

DEVELOPMENT AND VALIDATION OF A LAW ENFORCEMENT MOTIVATION
MEASURE

by

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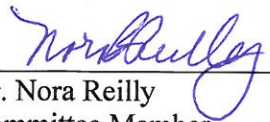
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ABSTRACT

Public Service Motivation (PSM) describes the finding that certain people have a tendency to respond to motives grounded in public institutions that prompts them to perform meaningful public service. As a subdivision of the public sector it can be naturally inferred that PSM theory can be extended to law enforcement; however, there have been no specific applications of PSM. Furthermore, there has been no broad thinking about the research conducted on law enforcement officer motivation. The purpose of this two-part study was to extend what is already known about law enforcement motivation (LEM) into a measure that can be used in research and practice. Study 1 developed and provided initial validation evidence for a LEM and correlated it with recruitment outcomes like applicant attraction and job pursuit. Study 2 used the developed measure and correlated it with retention outcomes like job satisfaction and organizational commitment. Results indicated that the construct is conceptually associated with four dimensions: Altruism, Legalism, Personal Perceptions, and Power and Status. There was strong evidence for LEM's positive relationship with both applicant attraction and job pursuit intentions. However, conclusions regarding LEM's relationship with job satisfaction and organizational commitment could not be clearly and confidently drawn. Results, limitations, future directions, and conclusions are discussed.

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DEDICATION

I would like to dedicate this effort to all law enforcement officers. May this be a step towards healthier and happier careers that leave positive impacts. I also dedicate this effort to the local communities that interface with law enforcement officers. May this be a step towards the recruitment and retention of officers that have your best interests at heart. It is with both of you in mind that I pursued this thesis.

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To my parents, Ruth and Wallton McMillan: I extend my sincerest appreciation. Without you graduate school and this thesis simply would not have been possible. Mommy, you have relentlessly supported my dreams and career ambitions, like only a mother could. Daddy, you have provided me with opportunities that some people can only dream of and helped me transform my ideas into actions. To my siblings, Omar and Gabrielle McMillan: Thank you for your authenticity and always keeping it real. I'm grateful for the unique perspectives that you both offer, as they have continually molded and challenged me.

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CHAPTER 1: LITERATURE REVIEW

It is understandable how the nature of a law enforcement officer's (LEO) job can be unappealing, given that LEOs often work long shifts and perform hazardous duties. While this line of work is not for everyone, there are a number of reasons that may discourage people from submitting an application, such as changing generational preferences, increased competition, expanded skill requirements, uncompetitive benefits, and organizational characteristics (The International Association of Chiefs of Police, 2009; Wilson, 2010). Because law enforcement agencies (LEAs) are limited in their ability to attract and retain employees, it is crucial that they understand why LEOs do join in order to capitalize on their strengths.

The purpose of this two-part study is to extend what is already known about LEO motivation into a measure that can be used in research and practice. Study 1 will develop and provide initial validation evidence for a measure of law enforcement motivation (LEM) and correlate it with recruitment outcomes like applicant attraction and job pursuit. Study 2 will use the developed LEM measure and correlate it with retention outcomes like job satisfaction and organizational commitment. Person-Job (P-J) fit will be used as the overarching theoretical framework through which one can view the fit between personal characteristics and job characteristics that fuels a person's motivation to choose a job/career.

Person-Job Fit

It has been consistently found throughout psychology that people are attracted to different occupations as a result of their personality, values, interests, and other attributes (Schneider, 1987). When exploring different jobs and careers, individuals often look for a fit before they apply for a job or pursue a career (Cable & Judge, 1996, 1997; Judge & Bretz, 1992; Kristof, 1996; Tom, 1971). Individuals will typically calculate their perceived fit by comparing their

personal characteristics and needs to the characteristics of the job (Chapman, Uggerslev, Carroll, Piasentin, & Jones, 2005; Kristof, 1996). Therefore, it is understood that potential applicants evaluate job characteristics in light of their own needs and values when determining fit (Chapman et al., 2005).

This fit between a person and a job is referred to as Person-Job fit (P-J fit). P-J fit can be defined as the similarity between the individual's characteristics (e.g., personal goals, skills, values, motivations) and the job's characteristics (e.g., goals, structure, required skills, and significance) (Bright, 2007; Chatman, 1991; Kristof-Brown, Zimmerman, & Johnson, 2005). This congruence is usually accomplished in two ways, as supplementary or complementary fit. Supplementary congruence is accomplished when the individual's and job's characteristics are similar to each other (i.e., when jobs attract individuals who have comparable goals and values to that of the job) (Bright, 2007; Kristof, 1996; Mostafa, 2013; Muchinsky & Monahan, 1987). Complementary congruence is accomplished when the individual's and job's characteristics add something that is absent to make each other complete (i.e., when the significant unmet needs of individuals are satisfied by the characteristics of the job) (Bright, 2007; Kristof, 1996; Muchinsky & Monahan, 1987).

Research shows that P-J fit has positive effects on employee attitudes and behaviors (Bretz & Judge, 1994; Kristof, 1996; Kristof-Brown et al., 2005; Vancouver & Schmitt, 1991). Findings generally support that as the similarity between individuals and jobs increases, employees become more satisfied, committed, and productive (Bright, 2007). More specifically, research has shown that P-J fit has a strong correlation with job satisfaction, organizational commitment, intent to quit, organizational attraction (Chapman et al., 2005), and organization's intent to hire (Kristof-Brown et al., 2005).

It is through this P-J fit lens that parallels can be drawn between the personal characteristics and job characteristics that fuel a person's motivation to work in law enforcement. Consequently, motivation theory will also be used to explore the influence that personal characteristics and job characteristics have on motivation.

Classic Motivation Theories

Employee motivation has been studied for decades. Researchers have analyzed it at various levels and in different environments in order to determine what motivates employees, how motivations differ, and how they affect each employee differently (Adkins, 2015). Motivation is defined as being "moved to do something" (Ryan & Deci, 2000). Research has examined motivation from both the perspective of an individual and a job. Furthermore, this research suggests that motivation can be influenced by a person's and job's characteristics (Hackman & Oldham, 1975; Maslow, 1943). This thesis will be using both of these perspectives to examine law enforcement motivation.

Personal Perspective of Motivation. A notable theory of motivation is Maslow's (1943) Theory of Human Motivation, which partially theorizes that personal beliefs or needs serve as the basis for motivation (Adkins, 2015). A need can be defined as "variable internal states that when activated or aroused energize and direct behavior" (Jex & Britt, 2014, p. 292; Pittman & Ziegler, 2007). Maslow theorized a hierarchical structure of need fulfillment containing physiological, safety, love, esteem, and self-actualization needs (Jex & Britt, 2014). Some misinterpret Maslow's theory by declaring that individuals must progress sequentially through the hierarchy one level at a time as if climbing up a ladder. However, Maslow actually contended that his theory is flexible and that people can move "through the hierarchy vacillating among all levels" (Conser, 1979, p. 286; Maslow, 1943). Ultimately, he believed that people aim for self-

actualized states and that satisfied intrinsic motivation reflects the experience of an individual having feelings of accomplishment and self-actualization from doing work. Subsequently, it can be reasoned that an individual's satisfied or unsatisfied needs create the potential for disagreement between levels of self-actualization and the challenges the individual faces while performing job tasks (Udechukwu, 2009). For example, if an LEO is motivated by the need to assert authority over others, there will be little to no dissonance between the LEO's level of self-actualization and the challenges of enforcing laws because, for that person, some physiological need is being satisfied (Udechukwu, 2009).

It has been well documented in motivation literature that intrinsic motivation is strongly correlated with job satisfaction (Brown & Shepherd, 1997; Li et al., 2014; Tella, Ayeni, & Popoola, 2007; Teryima, Timothy, Faajir, John, & Vivien, 2016; Wright & Grant, 2010) and organizational commitment (Nwachukwu, 2011; Teryima et al., 2016). Unmotivated employees are apathetic towards tasks and can over time exhibit negative behaviors when their needs are not met (Langton, Robbins, & Judge, 2010; Nwachukwu, 2011); whereas, motivated employees are satisfied employees. They tend to stay longer, have a lower absenteeism rate, have fewer grievances and need less supervision than unmotivated and dissatisfied employees (Teryima et al., 2016).

Job Perspective of Motivation. Research has shown that job characteristics can affect a person's motivation to perform work. Hackman and Oldham (1975) proposed that there is a relationship between job characteristics and individual responses to work, and that jobs could be designed in such a way that would promote a person's internal motivation. Their Job Characteristics Theory (JCT) proposes that there are five job characteristics promoting three psychological states, which lead to some positive personal and work outcomes (Hackman &

Oldham 1976, 1980). Individual difference variables are also included as moderators of the relationship between job characteristics and the outcome variables (Faturochman, 1997).

Five core job characteristics include (1) Skill Variety: “the degree to which the job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person,” (2) Task Identity: “the degree to which the job requires doing a whole and identifiable piece of work from beginning to end,” (3) Task Significance: “the degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or the world at large,” (4) Autonomy: “the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out,” and (5) Job-Based Feedback: “the degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance” (Oldham & Hackman, 2010, p. 464).

JCT proposes that three psychological states will result based on the five core job characteristics, including (1) Experienced Meaningfulness of the Work: the degree to which the employee experiences the job as intrinsically “meaningful, valuable, and worthwhile,” (2) Experienced Responsibility for Outcome of the Work: “the degree to which the employee feels personally accountable and responsible for the results of the work he or she does,” and (3) Knowledge of Results of the Work Activities: “the degree to which the employee knows and understands, on a continuous basis, how effectively he or she is performing the job” (Hackman & Oldham, 1975, p. 162). Lastly, JCT predicts that these psychological states will most importantly result in internal motivation. However, several additional outcomes are also predicted, such as applicant attraction (Chapman et al., 2005), growth satisfaction, general job

satisfaction, work effectiveness, quality of work performance, absenteeism, and turnover (Chapman et al., 2005; Hackman & Oldham, 1975; Faturochman, 1997).

Public Service Motivation Theory

Law Enforcement Industry. While classic motivation theories have proven to be very useful in a variety of workplaces, they are not always as easily applicable to public service sectors like law enforcement agencies (LEAs) given their unique setting. Conser (1979) articulated this when he proposed four problems with applying classic motivation theories to LEAs (Adkins, 2015). First, there are economic limits of municipal LEAs. Because municipalities are not businesses, profit does not drive them, and LEAs generally cannot provide the financial rewards that often motivate people. Second, LEAs often have a paramilitary structure, which does not foster incentives or creativity. Third, promotion and advancement in LEAs is not as commonplace as it is in the private sector. Fourth, LEA productivity is difficult to measure. For example, because criminal punishment is one measure of productivity, it can create complications when assessing performance and administering incentives.

In response to these issues, Conser (1979) proposed an adaptive theory of management that does not fully reject classical theory, but instead emphasizes the parts of classical theories that can function in a LEA and minimizes those parts that cannot function. His adaptive theory of management suggests that new performance strategies should focus on positive outcomes of performance as opposed to comparing performance to past results. Additionally, he suggests that reward systems should take into account the needs and values of LEOs. This requires LEAs to understand what their LEOs are seeking and tailor their rewards accordingly, as opposed to blindly implementing generic textbook examples. Lastly, these rewards must be incorporated into the LEA structure (Adkins, 2015). The introduction of Public Service Motivation (PSM)

theory is one attempt researchers have made at understanding the unique facets of employee values and motivations within a public organization context.

Public Service Motivation. Numerous studies (Buelens & Van der Broek, 2007; Sheley & Nock, 1979; Wu, Sun, & Cretacci, 2009) have evaluated public service employees' motivations and shown that their motivations differ from the general public (Adkins, 2015). Public Service Motivation (PSM) describes the finding that certain people have a "predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations" that prompts them "to perform meaningful public, community and social service" (Brewer & Selden 1998, p. 417; Wright & Grant, 2010). Perry (1996) proposed that PSM is theoretically related to six dimensions labeled attraction to public policy making, commitment to the public interest, civic duty, social justice, self-sacrifice, and compassion, which are defined as follows (Perry, 1996, p. 6-7):

- Attraction to Public Policy Making: the desire to "participate in the formulation of public policy"
- Commitment to the Public Interest: "the desire to serve the public interest"
- Civic Duty: sense of duty that "derives from the state's sovereign power and the role of public employees as nonelected trustees of portions of this power"
- Social Justice: the desire to participate in "activities intended to enhance the well-being of minorities who lack political and economic resources"
- Self-Sacrifice: "the willingness to substitute service to others for tangible personal rewards"

- Compassion: “an extensive love of all people within our political boundaries and the imperative that they must be protected in all of the basic rights granted to them by the enabling documents”

PSM theory is used to argue that people with higher PSM are more prone to (1) work for the government because they can perform meaningful public service, (2) perform better in public service jobs because it is intrinsically rewarding, and (3) feel more satisfied with their public service jobs because it is intrinsically rewarding; and there is a growing body of research to support these claims (Wright & Grant, 2010). Furthermore, research not only suggests that PSM does not lessen over time (Adkins, 2015; Georgellis & Tabvuma, 2010), but also that there is a positive correlation between PSM and attraction to the public sector (Carpenter & Miguel, 2012; Perry & Wise, 1990).

Present Study

While PSM is a well-established area of research, there have been no specific applications of it to law enforcement. Furthermore, there has been no broad thinking about LEO motivation despite the fact that research has been conducted on it for more than 30 years. The purpose of the present two-part study is to transform what is already known about LEO motivation into a measure that can be used in research and practice. Study 1 will develop a LEM measure based on common themes found in the LEO motivation literature, examine its psychometric properties, and correlate it with recruitment outcomes like applicant attraction and job pursuit. Study 2 will validate the LEM measure using an LEO population with retention outcomes like job satisfaction and organizational commitment.

Law Enforcement Motivation Theory. LEO motivation research began during the 1960s (White, Cooper, Saunders, & Raganella, 2010) and a fair amount of research on LEOs examined their reasons for entering the field. There has been consistent and overwhelming evidence supporting the belief that LEO motivation has changed very little over the past 30 years and generally does not vary among individuals of different age, gender, or race (Adkins, 2015; Foley, Guarneri, & Kelly, 2008; Oberfield, 2014; Raganella & White, 2004; White et al., 2010). Research highlights several primary reoccurring reasons for pursuing law enforcement, such as the desire to help people, salary and benefits, job security, excitement of the work, opportunities for career advancement, desire to fight crime, prestige of the profession, and companionship with co-workers (Adkins, 2015; Castaneda & Ridgeway, 2010; Foley et al., 2008; Lester, 1983; Raganella & White, 2004; Ridgeway, 2008; Switzer, 2006; White, 2004; White et al., 2010). Including these primary motivators, a total of 22 different motivations are identified in the literature. In contrast, Castaneda and Ridgeway (2010) identified a total of 16 disadvantages or de-motivators.

Taken together, these 38 motivations were used to create a measurement scale that assesses LEM. LEM is defined as an individual's motivation to work in law enforcement. To begin the process, the total 38 motivations were divided into two categories that are consistent with the fit and motivation literature discussed above: personal characteristics and job characteristics. Personal characteristics contained 12 motivations that pertained to the individual person. Next, the 12 motivations were categorized based on similarity into four subcategories: Altruism, Legalism, Biography, and Personal Perceptions (See Table 1). Job characteristics contained 26 motivations that pertained to the job of an LEO. Next, the 26 motivations were categorized based on similarity into six subcategories: Job Tasks, Power and Status, Pay and

Security, Accessibility and Maintainability, Military Structure, and Organizational Support (See Table 2).

Table 1.

Personal Characteristics

Altruism
Opportunity to help people in the community

Legalism
To fight crime
To enforce the laws of society

Biography
It has been my lifelong dream or aspiration
I have friends/relatives who were police officers
A friend, relative, or I was a victim of a crime
Relatives or friends have negative views regarding law enforcement (D)

Personal Perceptions
Personal negative views regarding law enforcement (D)
Negative portrayal of law enforcement in the media (D)
Abuse of power or excessive force used by law enforcement officer(s) (D)
Perceived corruption within law enforcement agencies (D)
Perceived favoritism within law enforcement agencies (D)

Note. D denotes a disadvantage.

Table 2.

Job Characteristics

Job Tasks
Excitement of the work
Variety and non-routine nature of the work

Power and Status
Profession carries prestige
Profession carries power and authority
Ability to work on your own a lot; have a good deal of autonomy
Opportunities for career advancement

Pay and Security
Salary (A/D)
Job security
Job benefits (A/D)

Accessibility and Maintainability
Lack of other career alternatives
Agency was willing to send me to academy
Uniforms, gear, and supplies needed for academy were paid for
To use the job as a stepping stone to a better career
Criminal record disqualifications (D)
Difficulty meeting fitness requirements(D)
Difficulty meeting family obligations (e.g., child care, elder care) (D)
Threat of injury (D)
Threat of death(D)
Long hours (D)
Shift work (D)

Military Structure
Military-like structure such as use of rank and command structure (A/D)

Organizational Support
Good companionship with co-workers
Law enforcement agency support

Note. D denotes a disadvantage.

A/D denotes that the item was identified as both an advantage and disadvantage. As a result, these items were counted twice in the 38 total.

In sum, this process resulted in the 38 different motivations that encompass LEM being organized into two categories: (1) Personal Characteristics, composed of the subcategories Altruism, Legalism, Biography, and Personal Perceptions; and (2) Job Characteristics, composed of the subcategories Job Tasks, Power and Status, Pay and Security, Accessibility and Maintainability, Military Structure, and Organizational Support. Their respective definitions were generated based on the nature of the motivations and how they may practically relate to LEOs.

Personal Characteristics. Personal Characteristics are defined as motivations that are typically intrinsically motivating and determined by the individual. They stem from the needs and desires that LEOs often seek to satisfy from law enforcement. It also includes elements of an individual's biography and perception that relate to law enforcement. It is composed of the subcategories Altruism, Legalism, Biography, and Personal Perceptions.

Altruism is defined as “willingness to help others at cost to oneself without an immediate or guaranteed return” (DeSteno, 2015). This factor extends the definition of “others” to include all people, even those with whom the individual is not familiar (i.e., strangers or the general public) or who could seem underserving of help (i.e., rude, unpleasant people). Elements of self-sacrifice are also present, in that helping may cost the individual something (i.e. time, money, personal cost).

Legalism is defined as one's predisposition to obey and enforce laws. This could stem from elements of conscientiousness and meticulousness for respecting rules and their function in society. Additionally, it could stem from feelings of heroism or duty in that rule breaking often harms others, and the individual has the desire or responsibility to stop it in order to enhance the well-being of everyone and ensure justice.

Biography is defined as biographical factors that negatively or positively influence one's desire to become an LEO. This includes lifelong dreams, having friends or relatives who are LEOs, and the absence or presence of support from family or friends to pursue a career.

Personal Perception is defined as the extent to which an individual holds positive or negative perceptions of law enforcement. Often this stems from personal views and media portrayals. This factor includes specific elements of LEA corruption and LEO excessive force.

Job Characteristics. Job Characteristics are defined as variables that are typically innate to the job. They contain the elements of JCT that are most applicable for an LEO in addition to new characteristics that are unique to law enforcement. It is composed of the subcategories Job Tasks, Power and Status, Pay and Security, Accessibility and Maintainability, Military Structure, and Organizational Support (See Table 2).

Job Tasks are defined as the variety and types of general tasks that stimulate LEM. This includes the variety, non-routine, and physically strenuous nature of the work, in addition to the excitement and adrenaline that performing such tasks often create.

Power and Status is defined as one's desire for power, status, and autonomy. This includes the substantial amount of authority LEOs possess over others. Innately this also requires LEOs to directly interact with others in order to use their ability to have a significant impact. It also presents the elements of their autonomy to make their own decisions on how best to carry out job tasks, the prestige LEOs occupy, and the numerous channels they have to advance their career.

Pay and Security is defined as one's desire for good pay, good job benefits, and job security. Furthermore, it seeks to compare the three to each other to clarify the degree to which these factors are important to the individual and/or necessary for an LEO job choice.

Accessibility and Maintainability is defined as one's perception of how attainable and maintainable the individual perceives typical law enforcement job characteristics to be. In essence, it encompasses the practical motivators (i.e., paid academies, stepping stone to a better career) and de-motivators (i.e., threat of injury, long hours) of becoming an LEO.

Military Structure is defined as one's predisposition to prefer military style organizations. Such individuals may have a deep respect for those who outrank them and appreciate having clear roles and set orders from superiors.

Organizational Support is defined as one's desire for a supportive system in which there is a friendly, non-competitive environment and management stands behind employees. This includes the desire to have close working relationships with co-workers and feel like they are part of a larger "family" or "brotherhood" that sticks together. Additionally, this includes the desire to feel that organization management will support LEOs in the ethically charged decisions they must often make.

Outcome Variables

Applicant Attraction and Job Pursuit. While applicant attraction is an important and useful construct, it is frequently used as a substitute for job pursuit. Researchers have emphasized that, theoretically, an individual's general attraction may not always directly relate to actively seeking a job in an organization (Rynes & Lawler, 1983; Rynes, Schwab, & Heneman, 1983). Despite this emphasis, some researchers continue to blend the two and neglect their differences empirically (Aiman-Smith, Bauer, & Cable, 2001). Applicant attraction is often manifested as an attitude or expressed general positive affect toward a job or organization that moves an individual toward initiating a connection (Aiman-Smith et al., 2001). Chapman et al.

(2005) defined applicant attraction as the applicant's overall evaluation of the attractiveness of a job or organization (Chapman et al., 2005).

In contrast, job pursuit forces an individual to move beyond the passivity of attractiveness to actively pursue a job (Highhouse, Lievens, & Sinar, 2003). Aiman-Smith et al. (2001) defined job pursuit as "the intention to take action to find out more information about a job, to contact the organization, and to try to secure an interview" (Aiman-Smith et al., 2001). This definition was echoed by Highhouse et al.'s (2003) interpretation of job pursuit as thoughts about a job that explicitly involve further action. This could entail a person's desire to submit an application, attend a site visit or follow-up interview, or otherwise suggest a willingness to enter or remain in the applicant pool (Chapman et al., 2005). Gomes and Neves (2011) extended the definition further to include intentions to accept a job. Encompassed altogether, this thesis defines job pursuit as "intentions to apply for a job, pursue a job, or accept a job offer" (Gomes & Neves, 2011).

Naturally, applicant attraction has been shown to have a strong relationship with and to predict job pursuit intentions (Gomes & Neves, 2011); however, when the two were pieced apart, Chapman et al.'s (2005) meta-analysis of 71 studies found that both applicant attraction and job pursuit intentions were individually predicted by job characteristics and perceived fit (Chapman et al., 2005; Gomes & Neves, 2011; Kristof-Brown et al., 2005). Similarly, advances in PSM have shown that individuals with higher PSM are attracted to the public sector (Carpenter & Miguel, 2012; Perry & Wise, 1990) and more prone to work for the government (Wright & Grant, 2010). Given that perceived fit, job characteristics, and PSM were found to separately but similarly influence applicant attraction and job pursuit, it is hypothesized that the LEM measure will positively correlate with and predict applicant attraction and job pursuit (see Figure 1 and 2).

Hypothesis 1: LEM will positively correlate with and predict applicant attraction.

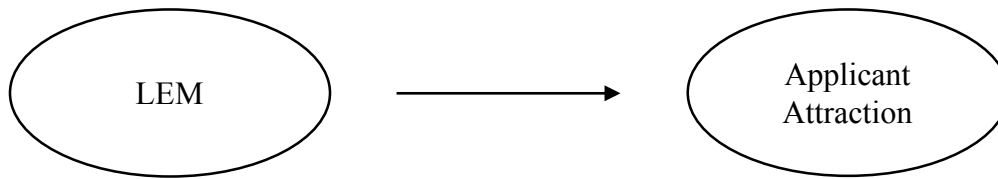


Figure 1. Hypothesis 1: Applicant Attraction Model

Hypothesis 2: LEM will positively correlate with and predict job pursuit intentions.

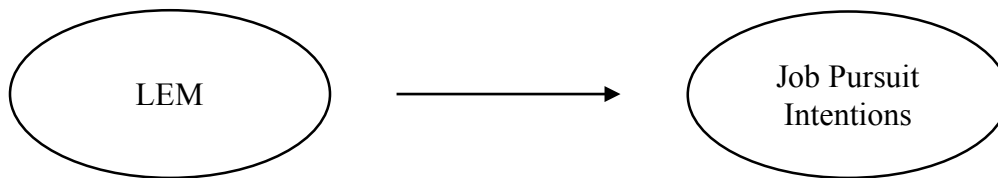


Figure 2. Hypothesis 2: Job Pursuit Model

Job Satisfaction. Because job satisfaction is considered one of the most critical employee attitudes by researchers and practitioners alike (Saari & Judge, 2004), it is one of the most intensively studied employee attitude outcomes in organizational research (Vilela, González, & Ferrín, 2008). While numerous definitions are in circulation, this thesis will use Locke’s (1976) definition as it is the most frequently used definition of job satisfaction (Mostafa, 2013). He defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience” (Locke 1976, p. 1304.) Simply put, job satisfaction refers to an employee’s attitude toward his or her job that often manifests itself through feelings, thoughts, and behaviors (Jex & Britt, 2014). As a result, workers with high job satisfaction have

positive feelings, whereas dissatisfied workers have negative feelings (Mostafa 2013; Robbins, 1998).

While there are many different determinants of job satisfaction, studies have shown that both P-J fit (Kristof-Brown et al., 2005) and job characteristics (Faturochman, 1997; Hackman & Oldham, 1975; Kristof-Brown et al., 2005) have a positive relationship with job satisfaction. Additionally, the relationship between intrinsic motivation, specifically PSM, and job satisfaction has been assessed in a number of studies (e.g. Brewer & Selden, 1998; Kim, 2012; Moynihan & Pandey, 2007; Naff & Crum, 1999; Taylor & Westover, 2011; Vandenaabeele, 2009; Wright Christensen, & Pandey, 2013), and the results support the finding of a positive relationship between PSM and job satisfaction. Given that P-J fit, PSM, and job characteristics were found to similarly influence job satisfaction, it is hypothesized that the LEM measure will positively correlate with and predict job satisfaction (see Figure 3).

Hypothesis 3: LEM will positively correlate with and predict job satisfaction.

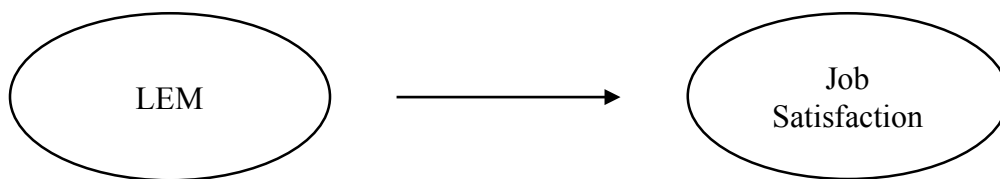


Figure 3. Hypothesis 3: Job Satisfaction Model

Organizational Commitment. Organizational commitment is defined as “the extent to which employees are dedicated to their employing organizations and are willing to work on their behalf and the likelihood that they will maintain membership” (Jex & Britt, 2014, p. 269). Meyer and Allen (1991) extended this definition to identify three different forms of organizational

commitment: Affective, Normative, and Continuance. Affective commitment refers to an individual's "emotional attachment to, identification with, and involvement in the organization." Normative commitment refers to "the obligation an individual feels to stay with the organization" (Teryima et al., 2016, p. 114). Continuance commitment refers to individuals' "perception of the relative investment they have made in the organization and the relative cost associated with seeking membership in another organization" (Jex & Britt, 2014, p. 270).

It has been shown that both P-J fit and job characteristics have a positive relationship with organizational commitment (Kristof-Brown et al., 2005). Additionally, the relationship between intrinsic motivation, specifically PSM, and organizational commitment has been assessed in a several studies (Brewer & Selden, 1998; Crewson, 1997; Kim, 2012; Moynihan & Pandey, 2007), and the results support the finding of a positive relationship between PSM and organizational commitment. Given that P-J fit, PSM, and job characteristics were found to similarly influence organizational commitment, it is hypothesized that the LEM measure will positively correlate with and predict organizational commitment.

Hypothesis 4: LEM will positively correlate with and predict organizational commitment.

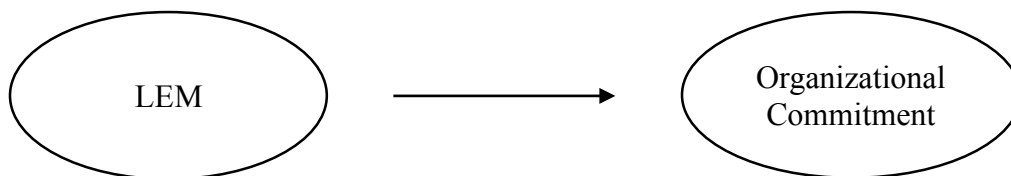


Figure 4. Hypothesis 4: Organizational Commitment Model

Significance and Implications for Practice. This thesis is responding to both recent and longstanding calls for more research on LEO motivation (Adkins, 2015; Conser, 1979; Crewson, 1997; Raganella & White, 2004; White et al., 2010; Wright & Grant, 2010), and specifically for scale development (Conser, 1979; Crewson, 1997). These authors stressed the importance of considering LEO motivation when LEAs seek to modify their efforts in the recruiting, job environment, or daily operations details within their agency.

Understanding LEO motivation is the first step to developing valid methods of measuring it. Periodically measuring this helps determine its evolution and inform if modification to policies and procedures is needed. In turn, this will help LEAs combat recruitment crises and reach their goals to hire better officers, retain those officers, and promote officer job satisfaction (Adkins, 2015). Overall, this thesis will provide the information and tools needed to enhance LEO recruitment and retention for the next generation of LEOs.

CHAPTER 2: STUDY 1

Method

Purpose. The purpose of Study 1 is to develop and validate an LEM measure with a university population and correlate it with recruitment outcomes like applicant attraction and job pursuit. Specifically, Study 1 developed an LEM measure using exploratory techniques while also testing hypotheses 1 and 2. Additionally, convergent validity was tested using a measure of PSM, and discriminant validity was tested using a measure of Leader-Member Exchange (LMX).

Participants. A sample of undergraduate students from Radford University was recruited via SONA to participate in the initial development and validation of the LEM measure. Extra credit was given for participation. Demographic data was collected on age, gender, race/ethnicity, major, religion, work history, and future career plans.

Procedures. The survey was uploaded to Qualtrics, and LEM items were randomized. The survey link was then posted on Radford University's SONA platform to solicit participation. Survey participants clicked on the Qualtrics link to begin the survey. It took approximately 45 minutes to 1 hour to complete the survey. The survey began with an informed consent statement and then led participants through the different measures. After completion, participants received a message thanking them for their participation.

Measures

Law Enforcement Motivation Scale. The LEM scale is a measure of an individual's motivation to work in law enforcement. Items were generated based on a literature review. The instrument initially had 109 items (See Appendix A), to which participants responded using a 5-point scale, anchored at (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, and (5) strongly agree. Consistent with the theoretical integration discussed above, there

were two higher order factors in this proposed measure: Personal Characteristics and Job Characteristics. Personal Characteristics was designed to measure four sub-dimensions: Altruism, Legalism, Biography, and Personal Perceptions. Job Characteristics was designed to measure six sub-dimensions: Job Tasks, Power and Status, Pay and Security, Accessibility and Maintainability, Military Structure, and Organizational Support.

Public Service Motivation Scale. PSM was measured using all four subscales of Perry's (1996) 24-item Public Service Motivation instrument. The respondents were asked to rate their agreement with 24 questions about their attraction for public policy making, commitment to the public interest, compassion, and self-sacrifice using a 5-point Likert-type scale, anchored at (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, and (5) strongly agree. The summed categories were used as an indicator of the participants' PSM and used to assess convergent validity.

Leader-Member Social Exchange Scale. Bernerth, Armenakis, Feild, Giles, and Walker's (2007) 8-item Leader-Member Social Exchange Scale (LMSX) was used as a measure of the quality of the social exchange relationship between employees and their supervisors. LMX is defined as the quality of the relationship that develops between leaders and their subordinates. LMX is grounded in social exchange theory and thus posits that employee perceptions of the leader depend on the reciprocal nature of their relationship with the leader (Little, Gooty, & Williams, 2016). Participants responded to items using a 5-point scale, anchored at (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, and (5) strongly agree. For consistency with the other measures, this was a modification from the original 7-point scale (1 = strongly disagree to 7 = strongly agree).

Applicant Attraction. Five items from the General Attraction subscale used in Aiman-Smith et al. (2001) and Highhouse et al. (2003) were used to measure hypothetical applicant attraction. These items were also used by Bauer and Aiman-Smith (1996), Fisher, Ilgen, and Hoyer (1979), and Turban and Keon (1993). Participants responded to items using a 5-point scale, anchored at (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, and (5) strongly agree.

Job Pursuit. Five items from Highhouse et al.'s (2003) subscale Intentions to Pursue Employment were used to measure hypothetical job pursuit. Participants responded to items using a 5-point scale, anchored at (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, and (5) strongly agree.

Data Analysis. Before the survey was administered, a content analysis was conducted. Its results were used to corroborate the future exploratory factor analysis (EFA) in deciding factor structure. Content analysis was given to five criminal justice majors for them to sort the original LEM items into their respective factors. After the survey was administered and data collection was complete, researchers began the statistical analysis plan. Data was cleaned by screening out outliers and missing data. Reverse coded items were recoded. Means, standard deviations, frequencies, and normality were run and assessed. Afterwards, EFA was used to identify the number and nature of the factors that were responsible for covariation in the data set. This was an iterative process. EFAs were used until a clean factor solution was identified after item deletion. Following EFA, items on the same dimensions were scale scored together. Reliability was assessed by calculating Cronbach's alpha for the entire LEM measure and each factor. Items were removed from consideration for the final scale if they demonstrated a majority of inter-item correlations at or below $r = .30$ within the same predicted subscale.

Next, convergent validity was evaluated by comparing individual subscales to Perry's (1996) PSM scale to confirm the positive relationship that was expected. Divergent validity was evaluated by comparing Bernerth et al.'s (2007) LMSX scale to confirm the weak relationship that was expected. Additionally, the LEM scale was correlated with responses on Highhouse et al.'s (2003) attraction and job pursuit subscales to test hypotheses 1 and 2.

Results

Participants. A sample of 507 undergraduate students from Radford University were recruited via SONA to participate in the initial development and validation of the LEM measure. The participants completed an online survey for extra course credit. From these participants, 37 participants were removed because they did not complete the survey, and 2 participants were removed for having too much missing data, defined as not answering at least 60 questions. Lastly, 131 participants were removed after accounting for the total time of survey completion. Any participant that completed the survey in under 13 minutes was removed from the sample. The removal of these 170 participants resulted in a total of 337 participants in the normative sample.

Demographic data indicated that the sample was 71.5% females and 26.7% males. Participants' ethnicity indicated that 62.6% were Caucasian, 18.1% were African-American, 5.9% were Hispanic or Latino, 0.9% were Asian/Pacific Islander, 0.9% were American Indian/Alaska Native, 8.9% reported being bi-racial, and 2.7% were other/prefer not to answer. The sample represented 53.7% who were 17-18 years old, 31.2% who were 19-20 years old, 11.9% who were 21-22 years old, and 3.3% who were 23 and older. Participants were also asked how much work experience they had. From this information, 4.5% indicated having less than 3 months of experience, 13.4% with 3 to 6 months of experience, 13.4% with 6 months to a year of

experience, 59.9% with more than a year of experience, and 8.9% stated the question was not applicable to them. Complete demographic information appears in Table 3.

Table 3.

Study 1 Demographic Information (N = 337).

	<i>Percentage (%)</i>	<i>Number (N)</i>
Gender		
Male	26.7	90
Female	71.5	241
I prefer not to answer.	1.8	6
Race/Ethnicity		
Caucasian	62.6	211
Black/ African American	18.1	61
Hispanic/Latino	5.9	20
American Indian/Alaska Native	.9	3
Asian or Pacific Islander	8.9	30
Two or more races/ethnicities	2.7	9
Other/Prefer not to answer		
Age		
17-18	53.7	181
19-20	31.2	105
21-22	11.9	40
23-24	2.4	8
25-30	.6	2
31-40	.3	1
Work Experience		
Less than 3 months	4.5	15
3 to 6 months	13.4	45
6 months to 1 year	13.4	45
More than 1 year	59.9	202
Not Applicable	8.9	30

Principal Component Analysis. The initial assessment tool consisted of 109 items. For personal characteristics, items included 11 Altruism items, 15 Legalism, 9 Biography, and 9 Personal Perceptions. For job characteristics, there were 8 Job Tasks items, 13 Power and Status, 9 Pay and Security, 16 Accessibility and Maintainability, 11 Military Structure, and 8

Organizational Support. In the first round of item removal, an exploratory factor analysis using principle component analysis (PCA) was used to determine how many latent constructs existed in the given dataset. A Direct-Oblimin factor analysis was run, which converged in 83 iterations, with a Kaiser-Meyer-Olkin measure of Sampling Adequacy of .797. This initial run of the factor analysis demonstrated there were 31 factors, accounting for 67.33% of the variance. The determinant of this solution was 5.149E-25. Following the process described in Tabachnik and Fidell (2012), items were removed to identify an adequate factor solution. Through the next 88 iterations of factor analysis, cross loadings that occurred across two or more factors other than the strongest loading factor were removed if one of the cross-loadings occurred above a value of .30. Using this data driven iterative approach, 87 items were dropped, resulting in four factors with 22 total items (See Appendix B). Ultimately, these four factors were retained due to the empirical findings, as opposed to the hypothesized 11.

After the removal of these problematic items, a Direct-Oblimin factor analysis was used. The final Direct-Oblimin factor analysis demonstrated that the LEM had a total of four factors, with a total of 22 items accounting for 52.26% of the variance, with a factor solution converging in 11 iterations. This factor structure had a Kaiser-Meyer-Olkin measure of Sampling Adequacy of .851, demonstrating that the sample size was adequate for the factor solution. The determinant of this solution was .001, indicating the determinant was not 0 and that there were likely no computational issues with the factor analysis. The final factors included Altruism, Legalism, Personal Perceptions, and Power and Status. This factor loading and corresponding items can be seen in Table 4. Biography, Job Tasks, Pay and Security, Accessibility and Maintainability, Military Structure, and Organizational Support were removed due to extensive cross loadings. Figure 5 provides a skree plot that demonstrates four clean factors before the inflection point.

Table 4 provides the LEM items and factor loadings. Table 5 provides factor means and standard deviations. Table 6 provides inter-factor correlations and internal reliabilities. The Personal Perceptions and Power and Status factors demonstrated acceptable internal reliability. However, internal reliability for the Altruism and Legalism factors were inadequate and below the desired .70 level. When internal reliability for the entire LEM measure was assessed, it produced a Cronbach's alpha of .84. When each factor's Cronbach's alpha was averaged together, it produced an internal reliability average of .74. The LEM measure demonstrated acceptable overall internal reliability.

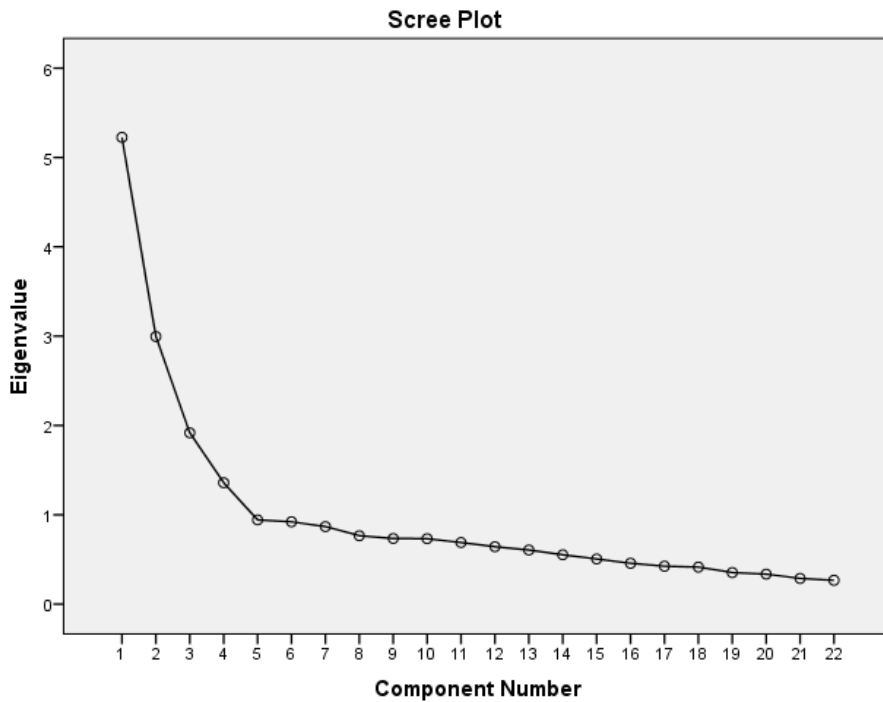


Figure 5. *Study 1 Scree Plot*

Table 4.

Study 1 LEM Items and Factor Loadings

Items	Factors			
	1	2	3	4
Factor 1: Altruism				
I have a personal responsibility to help people in need.	-0.70			
I want my job to directly help people.	-0.69			
I am willing to help someone even if I know it will cost me something.	-0.60			
I can easily show compassion towards unpleasant people.	-0.55			
I have a personal responsibility to stop injustice when I witness it.	-0.44			
Factor 2: Legalism				
It is important to enforce rules.		-0.75		
Procedures are in place for a reason.		-0.72		
It bothers me when rules are broken.		-0.68		
People should follow society's rules.		-0.54		
It is important to respect those who are in power above me.	-0.31	-0.49		
Factor 3: Personal Perceptions				
Most law enforcement officers abuse their power ®			0.83	
Most law enforcement officers show favoritism ®			0.76	
Most law enforcement departments are operated in honest ways.			0.75	
Most law enforcement officers do not use excessive force.			0.75	
I trust law enforcement officers.			0.74	
Law enforcement officers are just doing their job.			0.69	
Law enforcement officers are given too much discretion ®			0.62	
Factor 4: Power and Status				
I would enjoy a job in which I know I have power.				0.86
I would enjoy a job that gives me power and authority.				0.82
I would enjoy a job in which people know I have power.				0.79
I would enjoy a job in which I make important decisions.				0.54
I would enjoy a job that allows me to make my own decisions.				0.49

Note. ® denotes items that are reverse scored.

Table 5.

Study 1 Factor Means and Standard Deviations

Factor	Mean	Standard Deviations	N
Altruism	3.89	.51	337
Legalism	3.96	.50	337
Personal Perceptions	3.29	.75	337
Power and Status	3.84	.55	337

Table 6.

Study 1 Inter Factor Correlations and Reliabilities

	Altruism	Legalism	Personal Perceptions	Power and Status
Altruism	(0.63)			
Legalism	.38**	(0.68)		
Personal Perceptions	.24**	.37**	(0.88)	
Power and Status	.30**	.23**	.10	(0.77)

** Correlation is significant at the 0.01 level (2-tailed).

Cronbach alphas are reported in parentheses.

Convergent Validity: Public Service Motivation. When establishing convergent validity for this measure, the LEM scale was compared to a measure of PSM, a construct that was hypothesized to have a positive relationship with LEM. The LEM scale ($M= 3.70, SD=.40$) was shown to be strongly and positively correlated with the PSM instrument ($M=3.38, SD=.37$), and the relationship was significant at $r = .421, p < .01$. Follow-up correlations were run for Altruism, Legalism, Personal Perceptions, Power and Status, and PSM. Results are presented in Table 7. This is a theoretically consistent finding and provides evidence of convergent validity.

Table 7.

Study 1 Factor Correlations with PSM

	Altruism	Legalism	Personal Perceptions	Power and Status
PSM	.60**	.25**	.22**	.15**

** Correlation is significant at the 0.01 level (2-tailed).

Divergent Validity: Leader-Member Exchange. When establishing divergent validity for this measure, the LEM scale was compared to a measure of LMX, a construct that was hypothesized to have a weak relationship with LEM. The LEM scale ($M= 3.70$ $SD=.40$) was shown to be weakly correlated with LMX ($M=3.46$, $SD=.59$), and the relationship was significant at $r = .147$, $p = .007$. Because this was not a theoretically consistent finding, follow-up correlations were run for Altruism, Legalism, Personal Perceptions, Power and Status, and LMX. Results are presented in Table 8. Legalism and Power and Status were identified as the factors that were weakly but significantly correlated with LMX. Overall, these findings provide partial evidence of divergent validity.

Table 8.

Study 1 Factor Correlations with LMX

	Altruism	Legalism	Personal Perceptions	Power and Status
LMX	.11	.17**	.03	.16**

**Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 1: Applicant Attraction. When testing hypothesis 1 to confirm that LEM positively correlated with and predicted applicant attraction, the LEM measure was correlated with the applicant attraction measure. The LEM scale ($M= 3.70, SD=.40$) was shown to be weakly correlated with the applicant attraction measure ($M= 2.69, SD= 1.03$), and the relationship was significant at $r = .310, p < .001$. A simple linear regression was calculated to predict applicant attraction based on LEM. A significant regression equation was found ($F(1, 335) = 35.653, p < .001$), with a R^2 of .096. It was found that LEM ($b = .787, p < .001$) significantly predicted applicant attraction. A multiple linear regression was calculated to predict applicant attraction based on Altruism, Legalism, Personal Perceptions, and Power and Status. A significant regression equation was found ($F(4,332) = 10.778, p < .001$), with an R^2 of .115. It was found that Altruism ($b = .038, p = .742$), Legalism ($b = -.010, p = .933$), Personal Perceptions ($b = .349, p < .001$), and Power and Status ($b = .356, p < .001$) significantly predicted applicant attraction. Personal Perceptions and Power and Status were the only significant predictors of applicant attraction. Overall, LEM was positively related to applicant attraction, which is a theoretically consistent finding and provides some evidence of a predictive relationship.

Hypothesis 2: Job Pursuit Intentions. When testing hypothesis 2 to confirm that LEM positively correlated with and predicted job pursuit intentions, the LEM measure was correlated with the job pursuit intentions measure. The LEM scale ($M= 3.70, SD=.40$) was shown to be weakly correlated with job pursuit intentions measure ($M= 2.84, SD= 1.02$), and the relationship was significant at $r = .345, p < .01$. A simple linear regression was calculated to predict job pursuit intentions based on LEM. A significant regression equation was found ($F(1, 335) = 45.187, p < .001$), with a R^2 of .119. It was found that LEM ($b = .867, p < .001$) significantly

predicted job pursuit intentions. A multiple linear regression was calculated to predict job pursuit intentions based on Altruism, Legalism, Personal Perceptions, and Power and Status. A significant regression equation was found ($F(4,332) = 13.084, p < .001$), with a R^2 of .136. It was found that Altruism ($b = .078, p = .493$), Legalism ($b = .076, p = .524$), Personal Perceptions ($b = .299, p < .001$), and Power and Status ($b = .427, p < .001$) significantly predicted job pursuit intentions. Personal Perceptions and Power and Status were the only significant predictors of job pursuit intentions. Overall, LEM was positively related to job pursuit intentions, which is a theoretically consistent finding and provides some evidence of a predictive relationship.

CHAPTER 3: STUDY 2

Method

Purpose. The purpose of Study 2 was to validate the LEM measure with an LEO population and correlate it with retention outcomes like job satisfaction and organizational commitment. Specifically, Study 2 tested hypotheses 3 and 4. Additionally, convergent validity was re-tested using a measure of PSM, and discriminant validity was re-tested using a measure of LMX.

Participants. A sample of law enforcement officers were recruited from a small urban police department in the southern United States to participate in the final validation of the LEM Scale. Demographic data was collected on age, gender, race/ethnicity, education level, religion, and tenure.

Procedures. The survey was uploaded to Qualtrics and LEM items were randomized. The survey link was sent to all sworn LEOs to solicit participation. Survey participants clicked on the Qualtrics link to begin the survey. It took approximately 20 minutes to complete the survey. The survey began with an informed consent statement and then led participants through the different measures. After completion, participants received a message thanking them for their participation.

Measures

Law Enforcement Motivation Scale. The revised LEM scale from Study 1 was utilized. The revised LEM scale was then administered in Study 2 as a measure of LEM.

Public Service Motivation. PSM was measured using Perry's (1996) 24-item Public Service Motivation instrument used in Study 1.

Leader-Member Social Exchange Scale. LMX was measured using the same version of Bernerth et al.'s (2007) 8-item Leader-Member Social Exchange Scale used in Study 1.

Minnesota Satisfaction Questionnaire. A shortened 20-item version of the University of Minnesota Vocational Psychology Research's Minnesota Satisfaction Questionnaire was used as a measure of job satisfaction. Participants responded to items using 5-point scale, anchored at (1) very dissatisfied, (2) dissatisfied, (3) neither satisfied nor dissatisfied, (4) satisfied, and (5) very satisfied.

Allen and Meyer (1990) Organizational Commitment. Allen and Meyer's (1990) Organizational Commitment 24-item scale was used as a measure of participants' organizational commitment. Participants responded to items using 5-point scale, anchored at (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, and (5) strongly agree. For consistency with the other measures, this was a modification from the original 7-point scale (1=strongly disagree to 7=strongly agree).

Data Analysis. When data collection was complete, researchers began the statistical analysis plan. Data was cleaned by screening out outliers and missing data. Reverse coded items were recoded. Next, items on the same dimensions were scale scored together. Means, standard deviations, frequencies, and normality were assessed. Next, reliability was assessed by calculating Cronbach's alpha for the entire LEM measure and higher order factor. Convergent validity was then evaluated by comparing individual subscales to Perry's (1996) PSM scale to confirm the positive relationship that was expected. Divergent validity was evaluated by comparing Bernerth et al.'s (2007) LMSX scale to confirm the weak relationship that was expected. Lastly, the LEM scale was correlated with responses on Minnesota Satisfaction

Questionnaire and Allen and Meyer's (1990) Organizational Commitment scale to determine its relationship.

Results

Participants. A sample of 20 law enforcement officers were recruited from a small urban police department in the southern United States to participate in the final validation of the LEM Scale. Demographic data indicated that the sample was 75.0% males, 5.0% females, and 20.0% preferred not to answer. Participants' ethnicity indicated that 75.0% were Caucasian and 25.0% preferred not to answer. The sample represented 5.0% who were 20-25 years old, 20.0% who were 31-35 years old, 18.8% who were 36-40 years old, 25.0% who were 41-45 years old, 12.5% who were 46-50 years old, 12.5% who were 51-55 years old, and 20.0% preferred not to answer. Participants were also asked how long they had worked in law enforcement. From this information, 5.0% indicated having less than 5 years of experience, 15.0% with 6 years to 10 years of experience, 25.0% with 11 years to 15 years of experience, 10.0% with 16 years to 20 years of experience, 20.0% with more than 20 years of experience, and 25.0% preferred not to answer. Participants were also asked to indicate their highest level of education. From this information, 10.0% indicated having a high school diploma, 25.0% had an Associate's degree, 15.0% had a Bachelor's degree, 25.0% had a Master's degree, and 25.0% preferred not to answer. Complete demographic information can be seen in Table 9.

Table 9.

Study 2 Demographic Information (N = 20).

	<i>Percentage (%)</i>	<i>Number (N)</i>
Gender		
Male	75.0	15
Female	5.0	1
Preferred not to answer	20.0	4
Race/Ethnicity		
Caucasian	75.0	15
Preferred not to answer	25.0	5
Age		
20-25	5.0	1
31-35	20.0	4
36-40	18.8	3
41-45	25.0	4
46-50	12.5	2
51-55	12.5	2
Preferred not to answer	20.0	4
Tenure		
Less than 5 years	5.0	1
6 years to 10 years	15.0	3
11 years to 15 years	25.0	5
16 years to 20 years	10.0	2
Over 20 years	20.0	4
Preferred not to answer	25.0	5
Education		
High school diploma	10.0	2
Associate's degree	25.0	5
Bachelor's degree	15.0	3
Master's degree	25.0	5
Preferred not to answer	25.0	5

Factors. When the revised LEM scale from Study 1 was utilized with a sample of law enforcement officers, new means and standard deviations were produced. Table 10 provides factor means and standard deviations. Additionally, inter-factor correlations and reliabilities were generated for the finalized scale. Table 11 provides inter-factor correlations and internal reliabilities. The Personal Perceptions factor demonstrated acceptable internal reliability; however, internal reliability for the Altruism, Legalism, and Power and Status factors were

inadequate and below the desired .70 level. When internal reliability for the entire LEM measure was assessed, it produced a Cronbach's alpha of .68. When each factor's Cronbach's alpha was averaged together, it produced an internal reliability average of .52. The LEM measure demonstrated inadequate overall internal reliability that was below the desired .70 level.

Table 10.

Study 2 Factor Means and Standard Deviations

Factor	Mean	Standard Deviations	N
Altruism	4.08	.52	20
Legalism	4.28	.43	20
Personal Perceptions	4.11	.69	20
Power and Status	3.40	.49	20

Table 11.

Study 2 Inter Factor Correlations and Reliabilities

	Altruism	Legalism	Personal Perceptions	Power and Status
Altruism	(.56)			
Legalism	.66**	(.55)		
Personal Perceptions	.60**	.51*	(.77)	
Power and Status	.42	.70**	.54*	(.20)

*Correlation is significant at the 0.05 level (2-tailed).

**Correlation is significant at the 0.01 level (2-tailed).

Cronbach alphas are reported in parentheses.

Convergent Validity: Public Service Motivation. When establishing convergent validity for this measure, the LEM scale was compared to a measure of Public Service Motivation, a construct that was hypothesized to have a positive relationship with LEM. The LEM scale ($M = 3.98$, $SD = .45$) was shown to be strongly and positively correlated with the Public Service Motivation instrument ($M = 3.48$, $SD = .31$), but the relationship was not

significant at $r = .458, p = .056$. While statistically non-significant, the magnitude of the correlation does provide initial support for convergent validity when utilizing the target population.

Divergent Validity: Leader-Member Exchange. When establishing divergent validity for this measure, the LEM scale was compared to a measure of Leader-Member Exchange, a construct that was hypothesized to have a weak relationship with LEM. The LEM scale ($M = 3.98, SD = .45$) was shown to be weakly correlated with LMX ($M = 3.46, SD = .96$), and the relationship was not significant at $r = .191, p = .478$. This is a theoretically consistent finding and provides evidence of divergent validity.

Hypothesis 3: Job Satisfaction. When testing hypothesis 3 to confirm that LEM positively correlated with and predicted job satisfaction, the LEM measure was correlated with the job satisfaction measure. The LEM scale ($M = 3.98, SD = .45$) was shown to be moderately and negatively correlated with the job satisfaction measure ($M = 2.10, SD = .40$), and the relationship was significant at $r = -.521, p = .032$. A simple linear regression was calculated to predict job satisfaction based on LEM. A significant regression equation was found ($F(1, 15) = 5.588, p = .032$), with a R^2 of .271. It was found that LEM ($b = -.856, p = .032$) negatively predicted job satisfaction. A multiple linear regression was calculated to predict job satisfaction based on Altruism, Legalism, Personal Perceptions, and Power and Status. A non-significant regression equation was found ($F(4, 12) = 3.176, p = .054$), with a R^2 of .514. It was found that Altruism ($b = .248, p = .299$), Legalism ($b = -.932, p = .013$), Personal Perceptions ($b = -.427, p = .062$), and Power and Status ($b = .169, p = .510$) did not significantly predict job satisfaction. Legalism was the only significant predictor of job satisfaction. Overall, LEM was negatively

related to job satisfaction, which is not a theoretically consistent finding but provided evidence of a predictive relationship.

Hypothesis 4: Organizational Commitment. When testing hypothesis 4 to confirm that LEM positively correlated with and predicted organizational commitment, the LEM measure was correlated with the organizational commitment measure. The LEM scale ($M = 3.98, SD = .45$) was shown to be moderately and negatively correlated with the organizational commitment measure ($M = 4.99, SD = .59$), and the relationship was not significant at $r = -.347, p = .172$. A simple linear regression was calculated to predict organizational commitment based on LEM. A non-significant regression equation was found ($F(1, 15) = 2.056, p = .172$), with a R^2 of .121. It was found that LEM ($b = -.837, p = .172$) did not significantly predict organizational commitment. A multiple linear regression was calculated to predict organizational commitment based on Altruism, Legalism, Personal Perceptions, and Power and Status. A non-significant regression equation was found ($F(4, 12) = 1.227, p = .350$), with a R^2 of .290. It was found that Altruism ($b = .037, p = .928$), Legalism ($b = -.451, p = .441$), Personal Perceptions ($b = -.059, p = .876$), and Power and Status ($b = -.573, p = .219$) did not significantly predict organizational commitment. Overall, LEM was negatively related to organizational commitment, which is not a theoretically consistent finding and did not provide evidence of a predictive relationship.

CHAPTER 4: DISCUSSION

This thesis sought to develop and validate a measure of LEM in order to provide the information and tools needed to enhance LEO recruitment and retention. Previous literature has not developed or identified a measure of LEM. Thus, this thesis has responded to both recent and longstanding calls for future research on LEO motivation (Adkins, 2015; Conser, 1979; Crewson, 1997; Raganella & White, 2004; White et al., 2010; Wright & Grant, 2010) and specifically for a scale development (Conser, 1979; Crewson, 1997). These authors stressed the importance of considering LEO motivation when LEAs seek to modify their efforts in recruiting, job environment, or the daily operations details within their agency. As such, developing valid methods of measuring LEM is the first step to determining its evolution and informing policies and procedures.

Study 1

The purpose of Study 1 was to develop and validate a LEM measure with a university population and correlate it with hypothesized recruitment outcomes like applicant attraction and job pursuit. This initial effort to develop a measure of LEM produced a multidimensional construct grounded in the motivations of LEOs that were previously identified in the literature. Results also indicated that LEM is less complex than it is portrayed in the literature. Using exploratory factor analysis, the original 11-dimension model was reduced to four dimensions. Altruism, Legalism, Personal Perceptions, and Power and Status were identified as dimensions of LEM. Given the feasibility and difficulty of obtaining an 11-dimension model, it was reasonable to assume that not all 11 dimensions would be retained.

When the LEM measure was administered with the university student population, the Personal Perceptions and Power and Status factors demonstrated acceptable internal reliability;

however, internal reliability for the Altruism and Legalism factors were inadequate. It may be helpful to add more items to the Altruism and Legalism subscales to improve their reliability before future usage. Next, the measure demonstrated good convergent validity. The correlations for divergent validity were weakly correlated but nevertheless statistically significant. Follow-up analyses identified Legalism and Power and Status as the factors causing significant correlations with LMX. In hindsight, this may have occurred for a few reasons. Because legalism deals with one's preference for having a set of rules, it is possible that this "rulebook" mentality extends to the inputs and outputs of the social exchange relationship between participants and their supervisors (Little, Gooty, & Williams, 2016). In this case, the relationship between Legalism and LMX may reasonably exist given that unwritten rules are often utilized and govern the relational exchanges found within social exchange theory. Additionally, because power and status deals with power differentials and superior-subordinate dynamics, it is possible that this regard for power fosters a stronger social exchange relationship with superiors.

Hypothesis 1 stated that LEM would positively correlate with and predict applicant attraction, and hypothesis 2 stated that LEM would positively correlate with and predict job pursuit intentions. LEM predicted applicant attraction, supporting hypothesis 1. LEM predicted job pursuit intentions, supporting hypothesis 2. Personal Perceptions and Power and Status both emerged as the only factors that significantly predicted applicant attraction and job pursuit intentions. The Personal Perceptions dimension result is fairly intuitive, given that individuals often are not attracted to and do not pursue careers that they perceive as negative. Thus, if law enforcement is perceived as positive, or at least neutral, participants will be attracted to and more apt to pursue employment. Power and Status certainly fits the longstanding stereotype that LEOs are "power hungry" individuals who join law enforcement to obtain power and authority (Balch,

1972). While this is not the most optimistic interpretation of these results, it must be noted for empirical consideration, though alternative explanations should also be explored. Some studies suggest that LEO recruits are no more authoritarian than typical university students, which could also be supported by this study given that law enforcement is a male dominated field; however, this sample was 71% female. One can see that these two different demographics are both scoring high on power-related dimensions. Thus, it could be understood that certain people generally desire power and could be attracted to a variety of jobs, not necessarily just law enforcement. In conclusion, the author contended that “there is simply not enough good evidence to support or refute any side of the controversy” (Balch 1972, p. 119).

Study 2

The purpose of Study 2 was to validate the LEM measure with an LEO population and correlate it with hypothesized retention outcomes like job satisfaction and organizational commitment. When the LEM measure was administered with the LEO population, the Personal Perceptions factor demonstrated acceptable internal reliability; however, internal reliability for the Altruism, Legalism, and Power and Status factors were inadequate. Unreliability could have been due to only having 20 participants. Different items could be added to the factors to increase internal reliability. Additionally, social desirability may have played a role in Power and Status demonstrating the lowest reliability of all factors. Given that this was a sample of current law enforcement incumbents, it is plausible that questions that were too overtly related to the personal desire for power may have been muted for some individuals. Participants may have been avoiding or even actively trying to contradict the “power hungry” stereotype previously discussed. Next, the measure demonstrated insufficient convergent validity. The relationship with PSM was strongly and positively correlated, but non-significant. Non-significance was most

likely due to a low sample size. The LEM measure did demonstrate good divergent validity due to its weak and non-significant relationship with LMX.

While hypothesis 3 stated that LEM would positively correlate with and predict job satisfaction, the relationship found was in an unexpected direction. LEM did predict job satisfaction, so hypothesis 3 was partially supported. LEM was negatively related to job satisfaction, which was not a theoretically consistent finding, but did nevertheless provide evidence of a predictive relationship. Follow-up analyses identified legalism as the factor causing the significant negative correlations with job satisfaction. It is possible that this negative relationship resulted from sampling participants from one agency and reflects departmental differences. For example, LEOs who value rules could be working within a department that does not value rules to the extent that is desired. Alternatively, the effect could also be consistent across all departments and represents a current shift in the industry. For example, many LEAs are currently under scrutiny and re-conceptualizing what it means to “enforce laws”; thus, moving towards a community policing model of thinking. This could cause LEOs to feel that enforcing laws has taken a secondary role and in many ways they are now “restricted” in how they do their job. These restrictions could be causing LEOs to be less satisfied with their job. This could be especially true of veteran LEOs who are being asked to make this mental shift mid-career, given that 55% of respondents had more than 10 years of experience.

While hypothesis 4 stated that LEM would positively correlate with and predict organizational commitment, the relationship found was in an unexpected direction and non-significant. LEM did not predict organizational commitment, so hypothesis 4 was not supported. LEM was negatively related to organizational commitment, which was not a theoretically consistent finding and did not provide evidence of a predictive relationship. Non-significance

was most likely due to having a low sample size. Similarly, negative correlations could have resulted from recruiting participants from one agency and reflects departmental differences, or they could have resulted from an effect that is consistent across all departments and represents the current shift in the industry that was previously described.

Limitations

Analysis and design of this research has presented some notable limitations. First, while the overall number of responses in Study 1 reached the target goal, there were disparities in certain demographics in the sample, such as a lack of distribution amongst gender and age. Study 2 produced the most severe limitation, as only a total of 20 responses were collected; thus, demographic disparities were guaranteed. Additionally, statistically significant results were difficult to obtain with such a small sample size. Second, this research was also guided by convenience samples. This convenience included a university population and one small urban city police department that agreed to participate in the study. There was a lack of representation from the general population and larger, more geographically diverse police departments. In addition, there may have been an element of participant self-selection. These sample limitations likely influenced the results in the present study.

Future Directions

Future research exploring scale development should consider examining recruitment and retention separately before combining efforts. This will provide a clearer picture of differences between pre- and post-employment and allow one to evaluate how well a single scale could generalize to both populations, which should provide evidence for whether or not it is appropriate to combine scales.

Future research may also explore why Power and Status emerged as a significant predictor of applicant attraction and job pursuit intentions. This finding fits the longstanding stereotype that has been debated in the literature. As a result, clarification is needed, and future research should provide the evidence needed to support or refute any side of the controversy. It is quite likely that this controversy will continue to persist, if not be magnified, in the coming years, as perceptions of police conduct are becoming a more central and frequent discussion topic in the public domain.

Future research may also explore why Legalism emerged as a negative yet significant predictor of job satisfaction. Moderators or mediators of job satisfaction in LEOs should be tested; some variables of interest could include LEO tenure, LEA community policing policies, and LEA enforcement policies. It would be helpful for the retention of experienced LEOs to explore if their job satisfaction has been affected by the shift towards community policing and how this shift impacts tenured LEOs' job satisfaction.

Conclusions

In conclusion, this thesis advanced the effort to develop and validate a measure of LEM in order to provide the information and tools needed to enhance LEO recruitment and retention. Results showed that the LEM measure is still in its early stages of development and should not be used to make any high stake decisions (e.g., hiring, promotions, or terminations). Based on the developmental process and statistical analysis, more evidence for convergent and divergent validity should be collected before regular use. Additionally, there was strong evidence for LEM's positive relationship with both applicant attraction and job pursuit intentions. However, conclusions regarding LEM's relationship with job satisfaction and organizational commitment

could not be clearly and confidently drawn due to a low sample size and potential moderators or mediators.

It cannot be understated how critical law enforcement's role in society is. Law enforcement comprises a unique, complex environment that must often respond to conflicts and make quick, appropriate decisions. It is a profession that serves large populations of people, and thus must run as efficiently as possible at all times. LEOs serve and protect the community, but they also hold the power to take life and preserve life. Thus, it is critical that we, as researchers, not only ask the real questions, but also seek their sincere answers. As such, this author urges researchers to continue contributing input during this era of heightened police circumspection.

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APPENDIX A

Original Law Enforcement Motivation Items

Personal Characteristics	
Factor	Item
<i>Altruism</i>	1) I would enjoy a job that gives me the opportunity to help people in my community. 2) I want my job to directly help people. 3) I have a personal responsibility to help people in need. 4) I feel accomplished when I help others. 5) I consider the personal benefits that I may gain before deciding to help someone. ® 6) I am willing to help someone even if there is nothing in return for me. 7) I am willing to put considerable time, effort, and energy into causes greater than myself. 8) I am willing to help someone even if I know it will cost me something. 9) It is difficult for me to show compassion towards unpleasant people. ® 10) I can easily show compassion towards unpleasant people. 11) It is unlikely that I will offer help to complete strangers. ®
<i>Legalism</i>	12) It bothers me when rules are broken. 13) Society should have laws. 14) Procedures are in place for a reason. 15) People should follow society's rules. 16) I have no responsibility to stop rules from being broken. ® 17) I don't confront people when they break rules. ® 18) I dislike when individuals do not respect the rights of others. 19) It is important to enforce rules. 20) I have a personal responsibility to stop injustice when I witness it. 21) There is too much wrong with the world for me to do anything about it. ® 22) I am willing to break rules that I disagree with. ® 23) I try my best to follow the rules. 24) I would enjoy a job that allows me to enforce the laws of society. 25) I would enjoy a job that allows me to reduce crime. 26) I would enjoy working a job that makes the world a better place for everyone.
<i>Biography</i>	27) I would strongly pursue a career if it has been a long time dream of mine. 28) I am comfortable declining a long time career aspiration if I happened to find another career satisfactory. ® 29) It is important to me to that I follow my dreams. 30) I am willing to explore a career that I've never considered before if a family member recommends it. 31) I am willing to explore a career that I've never considered before if a friend recommends it. 32) It is important to me that my family support my career choices. 33) I would not pursue a career if I did not have the support of my family. ®

	<p>34) It is important to me that my friends support my career choices.</p> <p>35) I would not pursue a career if I did not have the support of my friends. ®</p>
<i>Personal Perceptions</i>	<p>36) City government systems are corrupt. ®</p> <p>37) I trust law enforcement officers.</p> <p>38) The media does not present a balanced picture of law enforcement.</p> <p>39) Most law enforcement officers abuse their power. ®</p> <p>40) Law enforcement officers are given too much discretion. ®</p> <p>41) Law enforcement officers are just doing their job.</p> <p>42) Most law enforcement officers do not use excessive force.</p> <p>43) Most law enforcement departments are operated in honest ways.</p> <p>44) Most law enforcement officers show favoritism. ®</p>
Job Characteristics	
Factor	Item
<i>Job Tasks</i>	<p>45) I would enjoy a job that uses a variety of my skills and talents.</p> <p>46) I would enjoy a job that I do the same thing every day. ®</p> <p>47) I would enjoy a job that did not require routine work tasks.</p> <p>48) I would enjoy a job that allows me to work different assignments or projects.</p> <p>49) I would enjoy a job that occasionally gave me an adrenaline rush.</p> <p>50) I would enjoy a job that required me to move around.</p> <p>51) I would enjoy a job that required me to sit at a desk. ®</p> <p>52) I would enjoy a job that encouraged me to stay physically fit in order to perform my duties.</p>
<i>Power and Status</i>	<p>53) I would enjoy a job in which I make important decisions.</p> <p>54) I would enjoy a job in which people respect me.</p> <p>55) I would enjoy a job in which people know I have power.</p> <p>56) I would enjoy a job in which I know I have power.</p> <p>57) I would enjoy a job in which I have a direct impact on others.</p> <p>58) I would enjoy a job that allows me to interact with the people who use my services or products.</p> <p>59) I would enjoy a job that gives me power and authority.</p> <p>60) I would enjoy a job that is prestigious.</p> <p>61) I would enjoy a job that allows me to make my own decisions.</p> <p>62) I would enjoy a job that allows me to choose how I carry out my job tasks.</p> <p>63) I would enjoy a job in which I work on my own.</p> <p>64) I would enjoy a job that allows me to choose where I want to take my career.</p> <p>65) It is important that my career that provides me opportunities to advance.</p>
<i>Pay and Security</i>	<p>66) I will not accept a job that does not pay well. ®</p> <p>67) Pay is the most important factor I consider when making a job choice. ®</p> <p>68) I am willing to accept a lower salary if the work is intrinsically rewarding.</p>

	<p>69) Job security is the most important factor I consider when making a job choice.</p> <p>70) I would accept a job that is not guaranteed to renew.</p> <p>71) I am willing to accept a lower salary if the job is guaranteed to renew.</p> <p>72) I am willing to accept a lower salary if the job has good benefits.</p> <p>73) Job benefits are the most important factor I consider when making a job choice.</p> <p>74) I will not accept a job that does not have good benefits.</p>
<i>Accessibility and Maintainability</i>	<p>75) I am willing to accept a job if the organization pays for all my training and supplies.</p> <p>76) I am willing to accept a job if the organization pays me a salary while training.</p> <p>77) I would accept a job that I am uninterested in if it was a stepping stone to a better career.</p> <p>78) I would accept a job that I am uninterested in if I did not perceive other job alternatives.</p> <p>79) I am willing to physically exercise in order to qualify for a job.</p> <p>80) I am willing to physically exercise in order to maintain a job.</p> <p>81) I am willing to both publicly and privately adhere to government law in order to qualify for a job.</p> <p>82) I am willing to both publicly and privately adhere to government law in order to keep a job.</p> <p>83) I am willing to both publicly and privately maintain a good moral reputation in order to keep a job.</p> <p>84) I am willing to work a job that requires overtime, weekend, and holiday work schedules.</p> <p>85) I am willing to work a job that could have a risk of injury.</p> <p>86) I am willing to work a job with which it is difficult to balance work and life.</p> <p>87) It is important to me that I have most weekends off from work. ®</p> <p>88) It is important to me that I have a flexible work schedule. ®</p> <p>89) I am willing to work a job that requires irregular work schedules.</p> <p>90) I am willing to work a job that requires shift work.</p>
<i>Military Structure</i>	<p>91) I would enjoy a job that has very clear roles for employees.</p> <p>92) I do not mind following orders from my superiors at work.</p> <p>93) It is important to respect those who are in power above me.</p> <p>94) I would not accept a job that had a strict rank and command structure for employees. ®</p> <p>95) I am willing to work for a bureaucratic organization.</p> <p>96) I prefer to work for an organization that does not have a lot of rules. ®</p> <p>97) It is important to have check and balances in an organization.</p> <p>98) Sometimes it is necessary for higher ranking individuals to assert themselves to lower ranking individuals in order to accomplish organizational goals.</p> <p>99) Sometimes it is necessary for supervisors to assert themselves in order to accomplish goals.</p> <p>100) Sometimes it is necessary for organizations to assert themselves in order to accomplish goals.</p> <p>101) Militaristic organizations are unappealing to me. ®</p>

<i>Organizational Support</i>	102) I would enjoy a job that encourages a good relationship with my co-workers. 103) I would enjoy a job in which my co-workers feel like family. 104) I would enjoy working in a competitive environment. ® 105) It is important that I have a good relationship with my co-workers. 106) It is important that my upper management stand behind me when I make decisions. 107) My upper management should trust me to make my own work decisions. 108) I understand that my upper management may question a lot of my work. ® 109) It is not necessary that my upper management trust me. ®
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Note. ® denotes reverse scored items.

APPENDIX B

Final Law Enforcement Motivation Items

Personal Characteristics	
Factor	Item
<i>Altruism</i>	1) I have a personal responsibility to help people in need. 2) I want my job to directly help people. 3) I am willing to help someone even if I know it will cost me something. 4) I can easily show compassion towards unpleasant people. 5) I have a personal responsibility to stop injustice when I witness it.
<i>Legalism</i>	6) It is important to enforce rules. 7) Procedures are in place for a reason. 8) It bothers me when rules are broken. 9) People should follow society's rules. 10) It is important to respect those who are in power above me.
<i>Personal Perceptions</i>	11) Most law enforcement officers abuse their power ® 12) Most law enforcement officers show favoritism ® 13) Most law enforcement departments are operated in honest ways. 14) Most law enforcement officers do not use excessive force. 15) I trust law enforcement officers. 16) Law enforcement officers are just doing their job. 17) Law enforcement officers are given too much discretion ®
Job Characteristics	
Factor	Item
<i>Power and Status</i>	18) I would enjoy a job in which I know I have power. 19) I would enjoy a job that gives me power and authority. 20) I would enjoy a job in which people know I have power. 21) I would enjoy a job in which I make important decisions. 22) I would enjoy a job that allows me to make my own decisions.
<i>Note.</i> ® denotes reverse scored items.	

APPENDIX C

Tables and Figures

Table 1.

Personal Characteristics

Altruism

Opportunity to help people in the community

Legalism

To fight crime

To enforce the laws of society

Biography

It has been my lifelong dream or aspiration.

I have friends/relatives who were police officers

A friend, relative, or I was a victim of a crime

Relative or friends have negative views regarding law enforcement (D)

Personal Perceptions

Personal negative views regarding law enforcement (D)

Negative portrayal of law enforcement in the media (D)

Abuse of power or excessive force used by law enforcement officer(s) (D)

Perceived corruption within law enforcement agencies (D)

Perceived favoritism within law enforcement agencies (D)

Note. D denotes a disadvantage.

Table 2.

Job Characteristics

Job Tasks
Excitement of the work
Variety and non-routine nature of the work

Power and Status
Profession carries prestige
Profession carries power and authority
Ability to work on your own a lot; have a good deal of autonomy
Opportunities for career advancement

Pay and Security
Salary (A/D)
Job security
Job benefits (A/D)

Accessibility and Maintainability
Lack of other career alternatives
Agency was willing to send me to academy
Uniforms, gear, and supplies needed for academy were paid for
To use the job as a stepping stone to a better career
Criminal record disqualifications (D)
Difficulty meeting fitness requirements(D)
Difficulty meeting family obligations (e.g., child care, elder care) (D)
Threat of injury (D)
Threat of death(D)
Long hours (D)
Shift work (D)

Military Structure
Military-like structure such as use of rank and command structure (A/D)

Organizational Support
Good companionship with co-workers
Law Enforcement Agency Support

Note. D denotes a disadvantage.

A/D denotes that the item was identified as both an advantage and disadvantage. As a result, these items were counted twice in the 38 total.

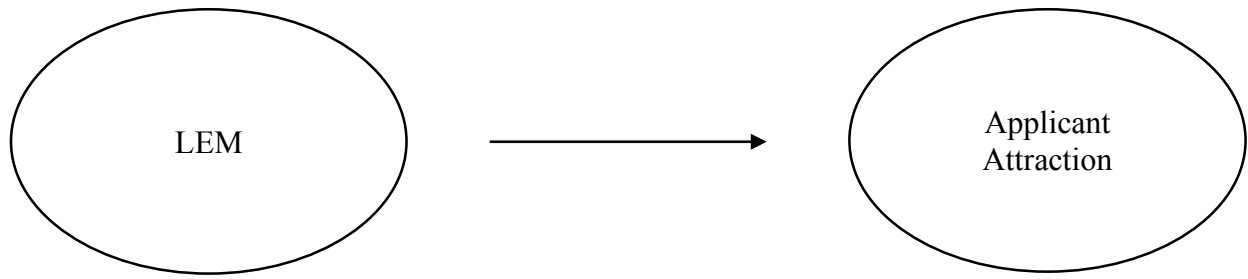


Figure 1. *Hypothesis 1: Applicant Attraction Model*

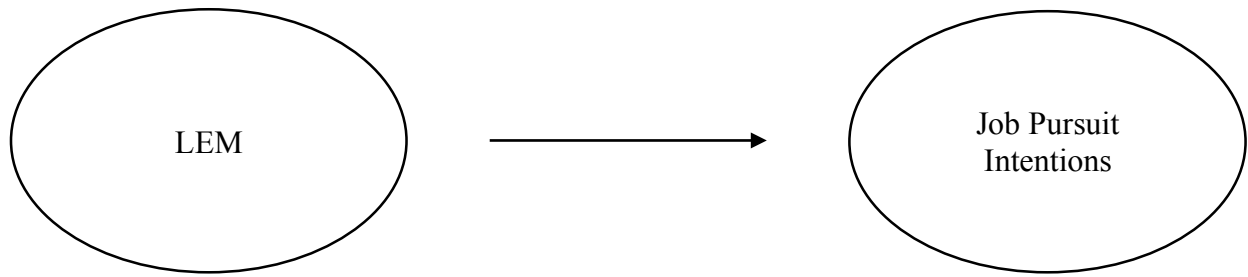


Figure 2. *Hypothesis 2: Job Pursuit Model*

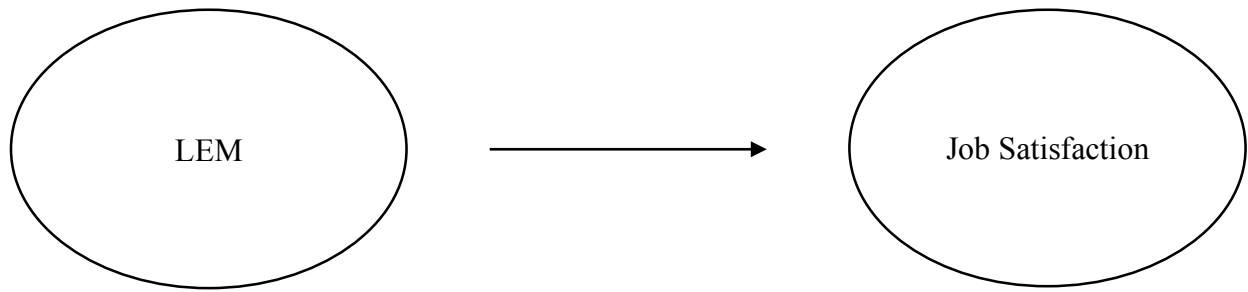


Figure 3. *Hypothesis 3: Job Satisfaction Model*

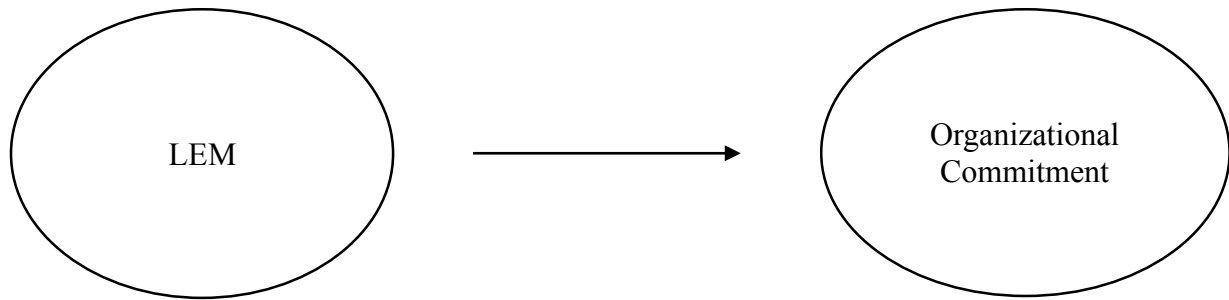


Figure 4. *Hypothesis 4: Organizational Commitment Model*

Table 3.

Study 1 Demographic Information (N = 337).

	<i>Percentage (%)</i>	<i>Number (N)</i>
Gender		
Male	26.7	90
Female	71.5	241
I prefer not to answer.	1.8	6
Race/Ethnicity		
Caucasian	62.6	211
Black/ African American	18.1	61
Hispanic/Latino	5.9	20
American Indian/Alaska Native	.9	3
Asian or Pacific Islander	8.9	30
Two or more races/ethnicities	2.7	9
Other/Prefer not to answer		
Age		
17-18	53.7	181
19-20	31.2	105
21-22	11.9	40
23-24	2.4	8
25-30	.6	2
31-40	.3	1
Work Experience		
Less than 3 months	4.5	15
3 to 6 months	13.4	45
6 months to 1 year	13.4	45
More than 1 year	59.9	202
Not Applicable	8.9	30

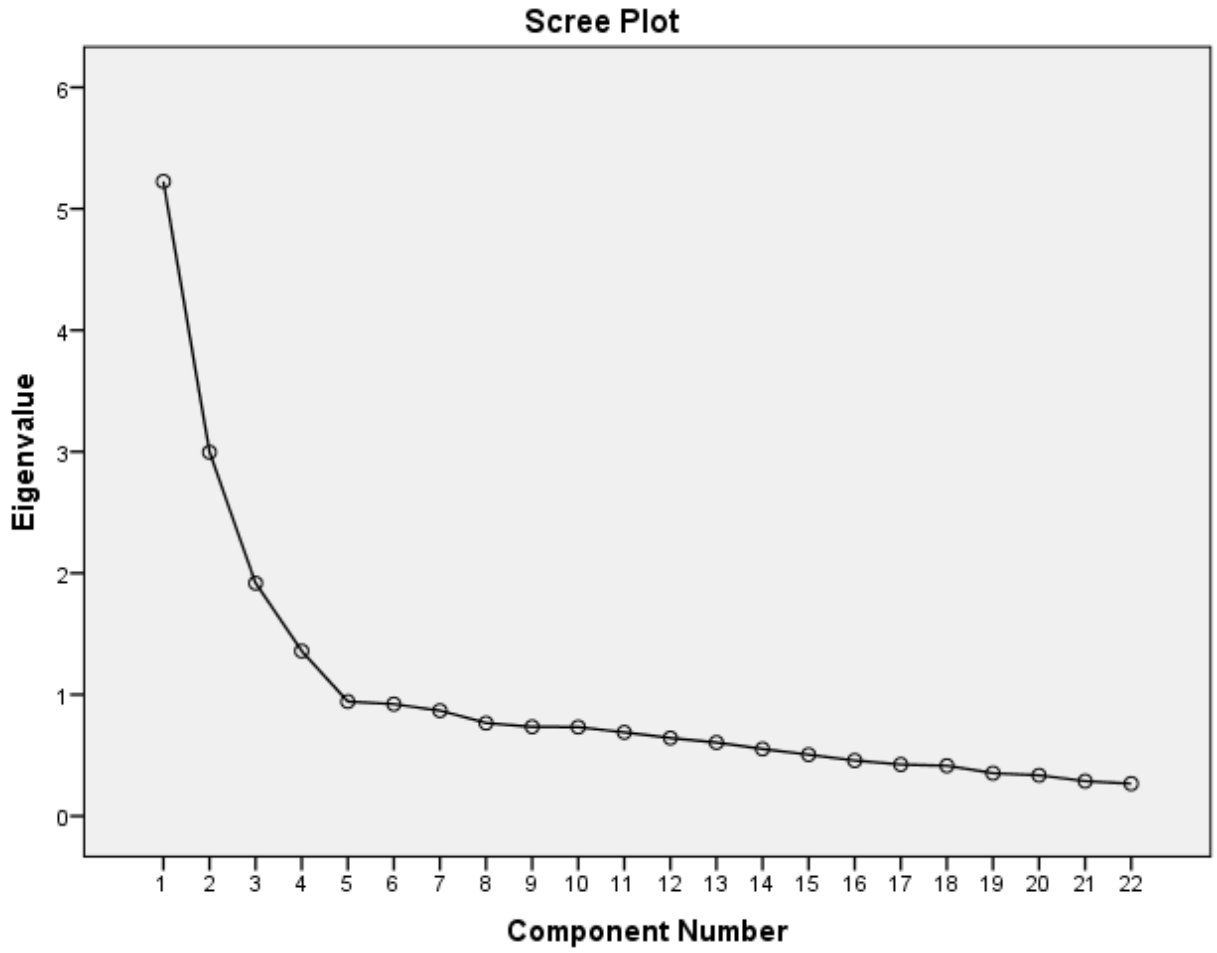


Figure 5. *Study 1 Scree Plot*

Table 4.

Study 1 LEM Items and Factor Loadings

Items	Factors			
	1	2	3	4
Factor 1: Altruism				
I have a personal responsibility to help people in need.	-0.70			
I want my job to directly help people.	-0.69			
I am willing to help someone even if I know it will cost me something.	-0.60			
I can easily show compassion towards unpleasant people.	-0.55			
I have a personal responsibility to stop injustice when I witness it.	-0.44			
Factor 2: Legalism				
It is important to enforce rules.		-0.75		
Procedures are in place for a reason.		-0.72		
It bothers me when rules are broken.		-0.68		
People should follow society's rules.		-0.54		
It is important to respect those who are in power above me.	-0.31	-0.49		
Factor 3: Personal Perceptions				
Most law enforcement officers abuse their power ®			0.83	
Most law enforcement officers show favoritism ®			0.76	
Most law enforcement departments are operated in honest ways.			0.75	
Most law enforcement officers do not use excessive force.			0.75	
I trust law enforcement officers.			0.74	
Law enforcement officers are just doing their job.			0.69	
Law enforcement officers are given too much discretion ®			0.62	
Factor 4: Power and Status				
I would enjoy a job in which I know I have power.				0.86
I would enjoy a job that gives me power and authority.				0.82
I would enjoy a job in which people know I have power.				0.79
I would enjoy a job in which I make important decisions.				0.54
I would enjoy a job that allows me to make my own decisions.				0.49

Note. ® denotes reverse scored items.

Table 5.

Study 1 Factor Means and Standard Deviations

Factor	Mean	Standard Deviations	N
Altruism	3.89	.51	337
Legalism	3.96	.50	337
Personal Perceptions	3.29	.75	337
Power and Status	3.84	.55	337

Table 6.

Study 1 Inter Factor Correlations and Reliabilities

	Altruism	Legalism	Personal Perceptions	Power and Status
Altruism	(0.63)			
Legalism	.38**	(0.68)		
Personal Perceptions	.24**	.37**	(0.88)	
Power and Status	.30**	.23**	.10	(0.77)

** Correlation is significant at the 0.01 level (2-tailed).

Cronbach alphas are reported in parentheses.

Table 7.

Study 1 Factor Correlations with PSM

	Altruism	Legalism	Personal Perceptions	Power and Status
PSM	.60**	.25**	.22**	.15**

** Correlation is significant at the 0.01 level (2-tailed).

Table 8.

Study 1 Factor Correlations with LMX

	Altruism	Legalism	Personal Perceptions	Power and Status
LMX	.11	.17**	.03	.16**

** Correlation is significant at the 0.01 level (2-tailed).

Table 9.

Study 2 Demographic Information (N = 20).

	<i>Percentage (%)</i>	<i>Number (N)</i>
Gender		
Male	75.0	15
Female	5.0	1
Preferred not to answer	20.0	4
Race/Ethnicity		
Caucasian	75.0	15
Preferred not to answer	25.0	5
Age		
20-25	5.0	1
31-35	20.0	4
36-40	18.8	3
41-45	25.0	4
46-50	12.5	2
51-55	12.5	2
Preferred not to answer	20.0	4
Tenure		
Less than 5 years	5.0	1
6 years to 10 years	15.0	3
11 years to 15 years	25.0	5
16 years to 20 years	10.0	2
Over 20 years	20.0	4
Preferred not to answer	25.0	5
Education		
High school diploma	10.0	2
Associate's degree	25.0	5
Bachelor's degree	15.0	3
Master's degree	25.0	5
Preferred not to answer	25.0	5

Table 10.

Study 2 Factor Means and Standard Deviations

Factor	Mean	Standard Deviations	N
Altruism	4.08	.52	20
Legalism	4.28	.43	20
Personal Perceptions	4.11	.69	20
Power and Status	3.40	.49	20

Table 11.

Study 2 Inter Factor Correlations and Reliabilities

	Altruism	Legalism	Personal Perceptions	Power and Status
Altruism	(.56)			
Legalism	.66**	(.55)		
Personal Perceptions	.60**	.51*	(.77)	
Power and Status	.42	.70**	.54*	(.20)

*Correlation is significant at the 0.05 level (2-tailed).

**Correlation is significant at the 0.01 level (2-tailed).

Cronbach alphas are reported in parentheses.

