

**The Bill Blackwood
Law Enforcement Management Institute of Texas**

Patrol Morale

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**By
Jody Cummings**

**Lampasas Police Department
Lampasas, TX
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ABSTRACT

The main topic of this research project focuses on patrol morale and the purpose of the research is to present ways to increase organizational productivity through measures that help improve morale. The problem this research project addressed examined how bad management attitude could directly affect subordinates' morale, which could result in decreased productivity. The methodology consisted of gathering data from books, journals, news articles, news editorials, and conducting a survey. The findings suggest that bad management attitude has a negative effect on organizational morale, thereby decreasing organizational productivity. Furthermore, the findings are based on what was discovered through a combination of the available research and the questionnaire results, which supported the hypothesis that organizational morale was increased when management's attitude was good. In conclusion, it was found that a police department's patrol division's productivity could be affected by their morale. Moreover, it was discovered that the morale was directly influenced by the police department's immediate supervisor's treatment and/or their management's attitude toward them.

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INTRODUCTION

Organizations exist to produce a product. People paid by an organization to produce a product are commonly called employees. Employees must be managed, thus, creating the employee-manager relationship. Employees are an organization's best resource. And, specifically, service-oriented organizations rely heavily on their employees' performance. If the organization's employees are not motivated, service will be poor. A motivated employee will often produce above expectations. A non-motivated employee might produce below. A non-motivated employee's low production might be un-noticed in a group, or it could be noticeable and possibly cause decreased productivity.

Management could risk making corrections concerning a non-motivated, low producing employee, but dissention could occur if the employee has valuable traits that indirectly raise group production like being a social leader, an unofficial management-employee liaison, or a collaborator among competing employees (Kilmann & Thomas, 1974). Alone, a non-motivated or low morale employee probably would not impact organizational production if the employee was not deterring or influencing the group. This logically indicates management should concentrate more on whole group motivation to reach high production and less on small productivity variations among individuals (Zemke, 2000). But, what is management's best motivational approach, how does management gauge motivation as an asset, and how does management motivate without becoming over-bearing?

Employee morale refers to attitude and how employees feel about their work environment. A formal definition of morale is a moral or mental condition with respect

to courage, discipline, confidence, etc (Guralnik, 1958). An informal definition would be the relationship between an individual and an organization. Morale has a huge impact on productivity. The way people feel about their companies and careers determines how hard they work, how long they stay, and how much they produce (Zemke, 2000). Reasoning would dictate that if employees feel bad about their work, then employee morale would be low, but if feelings are good then morale would be good, as well. Furthermore, it is reasonable to conclude an employee group with high morale would be more productive than a low morale employee group. So, concerning employee productivity, morale could be an anticipated production gauge, an applicable tool to increase production, or both.

There are many basic manageable elements in an organization that can boost employee morale. One of the simplest, most convenient, inexpensive, and easily controllable is managements' attitude toward employees. Management attitude can directly affect employee morale and significantly impact productivity. If management's attitude is good, employee morale will be high and productivity will rise. Low morale at the top often translates into low morale at the bottom and eventually will slump productivity all the way around (Mukherjee, 2000).

The police profession is unique. It is a challenging occupation, professionally and personally. Considering the job as a whole, generally pay is low, benefits are minimal, and the hours are tough. Police goals often appear unattainable, such as complete crime control, total order, and safety from natural disaster. Evaluating and measuring productivity is difficult and can be frustrating. Traffic citations can be counted and traffic accident reductions can be calculated, but how does one count and

measure things such as the number of times officers steer potential young offenders in the right direction without incident, citation or arrest? Negatives considered, thankfully people still choose police work.

Traditionally, patrol officers are the labor force of an American municipal police organization. Structures vary depending on department size, history, and expected duty. Police organizations are semi-military in structure, and traditionally patrol officers are supervised by sergeants, lieutenants, captains, chiefs, etc. As the math in a traditional triangular organizational chart dictates, a department's work force is its patrol division. For the policed citizens to receive the maximum benefits of a motivated, high-morale, and efficient patrol force, the first line patrol officers must be well managed.

The main topic of this research project is patrol morale. The problem this research project will address is how an issue of bad management attitude can directly affect subordinates' morale which can result in decreased productivity. The purpose of the research is to present ways to increase organizational productivity through measures that help improve morale. The intended method of inquiry is to research the existing body of literature and conduct a survey of officers. The researcher intends to find that short term, and long term, bad management attitude has an immediate and persistent negative effect on organizational morale which decreases productivity. The implications of this research to law enforcement are that the research should emphasize the importance of a good management attitude among first line supervisors to maintain productivity through positive morale among first line patrol officers. This is important for any police department to be effective and fully benefit its community.

REVIEW OF LITERATURE

The idea that employees will be more productive in positive surroundings is not new. It makes sense. After all, who wants to work in an unorganized, negative atmosphere toward an unclear mission. Most would agree that workers should be more productive in an environment where job descriptions are clear, the necessary resources are supplied, and most importantly the workers are supported by supervision. That atmosphere should support positive morale and in theory, increase productivity.

The major difference between the effective and the ineffective can usually be traced to the management of the organization (Lynch, 1978). In police work, the first line supervisors, traditionally patrol sergeants, are the leaders of the working end of their organization. Concerning the work product, they are charged with mediating between what needs to be done as seen from the top end and what gets done as dictated by the actual circumstances on the bottom end. This balancing act is a tough duty, and if not kept in check, can easily lead to a disgruntled sergeant. For this main reason, it is highly important that a police organization's first line supervisors, usually the patrol sergeants, maintain high morale and disperse it among the patrol officers. It is one thing for a patrol area, division, or department to go through tough times and have to get busy for a while, but it is how supervision handles those times, and the in between times, that makes the difference in morale and ultimately affects productivity as a whole for the long run (Cheshire, 2005). Things happen, and not always on schedule. Changes are inevitable, and the masses will look to their leaders for guidance.

Organizational productivity has been and continues to be thoroughly studied. In business it is directly tied to the dollar (Jones & Kato, 1995), and in volunteer organizations it is the amount of help. In police work it is major crimes solved, decreased accidents, and the hard to measure perceived safety among many other things (Farnsworth, et al., 1993). Previous research has addressed employee performance and found it was positively influenced by incentives such as pay and retirement (Fox & Lawson, 1997). Studies have looked at controlling workers psychologically to increase productivity (Ronan, 1980). Research has addressed change and how it affects performance (Skogan & Wycoff, 1994). Theories have been developed to explain employee mental conditions as they affect performance, specifically addressing job satisfaction and productivity (Fandt, et al., 1998). Subjective well being has been studied where research supported the idea that job satisfaction and turnover were affected by value attainment and positive mood (George, 1996). Job enrichment is an often used term and area of study in today's work force as tied to productivity where employees are allowed more control over schedules, planning, methods, and quality which increases productivity (Fandt, et al., 1998). In the specific field of criminal justice, newer to research than the broad area of management in general, productivity is regularly discussed and studied but is often elusive in measure due to numerous policing responsibilities. Whatever the field, measuring stick, or area in need of increased production, managers want their organizations to be productive.

Morale has been the subject of previous research in the business field, police field and management in general. In business, studies have clearly linked performance

with high gains realized from implementing work practices that raise employee morale (Meltzer, et al., 2005). Business management knows that when stress is up, morale can go down especially when coupled with bad management (Levine, 2005). In police work, officer studies have cited poor and insensitive supervision as top stressors in their profession contradicting what non-police persons might assume, such as the nature of the work itself causes the stress (Brown & Campbell, 1990). In an Anne Arundel County, Maryland Police Department study, a field training program with monetary incentives was studied concerning its positive tie to officer's attitudes toward such things as morale and commitment (Cheatwood & Johnson, 1992). Bergland found a positive relation between morale and increased productivity in the Lakewood, Colorado police's patrol when employee empowerment was initiated concerning shift scheduling, and further cooperation was noted in unexpected scheduling due to the initial empowerment (1993). Also, it has been found that an open atmosphere, where input is encouraged, boosts morale (Cheshire, 2005). Therefore, morale is important at all levels in an organization, but specifically directly above the first line because when bad management causes morale to suffer, poor productivity follows (Levine, 2005).

Concerning police's philosophy of managing its first line's morale and productivity, it is challenged up front. With traditional military style organizational structures, supervisors tend to assume and automatically adopt a drill sergeant's management mentality. However, unlike the army, police officers do not enlist for specified lengths of time. In police work, if officers are not happy they can, and often do, move on. A commonly used term in the profession for a police officer who can not settle down is gypsy cop. Moving from agency to agency, often accompanied by a

geographic move, is stressful, expensive, and not something most people do except for good reason. Police officers' attitudes about their jobs and their careers have recently mirrored those in other professions. If officers are expected to perform professionally, they in their professional occupations are expecting to be treated as other professionals, such as being offered time management options to increase their job satisfaction and decrease their stress, which has been shown to increase morale and productivity (Macan, 1996). Organizational philosophies of decades past have quickly become ineffective. Police organizations have been slow to adapt to changing officer values and social trends. Officers want more individualized management with options, and in a changing career atmosphere where agencies are actively recruiting from each other they can easily get those options. First line officers of today likely will not respect old school, whip cracking supervisors if not accompanied by tangible and nontangible incentives.

From the existing literature and research, it appears today's police managers must balance modern management, tailored-to policing with coaching, consulting and counseling, or they are setting their organizations up for dissatisfied if not an abundance of former employees ("American Productivity," 1982). Studies indicate a simple job well done when due is all it takes to help alleviate stress, improve morale, increase productivity, and aid in personnel retention (Gove, 2005). More extensively, it has been shown that offering career development programs can increase the pool of qualified applicants and improve morale and productivity (Gibbons, 1995).

The general management related research hits all around the tie between organizational productivity and morale. The direct police related research in that

specific field is thin, though, concerning police management's attitude, specifically first-line supervision or the patrol sergeant, as tied to organizational morale. Specifically, the direct research is lacking concerning police's first line supervision's day to day attitude, traditionally the patrol sergeant, toward the first line, or patrol, how that attitude influences the mass's, patrol's, morale, and how that morale directly affects the police organization's bottom line, or its productivity. Again, and in short, it is the researcher's contention that a simple philosophy of a persistent positive attitude among first line supervision could significantly and positively affect a police organization's over-all productivity.

METHODOLOGY

Does bad management attitude affect subordinates' morale causing decreased productivity? It is hypothesized that organizational morale is increased when management's attitude is good. Data was gathered from books, journals, news articles, news editorials, and a survey.

The survey consisted of fourteen questions. Five questions addressed information about the respondents. Nine questions addressed the hypothesis. The nine hypothesis questions were measured by self assessment using a five point Likert response format with answers of strongly agree, agree, no opinion, disagree, and strongly disagree for each question. The questions alternated between positive and negative wording, with five positive questions and four negative questions. One question, positively worded, was a survey question form of the hypothesis reading "I am willing to provide extra effort to help my organization be productive because managements' attitude is good." The second question was negative and was "I would

be more loyal to my organization if my immediate supervisor treated me better.” The third question was positive and was “I would gladly accept a job reassignment with in my organization because I feel good about my organizations’ management.” Two positive and two negative questions addressed an “immediate supervisor.” Two positive and two negative questions addressed “management.” A short paragraph proceeded the survey explaining its purpose and anonymity.

Twenty-two surveys were distributed and collected from a variety of peace officers at the Bill Blackwood Law Enforcement Management Institute of Texas’ Leadership Command College Module I held September 11th through September 30th, 2005 at Texas A&M University in Bryan-College Station, Texas. The peace officers represented a wide range of experience and current assignments. Municipal officers and county officers were among the respondents, in addition to fire investigators. Many respondents had served in varied law enforcement capacities prior to their assignments at the time of their response. Many respondents had prior military service. All were current Texas peace officers, except one individual who was a police officer in Alaska. Being a management program generally attended by those with considerable experience, all respondents were at a point in their lives and careers where they had had the opportunity to develop an educated opinion about the topic.

Of the twenty-two respondents, one was age twenty to twenty nine, eight were ages thirty to thirty nine, nine were ages forty to forty nine, and four were ages fifty to fifty nine. Twenty respondents considered themselves white, one chose other, and one chose two answers for the one question picking black and Hispanic. Two respondents reported annual incomes of \$40,000 to \$49,999 and twenty reported \$49,000 and

above. Twenty one males and one female responded. Seven respondents had a high school/GED education, eight had an associate's degree, six a bachelor's, and one master's.

FINDINGS

The available research concerning the general management of workers strongly, but indirectly, indicates there is a positive correlation between management's general attitude, worker's morale and productivity.

The business field in particular has long studied productivity in an effort to increase the bottom line, as is good business. Their studies have taken their field in many directions, one of which strongly supports the philosophy that a happy worker is a good worker, whistle while you work, etc. Studies have shown workers who are entrusted with decisions about production are often more productive simply due to their new found stake in their product. Other studies have positively linked incentives and benefits, such as increased pay and/or paid time off, to increased productivity. Both ends of the spectrum have been shown to increase productivity.

Today's labor force, primarily in a business trying to make a profit, expects to be paid well. The Great Depression is something today's work force only knows from history lessons and television. Most of their family ties to that era have passed on. Though there is always a small degree of unemployment, most people who want to work can and do and are paid well for it. This modern luxury has combined with a labor force that is mobile. In decades past, having it made in the working world translated to putting on a white shirt and tie, and drawing a pay check from the same company for thirty years until it was time for a well earned and well funded retirement. Due to a

cluster of arguable reasons, organizations in general have quickly moved away from taking care of the work force for their life. They still compensate well while the employee-employer relationship exists, but commitments aren't as permanent from the organizational perspective, particularly in the area of guaranteed retirement benefits. The work force has countered by taking care of themselves for their lives. Today's workers do not hesitate to move on for a better deal, which might mean better tangible benefits or just as likely untangible benefits too. They are not scared to move, and money often is not the driving force.

Modern management has begun to attempt to increase their bottom line by satisfying their work force's intangibles. In persistent good times, labor wants psychological clout. Workers do not want to be herded. Workers want control of their destinies. Today, elementary school children are internet fluent with a world of information at their fingertips. Transportation is everywhere and inexpensive. Unhappy employees can easily and quickly explore employment options, often on location at their current employment, and get to those options. Modern management knows this and has responded. The word employee is out and associate is in, for example, in an attempt to erase the lines between management and labor. Times have changed in most of the labor force.

Many of management's attitude changes concerning their nontangible treatment of their workers, in times when organizations themselves have drastically changed their attitudes toward long-term tangible worker benefits, have been purposefully and positively pursued in an attempt to maintain if not raise morale, and there fore maintain if not increase productivity in changing times. The combination of changing

organizational attitudes toward its long term commitments to its labor force and labor's aggressive response to those changes has forced organizational management on the large scale to move toward balancing tangible benefits, such as the primary tangible benefit of compensation, and nontangibles, such as a more professional, personalized and assistance orientated attitude concerning today's associates. More specifically in police work, the working end of the police organization, or the first line, has mirrored the labor force in general concerning its attitude toward management.

There are more police in general today. Population increase and urbanization has created an atmosphere in many city areas where police departments' jurisdictions are bumper to bumper due to cities within cities. One can easily drive across many metropolitan areas today and cross through dozens of police departments' jurisdictions. These highly populated municipalities all lie within, or border on, counties with law enforcement responsibilities and supporting organizations. Further, added to population increases in general and urban sprawl, modern utility development has aided in the development of rural areas to which traditional populations were limited. These increasingly populated rural areas require emergency and law enforcement responses. Finally, added to the changing law enforcement arena is the fact that police expectations, or required duties, have increased in modern times. People expect more service from law enforcement in general. In summation, there are more police, that is county, municipal and state, than ever before due to rapidly changing demographics and duties which has caused police organizations to not only compete with the civilian work force but with each other for quality production oriented officers.

Police studies concerning attitude, morale and productivity mirror general management studies and those in the business field, but appear to be slower coming. The available research more narrowly concerning the specific area of police management of its labor force strongly, but also indirectly, indicates there is a positive correlation between management's attitude in general, worker's morale and productivity. After all, people are people, and as previously mentioned the nature of law enforcement's duties is not what causes stress in the occupation, but the same issues as in other occupations such as management decisions. Inquiries have shown police are motivated by tangibles as well as intangibles, as are other workers and their morale is tied to their motivations. Concerning police's intangible motivations, such as their perceptions of how they are viewed by their management and how they are actually treated by their management, or in other words their direct management's attitudes toward them, there is a lack of specific linking study to productivity, but there is study in the general management field indicating a positive link. Again, considering the information that police are not necessarily more stressed or psychologically burdened by their actual duties, but by management issues and how they are managed just like civilians in their occupations, it would seem safe to connect the link in anticipation of future studies that should directly link police management's attitude to first line officers' morale, which has already been positively linked to police production as has been the case in the civilian work force.

It was anticipated the questionnaire would support the hypothesis that organizational morale is increased when management's attitude is good. The first question was a rewording of the hypothesis that drew on the respondent to agree or

disagree in varying degrees. The question read “I am willing to provide extra effort to help my organization be productive because managements’ attitude is good.” Eight respondents strongly agreed, nine agreed, one had no opinion, one disagreed and three strongly disagreed. All together, thirty-six percent strongly agreed and forty-one percent agreed with the hypothesis question, therefore seventy-seven percent agreed, to some degree, with the direct hypothesis question.

Questions two and four were negatively worded toward immediate supervision such as “I would be more loyal to my organization if my immediate supervisor treated me better” and “I would feel that my organization cared more about me if my immediate supervisor treated me better,” and cumulatively forty-one and fifty-nine percent respectfully agreed to some degree for an average of fifty percent between the two questions.

Questions three and five were positively worded toward management such as “I would gladly accept a job reassignment within my organization because I feel good about my organizations’ management” and “The management in my organization inspires the best in my job performance,” and cumulatively sixty percent and fifty percent respectfully agreed to some degree for an average of fifty-five percent between the two questions.

Questions six and eight were negatively worded toward management such as “If a good opportunity presented itself, I would change organizations to be treated better” and “I wished I’d chosen an organization whose management treated subordinates better,” and cumulatively fourteen percent and fourteen percent respectfully agreed to some degree for an average of fourteen percent between the two questions.

Questions seven and nine were positively worded toward immediate supervision such as “I care about my organization because my immediate supervisor treats me well” and “I am satisfied with the way my immediate supervisor manages me,” and cumulatively fifty-nine and sixty-four percent respectfully agreed to some degree for an average of sixty-two percent.

The questions were designed to solicit a response, one way or the other, that was anticipated to be positive when treated well by management or supervision, and negative when treated unfavorably by management or supervision. In other words, a good management attitude would translate into positive feelings which could, in theory, increase morale. With seventy-seven percent agreeing with the basic hypothesis question, it appears favorable on the questionnaire's face that this was the case. However, the more specific questions were not as strongly agreeable. The respondents answered less agreeably on the negative worded questions. The responses to the positively worded questions were more agreeable, but not as strong as the hypothesis questions. Notably, the negatively worded questions toward management drew the most disagreement with only fourteen percent on the average agreeing. One question required the respondent to agree to change organizations and the other required the respondent to agree they wished they had chosen another organization to be able to answer agreeably on each. This might have been too large a mental step for most respondents to take in search of positive morale. Excluding the negatively worded management questions requiring the respondent to change organizations or agree they had wished they had gone somewhere else in the beginning, and negating the negatively worded immediate supervisor questions whose respondent answers were

split down the middle on the average, the responses to the remaining hypothesis question, positive management questions, and positive immediate supervisor questions could be interpreted as agreeing the respondents felt better about their organizations because of the positive way they were treated by management.

One of the respondents who strongly disagreed with the hypothesis question altered the question marking out “because management’s attitude is good” making the question read “I am willing to provide extra effort to help my organization be productive.” Further, that respondent marked an alternate answer to the question, as with many of that respondent’s questions, indicating the respondent would strongly agree once the question was altered. Additionally, that respondent wrote a statement on the questionnaire reading “I am very loyal to my organization, take pride in my organization and my work, however, it is despite my supervision, not because of.” It appeared to the researcher the respondent read too much into the question, and took offense that the questionnaire indicated hard work was solely because of management’s good attitude. Either way, the respondents’ primary answers were scored. It is the researchers’ opinion the responses to the questionnaire supported the hypothesis that organizational morale is increased when management’s attitude is good, though marginally when taken as a whole.

DISCUSSION/CONCLUSIONS

It would seem the most common sense approach to achieving a high level of productivity from a police department would be to create and maintain an atmosphere of general high morale among first line patrol officers. This project attempted to support that approach by researching other works, expanding the available

information, and combining the results. The main topic was, therefore, patrol morale. The intended findings were that short term, and long term, bad management attitude has an immediate and persistent negative effect on organizational morale, which decreases productivity. The problem this research project addressed was how an issue of bad management attitude could directly affect subordinates' morale which could result in decreased productivity. The purpose of the research was to present ways to increase organizational productivity through measures that could help improve morale. The research question was: Does bad management attitude affect subordinates' morale causing decreased productivity? The hypothesis was: Organizational morale is increased when management's attitude is good.

Researching the existing work revealed much more previous study of management, morale and productivity in the field of management in general, and specifically their relation to business than previous study in police work. That is not surprising considering the field of criminal justice is relatively new on the academic front, and concern for the dollar is slightly more historical. Those general management works did positively link management attitude to employee morale and then productivity.

There has been some previous specific work concerning police management as related to organizational and/or patrol morale, and there has been work tying police morale to productivity, though limited. The gap in the studies specific to police work were in the areas directly tying first line supervision's attitude toward the first line to organizational morale as a whole, which is primarily comprised of the patrol division, and how that morale, or lack of, can directly affect the organizations' over all

productivity. Again, there have been findings indicating police's work related issues are not generated by the nature of the work, but by the same manager subordinate issues that occur in other fields. This would seem sufficient to assume that if police's attitudes and issues toward their management are not different from other workers in other fields, and those other worker's productivity can be influenced by their morale which is affected by their management's attitude toward them, then a police department's patrol division's productivity can be influenced by their morale which is affected by their immediate supervisions' treatment of them. In other words, police officers produce when and how they want to for the same reasons as other workers in other fields, and not any differently just because its police work. The survey conducted in conjunction with this project further supported this finding and the hypothesis.

Some of the limitations of this project included the lack of specific research in law enforcement directly tying the hypothesis to productivity. Further, productivity in police work is a broad, organizational specific, and subject to change topic. Also, the term police is an increasingly broad description when reviewing previous research of a position that in current times can include municipal, county and state law enforcement officers who are further divided into specialized duties. Additionally, the project was concerned with the morale and productivity of current patrol officers, and the respondents to the survey were seasoned officers who had all performed patrol but had since promoted and therefore answered from that perspective. Finally, reviewing literature, study and research in the area of police studies concerning such a narrow topic of patrol sergeant to patrol officer relations involving attitude, morale and

productivity proved difficult considering police studies is still an open, fluid and/or theoretically defined phenomenon (Terry, 1985).

This study was relevant to law enforcement because the implications of the research emphasized the importance of a good management attitude among first line supervisors to maintain productivity through positive morale among first line patrol officers which is important for any police department to be effective and fully benefit its community.

To achieve and maintain a high level of general productivity from a policing agency, an atmosphere of high morale must be created and maintained among the first line patrol officers who are the working arm of any department. This can only come from, be maintained by, and directly tied to their direct management's attitude, and in a traditional police organization that first line would be patrol and their direct supervisor would be the patrol sergeant(s). A manager's, or first line supervisor's, attitude could very well be his or her most important asset, and their department's most important asset as well. The nature of police work unavoidably puts police into conflict, emergencies, and difficult no win situations and decisions. A poor management attitude can and will directly affect the individual officers and/or the entire first line during the course of their duties causing poor morale, then low productivity, not to mention danger. Poor management attitude can break an organization. What is most disappointing about poor management attitude is it is chosen, or from the optimistic angle, positive attitude is chosen as well (Ware, 1998). Each first line supervisor in police work decides how they are going to approach their often difficult duties of their chosen profession, and each day set out to manage their subordinates

and simultaneously distribute their attitude among their first line. In the patrol profession, one of primary responsiveness to situations originated through no control of the responding officer, officers have a choice about their attitudes toward those situations which are directly influenced by their immediate supervisors. An attitude of high morale among patrol's direct supervision could integrate and multiply into an entire patrol division to create a high morale, highly productive first line patrol force, on a call by call basis, at any department. This simple philosophy could multiply and generate a high level of quality police service of the type conducted in between and in addition to the primary responsibilities of emergency response and high visibility crime deterrence. The quality service would be easily recognized through a communities' cooperative relationship with, and appreciation of, their police.

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Appendix

Questionnaire

Please complete this survey. The data will be used for an Administrative Research Paper as part of the requirements for graduation from the Leadership Command College of the Bill Blackwood Law Enforcement Institute of Texas. Your answers are anonymous, so it's not necessary to write your name.

Choose an answer from the following for questions 1-9 and write it in the blank.

1. strongly agree 2. agree 3. no opinion 4. disagree 5. strongly disagree

___1. I am willing to provide extra effort to help my organization be productive because managements' attitude is good.

___2. I would be more loyal to my organization if my immediate supervisor treated me better.

___3. I would gladly accept a job-reassignment with in my organization because I feel good about my organizations' management.

___4. I would feel that my organization cared more about me if my immediate supervisor treated me better.

___5. The management in my organization inspires the best in my job performance.

___6. If a good opportunity presented itself, I would change organizations to be treated better.

___7. I care about my organization because my immediate supervisor treats me well.

___8. I wished I'd chosen an organization whose management treated subordinates better.

___9. I am satisfied with the way my immediate supervisors manages me.

For questions 10-14, circle the correct answer.

10. I am ___ years old.
a. 20-29 b. 30-39 c. 40-49 d. 50-59 e. 60-69 f. over 69

11. I consider myself ____.
a. black b. white c. Hispanic d. Asian e. other

12. My annual income is \$____.
a. 10,000-19,999 b. 20,000-29,999 c. 30,000-39,999 d. 40,000-49,999 e. above 49,999

13. I am ____.
a. male b. female

14. The highest formal education I have acquired is ____.
a. high school / GED b. associate's c. bachelor's d. master's e. doctor's