	53.62
I fit in well within this agency	3.62	4.93	13.16	33.22	45.07

### Item 5.3

<i>Person-Group Fit</i>					
	<b>% 1</b> Strongly disagree	<b>% 2</b> Somewhat agree	<b>% 3</b> Neither agree nor disagree	<b>% 4</b> Somewhat agree	<b>% 5</b> Strongly agree
My values match or fit the values of my immediate workgroup	0.33	4.26	9.84	44.26	41.31
I fit in well with the members of my workgroup	0.33	3.28	7.54	39.67	49.18
The members of my workgroup value me	1.31	2.30	10.16	41.31	44.92

### Item 6.1

<i>Workplace Incivilities</i>					
	<b>% 1</b> None of the time	<b>% 2</b> Seldom	<b>% 3</b> Sometimes	<b>% 4</b> Often	<b>% 5</b> Most of the time
Put you down or was condescending to you	21.93	41.53	29.89	5.65	1.00
Paid little attention to your statement or opinion	21.00	38.00	32.33	7.67	1.00
Made demeaning or derogatory remarks about you	42.19	36.21	16.94	4.32	0.34
Addressed you in unprofessional terms either publicly or privately	46.51	32.89	15.61	4.32	0.67
Ignored or excluded you from professional camaraderie	46.85	31.56	17.94	2.99	0.66
Doubted your judgment on a matter, which you had responsibility over	32.00	40.67	23.00	3.00	1.33

### Item 7.1

<i>Turnover intent</i>					
	<b>% 1</b> Strongly disagree	<b>% 2</b> Somewhat agree	<b>% 3</b> Neither agree nor disagree	<b>% 4</b> Somewhat agree	<b>% 5</b> Strongly agree
In the last 6 months, I have thought about quitting my job	38.61	8.91	12.87	21.12	18.49
I will still be at my job 3 years from now	5.96	3.64	19.54	24.83	46.03
I will work in policing beyond the point at which I become eligible to retire	24.75	10.23	25.41	19.47	20.14



**Item 8.1**

<i>Job Satisfaction</i>					
	<b>% 1</b> Strongly disagree	<b>% 2</b> Somewhat agree	<b>% 3</b> Neither agree nor disagree	<b>% 4</b> Somewhat agree	<b>% 5</b> Strongly agree
Overall, I am satisfied with my job	6.27	6.93	15.84	34.65	36.31

**Gender, Personality, and  
Career Motivations in  
Policing Study  
Preliminary Stakeholder's Report  
February 2019**

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**Research Funded By:**  
Urban Research Grant  
College of Public Affairs and Community  
Service



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## Report Highlights

- Approximately one-third of officers first became interested in policing as a career around ages 19-24 (**Figure 1.1**).
- Both men and women cited *helping people in the community, to be a role model for others like me, and fighting crime* as top entry motivations (**Table 2**).
- Overall, entry concerns were relatively low among officers though the top two concerns: *being able to prove myself* and *being able to do the job effectively*, were shared by both males and females (**Table 3**).
- Although entry concerns were relatively low, several concerns were reported as significantly higher for females compared to males: (1) physical nature of the job, (2) danger of the job, (3) being accepted by my fellow officers, (4) stressful nature of the job, (5) discrimination in the work environment, and (6) being taken seriously (**Figure 1.3**).
- Overall scores indicate that officers have low to moderate levels of both *operational stress* and *organizational stress* (**Figure 2.1 & Figure 2.3**).
- Females were significantly more likely than males to report organizational stress (i.e., stress associated with things like dealing with co-workers, feeling that different rules apply to different people, etc.) (**Figure 2.4**).
- Officers' Anxiety levels differed significantly ( $p < .05$ ) according to gender and rank. Higher rank officers and females reported higher levels of anxiety (**Figure 2.6 & Figure 2.7**).
- Overall, participants indicated that using procedural justice is important. The mean score was 4.40 (out of a possible 5).
- Overall, officers indicate a moderate to high level of job satisfaction ( $M = 3.94$ ) (**Figure 5.1**).
- Although reports of workplace incivilities were relatively low, females were more likely to report experiencing incivilities than male officers (**Figure 5.4**).
- Females were significantly more likely than males to report having thought about quitting in the past 6 months (**Figure 5.5**).

## Introduction and Methodology

During the summer of 2018 we conducted a study with two Nebraska police agencies, including the Omaha Police Department. The original focus revolved around exploring gender differences in the entry motivations and experiences of officers. In addition to these focus areas, the survey also included measures of officer attitudes and personalities and perceptions of the occupational and organizational environments. Finally, we collected information on demographic characteristics such as gender, age, length of employment, and rank. The Omaha survey was distributed in person to patrol officers during roll call, and to all other officers, through an anonymous survey link via email. The following presents descriptive information from the primary survey measures. It should be noted that we will continue to analyze this data over the coming months and we will share any additional research publications resulting from this data with the department. If you have questions about the current report or suggestions for additional analyses, feel free to contact Dr. Samantha Clinkinbeard at [sclinkinbeard@unomaha.edu](mailto:sclinkinbeard@unomaha.edu).

There were approximately 506 sworn officers from the Omaha Police Department who participated, representing a response rate of 64%. As shown in **Table 1**, most of the sample consisted of patrol officers and they tended to be white, male, married, and had at least one child. The mean age was about 41 and the average years employed as a police officer was 14. Finally, about half of the officers had military experience.

	<i>Percent (%)</i>	<i>Mean</i>	<i>Range</i>
White	78.43	-	0-1
Male	80.91	-	0-1
Patrol	63.77	-	0-1
Married	75.80	-	0-1
Age	-	40.95	23-62
Length of Employment	-	14.03	1-37
Military	50.32	-	0-1

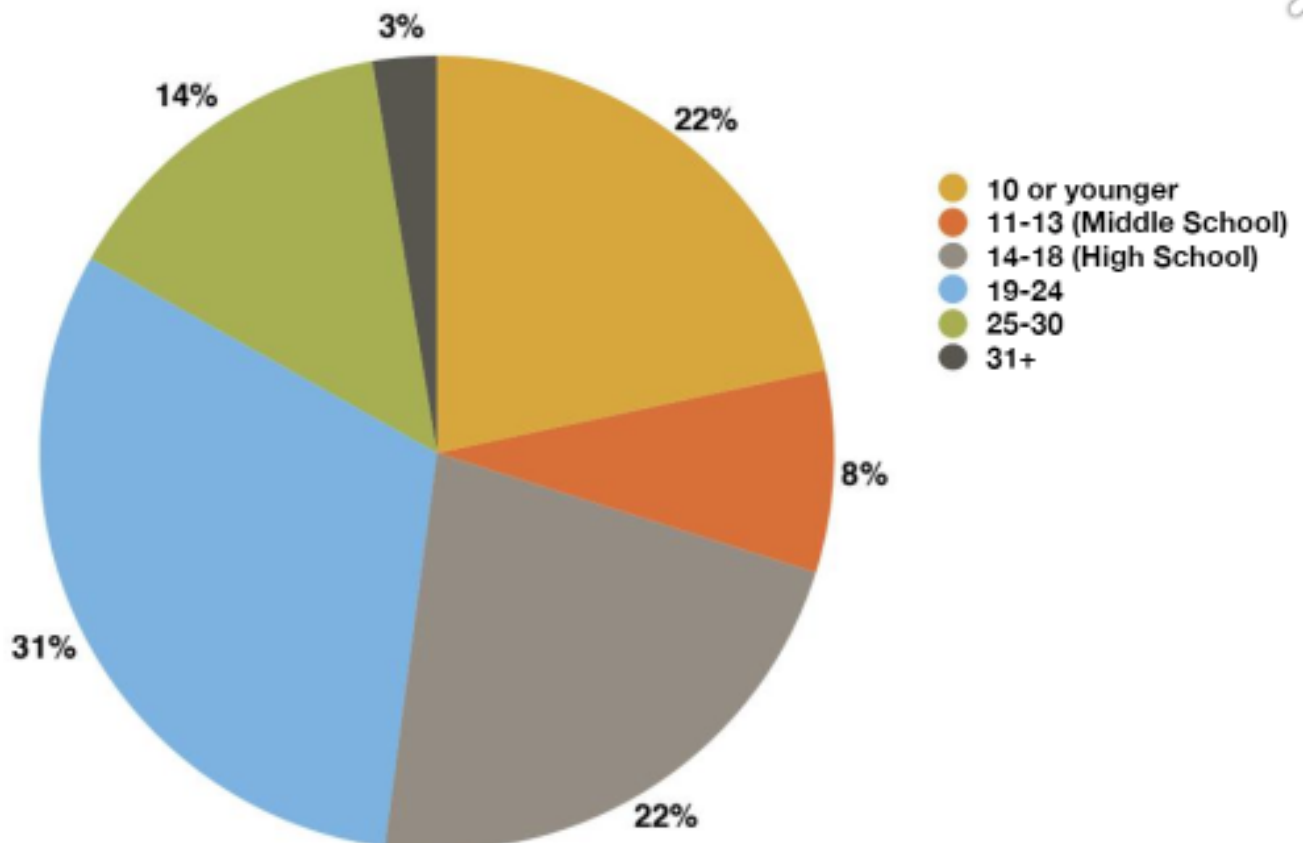


## Joining the Force - Motivations and Concerns

### Age of Interest in Law Enforcement

Officers were asked to indicate when they first became interested in a career in law enforcement (**Figure 1.1**). It appears many officers (31%) first became interested in law enforcement between the ages of 19-24, at the time when they were likely working their first post-high-school jobs and/or attending college. Almost one quarter of officers surveyed indicated they became interested between the ages of 14-18 (high school years) and almost one quarter of officers developed an interest at age 10 or younger. The data suggest that it is important to engage potential recruits during the stages of life (i.e., high school, post high-school, college) when they are exploring future career options. Further, although less than 10% of officers started thinking about law enforcement during middle school, this might be an important time to engage youth.

Figure 1.1: Age of First Interest in Law Enforcement



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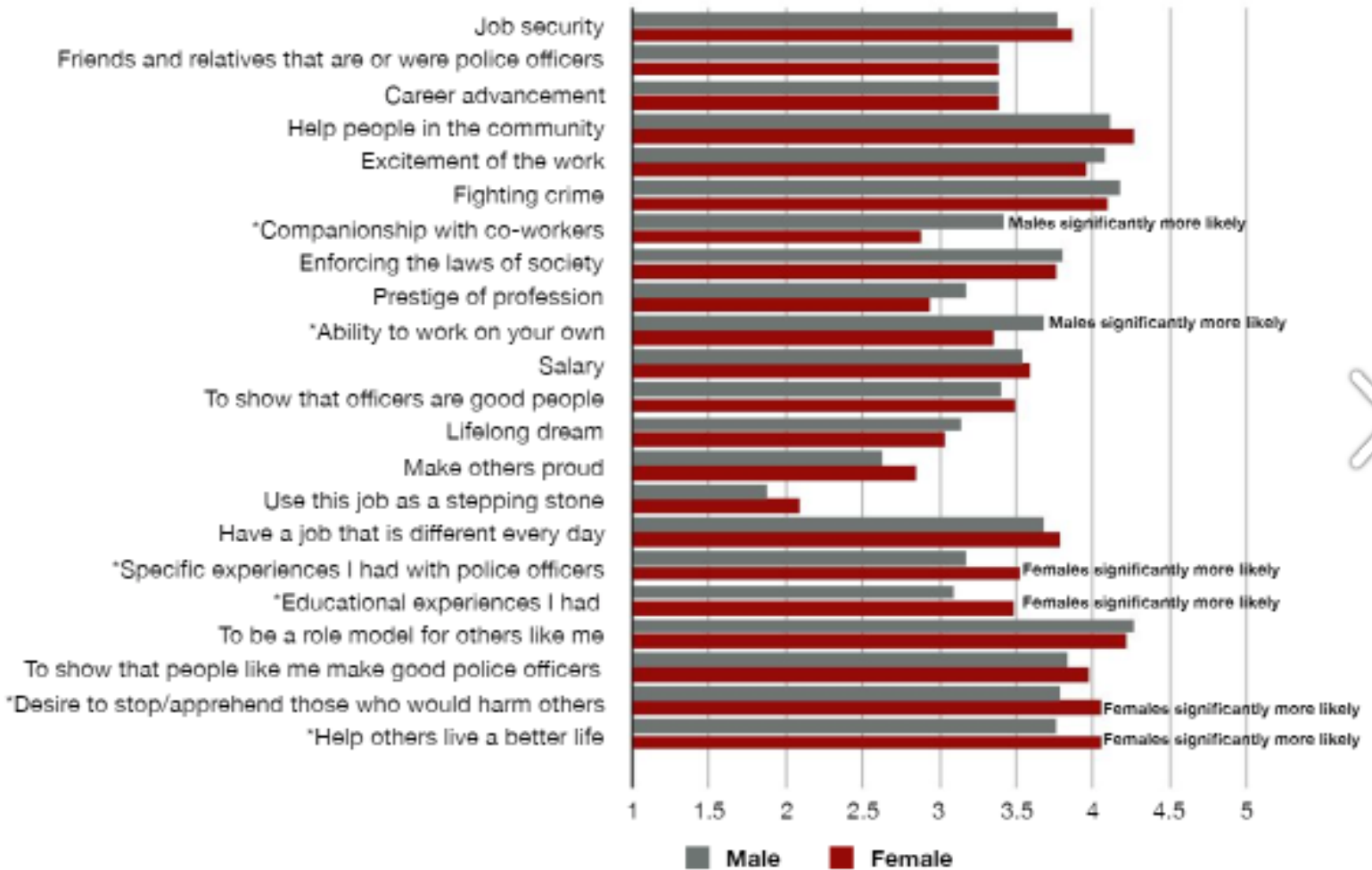
### Motivations for Entry

Participants were provided with a list of entry motivations that have been cited in the literature as common among police officers and asked, "How important were each of the following in YOUR decision to enter policing?" Participants then rated each item on a 5-point scale from 1 "Not at all important" to 5 "Extremely important". The top motivations were similar for males and females as indicated in **Table 2** below. Both men and women cited *helping people in the community, to be a role model for others like me, and fighting crime* as important entry motivations. Men also rated *excitement of the work* and *job security* as top five reasons while women rated *help others live a better life* and *to show that people like me make good police officers* in the top 5. **Figure 1.2** shows mean scores on all entry motivations by gender. Men and women scored relatively similar on most items though there were a couple of significant differences. For example, male officers rated *companionship with co-workers* and *ability to work on your own* as significantly more important than did female officers ( $p < .05$ ). Female officers rated the items, *desire to stop/apprehend those who would harm others* and *help others live a better life* as significantly more important than their male counterparts ( $p < .05$ ). In addition, females reported *educational experiences* and *specific experiences with police officers* as more influential than did males ( $p < .05$ ). Generally, then, the data indicate that motivations for entering policing are relatively similar though there may be special opportunities for proactive recruitment (e.g., recruiting women on college campuses and providing opportunities for direct interaction with police officers).

**Table 2: Top 5 Entry Motivations by Gender**

Males	Females
To be a role model for others like me	Help people in the community
Fighting crime	To be a role model for others like me
Help people in the community	Fighting crime
Excitement of the work	Help others live a better life
Job security	To show that people like me make a good police officer

**Figure 1.2: Entry Motivations by Gender**



\*Significant differences indicated by the text on the right side of indicator bars

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### Entry Concerns

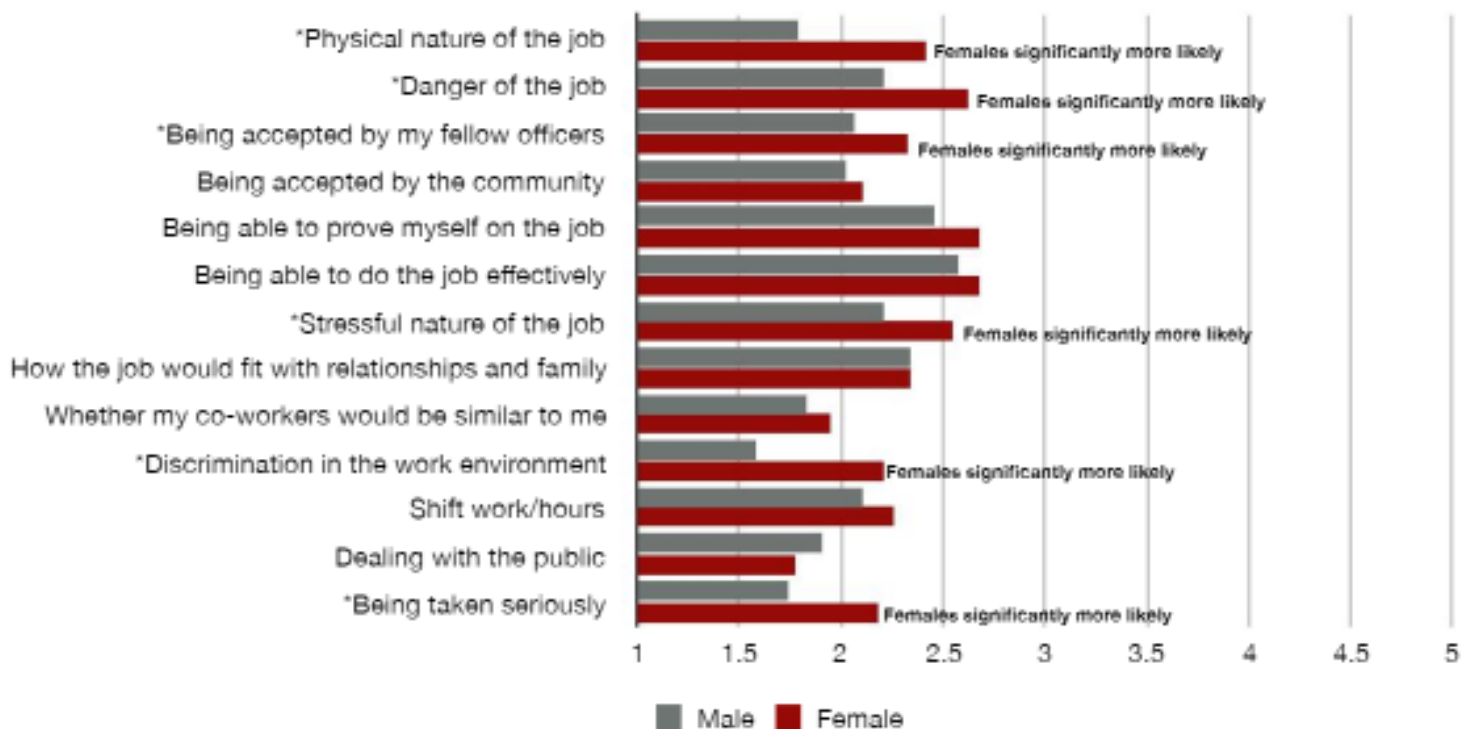
In addition to being asked about their motivations for entry, participants were also asked to report on entry-related concerns. Specifically, participants were provided with a list of items and asked to report, "Prior to entering policing, to what extent were you nervous about any of the following?" Items were rated on a scale from, 1 "Not at all nervous" to 5 "Very nervous". Overall, scores were low on these items indicating, either (a) that concerns were minimal, (b) officers had concerns but they were different from those listed, and/or (c) officers did not feel comfortable sharing their concerns. As with entry motivations, the top entry-related fears were similar for males and females (**Table 3**). *Being able to prove myself* and *being able to do the job effectively* were top concerns for males and females. These types of concerns may actually be healthy as they indicate that participants care about doing good work. Female officers ranked *physical nature of the job* as top concerns before they entered policing whereas males ranked *how job would fit with relationships* in their top 5.

**Table 3: Top 5 Entry Concerns by Gender**

Males	Females
Being able to do the job effectively	Being able to do the job effectively
Being able to prove myself	Being able to prove myself
How the job would fit with family/relationships	Danger of the job
Stressful nature of the job	Stressful nature of the job
Danger of the job	Physical nature of the job

Of the 13 potential concerns, female participants scored higher than males on all but, *how the job would fit with relationship or family* (**Figure 1.3**). Gender differences reached statistical significance on the following items: (1) physical nature of the job, (2) danger of the job, (3) being accepted by my fellow officers, (4) stressful nature of the job, (5) discrimination in the work environment, and (6) being taken seriously. Although overall concern scores were relatively low, this may be an area that is important to recruitment, particularly of women. These concerns were reported by women that *actually* went into the field. It is quite possible that similar concerns are keeping other qualified women from considering law enforcement as an option. It is also important to note that the concerns on which females score *significantly* higher are those that are either stereotypically expected to be more challenging for women (e.g., physical nature) or those that relate to concerns about token status (e.g., being taken seriously, being accepted, discrimination). Pre-employment mentoring and increased access to female role models may be possible approaches for mitigating such concerns. In addition, anything that improves the environment for current officers, may increase the likelihood that they will encourage or recruit others to the field.

**Figure 1.3: Entry Concerns by Gender**



\*Significant differences indicated by the text on the right side of indicator bars



# Psychological Distress

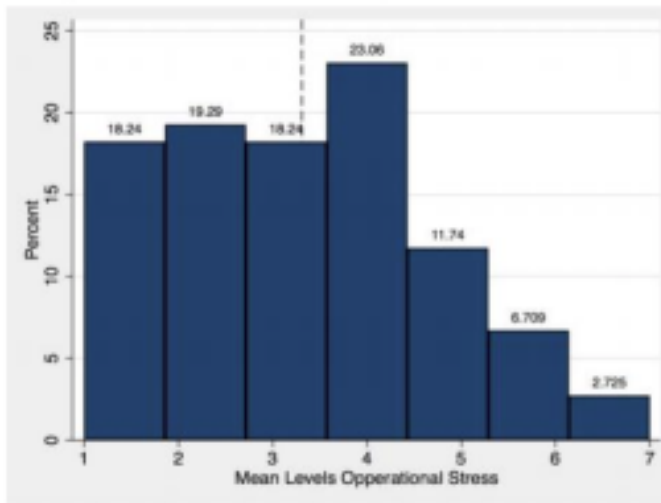
## Stressors

McCreary and Thompson (2006) identify two domains of police stressors, operational and organizational. Operational stressors are those that pertain to field work (e.g. traumatic events, paperwork, negative comments from the public), and organizational stressors are those that pertain to the workplace procedures and culture (e.g. lack of resources, staff shortages, leaders overemphasize the negative).

Participants in the study were asked to report the extent to which they experienced both operational and organizational stressors, on a scale from (1) "no stress at all" to (7) "a lot of stress" (see item 1.1 and 1.2 in Appendix A).

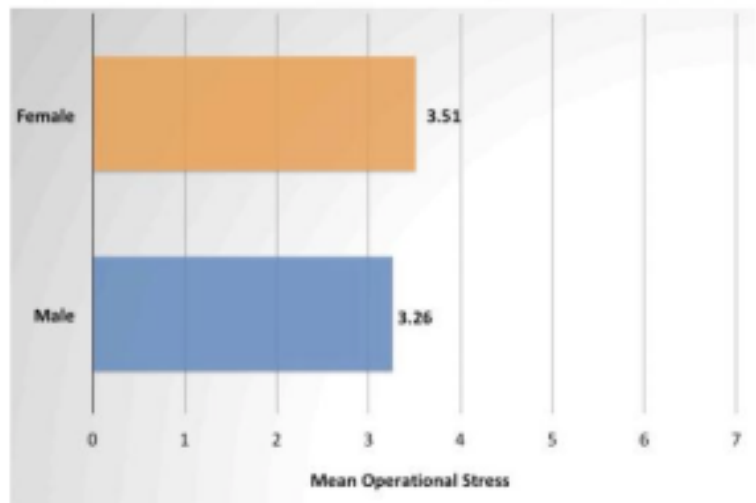
The overall score for operational stress indicates that officers have low to moderate levels of operational stress ( $M = 3.31$ ), as depicted in **Figure 2.1**. Although females ( $M = 3.52$ ) reported slightly higher average scores than their male counterparts ( $M = 3.24$ ) on the operational stress scale, as indicated in **Figure 2.2**, this difference was not statistically significant. In other words, males and females reported similar levels of stress associated with things such as interacting with the public, traumatic events on the job, negative stories in the media, etc.

**Figure 2.1: Perceived Operational Stress**



\*Dashed line indicates mean ( $M = 3.31$ )

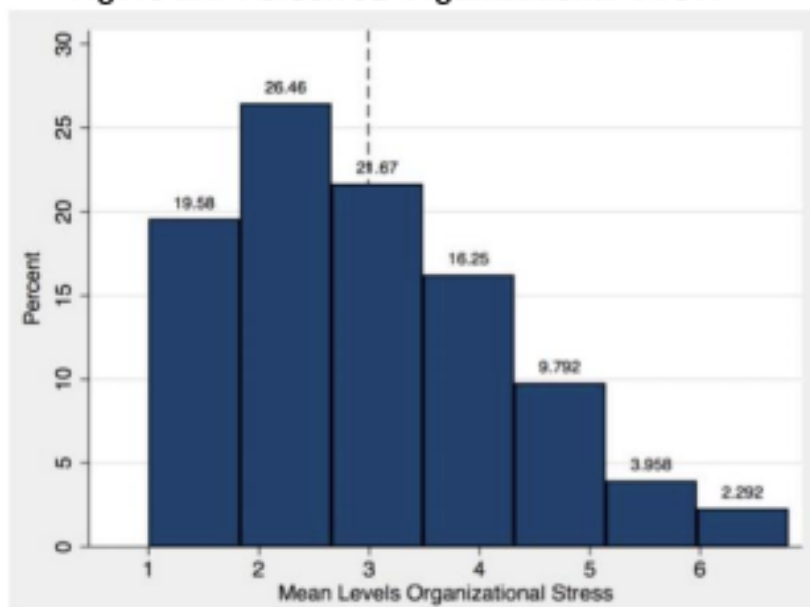
**Figure 2.2: Operational Stress by Gender**



\*Difference not statistically significant

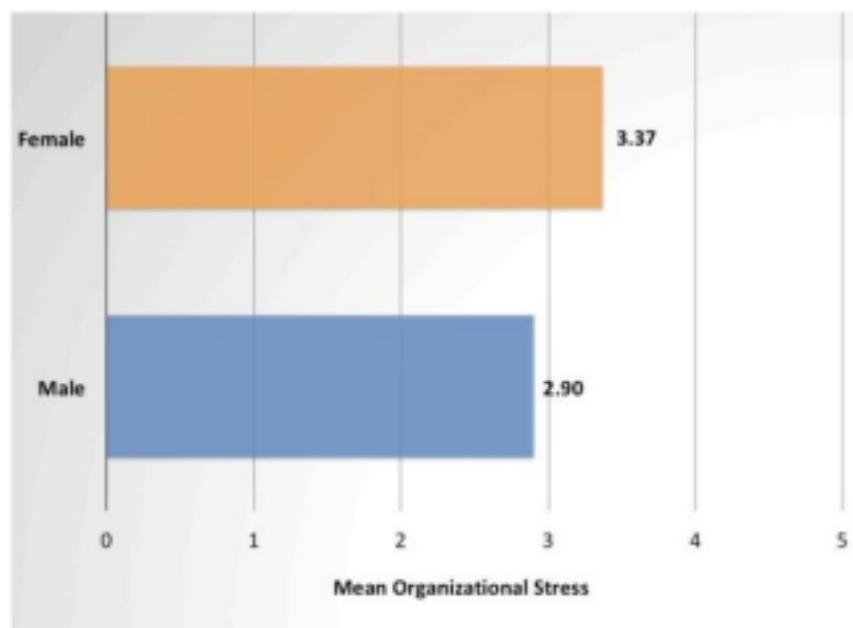
Similar to operational stress, officers reported low to moderate levels of *organizational stress* ( $M = 2.99$ ) (Figure 2.3). Unlike operational stress, however, there were significant differences reported by gender. **Females ( $M = 3.37$ ) reported significantly higher levels of organizational stress than their male counterparts ( $M = 2.90$ ; Figure 2.4).** In other words, females were more likely than males to report stress associated with things like dealing with co-workers, feeling that different rules apply to different people, feeling they have to prove themselves, etc.

**Figure 2.3: Perceived Organizational Stress**



\*Dashed line indicates mean ( $M = 2.99$ )

**Figure 2.4: Organizational Stress by Gender**



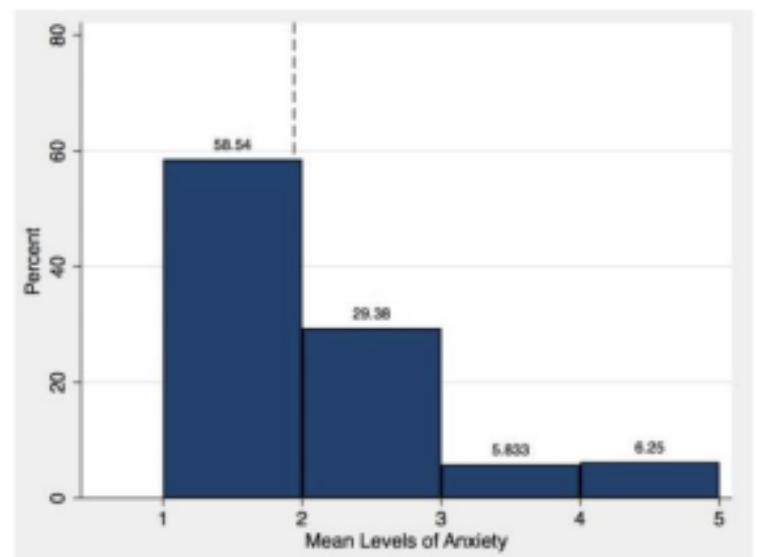
\*Difference statistically significant ( $p < .05$ )

## Anxiety

Due to the stressors officers experience, they are at risk for various physical and mental health concerns, including anxiety (Violanti, 2014). The anxiety measure (see item 2.1 in Appendix A) in the current research contained seven items tapping general levels of anxiety. Participants reported how often from, (1) "Never" to (5) "Always", they experienced various feelings (e.g., I felt worried, I felt anxious) in the seven days preceding the survey. Higher values on this scale indicate higher level of anxiety.

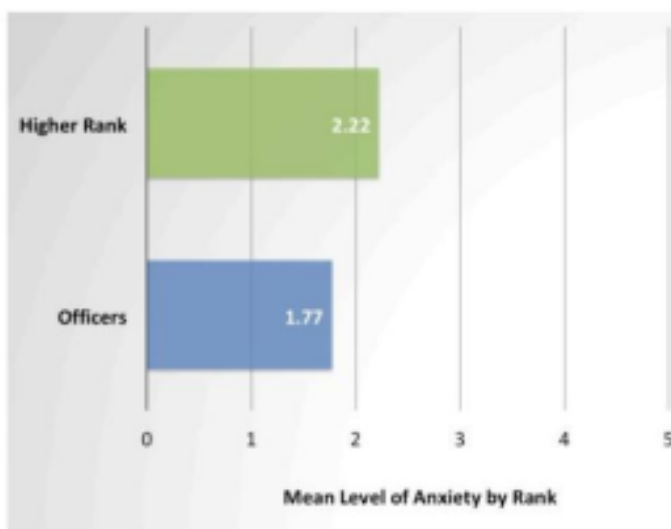
The majority of officers reported low levels of anxiety. About 59% had an average anxiety level between 1 and 2 and about 29% had a level between 2 and 3 (Figure 2.5). It is important to note that anxiety may be underreported due to the stigma surrounding mental health issues in policing (Violante, 2014). Officers above the rank of patrol and females scored significantly higher on the anxiety measure than did their patrol or male counterparts. (Figure 2.6. & Figure 2.7).

Figure 2.5: Anxiety



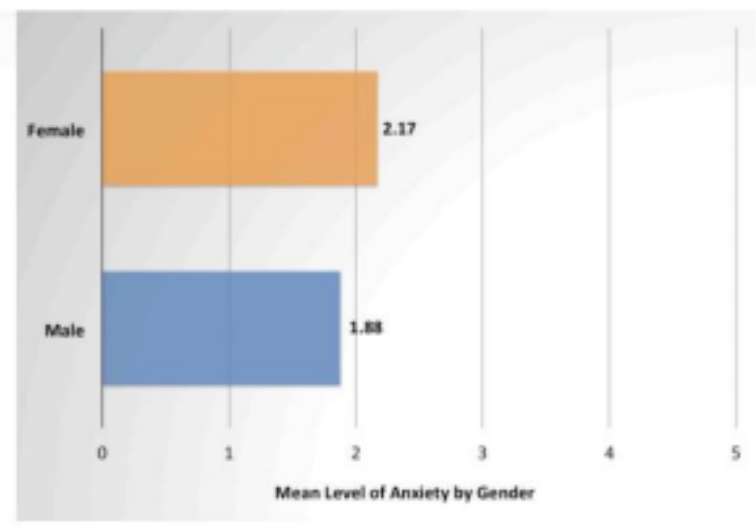
\*Dashed line indicates mean ( $M = 1.94$ )

Figure 2.6: Anxiety by Rank



\*Difference statistically significant ( $p < .05$ )

Figure 2.7: Anxiety by Gender



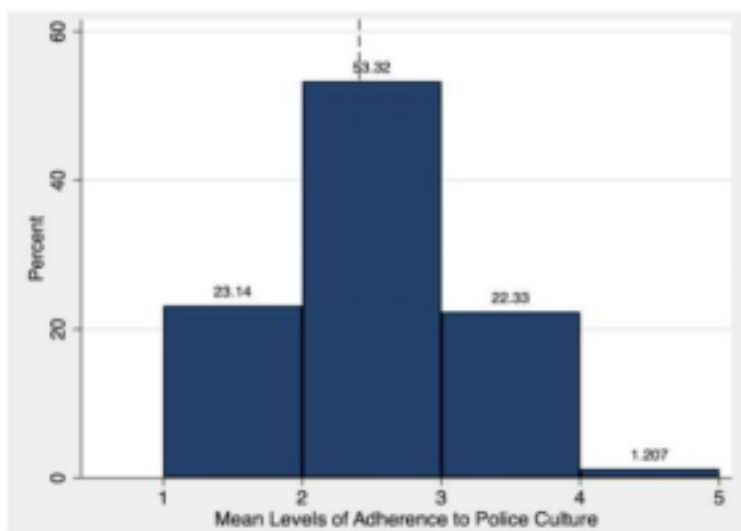
\*Difference statistically significant ( $p < .05$ )

## Adherence to Traditional Police Culture

There were five items asking about adherence to traditional police culture. Traditional police culture, is defined as a set of attitudes, values, and norms that officers naturally establish as a result of strains from their organizational and occupational environments (Paoline & Gau, 2018; Silver, Roche, Bilach & Bontrager, 2017). These attitudes, values, and norms include, but are not limited to, behavior such as focusing on serious crime and taking a detached approach over a friendly approach on calls (**see item 3.1 in Appendix A**). Participants' agreement to each of the five items was coded on a five-point agreement scale from (1) "Strongly disagree" to (5) "Strongly agree". Each of these five items were then averaged to get an overall score. Higher scores indicate greater adherence or support of traditional police attitudes, values, and norms.

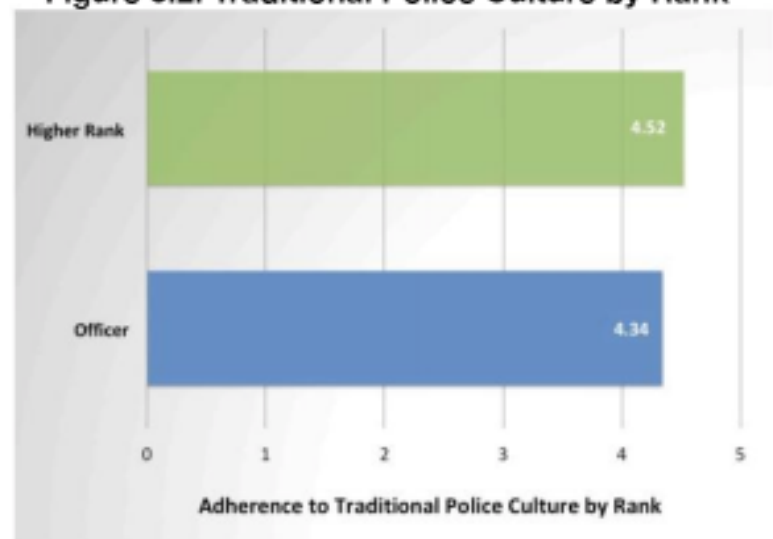
Overall, most officers reported low to moderate levels of adherence to traditional police culture ( $M = 2.41$ ), depicted in **Figure 3.1**. When compared to officers of other ranks ( $M = 2.28$ ), patrol officers ( $M = 2.48$ ), report a stronger adherence of traditional police culture (**Figure 3.2**). Further, years in law enforcement is significantly correlated ( $p < .05$ ) with support for traditional culture, such that support decreases with years on the job. Although males reported slightly stronger support than females of traditional culture, the difference was not significant.

**Figure 3.1: Traditional Police Culture**



\* Dashed line indicates mean ( $M = 2.41$ )

**Figure 3.2: Traditional Police Culture by Rank**



\*Difference is statistically significant ( $p < .05$ )

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## Importance of Procedural Justice

Procedural justice is defined as a set of actions where officers use their authority over citizens in a way that fosters satisfaction with the result of the encounter (Sunshine & Tyler, 2003). There are four components that make up procedural justice. These include how respectfully officers treat the citizen, the magnitude to which citizens are able to participate in the encounter, the neutrality officers use to make decisions, and the magnitude to which officers indicate their trustworthiness (Tyler, 2004). To gauge how important it was to officers to use procedural justice, we asked four questions.

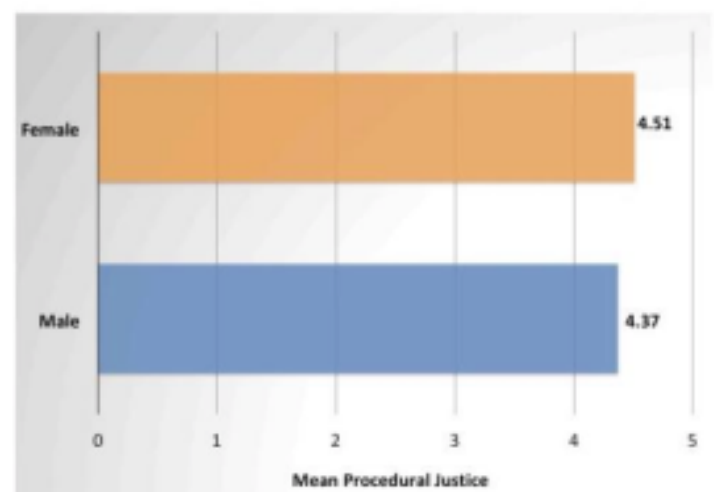
Participants answered these four items on the perceived importance of procedural justice in policing (**see item 4.1 in Appendix A**) on a five-point scale from (1) "Not at all important" to (5) "Extremely important." Items were averaged and higher scores indicate a greater perceived importance of procedural justice. Overall, participants indicated that using procedural justice is important. The mean score was 4.40 (out of a possible 5). Patrol officers rated the use of procedural justice as significantly less important than those of higher rank, though both groups rated it fairly high in importance (**Figure 3.3**). Similarly, both males and females rate procedural justice as important, but females ( $M = 4.51$ ) rated it as significantly more important than males ( $M = 4.37$ ) (**Figure 3.4**).

Figure 3.3: Importance of Procedural Justice by Rank



\*Difference is statistically significant ( $p < .05$ )

Figure 3.4: Importance of Procedural Justice by Gender



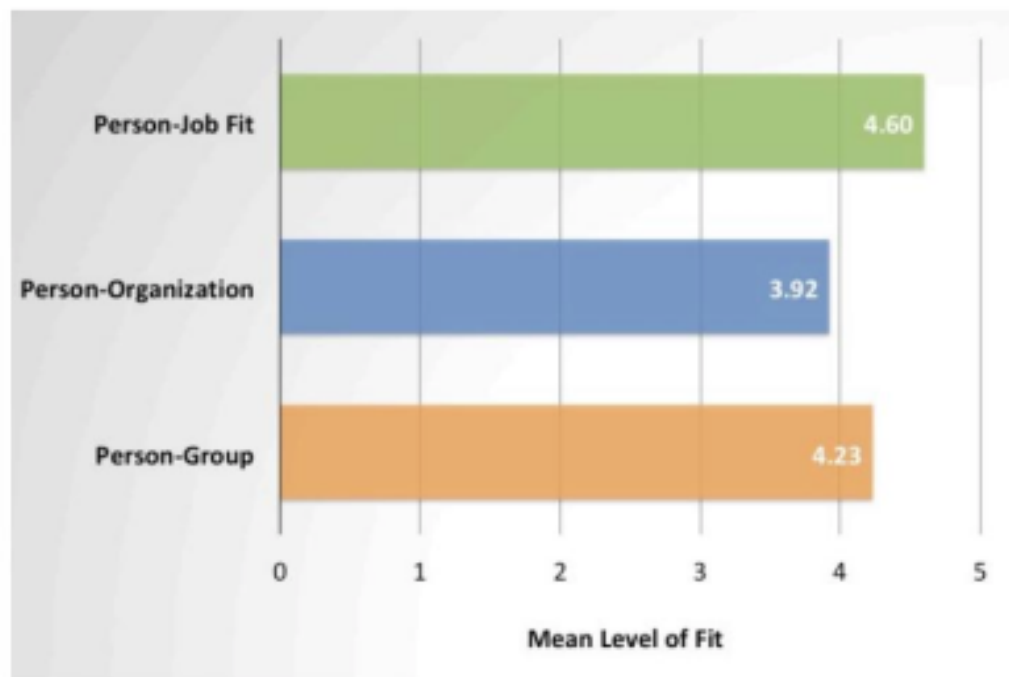
\*Difference is statistically significant ( $p < .05$ )



## Environmental Fit

Environmental fit concerns the influence of the police organizational environment on workplace experiences. Understanding an individual's work environment is an important determinant of work behavior. Previous research indicates that, both, the physical elements of an individual's environment, and the psychological response to it, combine to have an effect on an individual's behavior (Bretz & Judge, 1994). This is generally described as a Person Environment (P-E) interaction (Cable & Judge, 1996). P-E fit represents the similarities between an individual's characteristics and their work environment (Kristof-Brown, Zimmerman, & Johnson, 2005). In addition to the global definition of P-E fit, more specific subcategories have also emerged to describe an individual's interaction between their job (Person-Job fit), organization (Person-Organization fit), or work group (Person-Group fit). Previous research indicates that various types of person-environment fit are associated with measures of job satisfaction, organizational commitment, and stress. **Figure 4.1** shows the mean levels for each of the three types of person-environment fit. The highest level of fit is reported at the job-level, followed by workgroup, and agency.

**Figure 4.1: Person-Environment Fit**

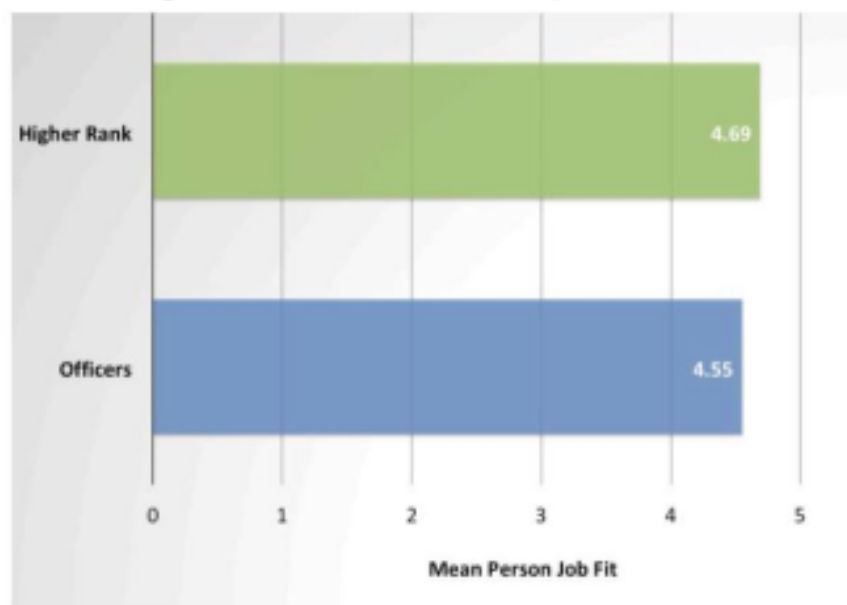


## Person-Job Fit

Person-Job fit (P-J fit) is the match between the capabilities of an individual and the demands of the job (Edwards, 1991). In other words to what extent do individuals perceive that their characteristics, values, and abilities match the specific job that they do? In the current research, there were three items that measured Person-Job fit (**see item 5.1 in Appendix A**). Participants indicated their level of agreement with each of the three items on a five-point agreement scale from (1) "Strongly disagree" to (5) "Strongly agree." Items were averaged and higher scores indicate higher levels of perceived job fit.

Overall, participants reported high levels of job fit. The mean score was 4.60 (out of a possible 5). Males reported slightly higher levels of job fit than females, but the difference was not statistically significant. Patrol officers reported lower levels of job-fit than those at higher ranks (**see Figure 4.2**). This relationship was statistically significant ( $P < .05$ ). Further, perceived job-fit increased with age and time on the job; however, these relationships were also not statistically significant.

**Figure 4.2: Person-Job Fit by Rank**



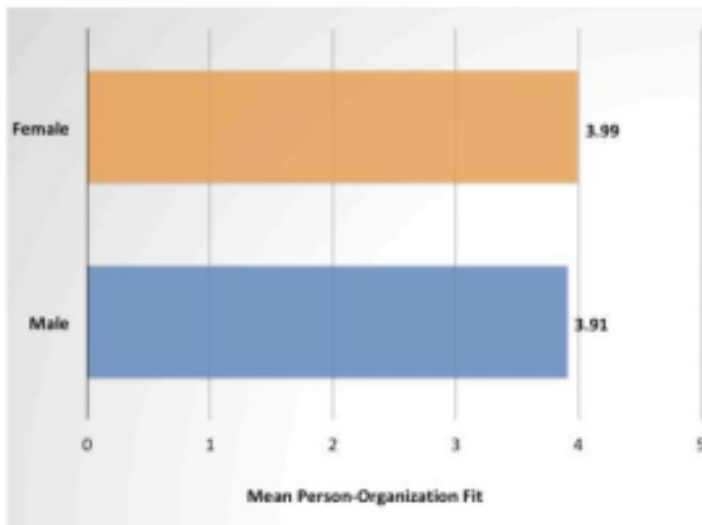
\*Difference is statistically significant ( $p < .05$ )

## Person-Organization Fit

Person-Organization fit (P-O fit) is the match between an individual's characteristics and that of the larger organization (Lauver & Kristof-Brown, 2001). P-O indicates the extent to which there is a match between an individual and the values and goals of the organization. In the current research, there were three items that measured Person-Organization fit (**see item 5.2 in Appendix A**). Participants indicated their level of agreement with each of the three items on a five-point agreement scale from (1) "Strongly disagree" to (5) "Strongly agree." Items were averaged and higher scores indicate higher levels of perceived organization fit.

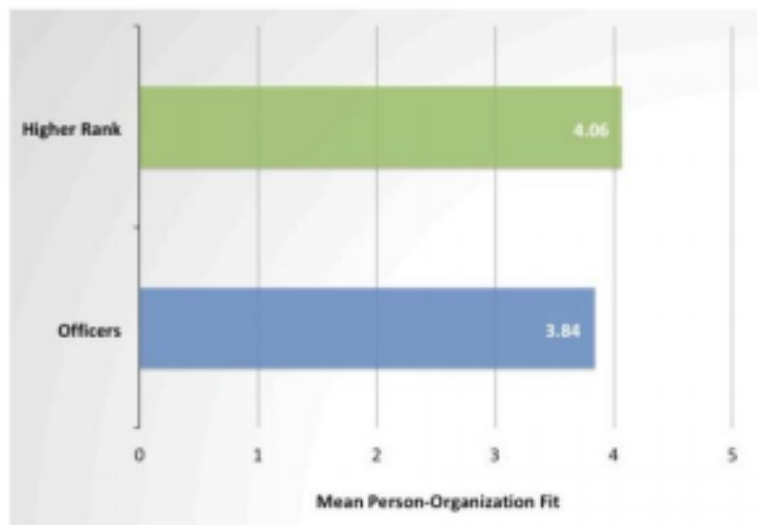
Organization fit was the lowest level of fit among all officers ( $M = 3.99$ ). Females ( $M = 3.99$ ) reported higher levels of P-O fit than males ( $M = 3.91$ ), but the difference was not statistically significant. Patrol officers ( $M = 3.88$ ) reported lower levels than officers of higher ranks ( $M = 4.07$ ). This relationship was statistically significant (**see Figure 4.3**). In other words, patrol officers were significantly less likely to report a match between their goals/values and those of the Omaha Police Department (**see Figures 4.4**).

Figure 4.3: Person-Organization Fit by Gender



\*Difference not statistically significant

Figure 4.4: Person-Organization Fit by Rank



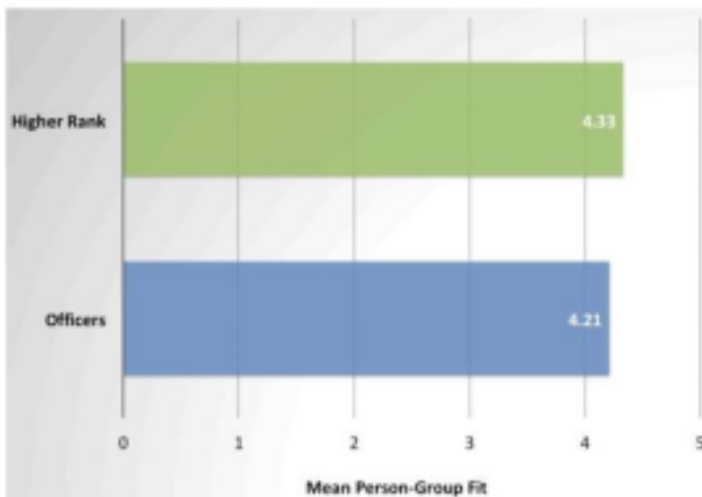
\*Difference statistically significant ( $p < .05$ )

## Person-Group Fit

P-G fit focuses on the extent to which an individual perceives compatibility between their characteristics and the members of their workgroup (Kristof-Brown et al., 2005). Group fit is important to consider because work groups often have different values and norms than that of the larger organization to which they belong. Thus, perceptions of fit may vary at different levels of the organization (Kristof, 1996). In the current research, there were three items that measured Person-Group fit. Participants were told to "...think about your IMMEDIATE WORKGROUP, CREW, OR UNIT (i.e., those people you work most closely with on a regular basis)" and indicate their level of agreement on each of the three items (**Item 5.3 in Appendix A**) on a five-point agreement scale from (1) "Strongly disagree" to (5) "Strongly agree." Items were averaged and higher scores indicate higher levels of perceived group fit.

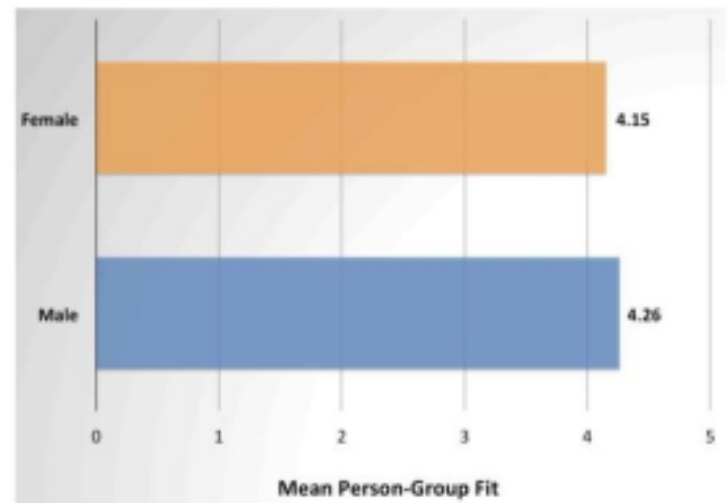
Overall, participants reported relatively high levels of group fit; the mean level of fit among all officers was 4.23 (out of a possible 5). When other variables are considered there were only slight differences. For example, females had slightly lower levels of group fit than males (see **Figure 4.5**) and patrol officers reported slightly lower levels of fit than those of higher rank (see **Figure 4.6**). However, these relationships were not statistically significant.

**Figure 4.5: Person-Group Fit by Rank**



\*Difference not statistically significant

**Figure 4.4: Person-Group Fit by Gender**



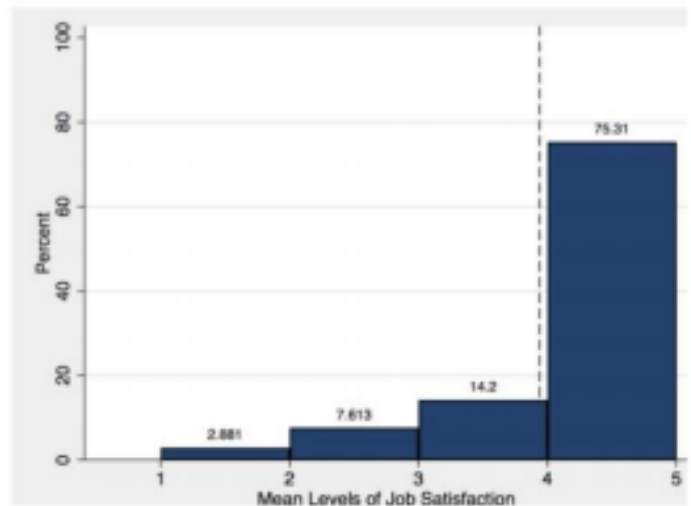
\*Difference not statistically significant

# Organizational Characteristics and Satisfaction

## Job Satisfaction

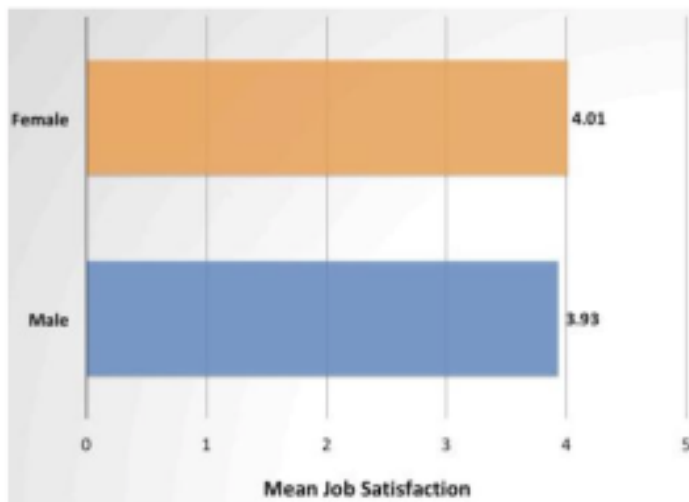
Job satisfaction was measured in one item. This item stated "Overall, I am satisfied with my job" (see item 8.1 in Appendix A). Participants indicated their level of agreement on a five-point scale from (1) "Strongly disagree" to (5) "Strongly agree." Overall, participants indicate a moderate to high level of satisfaction ( $M = 3.94$ ) (see Figure 5.1). Males ( $M = 3.93$ ) and females ( $M = 4.01$ ) reported similarly high levels of overall job satisfaction, as did patrol officers ( $M = 3.96$ ) and officers of other ranks ( $M = 3.89$ ) (see Figure 5.2 & Figure 5.3).

Figure 5.1: Job Satisfaction



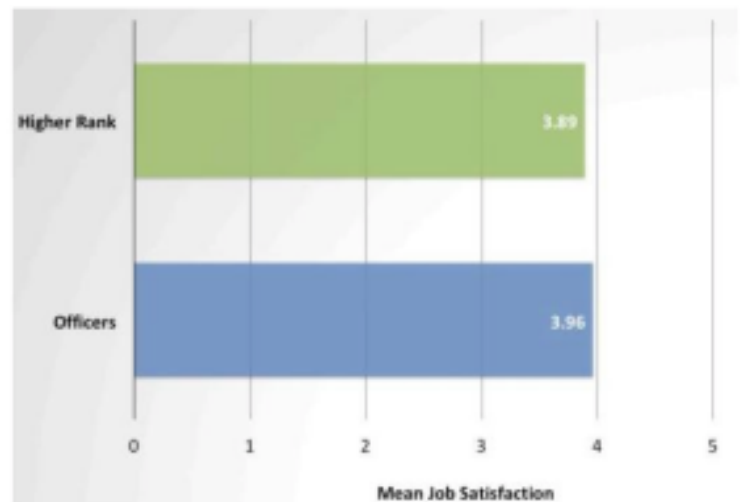
\* Dashed line indicates mean ( $M = 3.49$ )

Figure 5.2: Job Satisfaction by Gender



\*Difference not statistically significant

Figure 5.3: Job Satisfaction by Rank



\*Difference not statistically significant



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## Workplace Incivilities

Anderson & Pearson (1999) define workplace incivility as, “deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect” (p. 457). These behaviors are usually rude and discourteous (Adams & Buck, 2011). They are important to consider because they are associated with psychological well being, and decreased job satisfaction (Cortina, Magley, Williams, and Langhout, 2001).

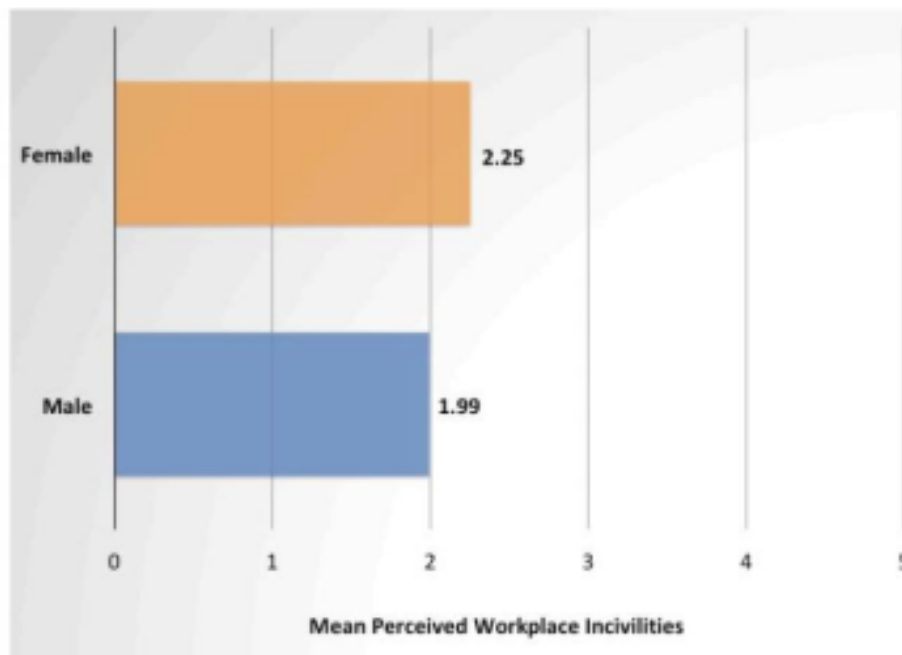
The workplace incivility scale measured the frequency of officers’ experiences of disrespectful, rude, or condescending behavior throughout their time as an officer in their current department (**see item 6.1 in Appendix A**). Participants indicated the frequency to which each item occurs on a five-point scale, from (1) “none of the time” to (5) “most of the time”. Scores were averaged across the six items with higher scores indicating more frequent experience with workplace incivilities.

Scores were not high for this measure ( $M = 2.04$ ), which indicates that experiences of workplace incivilities among officers in the department is low. That said, any experiences of incivilities can impact satisfaction and retention and there were group differences in the extent to which they were experienced. For example, females in this sample report higher levels of workplace incivilities ( $M = 2.25$ ), compared to their male counterparts ( $M = 1.99$ ) (**see Figure 5.2**), and the level of frequency reported by males and females differed by the type of workplace incivility (**see Table 4**). For example, females reported that they were frequently *ignored or excluded from professional camaraderie*. The experience of incivilities also increased with age and time on the job, but this could be attributed to the fact that senior officers had more time to experience incivilities and/or have been on the job prior to various cultural shifts in the agency.

**Table 4: Most to Least Frequently Reported Incivilities by Gender**

	<b>Males</b>	<b>Females</b>
<b>Most Reported</b>	Paid little attention to your statement or opinion	Paid little attention to your statement or opinion
	Put you down or was condescending to you	Put you down or was condescending to you
	Made demeaning or derogatory remarks about you	Doubted your judgment on a matter, which you had responsibility over
	Doubted your judgment on a matter, which you had responsibility over	Ignored or excluded you from professional camaraderie
	Addressed you in unprofessional terms either publicly or privately	Made demeaning or derogatory remarks about you
<b>Least Reported</b>	Ignored or excluded you from professional camaraderie	Addressed you in unprofessional terms either publicly or privately

**Figure 5.4: Workplace Incivilities by Gender**



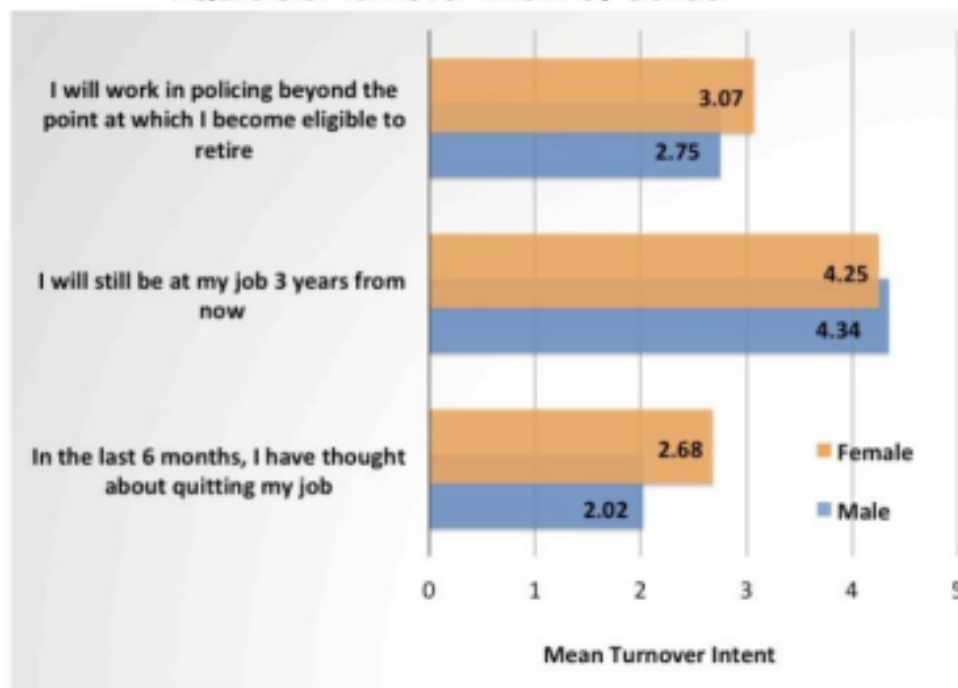
\*Difference is statistically significant ( $p < .05$ )

## Turnover Intent

Three items measured turnover intent. These items include *In the last 6 months I have thought about quitting my job*, *I will still be at my job 3 years from now*, and *I will work in policing beyond the point at which I become eligible to retire*. Participants indicated their level of agreement on a five-point scale from (1) “strongly disagree” to (5) “strongly agree” for each of these items (see item 7.1 in the Appendix A).


The item, *I will still be at my job 3 years from now*, had the highest overall score of 4.32 out of 5, indicating that most officers plan to remain at the job for at least the next three years. Expectations about remaining at the job did not differ by gender, rank, age, or years on the job. When asked the extent to which they had considered quitting their job in the past 6 months, participants were relatively neutral ( $M = 2.16$ ). Females ( $M = 2.68$ ) were more likely than males ( $M = 2.02$ ) to report having thought about quitting (see Figure 5.3). This difference was statistically significant. On the other hand, female officers were also slightly more likely to report that they would work beyond retirement eligibility.

Figure 5.5: Turnover Intent by Gender



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## Appendix A

### Item 1.1

Operational Stress							
	% 1 No stress at all	% 2	% 3	% 4 Moderate stress	% 5	% 6	% 7 A lot of Stress
Upholding an ideal public image	32.29	26.42	11.95	18.24	6.08	2.10	2.94
Negative comments from the public	19.96	21.01	16.39	20.80	8.19	7.56	6.09
Traumatic events	19.12	26.26	15.97	20.17	6.51	7.56	4.41
Negative stories in the media about the police	12.37	16.14	15.09	20.75	14.26	12.58	8.81

### Item 1.2

Organizational Stress							
	% 1 No stress at all	% 2	% 3	% 4 Moderate stress	% 5	% 6	% 7 A lot of Stress
Dealing with co-workers	26.04	32.71	13.75	16.04	6.88	2.50	2.08
Feeling like you always have to prove yourself in the organization	28.60	28.81	14.82	14.61	6.26	3.76	3.13
If you are sick or injured, you co-workers seem to look down on you	47.71	28.54	7.71	7.71	3.33	2.50	2.50
Leaders overemphasize the negatives	21.04	18.75	14.58	17.50	11.25	9.38	7.50
The feeling that different rules apply to different people	8.82	15.34	10.92	19.33	13.24	16.18	16.18

**Item 2.1**

<b>Anxiety</b>					
	<b>% 1 Never</b>	<b>% 2</b>	<b>% 3</b>	<b>% 4</b>	<b>% 5 Always</b>
I felt anxious	32.92	39.38	17.92	0.83	8.96
I felt worried	33.68	42.47	14.85	0.63	8.37
I found it hard to focus on anything other than my anxiety	64.58	24.38	7.29	0.21	3.54
I felt nervous	41.88	38.96	13.54	0.21	5.42
I felt uneasy	42.59	38.41	13.57	0.42	5.01
I felt tense	33.75	38.96	17.71	1.67	7.92

**Item 3.1**

<b><i>Adherence to Traditional Police Culture</i></b>					
	<b>% 1 Strongly disagree</b>	<b>% 2 Somewhat agree</b>	<b>% 3 Neither agree nor disagree</b>	<b>% 4 Somewhat agree</b>	<b>% 5 Strongly agree</b>
An officer is most effective when they focus on serious crime	44.27	30.99	17.71	5.43	1.61
Police are required to spend too much time handling unimportant calls	8.87	13.91	15.73	37.90	23.59
A detached approach to dealing with citizens is more effective than a friendly approach	44.67	27.97	22.74	3.82	0.80
Police should be required to handle nuisances	2.82	11.27	22.54	41.65	21.73
Police should regularly engage in community policing activities	3.02	7.44	21.53	37.22	30.78

**Item 4.1**

<i>Importance of Using Procedural Justice</i>					
	<b>% 1</b> Not at all important	<b>% 2</b>	<b>% 3</b> Moderately important	<b>% 4</b>	<b>% 5</b> Extremely important
Allowing citizens to explain their side of the story	0.40	1.21	7.89	41.30	49.19
Explaining to citizens the reasoning or legal basis behind important decisions	0.81	3.65	19.47	39.96	36.11
Treating citizens respectfully, even if you are personally frustrated with them	0.20	1.42	7.69	33.40	57.29
Treating citizens fairly	0.20	0.81	2.02	24.09	72.87

**Item 5.1**

<i>Person-Job Fit</i>					
	<b>% 1</b> Strongly disagree	<b>% 2</b> Somewhat agree	<b>% 3</b> Neither agree nor disagree	<b>% 4</b> Somewhat agree	<b>% 5</b> Strongly agree
I have the right skills and abilities for this job	0.20	0.00	2.04	30.61	67.14
My personality is a good match for this job	1.22	0.00	5.09	29.53	64.15
I am the right type of person for this type of work	0.20	0.41	6.73	25.31	67.35

**Item 5.2**

<i>Person-Organization Fit</i>					
	<b>% 1</b> Strongly disagree	<b>% 2</b> Somewhat agree	<b>% 3</b> Neither agree nor disagree	<b>% 4</b> Somewhat agree	<b>% 5</b> Strongly agree
My values match or fit the values of this agency	2.24	4.68	12.63	48.27	32.18
I am able to maintain my values at this agency	1.63	1.83	9.78	42.97	43.79
I fit in well within this agency	1.02	4.29	13.47	43.06	38.16

**Item 5.3**

<i>Person-Group Fit</i>					
	<b>% 1</b> Strongly disagree	<b>% 2</b> Somewhat agree	<b>% 3</b> Neither agree nor disagree	<b>% 4</b> Somewhat agree	<b>% 5</b> Strongly agree
My values match or fit the values of my immediate workgroup	0.61	4.09	10.02	43.76	41.51
I fit in well with the members of my workgroup	0.61	2.86	7.77	39.88	48.88
The members of my workgroup value me	1.02	3.07	16.56	37.83	41.51

### Item 6.1

<i>Workplace Incivilities</i>					
	<b>% 1</b> None of the time	<b>% 2</b> Seldom	<b>% 3</b> Sometimes	<b>% 4</b> Often	<b>% 5</b> Most of the time
Put you down or was condescending to you	17.77	46.69	29.13	5.58	0.83
Paid little attention to your statement or opinion	0.83	48.14	30.58	5.99	0.41
Made demeaning or derogatory remarks about you	36.10	40.25	18.88	3.94	0.83
Addressed you in unprofessional terms either publicly or privately	37.27	41.61	16.36	3.52	1.24
Ignored or excluded you from professional camaraderie	40.50	38.84	14.67	3.93	2.07
Doubted your judgment on a matter, which you had responsibility over	31.20	47.11	17.77	2.89	1.03

### Item 7.1

<i>Turnover intent</i>					
	<b>% 1</b> Strongly disagree	<b>% 2</b> Somewhat agree	<b>% 3</b> Neither agree nor disagree	<b>% 4</b> Somewhat agree	<b>% 5</b> Strongly agree
In the last 6 months, I have thought about quitting my job	55.76	9.05	7.41	19.14	8.64
I will still be at my job 3 years from now	6.38	2.06	8.85	18.31	64.40
I will work in policing beyond the point at which I become eligible to retire	28.60	15.02	21.40	16.46	18.52



**Item 8.1**

<i>Job Satisfaction</i>					
	<b>% 1</b> Strongly disagree	<b>% 2</b> Somewhat agree	<b>% 3</b> Neither agree nor disagree	<b>% 4</b> Somewhat agree	<b>% 5</b> Strongly agree
Overall, I am satisfied with my job	2.88	7.61	14.20	43.00	32.30

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