

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

**Morale:
Does Department Size Really Matter?**

**An Administrative Research Paper
Submitted in Partial Fulfillment
Required for Graduation from the
Leadership Command College**

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ABSTRACT

Morale in large and small departments is relevant to contemporary law enforcement because knowing and understanding how morale affects each age group and length of service of law enforcement officers gives supervisors a better understanding of an individual in how that person is motivated and if there is some expectation from that employee to maintain motivation. The purpose of this research is to attempt to discover any differences that exist in how chiefs of police, assistant chiefs, lieutenants, and patrol officers define "morale." A survey will be conducted of police agencies varying in size within the State of Texas. Similarities or differences will be considered regarding whether or not morale is high or low on the responding departments by not only rank of the respondent but also size of the department. The research compiled will be analyzed, and hopefully, it will be determined if morale issues differ between small and large law enforcement agencies.

The method of inquiry used by the researcher included a review of articles, Internet sites, periodicals, and journals. A survey was distributed to 45 law enforcement agencies that employed 1,415 full time survey participants, of which a total of 369 participants replied. The same research questionnaire was distributed to the 17 full-time officers at Elgin Police Department.

The researcher discovered that morale issues are similar, if not the same, in small and large police departments. The majority of the questions asked of small agencies almost mirrored large agency responses. It was also discovered that more than half of all officers witnessed officers receiving something to lift morale only to have it expected in a continuous manner. To achieve more precise results, the researcher

believes another survey should be done with inquiries on the length of time for an agency's current chief of police has worked for that agency, the number of years supervisors have been in their current position, the length of time that agencies' policies and procedures have been in effect, and if the departments' values have changed within the last year. The author believes the officer's opinions and thoughts would be much different if a department's chief of police and policies had been in place for some time based on what this author has discovered at the conclusion of this survey.

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INTRODUCTION

In 1967, Herzberg, Mausner, and Snyderman performed research dealing with motivation and hygiene factors. The studies showed them that most people would say that money is the main motivator for working. However, for most people, money is not the primary motivator, regardless what the people may say. According to Herzberg, Mausner, and Snyderman (1967), the challenge of a task and the opportunities given to that employee to achieve a goal will keep them motivated.

Large and small police departments across the country face some type of morale issues at one time or another. With some departments, this can be an ongoing issue regardless of departmental size and make up. Many things affect department morale, including such things as pay, media influence, individuals who have influence within a department, and world events, to name a few.

This author anticipates discovering that there is a difference not only in the size of departments and types of morale issues they face, but also that there will be difference between 'organizational' morale and 'individual' morale. Hopefully, it will also show a way to recognize where any deficiencies exist. This, in turn, can assist any department in recognizing a particular type of morale problem they may have, and it will also assist in shedding light on recognizing leadership or organizational flaws that may exist within a department. By evaluating survey answers of peace officers from small and large law enforcement agencies, this research may assist any department in better handling morale issues when they arise and in returning a better patrol force on the streets to serve the public they are employed to protect. The intended method of inquiry

includes a review of articles, Internet sites, periodicals, journals, and a survey distributed to 387 survey participants.

REVIEW OF LITERATURE

Those who have been supervisors in law enforcement for many years most likely have not thought long and hard about what really motivates employees and how to maintain that motivation. V.H. Vroom was a pioneer in motivation research, which he began in 1964 when he defined motivation as “A process of governing choices among alternative forms of voluntary activities, a process controlled by the individual (as cited in Condrey, 2005, p. 482). Porter and Lawler (1968) expanded Vroom’s research and concluded that if an individual was acting out of self-interest, they may take actions that the individual may see as the best outcome to better themselves. Porter and Lawler’s research was done in hopes that it would help managers better understand exactly what motivation is, how motivation effects people, and what it takes to maintain motivation in those people.

Most managers in years past and present are pushing their employees in a desired direction by telling the employee what is expected of that employee as far as job performance as a reward. Bass (1990) explained that some managers simply guide their employees in the desired direction. One might look at it as if the manager was holding a piece of candy on a string in front of a child. Now it is up to the child to figure out what needs to be done to get that piece of candy or to achieve that goal.

When dealing with organizational morale issues, McCarthy (2005) believes that communication is essential in workers, co-workers, and bosses to maintain a high morale. McCarthy believes that everyone needs to listen to what each other is saying

and everyone needs to freely be able to say what is on their minds without being punished for saying what they think. McCarthy feels that each employee should be involved in what is happening in the organization, thus showing trust between the manager and employees.

McCarthy (2005) also believes the environment itself must be in good working order when dealing with the physical and social environment and making sure the employee feels safe and comfortable. Allowing breaks while working also allows everyone to visit with one another and express what is on their minds, which also works towards creating trust. The final thing McCarthy spoke of is that each manager must make the employee feel appreciated either by recognition or by some type of reward.

As an example, if a law enforcement officer was investigating a report of a vehicle burglary 30 minutes before his shift change, and he realizes that it will take at least an hour to complete the investigation, he can complete the report, ask another officer to take the report, or he can choose to do a poor job and not complete the investigation by not getting the required information. The officer knows that if a good job is done, there is possible recognition by a supervisor. By getting another officer to do the report, it would create possible complications in the investigation because all of the facts may not be obtained. If the officer chooses not to get all the facts for a report, it may lead to an admonishment. The officer will most likely choose to do what needs to be done to get a reward or a better expectancy rather than a reprimand. Simply by doing a good job, even if it takes away from his "off time," would make the officer feel better about himself, and he would be more satisfied with his job and perhaps his motivation would improve.

According to Bennett & Hess (1998), they stated it is easier to describe morale as a “state of mind, a mood, a mental condition” (p. 323). When all things are positive, work is not really work because it is enjoyed and there is pride. Some may say it is easier to define morale by what it is not. It is not the same as effort, productivity, or efficiency. Law enforcement administrators often hear that low morale in law enforcement causes low productivity.

According to Isaac, Zerbe, and Pitt (2001), intrinsic and extrinsic motivations exist. Intrinsic motivators and behaviors are consequential from internal forces, like someone who enjoys their work. Isaac, Zerbe, and Pitt (2001) believes that pay in the workforce is an extrinsic motivator for employees, and this is what should drive most leaders into motivating their employees by initiating more training or incentive programs.

In 1964, “Vroom presented the first systematic formulation of Expectancy Theory as it related to the workplace” (Steers, Mowday, & Shapiro, 2004, p. 382). While it is unknown how many law enforcement managers are familiar with Vroom’s Expectancy Theory, Vroom’s formula ($\text{Motivation} = \text{Valence} \times \text{Expectancy} \times \text{Instrumentality}$) may fit right in with what this author is trying to achieve. Vroom’s argument was “that employees tend to logically evaluate various on the job work behaviors and then choose those behaviors they believe will lead to the most valued work-related rewards and outcomes” (Steers, Mowday, & Shapiro, 2004, p. 382).

Vroom’s formula can be used to foretell job satisfaction, occupation of one’s choice, the chances of a person staying in a job, and the effort that person might apply at work. Another way to look at it is that Vroom (1994) believes that “Expectancy is the momentary belief concerning the likelihood that a particular act will be followed by a

particular outcome” (p. 20). A few years later (Vroom), along with Porter and Lawler (1968) felt that an employee’s performance is reliant on that employee’s capability to perform (as cited in Heneman & Schwab, 1972). Porter and Lawler (1968) also built on some of Vroom’s concepts and suggested that a person’s effort would “be determined by expectations that an outcome may be attained and a degree placed on an outcome in the person’s mind” (as cited in Pinder, 1984, p. 214).

METHODOLOGY

The research question to be examined considers whether or not the same morale issues or problems exist between small and large law enforcement agencies. The researcher hypothesizes that the majority of officers from large or small law enforcement agencies agree on almost all issues raised from the questionnaire. The method of inquiry will include a review of articles, Internet sites, periodicals, journals, and a survey distributed to 369 survey participants.

The instrument that will be used to measure the researcher’s findings will provide research as to whether the size of a department matters when dealing with morale issues. The size of the survey will consist of 18 questions, distributed to 369 survey participants from 45 Austin, Texas area law enforcement agencies. The response rate to the survey instrument resulted in 1,415 questionnaire’s being sent with only 369 being returned. Questionnaires were also given to the 17 full time officers of the Elgin Police Department, and these results were compared to the other 369 questionnaires returned. The information obtained from the survey will be analyzed by comparing small agency responses to large agency responses, while using pie charts as a visual. The survey used was a list of questions and can be found in the appendix of this

research paper. Before this author began the survey, guidelines were set as to the definitions of a small and large law enforcement agency. This author made the decision that a large agency would be defined as any agency with more than 100 current active officer licenses, and a small agency would be defined any agency with less than 100 current active officer licenses.

FINDINGS

Of the 369 officers surveyed, 84.4% were male officers and 16.5% were females (Appendix C, Figure 1). The survey showed that 41.2% or 152 officers were between 31 and 41 years of age. This age group was the highest percentage of both small and large agencies (Appendix C, Figure 2). The survey shows that 52.6% or 194 officers had one to ten years of law enforcement experience. This was more prevalent in smaller agencies, which showed that 56.8%, or 63 of the 111 officers, surveyed from the small agencies had one to ten years experience (Appendix C, Figure 3).

The survey showed that the majority, 98.5%, or 363, of officers agreed with Webster's definition of morale. The percentage of officers was about the same with small and large agencies (Appendix C, Figure 4). There were 348, or 94.3% of officers who said yes, it is their opinion that small law enforcement agencies (under 100 employees) can have similar, if not the same; morale issues as a large agency (over 100 employees). Both small and large agencies were in the 94% range on this survey question (Appendix C, Figure 5).

The survey showed that 54.5%, or 201, officers have witnessed, during their career, a department giving something to officers to bring up morale, only to have it become expected or continued. This seemed to be at a higher percentage in the

smaller agencies, with almost 57% seeing this occur (Appendix C, Figure 6). The survey showed that the majority, 98.9%, or 365 officers, agreed that one individual could affect morale (Appendix C, Figure 7).

When large and small agencies were asked if they have ever seen what they considered as as low morale within any department that had one or two employees affected by group morale, 91.1%, or 336, answered yes. The small and large agencies surveyed both had 91% of their officer's answer yes to this question (Appendix C, Figure 8). The survey showed 95.7% or 353 officers said yes to the question regarding whether group morale is affected by the actions of a single individual in a department (good or bad). Almost 97% of the officers in the large agencies and almost 94% of the officers in the small agencies answered yes (Appendix C, Figure 9).

When asked to answer true or false to whether morale can change rapidly, 90.5% or 334 officers in small and large agencies answered true (Appendix C, Figure 10). When asked true or false to whether morale can change slowly, 92.4% or 341 of those officers answered true (Appendix C, Figure 11). The officers surveyed were asked to answer true or false for whether morale can change by force, and 49.9% or 184 officers answered true (Appendix C, Figure 12).

When officers were asked to answer true or false for whether morale can change with experience, 95.4% or 352 answered true. The survey found this slightly higher at 98.2% in small agencies and 94.2% in the larger agencies. It is obvious that the majority felt experience in law enforcement can change law enforcement morale issues (Appendix C, Figure 13). The survey asked officers if morale can change day to day and 78.9% or 291 officers answered true. Both large and small agencies responded

true with 80.6% and 74.8% for large and small agencies respectively. So based on Webster's definition of morale given to all officers and 98.5% agreeing with that definition, almost 79% of all surveyed officers believe the mental and emotional condition (as of enthusiasm, confidence, or loyalty) of a an individual or a group with regard to the function or tasks at hand can change day to day. Those officers also agreed to a sense of common purpose with respect to whether a group can also change day to day (Appendix C, Figure 14).

The officers surveyed were asked to answer true or false for if they agreed that morale can be affected by outside influences such as the news and media and 93.2%, or 344 of the 369 officers answered true. There was only a .8% difference in the large and small agencies surveyed (Appendix C, Figure 15). The next survey question was also true or false and questioned whether morale can be changed by an individual. Of the participants, 85.9% or 317 answered true. Again, both the large and small agencies seemed to closely agree because there was only a 2.1% difference (Appendix C, Figure 16).

The next survey question to be asked was true or false and was regarding whether administrative and functional morale structure is in direct relation to personnel morale. Of the participants, 88.3% or 326 officers answered true, and there was only a 2.8% difference in the large and small agencies true response (Appendix C, Figure 17). The last survey question was also a true or false and asked participants whether individual/personal morale can directly affect functional morale, either positively or negatively. Of the participants, 98.6% or 364 officers said this was a true statement.

The response showed only .6% difference in large and small agencies, with only five saying they do not agree with the statement (Appendix C, Figure 18).

There were 17 active full time officers of the Elgin Police Department who responded to the survey questionnaire. The first question addressed the gender of the participants and 94%, or 16 indicated they were male, while 6%, or one participant, advised she was female (Appendix C, Figure 19). The participants were asked their age and 6% or one participant was between 18-30 years of age, 44% or seven were 31-41 years of age, 44% or seven were 42-60 years of age, and 6% or one participant was 61-70 years of age. There were no officers age 70 or above (Appendix C, Figure 20).

Participants were asked about the number of years they have in law enforcement and 53%, or nine respondents had one to 10 years in law enforcement; 29% or five had 11-20 years; 12%, or two, had 21-30 years, and 6%, or one participant had 30 plus years in law enforcement (Appendix C, Figure 21). When participants were asked whether they agreed with Webster's definition of morale, 17 officers responded by answering yes (Appendix C, Figure 22).

The fifth question asked of the participants was if they believe smaller law enforcement agencies and have similar, if not the same morale issues as a larger agency. There were 94% or 16 respondents who answered yes and six percent or one who answered no (Appendix C, Figure 23). The next question asked of the participants if they had witnessed in their career, any department giving something to the officers to bring morale up, only to have it become an expected or continuous measure. There were 65% or 11 officers, who answered yes, and 35% or six who answered no (Appendix C, Figure 24).

The participants were asked if they agreed that one individual could affect morale and 94% or 16, answered yes, and six percent, or one who answered no (Appendix C, Figure 25). The eighth question asked of the participant if they have ever seen what they would consider “Low Morale” within any department that has one or two employees that are affected by the group morale. There were 100% or 17, who answered yes (Appendix C, Figure 26).

The ninth question asked the participants if they have ever seen group morale affected by the actions of a single individual in a department (good or bad). There were 100% who responded by answering yes (Appendix C, Figure 27). The participants were then asked if they agreed that morale can change rapidly and 82%, or 14 who answered true and 18%, or three who answered false (Appendix C, Figure 28).

The eleventh question asked if the participants agreed that morale can change slowly. Only one percent or one answered true while 94% or 16 answered false (Appendix C, Figure 29). The participants were asked if they agreed with the following statement that morale can change by force, and 65% or 11 answered true and 35% or six answered false (Appendix C, Figure 30).

Participants were then asked if they agreed or disagreed with the following statement of morale can change with experience, and 94%, or 16 answered true while six percent, or one responded by saying false (Appendix C, Figure 31). They were then asked if they agreed or disagreed that morale can change from day to day and 88%, or 15 respondents who answered true and 12% or two who answered false (Appendix C, Figure 32). The next survey question asked of the participants was if they agreed that morale can change due to outside influence such as news media and 100% of the

respondents agreed by answering true (Appendix C, Figure 33). The participants were asked if they agreed that morale can be controlled by an individual and of those who responded, 82% or 14 answered true, while 18% or three disagreed by saying false (Appendix C, Figure 34).

Participants were asked if they agreed that administrative and functional morale structure is in direct relation to personal morale. There were 82% or 14 officers that answered true and 18% or three that answered false (Appendix C, Figure 35). The final question for the participants asked if they agreed or disagreed that Individual/personal morale could directly affect functional morale, either positive or negative. All of the participants agreed (Appendix C, Figure 36).

By comparison, there were very little differences in Elgin PD's response of the survey questionnaire and the responses of the large and small departments surveyed. The items that stuck out more than any is that almost all officers surveyed agreed with the definition of morale, and 65% of Elgin PD officers witnessed a department giving officers something to boost morale, only to have it to become expected, or to become a continuous measure.

Almost all officers surveyed agreed that one individual could affect morale. One survey question that differed between Elgin PD and the large and small agencies is that 65% of Elgin PD officers believe morale can change by force as compared to 47.7% and 50.8% of the small and large agencies respectively. Another survey question that stuck out is that 100% of Elgin PD officers surveyed believe morale can change due to outside influence, such as the news/media. Most small agency officers come into

personal contact with news and media more than the larger agencies because the public information officer in most cases is not available.

DISCUSSION/CONCLUSIONS

According to Foster (n.d.), he stated, "Often times, people consider morale the same as motivation. But morale is not about motivation" (p. 1). To achieve the results anticipated, the researcher believes another survey should be done with inquiries on such things as the length of time an agency's current chief of police has served in that agency, the number of years supervisors have been in their current position, the length of time that agencies' policies and procedures have been in effect, and if departments' values have changed within the last year. The author believes the officers' opinions and thoughts would be much different if a department's chiefs of police and policies have been in place for some time.

The problem or issue examined by the researcher considered if small law enforcement agencies have similar or different morale issues based on the age of the officer and years of service. The purpose of this research was to discover the differences, if any, of morale issues dealing with motivation and come to a conclusion if any of this data will help at the hiring stage of future law enforcement officers. The research questions that were examined focused on whether a law enforcement officer expected something in return for his/her motivation and continued motivation.

The researcher hypothesized that based on the questions asked that the majority of law enforcement officers in small and large agencies have similar, if not the same issues when dealing with morale issues, regardless of the age of the officer or his or her number of years in law enforcement. The researcher concluded from the findings that

the findings of the research did not support the hypothesis. The reason why the findings did not support the hypothesis is probably because the researcher discovered that more questions should have been asked on the questionnaire.

Limitations that might have hindered this study resulted because the author did not anticipate the need for additional questions to reach a conclusion. The study of morale is relevant to contemporary law enforcement because managers are always searching for ways to motivate and keep employees motivated. The real truth is that all managers would like to motivate employees without having to give them something more than a paycheck.

All managers see some employees from time to time just showing up and drawing a paycheck or just doing the basic and not doing any more or any less than what they think is expected of them. The researcher believes all managers, in or out of law enforcement, will benefit from the results of this research. This author feels now that clearer results would have been achieved if separate research questionnaires were asked of male and female officers. There would perhaps be different results when asking just female officers because of the challenges women have had to be successful and gain respect and rank from their law enforcement associates.

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APPENDIX A

Research Questionnaire

This survey is for research being conducted for the completion of the requirements of the Leadership Command College of the Law Enforcement Institute of Texas. Could you please distribute this questionnaire to all ranks up to Assistant Police Chief and return completed surveys to me in the attached self addressed stamped envelope.

For Administrative Research on Police Officer Morale

Researchers Name:	Assistant Chief Phillip E. Taylor
Project Name:	Morale – Does Size Really Matter?

	Criteria		Comments
1	Male Female	<input type="checkbox"/> <input type="checkbox"/>	
2	Age Bracket	<input type="checkbox"/> 18-30 <input type="checkbox"/> 31-41 <input type="checkbox"/> 42-60 <input type="checkbox"/> 61-70	
3	Years in Law Enforcement	<input type="checkbox"/> 1-10 <input type="checkbox"/> 11-20 <input type="checkbox"/> 21-30 <input type="checkbox"/> 30 +	
4	For the purpose of this survey, "Morale" is defined by Webster as: a. the mental & emotional condition (as of enthusiasm, confidence, or loyalty) of an individual or group with regard to the function or tasks at hand and.. b. a sense of common purpose with respect to a group Do you agree with this definition?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
5	Is it your opinion that small law enforcement agencies (under 100 employees) can have similar, if not the same, morale issues as a large agency (over 100 employees)?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
6	Have you witnessed in your career, any department "Giving" something to the officers to bring morale up, only to have it become an "Expected" or continuous measure?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
7	Do you agree "One" individual could affect morale?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

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Research Questionnaire
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APPENDIX B

Research Questionnaire			
8	Have you ever seen what you would consider "Low Morale" within any department which has one or two employees that are affected by the group morale?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
9	Have you ever seen group morale affected by the actions of a single individual in a department (good or bad)?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
10	Morale can change rapidly.	<input type="checkbox"/> True <input type="checkbox"/> False	
11	Morale can change slowly.	<input type="checkbox"/> True <input type="checkbox"/> False	
12	Morale can change by force.	<input type="checkbox"/> True <input type="checkbox"/> False	
13	Morale can change with experience.	<input type="checkbox"/> True <input type="checkbox"/> False	
14	Morale can change from day to day.	<input type="checkbox"/> True <input type="checkbox"/> False	
15	Morale can change due to outside influence (news/media/etc).	<input type="checkbox"/> True <input type="checkbox"/> False	
16	Morale can be self controlled by an individual.	<input type="checkbox"/> True <input type="checkbox"/> False	
17	Administrative and functional morale structure is in direct relation to personnel morale.	<input type="checkbox"/> True <input type="checkbox"/> False	
18	Individual/personal moral can directly affect functional morale, either positive or negative.	<input type="checkbox"/> True <input type="checkbox"/> False	

Thank you very much for your assistance and input into this research project.

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APPENDIX C



Figure 1. Percentages of male and female officers surveyed from large and small agencies

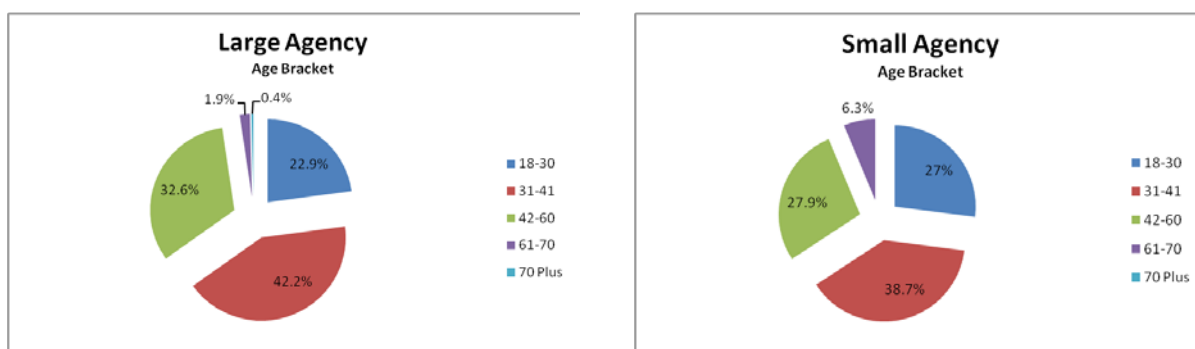


Figure 2. Percentages of various age brackets in large and small agencies

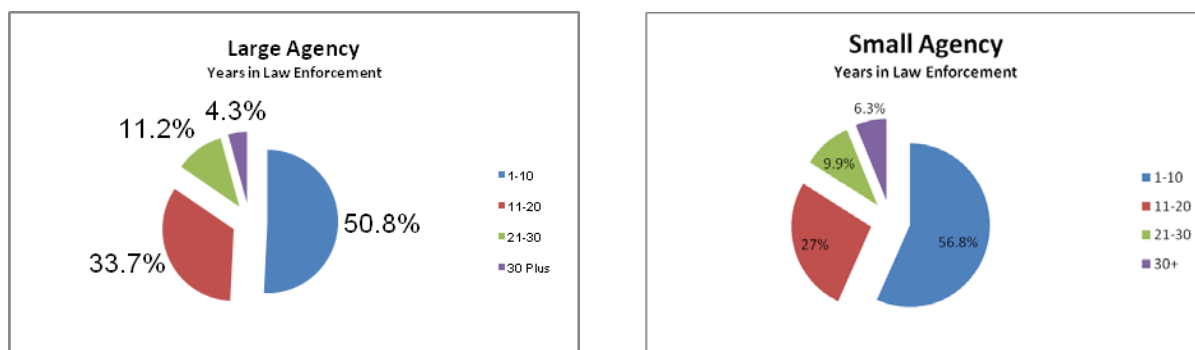


Figure 3. Percentages of years in law enforcement in large and small agencies



Figure 4. Percentages of officers in large a small agencies who agree with Morale Definition



Figure 5. Percentages of officers in large a small agencies who have had similar or same Morale Issues

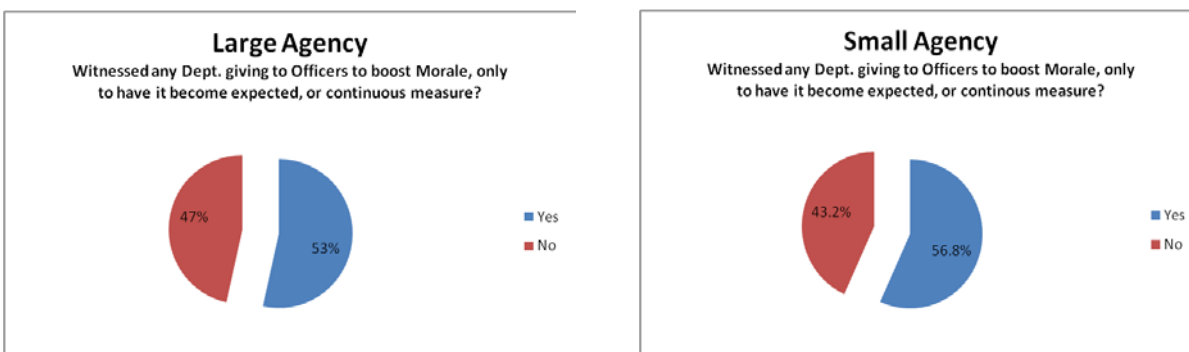


Figure 6. Percentages of officers in large a small agencies who have witnessed any department giving something to an officer to boost morale only to have it become expected

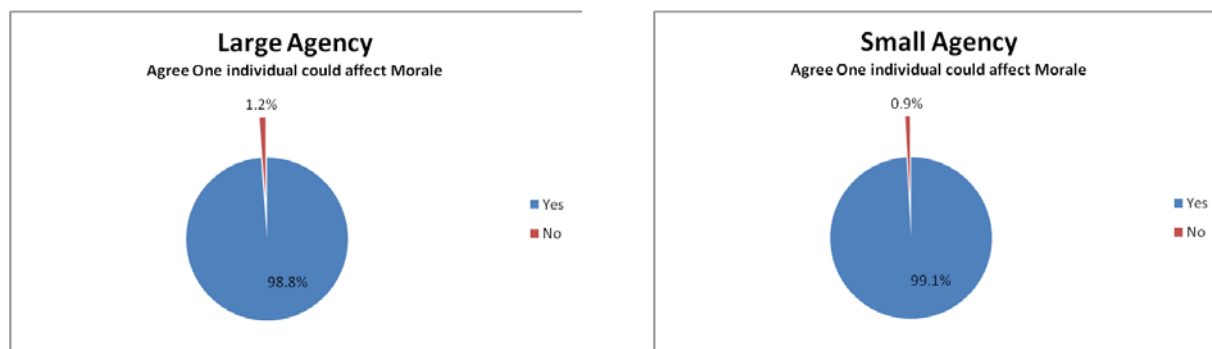


Figure 7. Percentages of officers in large and small agencies who agree one individual could affect Morale



Figure 8. Percentages of officers in large and small agencies who have seen low Morale in any Dept. with one or two employees that are affected by Group Morale



Figure 9. Percentages of officers in large and small agencies who have seen Group Morale affected by the actions of a single individual in a Dept. (Good or Bad)

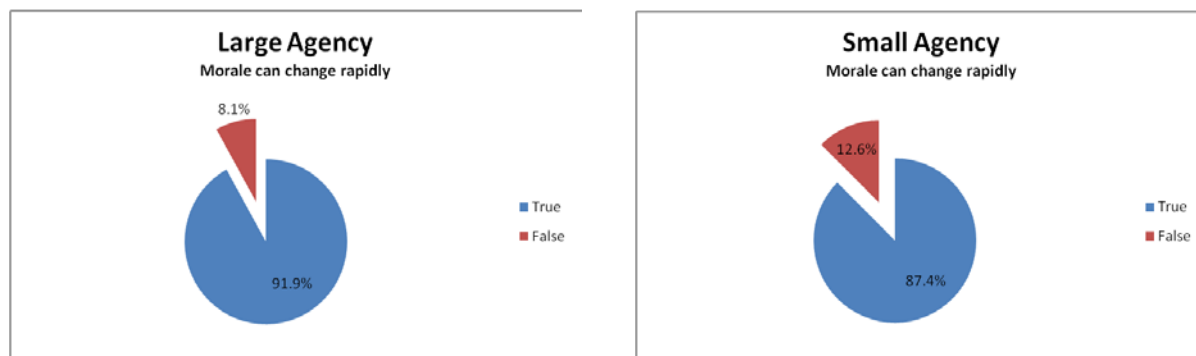


Figure 10. Percentages of large and small agencies who were asked if they agree Morale can change rapidly

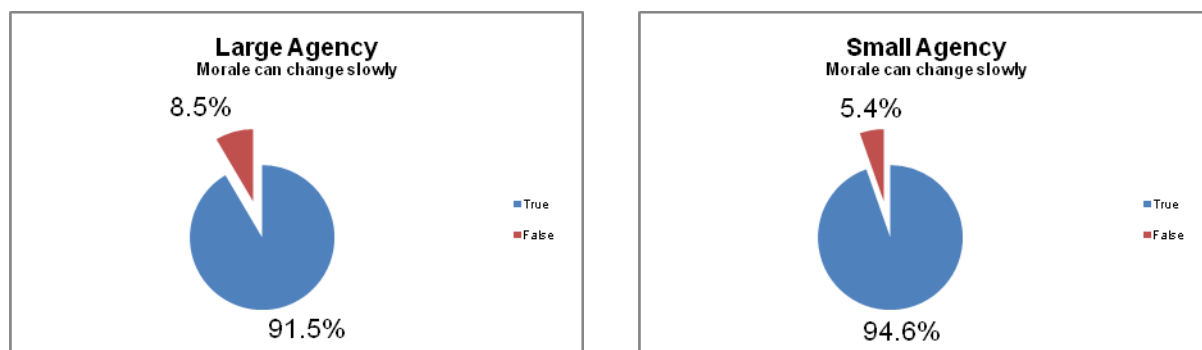


Figure 11. Percentages of large and small agencies who were asked if they agree Morale can change slowly



Figure 12. Percentages of large and small agencies who were asked if Morale can change by force

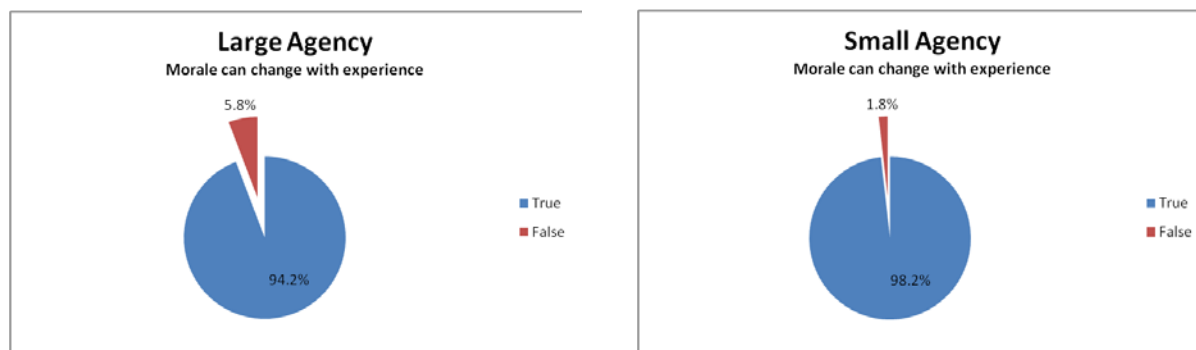


Figure 13. Percentages of large and small agencies who were asked if Morale can change with experience



Figure 14. Percentages of large and small agencies who were asked if Morale can change day to day

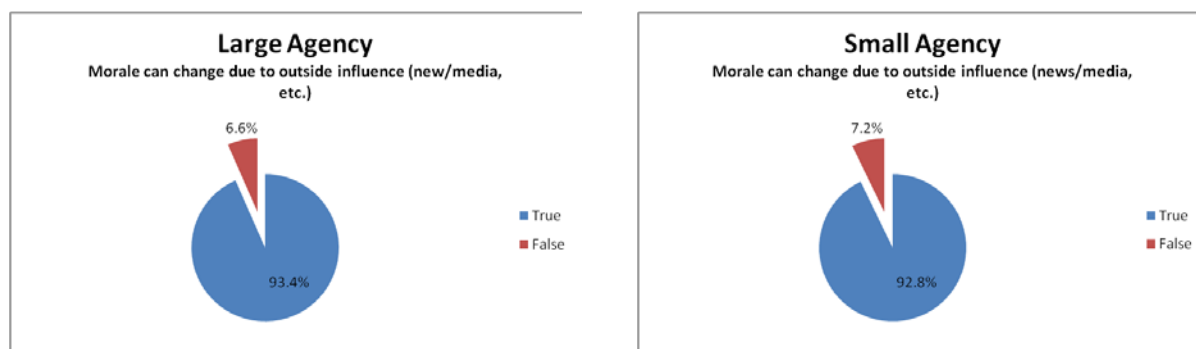


Figure 15. Percentages of large and small agencies who were asked if Morale can be affected by news/media



Figure 16. Percentages of large and small agencies who were asked if Morale can be controlled by an individual

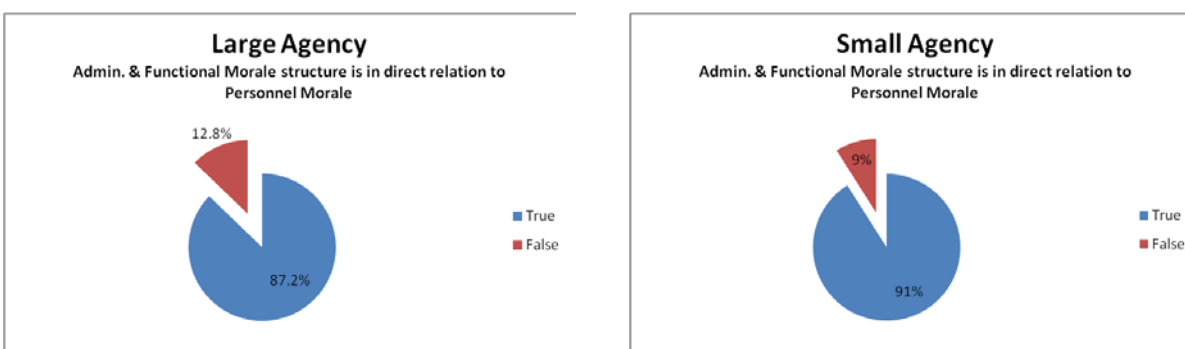


Figure 17. Percentages of large and small agencies who were asked if they agreed that Admin. & Functional Morale structure is in direct relation to Personnel Morale



Figure 18. Percentages of large and small agencies who were asked if they agreed that Individual/Personal Morale can directly affect Functional Morale, either positive or negative

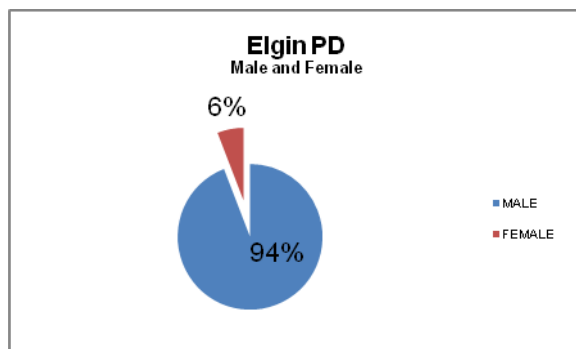


Figure 19. Percentage of male and female officers surveyed from Elgin PD

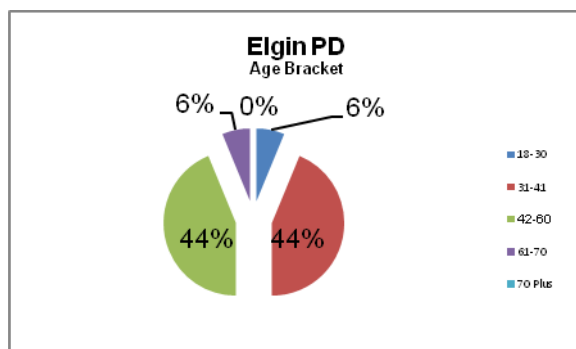


Figure 20. Percentage of various age brackets from Elgin PD

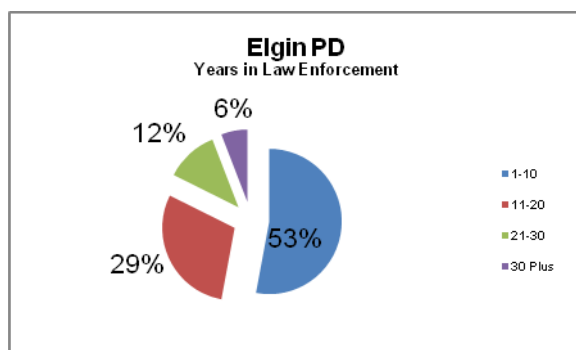


Figure 21. Percentage of years in Law Enforcement from Elgin PD

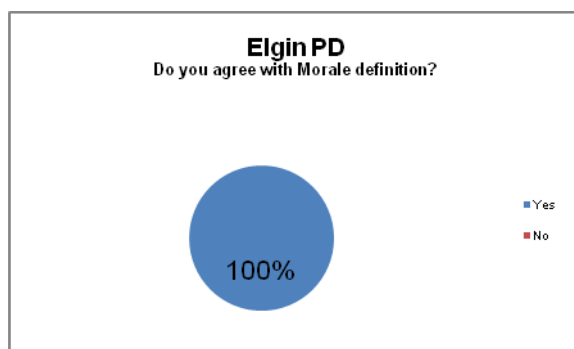


Figure 22. Percentage of Elgin PD who agree with Morale definition

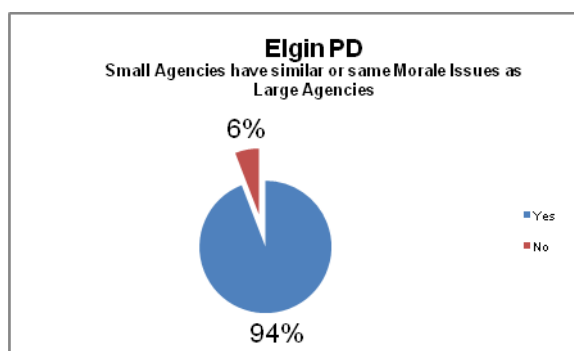


Figure 23. Percentage of Elgin PD officers who agree that Smaller Agencies have similar or same morale issues as Large Agencies

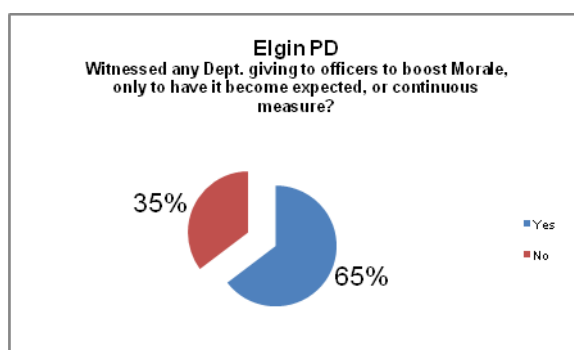


Figure 24. Percentage of Elgin PD officers who have witnessed any department giving to officers to boost Morale, only to have it become expected, or continuous measure

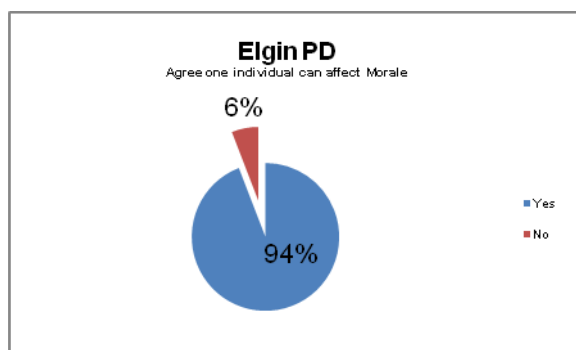


Figure 25. Percentage of Elgin PD officers who agree one individual can affect Morale

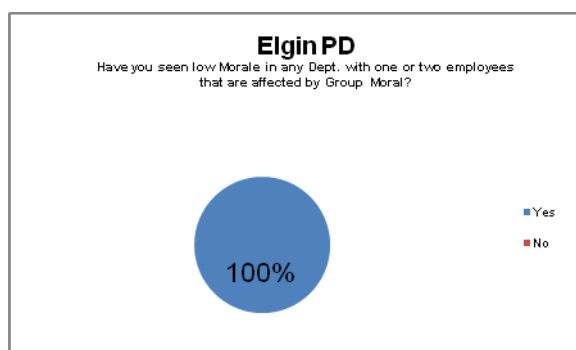


Figure 26. Percentage of Elgin PD officers who have seen low Morale in any department with one or two employees that are affected by Group Morale

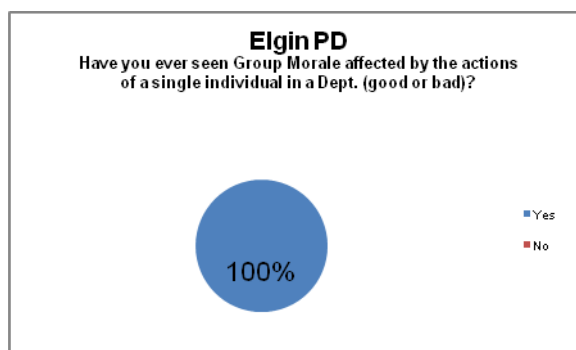


Figure 27. Percentage of Elgin PD officers who have ever seen Group Morale affected by the actions of a single individual in a Department (Good or Bad)

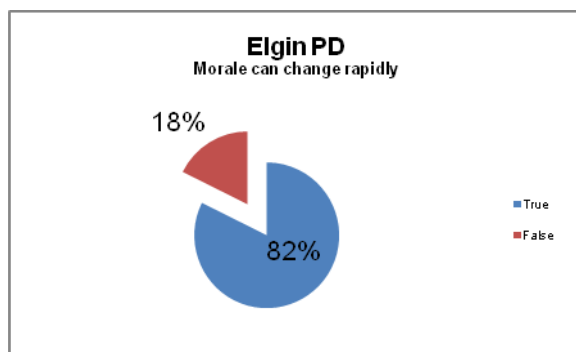


Figure 28. Percentage of Elgin PD officers who believe Morale can change rapidly

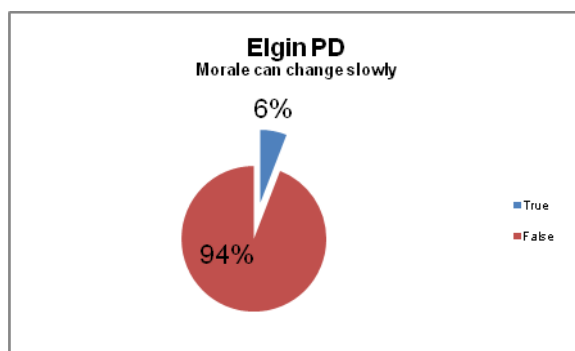


Figure 29. Percentage of Elgin PD officers who believe Morale can change slowly

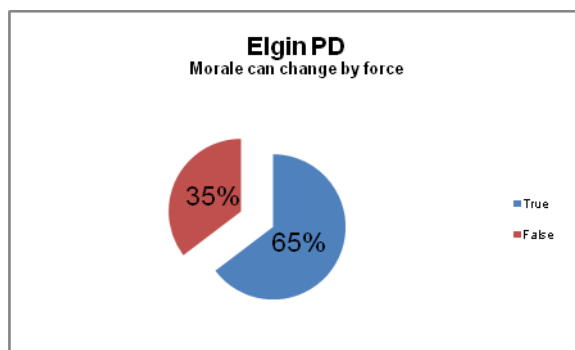


Figure 30. Percentage of Elgin PD officers who believe Morale can change by force

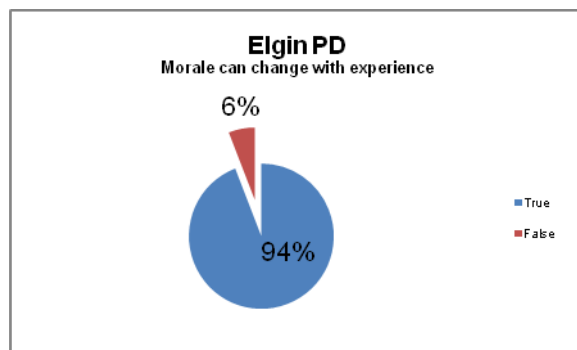


Figure 31. Percentage of Elgin PD officers who believe Morale can change with experience

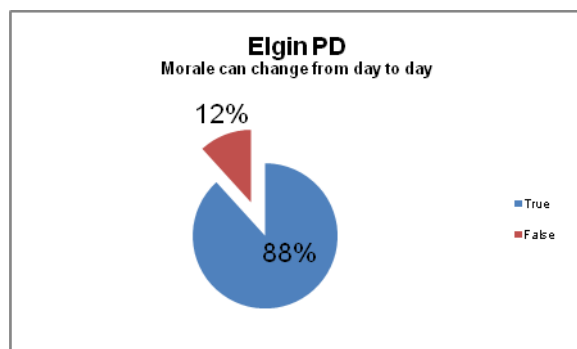


Figure 32. Percentage of Elgin PD officers who believe Morale can change day to day

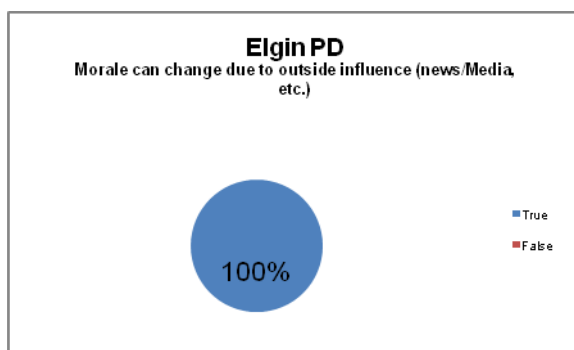


Figure 33. Percentage of Elgin PD officers who believe Morale can change due to outside influence (news/media, etc.)

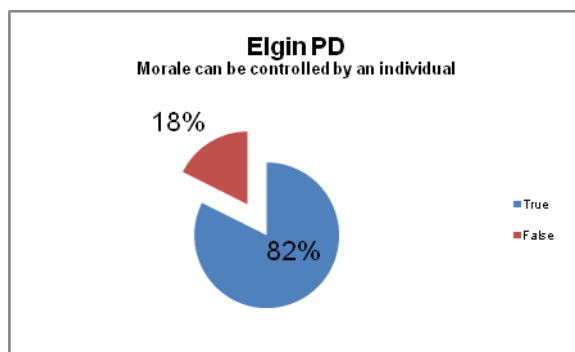


Figure 34. Percentage of Elgin PD officers who believe Morale can be controlled by an individual

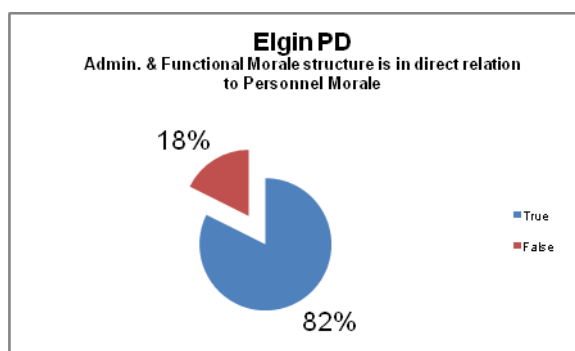


Figure 35. Percentage of Elgin PD officers who believe Morale can be controlled by an individual

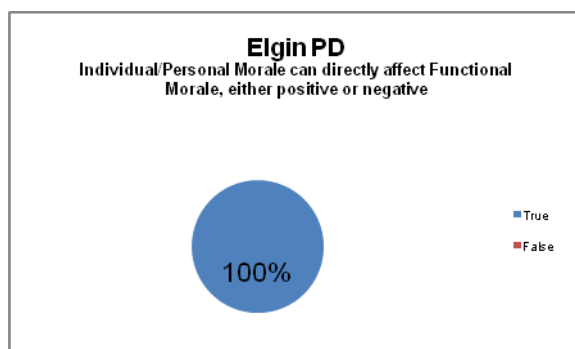


Figure 36. Percentage of Elgin PD officers who believe Individual/Personal Morale can directly affect Functional Morale, either positive or negative