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Human Capital Loss in Law Enforcement

Anthony J. DeProspo

Seton Hall University

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Submitted in Partial Fulfillment
of the Degree Requirements for the Degree of
Doctor of Education

Department of Educational Leadership, Management, and Policy
Seton Hall University

2020

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COLLEGE OF EDUCATION AND HUMAN SERVICES
SETON HALL UNIVERSITY

APPROVAL FOR SUCCESSFUL DEFENSE

Anthony J. DeProspo has successfully defended and made the required modifications to the text of the doctoral dissertation for the Ph.D. during this **Spring Semester 2020**.

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The mentor and any other committee members who wish to review revisions will sign and date this document only when revisions have been completed. Please return this form to the Office of Graduate Studies, where it will be placed in the candidate's file and submit a copy with your final dissertation to be bound as page number two.

Acknowledgments

I would like to acknowledge my committee. My mentor, Dr. Daniel Gutmore, I much appreciated your support and guidance, all the meetings, phone calls, and emails; the positive encouragement when at wit's end. Dr. Richard Blissett, who provided direction, focus, and criticism. I enjoyed the opportunity of having you on my committee. Dr. Elaine Walker, when times seemed bleak during comprehensive exams, your abetment, which continued throughout the dissertation process, is much cherished; thank you. Monsignor Christopher Hynes, for your leadership and advice.

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Michael Kuchar, PhD

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Jaibala Patel, MBA

And all my fellow students in the program.

Dedication

To my children, Giada, Julian, and Valentino; thank you for understanding when Dad would disappear into the basement office for hours upon hours. I know you lost many trips to the park and playground. My fiancé and love, Cindy, for your support from the beginning to the end. My parents, it's finally done. There were times I knew you both thought I wasn't really in school anymore because you stopped inquiring when days became weeks, weeks became months, and months became years. Thank you for your support. I love you.

Abstract

Employees are an organization's most valuable asset. Unfortunately, law enforcement as a whole has been faced with an epidemic of staff retention, which includes police officers. Police departments, such as New Jersey Transit and across the country, have had to deal with police officers' voluntary separation. Since its inception, the NJ Transit Police Department has had a long history of struggling to keep staff, and turnover within the department has an impact on expenses, resources, ridership, and taxpayers. Not only are police officers valuable, but they are also very costly (Wareham et al., 2015). Recruiting and hiring costs tend to be much higher for police agencies than for many other types of organizations, because of recruitment costs, advertising, training, and other areas of recruitment activities (Coyle et al., 2008).

The Bureau of Justice Statistics reports that 7.4% of full-time sworn personnel separated from state and local law enforcement agencies within the United States (Reaves, 2012). Koper (2004) estimated that 20% of officers would retire from smaller police agencies, whereas the number grows to 49% when considering larger police agencies. Officers who resigned from smaller agencies continued to work in law enforcement elsewhere at a rate of 45% within the first five years compared to 24% from larger agencies.

Because of the economic climate, the New Jersey Transit Police, like many other departments across New Jersey and the country, are faced with budget reductions. The agency runs at a 1.28 billion dollar loss yearly (NJ Transit Corp, 2018). NJ Transit was established as a corporation but receives public funding. The loss of law enforcement personnel is extraordinarily detrimental and costly to the agency, ridership, and the taxpayer. This is the issue that drives this study.

The research was conducted with data provided by former officers of New Jersey Transit Police who voluntarily separated their employment from 2000 through 2018. A regression was carried out to determine if demographics of gender, race, salary, education level, military status, marital status, and child dependency, can predict the length of service of a voluntarily separated officer while controlling for age. The study also considers the perspective of morale and self-efficacy of the voluntarily separated officer. A Likert scale was used to determine the mean morale as well as the level of self-efficacy of voluntarily separated New Jersey Transit police officers.

When age was entered the result was a significant predictor, accounting for 65%, while including the remaining variables only increased the results by 6 %. All salary groups are significant. The beta weight of salary at 70 to 79 thousand suggests it is the highest predictor of length of service at .25. The coefficients indicated that gender is significant at .08, moderately significant using a .10 threshold. The beta coefficient of gender is .159 and favors females staying longer at a rate of 5.4 years, contributing 4% to the model. Aside from gender and all salary groups, the rest of the variables explain less than one percent ($< 1\%$) and are not significant. Those who have separated reported self-efficacy slightly below good or above neutral range, and the overall group's morale of departed officers was neutral. The majority of officers who voluntarily resigned did so within five years of service. These findings can provide this agency and others with insight into their internal turnover. Retention savings can then be redirected to beneficial programs, equipment, and materials instead of the economically draining hiring and rehiring process.

Table of Contents

Acknowledgments	iv
Dedication	v
Abstract	vi
List of Tables	xi
List of Figures	xii
Chapter I: Introduction	1
Statement of the Problem	2
Purpose of the Study	4
Significance of the Study	5
Literature Gaps	5
Research Questions.....	6
Hypotheses	6
Research Design	7
Data Collection Plan	7
Data Analysis	8
Scope of the Study	8
Assumptions	9
Limitation, Reliability, and Validity	9
Delimitations	11
Definition of Terms.....	12
Summary	14
Dissertation Structure.....	15
Chapter II: Literature Review	16
Employee Separation and its Impact	18
Commitment and Turnover	20
Self-efficacy and Turnover	22
Mental Strain and Pressure on Turnover	23
Morale on Turnover	26
Career Expectations on Turnover	28
Well-being/Satisfaction on Turnover	29

Work-life/Conditions and its Impact on Turnover	31
Salary and Benefits on Turnover Intention	33
Demographics on Turnover	34
Organization and Management	36
Hiring and Replacement Because of Turnover	39
Procedure of the Chapter	40
Summary	40
Chapter III: Methodology	41
Research Method and Design	41
Population	42
Instrumentation	43
Research Questions	45
Hypotheses	46
Data Collection	46
Data Analysis	47
Confidentiality and Security Practices	48
Bias in Research	49
Summary	49
Chapter IV: Results	50
Research Questions	51
Descriptive Statistics.....	53
RQ1	59
RQ2	62
RQ3	65
Regression Model	65
Chapter V: Conclusion and Recommendations	69
Summary of Findings	70
Review of Findings	72
Recommendations for Future Research	75
Researcher Reflections	75
Conclusions	76

References	77
Appendix A. Approval for Dissertation Proposal	101
Appendix B. Approval of Institutional Review Board	102
Appendix C. Open Public Records Act request #1	103
Appendix D. Open Public Records Act request #2	104
Appendix E. Letter of Solicitation	105
Appendix F. Survey	106

List of Tables

Table. Regression Model	65
-------------------------------	----

List of Figures

<i>Figure 1.</i> Length of Service	54
<i>Figure 2.</i> Gender	54
<i>Figure 3.</i> Age	55
<i>Figure 4.</i> Race/Ethnicity	55
<i>Figure 5.</i> Education Level	56
<i>Figure 6.</i> Military Status	56
<i>Figure 7.</i> Marital Status	57
<i>Figure 8.</i> Children/Dependents	57
<i>Figure 9.</i> Salary	58
<i>Figure 10.</i> Separation Type	58
<i>Figure 11.</i> Morale Section One	59
<i>Figure 12.</i> Morale Section Two	60
<i>Figure 13.</i> Self-Efficacy Section One	62
<i>Figure 14.</i> Self-Efficacy Section Two	63

Chapter I

Introduction

The purpose of this study was to determine factors that contribute to an employee's separation from the New Jersey Transit Police Department. Employee turnover occurs when an employee parts ways and is no longer employed by the agency, severing their services. Attrition in law enforcement has been problematic for many police departments across New Jersey and the country. NJ Transit has suffered from attrition since its inception in 1982.

The Bureau of Justice Statistics reports that 7.4% of full-time sworn personnel separated from state and local law enforcement agencies within the United States (Reaves, 2012). Koper (2004) estimated that 20% of officers would retire from smaller police agencies, whereas the number grows to 49% when considering larger police agencies. Officers who resigned from smaller agencies continued to work in law enforcement elsewhere at a rate of 45% within the first five years compared to 24% from larger agencies.

The NJ Transit Police was selected for this study. The NJTPD employs both civilian and sworn personnel. This study focused on the sworn personnel within this police department. The NJ Transit Police is a unique agency. It does not serve a residential population or a community as the majority of police departments. It is the only statewide transit police department in the United States. The NJ Transit system is continually growing in ridership and service, but the department has had moderate gains to accommodate growing through spurts of mass hiring. The department began as a railroad police department on January 1, 1983, formed through the Public Transportation Act of 1979. Eleven years later, on January 12, 1990, NJSA 27:25-15.1 was enacted into law, giving the department general authority without limitation in all criminal and traffic matters throughout the State of New Jersey (NJ Transit Corp, 2018).

Services for NJ Transit run twenty-four hours a day, seven days a week, on a busy transportation system. The NJTPD supports the second largest ridership in the nation, only surpassed by the Metropolitan Transportation Authority.

The total operating expenses before depreciation and other costs were \$2.4 billion in the fiscal year 2016, an increase of \$385 million, or 19.4 percent, from the prior fiscal year. The agency runs a 1.28 billion dollar loss yearly. In order to maintain service, it is subsidized by state and federal funding through taxpayers (NJ Transit Corp, 2018, p.66). The NJ Transit Police Department consisted of approximately 249 sworn officers during 2018, obtained via an Open Public Records Act received June of 25, 2018.

On average, these officers serve a half a million commuters daily. For the fiscal year 2018, NJ Transit reports the average weekday daily ridership was 910,134 or 264.7 million trips a year. The service covers 5,325 square miles, which includes 251 bus routes and 12 rail lines statewide. There are 166 rail stations, 62 light rail stations, 30 bus terminals, and 18,000 bus stops (NJ Transit Corp, 2018, pp.1–2). Service continues to be expanded. NJ Transit real estate includes railyards, bridges, tunnels, maintenance facilities, and office buildings, which also must be patrolled (NJ Transit Corp, 2018 pp. 21-22). The department includes management, support staff, and specialized units. Management is comprised of those police officers holding the rank of captain and above. Support staff are officers assigned to such units as information and technology, intelligence, and training. Emergency Services, Internal Affairs, and Anti-Crime are examples of specialized units in the department.

Statement of the Problem

Since its inception, the NJ Transit Police Department has had a long history of struggling to keep staff. Turnover within the NJ Transit Police Department has a costly impact on

expenses, resources, ridership, and taxpayers. The researcher examined what factors influence police officer turnover within the New Jersey Transit Police Department. This is the issue that drove this study.

The New Jersey Transit Police Department, like many other departments across New Jersey and the country, is faced with budget reductions because of the economic climate. The agency runs at a 1.28 billion dollar loss yearly (NJ Transit Corp, 2018). NJ Transit was established as a corporation but receives public funding. The loss of law enforcement personnel is extraordinarily detrimental and costly to the agency, ridership, and the taxpayer.

Human capital is the highest budgetary item as labor and fringe benefits are incredibly costly. Human capital is the most essential resource for the success of any organization (DeNisi and Griffin, 2008). It has been estimated that replacing a public employee costs approximately 20% of the employee's annual salary (Lucas, 2012). Recruiting and hiring costs tend to be much higher for police agencies than for many other types of organizations, because of recruitment costs, advertising, training, and other areas of recruitment activities (Coyle et al., 2008). Finding qualified applicants for open police officer positions is more intricate than other hiring processes. The process is tremendously resource-draining. Many applicants are eliminated through a costly and time-consuming screening process, which includes various tests—fitness assessment, medical, psychological, and drug screening—interviews, and background checks (National Institute of Justice, 2004).

When an officer graduates the academy, the training does not cease. This merely provides the officer with certification and fundamental groundwork. Officers continue training through field training, agency mentorships, and probation programs. Such high turnover becomes more significant when one realizes that training new police recruits takes eight to

twelve months before they can patrol on their own (Haberman, 2014). The agency invests significantly in new officers and civilian positions. When a well-trained, productive employee leaves the department, the investment is lost. Hiring from another department, such as NJ Transit, is highly cost-effective for other agencies. The candidate is already vetted and well trained, making for an immediate productive employee.

Monetary loss is not the only negative to the agency. When staff resigns, the operation continues, distributing the work on those who remain. The impact disrupts organizational operations, progress, and achievement (Lee and Jimenez, 2011). Employees often develop strong relationships with their coworkers, and severing these ties may not only cause emotional strain for the departing employee but those left behind (Dess & Shaw, 2001). Ridership and the public suffer an impact as well. Bonds and trust with law enforcement take time to build, which can instantly be lost.

Purpose of the Study

The purpose of this quantitative study was to investigate morale and self-efficacy of the voluntarily separated New Jersey Police officer. In addition, the researcher studied the role of demographic factors of gender, race, salary, education level, military status, marital status, and child dependents on the length of service, while controlling for age. The findings could assist the administration in providing insight into police officer turnover within the New Jersey Transit Police Department.

Depending on the level of previous training and experience, the cost of replacing experienced staff ranges from 50% to 200% of annual salary (Hur, 2009). In such an economic climate where resources and funding are limited and continuously being reduced, this understanding could help limit the risk of loss. NJ Transit runs at an approximately 1.28-billion-

dollar yearly loss. Reducing staff turnover could have an overall positive effect on employees, the organization, and ridership, as well as providing significant savings to the agency and taxpayers. Resources and personnel could be redirected.

Retention savings could be redirected to beneficial programs, equipment, and materials instead of the hiring and rehiring process. The draining cycle of recruitment could be mitigated if addressed. Retention can build stronger law enforcement-public relationships, which could improve and increase customer satisfaction ratings. The study could make contributions to the limited literature on non-traditional police agencies and assist with future studies.

Significance of the Study

Between the 2000 and 2018 NJ Transit has suffered from significant turnover, retaining only 39% of their hires. An agency may jeopardize its investment in human capital if the candidate has a higher propensity to voluntarily separate. Research could help identify those who might be of higher risk and assist with mitigation. Law enforcement is no longer the stable occupation and field it once was; turnover in the field has been swelling (Hur, 2013). This study provided data that can assist management with avoiding further voluntary separation loss.

Literature Gaps

There was an extensive examination of turnover within the literature, although most were qualitative studies. The literature unanimously covered turnover intention using current employees. In addition, the reviewed quantitative literature failed to follow up with the former employee but instead used limited data held by the employer. A large portion of the quantitative studies took samples so vast that it was much too far-reaching, such as federal employment, which took employees from every facet of the labor force, lumping them together: mail carriers,

railroad conductors, and federal correctional officers. While these quantitative studies could be calculated, they were too broad to be of value.

Teachers and nurses were the core of turnover studies. The limited turnover studies on law enforcement seemed to cover municipal and county sheriff level agencies. Perhaps no attrition studies exist on a law enforcement agency within New Jersey with such a unique mission, style, and approach to law enforcement; for this reason, the New Jersey Transit Police was selected for this study.

Research Questions

RQ1: What is the mean morale of voluntarily separated New Jersey Transit police officers?

RQ2: What is the self-efficacy level of voluntarily separated New Jersey Transit police officers?

RQ3: How do demographics of gender, race, salary, education level, military status, marital status, and child dependency predict the length of service of a voluntarily separated officer, while controlling for age?

Hypotheses

Conforming to the research questions, the hypotheses for the study were as follows:

H1: Low morale is held by those who voluntarily separated.

H2: High self-efficacy was held by those who voluntarily separated.

H3a: Length of service of a NJTPD officer has no significant association with employee race.

H3b: Salary can predict the length of service of a NJTPD officer.

H3c: A relationship exists between the length of service and the age of a voluntarily separated NJTPD officer.

H3d: NJTPD officer length of service has no significant association to employee education level.

H3e: Military status has a significant influence on employee length of service.

H3f: Marital status has a positive relationship to length of service.

H3g: Child dependency has a negative influence on the length of service.

Research Design

This research consisted of a non-experimental, quantitative study. A survey design was conducted in this instance. The researcher used a duration of 18 years. When comparing large numerical data, a quantitative statistical approach was the best methodology. Contact with past employees was optimal; although difficult, as the employees in this study had already separated from the agency follow-up was necessary to fulfill the study (Liu & Onwuegbuzie, 2012). The researcher used rich descriptive statistics and regression to answer the research questions. The population for this study was officers who had voluntarily separated from the New Jersey Transit Police between 2000 and 2018. All employees' data within this criterion was used to provide the most extensive data set possible.

Data Collection Plan

Data was collected from surveys sent to officers who had separated between 2000–2018. A Likert scale survey was implemented to gather response data. The data was electronically downloaded into a spreadsheet, the preferred standard XLS format. The 2000–2018 spreadsheet data included the variables of race, salary, age, education level, military status, marital status, and child dependents, as well as the duration of service, employee identification number, and

separation type. All voluntary separation types were included in the study. The employee was completely anonymous to the researcher; no identifiers were held anywhere within the data.

Data Analysis

A regression and descriptive statistic, which consisted of graphs, tables, illustrations, and elementary explanations, addressed the research questions. This research design used statistical tests to measure the differences between two or more variables. This design was used to analyze each set of variables from the samples (Creswell, 2005). A regression would determine if there were relationships in the dependent variable length of service and independent variables of demographics of gender, race, salary, age, education level, military status, marital status, and child dependency. The study delivered the perspective of morale and self-efficacy of the voluntarily separated officer using a Likert scale. The former employees were analyzed. The researcher used the data cultivated by the returned surveys. The data was processed through IBM's SPSS program. Based on the output of the program the researcher interpreted the tables and reported results. The period studied was the years 2000 to 2018. The former officers' names were not included in this data.

All forms of separation from service that was not categorized as termination, death, or injury were considered voluntary separation by the officer for the purposes of this study. The researcher reported the findings and interpreted the SPSS output of the model in a summary that is accompanied by a firm recommendation.

Scope of the Study

This study used a statewide transportation police agency. The data was composed of employees who separated from 2000 to 2018. A duration of this length allowed for an abundance of data to assist in making a determination of variable contributions to separation.

Assumptions

The following assumptions were made within the study. The OPRA documentation provided by NJ Transit was accurate. All forms of separation from service not categorized as termination, death, or injury were considered voluntary separation by the officer, thus eligible to participate in the study. The data was interpreted by the participants as the researcher intended. The researcher assumed that the climate within the New Jersey Transit Police Department remained constant and that further turnover is likely.

Limitation, Reliability, and Validity

Online surveys could possibly prevent participation for a multitude of reasons, such as no access to a computer or the internet, being unfamiliar with such technologies or technical issues. In addition, law enforcement and police departments vary greatly in size, location, focus, and unique missions. An officer of Fish and Wildlife, U.S Postal Police, Tribal Police, Federal Reserve Police, or NJ/NY Port Authority has entirely different experiences, tasks, and responsibilities. Even local municipal police departments fluctuate greatly, impacted by the climate, terrain, structure, and population they serve. Therefore, this study was limited to the officers of the New Jersey Police Department, and limited by population size. Using data collected from a single source, particularly from a small, homogeneous, and focused population, could limit the transferability of the findings. As such, these results cannot be relayed to other facets of law enforcement or even other transportation-focused police agencies. The subjects and department of the study were from a unique agency and do not conform to the characteristic of a typical law enforcement agency, thus an external validity was a limiting factor.

“Reliability is the degree to which a test consistently measures whatever it is measuring” (p.172) and validity refers to the degree to which a test measures what it’s supposed to measure”

(Gay et al., 2011, p. 168). The researcher could not identify a definitive or unanimously accepted measure of morale or self-efficacy such as the MBI (Maslach Burnout Inventor) for burnout. Studies as early as Ruch (1941) have attempted to measure morale. While the literature was limited in law enforcement, it did, however, provide an overwhelming abundance of literature on similar high-stress occupations such as nurses and teachers. Studies in these fields were of great value to the researcher in developing a survey. Holden's 2017 study explored the factors related to teacher morale. Tomayko (2007) studied the challenges, stressors, and environmental factors of educators to capture morale and job satisfaction. While a different occupation, the studies were still highly relevant and applicable to this study, as they could be modeled to fit law enforcement. Douglas' 2015 study examined teacher morale and job satisfaction in regards to turnover intention. The researcher modified questions to guide the development of the survey for this study.

An attrition study of medical workers by Kwok 2013 used such variables as pay, environment, management, and supervision to capture morale and job satisfaction on turnover. These common trends were prevalent throughout the literature. Pay and benefits, environment, supervision, leadership, management, and job tasks crossed studies in different occupations as factors in employee well being. While one may not have a principal as a supervisor, there may be a chief; old history books may mean poor radio communication to another; student test scores equate to cases solved; or a nurse distraught over an emergency room patient may have been pulled out of a vehicle by an officer. These surveys and studies provided a comprehensive assessment of the perceptions of the employee. These surveys were able to be reconstructed and modified for this study on law enforcement.

The study was an objective analysis of morale and self-efficacy. The researcher used the literature review to guide and develop the survey questions. The dissertation committee members reviewed the survey instrument for validity. A limitation existed in the internal validity and reliability of the measurement of morale and self-efficacy. The researcher hopes this instrument will be tested and validated in future research studies.

In 2004, this researcher started a law enforcement career with the New Jersey Police Department. The researcher was no longer employed by the agency but was still in law enforcement with another agency within the state of New Jersey. There was a risk in potential unaware personal biases affecting the study. The reason for the the researcher's separation may have subconsciously driven the study, influenced by previous feelings, experiences, and knowledge. A similar risk stood with the subjects, as a requirement for participation was separation from the New Jersey Transit Police. As a former Transit officer, the researcher may have had an increased participation rate because of a willingness to assist "one of their own." To limit bias, the literature guided the study in electing the research questions, instrument, survey, and analysis. Reccurring themes arose in the literature review, which led to the development and direction of this study.

Delimitations

The study was limited to the population of former police officers of the NJTPD. Only those who met the requirement of voluntary separation between 2000–2018 were requested to participate, without compensation. New Jersey Transit was selected as it is the transportation agency from the North Jersey and NYC metro area where the researcher lives and is familiar.

Definition of Terms

Attrition: An employee or employees leaving their employment (Cardy and Lengnick-Hall, 2011).

Avoidable turnover: A factor or variable that can be controlled and prevented by taking action to correct or stop (Barrick and Zimmerman, 2005).

Burnout: An employee's chronic emotional exhaustion from stressors because of one's job (Maslach and Jackson, 1984).

Dysfunctional turnover: When a productive and essential employee parts and cannot be equally or more favorably be replaced (William, 1999).

Employee retention: The ability to keep an individual employed within the organization (Eisenberger et al., 2002).

Employee turnover: The number of employees who separate from their employment and replaced by new employees (Hom and Griffeth, 1995).

FTP (Field Training Program): A new officer is assigned to a seasoned officer, known as a Field Training Officer (FTO), for approximately sixteen weeks. The new hire patrols under the supervision of the FTO. The program consists of classes, supervised patrol, evaluation, and testing. During this time the new hire learns policies and procedures of the department. The field-training program is complete when an officer completes a probation period, which is typically a year.

Functional turnover: When an employee replacement is beneficial and more qualified staff is set in place (William, 1999).

Human capital: The investment by an organization on their labor force to produce value and return (Armstrong and Taylor, 2014).

Job satisfaction: The feeling of pleasure or content employees receive from their work (Skaalvik and Skaalvik, 2013).

Leadership: Guidance, direction, and support set forth by a supervisor. It is also considered the management of the department (Carroll and Levy, 2008).

Morale: “The professional interest and enthusiasm that a person displays toward the achievement of individual and group goals in a given job situation” (Bentley and Rempel, 1980, p.2).

Recruit: A newly hired officer who is usually new to law enforcement and inexperienced and begins the first phases of training. A recruit undergoes a probation period of approximately one year.

New Jersey Transit Police: Represented as NJ Transit PD, NJ Transit Police, NJTPD, or the agency.

Self-efficacy: An individual’s perception to meet his or her goals or succeed at a task (Bandura, 1993).

Transit Police Officer: A peace and civil officer whose focus and mission is on the transportation system. They are law enforcement officers with statewide jurisdiction and full arrest powers. They serve NJ Transit and its ridership.

Turnover consequences: The effects or impact of resignation on an organization (Mobley, 1982).

Turnover intention: When an employee plans or has a goal to leave his or her position within an organization (Tett and Meyer, 2006).

Unavoidable turnover: A factor or variable that cannot be controlled by the employer. The organization cannot stop this resignation (Lee and Mitchell, 1994).

Voluntary turnover: An employee willingly chooses to separate from employment (Mitchell et al., 2001).

Summary

The cost of replacing an experienced staff ranges from 50% to 200 % of that employee's annual salary (Hur, 2009). The separation process includes hiring and training a replacement and lost productivity (Booz, 2010). High rates of police and civilian employee turnover can impede organizational effectiveness, productivity, and remaining officers' morale (Drew, 2008). Like a vicious circle, the degraded overall morale in an organization strongly influences an individual's intention to leave (Lambert, 2007).

High levels of turnover can also induce turnover among the remaining employees. If the topic of conversation is about leaving and job searching, then turnover begins to generate additional turnover (Cawsey, 1979). Turnover can also decrease the morale of the officers who remain, leading to demoralization (Hoffman, 1993). Turnover can lead to increased frustration among officers who remain because of increases in workload demands and a loss of social relations with those coworkers who left (Drew, 2008).

Policing literature has found that the main reason for police officers' turnover intention is due to individual emotional characteristics (Lambert et al., 2001). Dissatisfaction of an employee often leads to resignation (Buckingham and Coffman, 1999). Direct supervisors have a great impact on an officer's satisfaction. Employee satisfaction has been studied at length as a dependent as well as an independent variable (Spector, 1997). Spector estimates over 12,000 studies have been conducted on the subject of employee satisfaction. It is the primary factor in resignation and performance (Lambert 2001, Stum 1998).

Dissertation Structure

The first chapter explores and provides an overview of the impact of turnover and introduces the New Jersey Transit Police Department. The second chapter presents a review of the literature, a theoretical framework on turnover. Historical and contemporary works provide a basis and rationale for the study. Chapter III provides the research design, methodology, and analysis of the study. Chapter IV presents the results and findings of the analysis, which includes explanations. The final chapter, V, discusses the findings and implications. This chapter concludes with summary, policy, practice, and offers future research recommendations.

Chapter II

Literature Review

Human capital is one of the most essential assets of an organization. Retaining talent is vital to organizational health. Quality employees are an investment. They take time, effort, and money to build. In order to see a return on investment, talented employees must be retained (Byerly, 2012). Turnover has been studied in-depth by researchers for the past hundred years (Mobley, 1982). The first study on turnover was led by Bills (1925), using employees of a life insurance company. “Because more valuable employees are more likely to facilitate organizational success, the field is becoming increasingly focused on their retention” (Trevor and Nyberg, 2008 p. 259).

The occupation of the police officer has traditionally been one of stability (Blau, 1994). Lately, police departments, such as New Jersey Transit and across the country, have had to deal with police officer voluntary separation (Whetstone, 2001). Law enforcement as a whole has been faced with a problemed epidemic of staff retention, which includes police officers (James and Hendry, 1991). The Bureau of Justice Statistics reports that 7.4% of full-time sworn personnel separated from state and local law enforcement agencies within the United States (Reaves, 2012).

Since that study, those numbers have increased; a recent study by Wareham (2015) found approximately 10.8% of sworn officers separated from their agency. Within five years new hires left their department, 21% in large departments and 41% in small departments (Koper, 2004). Other segments of law enforcement have a higher propensity of attrition, such as corrections, which suffer from a national average of 16% and a national high of over 40% (Wright, 1994).

Comparatively, public servants such as nurses have a 12% attrition rate and 13% for teachers (Orrick, 2000).

Smaller departments face a higher percentage of attrition than that of larger ones. A Koper (2001) study for the Urban Institute Justice Policy Center also found a similar outcome of turnover with an attrition rate of seven percent in a smaller agency and five percent in large ones. A smaller agency is defined as servicing a population of under 50,000. From the U.S. Department of Justice, Koper (2004) surveyed 1,270 agencies and found that officers serve a shorter period before attempting to leave small agencies than larger agencies. Officers who work in a large department have a far greater likelihood of working a full career and retiring with that agency or department. The smaller the department, the more problematic this becomes.

Many rural towns have micro departments with a force of ten or fewer. On average, the officers serving in rural departments serve less time with their agencies than those with suburban and metro agencies (Wareham, 2015). Twenty-four percent of officers who work at large agencies leave to continue their law enforcement career elsewhere. Overall, 35% of the profession leaves for non-retirement reasons, 13% voluntarily leave the profession altogether (Koper, 2004).

A Wareham (2015) study reports that Rhode Island, Delaware, and Massachusetts are among the states with the lowest resignation, voluntary separation, and total turnover rates in both 2003 and 2008, while Vermont, West Virginia, and Wyoming are among the states with the highest rates. For total turnover, the average rates ranged from Rhode Island's 1.87% in 2003 to Alaska's 31.83% in 2008. A Gonzales (2009) study of a sheriff's department located in California reported 28–33% of the deputies hired successfully retired. Cities such as Asheville, North Carolina are over-hiring to compensate for their high attrition rates (Burgess, 2017). In

contrast, cities such as Salinas, California have taken corrective measures to examine their hiring processes and reasons behind their high attrition, seeing a 65% drop in early resignations (Szydłowski, 2018).

Other areas of the public sector are also profoundly affected by turnover. Replacing public school teachers costs \$4.9 billion a year (Alliance for Excellent Education, 2005). The profession loses approximately 15% of its workforce yearly (Harrison, 2006). Between a quarter to half of teachers leave the profession within five years (Boyd et al., 2011). Industries such as healthcare average 35% attrition (Hayajneh et al., 2009). On the contrary, companies such as Johnson & Johnson, as well as Alcon Laboratories, have the pleasure of boasting a turnover rate of five percent, lower than any other Fortune 500 company (Fortune, 2017).

Employee Separation and its Impact

Turnover impact is rooted in the quality of the lost employee. A talented and skilled employee causes a greater burden when gone. The quality loss and its impression can vary greatly depending on who is leaving (Li-Pinshu, 2017). Functional and dysfunctional categorize employee turnover. When an employee replacement is beneficial and more qualified staff is set in place, this is known as functional turnover.

On the contrary, when a productive and essential employee parts and cannot be equally or more favorably replaced, this is dysfunctional turnover. This type of turnover causes a negative impact within the organization. Employees must fill these voids creating additional pressures (William, 1999). Voluntary turnover can be disruptive and harmful to any organization, regardless of the type. It is also costly, both directly and indirectly (Cascio, 1991). The cost of replacing an experienced officer ranges from 50% and 200% of that officer's annual salary. The separation process includes hiring and training the replacement, lost productivity and resources

(Booz, 2010). Recruitment, testing, selection, and training of new staff are expensive (Kieckbusch et al., 2003). Agencies and departments devote large portions of their budget toward recruiting, training, and integrating their team. Employee separation can result in a tremendous financial loss (Phuong, 2016). Departments must pay their recruits to obtain certification during the police academy and lengthy training such as field training, although these new officers are not providing service to the community which they serve (Tett and Meyer, 2006).

When turnover occurs, an officer who is familiar with the needs of the community and its residents has the potential to damage ties. Officers often build rapport with those they serve. The partnership that has been made by that officer is lost; this may affect the organization as a whole (Rainguet, 2001). New officers do not have networks with the community, which is essential for a police officer to be effective (Koper, 2001). Ties to others outside of an organization may be lost, severing the flow of information and access to external resources. Coordination becomes hindered when these bonds are broken (Dess and Shaw, 2001).

A study of knowledge loss and turnover conducted by Urbancová & Linhartová (2011) reported 73% of upper and middle managers stated the loss of an employee with critical knowledge was a real risk to the organization. Knowledge kept on record is known as explicit. This explicit knowledge can be communicated to others. Tacit knowledge is learned by actually doing and experiencing; it cannot be transferred. Tacit knowledge is what makes a person more proficient and competent at a craft over time (Kacmar et al., 2006). Institutional knowledge loss because of turnover is a grave threat to organizations (Beazley, 2003).

Police officers are key components of crime control. Departments that are affected by turnover may have complications with effectively suppressing offenses (Yongbeom, 2013). Turnover impacts the level of service and the safety of the community (Mitchell et al., 2000).

Law enforcement turnover affects not only the community and department goals but also those officers who remain. Morale can suffer from the loss of a colleague (Drew, 2008). Officers spend tremendous amounts of time together in high-stress situations, depending on each other's safety. Strong bonds are made; thus, the loss of morale because of a colleague departing has a strong influence on one's own intention to leave. The situation becomes a vicious cycle (Lambert, 2007). Officers who are unhappy with their jobs are relatively less concerned about their department. They also had more significant concerns about the justice system and were more troubled by stress (McIntyre, 1996).

The rate at which staff separates from an organization can have different effects. When turnover happens quickly over a shorter period of time, it can be extremely damaging to an organization. This type of event can consequently overwhelm and cripple resources. These implications, in turn, cause further turnover and complications comparable to dominos collapsing (Call et al., 2015).

Although the negative impacts are often at the forefront of voluntary turnover, it can also be beneficial to the organization. This provides an opportunity to replace poor performers. New blood brings fresh eyes and free-spirited motivation. Recruits are often extraordinarily eager and productive, which can spread to others (Meier & Hicklin 2007).

Commitment and Turnover

Organizational commitment is a strong predictor of employee separation intent (Carrell et al., 1992). A strong negative relationship between organizational commitment and turnover intentions is further supported by Labatmediene et al. (2007). A connection by the employee is what holds them to the organization. The stronger the relationship, the lower the prospect of voluntary separation (Meyer & Herscovitch, 2001).

Commitment is classified as either of two varieties. Normative and instrumental are classes that encompass organizational commitment. The acceptance of organizational values denotes normative commitment. When one is lured with being provided something such as money, recognition, or power is instrumental commitment (O'Reilly III et al., 1991). How devoted to where one is employed plays an essential factor in turnover. Those who have loyalty and pride feel a greater bond to their organization, making parting ways less likely (Mowday et al., 1982). We enjoy things that make us feel good. Positive experiences, emotions, and memories have a correlation to increased commitment (Schleicher et al., 2004).

Employees with strong commitment take more time devoting themselves to learning and sharpening their skills within their craft (Aryee and Tan, 1992). Commitment is elevated when the organizations and supervisors create a positive atmosphere where employees felt appreciated, valuable, and trusted (Ammeter & Dukerich, 2002). In addition to how one is treated by their boss, employees have great appreciation when their supervisors are knowledgeable, competent, and capable. Employees are committed to exceptional supervisors (Caykoylu et al., 2007).

Employees who spends more time within an organization has invested themselves; with each day they become more bonded. The more employees have sacrificed, the less likely they are to separate their employment. Tenure has a negative association with turnover (Becker, 1960). "Sunken cost" is used by Becker to describe the employees sacrifice.

Higher ranks will not be able to take their seniority, status, or salary with them to another department. These officers are stuck and locked into their current employer regardless of their feeling toward their department. They are usually a guarantee for the organization to keep until retirement (McNabb, 2009).

Public Service Motivation (PSM) elevates one's organizational commitment (Naff and Crum, 1999). Knowledge workers display a greater level of commitment to their coworkers and to the occupational field rather than to their employer (Dess and Shaw, 2001). Employees who feel a connection to their environment have a greater satisfaction level (Watson, 2017). This is evident with employees working within the town they grew up in or for their parents' employer. Employees will seek to end their employment when a steady decrease in commitment reaches an unsafe level, which was observed by Sheridan and Abelson (1983) in their study on employee turnover.

Self-efficacy and Turnover

Self-efficacy can improve job satisfaction. Those with elevated self-efficacy are better able to handle challenges with higher perceived competency. Stress is reduced when one can take on daily work life and its challenges. This, in turn, improves one's intention to stay and reduces turnover (Avey et al., 2009). Self-efficacy is elevated when employees are committed to their organization. Faithful employees will strive to expand their skills and seek development (Aryee and Tan, 1992). On the contrary, low self-efficacy is correlated with low commitment and poor gratification (Jex and Bliese, 1999).

When given the choice, employees will choose tasks they can perform proficiently and successfully. Tasks they deem unmanageable or impractical are avoided if possible, as meager performance or lack of success presents a feeling of failure (Luthans et al., 2006). Wanberg et al. (1999) identified three factors that forecast one's ability to find new employment. Motivators, competencies, and constraints determine one's job search intensity and the probability of success to be rehired. Those who have higher self-efficacy have an easy time seeking and being offered new employment.

Mental Strain and Pressure on Turnover

A feeling of agony and anguish that causes an employee frustration and burden is known as job stress (Cullen et al., 1985; Grossi et al., 1996). The research supports the negative impact on staff retention and draws a strong connection to employee turnover. In addition to mental complications, serious physical damage can be a product of continued job stress (Finn, 1998). Job stress does not just stay in the workplace; it travels to other aspects of an employee's life.

Gaton (2002) discovered a correlation between education and levels of job stress. Those with college degrees experience less job-related stress than their counterparts.

Law enforcement is ranked among the most stressful occupations in the world (Dantzker, 1987). Law enforcement officers are considered emotional workers. An emotional roller coaster of feelings is presented throughout a shift. Calls for service such as those involving death, injury, abuse, and need for physical altercation requires officers to control and hide their feelings and emotions (Bakker and Heuven, 2006).

The occupation a hospital nurse also involves high levels of emotional work. Both careers have been affected by a rise in job demand because of the reform implementation (Bolton 2003; Ackroyd et al., 2007). Fang (2001) found stress explains 8.5 % of the variance in turnover intention and 4.6 % in actual turnover in a 2001 empirical study on nurse stress. Empirical studies have shown frontline public employees such as police and teachers leave their positions under great emotional strain (Jackson and Maslach, 1982; Jackson et al., 1986). The basis for police turnover intention has been linked to emotional characteristics. Feelings of fear, anxiety, and depression lead to emotional stain and instability, ultimately ending in officer separation (Cortina, 1992).

A study on personality and turnover by Drew (2008) found that officers who are emotional are significantly affected. Those officers who are exposed to stressful incidents repeatedly become distressed and emotionally exhausted. The officers in these situation often resort to resignation as the relief. The officers who used this outlet as a means to escape were found to be more tender-minded. This study found no difference in mental toughness based on gender. Officers in smaller departments reported their motivation to quit was due to stress more than their large agency counterparts, reported by McIntyre (1996) in a study of Vermont Police. Officers in small departments often patrol alone, which can lead to stress. Officers who serve with other officers are less likely to seek other department employment (Wood, 2001).

Occupational stress has many adverse effects, which include health issues, increased rate of accidents and mistakes, and poor performance, all of which can have costly repercussions to the officer and department (Bernard and Krupat, 1994). These health risks include high blood pressure, anxiety, depression, insomnia, and alcoholism (Harpold and Feemster, 2002). Such ailments and illnesses also impact sick time. Stress changes chemicals and structure within the body in an attempt to adapt. If one cannot adapt to exhaustion and fatigue, eventually, failure is inevitable (Selye, 1978). Separation is an outlet an employee can turn to for relief (Campbell et al., 2014).

Stress has invariably been linked to employee turnover in the research literature, but the type of stress that provokes that actual decision to resign has not been positively identified (Coomber and Barriball, 2007). Stressors such as family strain, conflict with coworkers, supervisors, management, and false job expectations has been found to influence turnover (Haarr, 2005).

Work-family conflict and stress have a significant positive correlation with turnover intent; as the conflict and stress increased, so did the intention to leave (Lambert, 2006). Work stress does not just stay in the office or job site; it leaves with the employee causing personal and family anguish (Colgan, 2003). Female officers generally resign sooner because of being faced with additional stressors such as sexual harassment, discrimination, physical demands, and lack of female interaction (Brough, 2004).

Stress can be experienced when employees feel their training is insufficient for the task they are performing. Maslach and Jackson (1984) found job-related stress was often triggered by feeling ill-equipped for the task. In particular, with technology continually improving and shifting, employees must keep up with these advancements. Those who cannot adapt and keep pace experience frustration and increased pressures (Athanasaw, 2003).

A study on burnout was performed by Yun, Hwang, and Lynch (2015) using the Metropolitan Police in South Korea. They found that 38% of the variance in burnout can be explained by the measure of work and family conflict alone. Burnout is a condition of mental collapse because of stress. There are three elements of burnout: emotional fatigue, depersonalization, and a loss of motivation.

When workers give everything they can but results are unsuccessful, a sense of personal accomplishment is lost, which is usually accompanied by a strong resentment toward the community and department. This leads to a decline in effort, production, and turnover (Maslach and Jackson, 1981). Other public employees also experience high levels of burnout, such as special education teachers. In a Laurantzen (1986) study, 41% reported burnout as the cause for turnover.

A higher percentage of burnout is experienced by public employees who show lower levels of PSM (Public Service Motivation), the desire to serve the public (Bright, 2008). Kim (2015) found intrinsic motivation was significantly and negatively related to turnover intention. In addition, self-sacrifice was positively linked with intention.

Although stress can have many negative implications, it can also have positive effects on performance. Low, as well as excessive pressure, will often result in poor task performance. Moderate pressure has been shown to improve performance and influence success positively (Hebb, 1972).

Morale on Turnover

Organizational health is contingent on its employees' morale (Andre, 1985). Brunetto et al. (2010) found that the success of an organization, including performance, is strongly predicted by morale. Low morale can spread like wildfire. A small few disgruntled employees can negatively disrupt the organization and continue to turn and influence other employees. As morale elevates, productivity and performance increase, which produces happy employees who enjoy their work. Organizations with higher morale suffer less from negative repercussions such as needless sick days and conflict (Millet, 2013).

Factors such as work agreement contracts, pay, job perception, delegated tasks, and work relationships have a direct link to one's morale (Bentley and Rempel, 1980). A study on employee morale and welfare by Iverson and Zatzick (2011) reported that job security and trust were perilous to morale. When employees are engaged, they are productive. On the contrary, disengaged employees are bored and unmotivated, lacking in productivity (Kaye, 2010).

“Officer disengagement is most often caused by poor supervisors and leadership, lack of career

growth or better opportunities, inadequate feedback, insufficient recognition, lack of training and equipment, and loss of trust and confidence in senior leaders” (Orrick, 2008).

In this state, officers become withdrawn from their duties. Low performance and neglect are by-products of disengagement. Officers may seek outside distractions as mental outlets. Good performers are likely to find jobs elsewhere; on the contrary, poor performers become trapped in their department. They are offended, titled as the problem employee.

Many law enforcement officers are agreement employees under a union contract. The pay structure generally has little to do with performance. Most agencies typically have parochial pay systems tied to collective bargaining agreements. They are paid according to years of service, not by performance. Seniority plays a major role in security and choice of available job positions. Police turnover at high levels can disrupt department success and the morale of remaining officers (Drew, 2008).

In addition to decreased morale, officer turnover may lead to demoralization (Hoffman, 1993). Once the cycle begins, it continues; an officer departs, sinking morale, setting up a domino effect (Lambert, 2007). If the topic of conversation is about leaving and job searching, then turnover begins to generate further turnover (Cawsey, 1979). Increased frustration arises by remaining officers because of the loss of relationships and in carrying the extra workload and demands transferred on to them (Drew, 2008). Employees who feel less connected to their coworkers and department, as well as sacrificed less, have a higher turnover intention (Mitchell et al., 2001).

A longitudinal study conducted by Houkes et al. (2003) indicated that unmet career expectations increased turnover intention. False job expectations led to officer stress, which

increased the probability of resignation. Management and officer job expectations, such as how a task should be carried out, may differ (Cooper and Ingram, 2004; Haarr, 2005).

Those who feel unable to live up to the expectations of the organization also have increased intention (Cordes and Dougherty, 1993). This expectation is a mental agreement in the employee's mind. The contract is based on the employee's beliefs shaped by others and the organization. A violation of the psychological contracts often results in a toxic relationship and a negative response from the employee. A violation can occur when there is the perception that the employer has failed to fulfill obligations or promises (Rousseau, 1995).

The attitude of an employee toward work has a significant correlation with turnover intent. Commitment has a significant negative relationship on the intention to resign (Lambert, 2006). Loyalty has a powerful influence on job satisfaction. It accounts for 44% of job satisfaction alone (Yun et al., 2015). The negative perception of police in the public and media decreases morale. Police interaction and mainstream events are severely scrutinized. Police are criticized and chastised on open public platforms, causing a public backlash (Rinaldi, 2018).

Career Expectations on Turnover

Career aspiration intention is an excellent external variable of turnover intention. An officer may aspire for other law enforcement careers, such as always dreaming of being an FBI agent, or a correction officer wishing to work for his local police department. These officers have an intention to leave from the very beginning (Price et al., 2007). Small towns are often used as openings and stepping stones in law enforcement. Alaska is notorious for this issue. Their village police (Alaska Village Public Safety Officer (VPSO) have a turnover rate of 55%, which is ten times the typical rate of an urban department. Some villages experience turnover as high as 500% (Wood, 2001).

A study by Hubbard (2008) surveyed police recruits; excitement was the most significant reason for choosing the career. The reputation of the agency was the most crucial when selecting application and employment. The perception of career advancement, such as promotion, was a strong predictor of turnover intention (Price et al., 2007). Cooper and Ingram (2004) found career advancement was perceived not only with promotional opportunities but the ability to move to specialized units. Promotion was important to 43% of participants and essential to career development. When one is highly qualified the pressure to achieve expected goals leads to stress and burnout (Grant, 2007).

The ability to advance within small departments is extremely limited. The movement only takes place when an officer of rank severs service, which is usually upon retirement (Wood, 2001). Employee resources are essential to their well-being and values; such resources can motivate, provide support, and improve public service motivation (Hobfoll, 1989). Organizations need to provide their employees with opportunities to grow through training, education, and development to reduce turnover intention (Kim, 2015).

Well-being/Satisfaction on Turnover

Psychologist A. H. Maslow (1943), best known for his theory of hierarchal needs and motivators, presented five needs which is often presented as a pyramid, with the most fundamental core need at the base or bottom tier: physiological, safety, love/belonging, esteem, and self-actualization. A person must have his or her most basic level satisfied before seeking the next level. Employees will seek out to fulfill their fundamental needs such as safety, which consists of stability and security. An example would be an employer who is continuously having rounds of layoffs because of financial complications. An employee will seek a stable employer out of basic needs.

A positive link has been found between employee separation intent and positive emotions. Elevated work well-being reduces turnover (Siu et al., 2015). In addition to lower intentions of turnover, it is a predictor of high employee commitment to the agency, according to findings reported in a Brunetto et al. (2014) study of high emotion labor employees using police officers and nurses. Employees are more satisfied when they have the support of their supervisors and leadership (Bartlett and Kang, 2004).

Fairness plays a direct role in satisfaction. Workers are found to be highly content when they believe promotions, advancement, and benefits are provided impartially (Lyon, 2001). Job satisfaction lowers turnover, as it is a significant predictor (Lambert, 2006). A study by Fakhimi and Raisy (2003) found that satisfaction had a positive relationship outcome for work effort, commitment, motivation, and turnover intent (Fakhimi and Raisy, 2013). This was confirmed by a Nameem & Jamal (2017) study which demonstrated that commitment was significantly and positively linked with satisfaction, while dissatisfaction was related with the intent to resign.

One's education level correlates with job satisfaction. An officer with higher levels of education report greater satisfaction; as the education level increases, so does the satisfaction level found in a law enforcement study by Krimmel and Gormley (2003).

In a study by Tett and Meyer (2006) on turnover, satisfaction explained between 14 and 28% of the variance in turnover intent. Naff and Crum (1999) report employees with more (PSM), public service motivation, have lower levels of turnover intention. Those who have more public service motivation have higher levels of satisfaction found in their empirical study. PSM is a desirable trait sought after by organizations (Bright, 2008). Employees with PSM are not nearly as fazed or impacted by organizational politics and dysfunction (Scott and Pandey, 2005).

Self-esteem has a direct correlation to job satisfaction as well as a significant negative relationship to turnover intention (Saks and Ashforth, 1997). Rank has an association with one's level of satisfaction. Numerous studies report that as officers rise through the ranks they become less satisfied. Low levels of rank report the highest levels of satisfaction (Zhao et al., 1999). When a task is highly repetitive, it often makes the employee bored. An employee who is tasked with a vast variety is often an engaged employee (Mueller et al., 1994). Employees who are rewarded for their accomplishments and efforts are motivated and satisfied (Herzberg, 1964). An employee with a low level of satisfaction will lead to an increase in call-outs, tardiness, grievances, and abuse, including substance (Hulin et al., 1985).

Officers born in the area where they work are far less likely to leave (McIntyre, 1996). Factors that contributed to the likelihood of the officers staying with the department were serving in their hometown and serving with other police (Wood, 2001). Latino employees were found to be more satisfied than Caucasian workers with their employment. Women showed higher levels of job satisfaction and loyalty over males (Costen et al., 2006). Age and satisfaction were positively related; older employees had a more positive job attitude (Rhodes, 1983).

Work-life/Conditions and its Impact on Turnover

Police officers are one of the few professions where one is on duty around the clock. Officers are expected to take action when necessary or report an incident even when off shift. Officers are obligated to abide by policy and procedures off duty. This may preclude them from engaging in certain activities or refrain them from specific side jobs or businesses. Many departments have many restrictions such as no tattoos or facial hair, and residential requirements (Julseth et al., 2011).

Residential requirements may mandate that officers live in the community they serve. This could force officers to live in wealthy areas they cannot afford, or, on the contrary, forced to reside in poor communities. Supplied services may not be at the same level as those in middle-class neighborhoods. This forces officers to live in areas they normally would not. A spouse may also have a residency requirement, which causes a dilemma. Officers may seek employment without such restrictions (Hager, 2008).

Jobs that are not family flexible forces the employee to choose family or work. Police departments are not considered to be family-oriented. Law enforcement is rigid; it requires harsh and extended hours, holiday work, and mandatory overtime. This is one of the few jobs that requires work during severe inclement weather and states of emergency. Family support and flexibility lack significantly in this career (Kaye, 2010).

Most officers prefer to work the day shift, but because of the nature of the job, officers must work evenings and overnights (Thibault et al., 1998). Departments work rotating shifts or assignments based on bidding. Bids are almost always based on seniority. Newer officers are left with the least favorable positions and assignments.

Shift work has many health risks and consequences, which include fatigue, mental stress, higher rates of cardiovascular disease, loss of appetite, heartburn, and constipation. Shift workers suffer from the occurrence of digestive problems five times greater than those who work regular day shifts (Barton, 1995). Work hours were the most significant obstacle for returning to a police career (Fletcher 1990). Also, how one perceives his or her safety and the dangerousness of the job plays a significant role in mental stress and well-being (Cullen et al., 1985).

Officers familiar with local culture have a higher comfort level and are less likely to resign than foreign cultured ones (Wood, 2001). A study by Lambert (2006) on police turnover

found there to be a significant correlation between work environment and turnover.

Dangerousness had a non-significant relationship, but harsh climate and terrain did (Wood, 2001). Poor working conditions are a significant factor of turnover, no matter what the job or field. Poor working conditions were reported by 32% of teachers in a follow-up survey that led to the decision to resign in a study by Cox (2007). This factor was enough to cause 37% to leave the profession altogether. Hiring those familiar with what a job truly entails, such as the conditions and environment, will result in an employee who is more satisfied, productive, and less likely to voluntarily separate (Miller, 2008). Satisfaction is decidedly linked to one's work environment. It is regarded as immensely vital to an employee's perception of his or her job (Yong, 2006).

Salary and Benefits on Turnover Intention

Pay and job satisfaction has been found to be highly correlated (Malik et al., 2010). When examining attrition throughout the state in a Douglas (2003) study the North Carolina Department of Criminal Justice discovered that turnover has little to do with a starting salary. Although the starting salary did not contribute to turnover intention, a lack of a salary increase within two years was a contributor.

Hager (2008) surveyed 112 recruits attending the Broward County, Florida Police Academy to find the motivating factors in choosing a department to be employed. The essential items for selecting the agency were benefits, such as insurance and a retirement plan, with 71%. Perks accounted for 47%, such as a take-home car and cell phones. Salary was the most essential reason for 46% of the participants. Overall, family income was reported to be one of the top three reasons for turnover intention in Prices' et al. (2007) study on sheriff's officer turnover.

McIntyre (1996) reports that approximately three-quarters of the officers who left voluntarily were happy in their old positions. They were looking for another job with greater compensation. The financial situation and satisfaction level of an officer has a significant bearing on turnover intention. Officers with economic issues will often accept an offer that is anything more than their current salary. Officers who are unhappy will, on average, leave for equal pay, while happy ones will consider proposals at 20% over their present wage (Branham, 2005).

Because of the limited population, the tax base is far less in smaller municipalities than large cities; in turn, what an officer can be paid is usually less in salary and benefits. A weak economy may have a more significant impact on smaller agencies that operate with relatively small budgets compared with larger agencies (Wareham, 2015). A Price et al. (2007) study also presented similar findings; the state of the economy was found to be the most influential variable in the study as the predictor of officers' turnover, as this impacted the opportunities and ease of finding another job.

Demographics on Turnover

Education level plays a role in turnover intention. College-educated officers are more likely to exhibit the need to move on from their current employer. Educated employees feel they can find new work easier than those without such education (Lambert, 2006). In addition to feeling as though one has more opportunities, it can cause a developed feeling of entitlement. Expectations of educated employees are unlikely to be met by the employer, which leads to seeking it elsewhere (Hepburn, 1989). Those who are highly qualified often have higher expectations; these pressures can mentally take a toll while trying to achieve these goals (Grant, 2007). A Vermont study of turnover (McIntyre, 1996) found that officers who continued in law

enforcement had education of 1.9 years beyond high school as compared with a mean of 2.4 years for those who took other positions outside the profession. Those who had degrees often studied in unrelated fields (Drake and Yadama, 1996).

Age is significantly linked to turnover intent. Younger employees have less invested in their employment. They value stability less than their older counterparts and are more willing to be mobile. Young employees often do not hold high positions or those of authority, so they have less to lose (Nestor and Leary, 2000). Age and length of service are significantly linked. Younger employees do not have as much time at work as older officers. The longer an officer has worked, the greater is their tenure. Tenure and seniority are significant predictors of turnover intention (Yun 2015). Hubbard (2008) reports from a study on turnover that 31% began looking for a job within the first two years. This increased to 44% between three and five years. It significantly dropped after that to just nine percent, steadily declining each year that passed.

A Daughtery (2006) study on officer turnover found the average age upon resignation was 26. Officers not married had higher rates of turnover. Those without dependents were more inclined to leave. Younger employees often had less or no dependents. A bachelor degree education level made resignation more probable. Officers who served in the military were less likely to resign.

McIntyre (1990) found similar findings in a turnover study on various municipal Vermont police agencies. He discovered the typical officer who resigned his position was age 26–30, married, male, and educated at the college level. Those with dependents and responsibilities were forced to stay where otherwise they would not. Officers who were married sought out jobs with a better family schedule. Males stayed in law enforcement (72%) more than females (46%). Women most often resigned for domestic responsibilities (Cooper, 2004).

Lambert reports race had no significant association with turnover intent (Lambert, 2006). Those who perform at higher levels were more likely to resign when their needs arose or satisfaction levels lowered, especially in a tight market (Price, 1977).

Brarricks and Zimmerman's (2009) personality study found there to be personality traits that are indicators of job-hopping. Certain personalities are predictors of turnover intent. Police officers who are carefree, lack attention to detail, and impulsive are likely to quit (Drew et al., 2008). Pre-hire analysts on demographics could assist organizations to decrease the probability of turnover and increase performance (Selden and Orenstein, 2011).

Organization and Management

An organization's success is directly impacted by the excellence of their employees. Employers must provide conditions that promote commitment and enjoyable work experiences (Costen et al., 2006). Employers can reduce turnover if they can improve the perceptions of loyalty and job satisfaction as they are predictors of turnover (Ismail and Velnampy, 2013). Targeting employees at risk using predictive measures by management can greatly increase retention (Boyd et al., 2011).

In an effort to entice employees to commit themselves to the goals of the organization incentives must be given. An employee has a choice to go above and beyond or just do the bare minimum to get by (Shaw et al., 2005). Keeping talent is one of the utmost imperative obligations of an organization (Cardy et al., 2011). Poor leadership is one of the main variables in turnover intention (Douglas, 2003). Managers have a direct impact on turnover (Allen et al., 2012). Meager treatment of employees by management and supervisors led to an insalubrious work environment (Biswas, 2010). Mistreated employees resorted to harmful practices such as sabotage, defiance, and poor performance. This is not only unhealthy but places the organization

in unnecessary risk and hazard (Tepper et al., 2009). Good communication by the chief officer of the department and a perceived concern for their staff helps reduce turnover (Price et al., 2007).

Officer disengagement is most often caused by poor supervisors and leadership, lack of career growth or better opportunities, inadequate feedback, insufficient recognition, lack of training, equipment, and loss of trust and confidence in senior leaders (Orrick, 2008). McIntyre (1990) reported in a turnover study on Vermont Police that frustration with the department was 41%, frustration with the justice system was 29%, job and family stress at 22 %.

In addition to financial reasons, personal problems with their managers, co-workers, and professional advancement; employees leave because of role conflict or a lack of information on job description (Pawar and Chakravarthy, 2014). Inefficient training can cause employees elevated levels of stress. A feeling of being ill-equipped and incompetent is often reported by employees across many professions (Maslach and Jackson, 1984). Employees are more satisfied when they are given access to training by their organization (Bartlett and Kang, 2004).

Employees are being required to have more abilities than previously required (Iverson and Roy, 1994). Organizations push for more with less. The strive for efficiency places pressure on employees. Quitting is a coping mechanism to deal with the overbearing demands (Jones et al., 2007). Employees need clear direction and expectations. Role clarity is necessary and has a significant influence on an organization's success and efficiency (Biswas, 2010).

Many organizations have become rank heavy. The ones at the bottom are forced to do the grunt work. The officers at the bottom have no rank and little seniority. Supervisors control the assignments and work. Much of the time the assignments are monotonous, tiresome or

physically demanding. Law enforcement agencies want bright and educated officers, but fail to provide a stimulating work environment (Prince, 2006).

An overworked officer is a significant predictor of turnover. An overbearing workload was reported by 67% of officers who resigned in a McIntyre (1990) study. An empirical study by Smith and Clark (2011) on burnout and turnover indicated that the loss of resources promoted stress in an employee, leading to an increase in separation intent. Lack of management support is an issue faced by numerous professions. Teachers have similar complaints of their supervisors. Many teachers cite their job stress to be because of a lack of administrative support (Blasé et al., 2008).

Employees need to feel as if they are part of the organization, belong and are wanted; any loss in this perception could impact morale and performance (Andrew, 1985). Rewarding is not only motivating but also satisfies (Herzberg, 1964). Organizational goals are met by employees who feel appreciated and supported (Ngambi, 2011). Employees who feel they have not been rewarded appropriately and fairly for their contributions express anger. This is elevated when management does not provide the same standards to all staff (George and Homans, 1961).

A study on knowledge loss because of turnover was conducted by Urbancová & Linhartová (2011). Trust with leadership was reported by 32% of their reason for turnover, 27% unfair treatment, 23% monotonous/unmotivating work, and 19% had issues with supervision.

Organizations must take responsibility for both the direct and indirect costs associated with turnover (Harhara et al., 2015). Support for employees is critical to reduce and improve staff separation (Chen and Scannapieco, 2010). Lynch and Turkey (2008) argue that departments may combat turnover rate by making it a priority; resignations are preventable if they can improve support for their employees.

Hiring and Replacement Because of Turnover

Recruiting and hiring costs tend to be much higher for police agencies than for many other types of organizations. This is due to finding qualified applicants for open positions. The process is remarkably resource draining. Many applicants are eliminated through a costly and time-consuming screening process, which includes various tests, fitness assessment, medical, psychological, and drug screening, interviews, and background (Koper, 2004).

In order to be certified as a police officer, applicants are required to complete an increasingly long list of specialized training courses. The general public is not a pool to fill these positions (Lynch and Tuckey, 2008). Recruits must be paid while training, including while in the academy. These recruits, while on the payroll, are providing no service to the public (Tett and Meyer, 2006). Hur found that the nationwide average duration of recruiting and filling vacancies for sworn officers was more than six months in municipal police departments (Hur, 2009).

Upon graduation from the academy, many officers continue training through field training, agency mentorships, and probation programs. Such high turnover becomes more significant when one realizes that training a recruit takes eight to twelve months before they patrol on their own (Haberman, 2014).

Agencies throughout the country have many methods to lure officers. The Houston, Texas Police Department offers a \$7000 signing bonus to any experienced police officer who moves there and completes a 12-week modified training academy (Axtman, 2006). The Miami Gardens Florida Police Department has aggressively recruited from other departments seeking lateral transfers. The incentive included a \$12,000 signing bonus, moving expenses of \$7000, and additional incentives (Hubbard, 2008). King County, Washington offers its officers 40 hours

of vacation if they successfully recruit a deputy officer (Woska, 2006). In an effort to keep staff, departments such as San Jose offer those eligible to retire a salary while their pension is put into a trust (Handa, 2014).

Procedure of the Chapter

This chapter provided a review of the literature exploring turnover. Academic journals, printed and electronic textbooks, peer reviewed studies and reports, and doctoral dissertations were sources for the literature review. The main sources in order of use were The Seton Hall library, Google Scholar, ProQuest, and limited scrutinized sources via world wide web searches. Key terms used were: turnover, attrition, resignation, quitting, job separation, employee dissatisfaction, morale, and law enforcement. The chapter was broken down into sections of recurring themes that emerged while reviewing the literature.

Summary

The literature clearly presents common denominators for employee turnover. All of the themes are relevant contributing to factors. The loss of a quality employee is a real risk to organizations, which is expensive and detrimental to the overall success of the organization. While turnover is a part of any business or organization, it should not be considered routine. It needs to be addressed and controlled.

There are many reasons and causes for turnover. The risks can be mitigated if addressed and corrected. Unfortunately, there are times when an employee's decision to leave is not based on anything more than an unplanned event or opportunity (Lee and Mitchell, 1994).

Chapter III

Methodology

Hom et al. (2017) studied the past 100 years of turnover, concluding it was “dynamic and ever-changing” (p.540). Organizational success is dependent on retaining valuable employees (Aguenza and Som, 2018). “The role of an officer in today’s world is harder than it ever was before. It is even harder to fill the police vacancies in departments because so many variables are out of the department’s control” (Cantu, 2019, p.2). Reoccurring themes emerged in the literature for turnover intention. Current employees were chiefly the subjects of the empirical studies found in the literature. The literature covered former employees using limited data held by the employer. This chapter is separated into nine sections, specifically: purpose of study, research method and design, population, instrumentation, research questions, hypotheses, data collection and analysis, confidentiality practices, and biases in the research.

Research Method and Design

The researcher used rich descriptive statistics and a regression model to answer the research questions, which employed a survey vehicle to acquire the required data. The goal of this research was to employ a quantitative method design to investigate if relationships exist and deliver a voluntarily separated officers’ perception of morale and self-efficacy. In addition, the researcher was interesting in learning if police officer demographic variables could predict the length of service, while controlling for age? Age needed to be controlled for as there was a known relationship to length of service. These two variables are congruent; as service time increases by a year, so does the age of the officer, as time is constant and identical. By controlling for age we could better understand the relationship between the other demographic variables and the length of service. In addition, the service length could be compared with

officers of the same age. Two officers of the same age may have separated at drastically different times in their career, in which one may have months of service while the other retired from the agency.

A survey was employed to gather and compare the former New Jersey Transit police officers. The services of SurveyMonkey.com was used to deploy the survey. The survey gathered perceptions of moral and self-efficacy of former New Jersey Transit police officers. A cross-sectional survey was optimal to answer the research questions as the survey was deployed just one time capturing the formers officers' status when they left the department. In addition, it allowed for numerous demographic variables to be examined at once (Crano et al., 2014).

Population

The agency has suffered from employee turnover including civilian staff such as dispatchers, analysts, information technology specialists, fare enforcement, and support staff, but the focus of this study was the law enforcement officer. Police officers are the backbone of the department and are the costliest to replace and train. The researcher and the population involved hope the agencies that suffered and were plagued with retention issues would benefit from this study.

The sampling frame were officers who have voluntarily separated between the years 2000 and 2018 from the New Jersey Transit Police Department. There were 192 eligible participants. A span of 18 years provided the most comprehensive depiction of voluntary turnover within this agency.

This span and criteria ensured the maximum possible response rate that could be of value; the researcher was better able to see the roles and relationships. The cutoff of the year 2000 was used for several reasons. The department was a very different department than it is today. It was

significantly smaller, and had a different mission and focus prior to 2000. The agency was transitioning from being a railroad police department under legislation NJSA 27:25-15.1 to provide the agency general authority without limitation. The department took a new direction which included mass hiring and a new mission (Foster and Cordner, 2005). In addition, an inquiry request to NJ Transit for records before 2000 was limited and meager.

Instrumentation

The comparison of survey responses of the former police officers regarding their perception of morale and self-efficacy and demographic properties were used for the study analysis. Eight demographic questions were used in the survey: gender, race, salary, age, education level, military status, marital status, and child dependents.

Race was a categorical nominal variable and dummy coded as 1) White, 2) Black/African American, 3) Hispanic/Latin/Spanish, 4) Asian, 5) Other.

Age was coded as 1) 25 and younger, 2) 26 to 30 years, 3) 31 to 34 years, 4) 35 to 39 years, and 5) 40 and older.

Salary was a variable measured on an interval scale of 10,000-dollar increments, starting with a salary of \$50.

Education was the highest level of education attained, coded as 1) high school diploma/GED, 2) associates/60 credits, 3) bachelors, 4) masters, and 5) terminal degree/doctorate/JD.

Military, marital, and child dependents are dichotomous and were treated as 0=Yes, 1=No

Gender is also dichotomous and was treated as 0=Male, 1=Female.

The survey incorporated a 5-point Likert scale, with responses 0= strongly agree to 4= strongly disagree to capture sections of independent variables of morale and self-efficacy. Each section had a positive and negative section to avoid the implication of implied response, careless response, or cognitive fatigue (Merritt, 2012). A positive or negative word in a question can infer or lead one's response. For example, a question such as, *Is this a fun amusement park?* might infer a positive response, whereas, *Is this a boring movie?* a negative one (William et al., 1982).

A Freedman et al. study (2003) on the implications of leading questions in a healthcare study found there to be an increase of functional difficulties for those who were asked, *How much difficulty do you have?* vs *Do you have difficulty?* The questions were asked in both a positive and negative way. For example, *This is a good place to work?* Response: Strongly Agree. *This is a poor place to work?* Response: Strongly Disagree. Both of these questions received the same score. The researcher used a total mean score to analyze the data. A Cronbach's alpha was performed to test for reliability of the Likert Scale, self-efficacy section ($\alpha=.967$) and morale section ($\alpha=.967$).

The survey included an area for the participant to add notes, explanation, or clarification. The survey questions were created and guided by reviewing the literature. Survey questions were provided to a small group of officers in person within a separate law enforcement agency in the early spring of 2019; each question was reviewed. The officers provided an interpretation of the question and feedback. The group's feedback ensured neutrality, clarity, and comprehension of the questions and overall survey.

A preliminary online survey was piloted with a small group of officers who voluntarily separated from their respected agencies. A trend for incompleteness of the survey arose. The

layout had to be revised to ensure engagement and avoid rushing through. Feedback provided the length of the survey was problematic as the piloted participants stated they just wanted to get it done or didn't want to complete the rest of it. The data from the survey website showed that after approximately 14 minutes, participation terminated or quickly declined. The survey length was adjusted to provide maximum engagement and data capture.

The finalized survey was accessed using the online service SurveyMonkey.com. The survey was designed to be taken in approximately 13 minutes. This method relied on voluntary participation. Low participation could lead to inconclusive results.

The method did not allow for interaction with the participants. The anticipated risk of participation in the study survey was no greater than common computer and internet use, as there is always a risk of data being breached. The method risk was believed to be minimal compared to the possible increase of participation. This method provided the greatest opportunity for outreach and participation. Many of the participants were no longer residents of New Jersey, making any other options possibly less effective.

Research Questions

The following questions guided this study:

RQ1: What is the mean morale of voluntarily separated New Jersey Transit police officers?

RQ2: What is the self-efficacy level of voluntarily separated New Jersey Transit police officers?

RQ3: How do demographics of gender, race, salary, education level, military status, marital status, and child dependency predict the length of service of a voluntarily separated officer, while controlling for age?

Hypotheses

Conforming to the research questions, the hypotheses for the study were as follows:

H1: Low morale is held by those who voluntarily separated.

H2: High self-efficacy is held by those who voluntarily separated.

H3a: Length of service of a NJTPD officer has no significant association with employee race.

H3b: Salary can predict the length of service a NJTPD officer.

H3c: A relationship exists between the length of service and the age of a voluntarily separated NJTPD officer.

H3d: NJTPD officer's length of service has no significant association to employee education level.

H3e: Military status has a significant influence on employee length of service.

H3f: Marital status has a positive relationship to length of service.

H3g: Child dependency has a negative influence on the length of service.

Data Collection

An OPRA (Open Public Records Act) request was made by the researcher to NJ Transit, requesting police officers who separated from the agency from years 2000–2018, which was provided. The data included the officer's name, rank, salary, overtime, overtime hours, start and end dates. Contact with the former employees was optimal; the employees in this study had already separated from the agency, and follow-up would be, although difficult, necessary to fulfill the study (Liu and Onwuegbuzie, 2012). The researcher used open-source public records and online services to obtain the most updated addresses for participants available. PBA local 304 (NJTPD) assisted with address records. In addition, administrators of Facebook groups NJ

Transit Police Alumni, NJ Transit Police, and PBA were notified of the study for security purposed, as to address any inquiries of legitimacy.

The researcher mailed a packet directly to the subject's address. The packet contained two documents: a participation letter and a copy of the survey. The participation letter included the invitation to participate, the scope of study, benefit of participation, confidentiality practices, possible risks, rights, and contact information. The opening letter provided the participant with the nature and purpose of the study, along with the contribution value of participation. The confidentiality portion stated the protocols and safeguards that were used to ensure anonymity and protection. Participants were made aware they could withdraw from the study at any time, even after they had completed the survey.

Neither compensation nor incentives were offered for participation in the study. The possible duration for the completion of the online was four weeks. A reminder was sent at the mid-point from the deadline date. The participants were met with a statement thanking them after the final question of the survey, provided the researcher and IRB contact information, scope of the study, and confidentiality procedures. The subjects were provided with the option to agree and submit the completed survey or withdraw.

Data Analysis

The analysis of the data collected from the surveys was conducted by the researcher. SPSS and the SurveyMonkey analytics were used to conduct the examination in this study. The survey responses were scrutinized for anomalies and repeated response answers, which could indicate the participant just picked the same answer in an effort to quickly complete the survey. The Likert scale had a positive and negative response section for morale and self-efficacy. The research could quickly identify participants if the same response row was chosen. For example,

a response of Strongly Agree should not be shared by both questions of *This is a good place to work?* and *This is a poor place to work?*

The variables were explored to gain insight as to what role they play on that of NJTPD police officers' length of service. The research questions were addressed by the use of rich descriptive statistics and regression to determine if the dependent variable, length of service, could be predicted by independent demographics variables—gender, race, salary, education level, military status, marital status, child dependency—while controlling for age. The study would deliver the perspective of morale and self-efficacy of the voluntarily separated officer.

Meaningful research attempts to detect and establish relationships (Fraenkel al et 2011). Descriptive statistics consisting of graphs, tables, illustrations, and elementary explanations of the raw data were used to address the research questions. Descriptive statistics are categorized as measures of frequency, central tendency, variation, and positions. Percentages and counts are measures of frequency. Mean, mode, and median are measures of central tendency. Deviations and ranges are measures of variance. Rank, hierarchy, or place is a measure of position (Portney, 2009).

Confidentiality and Security Practices

Seton Hall University protocols were strictly adhered to ensuring the privacy and anonymity of participants. The process was reviewed and cleared by the IRB (Institutional Review Board) of Seton Hall University. Personal information was not included nor identifiers in the surveys or data to associate the identity of any participant.

Participants were reminded to use a secure network and computer to complete the survey as there is always a risk of data being breached. The desktop used in the study was a recent model with current security updates from McAfee and Microsoft. The desktop was password

protected and timed out within two minutes of inactivity, located in a secure basement office. An encrypted Verizon router provided network services. The researcher had sole access to the data. The data was held on a re-writable compact disk. The researcher will physically destroy the CD drive upon the third-year anniversary of study completion.

Bias in Research

In 2004, I started my law enforcement career with the New Jersey Police Department. I am no longer employed by the agency but still in the career of law enforcement with another agency within the state of New Jersey. There was a risk of potentially unaware personal biases influencing the study. A similar risk was possible with the subjects, as a requirement for participation was a voluntary separation from the New Jersey Transit Police Department.

Summary

The purpose of this quantitative study was to measure morale and self-efficacy of the voluntarily separated New Jersey Transit Police Department police officer. Additionally, the study would measure the relationship of officer demographics on length of service. This chapter presented the methodology and design of the study, which included purpose of study, research method and design, population, instrumentation, research questions, hypotheses, data collection and analysis, confidentiality practices, and biases in the research. The next chapter presents these findings.

Chapter IV

Results

The purpose of this quantitative, non-experimental study was to examine the relationship that demographic factors of gender, race, salary, education level, military status, marital status, and child dependents, had on length of service, while controlling for age. In addition, the study discussed the perspective of morale and self-efficacy of the voluntarily separated officer. The study assessed the relationship these variables may have contributed to their length of service. If relationships existed, this could provide insight into ways to help retain staff longer.

The Bureau of Justice Statistics reports that 7.4% of full-time sworn personnel separated from state and local law enforcement agencies within the United States (Reaves, 2012). Koper (2004) estimated that only 20% of officers would retire from smaller police agencies, whereas the number grew to 49% when considering larger police agencies. Through an OPRA request, data provided by NJ Transit had a finding much higher, where 39% would retire vs 61% separating by way of resignation.

Human capital is the highest budgetary item from an agency budget as labor and fringe benefits are incredibly costly. Human capital is the essential resource for the success of any organization (DeNisi and Griffin, 2008). To replace a public employee, it is estimated that it costs approximately 20% of the employee's annual salary (Lucas, 2012). Recruiting and hiring costs tend to be much higher for police agencies than for many other types of organizations. This is due to recruitment costs, advertising, training, and other areas of recruitment activities (Coyle et al., 2008). In such an economic climate where resources and money is limited and continuously being reduced, this understanding could help limit the risk of loss. In addition, reducing staff turnover could have an overall positive effect on employees, the organization, and

ridership. Also, there would be significant savings to the agency and taxpayers. Resources and personnel could be redirected toward beneficial programs, equipment, and materials instead of the hiring and rehiring process.

Research Questions

RQ1: What is the mean morale of voluntarily separated New Jersey Transit police officers?

RQ2: What is the self-efficacy level of voluntarily separated New Jersey Transit police officers?

RQ3: How do demographics of gender, race, salary, education level, military status, marital status, and child dependency predict the length of service of a voluntarily separated officer, while controlling for age?

The study examined how the relationship of demographic variables of gender, race, salary, education level, military status, marital status, and child dependents had on length of service while controlling for age, as well as measured the morale and self-efficacy of the voluntarily separated officer. A quantitative design, using a survey that included a Likert scale, was analyzed. Rich descriptive statistics and a regression model for this population were most appropriate.

A pilot survey was conducted with a small sample of officers who recently voluntarily separated from their respected agencies. The pilot ensured neutrality, clarity, and comprehension of the questions and overall survey. An additional pilot was conducted when uploaded onto SurveyMonkey.com. A trend for incompletions of the survey arose. The layout had to be revised to ensure engagement and completion. In the spring of 2019, the subjects were contacted via U.S. mail with a study participation packet. Open-source data was used to obtain the most

current addresses for the subjects. A response to an Open Public Records Act request was provided by NJ Transit, a spreadsheet of officers who separated employment between 2000–2018.

During a four-week window in the spring of 2019, the SurveyMonkey.com website was used to complete a survey that consisted of closed questions. The survey opened with a participation statement which included scope of the study, confidentiality procedures, risk, personal and IRB contact information. The subject had to agree to participate before being presented with the survey. The survey consisted of closed demographic and perception questions and a Likert scale. The survey concluded with an optional open field comment box.

Upon completion of the last question, the subject was given a final submission page. This page thanked the subject for participation, provided the researcher's contact information, and a reiteration of the right to withdraw. All participants had the option to agree and submit the completed survey or withdraw. The data from SurveyMonkey.com was used to conduct an analysis from a secure home office desktop computer.

The data and survey responses by SurveyMonkey.com were scrutinized for anomalies and repeated response answers. None of the surveys indicated this to be the case but would have been discarded if so. The Likert scale had a positive and negative response section for morale and self-efficacy. The research quickly identified participants if the same response row was chosen. For example a response of Strongly Agree should not be shared by both questions of *This is a good place to work?* and *This is a poor place to work?*

SurveyMonkey.com analytics and IBM SPSS were used to analyze the data. An analysis of variance test and descriptive statistics were used for the data analysis.

Descriptive Statistics

The population was former police officers who voluntarily separated from the NJ Transit Police between 2000 and 2018. There were 192 eligible subjects for the study. Only 154 officers were contacted for the study because of various reasons, such as being deceased or no contact information could be obtained. The survey had a response rate of 40% with 61 subjects participating in the study. A sample of this size would be considered at the minimum threshold for a quantitative study but did, however, account for 40% of the target population. Variability could possibly affect a sample of this scope. A same size of 63 would have been most optimal with a confidence level of 95%. This study had a margin of error of 9.3%. The researcher had no way of knowing who chose to participate; in addition, capture and tracking features were disengaged.

Informed consent was given by all 61 participants, as well as their submission of the survey. The typical time spent on the survey was 13 minutes, with a completion rate of 95%. Three participants did not fully complete the entire survey, leaving questions unanswered. Females made up 6% of respondents with only four participating in the study.

The captured responses for the descriptive data are presented through graphs and charts. These visual aids are necessary and are of great value in conveying the results and assisting the reader with making sense of the data (Gilmartin and Rex, 2000). The data in the following graphs and charts are easily digestible to the reader (Duquia et al., 2014).

The majority of officers voluntarily separated within five years of service. Zero to 5 years: (N=40), 5 to 10 years: (N=6), 10 to 15 years: (N=3), 15 to 20 years: (N=2), 20 to 25 years: (N=6), 25 to 30 years: (N=3). The groups average length of service was 7 years and 109 days (7 years and 3 and a half months).

Mean= 7.3 Median= 4 Standard Deviation = 8.47

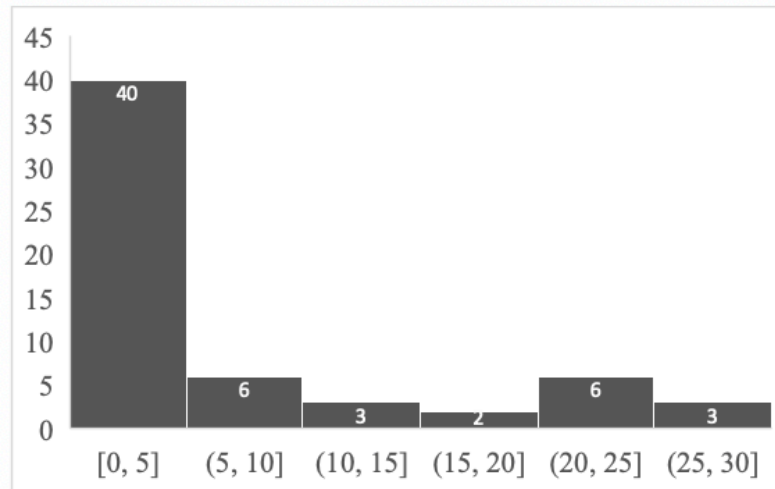


Figure 1. Length of Service

The majority of participants were male (93.33%, N=56). Female (6.67%, N=4)

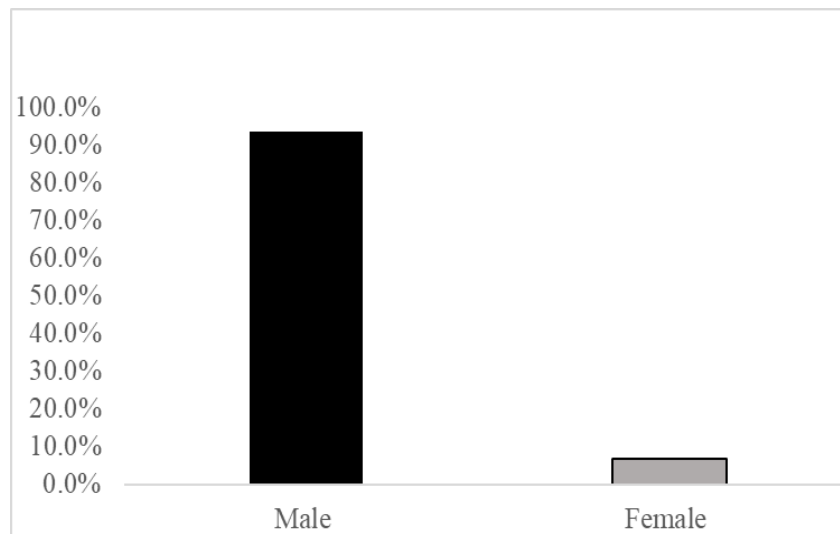


Figure 2. Gender

The largest age group was 26–29 years old (26.67%, N=16), closely followed by age groups 30–34 and 40–older, both with 23.33% respectively, N=14. Age group 25 and younger comprised 20.00%, N=12. Only 6.67, N=4 of respondents were in age group 35–39.

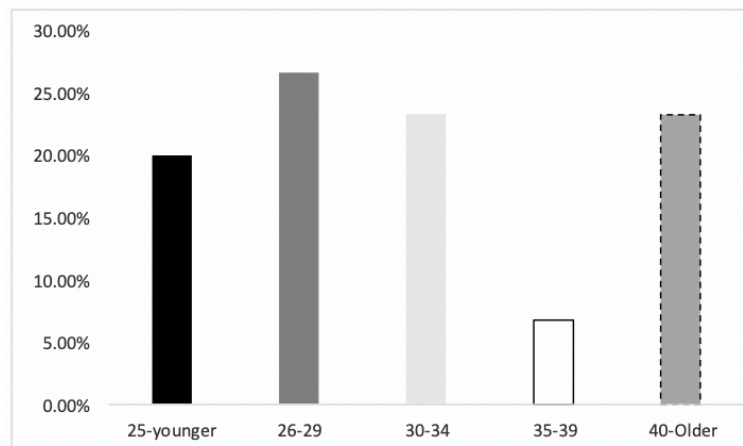


Figure 3. Age

The majority of participants identified their ethnicity as White or Caucasian (80.33%, N=49). Hispanic or Latino comprised 13.11%, N=8; Asian or Asian American, as well as Black or African American, had 3.28%, N=2.

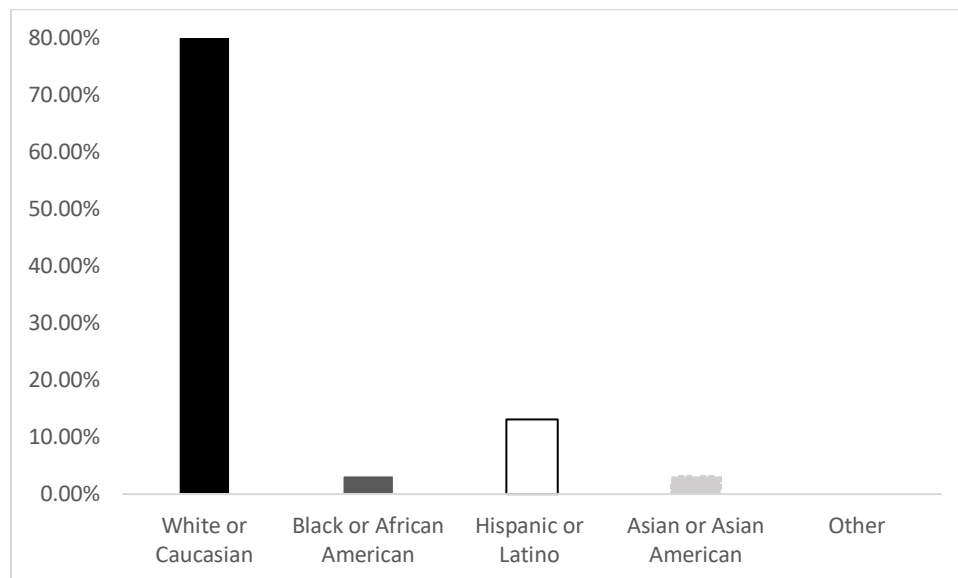


Figure 4. Race/Ethnicity

A bachelor's degree (49.18% N= 30) was held by most of the officers, followed by an associate's degree/60 credits (32.79%, N=20). Similar responses for high school/GED (9.84%, N=6) and master's degree (8.20%, N= 5) were reported. No officers were reported to have a terminal /doctorate/JD degree.

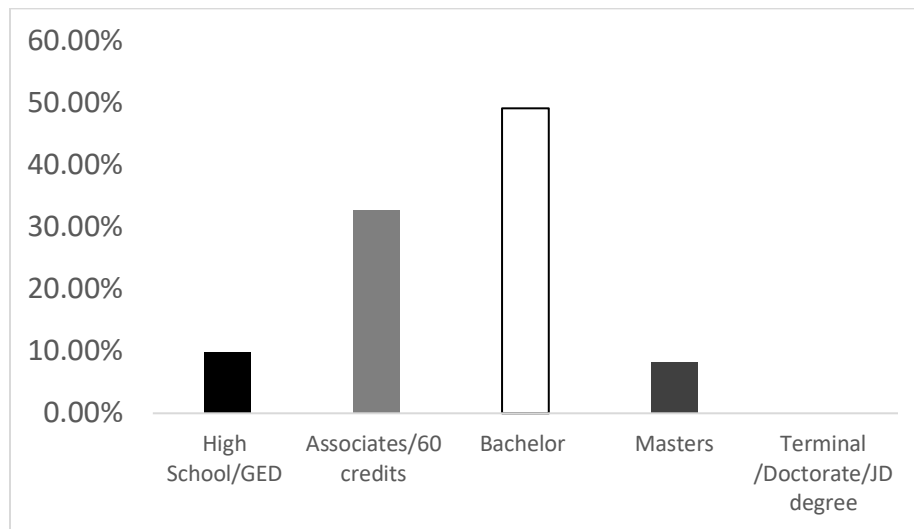


Figure 5. Education Level

The majority (78.69%, N=48) of officers never served in the military at the time of separation. 21.31%, N=13 served in the military during or prior to separation.

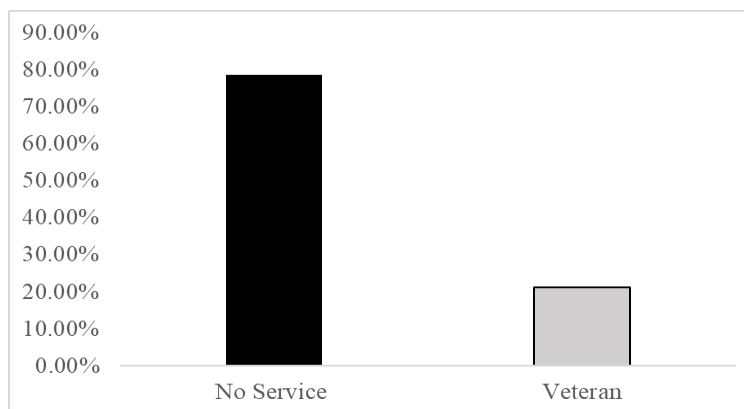


Figure 6. Military Status

Single officers (59.02%, N=36) at the time of separation were slightly higher than those who were married (40.98%, N=25)

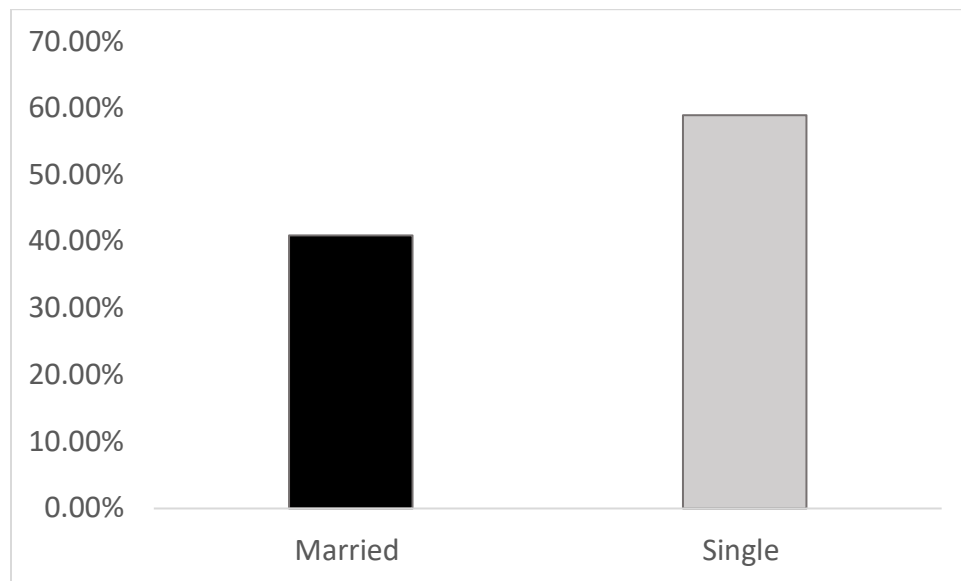


Figure 7. Marital Status

The majority of officers (65.57%, N=40) did not have children at the time of separation. Respondents who had children were (34.43%, N=21).

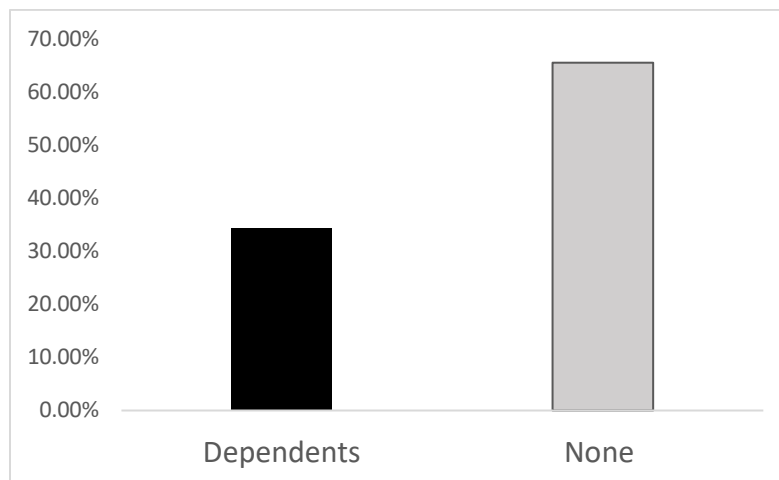


Figure 8. Children/Dependents

Eighty thousand or more was the highest at 40.98% with 25 officers. Below fifty thousand as well as sixty to sixty-nine thousand is 21.31%, N=13. Fifty-one to fifty-nine thousand 11.48%, N=7. Seventy to seventy-nine thousand 4.92%, N=3.

Note: when retirement is removed, below 50 thousand and above 80 thousand became the highest salary ranges, even at 26.77% with 13 officers each.

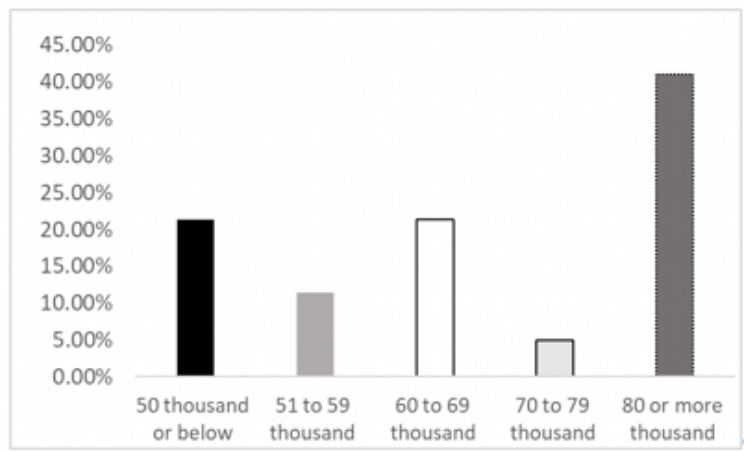


Figure 9. Salary

The majority of participants voluntarily separated from the agency by resigning (78.33%, N=47) versus retiring (21.67%, N=13)



Figure 10. Separation Type

RQ1: What is the mean morale of voluntarily separated New Jersey Transit police officers?

Agreement to the following questions reflected a positive score on morale.

STRONGLY DISAGREE (0) DISAGREE (1) NEUTRAL(2) AGREE (3) STRONGLY AGREE (4)

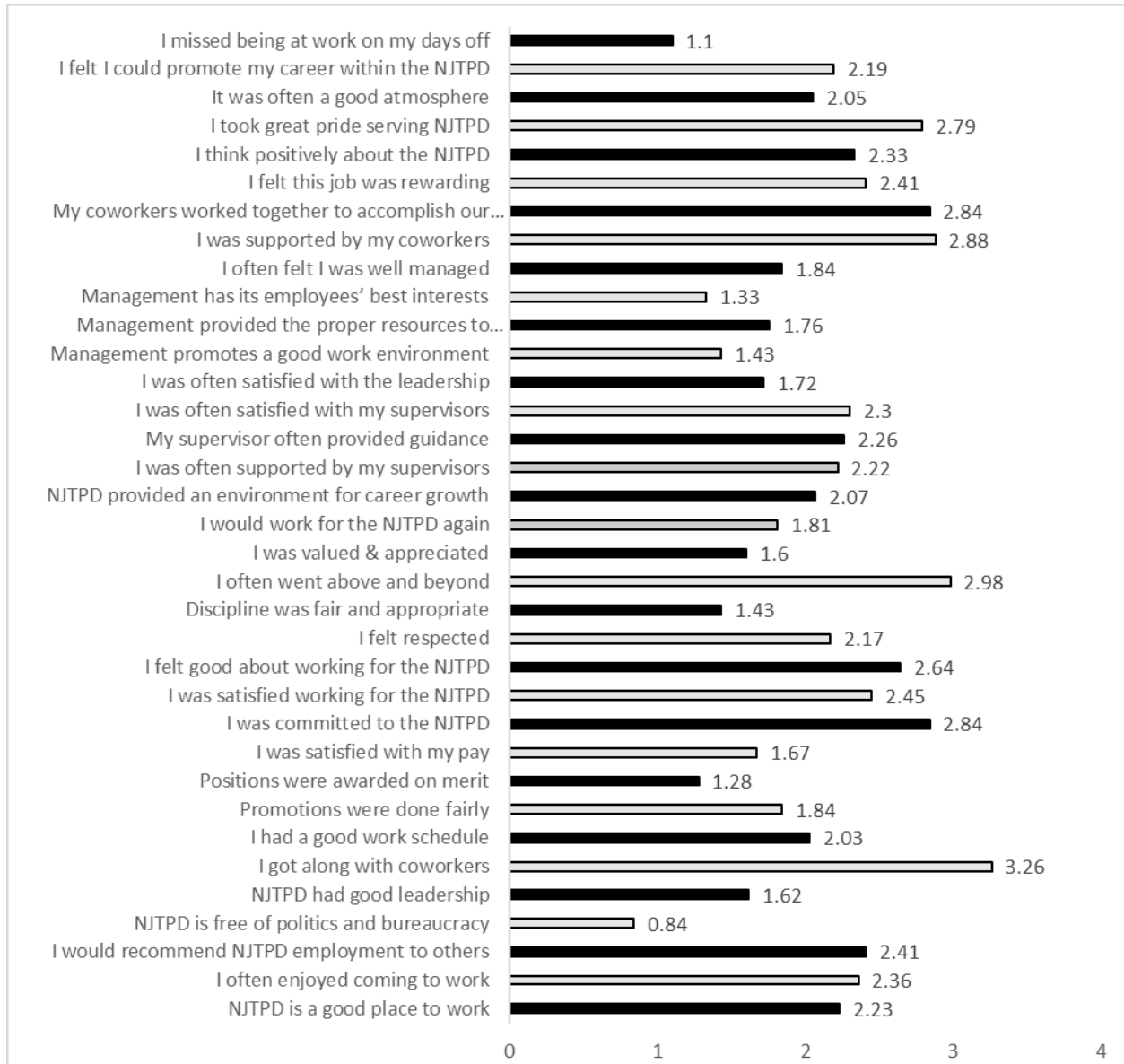


Figure 11. Morale Section One

This section was reversed scored. Where Strongly Agree received a zero score rather than a four, a disagreement with the following questions reflected a positive score on morale.

STRONGLY DISAGREE (4) DISAGREE (3) NEUTRAL(2) AGREE (1) STRONGLY AGREE (0)

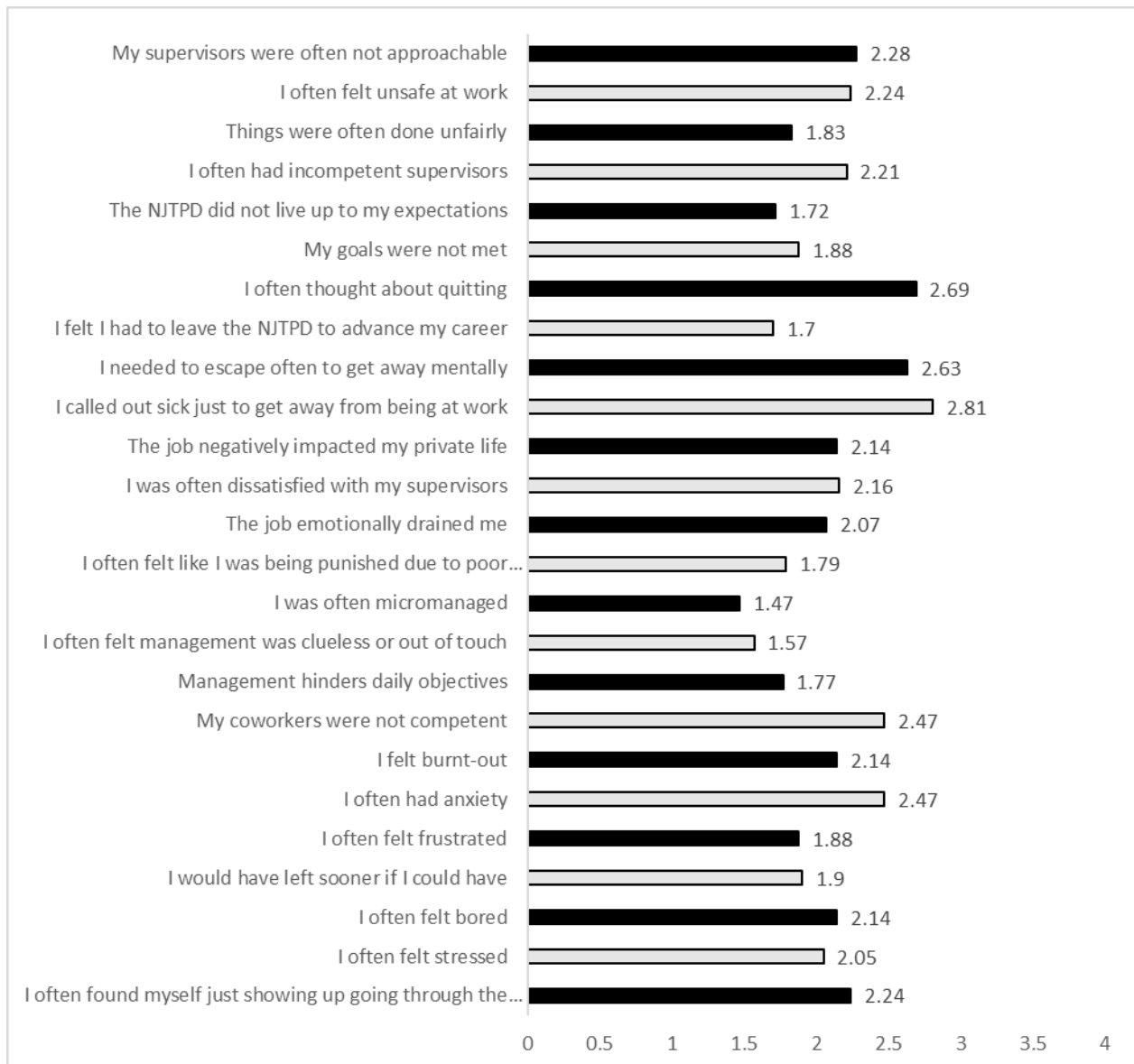


Figure 12. Morale Section Two

The researcher used a total mean score. The group's mean score was 2.08, which is neutral on morale on a 5-point Likert scale with a range of zero to four. Zero=None 1=Poor, 1=Low, 2=Neutral, 3=Good, 4=Strong. Section two was reversed coded; the scale score was

reversed. A criteria for participation in this study was voluntary separation. Unlike turnover intention studies, these officers actually departed. This naturally placed an officer with average morale as a model candidate for voluntary separation. The negative perception of management and leadership was reported by the majority of those who separated. The literature on management and leadership on that of turnover is vast and abundantly clear. Poor leadership is one of the main variables in turnover intention (Smith, 2018). Officers overwhelmingly reported the agency was influenced by politics and bureaucracy. Promotions, positions, and discipline were performed unfairly. Leadership and management did not provide a good work environment nor gave the resources needed to complete objectives. In addition, the administration was reported to be out of touch and actually hindered the daily goals. The results showed officers conveyed they were not valued by management. Overall, the group did not succumb to stressors such as burnout or anxiety but reported they wanted to leave the agency. The group did, however, provide a positive view toward coworkers and immediate supervision as support and guidance were provided to them. The perception of morale was neutral toward the agency as a whole and the job itself. Increased morale may have a correlation with finding a new job or the will to do so.

RQ2: What is the self-efficacy level of voluntarily separated New Jersey Transit police officers?

Agreement to the following questions reflected a positive score on self-efficacy

STRONGLY DISAGREE (0) DISAGREE (1) NEUTRAL(2) AGREE (3) STRONGLY AGREE (4)

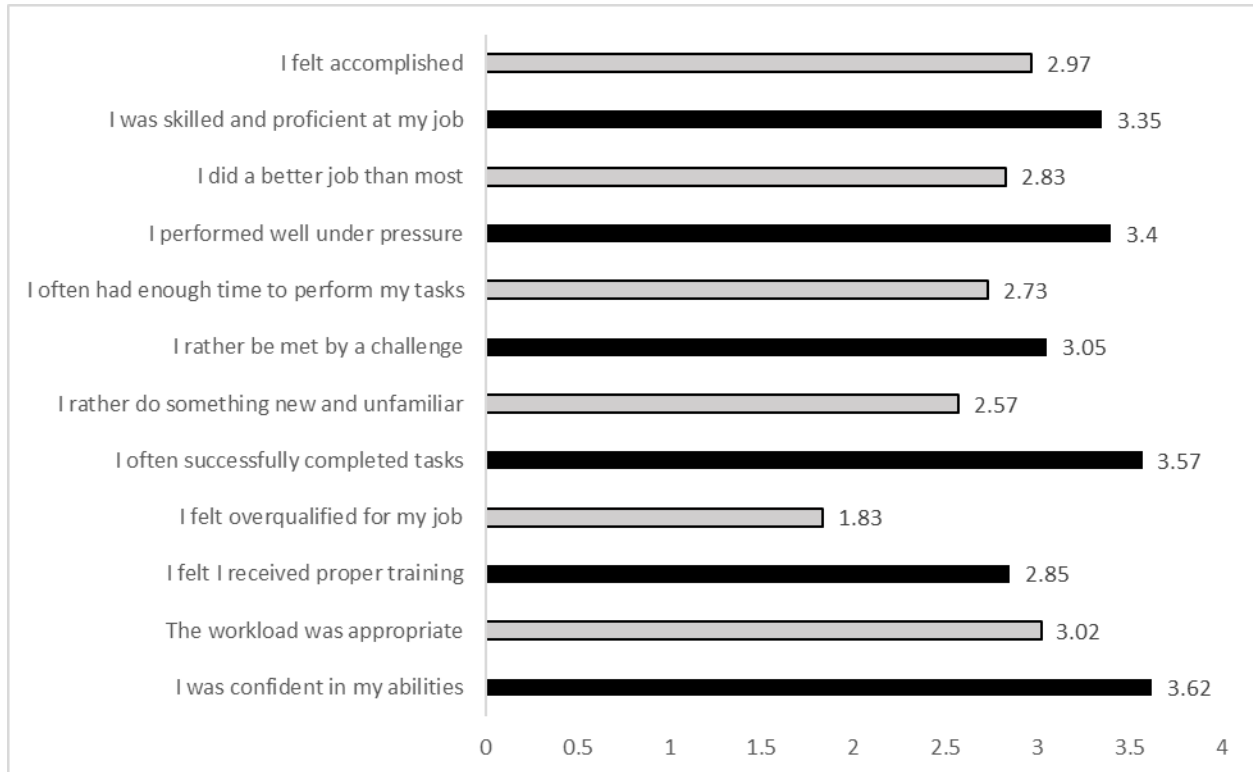


Figure 13. Self-efficacy Section One

This section was reversed scored. Where Strongly Agree received a zero score rather than a four, a disagreement with the following questions reflected a positive score on self-efficacy.

STRONGLY DISAGREE (4) DISAGREE (3) NEUTRAL (2) AGREE (1) STRONGLY AGREE (0)

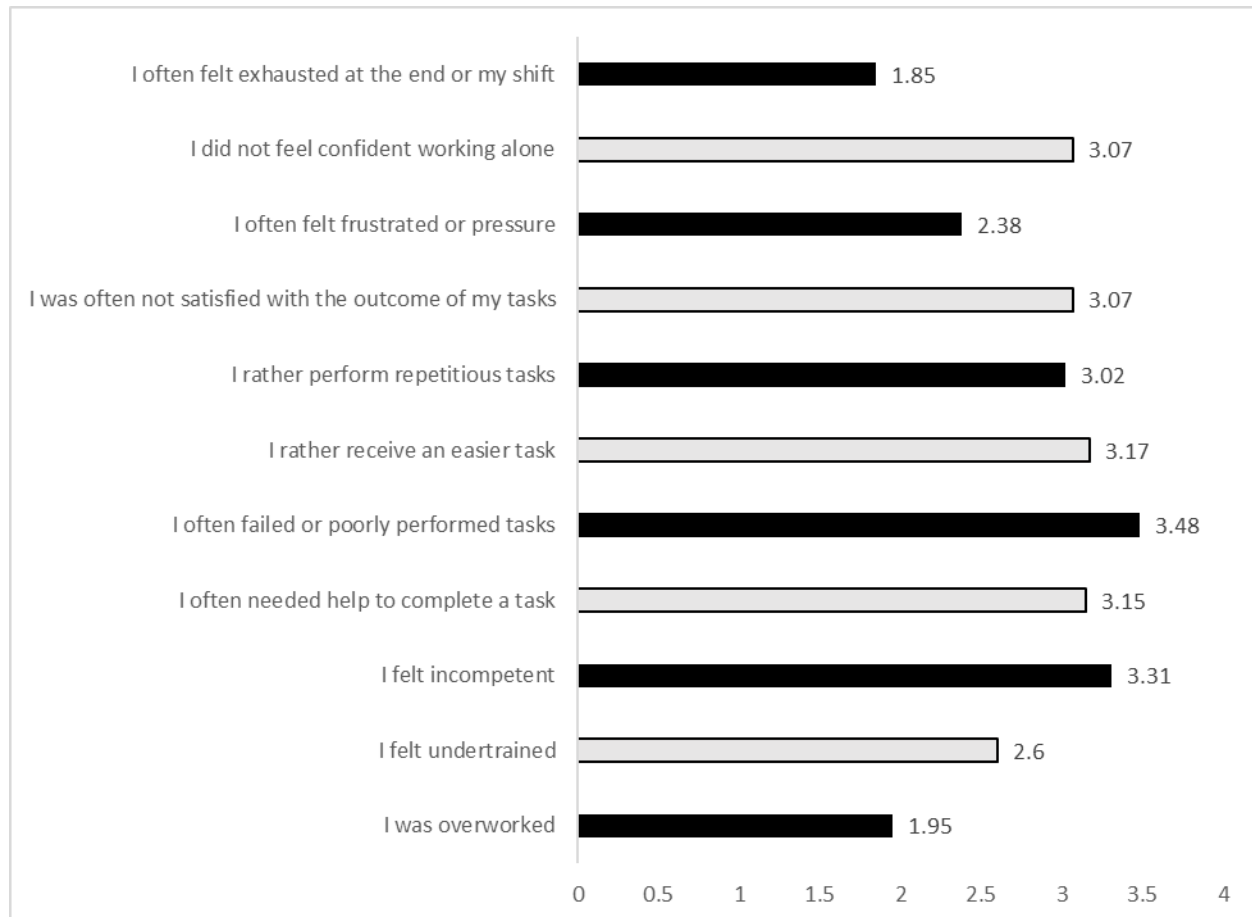


Figure 14. Self-efficacy Section Two

The researcher used a mean score. The group's average was 2.89, which was in the Good Self-Efficacy range on a 0-4 scale. Zero=None, 1=Low, 2=Neutral, 3=Good, 4=Strong. Section two was reversed coded; the scale score was reversed. Those who separated were shown to have strong self-efficacy. A score of 4 was outstanding or extremely high self-efficacy, while a score of zero was identified as nonexistent. The group's score is 2.89, which would be placed slightly below good or above neutral range (zero to four range scale). Zero=None, 1=Poor, 2=Neutral,

3=Good, 4=Strong. The participants had an overall positive perception of their confidence in their abilities, preparation, and skill set. The group's standard deviation was .51.

Confidence was the highest positive collective agreement among the group, which was supported by self-assurance in their abilities and performed their tasks successfully. This was supported by being adequately trained. The group reported a preference to be met with a challenge, doing something new and unfamiliar. However, the group was least in the agreement of being overqualified for the job at hand. The participants did not report their shift/tour of duty to be draining or overbearing. However, being tired at the end of the shift was the lowest common adverse finding. An officer with strong self-efficacy was an ideal candidate for voluntary separation. Motivators, competencies, and constraint determined one's job search intensity and the probability of success to be rehired. Those who had higher self-efficacy had an easy time seeking and being offered new employment. The subjects in this study had higher motivation to seek other employment and were more desirable to employers, which provided the opportunity to leave the agency.

RQ3: How do demographics of gender, race, salary, education level, military status, marital status, and child dependency predict the length of service of a voluntarily separated officer, while controlling for age?

Table 1.

Regression Model

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE B</i>	β	<i>B</i>	<i>SE B</i>	β
Age_Group	4.721	0.458	*0.8058	3.768	0.779	*0.642
Gender				5.365	2.962	***0.159
Military_status				-0.342	1.671	-0.016
Marital_status				-0.617	1.859	-0.036
Dependents				2.48	1.952	0.139
Education_High School/GED				3.935	2.587	0.141
Education_Associate/60 Credits				-2.116	1.689	-0.117
Education_Masters				0.292	2.778	0.01
Race_White or Caucasian				1.492	1.946	0.069
Race_Black or African American				-0.286	5.408	-0.004
Race_Asian or Asian American				-3.661	4.128	-0.078
Salary_50 thousand or below				-3.567	2.082	***-0.175
Salary_51 to 59 thousand				-4.282	2.376	***-0.164
Salary_60 to 69 thousand				-3.548	1.95	***-0.169
Salary_70 to 79 thousand				-9.594	3.327	*-0.249
R^2			0.65			0.71
F for change in R^2			*106.496			**1.953

* $p < .01$, ** $p < .05$, *** $p < .10$

To investigate how demographic variables of gender, race, salary, education level, military status, marital status, and dependents can predict the length of service of a voluntarily

separated NJ Transit police officer, after controlling for age, a regression was performed. When age was solely entered, it was a significant predictor, accounting for 65% of service length, $F(1, 58) = 106.496$, $p = .000$, adjusted $R\text{-square} = .641$. As stated by $R\text{-square}$ 65% of the variance in length of service could be predicted by knowing the age of the officer. When the remaining variables were added they significantly improved the prediction of length of service. $R\text{-square change} = .135$, $F(1, 44) = 1.953$, $p = .046$, adjusted $R\text{-square} = .708$. While including the remaining variables only increased the explanation by 6%. The Durbin-Watson was 2.063 which met the assumption that the residuals did not correlate. The ANOVA was significant in predicting the length of service. Age was the greatest predictor of length of service. This variable explained 64% of length of service alone while the rest of the demographic variables added 7%.

The coefficients indicated that gender was significant at .08, moderately significant using a .10 threshold. Salary was slightly more significant at .06. The Beta coefficient of gender was .159 and favored females staying longer at a rate of 5.4 years, contributing 4% to the model. Military status was not significant at .84. It favored non-veterans leaving four months sooner. Marital status was not significant at .74 and favored singles leaving six months earlier than married officers.

Dependents were not a significant variable at .211. Officers without dependents left two and a half years sooner. The comparison for education groups was against those with a terminal degree such as a doctorate or law degree. A master's degree was not significant and those officers with this degree stayed three months longer than those with a terminal degree, while those with a high school diploma stayed even longer at four years over a terminal degree. Officers with an associates/60 credits degree left two years sooner. Ethnicity/race groups were compared against Hispanic/Latino officers. White or Caucasians stayed a year and a half longer

than Hispanic officers while African American and Asian officers left sooner, at three months and a little over three and a half years sooner. Salary groups were compared to groups making 80 thousand or more. Salaries of 70 to 79 thousand stayed the longest; the beta weight also suggested the same, while salaries below left in approximately half the time as compared to officers making 80 thousand or more. The beta weight of salary 70 to 79 thousand suggested it was the highest predictor of length of service at .25, excluding age. Aside from gender and all salary groups, the rest of the variables explained less than one percent ($< 1\%$) of the model. VIF was below 2 and indicated no issue with multicollinearity

The descriptive statistics show that the majority of participants identify as white or Caucasian as their ethnicity at 80%. A bachelor's degree was held by half. The majority of never served in the military at the time of separation at a rate of 79%. Slightly more than half (59%) were not married or had a child (66%). Salary ranges of below 50 thousand and above 80 thousand dollars were the majority, both at 26.77% of the participants. Within five years of service 66% and 29% before the first, officers voluntarily separated their service.

Officers had good positive self-efficacy and neutral morale. Questions related to management and leadership resulted negatively. However, immediate supervision and co-workers were viewed as favorably. The group reported that the agency operated unfairly and bureaucratically. Officers reported suffering from mental issues because of the job. Confidence in the perception of abilities, preparation, and skill set was positive. The group was least in consensus with being overqualified. The participants did not report their duties to be draining or overwhelming, though being tired at the end of the shift was the lowest common adverse finding.

The survey provided an insight as to who was leaving. In addition, it delivered a perception on morale and self-efficacy. Eight demographic questions were used in the survey—

gender, race, salary, age, education level, military status, marital status, and child dependency—to gain insight on their relationship on length of service. Chapter V stipulates reported reasons for separation by the former officers. In addition, implications and recommendations are discussed and concluded.

Chapter V

Conclusion and Recommendations

This chapter presents a synopsis of the previous chapters. In addition, it contains implications, recommendations, future research, and conclusion. Turnover has been studied in-depth by researchers for over the past hundred years (Mobley, 1982). The occupation of the police officer has traditionally been one of stability (Blau, 1994). Today this is no longer the trend. Turnover in the field has been swelling, causing negative repercussions (Hur, 2013). Luring and keeping talent is highly competitive for organizations. A focus needs to be placed on retaining police officers through strategic and effective programs, such as rewards to receive a return on investment (Thibault et al., 2017).

Police departments, such as New Jersey Transit and across the country, have had to deal with police officer voluntary separation. Law enforcement, as a whole, has been faced with an epidemic of staff retention, which includes police officers. Not only are police officers valuable, but they are also very costly (Wareham et al., 2015).

The purpose of this quantitative, non-experimental study is to examine the relationship between demographic factors: gender, race, salary, age, education level, military status, marital status, and child dependents, have on that of the length of service. In addition, the study will deliver the perspective of Morale and Self-efficacy of the voluntarily separated officer. Human capital is one of the most essential assets of an organization. Retaining talent is vital to organizational health. A quality employee is an investment; they take time, effort, and money to build. In order to see a return on investment, talented employees must be retained (Byerly, 2012). The New Jersey Transit Police Department has a highly competitive hiring process, extensive and unique training program. Transit policing is very different from municipal

policing, as are the rules and regulations which govern them. The data provided by NJ Transit shows only 39% of the officers will retire from their agency. Failing to retain their employees is costly and disruptive to the goals of the agency.

There is an extensive examination of turnover within the literature, although most are qualitative studies. The literature unanimously covers turnover intention using current employees. The intention of separation is the focus rather than the examination of the action. The intention has yet to be carried out, whereas the action has been completed. In addition, the reviewed quantitative literature fails to follow up with the former employee but instead used limited data held by the employer. Data held by an employer is often solely demographic; which does not capture perceptions and causation. This study uses former employees to provide optimal data collection.

Summary of Findings

Descriptive statistics were used to analyze and present the data. The majority of participants (27%) were between 26–29 years of age. White or Caucasian was the ethnicity identified by 80%. A bachelor's degree was held by half. The majority of never served in the military at the time of separation at a rate of 79%. Slightly more than half (59%) were not married nor had a child (66%). Salaries ranges of below 50 thousand, and above 80 thousand dollars were the majority, both at 26.77% of the participants.

Self-efficacy was slightly below the good or above neutral range of departed officers. Morale was reported to be average and a neutral perspective toward the agency. Gender is significant at .08 moderately significant and can explain four percent of the variance in the model. A female will stay with the agency approximately five and a half years longer than a

male. Salary has a strong on length of service .6 but is slightly less than significant while contributing four percent to the model.

The descriptive statistics show 97.83% of those who resigned were the rank of patrolman or detective, with only one participant being that of a sergeant. When an officer makes rank, resignation is presumably eliminated. Rank and salary run congruent; as rank increases so does the salary.

The study found officers to have average or neutral morale. This could possibly be due to the officer's separation. Unlike turnover intention studies, all of the officers departed the agency. Officers who are unable to leave may suffer increased stress and poor morale as time elapses. Possible error in reporting on morale may be due to the separation and time apart may have diminished negative feelings toward the agency. Studies have shown that negative pain memories are forgotten (Waddell, 2002; Payne and Corrigan, 2007). In addition, a forgetting curve may be apparent the longer the duration of separation. Information and memory are slowly lost when there is no need to retain it (Averell and Heathcote, 2011).

Wanberg et al. (1999) identified three factors that forecast one's ability to find new employment. Motivators, competencies, and constraints determine one's job search intensity and the probability of success to be rehired. Those who have higher self-efficacy have an easy time seeking and being offered new employment. It appears that Wanberg's finding is in line with the results produced by this study. The subjects in this study had higher motivation to seek other employment and were more desirable to employers, which provided the opportunity to leave the agency. Most likely, officers who do not suffer from low morale or self-efficacy may assist with finding a new job or have the will to do so. Luring and keeping talent is highly competitive for organizations (Thibault et al., 2017).

Review of Findings

Research Question One on morale found a negative perception of management and leadership reported by the majority of those who separated. The literature on management and leadership on turnover is vast and abundantly clear. Poor leadership is one of the main variables in turnover intention (Smith, 2018). Managers have a direct impact on turnover (Allen et al., 2012). Meager treatment of employees by management and supervisors leads to an insalubrious work environment (Biswas, 2010).

Mistreated employees resort to harmful practices such as sabotage, defiance, and poor performance. This is not only unhealthy but places the organization in unnecessary risk and hazard (Tepper et al., 2009). Sabotage and deviant behaviors may arise as they are significantly related to a cynical employee (Abubakar and Arasli, 2016).

Organizational commitment is affected by fairness within the workplace. Unfair practices can create an untrusting employee, while faith in management practices can increase commitment (Seifert et al., 2016). Management practices and personnel need to be reviewed and evaluated within the agency. A perceived concern for their staff helps reduce turnover. Partial and inauspicious management will often make an employee want to vacate. Good communication from management can help curtail voluntary turnover (Ugoani, 2016).

Employee performance and engagement are significantly associated with emotionally intelligent leadership (Boerrigter, 2017). Organizations must take responsibility for both the direct and indirect costs of a turnover (Harhara et al., 2015). Management must be trained and educated so they can influence an employee's job gratification and what means they have to do so (Gilley et al., 2015). Employees who feel valued, respected, and not just a means to an end have elevated levels of well-being (Caesens et al., 2017). Work engagement has a positive

relationship to an employee's perception of his leadership as favorable and as figures to emulate (Sons and Kim, 2019). The public and organizations want to see a return on their investment and taxes. "This can only take place in a supportive, progressive, police-service atmosphere where the administration is concerned with the health, work satisfaction, the safety of the rank and file officers as it is with the overall service provided to the public" (Vincent, 2014, p.180).

Age has a high correlation to length of service, and was a significant variable. Hiring older seasoned officers can potentially reduce turnover. NJ Transit paid to certify 73% of participants by sending them to the police academy; 21 % were previous law enforcement officers before servicing the NJ Transit police. Hiring from another department such as NJ Transit is highly cost-effective for other agencies. The candidate has already been vetted and well trained, making for an immediately productive employee. NJ Transit could save time, resources, and money following suit by requiring five or more years of law enforcement experience and hire previously certified officers. Age and time served run concurrent; as age increases so does length of service. Although age is strongly significant it should be viewed with caution.

Females were shown to stay approximately five and a half years longer than males. Recruitment targeting females and programs to support and assist them should be priority. Programs to assist with maternity and child care may also be of value—the promotion of a positive work environment for females, such as zero-tolerance policies of sexual harassment and discrimination. In addition, a mentorship and support program by women in ranks and administration would be of great worth to female patrol officers.

Participants within five years of being hired and those within months of being hired voluntarily separated their employment at a rate of 66% and 29% respectively. New officers

should be targeted as extremely high risk for turnover. Programs such as mentorships or other beneficial services should be implemented. Other high stress professions such as teachers and nurses also have similar early turnover within the occupation and have benefited from such programs.

The study found that 88% of officers who resigned went on to continue to work in law enforcement; these officers reported that they left for a better opportunity at a rate of 81%. Officer reported contemplating leaving as early as within a year of employment at a rate of 45% and 37% within three years. Those officers who took action to leave, such as sending out resumes or applying elsewhere at a rate of 43% within the first year and 30% within three years.

Salary was the most significant predictor of length of service in the study. Pay is contractual, but the opportunity for promotions is necessary to increase an officer's income. In addition, the study found officers did not resign after promotion; only one sergeant resigned and not a single rank after. Promotion nearly eliminated the possibility of resignation altogether, increasing time served and return on investment. Not all officers will have the opportunity for promotion but overtime prospects would assist in an increase to an officer's overall pay. In addition, favorable contract agreements will be beneficial to retainment, increasing service length.

If an organization does not seek to engage, develop, or provide its employees with opportunities, there is a real prospect that they will want to seek it elsewhere (Craig, 2015). Career growth has a positive association to work engagement as it does to commitment (Sons and Kim, 2019). The study results confirm this as only one of the participants who resigned held a rank beyond that of patrolman. The agency needs to assess opportunities internally. Other options are available such as training, specialized units, and special assignments and duties.

Recommendations for Future Research

The study found officer morale to be neutral. This study could not determine the implication of high or low morale officer on turnover. A study on officer morale could be effective. Further research using a turnover intention study on current employees could provide additional data and findings. While the focus of this study was of the law enforcement officer, the agency has suffered from employee turnover, including civilian staff such as dispatchers, analysts, information technology specialists, fare enforcement, and support staff. Research using the civilian staff could help gain additional insight. A study could extend outside the police department into other divisions of the agency. The researcher recommends the results of the study be compared to the results of the current employees of the agency.

A study of an agency with extremely low turnover such as a similar transportation and local agency with successful officer retention could be used to compare data. This study found management and leadership perceptions to be overwhelmingly low. A correlational study on management attitude and practices and turnover intention would be a worthy research study. A follow-up qualitative study would be most optimal as it could provide valuable information and analysis. Interviews with participants of this study would deliver a rich, deep awareness into separation. These interviews could identify additional motives for turnover. These studies can be a valuable contribution to the literature.

Researcher Reflections

At the time of research, I have spent over 15 years in law enforcement. I have seen many faces come and go. This has always sparked my interest as to why this was occurring. Some assumptions were confirmed as well as unknowns were brought to light. The study expanded my knowledge but has also given more questions to pursue. This opportunity greatly expanded my

education and broadened my interest in other areas of human resources, management, and leadership. In addition, this research tested my stamina and resolve.

Conclusions

The data and analysis of this study can offer researchers, administrators, and leaders the ability to keep their most valuable assets. Institutional knowledge departs with the employee, which is vital to maintain (Jayasekara and Pushpakumari, 2018). Hiring externally can place an organization at potential risk and may result in lower performance from employees who do not adapt well or are not familiar with the organizational culture, which takes time to develop (Craig 2015). The results from this study could contribute to the limited literature on non-traditional police agencies, and assist with future studies as a resource for other researchers and professionals. Since the participants were employees who have separated from the agency rather than current employees, this study focused on action rather than intention. Aside from age, the study identified salary and gender as the most and only significant variables. Increased pay and female officers were the strongest predictors of an increase in the length of service. The loss of law enforcement personnel is extraordinarily detrimental and costly to the agency, ridership, and the taxpayer. Retention can build stronger law enforcement-public relationships, which can improve and increase customer satisfaction ratings. These findings can provide this agency and others with insight into their internal turnover. Retention savings can be redirected to beneficial programs, equipment, and materials instead of the draining hiring and rehiring process.

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Appendix A

Approval for Dissertation Proposal

		COLLEGE OF EDUCATION AND HUMAN SERVICES <i>Promoting Professional Practice</i>
SETON HALL UNIVERSITY		
APPROVAL FOR DISSERTATION PROPOSAL		
<p>Candidate, <u>Anthony DeProvo</u>, has successfully completed all requisite requirements. This candidate's proposal has been reviewed and the candidate may proceed to collect data according to the approved proposal for dissertation under the direction of the mentor and the candidate's dissertation committee.</p> <p>If there are substantive differences between what has been approved and the actual study, the final dissertation should indicate, on separate pages in the Appendix, the approval of the committee for those changes.</p>		
Title of Proposed Dissertation: <u>Human Capital Loss in Law Enforcement</u>		
Dissertation Committee:		
<u>Daniel Gutmore</u> Mentor (Print Name)	<u>Daniel Gutmore</u> 3/15/19 Signature/Date	
<u>Elaine Walker</u> Committee Member (Print Name)	<u>E Walker</u> 3/15/19 Signature/Date	
<u>Chris Hyman</u> Committee Member (Print Name)	<u>CHyman</u> 3/15/19 Signature/Date	
_____ Committee Member (Print Name)	_____ Signature/Date	
_____ Committee Member (Print Name)	_____ Signature/Date	

Appendix B

Approval of Institutional Review Board



April 24, 2019

Anthony DeProspo
[REDACTED]
[REDACTED]

Dear Mr. DeProspo,

The Research Ethics Committee of the Seton Hall University Institutional Review Board office has reviewed your research proposal entitled "Human Capital Loss in Law Enforcement" and categorized it as exempt (reflecting the intent of the new federal regulations).

Enclosed for your records is the signed Request for Approval form.

If used, Informed Consent documents and recruitment flyers are no longer stamped.

Thank you for your cooperation.

Sincerely,

Mary F. Ruzicka, Ph.D.
Professor
Director, Institutional Review Board

cc: Dr. Daniel Gutmore

Office of Institutional Review Board
Presidents Hall • 400 South Orange Avenue • South Orange, NJ 07079 • Tel: 973.313.6314 • Fax: 973.275.2361 • www.shu.edu

A HOME FOR THE MIND, THE HEART AND THE SPIRIT

Appendix C

Open Public Records Act request #1

Philip D. Murphy, Governor
Shella Y. Oliver, Lieutenant Governor
Diane Gutierrez-Scaccetti, Commissioner
Kevin S. Corbett, Executive Director

NJ TRANSIT
One Penn Plaza East
Newark, NJ 07105-2246
973-491-7000

Via electronic mail: A [REDACTED]@hotmail.com

June 25, 2018

Anthony DeProspo
[REDACTED]
Rockledge Park, NJ 07062

**RE: OPRA #180507-212964
OPRA #180507-212970
OPRA #180507-212976**

Dear Mr. DeProspo:

Attached please find the records responsive to your Open Public Records Act ("OPRA") requests, received May 6, 2018, which you subsequently clarified by email dated June 5, 2018.

At this time your request shall be deemed closed. If you have any further concerns, please contact me at (973) 491-8383.

Sincerely,

[REDACTED]
Assistant OPRA Specialist
Board Office

Appendix D

Open Public Records Act request #2

Philip D. Murphy, Governor
Sheila Y. Oliver, Lieutenant Governor
Diane Gutierrez-Scaccetti, Commissioner
Kevin S. Corbett, Executive Director

NJ TRANSIT
One Penn Plaza East
Newark, NJ 07105-2246
973-491-7000

Via electronic mail: A [REDACTED]@hotmail.com

June 22, 2018

Anthony DeProspero
68 Penn Plaza
[REDACTED] 62

RE: OPRA #180605-220743

Dear Mr. DeProspero:

Attached please find the records responsive to your Open Public Records Act ("OPRA") request, received June 5, 2018.

At this time your request shall be deemed closed. If you have any further concerns, please contact me at (973) 491-8383.

Sincerely,

[REDACTED]
Assistant OPRA Specialist
Board Office

Appendix E

Letter of Solicitation



May 01, 2019

You are invited to participate in a study on Human Capital Loss in Law Enforcement. You were selected to participate because you voluntarily separated your employment as a sworn law enforcement officer with the New Jersey Transit Police Department between the years of 2000-2018. Participation is greatly appreciated and will contribute to a greater understanding of what may contribute to a law enforcement officers' decision to separate their employment; particularly with the New Jersey Transit Police. The survey will obtain basic demographics as well as your perception as it relates to morale and self-efficacy. The survey is completed using an online service and will take approximately 10 minutes to complete. The results of this survey will be used in a doctoral dissertation.

Full confidentiality will be maintained through the study. Participants will remain anonymous, and no identifiers will be included within the study. All data will be placed onto a securely stored CD which will be destroyed after being analyzed. Consent to participate is implied in your completion of the survey. Questions may be skipped. You may withdraw yourself from the study at any time, even after you have completed the survey. Please use a secure network and computer to complete the survey as there is always a risk of data being breached. The anticipated risk of participation in the study is no greater than common computer and internet use.

I can be contacted at deprosan@shu.edu; please feel free to ask any questions or concerns regarding this study. In addition, you may also contact Seton Hall University professor Dr. Gutmore at Daniel.Gutmore@shu.edu. Questions regarding your rights can be directed at the Seton Hall University Institutional Review Board at irb@shu.edu or (973) 761-9000.

If you decide to participate, please go to <https://www.surveymonkey.com/r/TCVHHSS>. The survey will close June 16th 2019.

Thank you for your time and participation

Sincerely,

Anthony J. DeProspero
Doctoral Candidate Seton Hall University

Seton Hall University
400 South Orange Avenue • South Orange, New Jersey • 07079 • www.shu.edu

A H O M E F O R T H E M I N D , T H E H E A R T A N D T H E S P I R I T

Appendix F

Survey



Human Capital Loss in Law Enforcement

About the Study

You are invited to participate in a study on Human Capital Loss in Law Enforcement. You were selected to participate because you voluntarily separated your employment as a sworn law enforcement officer with the New Jersey Transit Police Department between the years of 2000-2018. Participation is greatly appreciated and will contribute to a greater understanding of what may contribute to a law enforcement officers' decision to separate their employment; particularly with the New Jersey Transit Police. The survey will obtain basic demographics as well as your perception as it relates to morale and self-efficacy. The survey is completed using an online service and will take *approximately 10 minutes to complete*. The results of this survey will be used in a doctoral dissertation.

Full confidentiality will be maintained through the study. Participants will remain anonymous, and no identifiers will be included within the study. All data will be placed onto a securely stored CD which will be destroyed after being analyzed. Consent to participate is implied in your completion of the survey. Questions may be skipped. You may withdraw yourself from the study at any time, even after you have completed the survey. Please use a secure network and computer to complete the survey as there is always a risk of data being breached. The anticipated risk of participation in the study is no greater than common computer and internet use.

I can be contacted at deprosan@shu.edu; please feel free to ask any questions or concerns regarding this study. In addition, you may also contact Seton Hall University professor Dr. Gutmore at Daniel.Gutmore@shu.edu. Questions regarding your rights can be directed at the Seton Hall University Institutional Review Board at irb@shu.edu or (973) 761-9000.

Thank you for your time and participation

Sincerely,
Anthony J DeProspo



Human Capital Loss in Law Enforcement

* 1. Do you wish to participate

- ☐ Agree- I wish to participate in the study
- ☐ Disagree- I will not participate

2. When were you hired as a sworn police officer for NJ Transit Police.

3. When did you separate employment from NJ Transit Police

4. How did you separate from the department

- ☐ Resigned
- ☐ Retired

5. Gender

- ☐ Male
- ☐ Female

6. What was your age group at time of separation

- ☐ 25 - younger
- ☐ 26-29
- ☐ 30-34
- ☐ 35-39
- ☐ 40-Older

7. You consider yourself

- ☐ White or Caucasian
- ☐ Black or African American
- ☐ Hispanic or Latino
- ☐ Asian or Asian American
- ☐ Another race

8. What was the highest attained level of education at the time of separation

- ☐ High School/GED
- ☐ Associate/60 Credits
- ☐ Bachelors
- ☐ Masters
- ☐ Terminal degree/Doctorate/JD

9. What was your salary at the time of separation

- ☐ 50 thousand or below
- ☐ 51 to 59 thousand
- ☐ 60 to 69 thousand
- ☐ 70 to 79 thousand
- ☐ 80 or more thousand

10. What was your rank at time of separation

- ☐ Patrolman/Detective
- ☐ Sergeant
- ☐ Lieutenant
- ☐ Captain
- ☐ Upper/Executive Management

11. At the time of separation have you ever served in the military

- ☐ Yes
- ☐ No

12. At the time of separation were you married

☐ Yes

☐ No

13. At the time of separation did you have children

☐ Yes

☐ No

14. After your separation did you continue to work in the field of law enforcement

☐ Yes

☐ No

15. Did your income increase or decrease after separating from NJTPD

☐ Increase

☐ Decrease

16. Were your benefits better, stayed the same or worse, after you separated from NJTPD

☐ Better

☐ Same

☐ Worse

17. When did you contemplate leaving NJTPD

☐ Within 1 year of starting

☐ 1 to 3 years

☐ 3 to 6 years

☐ 6 to 10

☐ After 10 years

18. When did you actually take action to leave, such as sending out resumes or applying elsewhere

- ☐ Within 1 year of starting
- ☐ 1 to 3 years
- ☐ 3 to 6 years
- ☐ 6 to 10 years
- ☐ After 10 years

19. Were you a police officer at another department/agency before NJTPD

- ☐ Yes
- ☐ No

20. Did NJTPD sent you to the Police Academy/Certification

- ☐ Yes
- ☐ No

21. I would have stayed for more money

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

22. I would have stayed for better benefits

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

23. I would have stayed for a promotion

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

24. I took this job solely because they were willing to hire me

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

25. I always wanted to be a Transit Police Officer

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

26. I had full intention of leaving when I got hired

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

27. I thought I would spend the rest of my career with NJTPD when I was hired

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

28. In hindsight I made a good decision separating from the NJTPD

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

29. I felt things turned out better for me when I separated

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

30. I left for a better opportunity

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

31. I would have liked to stay at the NJTPD

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

32. Self-Efficacy Section One

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I was confident in my abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The workload was appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt I received proper training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt overqualified for my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often successfully completed tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I rather do something new and unfamiliar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I rather be met by a challenge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often had enough time to perform my tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I performed well under pressure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I did a better job than most	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was skilled and proficient at my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt accomplished	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

33. Self-Efficacy Section Two

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I was overworked	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt undertrained	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt incompetent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often needed help to complete a task	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often failed or poorly performed tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I rather receive an easier task	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I rather perform repetitious tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was often not satisfied with the outcome of my tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often felt frustrated or pressure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I did not feel confident working alone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often felt exhausted at the end of my shift	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

34. Morale Section One

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
NJTPD is a good place to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often enjoyed coming to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend NJTPD employment to others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NJTPD is free of politics and bureaucracy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NJTPD had good leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I got along with coworkers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I had a good work schedule	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotions were done fairly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Positions were awarded on merit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was satisfied with my pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was committed to the NJTPD	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was satisfied working for the NJTPD	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt good about working for the NJTPD	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt respected	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discipline was fair and appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often went above and beyond	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was valued & appreciated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would work for the NJTPD again	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NJTPD provided an environment for career growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was often supported by my supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor often provided guidance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was often satisfied with my supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was often satisfied with the leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Management promotes a good work environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management provided the proper resources to achieve objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management has its employees' best interests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often felt I was well managed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was supported by my coworkers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My coworkers worked together to accomplish our mission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt this job was rewarding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think positively about the NJTPD	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I took great pride serving NJTPD	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It was often a good atmosphere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt I could promote my career within the NJTPD	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I missed being at work on my days off	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. Morale Section Two

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I often found myself just showing up going through the motions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often felt stressed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often felt bored	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would have left sooner if I could have	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often felt frustrated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I often had anxiety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt burnt-out	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My coworkers were not competent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management hinders daily objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often felt management was clueless or out of touch	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was often micromanaged	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often felt like I was being punished due to poor management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job emotionally drained me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was often dissatisfied with my supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job negatively impacted my private life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I called out sick just to get away from being at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I needed to escape often to get away mentally	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt I had to leave the NJTPD to advance my career	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often thought about quitting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My goals were not met	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The NJTPD did not live up to my expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often had incompetent supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Things were often done unfairly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often felt unsafe at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisors were often not approachable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. Comments?

Thank you for your participation. I appreciate your time and support.