NAVAL POSTGRADUATE SCHOOL

MONTEREY, CALIFORNIA

THESIS

THE THIN BLUE LINE: IMPROVING JOB SATISFACTION TO INCREASE RETENTION IN LAW ENFORCEMENT

by

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December 2020

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REPORT DOCUMENTATION PAGE	Form Approved OMB No. 0704-0188

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instruction, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188) Washington, DC 20503.

1. AGENCY USE ONLY *(Leave blank)*	2. REPORT DATE December 2020	3. REPORT TYPE AND DATES COVERED Master's thesis

4. TITLE AND SUBTITLE THE THIN BLUE LINE: IMPROVING JOB SATISFACTION TO INCREASE RETENTION IN LAW ENFORCEMENT	5. FUNDING NUMBERS
6. AUTHOR(S) Lisa M. Barnett	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Naval Postgraduate School Monterey, CA 93943-5000	8. PERFORMING ORGANIZATION REPORT NUMBER
9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES) N/A	10. SPONSORING / MONITORING AGENCY REPORT NUMBER

11. SUPPLEMENTARY NOTES The views expressed in this thesis are those of the author and do not reflect the official policy or position of the Department of Defense or the U.S. Government.

12a. DISTRIBUTION / AVAILABILITY STATEMENT Approved for public release. Distribution is unlimited.	12b. DISTRIBUTION CODE A

13. ABSTRACT (maximum 200 words)

This research analyzes current levels of job satisfaction and desires to leave employment in law enforcement to determine the relationship between satisfaction and intentions to quit. Current law enforcement officers in the United States responded to survey statements regarding satisfaction and intentions to leave their current agencies related to seven areas: pay, opportunities, co-workers, immediate supervisors, work conditions, work and family conflict, and public perception on a five-point Likert scale. In the 930 responses, respondents indicated overall satisfaction with their work and the intention to stay with their agencies. The most satisfied officers work for the county, are in agencies with 100–500 officers, or have 1–5 years of experience. Officers who work for a county or in agencies with 100–500 officers have reported being the least likely to leave their agencies. These results contradict previous research that claims officers in agencies with 100–500 officers were the least satisfied. These results also differ from previous research that indicates immediate supervisors play a significant role in job satisfaction and by finding that while significant differences did not exist in job satisfaction for gender overall, significant differences did exist for specific facets of satisfaction and intentions to quit. This research study contributes to the current knowledge on job satisfaction by supporting a correlation between job satisfaction and intentions to quit.

14. SUBJECT TERMS law enforcement, police, job satisfaction, retention, turnover, intention to quit	15. NUMBER OF PAGES 205
	16. PRICE CODE

17. SECURITY CLASSIFICATION OF REPORT	18. SECURITY CLASSIFICATION OF THIS PAGE	19. SECURITY CLASSIFICATION OF ABSTRACT	20. LIMITATION OF ABSTRACT
Unclassified	Unclassified	Unclassified	UU

NSN 7540-01-280-5500

Standard Form 298 (Rev. 2-89)
Prescribed by ANSI Std. 239-18

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THE THIN BLUE LINE: IMPROVING JOB SATISFACTION TO INCREASE RETENTION IN LAW ENFORCEMENT

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Submitted in partial fulfillment of the
requirements for the degree of

MASTER OF ARTS IN SECURITY STUDIES
(HOMELAND SECURITY AND DEFENSE)

from the

NAVAL POSTGRADUATE SCHOOL
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ABSTRACT

This research analyzes current levels of job satisfaction and desires to leave employment in law enforcement to determine the relationship between satisfaction and intentions to quit. Current law enforcement officers in the United States responded to survey statements regarding satisfaction and intentions to leave their current agencies related to seven areas: pay, opportunities, co-workers, immediate supervisors, work conditions, work and family conflict, and public perception on a five-point Likert scale. In the 930 responses, respondents indicated overall satisfaction with their work and the intention to stay with their agencies. The most satisfied officers work for the county, are in agencies with 100–500 officers, or have 1–5 years of experience. Officers who work for a county or in agencies with 100–500 officers have reported being the least likely to leave their agencies. These results contradict previous research that claims officers in agencies with 100–500 officers were the least satisfied. These results also differ from previous research that indicates immediate supervisors play a significant role in job satisfaction and by finding that while significant differences did not exist in job satisfaction for gender overall, significant differences did exist for specific facets of satisfaction and intentions to quit. This research study contributes to the current knowledge on job satisfaction by supporting a correlation between job satisfaction and intentions to quit.

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TABLE OF CONTENTS

I. INTRODUCTION....1
A. PROBLEM STATEMENT....1
B. RESEARCH QUESTION....3
C. RESEARCH DESIGN....4
1. Institutional Review Board....4
2. Participants....4
3. Survey....5
4. Analysis....6

II. LITERATURE REVIEW....7
A. JOB SATISFACTION....7
1. Definitions....7
2. The Study of Job Satisfaction....10
B. JOB SATISFACTION AND RETENTION....13
C. MEASURING JOB SATISFACTION....16
1. Judging the Best Method of Measuring Job Satisfaction....17
2. Global Job Satisfaction Measures....19
3. Facet Job Satisfaction Measures....20
4. Measuring Job Satisfaction in Law Enforcement....22
D. CONCLUSION....24

III. RESEARCH METHOD....25
A. SURVEY....25
1. Pay....26
2. Opportunities....27
3. Co-Workers....28
4. Immediate Supervisors....29
5. Work Conditions....30
6. Work and Family....31
7. Public Perception....32
8. Overall....33
B. TARGETED PARTICIPANTS....34
C. PROCEDURE....35
D. DATA ANALYSIS....35

IV. REVIEW OF THE DATA....37
A. RESPONDENT DEMOGRAPHICS....37
1. Gender, Race, and Age....39

2. Education and Experience 42
3. Agency Representation 45
4. Officers Who Have or Want to Change Agencies 47
5. Survey Respondents Compared to the U.S. Law Enforcement Community 49
B. SURVEY RESULTS 50
1. Pay 51
2. Opportunities 58
3. Co-Workers 64
4. Immediate Supervisor 67
5. Work Conditions 71
6. Work and Family Conflict 74
7. Public Perception 79
8. Overall 84
C. SUMMARY OF STATISTICALLY SIGNIFICANT FINDINGS PER DEMOGRAPHIC 93
D. LIMITATIONS 94

V. FINDINGS AND RECOMMENDATIONS 97
A. DISCUSSION OF SURVEY FINDINGS 97
B. RECOMMENDATIONS 99
C. FUTURE RESEARCH 100
D. CONCLUSION 101

APPENDIX A. JOB SATISFACTION IN LAW ENFORCEMENT SURVEY 103

APPENDIX B. RESPONSE AVERAGES FOR SATISFACTION 123

APPENDIX C. RESPONSE AVERAGES FOR INTENTIONS TO QUIT 149

APPENDIX D. CRONBACH'S ALPHA 171

APPENDIX E. OVERVIEW OF STATISTICALLY SIGNIFICANT RESULTS 173

SUPPLEMENTAL 175

LIST OF REFERENCES 177

INITIAL DISTRIBUTION LIST 183

LIST OF FIGURES

Figure 1. Ages of Survey Respondents 42

Figure 2. Years of Experience as a Law Enforcement Officer of Respondents.....44

Figure 3. Ranks of Respondents.....45

Figure 4. Respondents Representation of Jurisdictions Compared to National Averages 46

Figure 5. Survey Responses for Size of Agency 47

Figure 6. Reasons for Leaving Previous Agencies.....48

Figure 7. Reasons Officers Are Considering Leaving their Current Agencies 49

Figure 8. Pay Satisfaction Statement Responses.....54

Figure 9. Pay Intentions to Quit Statement Responses 56

Figure 10. Answer Responses for Intentions to Quit because of Health Benefits 57

Figure 11. Answer Responses for Intentions to Quit because of Retirement Benefits 58

Figure 12. Satisfaction with Opportunities Statement Responses.....61

Figure 13. Opportunities Intention to Quit Statement Responses 63

Figure 14. Satisfaction with Co-Workers Statement Responses 65

Figure 15. Satisfaction with Immediate Supervisor Statement Responses 69

Figure 16. Satisfaction with Work Conditions Statement Responses 73

Figure 17. Work and Family Satisfaction Statement Responses.....76

Figure 18. Work and Family Intentions to Quit Statement Responses 78

Figure 19. Public Perception and Satisfaction Statement Responses.....81

Figure 20. Public Perception Intention to Quit Statement Responses.....83

Figure 21. Overall Satisfaction Statement Responses.....86

Figure 22. Comparison of Facet Satisfactions Means to Overall Satisfaction Mean 87

Figure 23. Overall Intention to Quit Statement Responses 90

Figure 24. Comparison of Facet Intentions to Quit Means to Overall Intentions to Quit Mean 91

LIST OF TABLES

Table 1. Demographic Responses 38

Table 2. Gender Representations 40

Table 3. Survey Race Representations 41

Table 4. Survey Education Level Representations 43

Table 5. Answer Responses 50

Table 6. Pay Satisfaction Descriptive Statistics and *ANOVA* 52

Table 7. Pay Intentions to Quit Descriptive Statistics and *ANOVA* 55

Table 8. Opportunities Satisfaction Descriptive Statistics and *ANOVA* 59

Table 9. Opportunities Intentions to Quit Descriptive Statistics and *ANOVA* 62

Table 10. Co-Workers Satisfaction Descriptive Statistics and *ANOVA* 64

Table 11. Co-Workers Intentions to Quit Descriptive Statistics and *ANOVA* 66

Table 12. Immediate Supervisor Satisfaction Descriptive Statistics and *ANOVA* 68

Table 13. Immediate Supervisor Intentions to Quit Descriptive Statistics and *ANOVA* 70

Table 14. Work Conditions Satisfaction Descriptive Statistics and *ANOVA* 71

Table 15. Work Conditions Intentions to Quit Descriptive Statistics and *ANOVA* 74

Table 16. Work and Family Satisfaction Descriptive Statistics and *ANOVA* 75

Table 17. Work and Family Intentions to Quit Descriptive Statistics and *ANOVA* 77

Table 18. Public Perception Satisfaction Descriptive Statistics and *ANOVA* 80

Table 19. Public Perception Intentions to Quit Descriptive Statistics and *ANOVA* 82

Table 20. Overall Satisfaction Descriptive Statistics and *ANOVA* 85

Table 21. Pearson's Correlation Coefficients for Facet Satisfaction 88

Table 22. Overall Intentions to Quit Descriptive Statistics and *ANOVA*.....89

Table 23. Pearson's Correlation Coefficients for Facet Intention to Quit 92

Table 24. Pearson's Correlation Coefficients for all Facets 93

Table 25. Cronbach's Alpha 171

Table 26. Overview of Agency Demographics' Statistically Significant Results for Satisfaction.....173

Table 27. Overview of Agency Demographics' Statistically Significant Results for Intentions to Quit.....173

Table 28. Overview of Demographics' Statistically Significant Results for Satisfaction.....174

Table 29. Overview of Demographics' Statistically Significant Results for Intentions to Quit 174

LIST OF ACRONYMS AND ABBREVIATIONS

AJIG	Abridged Job in General Scale
ANOVA	analysis of variance
BIAJS	Brief Index of Affective Job Satisfaction
BJS	Bureau of Justice Statistics
CHDS	Center for Homeland Defense and Security
CSLLEA	Census of State and Local Law Enforcement Agencies
FBI	Federal Bureau of Investigation
FSS	Facet Satisfaction Scale
IJS	Index of Job Satisfaction
IRB	Institutional Review Board
JDI	Job Descriptive Index
JDS	Job Diagnostic Survey
JIG	Job in General Scale
JSS	Job Satisfaction Survey
LEMAS	Law Enforcement Management and Administrative Statistics
MSQ	Minnesota Satisfaction Questionnaire
NPS	Naval Postgraduate School
POJSS	Patrol Officer Job Satisfaction Survey

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EXECUTIVE SUMMARY

Recruitment and retention of law enforcement officers are constant challenges for law enforcement agencies.[1] The ability of agencies to retain officers determines whether the public is served by experienced and motivated officers or inexperienced officers who only wish to provide the minimal level of service required.[2] Low job satisfaction is a strong predictor of the likelihood of agencies losing officers.[3] This research study on the current level of job satisfaction and intentions of U.S. law enforcement officers to quit contributes to understanding how officers view their agencies overall and in relation to specific factors, and the relationship between satisfaction and intentions to quit.

After reviewing the current literature on job satisfaction and intentions to quit, as well as previous measurement methods, this research administered its own survey to collect the desired information. As a form of human subjects research, the Institutional Review Board approved its design. This study distributed an anonymous online survey through LimeSurvey to current law enforcement officers between the ranks of line officer and lieutenant in 21 police departments, eight sheriffs' offices, and six state agencies in 14 states. The survey sample was a convenience survey determined by contacts through the Naval Postgraduate School's Center of Homeland Defense and Security alumni directory and Florida Highway Patrol law enforcement contacts. The survey collected demographic information, such as age, race, gender, years of experience, education level, rank, agency

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[1] Jeremy Wilson, "Articulating the Dynamic Police Staffing Challenge: An Examination of Supply and Demand," *Policing: An International Journal* 35, no. 2 (May 25, 2012): 327–328, https://www.emerald.com/insight/content/doi/10.1108/13639511211230084/full/html.

[2] Joseph F. Sheley and Steven L. Nock, "Determinants of Police Job Satisfaction," *Sociological Inquiry* 49, no. 1 (January 1979): 49, https://doi.org/10.1111/j.1475-682X.1979.tb00359.x.

[3] Yongbeom Hur, "Turnover, Voluntary Turnover, and Organizational Performance: Evidence from Municipal Police Departments," *Public Administration Quarterly* 37, no. 1 (April 2013): 3; Rodger W. Griffeth, Peter W. Hom, and Stefan Gaertner, "A Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium," *Journal of Management* 26, no. 3 (June 2000): 483, https://doi.org/10.1177/014920630002600305; Douglas L. Yearwood, *Sworn Police Personnel* (Raleigh: North Carolina Criminal Justice Education and Training Standards Commission, North Carolina Sheriffs' Education and Training Standards Commission, and North Carolina Governor's Crime Commission, 2003), 46, https://files.nc.gov/ncdps/div/GCC/PDFs/Pubs/NCCJAC/rrpolice.pdf.

size, and jurisdiction. Additionally, the survey contained 79 statements that used a five-point Likert scale to measure satisfaction and intentions to quit related to pay, opportunities, co-workers, immediate supervisor, work conditions, work and family conflict, and public perception. The results were analyzed using differential statistics in relation to the mean and measures of variability and association.

Nine hundred thirty respondents provided results for analysis. Although based upon a convenience sample, the sample was representative of the national law enforcement population despite a lower representation of city officers and greater representation from state officers. Officers reported being most satisfied with immediate supervisors and co-workers and being least satisfied with pay and opportunities. The satisfaction results corresponded to the officers' reported intentions to leave their agencies, which reflected the highest desire to leave was because of pay and opportunities and the lowest desire to leave was because of immediate supervisors and co-workers. With the exception of the facet for public perception, the results correlated at the 99% confidence interval, implying the interrelationship between facets of satisfaction and intentions to quit. This study also evaluated the responses in relation to specific demographic aspects and found statistically significant results in relation to different facets for different groups. The demographic aspects with statistically significant responses were gender, race, rank, agency size, jurisdiction, and years of experience.

Overall, law enforcement officers report being satisfied with their agencies and planning to stay with their agencies. The most satisfied officers were county officers, officers in agencies with 100–500 officers, and officers with 1–5 years of experience. County officers and officers in agencies with 100–500 officers also responded as the least likely to leave their agencies. Most of these indicators support previous research, such as Dantzker's findings that a significant relationship does not exist between gender and overall satisfaction and Orrick's findings that pay and career opportunities elicit the highest

responses for intentions to quit.[4] This research differed from previous research findings by identifying immediate supervisors as having a low impact on intentions to quit, in contrast to Orrick's findings on this facet.[5] Likewise, this research contradicted Dantzker's finding that officers in agencies with 100–500 officers were the least satisfied by finding, instead, that these officers were the most satisfied.[6]

Law enforcement agencies should recognize that officers' satisfaction relates to retention and consider monitoring the satisfaction of their officers to increase retention. This process should include conducting exit surveys on officers who do leave the agency to ascertain the reasons for leaving as well as demographic information to identify any trends that may indicate areas for agency improvement. Agencies cannot view single factors, such as pay, as the only factor affecting satisfaction and retention. This research concludes that the facets of satisfaction are interrelated, which means that focusing solely on one factor to increase satisfaction or retention may come at the cost of increasing dissatisfaction in factors possibly neglected by the agency, such as opportunities for training and education or time off. Additionally, agencies may be able to make minor improvements over several facets to increase satisfaction rather than focusing on one facet only.

The views of the different demographic groups included in this research may assist agencies concerned with retaining certain demographic groups by identifying areas more significant for them to hone their attention and policies. Job satisfaction and retention will remain important to law enforcement and other professions; therefore, researchers should continue to expand on this research. Considerations for expanding this research include expanding the statements measuring satisfaction with immediate supervisors to include distinguishable statements measuring the entire chain of command. Additional

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[4] M. L. Dantzker and Betsy Kubin, "Job Satisfaction: The Gender Perspective among Police Officers," *American Journal of Criminal Justice* 23, no. 1 (1998): 19–31, https://doi.org/10.1007/BF02887282; Dwayne Orrick, *Recruitment, Retention, and Turnover of Police Personnel: Reliable, Practical, and Effective Solutions* (Springfield, IL: Charles C. Thomas, 2008), 146.

[5] Orrick, 146.

[6] M. L. Dantzker, "Police Officer Job Satisfaction: Does Agency Size Make a Difference?," *Criminal Justice Policy Review* 8, no. 2–3 (1997): 309–22, https://doi.org/10.1177/088740349700800209.

considerations include measuring satisfaction after significant changes in policies or procedures within an agency, as well as after significant national events, such as protests against law enforcement or a pandemic. In addition, the study of satisfaction and retention would benefit from long-term studies of satisfaction and retention with regular satisfaction surveys and comparing satisfaction levels with performance evaluations.

ACKNOWLEDGMENTS

I would like to thank the command staff of the Florida Highway Patrol for providing me the opportunity to participate in this challenging and rewarding educational experience. The support of the command staff and my fellow staff at the academy motivated me throughout this program. I also appreciate the academy staff's patience as I completed this program.

I would also like to thank the instructors and staff at the Center for Homeland Defense and Security (CHDS) for this wonderful and challenging educational experience. Every member encouraged us to increase our knowledge and abilities while providing support and encouragement, and sharing their vast knowledge and experience. I appreciate the knowledge and critical thinking skills I have gained through this program and look forward to using them throughout my career.

I am very grateful to my advisors, Cris Matei and Lynda Peters, for guiding me through this process and demonstrating great patience. The completion of this thesis would also not have been possible without the assistance of Marc Pritchard, who patiently guided me through statistics, statistics programs, and charts and figures. My advisors, in addition to the CHDS staff, were a great asset in completing this thesis, a feat that would not have happened without them.

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I. INTRODUCTION

A. PROBLEM STATEMENT

Law enforcement officers' job satisfaction may be the difference between those who are experienced and motivated to serve the community and those who are inexperienced and wish only to meet the minimum standards of service.[1] Job satisfaction includes multiple facets, including pay, promotions, co-workers, supervision, working conditions, and the nature of the work itself.[2] Agencies have the ability to control some of these facets to improve job satisfaction, but not all of them. One motivating factor in studying job satisfaction in law enforcement is that low job satisfaction is a predictor of officers voluntarily leaving their agencies prior to retirement, often within only a few years of being hired.[3]

The recruitment and retention of officers are a constant challenge for law enforcement agencies.[4] In 2003 and 2008, the national turnover rate for officers was 10.8%; approximately 70% of this turnover was due to voluntary separation.[5] Voluntary

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[1] Joseph F. Sheley and Steven L. Nock, "Determinants of Police Job Satisfaction," *Sociological Inquiry* 49, no. 1 (January 1979): 49, https://doi.org/10.1111/j.1475-682X.1979.tb00359.x.

[2] Mahesh Kumar Maurya and Manisha Agarwal, "Relationship between Motivation to Lead, Mental Health Status, and Job Satisfaction of Male and Female Civil Police Constables," *Journal of Police and Criminal Psychology* 33, no. 1 (March 2018): 12, https://doi.org/10.1007/s11896-017-9230-4.

[3] Yongbeom Hur, "Turnover, Voluntary Turnover, and Organizational Performance: Evidence from Municipal Police Departments," *Public Administration Quarterly* 37, no. 1 (April 2013): 3; Rodger W. Griffeth, Peter W. Hom, and Stefan Gaertner, "A Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium," *Journal of Management* 26, no. 3 (June 2000): 483, https://doi.org/10.1177/014920630002600305; Douglas L. Yearwood, *Sworn Police Personnel* (Raleigh: North Carolina Criminal Justice Education and Training Standards Commission, North Carolina Sheriffs' Education and Training Standards Commission, and North Carolina Governor's Crime Commission, 2003), 46, https://files.nc.gov/ncdps/div/GCC/PDFs/Pubs/NCCJAC/rrpolice.pdf.

[4] Jeremy Wilson, "Articulating the Dynamic Police Staffing Challenge: An Examination of Supply and Demand," *Policing: An International Journal* 35, no. 2 (May 25, 2012): 334–336, https://www.emerald.com/insight/content/doi/10.1108/13639511211230084/full/html.

[5] Jennifer Wareham, Brad W. Smith, and Eric G. Lambert, "Rates and Patterns of Law Enforcement Turnover: A Research Note," *Criminal Justice Policy Review* 26, no. 4 (June 2015): 345, 364, https://doi.org/10.1177/0887403413514439.

separation occurs when an officer chooses to leave an agency prior to retirement.[6] A 2008 national sample of 3,000 state and local law enforcement agencies indicates that agencies had hired 61,000 officers but lost 51,000, with over half of the losses due to voluntary separation.[7]

Although some turnover is good for an agency and naturally occurs with retirements, the agency loses money and professional expertise if turnover occurs too quickly after hiring new officers.[8] Turnover can be good for an agency if the officers leaving are low performing or unethical; it also allows the agency to make positive changes to its culture.[9] However, a survey in North Carolina found that the average length of employment for officers is just 34 months.[10] This number is concerning because the average cost of recruiting, training, and then losing an employee exceeds $100,000.[11] The agency also suffers from losing the efficiency and decision-making abilities of officers, which are gained through those officers' experiences and time with their agencies.[12] Additionally, voluntary turnover has a negative impact on an agency's ability to control crime due to staffing shortages.[13] These staffing shortages, as well as low job satisfaction, can cause officers to provide a lower quality of services, which leads to an increase in citizen complaints about the officers' performance.[14]

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[6] Wareham, Smith, and Lambert, 350.

[7] Brian A. Reaves, "Hiring and Retention of State and Local Law Enforcement Officers, 2008—Statistical Tables," Bureau of Justice Statistics, October 29, 2012, https://www.bjs.gov/index.cfm?ty=pbdetail&iid=4514.

[8] Dwayne Orrick, "Calculating the Cost of Police Turnover," *Police Chief* 69, no. 10 (October 2002): 100.

[9] Dwayne Orrick, "Police Turnover," *Police Chief* 72, no. 9 (September 2005): 36.

[10] Yearwood, *Sworn Police Personnel*, v, 13.

[11] Dwayne Orrick, *Recruitment, Retention, and Turnover of Police Personnel: Reliable, Practical, and Effective Solutions* (Springfield, IL: Charles C. Thomas, 2008), 152.

[12] Orrick, "Calculating the Cost of Police Turnover," 100; Wilson, "Articulating the Dynamic Police Staffing Challenge," 346.

[13] Hur, "Turnover, Voluntary Turnover, and Organizational Performance," 3.

[14] Orrick, "Calculating the Cost of Police Turnover," 100.

Some studies have shown that specific facets of job satisfaction, such as pay or promotion opportunities, more heavily influence the rate of turnover.[15] Agencies with higher salaries than those of citizens living in the communities they serve experience less voluntary turnover.[16] A survey of local and state law enforcement officers who left their agencies to join the Federal Bureau of Investigation (FBI) indicates that for 63% of them, pay was the primary motivation to change jobs.[17] Officers who join the FBI also cite a lack of opportunities for professional growth as another reason for leaving their previous agencies.[18] Professional growth includes opportunities for promotion, positions in specialty units, further training, and continuing education.

The inability to retain experienced officers can lead to lower productivity, an increase of citizen complaints about officer misconduct or performance, and increased costs to hire and train new officers.[19] The difficulty with devising policies to enhance job satisfaction is determining how to control, measure, and explain job satisfaction in an agency. This thesis aspires to further the research on job satisfaction of law enforcement officers by identifying areas for policy considerations in hopes of increasing the retention of officers in this profession.

B. RESEARCH QUESTION

How can the law enforcement profession enhance job satisfaction in an effort to retain officers?

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[15] Amie M. Schuck and Cara E. Rabe-Hemp, "Investing in People: Salary and Turnover in Policing," *Policing: An International Journal* 41, no. 1 (2018): 121, https://doi.org/10.1108/PIJPSM-09-2016-0137; Mark D. Bowman et al., "The Loss of Talent: Why Local and State Law Enforcement Officers Resign to Become FBI Agents and What Agencies Can Do about It," *Public Personnel Management* 35, no. 2 (July 2006): 129, https://doi.org/10.1177/009102600603500202.

[16] Schuck and Rabe-Hemp, 121.

[17] Bowman et al., "The Loss of Talent," 129.

[18] Bowman et al., 132–33.

[19] Orrick, "Calculating the Cost of Police Turnover," 100.

C. RESEARCH DESIGN

This thesis evaluates the current level of job satisfaction in a sample of law enforcement officers by measuring satisfaction through seven facets of the job, as well as the respondents' intentions to quit based on these facets. The research focuses on what constitutes job satisfaction and how it relates to retention in occupations generally, as well as law enforcement specifically, including the effects of individual facets of job satisfaction on retention. This thesis relies on open-source, published documents for research that consist of studies, subject-matter experts' opinions, and scholarly work. This thesis also evaluates the existing research concerning methods for measuring job satisfaction, which assisted in developing a survey to collect further data on job satisfaction in law enforcement. This survey required the approval of the Institutional Research Board (IRB).

1. Institutional Review Board

A survey of current law enforcement officers that measures job satisfaction requires IRB approval because human subjects are involved. Due to time constraints for completing this thesis, survey participants were recruited through the master's program alumni directory of the Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS). This process entailed identifying alumni in the law enforcement community and asking for volunteers to participate in the survey. Law enforcement contacts with the Florida Highway Patrol also provided volunteers to participate in the survey. The IRB responded to the human subjects research request, indicating that this research activity involves human subjects and requires approval by the IRB and NPS president. The NPS IRB approved this research.

2. Participants

Survey participants are current law enforcement officers with the rank of lieutenant and below, such as sergeant, officer, deputy, and trooper. Higher-ranking law enforcement officers were not included in the survey because they may receive more benefits related to the facets of job satisfaction due to their rank and were expected to perform more managerial duties and fewer patrol duties than typical law enforcement officers did. Therefore, responses from higher-ranking officers may not be representative of the general

law enforcement officer. Based on responses from alumni and students, this survey was sent to representatives from 21 police departments, eight sheriffs' offices, and six state agencies in the states of California, Florida, Indiana, Maryland, Michigan, Minnesota, New Jersey, Oklahoma, Oregon, South Carolina, Texas, Virginia, Washington, and Virginia for dispersal to potentially 15,000 law enforcement officers between the rank of line officer and lieutenant. Per IRB regulations, these representatives were asked to have a civilian or someone outside of the chain of command disperse the survey within their agencies. The survey request included a link to the survey and indicated that participation was voluntary. The online survey asked for basic demographic information, including age, gender, race, citizenship status, education level, military experience, rank, department size, jurisdiction (such as city, county, or state), and years of experience. The survey did not ask participants for their specific agencies or their names to promote anonymity.

3. Survey

The survey included statements designed to measure seven facets of job satisfaction. These commonly recognized facets are pay, opportunities, supervision, co-workers, and the work itself.[20] In addition, the survey also included two additional areas, work and family conflict and public perception. A statement to measure the overall level of job satisfaction was also included. A five-point Likert scale was used to measure the degree of agreement with each statement, with possible responses of strongly disagree, somewhat disagree, neither agree nor disagree, somewhat agree, or strongly agree. The statements are positively worded, so the scores range from one for strongly disagree to five for strongly agree. The average score was calculated for each facet by adding the scores for each statement and dividing by the total number of statements for that facet. The average score for the facet represents the satisfaction level for each facet. The score for all facets was averaged and compared to the scores calculated from the overall statement of job satisfaction to evaluate consistency.

[20] Patricia Cain Smith, Lorne M. Kendall, and Charles L. Hulin, *The Measurement of Satisfaction in Work and Retirement: A Strategy for the Study of Attitudes* (Chicago: Rand McNally & Company, 1969), 149; Maurya and Agarwal, "Relationship between Motivation to Lead," 12.

The survey also included statements to measure each officer's intentions or thoughts of leaving his or her agency. At least one statement was concerned with how each facet influenced the officer's intention to leave the agency to measure the facet's relation to retention. In addition, one statement asked about the overall intention to quit the agency and another statement about the overall intention to quit the profession. These statements had the same response options and numerical representations as the satisfaction statements. However, these responses were not included in the calculation of the satisfaction level. Instead, they were scored separately to represent the intention to quit based on each facet of job satisfaction. The average of the intention to quit for the facets was calculated and compared to the overall intention to quit responses.

4. Analysis

This thesis analyzed the results from the survey to provide insight on the level of job satisfaction among the law enforcement officers surveyed. In addition, this thesis compared the responses to the statements regarding the intention to leave the agency to responses about the level of job satisfaction in each facet to determine whether a relationship existed. While maintaining anonymity, this thesis examined the levels of job satisfaction in relation to agency size and jurisdiction to determine whether any patterns exist. An analysis of the results, in addition to the research, guides a discussion for policymakers to improve job satisfaction of law enforcement officers and increase retention. Ultimately, the purpose of this research is to contribute to the body of knowledge on job satisfaction in law enforcement and identify areas for policymakers to improve job satisfaction to increase retention.

II. LITERATURE REVIEW

This chapter includes a review of the literature related to job satisfaction and the measures of job satisfaction. The literature review provides a small sample of the vast literature available on job satisfaction. The first section reviews the various definitions and scholarly works and discusses what job satisfaction is and what it encompasses. The second section explores and evaluates the various methods used to measure job satisfaction along with the academic debates related to them. The third section examines the literature that explains the importance of job satisfaction as it relates to retention, especially in the law enforcement profession. The literature review includes a variety of academic sources and think-tank reports.

A. JOB SATISFACTION

The research provides various definitions of job satisfaction and some scholars have debated over which definition is most accurate. Additionally, scholars have debated what elements should be studied as elements of job satisfaction. These variations in definitions and elements of job satisfaction have shaped research on job satisfaction.

1. Definitions

Many definitions for the concept of job satisfaction appear in the literature. One commonly referred to definition is from Locke, who defines job satisfaction as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values."[21] Locke provides an alternative definition for job dissatisfaction as "the unpleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's job values or as entailing disvalues."[22] Bisen explains that job satisfaction "occurs when an employee feels he has accomplished something having importance and value worthy of recognition" and

[21] Edwin A. Locke, "What Is Job Satisfaction?," *Organizational Behavior and Human Performance* 4, no. 4 (1969): 316.

[22] Locke, 316.

"describes how content an individual is with his or her job."[23] Spector simplifies this definition to simply "how people feel about their jobs and different aspects of their job."[24]

Bouranta, Siskos, and Tsotsolas note a lack of agreement on the definition of job satisfaction and the dimensions that represent it, possibly due to the complicated nature of the subject.[25] Dantzker, as well as Ingram and Lee, cite Locke's definition as the most common and accurate: "A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences."[26] However, these authors misquote Locke's work, using the description he provides for *complex emotions* rather than his definition for job satisfaction.[27] Locke expands this description when defining job satisfaction as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values."[28] Locke describes job dissatisfaction as the inverse of job satisfaction, "The unpleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's job values or as entailing disvalues."[29] Nevertheless, Dantzker, as well as Heneman and Schwab, have focused on Locke's description of job satisfaction as the relationship between what the employees want from their jobs (expectation of matching jobs' values) and their evaluation of whether these desires are actually derived from the jobs.[30]

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[23] Vikram Bisen, *Industrial Psychology* (Daryaganj, India: New Age International Ltd., 2000), 36, ProQuest Ebook Central.

[24] Paul Spector, *Job Satisfaction: Application, Assessment, Causes, and Consequences* (Thousand Oaks, CA: SAGE Publications, 1997), 2, https://doi.org/10.4135/9781452231549.

[25] Nancy Bouranta, Yannis Siskos, and Nikos Tsotsolas, "Measuring Police Officer and Citizen Satisfaction: Comparative Analysis," *Policing: An International Journal* 38, no. 4 (August 2015): 707, https://doi.org/10.1108/PIJPSM-01-2015-0008.

[26] M. L. Dantzker, "Police Officer Job Satisfaction: Does Agency Size Make a Difference?," *Criminal Justice Policy Review* 8, no. 2–3 (1997): 310, https://doi.org/10.1177/088740349700800209; Jason R. Ingram and Sung Uook Lee, "The Effect of First-Line Supervision on Patrol Officer Job Satisfaction," *Police Quarterly* 18, no. 2 (2015): 195.

[27] Locke, "What Is Job Satisfaction?," 314.

[28] Locke, 316.

[29] Locke, 316.

[30] Herbert G. Heneman and Donald P. Schwab, "Pay Satisfaction: Its Multidimensional Nature and Measurement," *International Journal of Psychology* 20, no. 1 (1985): 129, https://doi.org/10.1080/00207598508247727; Dantzker, "Police Officer Job Satisfaction," 310.

Hertzberg addresses motivation and the work environment as facets of job satisfaction and dissatisfaction, which spark debate about these relationships. Many scholars have considered the relevance of Herzberg's theory to job satisfaction.[31] Herzberg's theory differentiates between job satisfaction and dissatisfaction in motivating employees.[32] Hertzberg explains that intrinsic factors—"achievement, recognition for achievement, the work itself, responsibility, and growth or advancement,"—contribute to job satisfaction whereas extrinsic factors—"company policy and administration, supervision, interpersonal relationships, working conditions, salary, status, and security"—contribute to job dissatisfaction.[33] Locke argues that Herzberg fails to provide proof for his claims that certain aspects of the work and failure create neither satisfaction nor dissatisfaction and that extrinsic factors do not contribute to satisfaction.[34] Locke further challenges Herzberg by arguing attributes of the work environment affect satisfaction and dissatisfaction.[35] Similarly, Johnson believes the work environment is still an important area of emphasis for determining job satisfaction.[36] Despite these theoretical differences, Gatcher, Savage, and Torgler credit Herzberg for including the work environment as a facet of job satisfaction, despite Herzberg's viewing it as a facet of dissatisfaction.[37] Additionally, Pepe interprets Herzberg's theory as extending job satisfaction to include

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[31] Adrian Furnham, Andreas Eracleous, and Tomas Chamorro-Premuzic, "Personality, Motivation and Job Satisfaction: Hertzberg Meets the Big Five," *Journal of Managerial Psychology* 24, no. 8 (March 2009): 766, https://doi.org/10.1108/02683940910996789; Michael Pepe, "The Impact of Extrinsic Motivational Dissatisfiers on Employee Level of Job Satisfaction and Commitment Resulting in the Intent to Turnover," *Journal of Business & Economics Research* 8, no. 9 (September 2010): 101, https://doi.org/10.19030/jber.v8i9.762; Elizabeth Monk-Turner, Daniel O'Leary, and Melvina Sumter, "Factors Shaping Police Retention: Does Herzberg's Theory of Satisfaction Hold?," *Police Journal* 83 (2010): 165, https://doi.org/10.1350/pojo.2010.83.0.494; Maurya and Agarwal, "Relationship between Motivation to Lead," 12; Frederick Herzberg, "One More Time: How Do You Motivate Employees?," *Harvard Business Review* 46, no. 1 (1968): 53–62; Richard R. Johnson, "Police Officer Job Satisfaction: A Multidimensional Analysis," *Police Quarterly* 15, no. 2 (2012): 158.

[32] Herzberg, "One More Time," 56.

[33] Herzberg, 57.

[34] Locke, "What Is Job Satisfaction?," 333.

[35] Locke, 333.

[36] Johnson, "Police Officer Job Satisfaction," 159.

[37] Martin Gächter, David A. Savage, and Benno Torgler, "Retaining the Thin Blue Line: What Shapes Workers' Intentions Not to Quit the Current Work Environment," *International Journal of Social Economics* 40, no. 5 (2013): 481, https://doi.org/10.1108/03068291311315359.

opportunities for achievement, responsibility, and advancement.[38] In sum, several scholars have incorporated Herzberg's theory into their studies of job satisfaction, albeit to different degrees.

What constitutes the facets, or different parts, of job satisfaction continues to inspire alternative descriptions of job satisfaction. Maurya and Agarwal recognize Smith, Kendall, and Hulin as providing the most commonly considered facets in their study on job satisfaction and the desire to lead in law enforcement.[39] Smith, Kendall, and Hulin define job satisfaction as "the feelings a worker has about his job," claiming these feelings are associated with particular facets of the job.[40] They identify five facets of job satisfaction: pay, promotions, co-workers, supervision, and the work itself.[41] Maurya and Agarwal also credit Locke with the additional facets of recognition: working conditions and company and management.[42] However, Luz, de Paula, and de Oliveira claim the five facets presented by Smith, Kendall, and Hulin have been the most consistent in their analysis of job satisfaction vis-à-vis organizational commitment and the intention to leave organizations in Brazil.[43] Although some common themes recognize certain facets and definitions of job satisfaction, no one definitive definition of job satisfaction or designated facets exists to represent it. Rather, these are the focus of the research conducted for this thesis.

2. The Study of Job Satisfaction

Despite several studies on job satisfaction, scholars debate whether job satisfaction in law enforcement has received enough attention. Locke calculates that approximately 2,000 articles on job satisfaction had been published by 1955 and estimates that over 4,000

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[38] Pepe, "The Impact of Extrinsic Motivational Dissatisfiers," 101.

[39] Maurya and Agarwal, "Relationship between Motivation to Lead," 12.

[40] Smith, Kendall, and Hulin, *The Measurement of Satisfaction in Work and Retirement*, 6.

[41] Smith, Kendall, and Hulin, 149.

[42] Maurya and Agarwal, "Relationship between Motivation to Lead," 12.

[43] Carolina Machado Dias Ramalho Luz, Silvio Luiz de Paula, and Lúcia Maria Barbosa de Oliveira, "Organizational Commitment, Job Satisfaction and Their Possible Influences on Intent to Turnover," *Revista de Gestão* 25, no. 1 (2018): 88, https://doi.org/10.1108/REGE-12-2017-008.

articles had been published by 1974.[44] Dantzker and Surrette continued this calculation and determined that an additional 1,007 studies on job satisfaction were completed from 1974 through 1993.[45] They found that of these studies, only 34 involved law enforcement, which they argue demonstrates a lack of importance placed on job satisfaction in the field of law enforcement and provides various areas for further research.[46]

Some researchers, such as Carlan, Sheley and Nock, Ingram and Lee, and Allisey et al., disagree with Dantzker and Surrette's assessment and claim ample research is available on job satisfaction in law enforcement.[47] Ingram and Lee assert that the unique characteristics of the law enforcement profession have made it a focus for research on job satisfaction.[48] Likewise, their work indicates that the research has focused on officer demographics, the work environment, and characteristics of the organization.[49] However, Dantzker disagrees, claiming that the research regarding law enforcement job satisfaction has been too limited in focus and has ignored how the job satisfaction of law enforcement officers affects police departments operations.[50] Allisey et al. argue that although many studies explore job satisfaction for law enforcement relating to work conditions or intentions to quit, more studies need to link these three areas together.[51] Additionally, Monk-Turner, O'Leary, and Sumter and Allisey et al. argue that too little research

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[44] Locke, "What Is Job Satisfaction?," 309.

[45] M. L. Dantzker and M. A. Surrette, "The Perceived Levels of Job Satisfaction among Police Officers: A Descriptive Review," *Journal of Police and Criminal Psychology* 11, no. 2 (September 1996): 7, https://doi.org/10.1007/BF02803703; Dantzker, "Police Officer Job Satisfaction," 310.

[46] Dantzker and Surrette, 11.

[47] Philip E. Carlan, "The Search for Job Satisfaction: A Survey of Alabama Policing," *American Journal of Criminal Justice* 32 (November 2007): 74; Sheley and Nock, "Determinants of Police Job Satisfaction," 49; Ingram and Lee, "The Effects of First-Line Supervision," 194; Amanda F. Allisey et al., "Testing a Model of Officer Intentions to Quit: The Mediating Effects of Job Stress and Job Satisfaction," *Criminal Justice and Behavior* 41, no. 6 (June 2014): 754, https://doi.org/10.1177/0093854813509987.

[48] Ingram and Lee, "The Effects of First-Line Supervision," 194.

[49] Ingram and Lee, 194.

[50] M. L. Dantzker, "Identifying Determinants of Job Satisfaction among Police Officers," *Journal of Police and Criminal Psychology* 10, no. 1 (March 1994): 47, https://doi.org/10.1007/BF02803669.

[51] Allisey et al., "Testing a Model of Officer Intentions to Quit," 754.

addresses the relationship between job satisfaction and retention in law enforcement.[52] In summary, while research on job satisfaction has been conducted in relation to law enforcement, researchers identify areas within this subject that need additional research.

Additionally, researchers have identified specific areas that have not been widely researched in terms of job satisfaction but may be of interest to this research. For example, Ducharme and Martin claim that limited studies address the connection of social support from co-workers and the ability to work as a team's effects on job satisfaction.[53] Sachua et al. claim that too few studies investigate family and work conflict for law enforcement officers.[54] Some researchers have distinguished between work-to-family conflict, which refers to problems at home created by work issues, such as rotating shifts or work stress, and family-to-work conflict, which refers to issues at work being created by difficulties at home, such as child care issues or a sick family member, in regards to job satisfaction, as well as turnover intentions.[55] In distinguishing between them, Sachua et al. find that work-to-family conflict has a greater influence on satisfaction and intentions to quit than family-to-work conflict.[56] Likewise, researchers find that organizational support has more influence on reducing work-to-family conflict and its effects on satisfaction and intentions to quit than supervisor or co-worker support.[57] Therefore, while some researchers support a relationship between co-workers, as well as work and family conflict with job satisfaction, additional research should be conducted on these areas of job satisfaction.

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[52] Monk-Turner, O'Leary, and Sumter, "Factors Shaping Police Retention," 167; Allisey et al., "Testing a Model of Officer Intentions to Quit," 754.

[53] Lori J. Ducharme and Jack K. Martin, "Unrewarding Work, Coworker Support, and Job Satisfaction: A Test of the Buffering Hypothesis," *Work and Occupations* 27, no. 2 (2000): 227, https://doi.org/10.1177/0730888400027002005.

[54] Daniel A. Sachau et al., "Work-Life Conflict and Organizational Support in a Military Law Enforcement Agency," *Journal of Police and Criminal Psychology* 27, no. 1 (April 2012): 63–72, https://doi.org/10.1007/s11896-011-9095-x.

[55] Sachau et al., 63.

[56] Sachau et al., 68.

[57] Sachau et al., 68.

B. JOB SATISFACTION AND RETENTION

As noted in Chapter I, job satisfaction is significant to the intentions of law enforcement officers to continue working for their agencies. Most researchers support the correlation between job satisfaction and intentions to quit. Additionally, researchers have identified facets related to job satisfaction that correlate to reasons attributed to officers leaving their agencies. Some researchers have put forward recommendations for improving retention based upon these correlations between facets of job satisfaction and intentions to leave agencies.

Some of the common terms used in the research for employees leaving an agency or planning to leave an agency are retention, turnover, and intentions to quit. Retention usually refers to an agency or organization's ability to keep current employees. Turnover is used to describe the number or percentage of employees leaving an agency or organization within a given period of time.[58] Discussions on turnover may further break down the term to include voluntary and involuntary turnover, referring to whether the employees choose to leave the organization through retirement or voluntary resignation versus the agency ending employment due to discipline, staff reductions, or other reasons.[59] Intentions to quit refer to the perceived or reported indication that employees desire to leave the employment of their organizations.

The level of job satisfaction may affect the law enforcement officer's intentions to leave the agency. Similar to the arguments that too little research covers the relationship between job satisfaction and retention, especially in law enforcement, Schuck and Rabe-Hemp argue that a gap exists concerning research on turnover in law enforcement.[60] Although Baker concludes that job satisfaction does not have a significant relationship with turnover or absenteeism, he concludes that absenteeism effects turnover and job

[58] Schuck and Rabe-Hemp, "Investing in People," 114.

[59] Luz, de Paula, and de Oliveira, "Organizational Commitment," 86; Wilson, "Articulating the Dynamic Police Staffing Challenge," 332.

[60] Schuck and Rabe-Hemp, "Investing in People," 122.

satisfaction affects absenteeism.[61] Other researchers, such as Pepe, find that job satisfaction has a significant negative relationship with the intention to leave and argue to use job satisfaction as a measure for the intent to turnover.[62] Additionally, Luz, de Paula, and de Oliveira find that global job satisfaction, as well as specific job satisfaction with pay, promotions, and the job itself negatively relate to intentions to quit.[63] Allisey et al. conclude that, "job satisfaction was the only direct predictor of officers' intentions to quit," and, "job satisfaction is a strong predictor of intention to quit."[64]

Some facets of job satisfaction correlate with reasons officers give for leaving or consider leaving their agencies. Orrick found that the most common reason for officers leaving an agency were salary and lack of raises and career opportunities, and poor leadership, especially from immediate supervisors.[65] A North Carolina report on recruitment and retention found that the starting salary was not the reason for officers to leave their agencies; however, salary becomes an issue with time.[66] Sachua et al. found that work and family conflict increase turnover intentions.[67] Jaramillo, Nixon, and Sams determined that job satisfaction, especially in the area of promotion opportunities and supervisor support, is a predictor of organizational commitment, which in turn, has a strong negative relationship with intentions to leave their agencies.[68]

Researchers and professionals have recommended that agencies should focus on improving job satisfaction to increase retention of law enforcement officers. Due to the

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[61] W. Kevin Baker, "Antecedents and Consequences of Job Satisfaction: Testing a Comprehensive Model Using Integrated Methodology," *Journal of Applied Business Research* 20, no. 3 (2004): 39–40, https://doi.org/10.19030/jabr.v20i3.2212.

[62] Pepe, "The Impact of Extrinsic Motivational Dissatisfiers," 100, 104.

[63] Luz, de Paula, and de Oliveira, "Organizational Commitment, Job Satisfaction and Their Possible Influences on Intent to Turnover," 97.

[64] Allisey et al., "Testing a Model of Officer Intentions to Quit," 755.

[65] Orrick, *Recruitment, Retention, and Turnover of Police Personnel*, 146, 159.

[66] Douglas Yearwood and Stephanie Freeman, "Recruitment and Retention of Police Officers in North Carolina," *Police Chief* 71, no. 3 (March 2004): 47, 49.

[67] Sachau et al., "Work-Life Conflict and Organizational Support," 68.

[68] Fernando Jaramillo, Robert Nixon, and Doreen Sams, "The Effect of Law Enforcement Stress on Organizational Commitment," *Policing* 28, no. 2 (2005): 321–36, https://doi.org/10.1108/13639510510597933.

relation between low levels of job satisfaction and voluntary turnover, Hur specifically recommends that agencies identify the reasons for dissatisfaction to identify how to increase satisfaction and retain quality officers.[69] Similarly, Northup recommends agencies identify employee issues, such as employee conflicts with supervisors, lack of training and opportunities for career growth, and insufficient recognition, to implement programs to meet their officers' needs.[70] Orrick presents the approach agencies should take as continual recruitment of current employees, which includes improving factors that attract employees to the agency while reducing factors that cause employees to leave their agencies.[71] Additionally, Orrick suggests that agencies continually monitor how much time officers have when they leave their agencies to identify common trends and target areas for retention programs.[72]

Recommendations include improving facets of job satisfaction to increase the retention of law enforcement officers. Several researchers made recommendations in relation to pay of increasing compensation to reduce turnover through measures, such as increased health and retirement benefits, educational incentive pay and paying tuition, compensation for obtaining time in service and training, and pay linked to professional development programs.[73] However, Orrick argues when considering starting salaries that employee contracts do not reduce turnover while lowering salaries during training to differentiate between those who do and do not have training is more effective.[74] In regards to opportunities, researchers suggest leveraging training, especially career development programs designed to assist officers achieve career goals, promotions, and improve

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[69] Hur, "Turnover, Voluntary Turnover, and Organizational Performance," 20.

[70] Jane B. Northup, "Police Personnel Retention Challenges Literature Review and Recommendations," *Police Chief* 85, no. 9 (September 2018): 24.

[71] Orrick, *Recruitment, Retention, and Turnover of Police Personnel*, 147, 169–70.

[72] Orrick, 147.

[73] Orrick, 152–53, 170; Orrick, "Police Turnover," 38–40; Northup, "Police Personnel Retention Challenges," 24–26; Schuck and Rabe-Hemp, "Investing in People," 121, 124; Mark J. Terra, "Increasing Officer Retention through Educational Incentives," *FBI Law Enforcement Bulletin* 78, no. 2 (February 2009): 11–15; Bowman et al., "The Loss of Talent," 132–33.

[74] Orrick, *Recruitment, Retention, and Turnover of Police Personnel*, 152–53.

themselves, in addition to ensuring the availability of advancement opportunities.[75] The supervisors' impact on job satisfaction can be increased positively through leadership training, especially to assist the supervisors with demonstrating concern for the officers, mentoring, and providing professional guidance to the officers.[76] Agencies should consider developing social networks to improve relationships between co-workers and encourage cooperation, fairness, and acceptance.[77] Improving the work environment focuses on employee engagement in problem solving and decision making, and thus takes the focus away from survivalist training, and provides recognition.[78] Fewer researchers recognize and recommend respecting and encouraging work and life balance.[79]

Despite these recommendations, little information is available on the effectiveness of these retention strategies. The 2000 North Carolina study on recruitment and retention identified and ranked six retention strategies and found that the most popular strategies used were annual pay increases, education incentives, and promotions.[80] These strategies were also generally rated as the most effective.[81]

C. MEASURING JOB SATISFACTION

To conduct meaningful research on job satisfaction, researchers must have an understanding of the current view of job satisfaction, which requires measuring job

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[75] Orrick, 170, 175–76; Orrick, "Police Turnover," 38–40; Northup, "Police Personnel Retention Challenges," 24–26; Althea Olson and Michael Wasilewski, "The Human Capital Consideration of Recruitment and Retention," *Officer*, January 2, 2019, ProQuest; Bouranta, Siskos, and Tsotsolas, "Measuring Police Officer and Citizen Satisfaction," 715; Terra, "Increasing Officer Retention through Educational Incentives," 11–15; Bowman et al., "The Loss of Talent," 132–33.

[76] Orrick, *Recruitment, Retention, and Turnover of Police Personnel*, 170; Ingram and Lee, "The Effects of First-Line Supervision," 169–172.

[77] Allisey et al., "Testing a Model of Officer Intentions to Quit," 755, 767; Bouranta, Siskos, and Tsotsolas, "Measuring Police Officer and Citizen Satisfaction," 715; Orrick, *Recruitment, Retention, and Turnover of Police Personnel*, 170; Gächter, Savage, and Torgler, "Retaining the Thin Blue Line," 496.

[78] Orrick, *Recruitment, Retention, and Turnover of Police Personnel*, 170; Northup, "Police Personnel Retention Challenges," 24–26; Orrick, "Police Turnover," 38–40.

[79] Gächter, Savage, and Torgler, "Retaining the Thin Blue Line," 496; *Officer*, "The Human Capital Consideration of Recruitment and Retention."

[80] Yearwood and Freeman, "Recruitment and Retention of Police Officers in North Carolina," 46.

[81] Yearwood and Freeman, 46.

satisfaction in some manner. Reviewing previous research on job satisfaction reveals two different approaches to viewing job satisfaction: global and facet. Global job satisfaction—also called affective job satisfaction—measures employees' overall feeling of satisfaction with their jobs and uses questions related to the overall jobs.[82] Spector simplifies the description of global job satisfaction as a "bottom line attitude" towards the jobs.[83] In contrast, facet job satisfaction, also called cognitive job satisfaction, measures employees' feeling of satisfaction related to each of the several facets of the jobs and combines these measures to determine overall satisfaction.[84] As Spector summarizes this description, facet job satisfaction looks at what aspects of the jobs the employees like or dislike.[85] Additionally, researchers have created specific tools for measuring job satisfaction in law enforcement.

This research reviews some of the more widely used measures of job satisfaction to evaluate their usefulness to the current research. The results of these tools and research have assisted with understanding job satisfaction's relation to retention and specific recommendations to law enforcement agencies for improving this relationship. In addition to reviewing the global and facet measures of job satisfaction, this research specifically reviews measures identified for job satisfaction in law enforcement.

1. Judging the Best Method of Measuring Job Satisfaction

The most prevalent method for measuring job satisfaction identified in the literature is the use of questionnaires or surveys with attitude scales.[86] Smith, Kendall, and Hulin, as well as Spector, describe questionnaires as more time efficient and less expensive than other available methods of measurement, such as interviews.[87] They also argue that

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[82] Spector, *Job Satisfaction*, 2.

[83] Spector, 2.

[84] Spector, 2.

[85] Spector, 2.

[86] Spector, 2.

[87] Smith, Kendall, and Hulin, *The Measurement of Satisfaction in Work and Retirement*, 4; Spector, 2.

questionnaires are easier to administer and interpret.[88] Spector further argues that questionnaires can be distributed much easier to more people than other methods of measurement.[89] Brayfield and Rothe employ attitude scaling to measure job satisfaction, using a five-point Likert scale from strongly disagree to strongly agree.[90] In contrast, Smith, Kendall, and Hulin argue against the use of attitude scales for measurement because they pose too much variation.[91] Nevertheless, the majority of the methods in the literature use a range of attitudinal scales to measure the level of job satisfaction.[92] This research follows the general trend of using a questionnaire survey with attitudinal scales to measure job satisfaction.

In categorizing methods for measuring job satisfaction, several authors distinguish between those that measure global job satisfaction and those that measure individual facets of job satisfaction.[93] Nagy argues that global job satisfaction, as a single-item measure of overall satisfaction, is more accurate than individual measures of the facets because something may be missed otherwise that affects overall satisfaction.[94] In contrast, Smith,

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[88] Smith, Kendall, and Hulin, 4.

[89] Spector, *Job Satisfaction*, 2.

[90] Arthur H. Brayfield and Harold F. Rothe, "An Index of Job Satisfaction," *Journal of Applied Psychology* 35, no. 5 (October 1951): 307, http://dx.doi.org/10.1037/h0055617.

[91] Smith, Kendall, and Hulin, *The Measurement of Satisfaction in Work and Retirement*, 4.

[92] Spector, *Job Satisfaction*, 9, 15–19.

[93] Serife Z. Eyupoglu et al., "Application of Fuzzy Logic in Job Satisfaction Performance Problem," *Procedia Computer Science: Proceedings of the 12th International Conference on Application of Fuzzy Systems and Soft Computing* 102 (2016): 191, https://doi.org/10.1016/j.procs.2016.09.388; Edmund R. Thompson and Florence T. T. Phua, "A Brief Index of Affective Job Satisfaction," *Group & Organization Management* 37, no. 3 (June 2012): 278, https://doi.org/10.1177/1059601111434201; S. Hakan Can, William Holt, and Helen M. Hendy, "Patrol Officer Job Satisfaction Scale," *Policing: An International Journal* 39, no. 4 (2016): 711, https://doi.org/10.1108/PIJPSM-11-2015-0129; Nathan A. Bowling, Stephen H. Wagner, and Terry A. Beehr, "The Facet Satisfaction Scale: An Effective Affective Measure of Job Satisfaction Facets," *Journal of Business & Psychology* 33, no. 3 (June 2018): 384, https://doi.org/10.1007/s10869-017-9499-4; Steven S. Russell et al., "Shorter Can Also Be Better: The Abridged Job in General Scale," *Educational and Psychological Measurement* 64, no. 5 (October 2004): 879, https://doi.org/10.1177/0013164404264841; Spector, *Job Satisfaction*, 2; Robert R. Hirschfeld, "Does Revising the Intrinsic and Extrinsic Subscales of the Minnesota Satisfaction Questionnaire Short Form Make a Difference?," *Educational and Psychological Measurement* 60, no. 2 (April 2000): 255, https://doi.org/10.1177/00131640021970493.

[94] Mark S. Nagy, "Using a Single-Item Approach to Measure Facet Job Satisfaction," *Journal of Occupational and Organizational Psychology* 75 (March 2002): 77–86, https://doi.org/10.1348/096317902167658.

Kendall, and Hulin advocate measuring each facet separately and in such a way that the respondents can distinguish between the facets.[95] Additionally, Spector argues that the facet approach is better for determining what causes satisfaction or dissatisfaction with the job to identify policy changes.[96] In summary, job satisfaction may be measured globally or by its parts, with the first including all aspects of the job and facet measurements highlighting individual areas of the job. Rather than limiting this research to one method over the other, this research includes both global and facet measurements.

2. Global Job Satisfaction Measures

Examples of affective job satisfaction measures are the Faces Survey, the Index of Job Satisfaction (IJS), the Abridged Job in General Scale (AJIG), a shortened form of the Job in General Scale (JIG), and the Brief Index of Affective Job Satisfaction (BIAJS). Although Kunin's Faces Survey is referenced in some of the literature on job satisfaction, this survey concentrates on identifying the types of facial depictions to use in measurements to provide a clear scale and avoid ambiguity.[97] Based upon this focus, the Faces Survey does not present a measure of job satisfaction as a matter of question items but rather potential response choices. The IJS was constructed through the combination of scaling methods to use the respondent's attitude towards work to measure overall job satisfaction.[98] The JIG contains 18 items about the job in general with responses of yes for agree, no for disagree, and a question mark if uncertain.[99] The AJIG reduces the JIG to eight items to measure the overall satisfaction level.[100] The BIAJS simplifies the measurement to four questions rated on a five-point scale of agreement, with the option of adding three distractor questions.[101]

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[95] Smith, Kendall, and Hulin, *The Measurement of Satisfaction in Work and Retirement*, 25.

[96] Spector, *Job Satisfaction*, 2.

[97] Theodore Kunin, "The Construction of a New Type of Attitude Measure," *Personnel Psychology* 8, no. 1 (1955): 65–77, https://doi.org/10.1111/j.1744-6570.1955.tb01189.x.

[98] Brayfield and Rothe, "An Index of Job Satisfaction," 307, 311.

[99] Spector, *Job Satisfaction*, 12.

[100] Russell et al., "Shorter Can Also Be Better," 890.

[101] Thompson and Phua, "A Brief Index of Affective Job Satisfaction," 301.

Global job satisfaction measures are useful tools for providing a general view of job satisfaction, especially if used before and after a change in policy or procedure to measure its effect on overall job satisfaction. However, global job satisfaction measures are not designed to identify specific areas that contribute to job satisfaction or dissatisfaction.

3. Facet Job Satisfaction Measures

Employers have a variety of options to measure job satisfaction although some of them only partially serve this objective. Examples of cognitive job satisfaction measures include the Job Diagnostic Survey (JDS), Job Descriptive Index (JDI), Facet Satisfaction Scale (FSS), Minnesota Satisfaction Questionnaire (MSQ), and Job Satisfaction Survey (JSS). One of the measurements commonly referred to in literature is the JDS produced by Hackman and Oldham. The JDS measures general job satisfaction, internal motivation, and satisfaction related to pay, job security, co-workers, supervision, and opportunities.[102] Rather than being a measure of job satisfaction, the JDS provides information on the characteristics of the job.[103] The JDS is misleading as a job satisfaction measure because although it uses elements of job satisfaction, these elements describe the job, not the level of satisfaction.

Another measurement commonly referred to in the literature is the JDI, which measures five facets of job satisfaction: work, pay, supervision, co-workers, and promotions.[104] It lists short descriptions under each facet and the respondent indicates yes if it applies, no if it does not apply, or a question mark if unable to decide.[105] The authors of the JDI claim it to be an advantage that the responses describe the respondents' work

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[102] J. Richard Hackman and Greg R. Oldham, "Development of the Job Diagnostic Survey," *Journal of Applied Psychology* 60, no. 2 (April 1975): 162, http://dx.doi.org/10.1037/h0076546.

[103] Hackman and Oldham, 159–170; Spector, *Job Satisfaction*, 11.

[104] Smith, Kendall, and Hulin, *The Measurement of Satisfaction in Work and Retirement*, 149.

[105] Smith, Kendall, and Hulin, 69.

rather than their satisfaction.[106] However, this advantage undermines the point of a job satisfaction measure, which is to determine the level of satisfaction with the employment.

The FSS is similar to the JDI because it measures the same five facets.[107] However, the FSS uses a seven-point scale from strongly agree to strongly disagree for measurement.[108] One analysis of the FSS recognizes the limitations of only using five facets as a general indicator of satisfaction because these measures may miss an area influencing satisfaction.[109] Although the seven-point scale increases the range of satisfaction that may be measured, this alone does not appear to be a necessary benefit to justify another measurement method.

The MSQ was developed into two forms, the long form with 100 questions and the short form with 20 questions.[110] This method includes 20 facets, with five questions per facet on the long form and one question per facet on the short form.[111] The number of facets is large compared to other forms of measurement, which reduces the supporters of global satisfaction measures' concern over missing a facet in measurement. However, the use of the long form with 100 questions may reduce respondents' desire to participate or reduce its accuracy due to question fatigue. Although a short form is available, it only asks one question per facet, which may provide too limited a measure of satisfaction for that facet and does not allow for errors in reading or responding. Some researchers have found value in using the MSQ, such as Pepe who used components of the short form to find a strong correlation between job satisfaction and supervisor support.[112] Heneman and Schwab, though, found that the MSQ and JDI measure satisfaction in a limited way with pay level only rather than an organization's total compensation.[113] Although the MSQ

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[106] Smith, Kendall, and Hulin, 69–70.

[107] Bowling, Wagner, and Beehr, "The Facet Satisfaction Scale," 384.

[108] Bowling, Wagner, and Beehr, 384.

[109] Bowling, Wagner, and Beehr, 401.

[110] Spector, *Job Satisfaction*, 9–11.

[111] Spector, 9–11.

[112] Pepe, "The Impact of Extrinsic Motivational Dissatisfiers," 104.

[113] Heneman and Schwab, "Pay Satisfaction," 139.

provides more facets for measurement, this measurement method may provide too many facets.

Spector created the JSS for human service employees only.[114] The JSS includes nine facets: pay, promotions, benefits, appreciation and recognition, supervision, co-workers, the nature of the work, communication, and work conditions.[115] The JSS uses a Likert scale with a six-response range of agreement or disagreement.[116] By including questions on job characteristics, the JSS moves some of the focus beyond measuring job satisfaction alone.

4. Measuring Job Satisfaction in Law Enforcement

One measurement method specifically designed for law enforcement is the Patrol Officer Job Satisfaction Scale (POJSS); however, this measurement method limits the areas measured in relation to job satisfaction. The POJSS only uses three facets: supervisor fairness, peer comradery, and occupational pride.[117] The POJSS does not incorporate all of the generally accepted facets of job satisfaction and is very limited in scope. The facets included may be interpreted as the general facets of supervision, co-workers, and work. However, the field of law enforcement benefits from measuring the general facets of pay and promotions, as these facets often appear in the research as related to retention.

Rather than using a specific job satisfaction measure, Johnson conducted research on job satisfaction in law enforcement officers based on data about police officer attitudes.[118] Johnson compared demographics, job task characteristics, and agency characteristics.[119] The research involved a survey with five statements related to global job satisfaction measured by a five-point Likert scale response, as well as statements

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[114] Paul E. Spector, "Measurement of Human Service Staff Satisfaction: Development of the Job Satisfaction Survey," *American Journal of Community Psychology* 13, no. 6 (December 1985): 693.

[115] Spector, 699.

[116] Spector, 699.

[117] Can, Holt, and Hendy, "Patrol Officer Job Satisfaction Scale," 710.

[118] Johnson, "Police Officer Job Satisfaction," 162.

[119] Johnson, 157–176.

related to supervisors, co-workers, agency characteristics, job characteristics, and job stress.

Dantzker identified the JDI, MSQ, and Faces Scales as the most popular job satisfaction measures at the time he approached studying law enforcement satisfaction, but determined that due to the lack of agreement on what constitutes job satisfaction, no agreement can be reached on which measurement method is the most accurate.[120] He argues that these measures do not necessarily represent the facets important to law enforcement officers, which he identified as, "pay, benefits, recognition, assignment, and administration."[121] In an additional study, Dantzker argues that although others have created measures related to policing, each of those measures addresses the particular sample or agency of the study's target.[122]

Dantzker designed a questionnaire with 23 facet-specific items that he determined were most commonly associated with the literature on police job satisfaction and job stress.[123] This unnamed questionnaire measures respondents' feelings about the facet items using a five-point Likert scale and includes three facet-free questions.[124] In this manner, Dantzker combined what he views as the three different methods for measuring satisfaction: the facet measure, the global measure, and a measurement of combined satisfaction.[125] Dantzker recognized in creating his questionnaire that officers who are less satisfied with the 23 facets are more likely to leave their agencies or profession.[126] Although Dantzker expanded the facets beyond commonly accepted facets to measure job satisfaction, his combination of global and facet job satisfaction measures is an appealing solution rather than choosing one method or the other.

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[120] Dantzker, "Identifying Determinants of Job Satisfaction," 48.

[121] Dantzker, 48.

[122] Dantzker, "Police Officer Job Satisfaction," 311.

[123] Dantzker, "Identifying Determinants of Job Satisfaction," 48.

[124] Dantzker, 48.

[125] Dantzker, "Police Officer Job Satisfaction," 312.

[126] Dantzker, "Identifying Determinants of Job Satisfaction," 51.

D. CONCLUSION

Numerous interpretations outline what job satisfaction consists of and how to measure it. Few surveys relate to measuring job satisfaction in law enforcement and even fewer include measures of intentions to quit. As Dantzker notes, researchers prefer to create their own measure to meet their research goals. Although Dantzker provides his own alternative law enforcement job satisfaction measure, the inclusion of 23 facets makes his measure broader than desired for this research. Additionally, this research also seeks to relate facets of job satisfaction with intentions to quit; therefore, it seeks to use its own measure. This research hopes to evaluate whether any of the previous recommendations on improving retention through raising job satisfaction would still apply based upon the research results.

III. RESEARCH METHOD

Job satisfaction is important to law enforcement officers not only for the hopes that they are satisfied, but also because of its implications for their intentions to continue working in their agencies and the field of law enforcement. The purpose of this research is to determine the current level of job satisfaction in a sample of law enforcement officers and compare that to reported intentions to leave their agencies or profession. To achieve this purpose, this research developed a survey of law enforcement officers measuring both their job satisfaction and intentions to quit. This research identified potential law enforcement participants to distribute the survey once it was completed, then analyzed the results of the surveys completed by voluntary participants. This chapter describes the structure of the survey, as well as the procedures used for administering the survey and analyzing the results.

A. SURVEY

This research included the development of a survey to measure law enforcement officers' job satisfaction and intentions to quit. As Dantzker argues, despite the numerous existing measures of job satisfaction, these measures are limited to the specific purpose for which the studies were designed.[127] This opinion led Dantzker to create his own survey to measure job satisfaction in law enforcement. In a similar manner, no existing measure satisfied the intent of this research to determine the current levels of satisfaction among law enforcement officers, as well as current intentions to leave their agencies. Instead, after reviewing the literature and the measures presented, a new measure was created specifically for this study, which incorporated facet and global measures for job satisfaction, as well as intentions to quit. The facets chosen include pay, opportunities, co-workers, immediate supervisors, work conditions, work and family conflict, and public perception. The survey included global measures for both job satisfaction and intentions to quit. The survey contained 79 statements to measure satisfaction and intentions to quit

[127] Dantzker, 48.

using a five-point Likert scale. Appendix A contains the complete survey. The following discussion demonstrates why these facets were chosen.

1. Pay

This research examined the relation between pay and job satisfaction, as well as its effect on the officers' desire to leave their agencies. A common discussion in law enforcement concerns the amount of pay the officers receive and the potential for that amount to increase. Additionally, the level of pay the officers receive is often related to discussions on whether someone is interested in leaving an agency. The survey used in this research includes 10 items to measure the officers' satisfaction with pay.

This research was interested in learning the current level of officers' satisfaction with the amount of pay they receive. Schuck and Rabe-Hemp argue that salary is important to job satisfaction, job performance, and morale, which leads to a better understanding of organizational commitment and turnover in law enforcement.[128] In considering satisfaction with pay, this research considered how that pay relates to other agencies in the same area of the officers, the cost of living, and the officers' time with the agencies. Four of the items measuring the officers' satisfaction with pay in this survey directly relate to the officers' levels of pay.

This research sought to incorporate additional pay related benefits, such as retirement and health benefits, into the measure for job satisfaction and intentions to quit. As Heneman and Schwab argue in their research, the facet of pay includes more than just the amount of salary.[129] Heneman and Schwab examine four pay dimensions, the level of pay, benefits, raises, and pay structure, and found satisfaction with pay relies on multiple aspects, especially the pay level and benefits.[130] Additionally, Orrick expands pay to include other compensation, such as pay for training and education, leave time, insurance, equipment, and retirement benefits.[131] Based upon these interpretations, pay can

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[128] Schuck and Rabe-Hemp, "Investing in People," 121–124.

[129] Heneman and Schwab, "Pay Satisfaction," 138–139.

[130] Heneman and Schwab, 138.

[131] Orrick, *Recruitment, Retention, and Turnover of Police Personnel*, 174.

incorporate various forms of financial benefits, such as health benefits, uniforms, and paid time for other activities, such as exercise, education, or volunteer duties. Six of the items measuring the officers' satisfaction with pay in this survey relate to forms of compensation other than pay. These items include compensation benefits for education level and extra work-related training and certificates, retirement benefits, health benefits, additional benefits, such as take home vehicle, equipment, and uniforms, and benefits related to physical fitness, such as gym membership or time to exercise on duty.

This research also sought to evaluate the relationship between satisfaction with pay and intentions to quit due to pay-related issues. The survey for this research included four statements to measure intentions to quit due to pay. One of these statements measured the officers' consideration to leave their agencies because of pay, implying that the issue is the pay within the agency. Another statement measured the officers' consideration of leaving the profession due to pay, to differentiate whether the problem with pay is the agencies or the profession. The other two statements measured the officers' consideration to quit related to health and retirement benefits.

2. Opportunities

This research evaluated officers' satisfaction with the opportunities their agencies provide and how this satisfaction relates to their intentions to quit. Opportunities include promotion opportunities, the availability of specialty units or specific career routes, education opportunities, and additional career training.

The survey used in this research included seven items to measure officers' satisfaction with the opportunities their agencies provide. Rowden and Conine find that learning opportunities can increase overall job satisfaction.[132] Jaramillo, Nixon, and Sams report that promotion opportunities are a factor that affects organizational commitment, which in turn has a negative relationship with intentions to quit.[133] Additionally, Orrick

[132] Robert W. Rowden and Clyde T. Conine, "The Impact of Workplace Learning on Job Satisfaction in Small U.S. Commercial Banks," *Journal of Workplace Learning* 17, no. 4 (2005): 227, https://doi.org/10.1108/13665620510597176.

[133] Jaramillo, Nixon, and Sams, "The Effect of Law Enforcement Stress," 329–331.

proposes that employees are more likely to stay with an organization that creates environments supportive of them individually and as a whole, and instructs agencies to find ways to increase employees' internal motivation and increase their standards for performance.[134] The seven items in the survey for this research relate to the promotion system, variety of assignments, specialty assignments, personal educational advancement opportunities, opportunities to attend advanced training, professional development opportunities, and the officers' perceived ability to reach their full potentials.

This research desired to evaluate the relationship between the officers' satisfaction with the opportunities with their agencies and their intentions to quit. Bowman et al. conclude local and state law enforcement officers moved to the federal level for more opportunities to grow within their profession.[135] The survey used for this research included four items measuring the officers' intentions to quit in relation to opportunities. The four items specifically focus on a lack of promotion opportunities, specialty position opportunities, diverse assignments, and professional development opportunities. By analyzing this relationship, this research sought to identify areas law enforcement agencies might consider policy changes to improve officer satisfaction through the opportunities they provide.

3. Co-Workers

This research examined how co-workers influence officers' job satisfaction and intentions to quit. The law enforcement community is commonly considered cliquish or exclusive. Part of this perception is the understanding that a police culture exists, developed by the training and common experiences law enforcement officers face. If the police culture were strong, then this research would believe the relationship between officers was important to whether they were satisfied with their jobs. Additionally, this research was interested in whether these relationships affect officers' intentions to quit.

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[134] Orrick, *Recruitment, Retention, and Turnover of Police Personnel*, 181, 185.

[135] Bowman et al., "The Loss of Talent," 132.

The survey used in this research included nine statements to measure officers' satisfaction with co-workers. Ducharme and Martin find in their study that this social support strongly contributes to overall job satisfaction.[136] Carlan concludes that peer respect can increase job satisfaction.[137] The statements in this survey were designed to measure whether officers were satisfied with their co-workers and how they work together as a team, as well as how they were able to interact socially.

This research desired to evaluate whether satisfaction with co-workers would affect officers' intentions to quit. One statement measured the intentions to quit due to co-workers in the survey used for this research. This comparison will allow agencies to determine whether their policies to increase satisfaction and retain officers should include considering the effect of co-workers.

4. Immediate Supervisors

In addition to the possible effects co-workers have on officers, the immediate supervisors are in a position potentially to influence the satisfaction of officers. This research desired to examine that influence and evaluate whether supervisors influence officers' intentions to quit. Law enforcement officers work for many levels of supervisors; however, they interact most with their immediate supervisors. Therefore, this research focused on the influence of the immediate supervisor on the officers' satisfaction and intentions to quit.

The survey used in this research includes nine statements to measure satisfaction with the immediate supervisor. Jaramillo, Nixon, and Sams find that supervisor support is important to job satisfaction and organizational commitment.[138] Additionally, Pepe concludes a strong correlation exists between job satisfaction and supervisor support.[139] In contrast, De Menzes fails to find an association between job satisfaction and high levels

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[136] Ducharme and Martin, "Unrewarding Work, Coworker Support, and Job Satisfaction," 239.

[137] Carlan, "The Search for Job Satisfaction," 80, 82–23.

[138] Jaramillo, Nixon, and Sams, "The Effect of Law Enforcement Stress," 329–331.

[139] Pepe, "The Impact of Extrinsic Motivational Dissatisfiers," 104.

of involvement from management.[140] Orrick stresses that agencies need strong leadership development programs to foster good relationships between supervisors and officers because these relationships are a significant factor in engaging and retaining officers.[141] The nine statements in this survey were designed to evaluate the officers' satisfaction with their relationship with their supervisors and their views on their supervisors' ability to perform their roles.

This research desired to evaluate whether a relationship exists between the immediate supervisors and the officers' intentions to quit. One statement on the survey measured the officers' intentions to quit due to their supervisors. The results from this survey were compared to the results on satisfaction with the immediate supervisors. This research will allow agencies to evaluate whether the relationship between officers and supervisors is important to the satisfaction of these officers and retaining them.

5. Work Conditions

This research also endeavored to examine the effect that work conditions had on officers' satisfaction and intentions to quit. Law enforcement officers work in a challenging environment with varying schedules and pressures affecting their performance. Work conditions can include the equipment and training provided to perform the required tasks, the tasks themselves, the work hours and schedules, and the tools provided to assist the officers' with performing their duties. The survey used in this research includes nine statements to measure officers' satisfaction with work conditions.

The statements in the survey focused on whether the officers are satisfied with the work environment, including hours and tasks, and perception of whether the agencies care about the officers' well-being, provide the training, policies, and equipment the officers need to complete the work. Orpen finds that flexible working hours can increase job

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[140] Lilian M. de Menezes, "Job Satisfaction and Quality Management: An Empirical Analysis," *International Journal of Operations & Production Management* 32, no. 3 (2012): 322, https://doi.org/10.1108/01443571211212592.

[141] Orrick, *Recruitment, Retention, and Turnover of Police Personnel*, 172.

satisfaction.[142] Carlan finds that the work environment, which includes the excitement, security, and autonomy of the job, increases job satisfaction.[143] Likewise, Verhofstadt, De Witte, and Omey find that job characteristics, such as the ability to use specific skills and variety of tasks, contribute to job satisfaction.[144] Orrick claims that employees are more likely to stay with an organization that creates environments supportive of them individually and as a whole, and that the more positive the work environment, the less likely the employees will want to leave.[145] This research evaluated whether these work conditions contribute to the level of job satisfaction in law enforcement.

In addition to the effect work conditions have on job satisfaction, this research evaluated whether work conditions affect officers' desires to quit. One statement on the survey was intended to measure the officers' intention to quit due to work conditions. Bowman et al. claim half of the respondents they surveyed who joined the FBI would not have become agents if their agencies had improved negative work conditions.[146] The results of this research may have implications for areas law enforcement agencies can improve to increase satisfaction and the retention of officers.

6. Work and Family

This research aspired to evaluate whether work and family conflict influences the satisfaction of law enforcement officers. Officers work shifts at odd hours and during holidays and crises like hurricanes, which may affect their relationships with family and friends. This impact on relationships may in turn affect the officers' satisfaction with the work they do. The survey used for this research had nine items to measure officers' satisfaction related to work and family.

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[142] Christopher Orpen, "Effect of Flexible Working Hours on Employee Satisfaction and Performance: A Field Experiment," *Journal of Applied Psychology* 66, no. 1 (February 1981): 115, https://doi.org/10.1037/0021-9010.66.1.113.

[143] Carlan, "The Search for Job Satisfaction," 80, 82–23.

[144] Elsy Verhofstadt, Hans De Witte, and Eddy Omey, "Higher Educated Workers: Better Jobs but Less Satisfied?," *International Journal of Manpower* 28, no. 2 (2007): 135–151, https://doi.org/10.1108/01437720710747965.

[145] Orrick, *Recruitment, Retention, and Turnover of Police Personnel*, 181, 185.

[146] Bowman et al., "The Loss of Talent," 131.

The items designed to measure satisfaction with work and family relate to how the family views the work the officers do, as well as how the work influences the officers' relationship with the family, including whether work provides support for the officers' needs related to their families. Ahmad and Islam find that work and family conflict negatively impact job satisfaction in law enforcement officers.[147] Similarly, Sachua et al. find that work and family conflict negatively influence job satisfaction and increase turnover intentions.[148]

In addition to evaluating the influence of the relationship between work and family on satisfaction, this research desired to relate the relationship between work and family with intentions to quit. Bowman et al. find that local and state law enforcement officers move to the federal level because they believe they will be provided with a greater work-life balance.[149] Therefore, if a relationship exists between officers' satisfaction with their work and life balance and their intentions to quit, it may provide areas for agencies to consider policy considerations to increase satisfaction and reduce turnover.

7. Public Perception

This research attempted to evaluate whether public perception had any influence on officers' levels of job satisfaction or intentions to quit. Over the past several years, law enforcement has experienced waves of public antipathy that has been demonstrated very publicly.

The survey used in this research included seven items to measure how the public's view of the law enforcement profession and the officers' agencies, as well as the officers' interactions with the public, affects their satisfaction. Marier and Moule claim that negative public perceptions of police affecting police is not a new concept and that their study

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[147] Rashid Ahmad and Talat Islam, "Does Work and Family Imbalance Impact the Satisfaction of Police Force Employees? A 'Net or a Web' Model," *Policing: An International Journal* 42, no. 4 (2019): 592, https://doi.org/10.1108/PIJPSM-05-2018-0061.

[148] Sachau et al., "Work-Life Conflict and Organizational Support," 68.

[149] Bowman et al., "The Loss of Talent," 132.

provides proof that these negative views from the public affect police culture.[150] Sheley and Nock describe negative public perception as contributing to dissatisfaction in police officers due to negative perceptions of their worth.[151] Due to what appears to be increasing antipathy towards the police, this research felt it was important to determine whether these public feelings affected the level of satisfaction among police officers.

Additionally, this research hoped to learn whether public perception influences officers' intentions to quit. The survey used in this research included two statements to measure officers' intentions to quit. One statement was related to the officers' intentions to leave their agencies because of negative public perceptions of these agencies. The other statement was related to the officers' intentions to leave the profession because of the overall negative public perception of law enforcement. This research may be important in guiding agencies with coping with negative public opinion and identifying its potential effects on the agency.

8. Overall

This research strived to measure law enforcement officers' satisfaction with the individual facets but also desired to compare these results to the overall satisfaction levels of law enforcement officers. The survey included two statements to measure the overall job satisfaction of the participating officers. As mentioned in the previous chapter, the scholars debate about whether facet satisfaction measures or global satisfaction measures are the better method for measurement. In addition, some debate has occurred among the scholars about whether the average of the individual facet satisfaction scores is an accurate measure of overall satisfaction. The two statements differentiate between the officers' satisfaction with their agencies and the officers' satisfaction with the profession. The inclusion of these statements contributed to the analysis of the two methods of facet and global satisfaction measures while providing an understanding of the overall satisfaction levels of the law enforcement officers who participated in this research.

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[150] Christopher J. Marier and Richard K. Moule, "Feeling Blue: Officer Perceptions of Public Antipathy Predict Police Occupational Norms," *American Journal of Criminal Justice* 44, no. 5 (October 2019): 837, 853, https://doi.org/10.1007/s12103-018-9459-1.

[151] Sheley and Nock, "Determinants of Police Job Satisfaction," 49.

This research also sought to measure law enforcement officers' intentions to quit and compare these intentions to their satisfaction scores, both on the facet level and overall. The survey included two statements to measure the overall intentions to quit. One statement specifically referred to quitting the agency while the second statement referred to quitting the law enforcement profession. These statements allowed for comparison between the combined intentions to quit from the individual facets with the responses to the overall intentions to quit. The overall measures provided a global view of the satisfaction and intentions to quit of the law enforcement participants. This view helps to guide the discussion on implications for law enforcement agencies based on this research.

B. TARGETED PARTICIPANTS

This research targeted potential participants through the law enforcement membership in the CHDS alumni directory and researcher contacts within the Florida Highway Patrol. This researcher emailed CHDS alumni who had a law enforcement affiliation and law enforcement contacts through the Florida Highway Patrol to inform them about the purpose of this research, the use of a survey on job satisfaction, and to inquire whether their agencies would permit their members to participate. Through replies to these emails, the researcher identified representatives from agencies who were willing to allow distribution of the survey to the members for voluntary participation. These responses determined the parameters for potential participants in this research.

The responses from the membership of the CHDS law enforcement alumni, as well as contacts within the Florida Highway Patrol, drove the participant pool. The survey was sent to representatives from 21 police departments, eight sheriffs' offices, and six state agencies in the states of California, Florida, Indiana, Maryland, Michigan, Minnesota, New Jersey, Oklahoma, Oregon, South Carolina, Texas, Virginia, Washington, and Virginia for the potential dispersal to approximately 15,000 law enforcement officers between the rank of line officer and lieutenant. The representatives or someone designated within their agencies distributed the survey link within these agencies.

C. PROCEDURE

The responses from the participants who completed surveys provided the data for this research. The survey was produced in LimeSurvey, an online application accessed through NPS. On April 27, 2020, this researcher emailed the representatives from the agencies who had agreed to allow their members to participate. The email included a paragraph explaining the purpose of the research and requesting voluntary participation with a link to the survey. To comply with IRB regulations, the representatives were asked to have a civilian or someone outside of the chain of the command disperse the survey within their agencies. One follow-up email was sent to the agency representatives before the survey was closed on June 5, 2020. Total responses numbered 1,130, with 200 incomplete responses and 930 full responses.

D. DATA ANALYSIS

This research analyzed the data collected from the surveys using descriptive statistics. The survey collected facet specific and global measures of satisfaction and intentions to quit using a five-point Likert scale of agreement to statements provided. LimeSurvey enabled the results to be exported into an Excel worksheet. Excel and JMP Pro 15 allowed the responses to be transposed from words into numerical responses. Once the responses were numerical, this researcher used Excel formulas and JMP Pro 15 to perform descriptive statistics, including determining the mean, or average, for each facet and overall and measuring variability through the standard deviation. Additionally, measures of association were reached through the correlation efficient.

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IV. REVIEW OF THE DATA

This chapter analyzes the correlation between the levels of job satisfaction and the intentions to quit by identifying areas law enforcement agencies may leverage to retain law enforcement officers. LimeSurvey collected 930 completed responses to this survey for analysis ($N = 930$). This chapter reviews the demographic representation of the respondents to the survey and compares them to national representations within law enforcement where possible. In addition, this chapter analyzes the results for each facet in the same sequential order as the survey: pay, opportunities, co-workers, immediate supervisor, work conditions, work and family conflict, public perception, and overall satisfaction. Each of the following sections contains subsections for satisfaction and intentions to quit, mirroring the survey.

A. RESPONDENT DEMOGRAPHICS

This section compares the survey population demographics to the Bureau of Justice Statistics (BJS) reports on the national representation of law enforcement officers in similar demographic areas. The BJS reports include the 2016 Law Enforcement Management and Administrative Statistics (LEMAS) survey and the 2008 Census of State and Local Law Enforcement Agencies (CSLLEA). The analysis uses both sources because of the variation of collected data. The 2016 survey focused on general-purpose law enforcement agencies only while the 2008 report included special jurisdiction agencies and other agencies. The LEMAS and CSLLEA contain information on gender, race, and jurisdiction; however, variations in data collection prevent direct comparisons in all these areas. This section compares the sample demographics with the BJS surveys, where possible, and reports the additional demographic information this research survey collected. Table 1 highlights the demographic areas, their response options, and any subgroups created for analysis.

Table 1. Demographic Responses

Demographic Area	Response Options	Subgroups
Gender	Female Male	
Race	American Indian Asian Black Pacific Islander White Other	White Non-White
Citizen Status	Naturalized Citizen Immigrant	
Education Level	High School Associate Degree Bachelor's Degree Master's Degree Professional Degree Doctoral Degree	
Military Experience	Yes No	
Age	5-year increments from 19–65 Over 65	
Rank	Lieutenant Sergeant Corporal Line Officer	
Jurisdiction	City County State	
Agency Size	0–50 51–100 101–200 201–500 501–2,000 More than 2,000	0–100 101–500 501–2,000 Over 2,000
Years of Experience	Individual Year Choices	5-year Increments

The BJS indicates approximately 765,000 sworn law enforcement personnel were employed on a full-time basis in 2008.[152] This number includes special jurisdiction agencies. However, this number does not include approximately 44,000 part-time sworn employees.[153] Comparatively, general law enforcement agencies in 2007 had 700,259 full-time law enforcement officers and 701,273 were in these same agencies in 2016.[154] Although this number demonstrates the relative growth of officers between 2007 and 2016, the number does not represent the total number of sworn law enforcement officers in the United States because it excludes special jurisdiction agencies and other agencies, such as sheriff's offices that only have court and jail duties.[155] Using the more inclusive law enforcement population from 2008, the respondents from this survey represent approximately 0.12% of the law enforcement population in the United States.[156]

1. Gender, Race, and Age

This section compares the demographic representation of the survey respondents in the areas of gender and race to demographic information provided by the BJS, where possible. Table 2 demonstrates the female and male respondents to this survey as representative of national averages for females and males in law enforcement. Specifically, of the 930 submitted surveys, 12.9% of respondents were female and 87.1% were male. The representation for the survey falls in line with the BJS results between gender representations for police and for sheriff's offices.

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[152] Brian A. Reaves, *Census of State and Local Law Enforcement Agencies, 2008* (Washington, DC: Bureau of Justice Statistics, 2011), 1, https://www.bjs.gov/content/pub/pdf/csllea08.pdf.

[153] Reaves, 1.

[154] Shelley Hyland, *Full-Time Employees in Law Enforcement Agencies, 1997–2016* (Washington, DC: Bureau of Justice Statistics, 2018), 1, https://www.bjs.gov/index.cfm?ty=pbdetail&iid=6366.

[155] Shelley S. Hyland and Elizabeth Davis, *Local Police Departments, 2016: Personnel* (Washington, DC: Bureau of Justice Statistics, 2019), 1–2, https://www.bjs.gov/index.cfm?ty=pbdetail&iid=6706.

[156] Reaves, *Census of State and Local Law Enforcement Agencies, 2008*, 1.

Table 2. Gender Representations

Source	Female	Male
Sample	12.9%	87.1%
Local Police Departments, 2016	12.3%	87.7%
Sheriff's Office, 2016	13.6%	86.4%

Note. The 2016 information is from BJS reports.[157]

This research survey used different race demographics than the 2016 LEMAS survey, which prevents direct comparisons. Specifically, this research survey failed to denote a response for Hispanic. Hispanics accounted for 12.5% of police and 10.5% of sheriffs' officers in the 2016 LEMAS.[158] Additionally, White officers accounted for 71.5% of police and 75.8% of sheriffs' officers in the 2016 LEMAS.[159] The representations of Whites in the LEMAS are lower than for this survey (83.1%); however, this lower representation could be because of the failure to include a response for Hispanic. Additionally, the 2016 LEMAS did not have selections for American Indian, Pacific Islander, or Asian and these races were included in *Other*. However, the LEMAS representations for Other, 1.1% and 1.8%, are lower than this survey's responses for races the LEMAS included in Other.[160] Fewer Black responded to this survey (7.5%) then for the LEMAS (11.4% police and 9.4% sheriff's officers).[161] Table 3 depicts the representation of the respondents for the race options provided in this survey.

[157] Source: Hyland and Davis, *Local Police Departments, 2016*, 5; Connor Brooks, *Sheriffs' Offices, 2016: Personnel* (Washington, DC: Bureau of Justice Statistics, 2019), 3, https://www.bjs.gov/index.cfm?ty=pbdetail&iid=6707.

[158] Hyland and Davis, 6; Brooks, 4.

[159] Hyland and Davis, 6; Brooks, 4.

[160] Hyland and Davis, 6; Brooks, 4.

[161] Hyland and Davis, 6; Brooks, 4.

Table 3. Survey Race Representations

Race	Representation
White	83.1%
Black	7.8%
Asian	2.0%
American Indian	2.0%
Pacific Islander	0.3%
Other	4.7%

Figure 1 provides the age representation for the respondents to this survey. Respondents provided information on their age based upon five-year increments starting at the age of 19. The age ranges increase in representation until the 45–49-year-old group. The age ranges start to decrease at ages 50–54. Officers between 45–49 years of age represent the largest group. The BJS reports do not provide information on officers' ages.

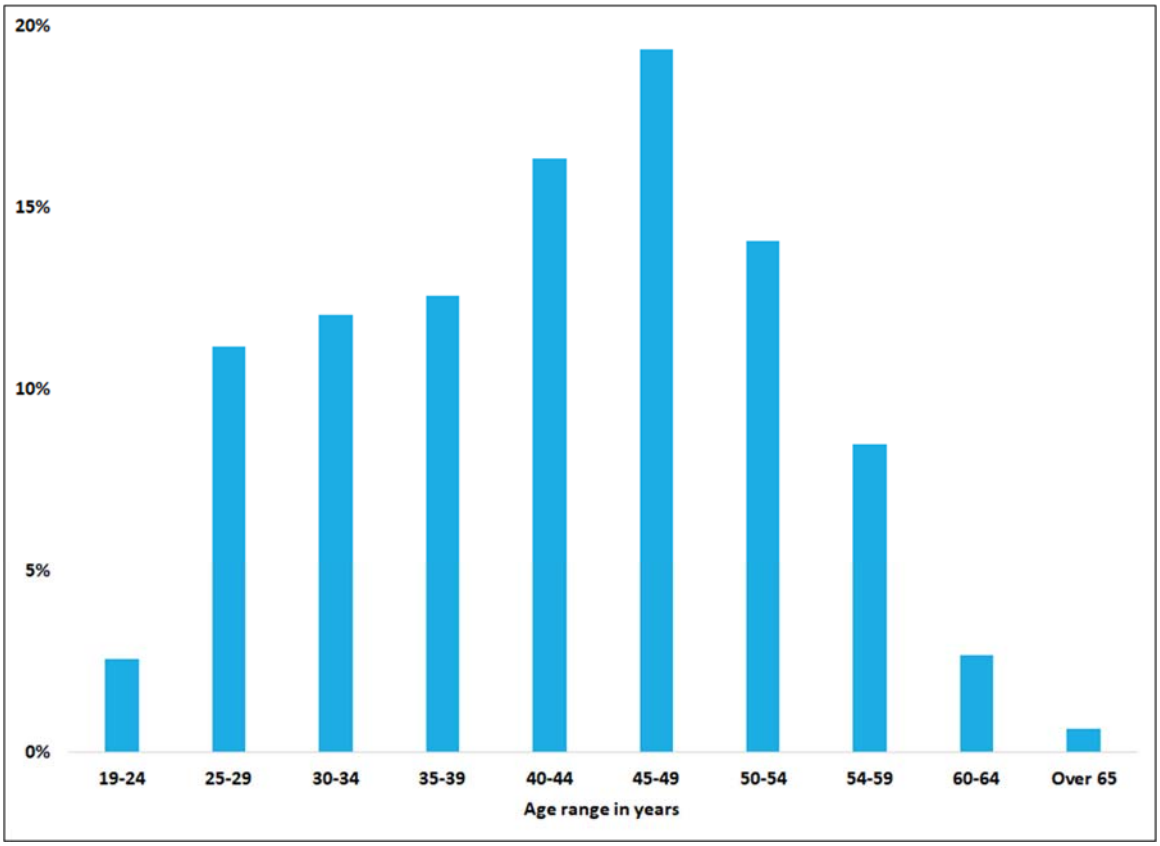

Figure 1. Ages of Survey Respondents

2. Education and Experience

Education level, years of service, rank, and prior military service may contribute to the experience levels of officers and their viewpoints regarding their work. Gardiner surveyed police officers in the United States on education levels and found that 51.8% had an associate degree, 30.2% had a bachelor's degree, and 5.4% had a graduate degree.[162] Table 4 presents the degree level for the respondents of this survey for comparison. The responses for this survey do not mirror Gardiner's for a side-by-side comparison. In comparison to Gardiner's results, this survey had less than half the number of officers with an associate degree and more officers with bachelor's and graduate degrees. Some agencies recognize military experience as an alternative or in addition to educational experience. In

[162] Christine Gardiner, "How Educated Should Police Be?," *National Police Foundation* (blog), October 6, 2017, https://www.policefoundation.org/study-examines-higher-education-in-policing/.

this research survey, 30% of participants responded they had military experience, 63.33% responded they did not have military experience, and 6.67% declined to answer.

Table 4. Survey Education Level Representations

Education Level	Representation
High School	27.0%
Associate	20.8%
Bachelor's	43.9%
Master's	7.6%
Professional	0.4%
Doctorate	0.3%

In addition to education, this survey asked respondents how many years of experience they had as law enforcement officers. Respondents chose single-year answer choices up to 31 years for their years of experience. At 31 years, the answer choices changed to five-year increments, with the last answer choice as more than 40 years. Figure 2 presents the respondents' years of experience as law enforcement officers combined into five-year increments. Figure 2 also depicts the years of experience as declining, starting at 26 years.

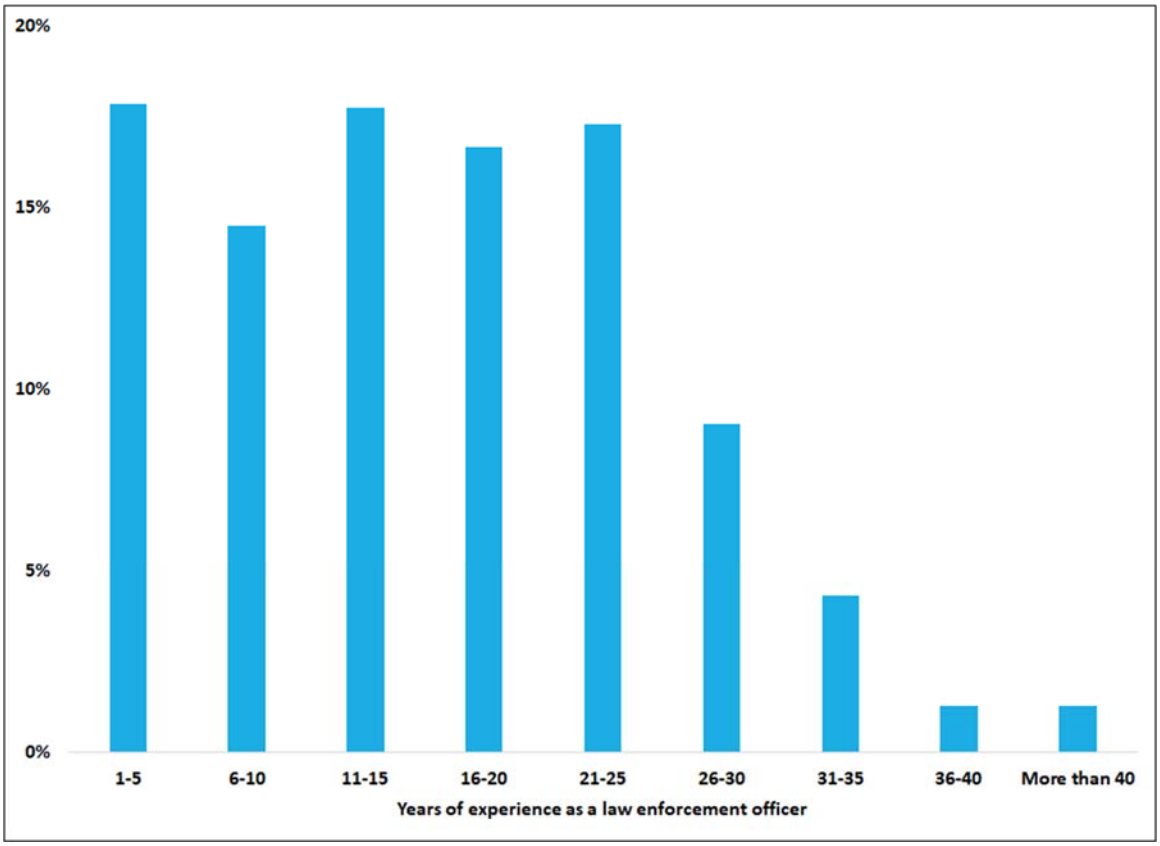

Figure 2. Years of Experience as a Law Enforcement Officer of Respondents

This survey also asked respondents how many years of experience they had as law enforcement officers and their rank to determine any correlations with satisfaction levels. Figure 3 presents the rank representation of the respondents to the survey. The exception is the rank of corporal; however, not all agencies have this rank in their command structure.

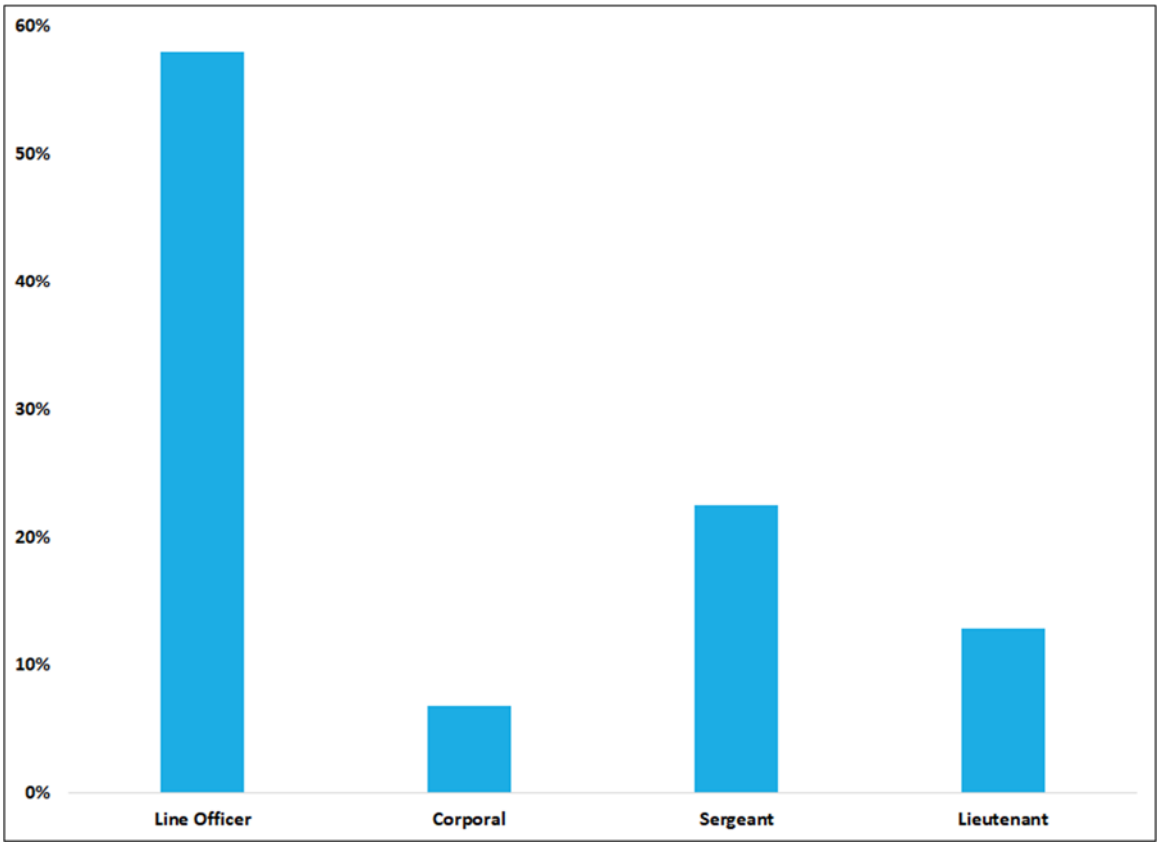

Figure 3. Ranks of Respondents

3. Agency Representation

The survey includes respondents from city, county, and state law enforcement agencies. This research categorizes these differences as the jurisdiction and considers whether the jurisdiction influences job satisfaction. Both the 2016 LEMAS survey and 2008 CSLLEA measured the number of officers in each of these jurisdictions within varying agency pools.[163] Approximately 21 police departments, eight sheriffs' offices, and six state agencies received this survey. Figure 4 presents the results for each of the jurisdictions from the 2008 CSLLEA, 2016 LEMAS, and this survey. This survey's respondents represented 32.8% from the city, 21.8% from the county, and 45.4% from the state. Although similar to the reported officers in the county, the survey respondents

[163] Hyland, *Full-Time Employees in Law Enforcement Agencies*, 2; Reaves, *Census of State and Local Law Enforcement Agencies, 2008*, 2.

represented less city officers and more state officers than the CSLLEA and LEMAS, which is most likely due to the convenience sample used for respondents to the survey.

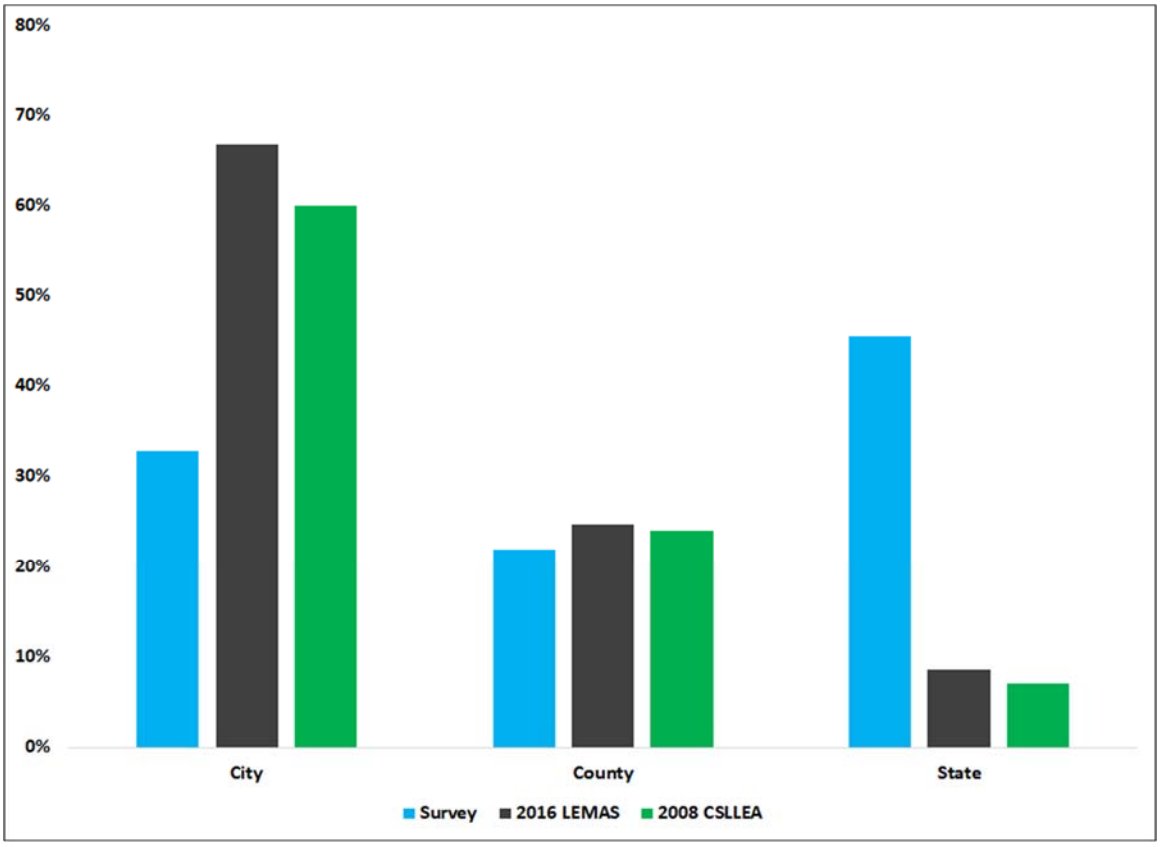

Figure 4. Respondents Representation of Jurisdictions Compared to National Averages

This survey also collected information from the respondents on the size of their agencies. This research survey used the categories of 0–50 officers, 51–100 officers, 101–500 officers, 501–2,000 officers, and more than 2,000 officers. The 2008 CSLLEA and 2016 LEMAS differed from this survey in their categories for agency size. Additionally, the 2016 LEMAS stopped measuring sheriff's offices at 500 officers. The differences between the CSLLEA and LEMAS surveys and the survey used for this research make comparisons difficult. Therefore, Figure 5 presents the agency size representations for the respondents to this survey only.

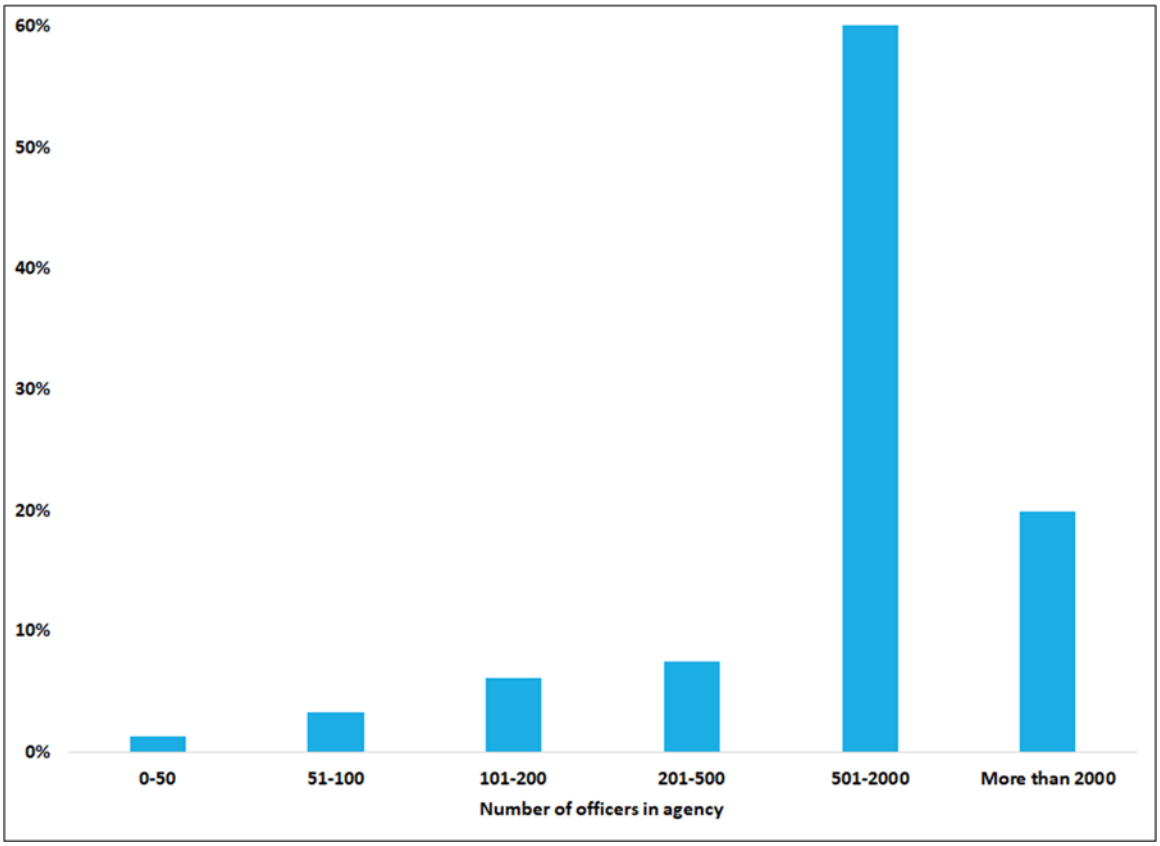

Figure 5. Survey Responses for Size of Agency

4. Officers Who Have or Want to Change Agencies

Two questions in the demographic section allow the consideration of officers' previous actions and current plans to leave their agencies. Those two questions concern whether the officers have previously left another law enforcement agency and whether the officers are currently considering leaving their agencies. Both questions ask the officers to provide a reason and provide the seven facets included in this survey as answer options plus the ability to choose *Other* and write a response. Answer options of *Other* with a written response were evaluated and recoded to the seven facets where possible. As part of this process, the facet for immediate supervisor expands to include all supervisor related issues. These questions provide further insight to past decisions and current considerations for comparison to the survey results.

The majority of respondents, 66.7%, indicated they have not worked for previous law enforcement agencies. Of those respondents who did indicate working for a previous law enforcement agency, 19.3% worked for one previous agency, 8.7% worked for two previous agencies, 3.7% worked for three previous agencies, and 1.3% worked for four or more previous agencies. Figure 6 presents the reasons for leaving the previous agencies.

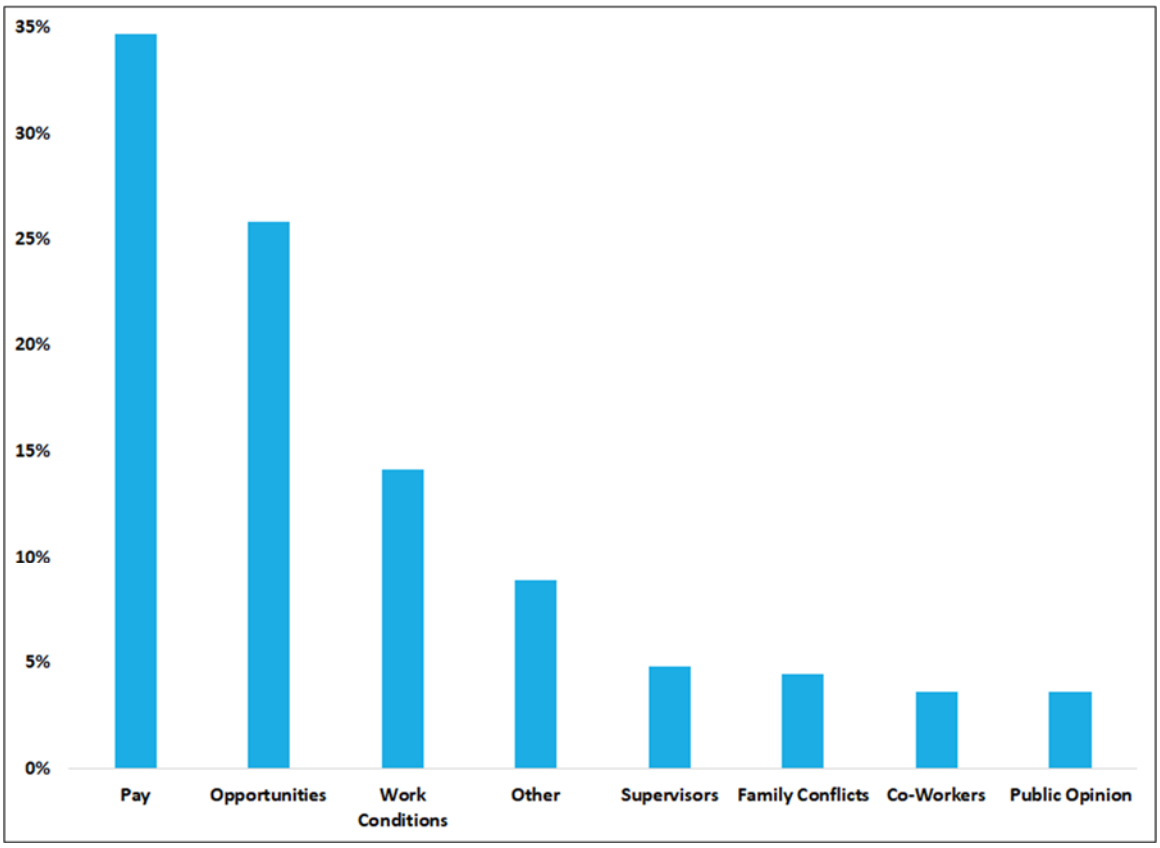

Figure 6. Reasons for Leaving Previous Agencies

The survey indicated that 21.4% of respondents indicated that they were currently thinking about leaving their agencies. Figure 7 depicts the reasons officers are contemplating leaving their current agencies. Of the 91 respondents who chose *Other* as the reason for considering leaving their agency, 46 respondents listed the reason as retirement. The respondents' other responses were translated into the seven facets where possible; otherwise, they were categorized as *Other*. Figures 6 and 7 show that the three

most common reasons for officers who indicated they left previous agencies or are currently thinking about leaving their agencies, excluding retirement, are issues with pay, lack of opportunities, and work conditions.

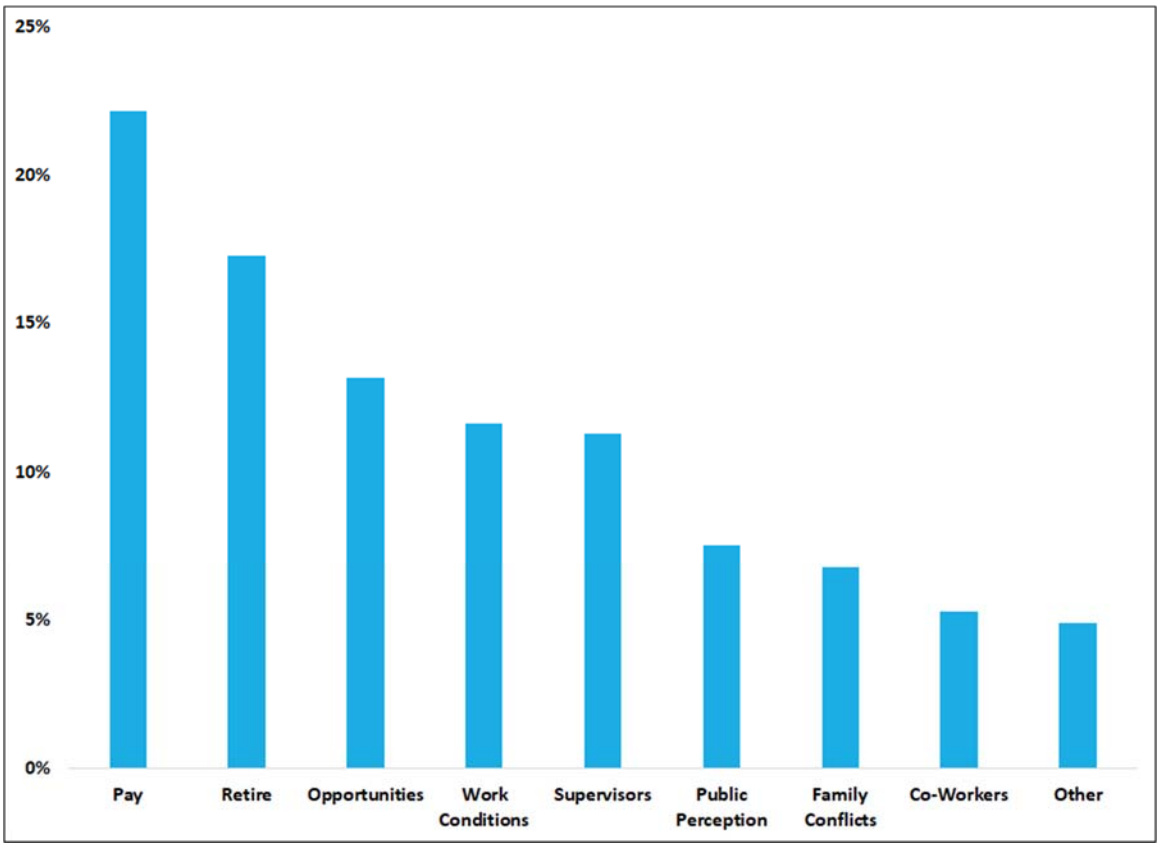

Figure 7. Reasons Officers Are Considering Leaving their Current Agencies

5. Survey Respondents Compared to the U.S. Law Enforcement Community

This survey collected more demographic information than was readily available on officers through the BJS, such as age and experience levels. In comparison to the BJS reports on the law enforcement community, the survey sample is in line with gender representations. The survey sample represents some variation from the BJS samples in relation to race; however, the differences for Whites may account for the lack of a Hispanic option in this survey. The survey sample presents a difference in representing Black officers of 2 to 4% due to being a convenience sample. Additionally, due to survey

respondents being pulled from a convenience sample, the survey respondents represent more state officers and less city officers than the national population. Overall, the sample is generally representative of the national law enforcement community, which will provide insight into the national community's views on satisfaction and intentions to quit.

B. SURVEY RESULTS

This section analyzes the demographic information collected in relation to the survey results to determine any trends for particular demographic groups in relation to satisfaction or intentions to quit. Additionally, the collection of responses on past reasons for leaving a law enforcement agency and current reasons for considering leaving an agency provide an additional opportunity for comparison to the respondents' survey results for current levels of satisfaction and intentions to quit.

Quantitative analysis guides the discussion of the survey results. The quantitative descriptions for each facet represent the statistical analysis, which includes descriptive and inferential statistics. Excel and JMP Pro 15 allowed the conversion of the answer options of strongly disagree, disagree, neither agree or disagree, agree, and strongly agree from nominal data into numerical data, as displayed in Table 5.

Table 5. Answer Responses

Answer Choice	Numerical Representation
Strongly Agree	5
Agree	4
Neither Agree or Disagree	3
Disagree	2
Strongly Disagree	1
Not Applicable	*

Note. *Responses of Not Applicable did not receive a value.

The analysis is broken into sections for each facet of job satisfaction and overall satisfaction. Each facet includes subsections for satisfaction and intentions to quit. Each section includes descriptive statistics for the facet, as well as the individual statements. Excel and JMP Pro 15 provided means for satisfaction and intentions to quit using the

converted answer responses. The distribution function of JMP Pro 15 allowed for the analysis of whether answer choices were consistent or whether any statements had answer options chosen more or less frequently than other answer options for any given statement within the facet. An analysis of the Cronbach's alpha, which is the measure of internal reliability and represents how closely related the statements are, reveals the questions and corresponding answers are reliable and relative to what is measured (all facet alpha values were above .70). See Appendix D for the Cronbach's alpha. Descriptive statistics and a comparison of means between the entire sample and demographic subgroups identify areas for additional consideration. The results reveal that the demographic areas of gender, education, military experience, age, and years of experience are not significant to most, if not all, facets.

1. Pay

Law enforcement officers receive several forms of financial compensation in addition to their base salary including health and retirement benefits, additional pay for education and training, and issued equipment and uniforms. These benefits, as well as the base salary, vary among law enforcement agencies and may affect officers' satisfaction with pay and their agencies. For this research, the pay facet focuses on officer salary, as well as the other forms of compensation described previously. The pay facet includes discussions of two sub facets, pay satisfaction and pay intentions to quit.

a. Pay Satisfaction

The survey contains 10 statements related to the various forms of compensation law enforcement officers receive as measurements for satisfaction with pay. Additionally, the survey includes statements about compensation for education, training, health, retirement, and other additional benefits, as well as statements to relate salary to other agencies, time in service, and cost of living. The mean for statements regarding satisfaction with pay is ostensibly neutral (M = 3.02), which represents an average response on a one to five scale that is neither satisfied nor unsatisfied.

Table 6 displays the overall results for pay intentions to quit, as well as the demographic subgroups with significantly different means. JMP Pro 15 allowed for the

analysis of variance (ANOVA) to identify differences in the demographic subgroups for the facet. In the table, *n* represents the sample size and *M* represents the mean, or average, of the responses. The standard deviation (*SD*) represents the amount answers vary among participants from the average. The degrees of freedom (*df*) represent the number of alternative answer choices. The T-statistic (*t*) or F value (*F*) indicates how different the means are between the demographic subgroups, with the T-statistic value when only two subgroups are present, and the F value when there are more than two subgroups. The p value (*p*) represents the probability that responses will vary from sample to sample. The same headers are also used for the other tables presented in this thesis.

Table 6. Pay Satisfaction Descriptive Statistics and *ANOVA*

Element	Subgroup	*n*	*M*	*SD*	*df*	*t*	*F*	*p**
Sample		929	3.02	0.86				
Race	White	741	3.08	0.87	1	3.26		.001
	Non-White	151	2.83	0.79				
Rank	Corporal	63	2.72	.074	3		6.09	.000
	Lieutenant	119	3.24	.085				
Jurisdiction	County	203	3.48	0.74	2		50.00	.000
	State	421	2.78	0.85				
Agency Size	101–500	127	3.74	0.67	3		44.13	.000
	501–2000	575	2.94	0.86				
	Over 2,000	184	2.73	0.77				

Note: *95% Confidence interval used for calculating *p* values.

The subgroups depicted with significant responses in relation to the mean may assist agencies in identifying areas of strength concerning pay or those needing improvement. Corporals report significantly less satisfaction than the mean; however, this situation may not be important to all agencies since not everyone has the rank of corporal. Comparatively, lieutenants are significantly more satisfied than the mean. Whites are significantly more satisfied with pay than Non-Whites. Medium sized agencies with 101–500 employees and county employees are significantly more satisfied while the larger agencies and state employees are significantly less satisfied. These areas provide themes

agencies can look at to compare themselves with agencies with high levels of pay satisfaction to determine what they may be doing differently.

The analysis of means for each facet within JMP Pro 15 facilitated the analysis of each demographic area's response to the statements related to pay satisfaction. The statistically significant demographic areas are consistent concerning the statements regarding salary. However, although officers at larger agencies demonstrated significantly lower levels of satisfaction regarding salary, they demonstrate significantly higher levels of satisfaction with benefits. Even more interesting, although city officers are more satisfied overall and with salary, they are significantly less satisfied with health and equipment benefits while state officers are the reverse and less satisfied overall but more satisfied with health and equipment benefits.

Due to the complex nature of the pay facet, an analysis of the individual questions assists with distinguishing the effects of salary and benefits on pay satisfaction. This analysis may assist agencies with identifying areas to focus their attention on to increase pay satisfaction or areas in which they are successful regarding pay satisfaction. Figure 8 represents the mean response for each of the 10 statements measuring pay satisfaction.

As Figure 8 depicts, the salary rate represents the lowest level of satisfaction, which implies officers are most unsatisfied with the rate at which their salary changes over time. In contrast, equipment benefits represent the highest level of satisfaction. This area includes take home vehicles, uniforms, and weapons. Therefore, this response implies that officers are satisfied with the equipment their agencies provide and the fact the officers do not have to carry the expense for those items. Health and retirement benefits also represent high levels of satisfaction.

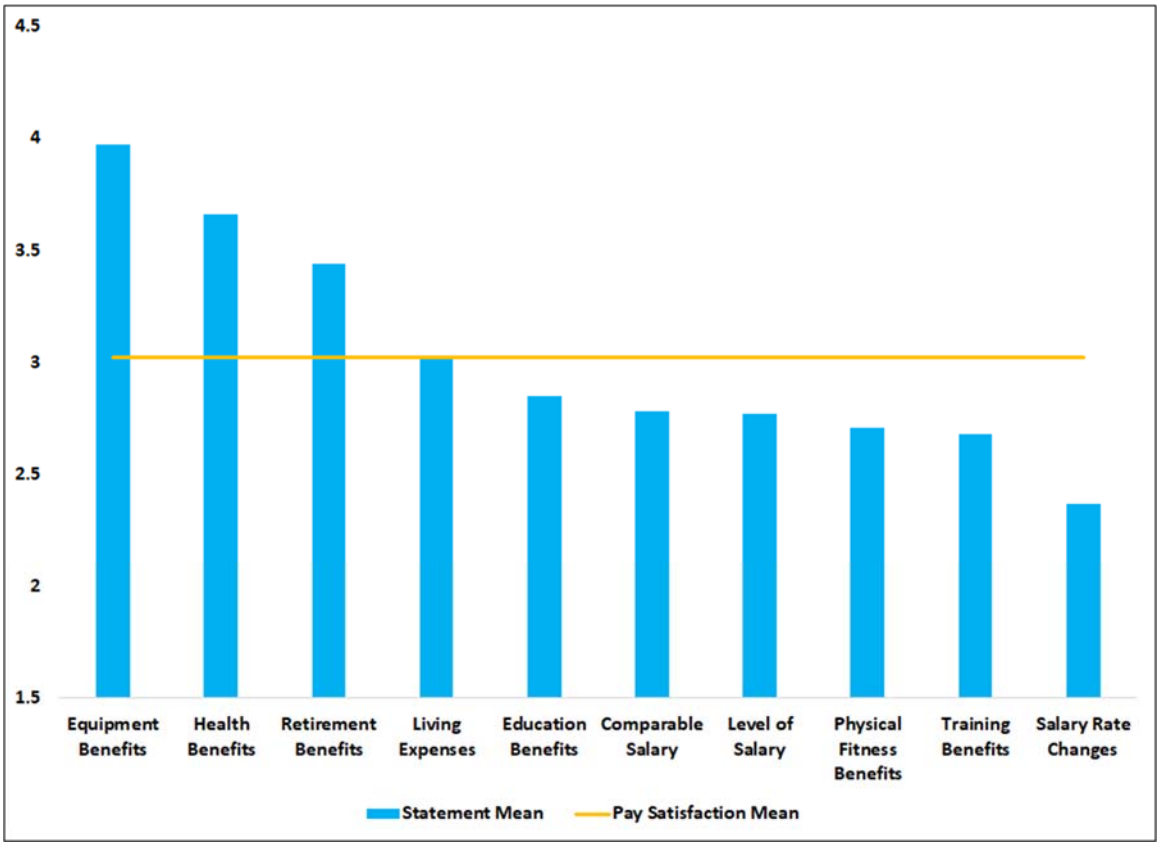

Figure 8. Pay Satisfaction Statement Responses

Pay is not currently an issue for dissatisfaction; however, its mean shows that it is not a source of satisfaction either. Agencies may evaluate the areas that are statistically significant with high or low levels of satisfaction to determine how they fall into the results and whether areas for improving the pay satisfaction of their officers need to be examined. In addition to evaluating the level of pay satisfaction, agencies should consider officers' reported intentions to quit because of pay-related issues to identify potential areas of consideration for policies to increase retention.

b. Pay Intention to Quit

The survey contains four statements to measure the respondents' overall intentions to quit because of pay. Of these four statements, two relate to salary and two relate to health and retirement benefits. The two statements related to salary differentiate leaving the agency for another agency with better pay and leaving for another profession with better

pay. The mean value for Pay Intentions to Quit facet (M = 2.61) is below the 3.00 indifference benchmark, suggesting pay is not a significant driver of law enforcement departures. Table 7 displays the overall results for pay intentions to quit, as well as the demographic sections with significantly different means.

Table 7. Pay Intentions to Quit Descriptive Statistics and *ANOVA*

Element	Subgroup	*n*	*M*	*SD*	*df*	*t*	*F*	*p**
Sample		930	2.61	1.19				
Race	White	741	2.55	1.17	1	-2.04		.042
	Non-White	151	2.77	1.22				
Rank	Sergeant	209	2.39	1.12	3		4.69	.003
Jurisdiction	County	203	2.41	1.11	2		5.69	.004
	State	422	2.74	1.18				
Agency Size	101-500	127	2.11	1.07	3		9.55	.000

Note: *95% Confidence interval used for calculating *p* values.

The subgroups with statistically significant results provide areas for agencies on which to evaluate themselves. Subgroups who indicate they are significantly less likely to leave their agencies due to pay are Whites, sergeants, county officers, and officers in agencies with 101–500 officers. The results indicate that these subgroups are less likely to leave their agencies due to pay; however, although agencies do not need specific policies to retain these subgroups over pay, they do need to monitor any changes that may affect their desires to leave the agencies. In contrast, Non-Whites and state officers are significantly more likely to want to leave their agencies due to pay than the mean population. This distinction has direct implications for state agencies to evaluate whether they are able to leverage changes in pay, such as salary or health and retirement benefits, to improve retention. Additionally, further investigation may determine whether a reason exists for Non-Whites to consider leaving due to pay.

Similar to satisfaction with pay, the statements measuring intentions to quit because of pay distinguish between salary and benefits. Therefore, in addition to analyzing the demographic responses to intentions to quit, the responses to each of the four statements regarding salary and benefits provide insight into the areas of pay most likely to influence officers' intentions to quit. Figure 9 provides the mean responses for each of the four statements measuring intentions to quit over pay.

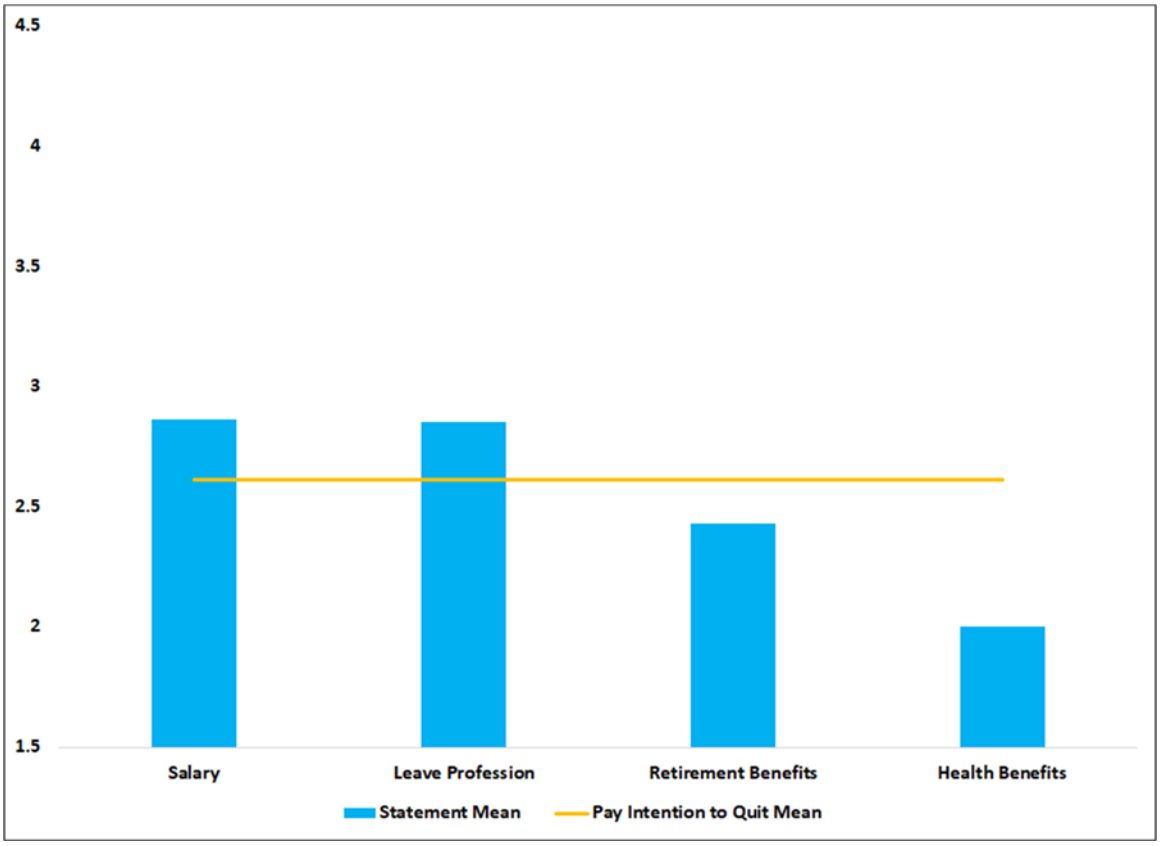

Figure 9. Pay Intentions to Quit Statement Responses

The responses to statements regarding salary and benefits for intentions to quit due to pay are similar to the responses for statements regarding pay satisfaction. The means for the two intentions to quit statements related to salary are higher than the means for the two intentions to quit statements related to benefits (*M salary* = 2.86 compared to *M benefits* = 2.22). This difference implies that officers are more likely to quit due to salary than

benefits, which is similar to officers being less satisfied with salary than benefits. The majority of responses to the statements to quit due to benefits are negative, as depicted in Figures 10 and 11.

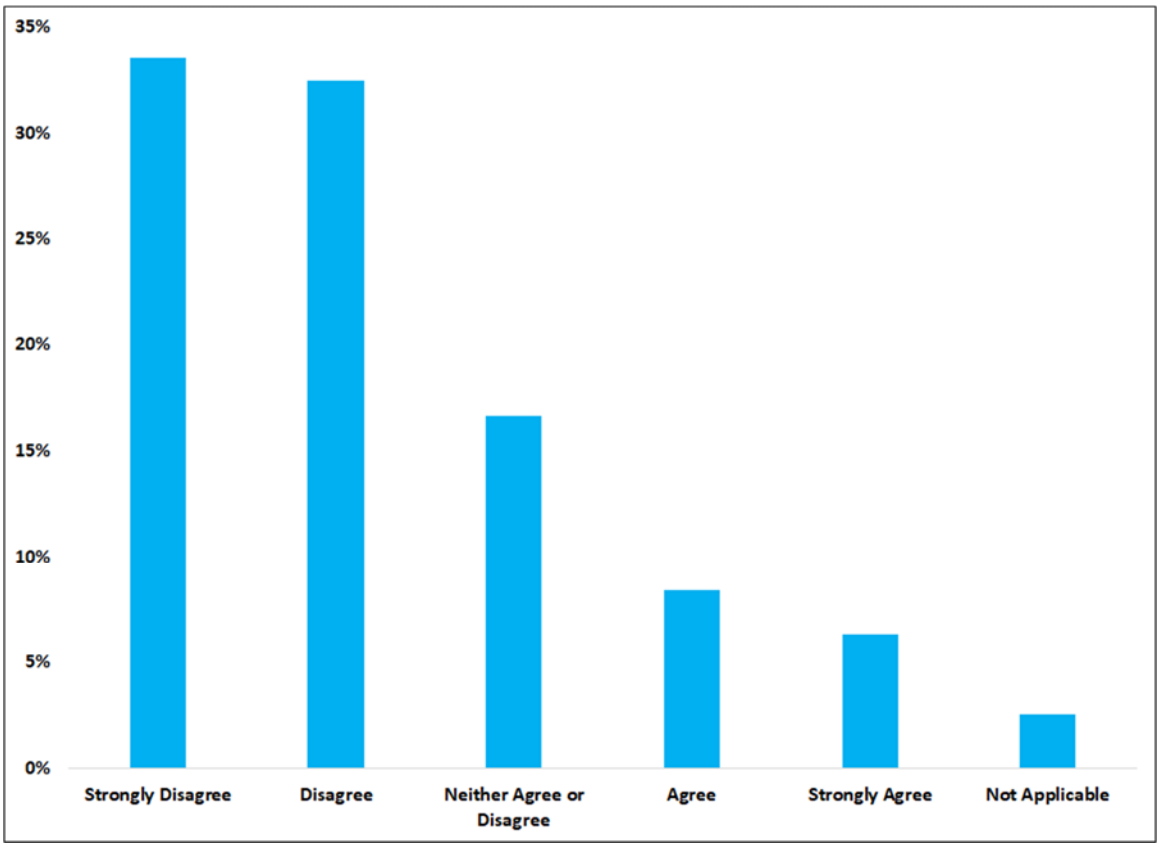

Figure 10. Answer Responses for Intentions to Quit because of Health Benefits

The majority of answer selections for the two statements related to benefits disagree with the statements indicating that officers are thinking about leaving their agencies due to benefits. In contrast, the answer selections for the two statements related to salary and intentions to quit are more widely dispersed across the answer options. The dispersal of the answer selections implies that although the majority of officers are not considering leaving their agencies due to benefits, whether officers are considering leaving due to salary may be more difficult to predict.

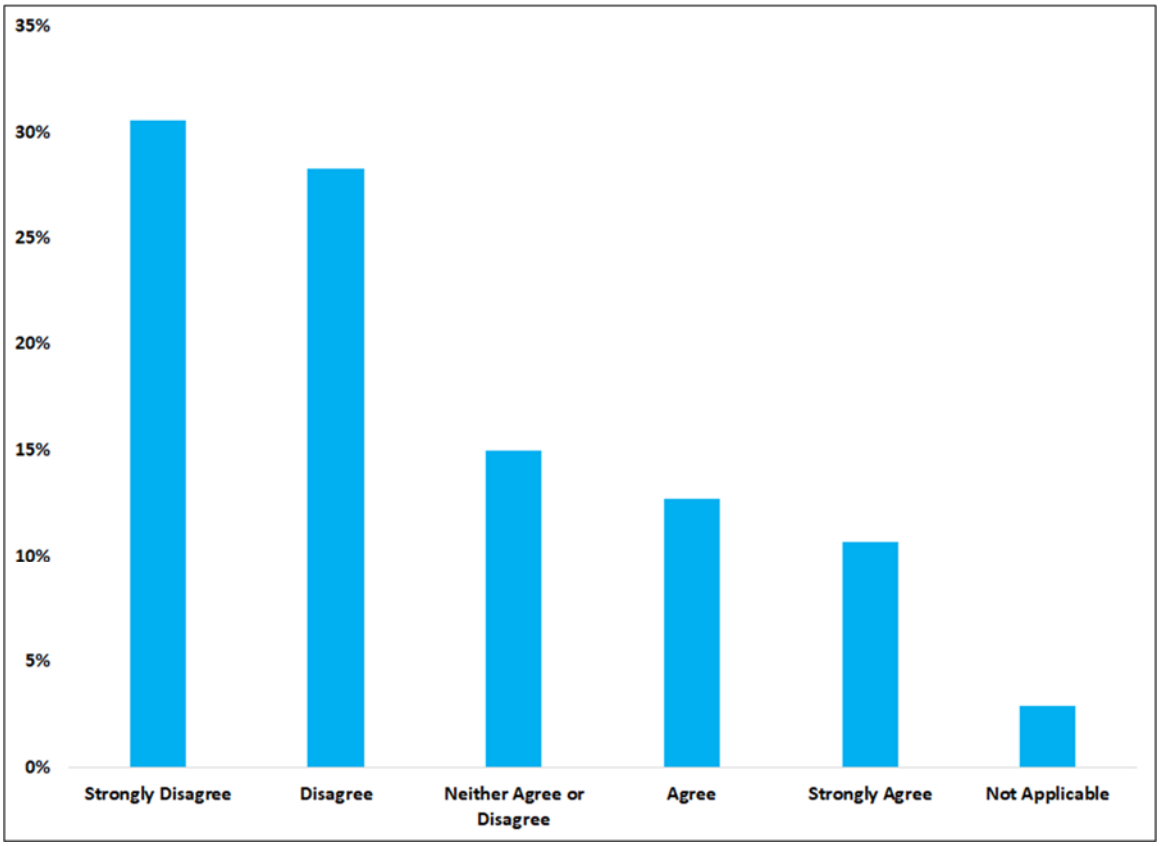

Figure 11. Answer Responses for Intentions to Quit because of Retirement Benefits

The mean for intentions to quit due to pay implies that officers are generally not planning to leave their agencies due to pay. Despite higher responses for intentions to leave due to salary than benefits, the means for all intentions to quit responses still fall below average and do not strongly indicate that officers desire to leave their agencies. The responses imply that benefits are not a consideration for officers to leave agencies; however, salary may be more of a consideration.

2. Opportunities

Opportunities for law enforcement officers range from the ability to work in specialty units, attending training and education programs, and the promotion process. The opportunities agencies provide officers may affect officers' satisfaction with those agencies and their desire to stay with these agencies. This survey focuses on opportunities at work,

such as the promotion system, variety of assignments, fair treatment, and educational advancement, advanced training, and professional development opportunities. The opportunities facet includes discussions of the two sub facets, satisfaction with opportunities and opportunities intentions to quit.

a. Satisfaction with Opportunities

The survey contains seven statements related to opportunities at work as measurements of satisfaction with opportunities. These statements relate to the promotion system, advancement opportunities, specialty assignments, variety of assignments, educational advancement, advanced training, and professional development. The mean value for the Satisfaction with Opportunities facet ($M = 3.20$) is above the 3.00 indifference benchmark while below the 4.00 satisfied benchmark. Table 8 displays the overall results for Satisfaction with Opportunities, as well as the demographic subgroups with significantly different means.

Table 8. Opportunities Satisfaction Descriptive Statistics and *ANOVA*

Element	Subgroup	*n*	*M*	*SD*	*df*	*t*	*F*	*p**
Sample		929	3.20	0.87				
Jurisdiction	County	203	3.48	0.82	2		13.70	.000
	State	421	3.12	0.83				
Agency Size	101–500	127	3.55	0.79	3		8.43	.000
	501–2000	575	3.14	0.87				
Experience	1–5	166	3.49	0.78	8		3.41	.001

Note. *95% Confidence interval used for calculating *p* values.

A comparison of means suggests the overall satisfaction with opportunities varies between specific subgroups. Table 8 highlights the statistically significant differences from the mean exist in jurisdiction, agency size, and experience. Specifically, county officers are more satisfied with opportunities than other jurisdictions while state officers are less satisfied with opportunities than other jurisdictions. Officers in agencies with 101–500

officers are more satisfied than are officers in agencies of different sizes. In contrast, officers in agencies with 501–2,000 officers are less satisfied with opportunities than are officers in agencies of other sizes. Additionally, officers with 1–5 years of service are more satisfied with opportunities than are officers with more experience.

A comparison of means for the individual statements suggests satisfaction with specific opportunities varies between subgroups. County officers are specifically more satisfied (*M county* = 3.48) with the ability to reach their full potential, the variety of assignments, and personal education, advanced training, and professional development opportunities. State officers are only significantly less satisfied on the statement regarding the variety of assignments. Although not statistically significant for the entire facet, city officers are significantly more satisfied with the variety of assignments while significantly less satisfied with personal education, advanced training, and professional development opportunities. The only opportunities that officers in agencies with 101–500 officers are not significantly satisfied with are advanced training and professional development opportunities. Similarly, the only opportunities that officers in agencies with 501–2,000 officers are not significantly less satisfied with are the variety of assignments and professional development opportunities. Interestingly, officers in agencies with more than 2,000 officers are the ones less satisfied with the variety of assignments. The officers with 1–5 years of experience are not as satisfied with the variety of assignments and education opportunities.

In addition to the subgroups identified in the comparison of means for the facet, for individual statements, statistically significant differences from the mean exist in age, gender, race, and rank. Officers aged 19–29 years old are more satisfied with the promotion system and ability to reach their full potential. Additionally, officers aged 19–24 years old are more satisfied over fairness in specialty assignments and professional development opportunities than older officers. In contrast, officers aged 45–54 are less satisfied with the promotion system and officers aged 45–49 are less satisfied with the ability to reach their full potential. Females are less satisfied with the ability to reach their full potential and the fair assignment of specialty positions in comparison to males who are more satisfied in these areas. In addition, Whites are less satisfied with the fair assignment of specialty

positions in comparison to non-Whites. Figure 12 depicts the levels of satisfaction for each statement in relation to the overall level of Satisfaction with Opportunities.

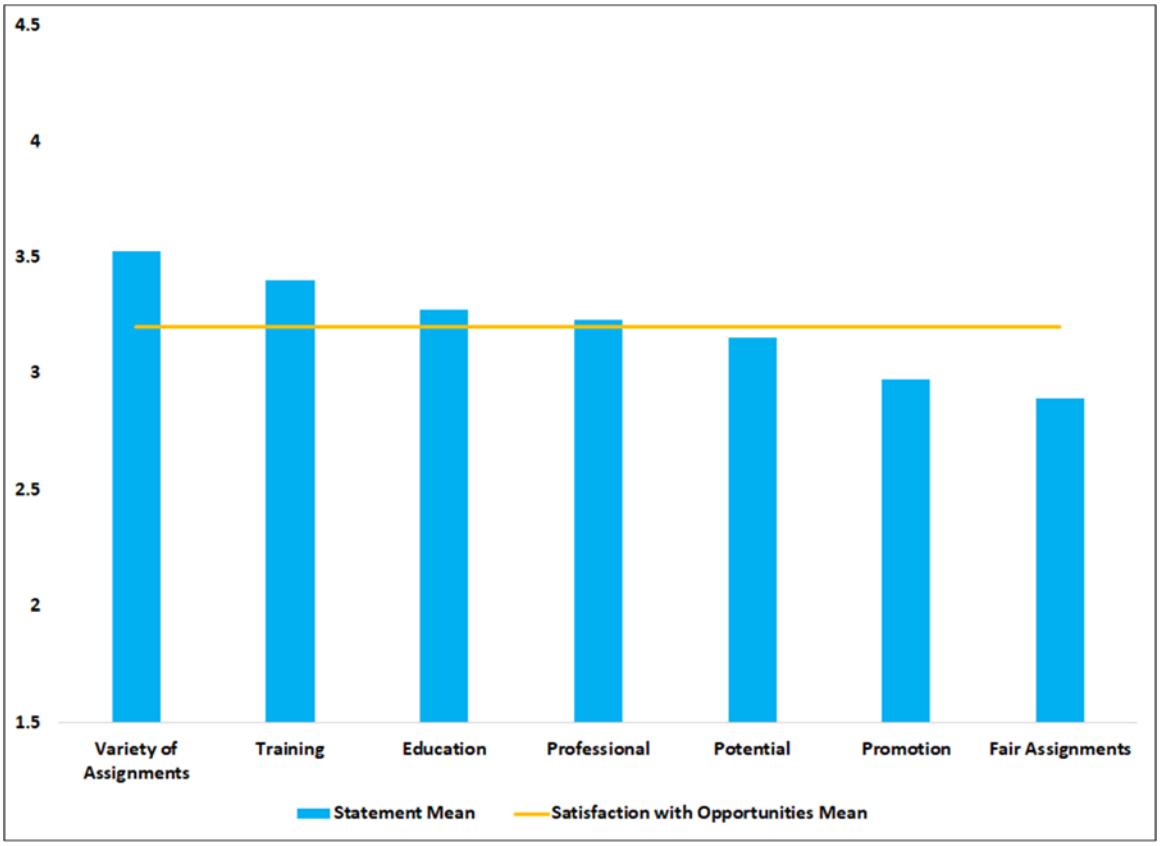

Figure 12. Satisfaction with Opportunities Statement Responses

As Figure 12 illustrates, officers are most satisfied with the variety of assignments yet least satisfied with the fair dispersal of the assignments. These results imply that not only is it important for agencies to have a variety of assignments but also to have fair policies and procedures for filling those assignments. Similarly, officers are also less satisfied with the promotion process.

Opportunities are not currently an issue for dissatisfaction; however, its mean shows it is not a source of satisfaction either. Agencies may evaluate the areas statistically significant with high or low levels of satisfaction to determine whether areas for improving satisfaction with opportunities for officers need to be examined. In addition to evaluating

the level of satisfaction with opportunities, agencies should consider officers' reported intentions to quit because of opportunities to identify potential areas of consideration for policies and opportunities to increase retention.

b. Opportunities Intention to Quit

The survey contains four statements to measure the respondents' overall Opportunities Intentions to Quit. These four statements relate to a lack of promotion, specialty positions and professional development opportunities, as well as diverse assignments as related to intentions to quit. The mean value for the Opportunities Intentions to Quit facet (*M* =2.21) is below the 3.00 indifference benchmark suggesting opportunities are not a significant driver of law enforcement departures. Table 9 displays the overall results for Opportunities Intentions to Quit, as well as the demographic sections with significantly different means.

Table 9. Opportunities Intentions to Quit Descriptive Statistics and *ANOVA*

Element	Subgroup	*n*	*M*	*SD*	*df*	*t*	*F*	*p**
Sample		916	2.21	1.00				
Rank	Corporal	63	2.68	1.07	3		6.83	.000
Jurisdiction	County	200	2.03	0.95	2		10.30	.000
	State	419	2.37	1.03				

Note. *95% Confidence interval used for calculating *p* values.

A comparison of means suggests the overall intention to quit over opportunities varies between specific subgroups. Table 9 highlights that the statistically significant differences from the mean arise in rank and jurisdiction. Specifically, corporals are more likely to quit due to opportunities than other ranks. The results for corporals are consistent across all four statements. Conversely, sergeants are less likely to quit due to opportunities related to specialty positions than the other ranks. County officers are less likely to quit due to opportunities, which is consistent for all the opportunities except promotion. In contrast, state officers are more likely to quit due to opportunities, except for opportunities

related to specialty positions. Interestingly, city officers are also less likely to quit due to specialty positions. A comparison of means for the individual intentions to quit statements also reveal that officers from agencies with 100 officers or less and officers with 6–10 years of experience are more likely to quit due to a lack of specialty positions and diverse assignments than are officers from larger agencies or with more years of experience. Figure 13 displays the means for each statement, as well as the mean for the Opportunities.

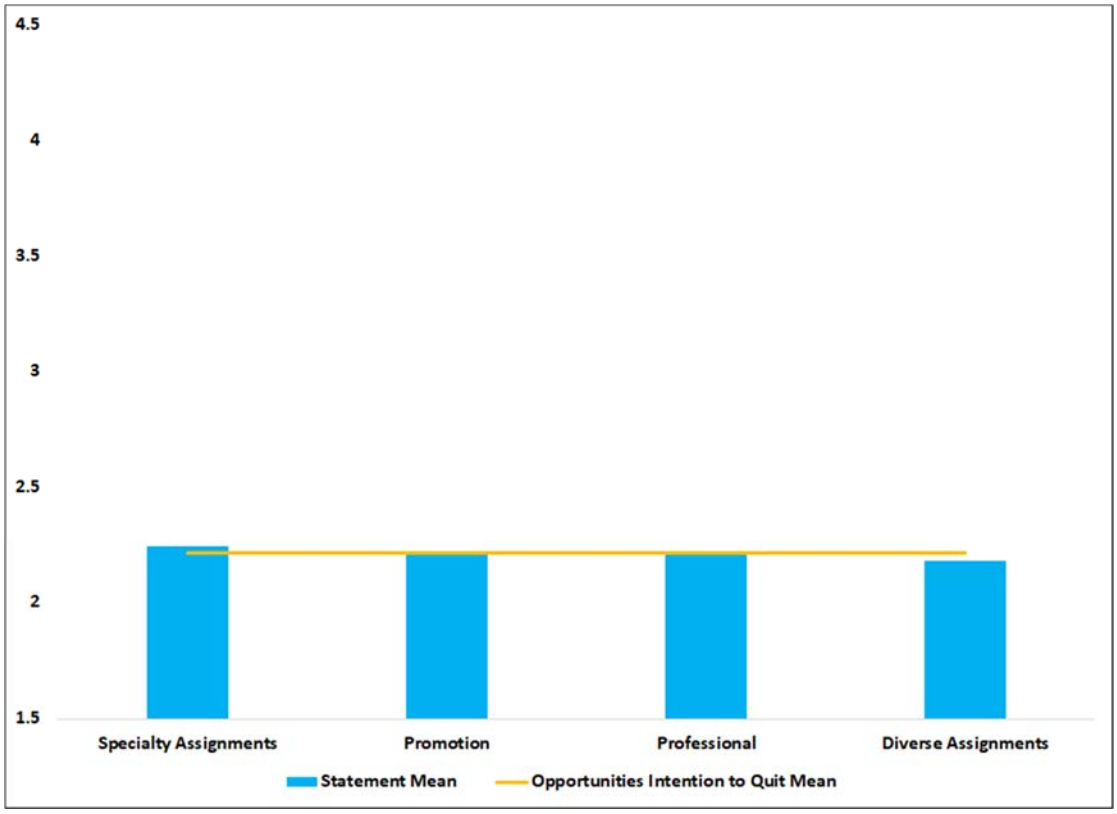

Figure 13. Opportunities Intention to Quit Statement Responses

The mean for intentions to quit over opportunities implies that officers are generally not planning to leave their agencies due to opportunities. As Figure 13 depicts, a wide variation in intentions to quit among the four response options related to opportunities is not present. Additionally, the means for all intentions to quit responses are below the average, or indifferent benchmark, and are not strong indicators that officers desire to leave their agencies. However, the differences in demographic responses may guide agencies

with decisions on policies and procedures in relation to opportunities and those decisions that may influence retention.

3. Co-Workers

Co-workers are important to law enforcement officers because they rely on each other to be available in emergencies and provide assistance. This survey measures how the relationship with co-workers affects officers' satisfaction, as well as intentions to leave their agencies. The co-workers facet includes discussions of two sub facets, satisfaction with co-workers and co-workers intention to quit.

a. Satisfaction with Co-Workers

The survey contains nine statements related to co-workers as measurements of satisfaction with co-workers. The mean value for the Satisfaction with Co-Workers facet (M = 3.99) is above the 3.00 indifference benchmark and just below the 4.00 satisfaction benchmark suggesting that co-workers may be a strong source of satisfaction for law enforcement officers. Table 10 displays the overall results for satisfaction with co-workers, as well as the demographic subgroups with significantly different means.

Table 10. Co-Workers Satisfaction Descriptive Statistics and *ANOVA*

Element	Subgroup	*n*	*M*	*SD*	*df*	*t*	*F*	*p**
Sample		929	3.99	0.73				
Jurisdiction	County	203	4.11	0.65	2		5.59	.004
	State	421	3.91	0.78				
Agency Size	101–500	127	4.23	0.53	3		6.25	.000

Note. *95% Confidence interval used for calculating *p* values.

A comparison of means suggests the overall satisfaction with co-workers varies between specific subgroups. Table 10 highlights that the statistically significant differences from the mean exist based on jurisdiction and agency size. Specifically, county officers are more satisfied with co-workers while state officers are less satisfied with co-workers. City

officers are more satisfied with co-workers in terms of knowledge and trust. Officers in agencies with 101–500 officers are more satisfied than are officers in agencies of other sizes. A comparison of means for individual statements reveal that officers in agencies with 101–500 officers are more satisfied with every statement except the statement about whether bullying occurs in the workplace. In contrast, officers in agencies with more than 2,000 officers are less satisfied in response to the statements that their co-workers are knowledgeable and dependable. Line officers are less satisfied with co-workers regarding statements about enjoying working with their co-workers and working as a team. The officers aged 19–24 and 30–34 years old are more satisfied with spending time with co-workers away from work than other age groups. Similarly, officers with 1–5 years of experience also are more satisfied with spending time with co-workers away from work than more experienced officers. Figure 14 displays the mean satisfaction for each of the statements for the Satisfaction with Co-Workers facet.

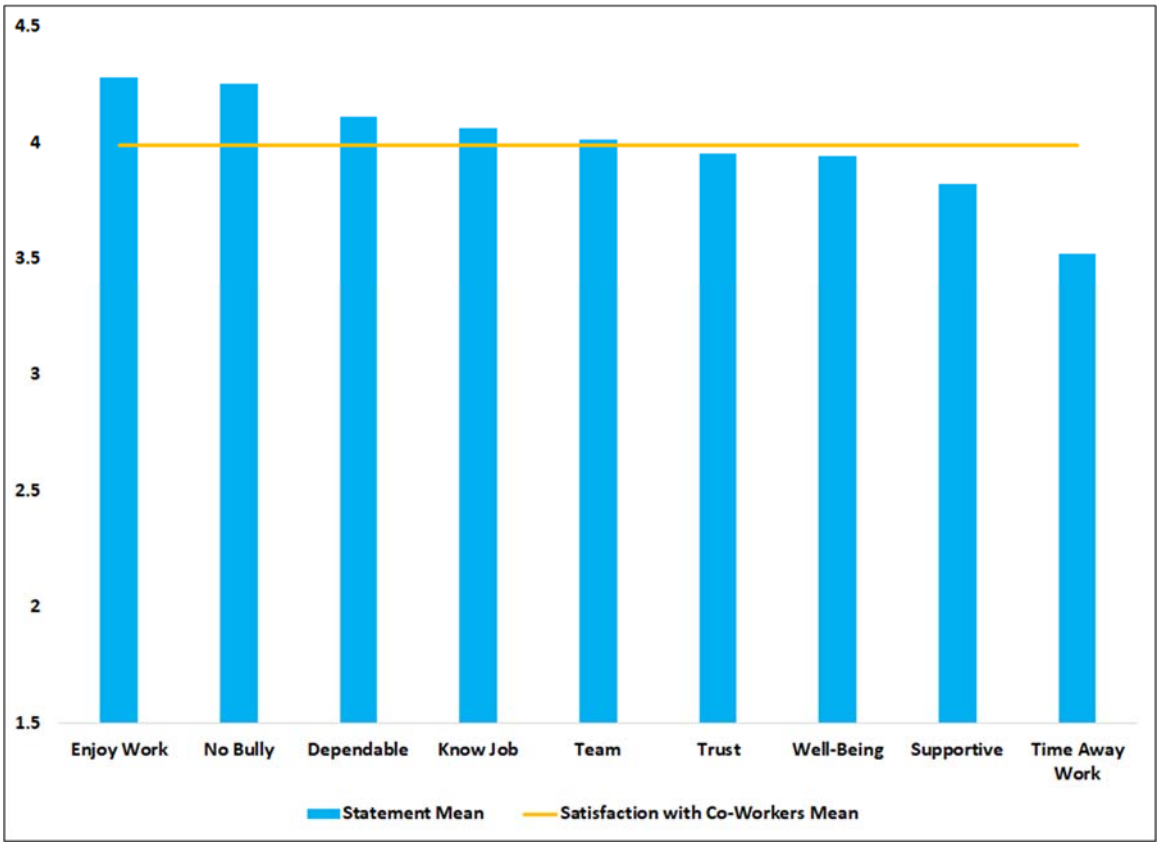

Figure 14. Satisfaction with Co-Workers Statement Responses

The mean for satisfaction with co-workers implies that, overall, officers are satisfied with their co-workers. However, agencies may evaluate the areas statistically significant with high or low levels of satisfaction to determine whether areas for improving officers' satisfaction with their co-workers may be explored. In addition to evaluating the level of satisfaction with co-workers, agencies should consider officers' reported intentions to quit because of co-workers to identify potential areas of concern regarding retention.

b. Co-Workers Intention to Quit

The survey contains one statement to measure the respondents' intentions to quit because of co-workers. The mean value for the Co-Workers Intentions to Quit facet (M = 1.79) is below the 2.00 disagreement benchmark suggesting that co-workers do not significantly drive law enforcement departures. Table 11 displays the overall results for co-workers intentions to quit, as well as the demographic sections with significantly different means.

Table 11. Co-Workers Intentions to Quit Descriptive Statistics and *ANOVA*

Element	Subgroup	*n*	*M*	*SD*	*df*	*t*	*F*	*p**
Sample		918	1.79	1.08				
Gender	Female	117	2.10	1.28	1	-3.34		.001
	Male	801	1.75	1.04				
Jurisdiction	County	200	1.63	1.01	2		5.03	.007
	State	420	1.91	1.12				
Agency Size	101–500	124	1.50	0.87	3		5.14	.002

Note. *95% Confidence interval used for calculating *p* values.

The subgroups with statistically significant results provide areas for agencies on which to evaluate themselves. A comparison of means suggests the overall intention to quit because of co-workers varies between specific subgroups. Table 11 highlights the statistically significant differences from the mean in gender, jurisdiction, and agency size. Specifically, females are more likely to quit due to co-workers than males. Additionally,

state officers are more likely to quit due to co-workers while county officers are less likely to quit due to co-workers. In addition, officers in agencies with 101–500 officers are less likely to quit due to co-workers than are officers in agencies of other sizes. Gender is the only subgroup with significant responses for intentions to quit due to co-workers that did not also have significant responses for satisfaction with co-workers. One possible implication of this lack of a relationship is that co-workers are more significant in determining intentions to quit than satisfaction when it comes to the gender subgroups. The subgroups that had significant responses for both intentions to quit and satisfaction with co-workers were consistent, with high satisfaction and low intentions to quit.

The mean for intentions to quit due to co-workers implies that officers are generally not planning to leave their agencies because of co-workers. The mean for intention to quit due to co-workers falls below the 2.00 benchmark for disagreement, which supports the idea that co-workers are not a strong motivator for officers to leave their agencies. The implications—along with those from the demographic subgroups who responded with significantly different results—can guide agencies on decisions to monitor and foster co-worker interactions and ascertain how those interactions may influence retention.

4. Immediate Supervisor

The immediate supervisor of a law enforcement officer can set the tone for how those officers view their jobs, as well as the agency as a whole. This survey measures how immediate supervisors influence officers' satisfaction and intentions to quit. The immediate supervisor facet includes discussions of two sub facets, satisfaction with immediate supervisor and immediate supervisor intentions to quit.

a. Satisfaction with Immediate Supervisor

The survey contains nine statements to measure satisfaction with the officers' immediate supervisors. These statements relate to the respondents' perceptions of fairness, trust, support, and the supervisors' job performance. The mean value for the Satisfaction with Immediate Supervisor facet (M = 4.00) equals the 4.00 agreement benchmark suggesting officers are generally satisfied with their immediate supervisors. Table 12

displays the overall results for the satisfaction with immediate supervisor facet, as well as the demographic subgroups with significantly different means.

Table 12. Immediate Supervisor Satisfaction Descriptive Statistics and *ANOVA*

Element	Subgroup	*n*	*M*	*SD*	*df*	*t*	*F*	*p**
Sample		929	4.00	0.94				
Gender	Female	120	3.81	1.01	1	2.40		.017
	Male	809	4.03	0.93				
Jurisdiction	City	305	3.89	1.00	2		3.96	.020

Note. *95% Confidence interval used for calculating *p* values.

The subgroups depicted with significant responses in relation to the mean may help agencies identify areas in which supervisors engender satisfaction or imped it. A comparison of means suggests the overall satisfaction officers have with their immediate supervisors varies between specific subgroups. Table 12 highlights the statistically significant differences from the mean in terms of gender and jurisdiction. Specifically, females are less satisfied with immediate supervisors than males. City officers are less satisfied with immediate supervisors than are officers in other jurisdictions. In addition to the comparison of means for the overall Satisfaction with Immediate Supervisors, the comparison of means for the individual statements within the facet provided additional insight into variations between subgroups. Specifically, county officers are more satisfied with immediate supervisors than other jurisdictions in the area of guidance and mentorship. Officers with 1–5 years of experience are similarly more satisfied with the guidance and mentorship supervisors provide than officers with more experience. Figure 15 depicts the means for the individual statements, as well as the mean for Satisfaction with Immediate Supervisor.

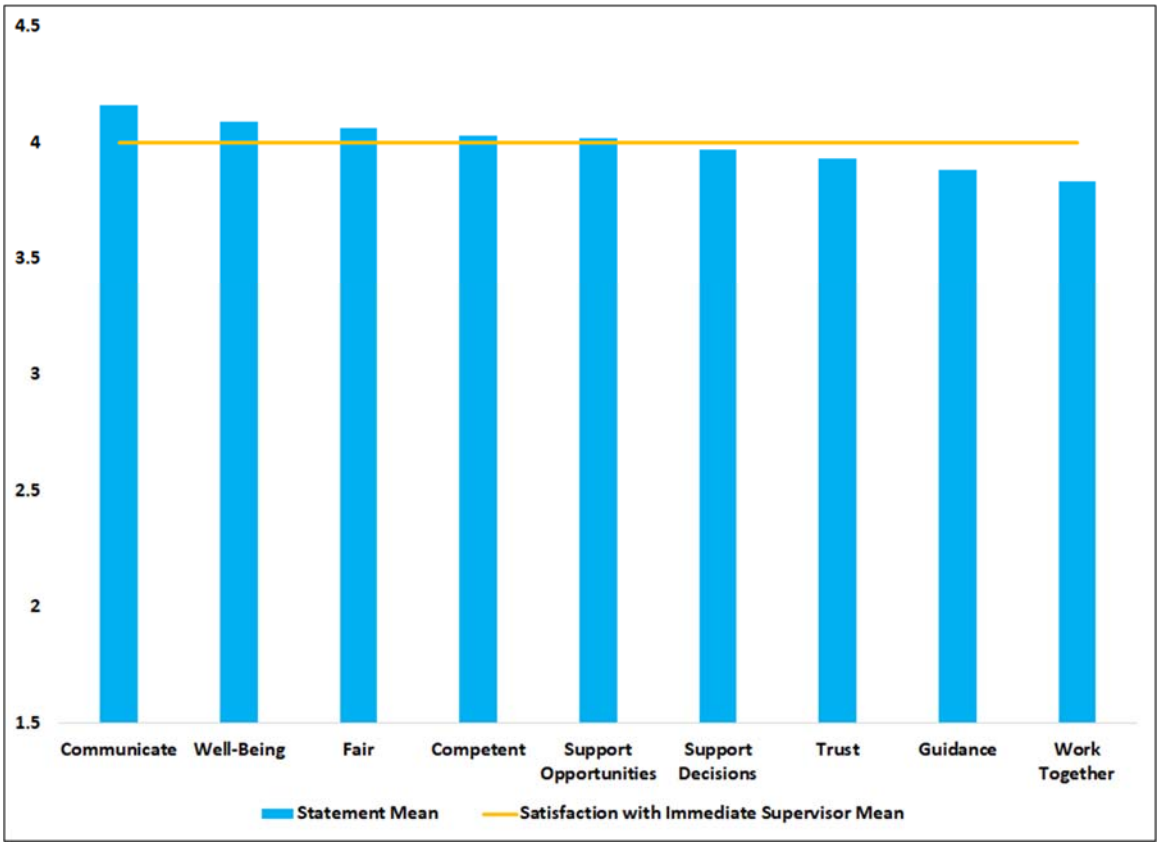

Figure 15. Satisfaction with Immediate Supervisor Statement Responses

As noted earlier, the mean for satisfaction with immediate supervisors implies that officers are generally satisfied with their immediate supervisors. The mean is 4.00, which represents the benchmark for agreement. As Figure 15 illustrates, officers are more satisfied with supervisors for being able to communicate and being concerned with their well-being, but their satisfaction wanes a little when it comes to the supervisors' ability to encourage members to work together. These differences in demographic response may guide agencies with decisions on policies and training for supervisors to encourage satisfaction for officers. In addition to evaluating the level of satisfaction with immediate supervisors, agencies should consider officers' reported intentions to quit because of their immediate supervisors to identify potential areas of concern for retention.

b. Immediate Supervisor Intention to Quit

The survey contains one statement to measure the respondents' intention to quit because of the immediate supervisors. The mean value for the Immediate Supervisor Intention to Quit facet ($M = 1.78$) falls below the 2.00 disagreement benchmark suggesting that immediate supervisors are not a significant driver of law enforcement departures. Table 13 displays the overall results for immediate supervisor intention to quit, as well as the demographic sections with significantly different means.

Table 13. Immediate Supervisor Intentions to Quit Descriptive Statistics and *ANOVA*

Element	Subgroup	*N*	*M*	*SD*	*df*	*t*	*F*	*p**
Sample		918	1.78	1.06				
Race	White	732	1.73	1.11	1	-2.27		.023
	Non-White	150	1.94	1.03				
Agency Size	0–100	43	2.16	1.38	3		3.48	.016

Note. *95% Confidence interval used for calculating *p* values.

The subgroups with statistically significant results provide areas for agencies on which to evaluate themselves. A comparison of means suggests the overall intention to quit because of immediate supervisors varies between specific subgroups. Table 13 highlights the statistically significant differences from the mean in race and agency size. Specifically, Whites are less likely to quit due to immediate supervisors than Non-Whites. Additionally, officers in agencies with 100 officers or fewer are more likely to quit due to immediate supervisors than are officers in larger agencies. Interestingly, the subgroups with statistically significant responses for intentions to quit because of immediate supervisors, which are race and agency size, varies from the subgroups with statistically significant responses for satisfaction with immediate supervisors, which are gender and jurisdiction.

The mean for intentions to quit due to immediate supervisors implies that officers are generally not planning to leave their agencies due to immediate supervisors. However,

the statistically significant responses for certain subgroups reveal that immediate supervisors may be a concern for these subgroups in determining their intentions to quit. The implications may guide agencies on decisions to change policies, procedures, and training for supervisors and how those decisions may influence retention.

5. Work Conditions

In addition to the people at work, the work itself and conditions at work may influence officers' satisfaction and intentions to quit. For this research, work conditions include the work environment, tasks and conditions; the equipment, training, policies, and procedures the agency provides; and the agency's concern for officers' well-being. The work conditions facet includes discussions of two sub facets, satisfaction with work conditions and work conditions intentions to quit.

a. Satisfaction with Work Conditions

The survey contains nine statements related to the various aspects of law enforcement officers' work conditions as measurements for satisfaction with work conditions. The mean value for the Satisfaction with Work Conditions facet (M = 3.78) is above the 3.00 indifference benchmark and closer to the 4.00 agreement benchmark suggesting that while work conditions are not a significant source of satisfaction, officers are more satisfied than not with work conditions. Table 14 displays the overall results for satisfaction with work conditions, as well as the demographic subgroups with significantly different means.

Table 14. Work Conditions Satisfaction Descriptive Statistics and *ANOVA*

Element	Subgroup	*n*	*M*	*SD*	*df*	*t*	*F*	*p**
Sample		929	3.60	0.78				
Jurisdiction	City	305	3.43	0.79	2		16.16	.000
	County	203	3.82	0.66				
Agency Size	101–500	127	3.83	0.62	3		5.16	.002

Note. *95% Confidence interval used for calculating *p* values.

The subgroups depicted with significant responses in relation to the mean may assist agencies with identifying areas where they are performing well or are in need of improvement in work conditions. A comparison of means suggests the overall satisfaction with work conditions varies between specific subgroups. Table 14 highlights the statistically significant differences from the mean in jurisdiction and agency size. Specifically, city officers are less satisfied with work conditions while county officers are more satisfied with work conditions. State officers are only significant regarding feeling more satisfied that their work conditions are better than other agencies. Officers in agencies with 101–500 officers are more satisfied than are officers in agencies of other sizes. In contrast, a comparison of means for individual statements regarding satisfaction with work conditions reveals that officers from agencies with 100 officers or fewer are less satisfied about looking forward to going to work and work tasks compared to officers from agencies of other sizes. Additionally, officers from agencies with 501–2,000 officers are less satisfied regarding the belief their agencies care about their well-being, equipment, and how their work conditions compare to other agencies. A comparison of means for individual statements also reveals that officers with 1–5 years of experience are more satisfied with looking forward to going to work and feeling their agencies care about their well-being. Figure 16 presents the mean for each individual statement, as well as the mean for Satisfaction with Work Conditions.

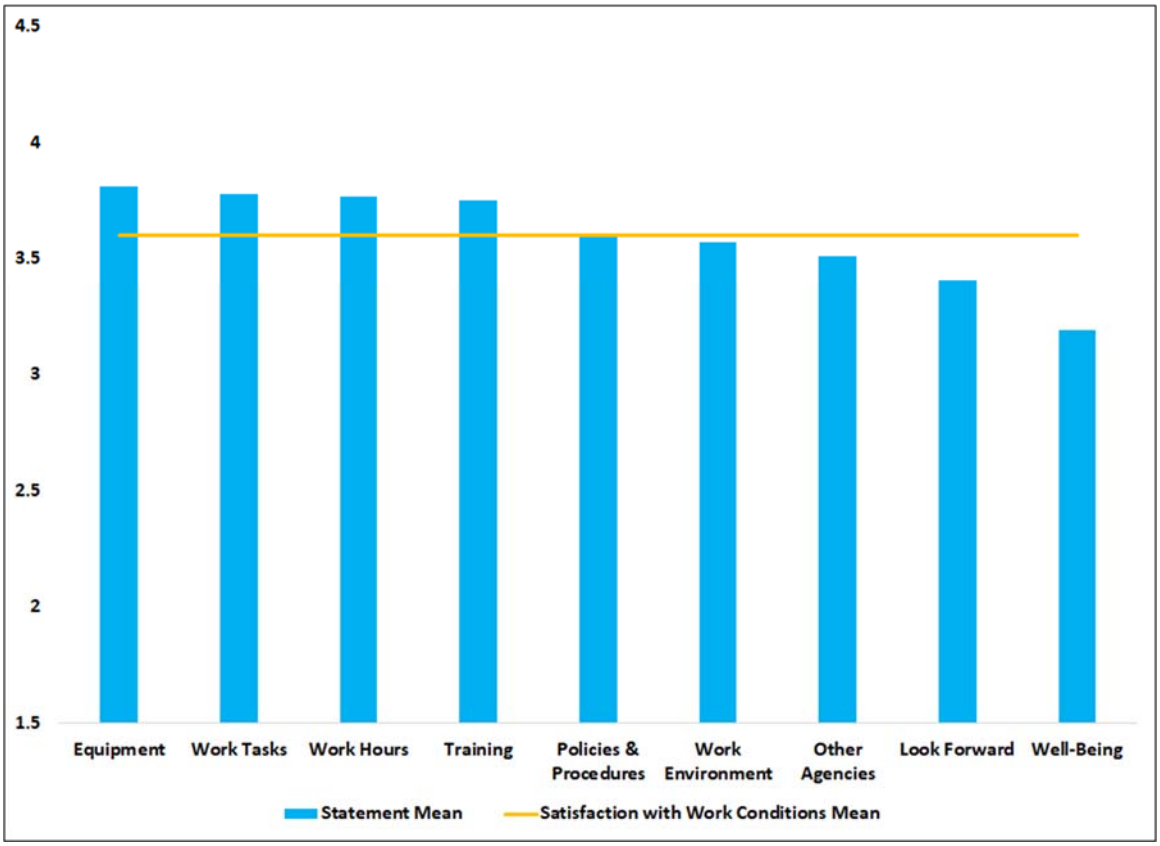

Figure 16. Satisfaction with Work Conditions Statement Responses

Figure 16 depicts how officers view areas of work conditions. These results may guide agencies with decisions regarding policies, procedures, and equipment and how those decisions may influence officers' satisfaction. Additionally, the differences in demographic responses may also guide agencies in these areas. In addition to evaluating the level of satisfaction with work conditions, agencies should consider officers' reported intentions to quit because of work conditions to identify potential areas of consideration for policies to increase retention.

b. Work Conditions Intentions to Quit

The survey contains one statement to measure the respondents' intentions to quit because of work conditions. The mean value for the Work Conditions Intentions to Quit facet (M = 2.06) is below the 3.00 indifference benchmark suggesting that pay is not a significant driver of law enforcement departures. Table 15 displays the overall results for

work conditions intentions to quit, as well as the demographic sections with significantly different means.

Table 15. Work Conditions Intentions to Quit Descriptive Statistics and *ANOVA*

Element	Subgroup	*n*	*M*	*SD*	*df*	*t*	*F*	*p**
Sample		915	2.06	1.17				
Rank	Corporal	63	2.41	1.19	3		5.15	.002
	Sergeant	203	1.85	1.10				
Jurisdiction	County	200	1.84	1.01	2		4.76	.009

Note. *95% Confidence interval used for calculating *p* values.

The subgroups with statistically significant results provide areas for agencies on which to evaluate themselves. A comparison of means suggests the overall intention to quit because of work conditions varies between specific subgroups. Table 15 highlights the statistically significant differences from the mean exist in terms of rank and jurisdiction. Specifically, corporals are more likely to quit due to work conditions and sergeants are less likely to quit due to work conditions as compared to other ranks. Additionally, county officers are less likely to quit due to work conditions than are officers in other jurisdictions.

The mean for intentions to quit because of work conditions implies that officers are generally not planning to leave their agencies due to work conditions. However, the differences in demographic responses may guide agencies with decisions on policies and procedures related to work conditions and the influence those decisions may have on retention.

6. Work and Family Conflict

Law enforcement is a demanding profession that requires balance between family and career. For this research, the work and family conflict facet focuses on officers' abilities to balance the demands of their work schedules and profession with their family

lives. The work and family conflict facet includes discussions of two sub facets, work and family satisfaction and work and family intention to quit.

a. Work and Family Satisfaction

The survey contains nine statements related to the relationship between the law enforcement profession, work schedules, and personal relationships as measurements for work and family satisfaction. The mean value for the Work and Family Satisfaction facet ($M = 3.88$) is above the 3.00 indifference benchmark and slightly below the 4.00 agreement benchmark suggesting that work and family conflict is not a significant source of dissatisfaction for law enforcement officers. Table 16 displays the overall results for the work and family satisfaction facet.

Table 16. Work and Family Satisfaction Descriptive Statistics and *ANOVA*

Element	Subgroup	*n*	*M*	*SD*	*df*	*t*	*F*	*p**
Sample		930	3.55	0.49				

Note. *95% Confidence interval used for calculating *p* values.

As Table 16 demonstrates, no subgroups reported statistically significant means for Work and Family Satisfaction. Since this facet did not have statistically significant means, this research looked beyond the facet to the comparison of the means for the individual statements to seek variations in responses among subgroups. Statistically significant differences from the mean exist in gender, race, age, rank, agency size, jurisdiction, and years of experience for individual statements. Specifically, females have lower satisfaction with work influencing the end of a relationship than males. Comparatively, officers aged 30–34 years are more satisfied with work not influencing the end of a relationship than other age groups. Officers aged 19–24 are more satisfied with a healthy balance between work and family life than older officers. Additionally, officers with 1–5 years of experience report their families are more satisfied with their work than are officers with more experience. Non-White officers are more satisfied with their ability to transition from work

to family life than White Officers. County officers are more satisfied with balancing family with learning, special assignments, and promotion opportunities while state officers are less satisfied with balancing family with these opportunities. Additionally, officers from agencies with more than 2,000 officers are less satisfied with having supportive families than officers from smaller agencies. Figure 17 presents the means for each individual statement, as well as the mean for Work and Family Satisfaction for comparison.

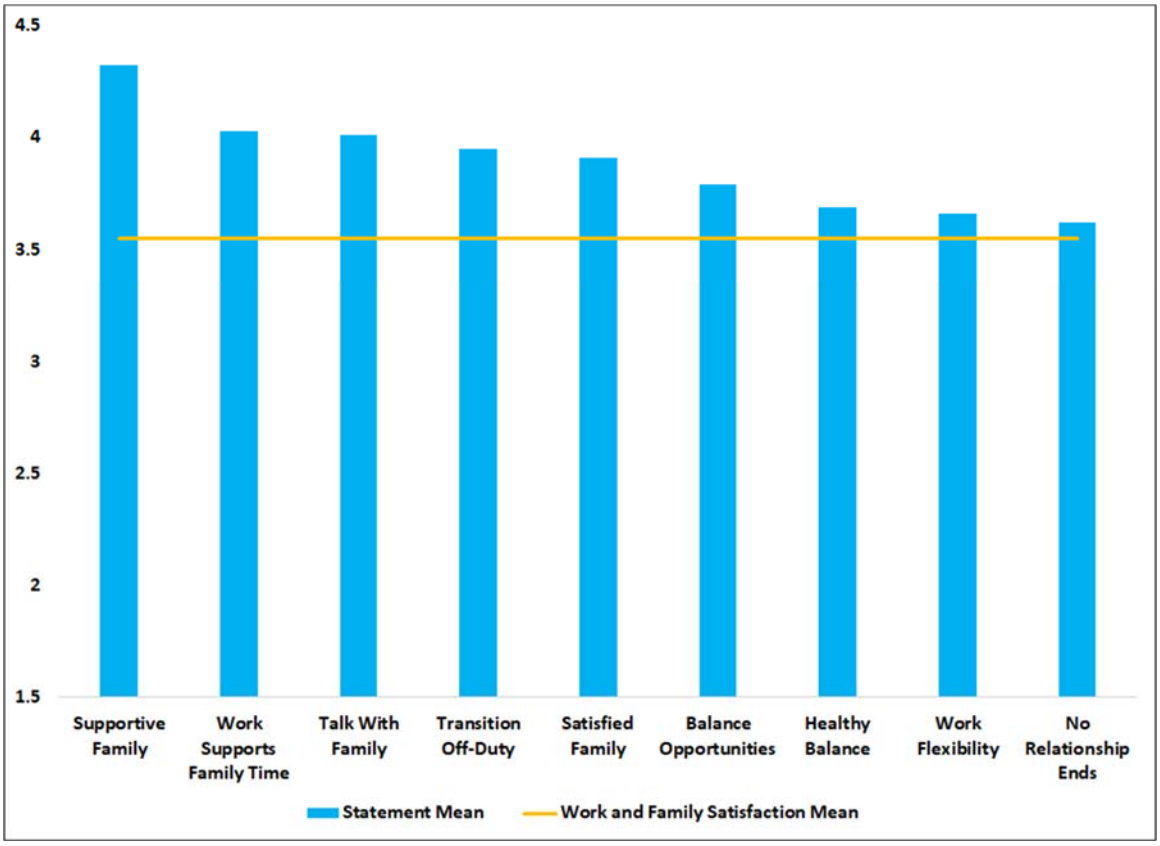

Figure 17. Work and Family Satisfaction Statement Responses

As Figure 17 illustrates, officers who are more satisfied with work report having supportive families while those who are least satisfied note the influence their work has had on personal relationships. The mean for satisfaction with work and family implies that officers are not generally dissatisfied with the relationship between work and family. However, the differences in demographic responses for the individual statements may

guide agencies with decisions on policies and procedures in relation to officers' work and family concerns. In addition to evaluating the level of work and family satisfaction, agencies should consider officers' reported intentions to quit because of work and family conflict to identify potential areas of consideration for policies to increase retention.

b. Work and Family Intention to Quit

The survey contains two statements to measure the respondents' overall intentions to quit because of work and family conflict. One statement relates to intentions to leave the agency while the other statement relates to intentions to leave the profession. The mean value for the Work and Family Intention to Quit facet (M = 2.02) is below the 3.00 indifference benchmark and almost equal to the 2.00 disagreement benchmark suggesting work and family conflict is not a significant driver of law enforcement departures. Table 17 displays the overall results for the work and family intentions to quit facet, as well as the demographic sections with significantly different means.

Table 17. Work and Family Intentions to Quit Descriptive Statistics and *ANOVA*

Element	Subgroup	*n*	*M*	*SD*	*df*	*t*	*F*	*p**
Sample		915	2.02	1.08				
Experience	6-10	134	2.26	1.22	8		2.85	.004

Note. *95% Confidence interval used for calculating *p* values.

The subgroup with statistically significant results provides an area for agencies on which to evaluate themselves. A comparison of means suggests that the overall intention to quit because of work and family conflict varies between specific subgroups. Table 17 highlights the statistically significant differences from the mean in terms of years of experience. Specifically, officers with 6–10 years of experience are more likely to quit due to work and family conflict than are officers with other experience levels. A comparison of means for the two individual statements for intentions to quit because of work and family

confirm that no other subgroups demonstrated statistically significant results. Additionally, a comparison of means for the individual statements reveals that the statistical significance for officers with 6–10 years of experience applies to the officers' desire to leave the profession more than the officers' desire to leave the agency. Figure 18 presents the mean for the two statements regarding Work and Family Intentions to Quit, as well as the mean for Work and Family Intentions to Quit.

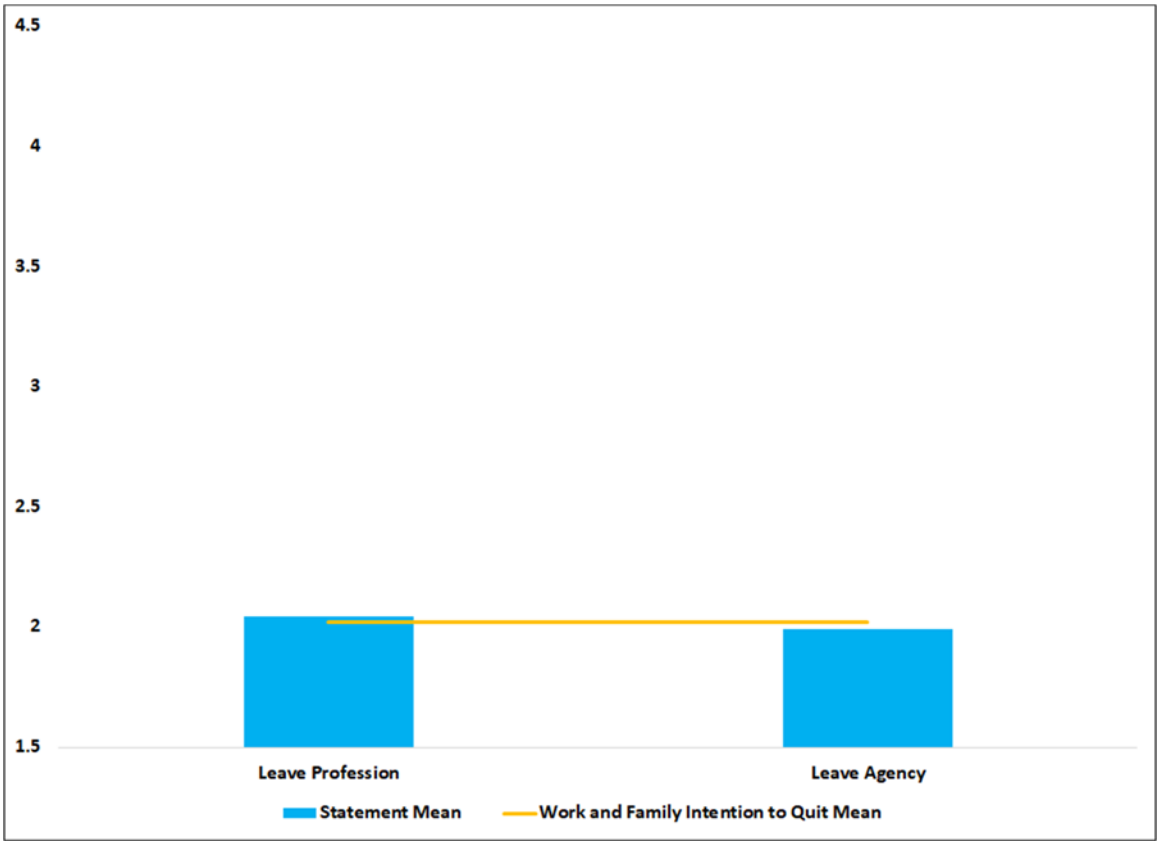

Figure 18. Work and Family Intentions to Quit Statement Responses

The mean for intentions to quit over work and family conflict implies that officers are generally not planning to leave their agencies due to work and family conflict. As Figure 18 depicts, the variation in intentions to leave an agency or profession due to work and family conflict is not wide. The differences in demographic responses may guide

agencies with decisions on policies and procedures related to work-related family issues for officers and ascertain how those decisions may influence retention.

7. Public Perception

Public perception of law enforcement has received significant national news coverage over the past few years. This research seeks to evaluate how public perception affects officers' job satisfaction and intentions to quit. For this research, the public perception facet includes statements on how officers interpret their work as having meaning, whether the public appreciates them, as well as how their agencies handle public opinion. The public perception facet includes discussions of two sub facets, public perception and satisfaction and public perception intention to quit.

a. Public Perception and Satisfaction

The survey contains seven statements related to officers' views on public perception and the agencies' handling of public opinion as measurements of satisfaction with public perception. The mean value for the Public Perception and Satisfaction facet (M = 3.43) is above the 3.00 indifference benchmark, suggesting public perception is not a significant source of dissatisfaction for law enforcement officers. Table 18 presents the overall results for the public perception and satisfaction facet, as well as the demographic subgroups with significantly different means.

The subgroups with significant responses in relation to the mean help identify agencies that may be doing well or may need to improve concerning how public perception affects officers' satisfaction. The two demographic groups with significant responses in relation to the mean represent agency jurisdiction types, the city and county. City employees are significantly less satisfied with public perception of law enforcement while county employees are significantly more satisfied with public perception of law enforcement. These results provide an area that city agencies may seek to improve to increase satisfaction.

Table 18. Public Perception Satisfaction Descriptive Statistics and *ANOVA*

Element	Subgroup	*n*	*M*	*SD*	*df*	*t*	*F*	*p**
Sample		930	3.43	0.43				
Jurisdiction	City	305	3.37	0.42	2		8.39	.000
	County	203	3.52	0.39				

Note. *95% Confidence interval used for calculating *p* values.

The analysis of means for each facet within JMP Pro 15 allowed an analysis of each demographic area's response to the individual statements related to public perception and satisfaction. While city employees report significantly less satisfaction with their agencies and public perception, they report significantly higher satisfaction with public perception changing agency policies and procedures. The results from city employees were not significant for the meaning of work and agency efforts. Looking at the individual statements, county employees report significantly more satisfaction with public perception changing agency policies and procedures, receiving public thanks, their agencies' public image, and agency efforts. Although state employees do not present significant results for the facet, they do present significantly higher means for public thanks and the public being respectful, and significantly lower means for the agencies' changing policies because of public perception and agency efforts.

Additional groups that demonstrated significant responses on individual statements but not the facet relate to years of experience and the size of the agencies. Officers with 1–5 years of experience responded with significantly higher means for the statements regarding the meaning of work, the agencies' public image, and their agencies' efforts. In contrast, officers with 11–15 years responded with significantly lower means for the statement regarding the agencies' public image. Officers in agencies with 101–500 officers responded with significantly higher means to statements regarding the agencies' public image and agency efforts, while officers in agencies with 501–2,000 officers responded with significantly lower means to the statement regarding the agencies' public image. Figure 19 depicts the means for the individual statements, as well as the overall mean for public perception satisfaction.

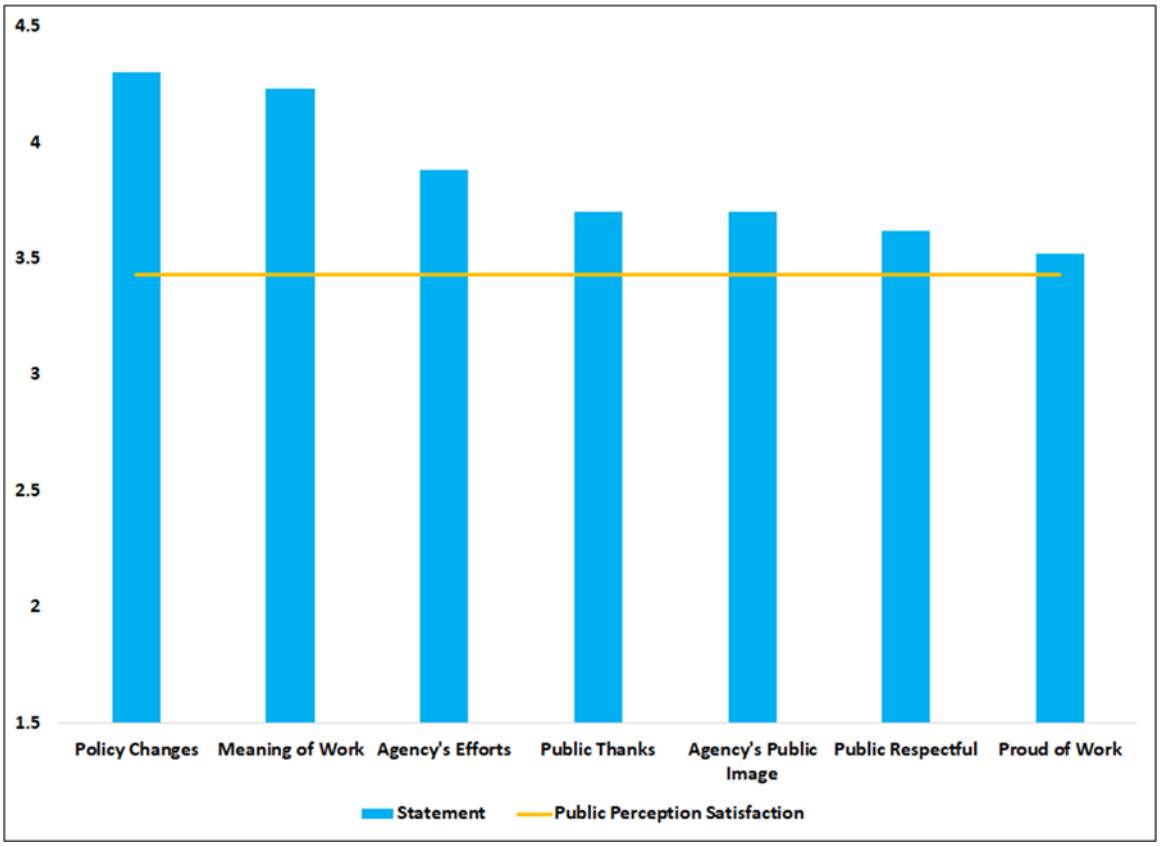

Figure 19. Public Perception and Satisfaction Statement Responses

Public perception does not represent a source of dissatisfaction in officers and its mean depicts officers as leaning towards satisfaction in this area. Agencies may evaluate the areas statistically significant with high or low levels of satisfaction to determine how they fall into the results and whether areas need to be examined for improving how satisfied their officers are with how they deal with public perception. In addition to evaluating how public perception affects satisfaction, agencies may consider whether public perception affects their officers' intentions to quit to identify policy considerations to increase retention.

b. Public Perception Intention to Quit

The survey contains two statements designed to measure the respondents' intentions to quit because of public perception. Of these two statements, one statement relates to leaving the agency and the other statement relates to leaving the law enforcement

profession. The mean value for the Public Perception Intention to Quit facet (M = 1.90) is near the 2.00 somewhat disagree benchmark, suggesting public perception is not a significant driver of law enforcement departures. Table 19 displays the overall results for the public perception intentions to quit facet, as well as the demographic section with a significantly different mean.

Table 19. Public Perception Intentions to Quit Descriptive Statistics and *ANOVA*

Element	Subgroup	*N*	*M*	*SD*	*df*	*t*	*F*	*p**
Sample		913	1.90	0.97				
Jurisdiction	County	199	1.75	0.83	2		3.13	.044

Note. *95% Confidence interval used for calculating *p* values.

The subgroup with statistically significant results provides an area for agencies on which to evaluate themselves. A comparison of the means suggests the overall intention to quit because of public perception varies between specific subgroups. Table 19 highlights the statistically significant differences from the mean exists in terms of jurisdiction. Specifically, county employees are less likely to quit in response to public perception issues than are city or state employees. These results indicate that county agencies are less likely to need to improve policies regarding public perception; however, they nevertheless need to monitor any changes in regards to public perception that may affect employees' desires to leave the agency.

A comparison of the means for the individual statements related to this facet suggests additional variations in intention to quit because of public perception between specific subgroups. Although Table 19 highlights the differences from the mean in jurisdiction, more differences are observed in the individual statements within jurisdictions, as well as the size of the agency and years of experience. Although the comparison of means for the facet identifies only that county employees are significantly less likely to quit in response to public perception, the comparison of means for the

statements indicate this significance is only observed in the statement regarding intentions to leave the agency after an incident causing bad public opinion. Additionally, the comparison of means for the individual statements reveals that state employees respond as significantly more likely to leave their agencies after an incident causing bad public opinion while city employees are significantly more likely to leave the profession due to negative public perception. Officers with 1–5 years of experience are significantly less likely to leave the profession due to negative public perception than are officers with more experience. Additionally, officers in agencies with 101–500 employees are significantly less likely to leave the agency after an incident that causes bad public opinion of the agencies than officers in agencies of different sizes.

Figure 20 presents the means for the two individual statements in relation to the mean for Public Perception Intention to Quit. The results demonstrate that officers are less likely to leave their agencies versus the profession due to issues with public perception.

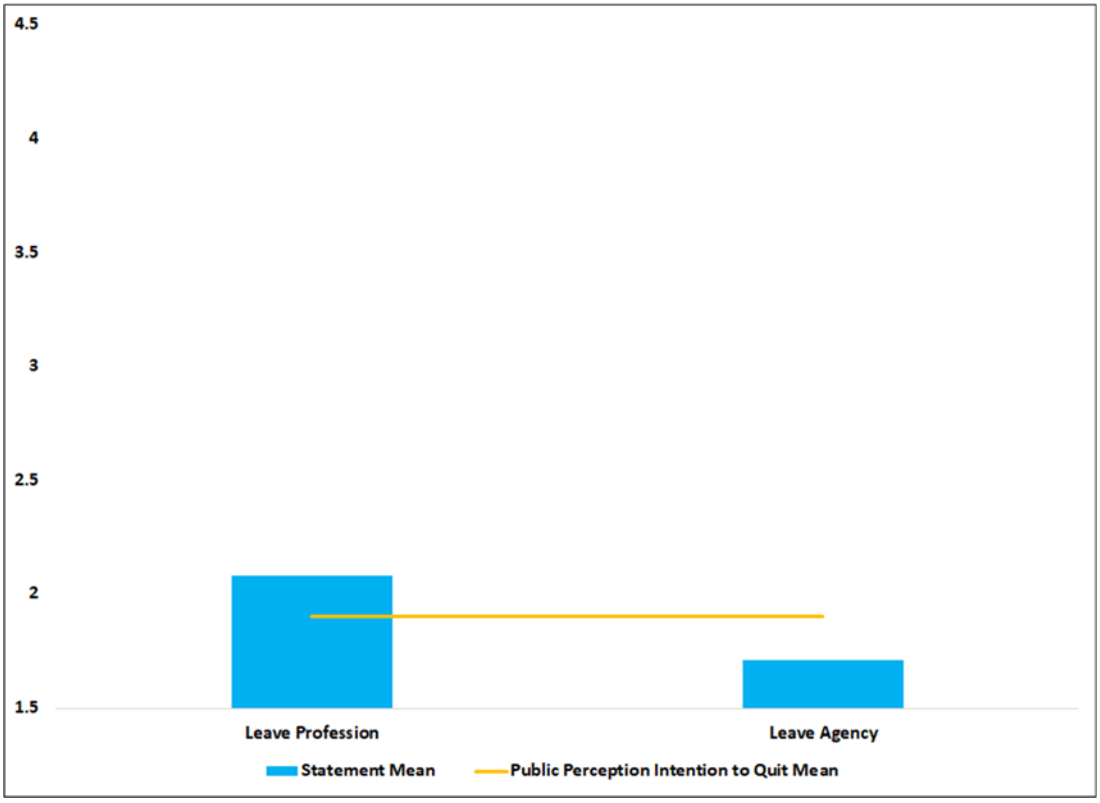

Figure 20. Public Perception Intention to Quit Statement Responses

The mean for intentions to quit because of public perception implies that officers are generally not planning to leave their agencies because of public perception. The mean is below the 2.00 benchmark for disagreement, suggesting public perception is not a strong indication of whether officers will leave their agencies. However, the implications of the demographic views of intentions to quit over public perception can guide agencies on decisions related to policies and procedures for handling public perception issues and possibly translating these to officers' desires to leave their agencies.

8. Overall

In addition to measuring individual facets related to satisfaction and intention to quit, this research measured the overall levels of satisfaction and intentions to quit. This research included global measures of satisfaction and intentions to quit as the last section of the survey, labeled Overall. The overall section includes discussions of two sub facets, overall satisfaction and overall intention to quit.

a. Overall Satisfaction

The survey contains two statements as measurements of overall satisfaction. Of these two statements, one statement relates to overall satisfaction as law enforcement officers and the other statement relates to overall satisfaction with the officers' agencies. The mean for the overall satisfaction section (M = 4.05) is above the 4.00 agreement benchmark, suggesting law enforcement officers are generally satisfied. Table 20 displays the results for overall satisfaction, as well as the demographic subgroups with significantly different means.

Table 20. Overall Satisfaction Descriptive Statistics and *ANOVA*

Element	Subgroup	*n*	*M*	*SD*	*df*	*t*	*F*	*p**
Sample		929	4.05	0.86				
Jurisdiction	County	203	4.23	0.80	2		6.31	.002
Agency Size	101–500	127	4.31	0.67	3		5.48	.001
Experience	1–5	166	4.23	0.84	8		3.12	.002
	11–15	165	3.88	0.85				

Note. *95% Confidence interval used for calculating *p* values.

The subgroups with statistically significant results provide areas for agencies on which to evaluate themselves. A comparison of means suggests the overall satisfaction of officers varies between specific subgroups. Table 20 highlights the statistically significant differences from the mean in terms of jurisdiction, agency size, and years of experience. Specifically, county officers are more satisfied than are officers from other jurisdictions. Additionally, officers in agencies with 101–500 officers are more satisfied than are officers in agencies of other sizes. Officers with 1–5 years of experience are more satisfied than are officers with more years of experience, and officers with 11–15 years of experience are less satisfied than are officers with other amounts of experience.

Figure 21 depicts the mean response for each statement for Overall Satisfaction, as well as the mean for Overall Satisfaction. As Figure 21 depicts, officers note greater satisfaction with the profession as a whole than with their particular agencies. However, both statements indicate that officers are generally satisfied overall.

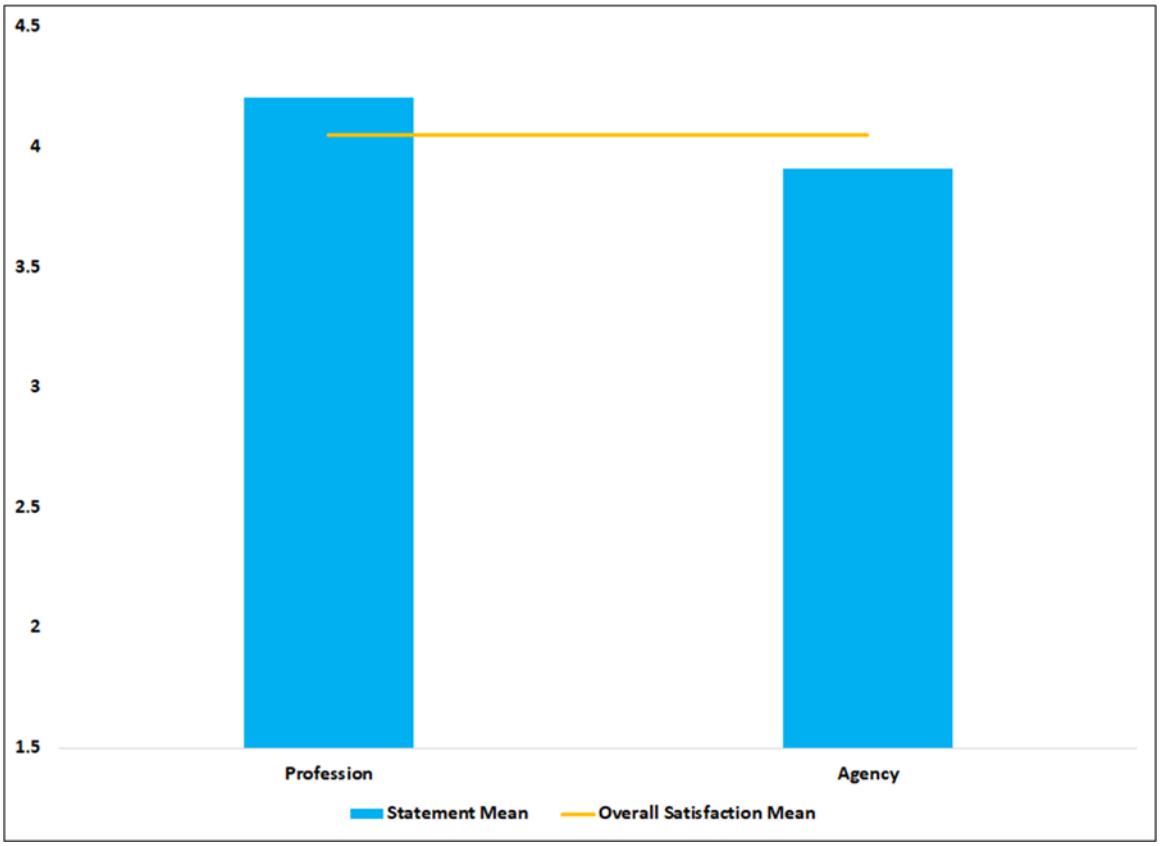

Figure 21. Overall Satisfaction Statement Responses

In addition to considering the Overall Satisfaction responses, this research compares these overall results to the results of the individual facets. Figure 22 depicts the mean for Overall Satisfaction in relation to the satisfaction means for each facet. Figure 22 illustrates the facets arranged from the facet with the highest mean level of satisfaction, Immediate Supervisor, to the facet with the lowest mean level of satisfaction, Pay. Interestingly, even though respondents indicate overall satisfaction, the means for the facet satisfaction are below the overall satisfaction mean.

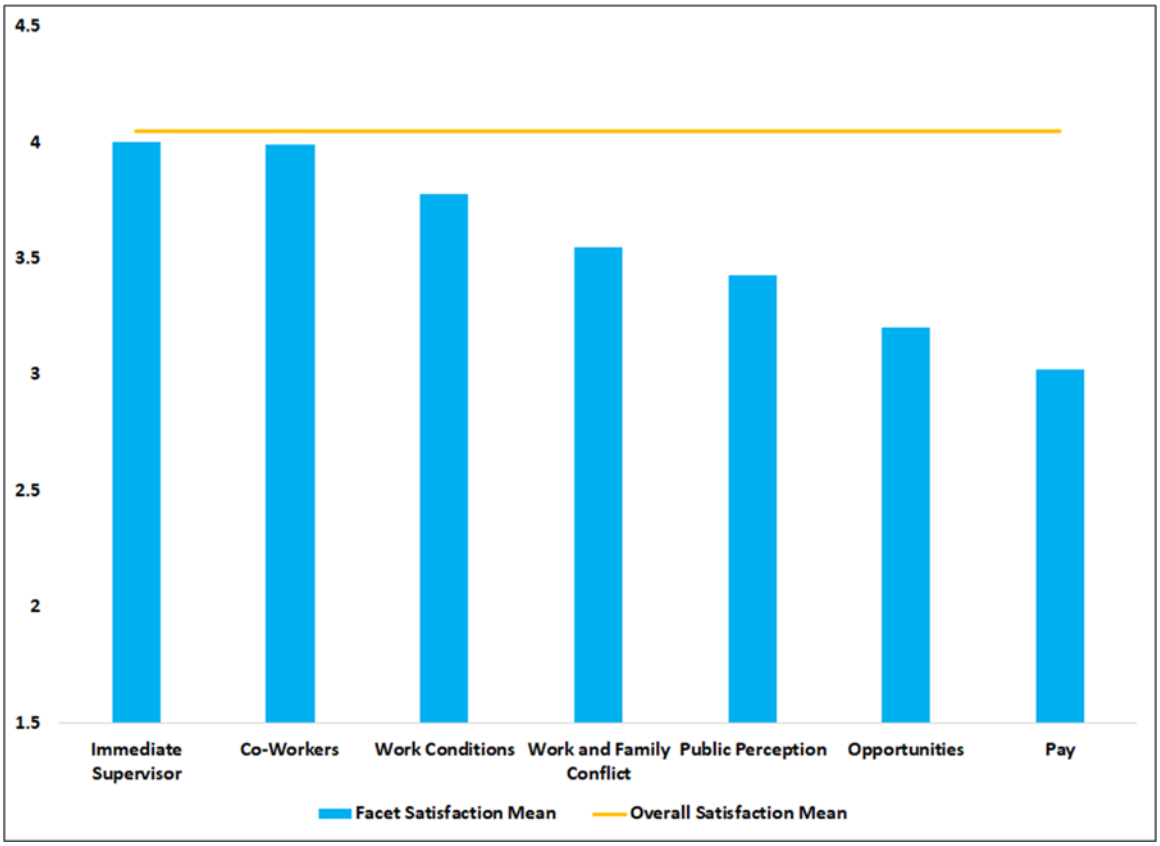

Figure 22. Comparison of Facet Satisfactions Means to Overall Satisfaction Mean

Additionally, this research sought to evaluate the relation between the responses between the satisfaction means for the individual facets and the overall satisfaction mean. JMP Pro 15 calculated the correlation coefficients between each facet's satisfaction means and the overall satisfaction means. Table 21 depicts the correlation coefficients for the individual facets' satisfaction means and the Overall Satisfaction means. The lowest correlation coefficient is for Satisfaction with Co-Workers, at 0.40, which still represents a moderate correlation. All correlations for satisfaction means are significant at the 99.0% confidence level.

Table 21. Pearson's Correlation Coefficients for Facet Satisfaction

Measure	1	2	3	4	5	6	7	8
1. Overall	–	0.49	0.54	0.40	0.41	0.72	0.39	0.46
2. Pay		–	0.58	0.29	0.30	0.57	0.29	0.28
3. Opportunities			–	0.37	0.41	0.68	0.32	0.34
4. Co-Workers				–	0.45	0.43	0.32	0.27
5. Immediate Supervisor					–	0.47	0.25	0.21
6. Work Conditions						–	0.44	0.47
7. Work and Family							–	0.35
8. Public Perception								–

Note. Values (*r*) significant at a 99% confidence interval.

The mean for overall satisfaction implies that officers are generally satisfied with both their agencies and the profession. However, the differences in demographic responses may guide agencies with decisions on policies and procedures related to these facets and the influence those decisions may have on satisfaction. Agencies may consider the individual facets and their relation to each other and overall satisfaction to guide them with these decisions. In addition to evaluating the level of satisfaction, agencies should consider officers' reported intentions to quit to identify potential areas of consideration for policies to increase retention.

b. Overall Intention to Quit

The survey contained two statements as measurements for overall intentions to quit. Of these two statements, one statement relates to overall intentions to leave the agencies and the other statement relates to overall intentions to leave the profession. The mean for the overall intentions to quit section (M = 2.14) is close to the 2.00 somewhat disagree benchmark, suggesting law enforcement officers are not generally considering leaving their agencies. Table 22 displays the results for overall intentions to quit, as well as the demographic subgroups with significantly different means.

Table 22. Overall Intentions to Quit Descriptive Statistics and *ANOVA*

Element	Subgroup	*N*	*M*	*SD*	*df*	*t*	*F*	*p**
Sample		920	2.14	1.00				
Jurisdiction	County	201	1.89	0.88	2		8.42	.000
Agency Size	101–500	126	1.75	0.78	3		8.01	.000

Note. *95% Confidence interval used for calculating *p* values.

The subgroups with statistically significant results provide areas for agencies on which to evaluate themselves. A comparison of means suggests the overall intentions to quit vary between specific subgroups. Table 22 highlights the statistically significant differences from the mean in terms of jurisdiction and agency size. Specifically, county officers are less likely to quit than are officers in other jurisdictions. In addition, officers in agencies with 101–500 officers are less likely to quit than are officers in agencies of different sizes.

Figure 23 presents the means for the individual statement responses for Overall Intentions to Quit. As depicted in Figure 23, officers report being less likely to leave their agencies than they are to leave the profession. However, the results for both statements are not significant indicators that officers desire to leave their agencies.

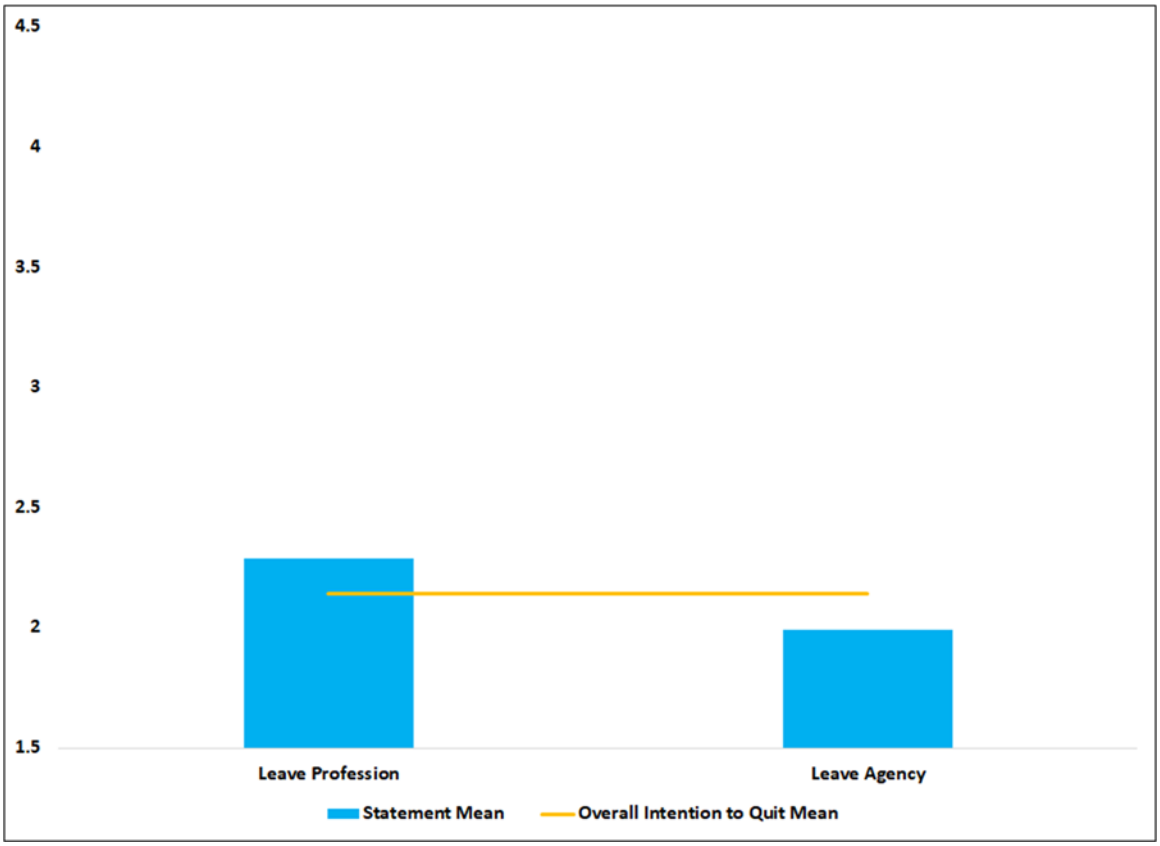

Figure 23. Overall Intention to Quit Statement Responses

In addition to evaluating the results for Overall Intention to Quit, this research compares the results for Overall Intention to Quit to results for the individual facets. Figure 24 depicts the mean for Overall Intention to Quit compared to the intentions to quit means for each facet. Figure 24 depicts the facets arranged from the facet with the highest mean level of intentions to quit, Pay, to the facet with the lowest mean level of intentions to quit, Immediate Supervisor. As the means appear in Figure 24, they range from most likely to leave to least likely to leave the agency, in contrast to Figure 22, which represents the facet means for satisfaction from most satisfied to least satisfied. The order of facets for intentions to quit follows the inverse pattern of the order of facets for satisfaction, with the exception that work and family conflict and public perception are inverse from one another.

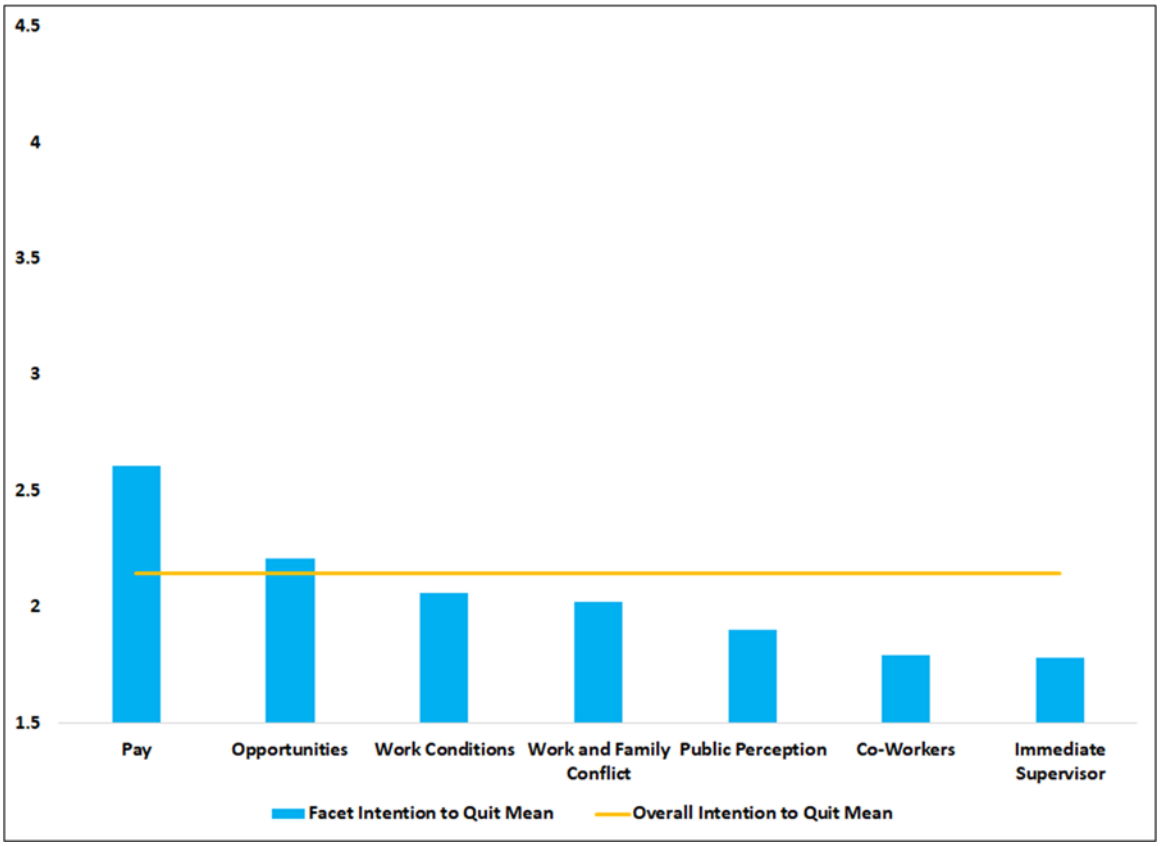

Figure 24. Comparison of Facet Intentions to Quit Means to Overall Intentions to Quit Mean

Additionally, this research sought to evaluate the how closely the intentions to quit in a facet relate to the overall intentions to quit. JMP Pro 15 calculated the correlation coefficients between each facet's intentions to quit means and the overall satisfaction means. Table 23 displays the Pearson's correlation coefficients for the individual facets intentions to quit means and the Overall Intention to Quit means. Pearson's correlation coefficients represent how strong the relationship is between the means.[164]

[164] Paul D. Leedy and Jeanne Ellis Ormrod, *Practical Research Planning and Design*, 12th ed. (New York: Pearson Education, Inc., 2019), 324–25.

Table 23. Pearson's Correlation Coefficients for Facet Intention to Quit

Measure	1	2	3	4	5	6	7	8
1. Overall	–	0.62	0.55	0.41	0.41	0.59	0.51	0.60
2. Pay		–	0.63	0.37	0.35	0.50	0.39	0.44
3. Opportunities			–	0.44	0.45	0.57	0.42	0.48
4. Co-Workers				–	0.56	0.52	0.34	0.42
5. Immediate Supervisor					–	0.48	0.32	0.45
6. Work Conditions						–	0.48	0.56
7. Work and Family							–	0.60
8. Public Perception								–

Note. Values (*r*) significant at a 99% confidence interval.

This research investigates the degree of a relationship between the facet satisfaction means and the facet intentions to quit means. The multivariate function of JMP Pro 15 calculated the correlation coefficient between each facet's satisfaction mean and intentions to quit mean. Table 24 presents the correlation coefficient for each facet as it relates the facet's satisfaction mean and intentions to quit mean. A negative correlation coefficient represents an inverse relationship between satisfaction and intentions to quit. In other words, a high satisfaction level represents a low desire to quit.

Table 24. Pearson's Correlation Coefficients for all Facets

	Measure	Intentions to Quit							
		1	2	3	4	5	6	7	8
Satisfaction	1. Overall	-0.67	-0.46	-0.46	-0.37	-0.37	-0.58	-0.46	-0.55
	2. Pay	-0.50	-0.55	-0.44	-0.23	-0.22	-0.40	-0.30	-0.31
	3. Opportunities	-0.50	-0.42	-0.55	-0.29	-0.32	-0.50	-0.31	-0.34
	4. Co-Workers	-0.34	-0.26	-0.24	-0.50	-0.38	-0.29	-0.21	-0.27
	5. Immediate Supervisor	-0.37	-0.26	-0.30	-0.37	-0.60	-0.34	-0.19	-0.30
	6. Work Conditions	-0.63	-0.49	-0.49	-0.37	-0.40	-0.66	-0.43	-0.47
	7. Work and Family	-0.30	-0.20	-0.21	-0.19	-0.19	-0.27	-0.20	-0.23
	8. Public Perception	-0.25	–	-0.10	–	-0.09	-0.17	-0.13	–

Note. Values (*r*) significant at a 99% confidence interval.

The mean for overall intentions to quit implies that officers are generally not planning to leave their agencies. However, the differences in demographic responses may guide agencies with decisions on policies and procedures and the influence those decisions may have on retention. In addition to the variation in demographic responses, the variation in responses to the facets regarding intentions to quit may also guide agencies with policies and procedures for retention.

C. SUMMARY OF STATISTICALLY SIGNIFICANT FINDINGS PER DEMOGRAPHIC

The demographic information on agency size and jurisdiction provides agencies with the opportunity to reference how officers in similar agencies view job satisfaction and their desires to leave. Tables 25 and 26 in Appendix E provide an overview of the statistically significant findings identified per facet throughout this chapter for the demographic subgroups related to agency. These tables provide a quick reference for agencies to view how officers in similar agencies reported satisfaction and intentions to quit. For example, officers from agencies with 500 or more officers did not demonstrate

statistically significant responses in any category for intentions to quit. Subgroups of agency size exhibited statistically significant results for satisfaction in the areas of pay, opportunities, co-workers, work conditions, and overall, and for intentions to quit in the areas of pay, co-workers, immediate supervisor, and overall. Jurisdiction subgroups demonstrated statistically significant results for satisfaction in every facet except work and family and overall, and for intentions to quit in every facet except immediate supervisors and work and family.

Tables 27 and 28 in Appendix E provide a similar overview for the remaining demographic subgroups with statistically significant results. For example, gender subgroups only demonstrated statistically significant results for satisfaction with immediate supervisors and intentions to quit due to co-workers. Race subgroups demonstrated statistically significant results for satisfaction with pay and for intentions to quit due to pay and immediate supervisors. Rank subgroups exhibited statistically significant results for satisfaction with pay and for intentions to quit due to pay, opportunities, and work conditions. Additionally, subgroups related to experience showed statistically significant results for satisfaction with opportunities and overall, and for intentions to quit due to work and family.

These tables provide quick observations of demographic views of satisfaction and intentions to quit. These views may be useful to agencies when making decisions on policies and procedures that may affect officers' satisfaction in these areas. While the tables provide a brief overview of a portion of the survey findings, they are not a substitute for the in-depth analysis provided in this chapter.

D. LIMITATIONS

This research contains limitations that include the use of a convenience sample and dependence on the respondents' honesty. Respondents were asked to rate their feelings, which may be influenced by current events, as well as their own perspectives, which is not uniform to all respondents. This survey collected results during a national pandemic, COVID-19. An additional consideration is that the survey stopped collecting results prior to riots and national protests that occurred because of a law enforcement-related excessive

use of force incident, the death of George Floyd. That survey responses were collected prior to the protests is not a limitation; however, avenues of further research to supplement these results include conducting similar surveys for comparison at a future time to rate any changes in the levels of satisfaction and desires for officers to quit.

This research uses a convenience sample, and as such, is not proportionately representative of the national sample of law enforcement officers. This survey missed opportunities to collect additional information useful for analysis. The survey failed to have a response option for Hispanic, which would be difficult for anyone wanting to do a demographic evaluation based upon race. Additionally, the survey did not ask participants to ensure that they were full-time versus part-time employees.

Another consideration is that this research limited itself to measuring the immediate supervisors' effects on satisfaction and intentions to quit. A consideration for future research is to expand the supervisor facet similar to the pay facet so that statements differentiate between immediate supervisors and the entire chain of command so information on the chain of command may be included in results.

This research also did not include a method for determining the *extent* to which officers are considering quitting their agencies. The measure of intentions to quit may not even be an accurate measure of officers leaving an agency. Asking respondents to indicate their current intentions to quit does not take into account officers who are not currently intending to leave, but later decide to leave. In addition, the measure of current intentions to quit does not account for those officers who think about leaving but never leave. Perhaps asking participants to rate the degree to which they wish to leave their agencies would increase the accuracy of this information; however, this indication is still self-reported.

Despite these limitations, this research provides reliable information on the current levels of officers' satisfaction and intentions to quit. Additionally, this research provides insight into the relationships between demographic subgroups and the respondents' levels of satisfaction and intentions to quit. These results may be used to guide recommendations for agencies related to officer satisfaction and retention.

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V. FINDINGS AND RECOMMENDATIONS

This research measures the current levels of job satisfaction and intentions to quit among law enforcement officers to discover possible implications for law enforcement agencies to leverage job satisfaction and increase retention. The research findings provide insight into the current levels of satisfaction and intentions to quit, and their relationships to each other. Additionally, an analysis of the responses provides insight into various demographic groups and their views of job satisfaction.

This chapter discusses the results of this research in relation to previous studies on job satisfaction and retention. Additionally, this chapter concludes with recommendations for agencies based upon the results. The insights from this research can guide agencies with decisions on policy and procedures to leverage satisfaction to increase retention.

A. DISCUSSION OF SURVEY FINDINGS

This research reveals that, overall, law enforcement officers are satisfied with their work and do not intend to leave their agencies based upon their self-reports. The most satisfied officers work for the county, are in agencies with 100–500 officers, or have 1–5 years of experience. Similarly, officers who work for a county or in agencies with 100–500 officers, also reported being the least likely to leave their agencies. Further analysis of the demographic responses provides insight into the specific facets in this research that may influence respondents' job satisfaction or intentions to quit. Some of the findings of this research are consistent with previous research findings while other results contradict previous research.

As mentioned in Chapter I, one motivating factor for studying job satisfaction is its role as a predictor of officers' intentions to leave their agencies. Chapter I discussed a national turnover rate for law enforcement officers of 10.8%. In comparison, 21.4% of respondents to this research survey indicated active contemplation of leaving their agencies. Although this response is over double the national turnover rate, not all officers who think about leaving their agencies will do so. However, the number of respondents

indicating they are considering leaving their agencies supports the need for this type of research and identifying areas agencies may leverage to increase job satisfaction.

In comparing previous research on job satisfaction, these research findings have some similarities and differences with the research presented in Chapter II. For instance, Dantzker found that female police officers were less satisfied than were male officers, but the difference was not statistically different enough to demonstrate a relationship between gender and job satisfaction.[165] In this research, the results for Overall Satisfaction support Dantzker's findings, while revealing a relationship between gender and certain facets of job satisfaction, such as job satisfaction influenced by officers' immediate supervisors. Additionally, this research revealed a possible relationship between gender and the co-worker facet in regards to intentions to quit.

Additionally, prior research on agency size and job satisfaction provides an area for a comparison to the results of this research. In his study on satisfaction related to agency size, Dantzker found that agencies with 101–500 officers were the least satisfied.[166] In contrast, the results for this research indicate that officers in agencies with 101–500 officers are significantly more satisfied than are officers in agencies with more or fewer personnel.

Chapter II also presented Orrick's claims that the most common reasons for officers leaving their agencies are salary, lack of career opportunities, and poor leadership from immediate supervisors.[167] The findings of this study support Orrick's claim regarding pay as the facet with the highest mean for intentions to quit, followed by career opportunities. However, the findings of this study contradict Orrick's claim about the role played by immediate supervisors because this survey facet reflected the lowest impact on intentions to quit.

The collective results as described in this thesis provide insight into how law enforcement officers view the seven facets included in this research in relation to

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[165] M. L. Dantzker and Betsy Kubin, "Job Satisfaction: The Gender Perspective among Police Officers," *American Journal of Criminal Justice* 23, no. 1 (1998): 27, 29, https://doi.org/10.1007/BF02887282.

[166] Dantzker, "Police Officer Job Satisfaction," 315.

[167] Orrick, *Recruitment, Retention, and Turnover of Police Personnel*, 146, 159.

satisfaction with and intentions to leave their agencies. The results for demographic groups may provide agencies with further insight into specific retention and satisfaction issues they may face or areas in which they are doing well. Similar to the authors presented in Chapter II, this research recommends that agencies identify areas of dissatisfaction among officers to inform policies and procedures that leverage satisfaction to increase retention.

B. RECOMMENDATIONS

The results of this research confirm a relationship between satisfaction and officers' intentions to leave their agencies. Additionally, the results indicate that the seven survey facets are significantly correlated with 99.0% confidence with each other, as well as overall satisfaction and intentions to quit. However, the variations in demographic responses, including agency size and jurisdiction, imply the lack of a specific solution for increasing satisfaction or lowering intentions to quit that pertains to all law enforcement agencies and all officers.

The primary recommendation based upon this research is for law enforcement agencies to recognize that their officers' satisfaction relates to retention. Agencies should consider monitoring their officers' satisfaction. Agencies may accomplish this monitoring by using surveys, especially before and after implementing a significant change in policy or procedure to gauge how it affects employees. Another consideration is whether it would be feasible to conduct an annual satisfaction survey. Agencies should also monitor officers who are leaving and conduct exit surveys to determine the reasons for leaving and track this information, as well as additional information, such as how many years the officers have been employed, rank, education level, and other demographic information to identify any trends about those leaving the agencies as an indicator for areas for improvement.

Another recommendation based upon these results is for agencies not to think of satisfaction or retention in terms of a single area of concern. As an example, most law enforcement officers are familiar with officers complaining about the pay; however, as the results from this research demonstrate, pay is not the only attribute affecting satisfaction or officers' desires to leave their agencies. Satisfaction and retention is also related to the opportunities agencies provide officers for professional development and advancement,

their relationships with their co-workers and supervisors, and the work conditions the officers face. Additionally, this research noted that pay includes many compensation benefits, such as salary, and health and retirement benefits. Officers are more satisfied with their health benefits than salary. Therefore, agencies should be cautious in taking away from areas in which officers are more satisfied, such as health benefits, to increase areas where they are less satisfied, such as salary.

Another consideration with the recommendation that agencies view satisfaction holistically rather than focusing on a specific aspect is that the agencies' actions for one facet may also affect another one. As an example, one area agencies can leverage satisfaction is with opportunities they provide their officers. These opportunities include offering advanced training and career development. The additional benefit of providing career development and training to people interested in promoting is that they should be more prepared to be supervisors and interact with their subordinates. This training and development then has the potential to increase officers' satisfaction with their supervisors.

Additionally, agencies should consider specific demographic characteristics—such as gender, race, and rank—and how specific groups view job satisfaction and intentions to quit when making policy and procedure decisions. Demographic responses referring to agency size and jurisdiction help identify agencies that have more and less satisfied officers. Additionally, the demographic responses provide insight into the areas of the population who may be more or less satisfied with their work. This information may help agencies who wish to increase their retention of specific demographic groups with identifying areas of specific interest to them.

C. FUTURE RESEARCH

This research suggests that future research can expand knowledge of law enforcement officers' job satisfaction and intentions to quit. The facets in this research were limited to seven areas, which could be expanded to other areas of interest. Additionally, the facet on immediate supervisors may provide more information if expanded to include all levels of supervision. If the statements regarding supervisors were worded to differentiate between immediate supervisors and the chain of command, similar

to the statements on pay related to benefits versus salary, researchers would then be able to study how different levels of the chain of command affect job satisfaction. One limitation with this research is the option of Hispanic is not included for demographic information. Adding this response option can provide valuable demographic information for analysis and allow researchers to evaluate racial influences on satisfaction and intentions to quit better.

Researchers interested in job satisfaction should consider additional measures of law enforcement officers' job satisfaction after significant national events. Given the current climate of demonstrations against law enforcement officers, additional surveys on job satisfaction may indicate whether significant events, such as protests, change levels of job satisfaction. Another national event currently occurring is the COVID-19 pandemic, which may influence officers' views on their health benefits, as well as work conditions. Additional research could possibly provide measures for how such significant events affect law enforcement officers' job satisfaction and intentions to quit.

Another research consideration is developing methods to compare job satisfaction with officers' performance. These comparisons would require less anonymity than that used in this research to access officers' performance appraisals. However, long-term studies may reveal whether a connection exists between officers' satisfaction and their performance appraisal ratings. Additionally, routine measures of officers' job satisfaction within a single agency may allow the agency to evaluate how policy and procedure changes affect job satisfaction. Long-term studies of job satisfaction within agencies may also allow for further analysis on the relation between job satisfaction, the intention to quit, and those who actually leave their agencies. However, annual satisfaction surveys may be an issue due to labor contracts and union agreements.

D. CONCLUSION

Satisfaction predicts retention and continues to be an indicator of areas for agencies to use to reduce turnover. The global measures included in this research provide an overall picture of the level of law enforcement job satisfaction in the United States, while the facet measures assist with identifying satisfaction in relation to specific areas that can be used to

identify policy considerations. Overall, officers are satisfied with their work and not thinking about leaving their agencies. However, this research also provides insight into specific areas and demographic groups with less satisfaction or higher intentions to quit, which also may guide agencies.

The national turnover rate of law enforcement officers reflects that officers will leave their agencies. This research may assist agencies with identifying areas to improve satisfaction through policies and procedures to increase retention and reduce turnover.

APPENDIX A. JOB SATISFACTION IN LAW ENFORCEMENT SURVEY

Job Satisfaction in Law Enforcement

This survey is for law enforcement officers who are line officers, corporals, sergeants, or lieutenants. This survey is designed to measure the satisfaction of law enforcement officers in seven areas as well as their desire to leave the employment of their agency due to each of these areas.

You are invited to participate in a research study entitled Job Satisfaction in Law Enforcement conducted by a student at the Naval Postgraduate School. The purpose of the research is measure the current level of job satisfaction among law enforcement officers and to compare this level to those officers' desire to leave their agencies. Participation is voluntary. If you chose to participate by continuing on you will complete a survey which is approximately 30 questions that is expected to take 15 minutes. All efforts, within reason, will be made to keep your personal information in your research record confidential but total confidentiality cannot be guaranteed. Your name and agency name will not be collected.

If you have any questions or comments about the research, or you experience any discomforts that you experience while taking part in this survey please contact the Principal Investigator, Dr. Cris Matei, 831–656-6017, cmatei@nps.edu. Questions about your rights as a research subject or any other concerns may be addressed to the Navy Postgraduate School IRB Chair, Dr. Larry Shattuck, 831–656-2473, lgshattu@nps.edu.

There are 30 questions in this survey

Demographics

These questions request basic information to allow for analysis of trends in responses to certain populations. For accurate results, please be honest. This information will not be specifically linked to survey answers in the final report.

[]Are you male or female? *

Please choose only one of the following:

○ Female

○ Male

[]What race are you?

Please choose only one of the following:

○ American Indian or Alaskan Native

○ Asian (i.e. Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese)
○ Black or African American
○ Native Hawaiian or other Pacific Islander (e.g. Samoan, Guamanian, or Chamorro)
○ White
○ Other

[]Are you a naturalized citizen or immigrant?

Please choose only one of the following:

○ Naturalized Citizen
○ Immigrant

[]What level of education do you have? *

Please choose only one of the following:

○ High school graduate - high school diploma or the equivalent (for example: GED)
○ Associate degree (for example: AA, AS)
○ Bachelor's degree (for example: BA, AB, BS)
○ Master's degree (for example: MA, MS, MEng, MEd, MSW, MBA)
○ Professional degree (for example: MD, DDS, DVM, LLB, JD)
○ Doctorate degree (for example: PhD, EdD)

[]Do you have military experience?

Please choose only one of the following:

○ Yes
○ No

[]How old are you? *

Please choose only one of the following:

○ 19–24
○ 25–29
○ 30–34
○ 35–39
○ 40–44
○ 45–49

○ 50–54
○ 54–59
○ 60–64
○ Over 65

[]What rank are you? *

Please choose only one of the following:

○ line officer (officer, deputy, trooper, etc.)
○ corporal
○ sergeant
○ lieutenant

[]What type of agency do you work for? *

Please choose only one of the following:

○ City
○ County
○ State

[]What size department do you work in? *

Please choose only one of the following:

○ 0–50
○ 51–100
○ 101–200
○ 201–500
○ 501–2000
○ More than 2000

[]How many years have you worked as a law enforcement officer? *

Please choose only one of the following:

○ 1
○ 2
○ 3
○ 4

- ○ 5
- ○ 6
- ○ 7
- ○ 8
- ○ 9
- ○ 10
- ○ 11
- ○ 12
- ○ 13
- ○ 14
- ○ 15
- ○ 16
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- ○ 23
- ○ 24
- ○ 25
- ○ 26
- ○ 27
- ○ 28
- ○ 29
- ○ 30
- ○ 31–35
- ○ 36–40
- ○ More than 40

[]How many departments have you previously worked for?

Please choose all that apply:

☐ N/A

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5 or more

[]Why did you leave the previous department?

Only answer this question if the following conditions are met:

-------- Scenario 1 --------

Answer was at question '11 [Previous]' (How many departments have you previously worked for?)

-------- or Scenario 2 --------

Answer was at question '11 [Previous]' (How many departments have you previously worked for?)

-------- or Scenario 3 --------

Answer was at question '11 [Previous]' (How many departments have you previously worked for?)

-------- or Scenario 4 --------

Answer was at question '11 [Previous]' (How many departments have you previously worked for?)

-------- or Scenario 5 --------

Answer was at question '11 [Previous]' (How many departments have you previously worked for?)

Comment only when you choose an answer.

Please choose all that apply and provide a comment:

☐Pay

☐Lack of opportunities

☐Co-workers

☐Immediate supervisor

☐Work conditions

☐Conflict between work and family

☐Negative public perception

Other:

[]Are you currently thinking about leaving your agency? *

Please choose only one of the following:

○ Yes

○ No

[]Why are you thinking about leaving your agency?

Only answer this question if the following conditions are met: Answer was 'Yes' at question '13 [Current]' (Are you currently thinking about leaving your agency?)

Comment only when you choose an answer.

Please choose all that apply and provide a comment:

☐Issues with pay

☐Lack of opportunities

☐Issues with co-workers

☐Issues with immediate supervisor

☐Work conditions

☐Conflict between work and family life

☐Negative public perception

☐Other:

Pay

[]Pay Satisfaction *

Please choose the appropriate response for each item:

	strongly disagree 1	disagree 2	neither agree or disagree 3	agree 4	strongly agree 5	Not Applicable
Your pay is comparable to the pay of other law enforcement agencies in your area.	○	○	○	○	○	○
You are satisfied with the amount of pay you receive.	○	○	○	○	○	○

Your pay covers your living expenses without working extra hours.	○	○	○	○	○	○
Your pay increases at a rate appropriate for changes in cost of living and time with your agency.	○	○	○	○	○	○
You receive appropriate compensation benefits for your level of education.	○	○	○	○	○	○
You receive appropriate compensation benefits for your extra work-related training and certificates you have received.	○	○	○	○	○	○
You are satisfied with the retirement benefits your agency provides.	○	○	○	○	○	○
You are satisfied with the health benefits your agency provides.	○	○	○	○	○	○
You are satisfied with additional benefits your agency provides such as a take home vehicle, equipment, or uniforms.	○	○	○	○	○	○
You are satisfied with benefits you receive related to physical fitness such as gym memberships or time to exercise on duty.	○	○	○	○	○	○

For each statement, please select the option that is most accurate:

1 – strongly disagree (statement is rarely or never true)

2 – disagree (the statement may apply, but the majority of the time the statement is not true)

3 – neither agree or disagree (although the statement is possible, you do not think it impacts you one way or another)

4 – agree (the statement applies the majority of the time, but there are times when it does not apply)

5 – strongly agree (the statement applies almost all of the time or always)

[]Pay - Intention to Quit *

Please choose the appropriate response for each item:

	strongly disagree 1	disagree 2	neither agree or disagree 3	agree 4	strongly agree 5	Not Applicable
You have considered leaving your agency for another agency with better pay.	○	○	○	○	○	○
You have considered leaving your agency for another agency with better health benefits.	○	○	○	○	○	○
You have considered leaving your agency for another agency with better retirement benefits.	○	○	○	○	○	○
You have considered leaving the law enforcement profession for a different profession with better pay.	○	○	○	○	○	○

For each statement, please select the option that is most accurate:

1 – strongly disagree (statement is rarely or never true)

2 – disagree (the statement may apply, but the majority of the time the statement is not true)

3 – neither agree or disagree (although the statement is possible, you do not think it impacts you one way or another)

4 – agree (the statement applies the majority of the time, but there are times when it does not apply)

5 – strongly agree (the statement applies almost all of the time or always)

Opportunities

[]Satisfaction with Opportunities *

Please choose the appropriate response for each item:

	strongly disagree 1	disagree 2	neither agree or disagree 3	agree 4	strongly agree 5	Not Applicable
The promotion system in your agency is fair.	○	○	○	○	○	○
You can advance and reach your full potential within your agency.	○	○	○	○	○	○
Specialty assignments are assigned fairly in your agency.	○	○	○	○	○	○
You are satisfied with the variety of assignments your agency has available.	○	○	○	○	○	○
You are satisfied with the personal educational advancement opportunities your agency supports.	○	○	○	○	○	○
You are satisfied with the opportunities to attend advanced training through your agency.	○	○	○	○	○	○
You are satisfied with the professional development opportunities your agency provides.	○	○	○	○	○	○

For each statement, please select the option that is most accurate:
1 – strongly disagree (statement is rarely or never true)
2 – disagree (the statement may apply, but the majority of the time the statement is not true)
3 – neither agree or disagree (although the statement is possible, you do not think it impacts you one way or another)
4 – agree (the statement applies the majority of the time, but there are times when it does not apply)
5 – strongly agree (the statement applies almost all of the time or always)

[]Opportunities - Intention to Quit *

Please choose the appropriate response for each item:

	strongly disagree 1	disagree 2	neither agree or disagree 3	agree 4	strongly agree 5	Not Applicable
You have considered leaving your agency because of lack of promotion opportunities.	○	○	○	○	○	○
You have considered leaving your agency because of lack of specialty position opportunities.	○	○	○	○	○	○
You have considered leaving your agency because of lack of diverse assignments.	○	○	○	○	○	○
You have considered leaving your agency because of lack of professional development opportunities.	○	○	○	○	○	○

For each statement, please select the option that is most accurate:
1 – strongly disagree (statement is rarely or never true)
2 – disagree (the statement may apply, but the majority of the time the statement is not true)
3 – neither agree or disagree (although the statement is possible, you do not think it impacts you one way or another)

4 – agree (the statement applies the majority of the time, but there are times when it does not apply)
5 – strongly agree (the statement applies almost all of the time or always)

Co-Workers
[]Satisfaction with Co-Workers *

Please choose the appropriate response for each item:

	strongly disagree 1	disagree 2	neither agree or disagree 3	agree 4	strongly agree 5	Not Applicable
You enjoy working with your co-workers.	○	○	○	○	○	○
You enjoy spending time with co-workers away from work.	○	○	○	○	○	○
Your co-workers are knowledgeable about their work.	○	○	○	○	○	○
You can depend on your co-workers.	○	○	○	○	○	○
Your co-workers care about your well being.	○	○	○	○	○	○
Your co-workers are supportive of your desires to participate in special assignments or professional advancement.	○	○	○	○	○	○
The people you work with function as a team.	○	○	○	○	○	○
You trust the people you work with.	○	○	○	○	○	○
Your co-workers do not bully you or get out of hand with their jokes.	○	○	○	○	○	○

For each statement, please select the option that is most accurate:
1 – strongly disagree (statement is rarely or never true)

2 – disagree (the statement may apply, but the majority of the time the statement is not true)
3 – neither agree or disagree (although the statement is possible, you do not think it impacts you one way or another)
4 – agree (the statement applies the majority of the time, but there are times when it does not apply)
5 – strongly agree (the statement applies almost all of the time or always)

[]Co-Workers - Intention to Quit *

Please choose the appropriate response for each item:

	strongly disagree 1	disagree 2	neither agree or disagree 3	agree 4	strongly agree 5	Not Applicable
You have considered leaving your agency because of the people you work with.	○	○	○	○	○	○

For each statement, please select the option that is most accurate:
1 – strongly disagree (statement is rarely or never true)
2 – disagree (the statement may apply, but the majority of the time the statement is not true)
3 – neither agree or disagree (although the statement is possible, you do not think it impacts you one way or another)
4 – agree (the statement applies the majority of the time, but there are times when it does not apply)
5 – strongly agree (the statement applies almost all of the time or always)

Immediate Supervisors
[]Satisfaction with Immediate Supervisor *

Please choose the appropriate response for each item:

	strongly disagree 1	disagree 2	neither agree or disagree 3	agree 4	strongly agree 5	Not Applicable
Your supervisor treats people fairly.	○	○	○	○	○	○
Your supervisor is competent at doing his or her job.	○	○	○	○	○	○
Your supervisor is good at making sure	○	○	○	○	○	○

everyone works together.						
Your supervisor supports your decisions and sticks up for you if necessary.	○	○	○	○	○	○
Your supervisor provides guidance and mentorship when it is needed.	○	○	○	○	○	○
You can communicate with your supervisor.	○	○	○	○	○	○
You trust your supervisor.	○	○	○	○	○	○
Your supervisor is supportive of your interest in opportunities within your agency.	○	○	○	○	○	○
Your supervisor cares about your well-being.	○	○	○	○	○	○

For each statement, please select the option that is most accurate:
1 – strongly disagree (statement is rarely or never true)
2 – disagree (the statement may apply, but the majority of the time the statement is not true)
3 – neither agree or disagree (although the statement is possible, you do not think it impacts you one way or another)
4 – agree (the statement applies the majority of the time, but there are times when it does not apply)
5 – strongly agree (the statement applies almost all of the time or always)

[]Immediate Supervisor - Intention to Quit *

Please choose the appropriate response for each item:

	strongly disagree 1	disagree 2	neither agree or disagree 3	agree 4	strongly agree 5	Not Applicable
You have considered leaving your agency because of your supervisor.	○	○	○	○	○	○

For each statement, please select the option that is most accurate:

1 – strongly disagree (statement is rarely or never true)
2 – disagree (the statement may apply, but the majority of the time the statement is not true)
3 – neither agree or disagree (although the statement is possible, you do not think it impacts you one way or another)
4 – agree (the statement applies the majority of the time, but there are times when it does not apply)
5 – strongly agree (the statement applies almost all of the time or always)

Work Conditions
[]Satisfaction with Work Conditions *

Please choose the appropriate response for each item:

	strongly disagree 1	disagree 2	neither agree or disagree 3	agree 4	strongly agree 5	Not Applicable
Your agency cares about your well-being.	○	○	○	○	○	○
You are satisfied with your work environment.	○	○	○	○	○	○
You look forward to working every day.	○	○	○	○	○	○
Your agency provided you the training you needed to complete your work.	○	○	○	○	○	○
The policies and procedures for completing work are clear.	○	○	○	○	○	○
You are satisfied with the work tasks assigned to you.	○	○	○	○	○	○
You enjoy the hours you work.	○	○	○	○	○	○
Your agency provides the equipment you need to complete your work.	○	○	○	○	○	○

The work conditions in your agency are better than those in other agencies around you.	○	○	○	○	○	○

For each statement, please select the option that is most accurate:
1 – strongly disagree (statement is rarely or never true)
2 – disagree (the statement may apply, but the majority of the time the statement is not true)
3 – neither agree or disagree (although the statement is possible, you do not think it impacts you one way or another)
4 – agree (the statement applies the majority of the time, but there are times when it does not apply)
5 – strongly agree (the statement applies almost all of the time or always)

[]Work Conditions - Intentions to Quit *

Please choose the appropriate response for each item:

	strongly disagree 1	disagree 2	neither agree or disagree 3	agree 4	strongly agree 5	Not Applicable
You have thought about leaving your agency because of your work conditions.	○	○	○	○	○	○

For each statement, please select the option that is most accurate:
1 – strongly disagree (statement is rarely or never true)
2 – disagree (the statement may apply, but the majority of the time the statement is not true)
3 – neither agree or disagree (although the statement is possible, you do not think it impacts you one way or another)
4 – agree (the statement applies the majority of the time, but there are times when it does not apply)
5 – strongly agree (the statement applies almost all of the time or always)

Work and Family Conflict
[]Work and Family Satisfaction *

Please choose the appropriate response for each item:

	strongly disagree 1	disagree 2	neither agree or disagree 3	agree 4	strongly agree 5	Not Applicable

Your family is satisfied with your work.	○	○	○	○	○	○
Your family is supportive of your career.	○	○	○	○	○	○
You can talk about your work with your family.	○	○	○	○	○	○
You are able to easily transition from work to family when you go off-duty.	○	○	○	○	○	○
Others at work support you when you take time off for family.	○	○	○	○	○	○
Your work schedule provides you more flexibility for family and personal life.	○	○	○	○	○	○
You have a healthy balance of work and family life.	○	○	○	○	○	○
You have NOT had a significant relationship end because of your work.	○	○	○	○	○	○
You are able to balance learning, special assignment, or promotion opportunities with your family life.	○	○	○	○	○	○

For each statement, please select the option that is most accurate:
1 – strongly disagree (statement is rarely or never true)
2 – disagree (the statement may apply, but the majority of the time the statement is not true)
3 – neither agree or disagree (although the statement is possible, you do not think it impacts you one way or another)
4 – agree (the statement applies the majority of the time, but there are times when it does not apply)
5 – strongly agree (the statement applies almost all of the time or always)

[]Work and Family - Intention to Quit *

Please choose the appropriate response for each item:

	strongly disagree 1	disagree 2	neither agree or disagree 3	agree 4	strongly agree 5	Not Applicable
You have thought about leaving law enforcement due to its conflict with your family life.	○	○	○	○	○	○
You have thought about leaving your agency due to work conflict with your family life.	○	○	○	○	○	○

For each statement, please select the option that is most accurate:
1 – strongly disagree (statement is rarely or never true)
2 – disagree (the statement may apply, but the majority of the time the statement is not true)
3 – neither agree or disagree (although the statement is possible, you do not think it impacts you one way or another)
4 – agree (the statement applies the majority of the time, but there are times when it does not apply)
5 – strongly agree (the statement applies almost all of the time or always)

Public Perception
[]Public Perception and Satisfaction *

Please choose the appropriate response for each item:

	strongly disagree 1	disagree 2	neither agree or disagree 3	agree 4	strongly agree 5	Not Applicable
Your work has meaning and is important.	○	○	○	○	○	○
Public opinion has shaped changes in policy and procedure within your agency.	○	○	○	○	○	○
The public thanks you for the work you do.	○	○	○	○	○	○

The public is generally respectful and receptive when interacting with law enforcement officers.	○	○	○	○	○	○
You are proud to let people know what you do for a living when not at work.	○	○	○	○	○	○
You are satisfied with your agency's public image.	○	○	○	○	○	○
Your agency takes steps to increase its positive public image.	○	○	○	○	○	○

For each statement, please select the option that is most accurate:
1 – strongly disagree (statement is rarely or never true)
2 – disagree (the statement may apply, but the majority of the time the statement is not true)
3 – neither agree or disagree (although the statement is possible, you do not think it impacts you one way or another)
4 – agree (the statement applies the majority of the time, but there are times when it does not apply)
5 – strongly agree (the statement applies almost all of the time or always)

[]Public Perception - Intention to Quit *

Please choose the appropriate response for each item:

	strongly disagree 1	disagree 2	neither agree or disagree 3	agree 4	strongly agree 5	Not Applicable
You considered applying to another agency after an incident causing bad public opinion of your agency.	○	○	○	○	○	○
You have thought about leaving the law enforcement profession because of negative public	○	○	○	○	○	○

perception the profession has received.

For each statement, please select the option that is most accurate:
1 – strongly disagree (statement is rarely or never true)
2 – disagree (the statement may apply, but the majority of the time the statement is not true)
3 – neither agree or disagree (although the statement is possible, you do not think it impacts you one way or another)
4 – agree (the statement applies the majority of the time, but there are times when it does not apply)
5 – strongly agree (the statement applies almost all of the time or always)

Overall
[]Overall Satisfaction *

Please choose the appropriate response for each item:

	strongly disagree 1	disagree 2	neither agree or disagree 3	agree 4	strongly agree 5	Not Applicable
I am satisfied with being a law enforcement officer.	○	○	○	○	○	○
I am satisfied with working for my agency.	○	○	○	○	○	○

For each statement, please select the option that is most accurate:
1 – strongly disagree (statement is rarely or never true)
2 – disagree (the statement may apply, but the majority of the time the statement is not true)
3 – neither agree or disagree (although the statement is possible, you do not think it impacts you one way or another)
4 – agree (the statement applies the majority of the time, but there are times when it does not apply)
5 – strongly agree (the statement applies almost all of the time or always)

[]Overall Intention to Quit *

Please choose the appropriate response for each item:

	strongly disagree 1	disagree 2	neither agree or disagree 3	agree 4	strongly agree 5	Not Applicable

I would like to change employment to another agency.	○	○	○	○	○	○
I would like to change careers and not be a law enforcement officer.	○	○	○	○	○	○

For each statement, please select the option that is most accurate:
1 – strongly disagree (statement is rarely or never true)
2 – disagree (the statement may apply, but the majority of the time the statement is not true)
3 – neither agree or disagree (although the statement is possible, you do not think it impacts you one way or another)
4 – agree (the statement applies the majority of the time, but there are times when it does not apply)
5 – strongly agree (the statement applies almost all of the time or always)

Thank you for your time and participation in completing this survey. The results of the survey will be used for a master's thesis on job satisfaction in law enforcement. If you have any questions about the results of the survey or research, please contact Lisa Barnett at lisa.barnett@nps.edu. The final results of the research will be published in the thesis January of 2021 through the Naval Postgraduate School.

Submit your survey.
Thank you for completing this survey.

APPENDIX B. RESPONSE AVERAGES FOR SATISFACTION

Headers:

Pay
OPP = Opportunities
CW = Co-Workers
IS = Immediate Supervisor
WC = Work Conditions
WF = Work and Family
PP = Public Perception
ALL = Overall

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
1	3.60	4.00	4.56	2.56	3.89	4.09	3.67	5.00
2	3.50	3.29	3.33	3.67	4.11	3.36	3.56	5.00
3	3.30	3.29	3.89	5.00	4.22	4.09	4.11	5.00
4	4.30	3.00	3.89	4.67	3.89	3.82	3.33	4.50
5	5.00	5.00	5.00	5.00	5.00	4.20	3.89	5.00
6	3.90	2.14	3.22	1.22	2.89	2.82	3.89	3.50
7	3.60	4.43	4.67	5.00	4.00	3.45	3.78	5.00
9	3.60	3.29	4.00	4.67	4.00	3.09	4.11	5.00
10	4.00	4.00	3.89	4.00	4.00	3.64	3.56	4.00
11	3.80	4.00	3.89	4.00	3.89	3.55	3.56	4.00
12	3.50	4.14	3.67	3.78	4.11	3.64	3.56	4.00
15	3.00	2.29	3.22	2.00	3.22	3.09	3.44	4.00
16	3.80	3.86	4.00	4.00	3.89	3.64	3.33	4.00
17	4.20	3.71	4.00	4.22	3.89	3.55	3.78	4.00
18	3.20	3.29	3.78	4.00	3.67	3.36	3.67	4.00
19	2.50	4.14	3.78	3.00	3.22	3.27	3.78	4.00
20	4.00	3.29	5.00	4.33	3.78	3.73	2.89	4.00
21	3.78	4.71	3.78	4.00	4.56	4.09	3.67	5.00
23	3.00	3.43	3.33	4.78	4.33	2.91	3.67	4.00
24	3.40	4.00	4.00	3.67	4.33	3.36	4.00	4.00
26	2.30	3.00	4.00	4.00	4.11	3.64	3.33	4.00
27	3.80	3.71	4.78	5.00	3.89	4.00	3.44	5.00
29	3.40	3.29	3.11	5.00	3.44	2.82	3.11	2.50
32	3.30	3.57	3.78	3.33	3.89	3.55	3.11	4.00
37	2.30	1.29	3.78	3.44	2.78	2.91	3.56	4.00
38	1.90	3.29	4.22	5.00	4.11	4.00	3.89	4.50
39	2.90	3.29	4.89	4.67	4.11	3.00	3.33	5.00
40	4.20	3.71	4.67	5.00	4.22	4.27	4.11	5.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
42	4.50	4.86	4.78	4.89	4.56	4.27	2.33	4.50
44	3.80	4.00	4.89	5.00	4.22	4.18	3.89	5.00
45	3.30	4.14	4.67	4.78	3.56	3.91	3.75	3.50
46	3.10	3.71	4.56	5.00	4.11	3.82	3.33	5.00
47	3.70	4.57	3.56	4.00	4.11	3.18	3.00	5.00
48	4.11	4.00	4.63	4.56	4.33	3.18	4.00	5.00
49	3.70	2.86	4.00	4.00	4.00	3.73	3.44	4.00
50	2.90	3.14	4.00	4.33	4.22	4.00	3.89	4.00
51	3.30	4.43	3.89	4.89	4.56	3.82	3.67	5.00
53	2.50	2.14	3.67	3.44	2.78	3.55	3.44	3.50
54	3.00	2.29	4.67	4.78	3.78	4.18	4.11	4.50
55	3.00	1.57	4.67	5.00	3.33	4.00	3.67	3.50
58	2.50	3.00	3.88	3.56	4.00	3.36	3.44	4.00
59	3.50	3.57	4.11	4.00	4.00	3.55	3.44	4.00
60	2.70	2.00	3.78	4.89	3.44	3.64	3.00	4.00
61	3.70	3.43	4.11	2.89	3.78	3.64	3.56	4.00
62	3.60	3.43	3.89	3.33	4.00	3.55	3.33	4.00
63	4.00	3.71	5.00	5.00	5.00	4.18	3.67	5.00
64	1.90	2.57	3.33	1.33	4.11	4.00	3.67	4.50
65	2.89	2.86	3.22	4.89	3.11	3.55	3.11	4.00
66	2.89	4.57	5.00	5.00	4.00	3.55	3.67	4.00
67	4.00	5.00	5.00	5.00	5.00	4.27	4.11	5.00
70	4.40	4.00	5.00	5.00	4.22	4.27	3.56	5.00
72	4.89	3.29	4.78	5.00	5.00	4.44	4.00	5.00
76	3.25	3.14	4.22	3.67	4.67	3.55	4.00	5.00
77	2.50	3.57	4.89	3.56	4.44	4.18	4.00	4.00
78	4.70	4.43	3.56	4.56	4.00	3.45	3.33	5.00
80	3.00	2.43	2.67	3.44	3.00	3.09	3.44	4.00
81	2.10	1.00	3.78	2.11	1.00	3.45	4.11	3.00
82	3.50	3.14	4.11	2.89	3.56	3.64	3.75	3.00
84	3.80	2.00	3.56	3.89	3.56	3.64	3.56	4.00
85	4.20	4.71	5.00	5.00	4.89	4.27	3.89	5.00
86	2.70	1.29	3.67	3.89	2.67	3.27	2.56	2.00
87	3.00	2.71	5.00	5.00	2.44	3.64	2.78	3.50
89	3.30	3.86	3.33	4.44	3.78	3.55	3.44	4.00
90	2.90	3.00	3.67	1.89	3.89	2.91	2.89	5.00
91	2.20	2.43	4.00	4.00	4.11	3.45	3.11	5.00
92	2.30	3.57	5.00	5.00	3.67	4.27	3.89	5.00
94	2.90	2.86	4.88	3.89	3.22	2.73	2.56	3.50

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
95	3.50	2.00	5.00	2.33	4.00	2.91	3.56	4.00
97	3.10	4.00	3.78	3.00	3.78	4.55	4.00	5.00
98	3.50	4.00	5.00	3.22	3.89	4.18	3.33	5.00
99	3.90	3.71	4.78	5.00	3.78	4.00	3.56	4.50
100	4.10	3.86	4.00	4.11	4.00	3.36	3.56	4.50
101	3.90	4.29	4.56	4.78	3.56	3.73	3.56	3.50
102	4.00	3.29	3.56	3.78	3.56	3.27	3.56	4.00
103	4.00	3.71	3.89	4.00	3.78	3.45	3.22	4.50
104	4.00	3.57	5.00	5.00	3.00	4.09	3.22	4.50
105	3.90	3.71	5.00	5.00	4.33	4.27	3.11	4.50
106	4.00	3.57	4.89	5.00	4.11	4.45	3.78	5.00
107	4.60	4.57	4.78	5.00	4.67	4.00	3.56	4.50
108	3.90	3.57	4.11	5.00	4.00	3.91	3.11	4.50
109	4.10	4.29	4.33	5.00	4.44	3.91	2.89	4.00
110	4.90	5.00	4.89	4.56	5.00	4.09	3.78	5.00
111	4.44	3.86	4.89	4.78	4.78	3.33	3.67	5.00
112	2.40	3.14	4.33	4.67	3.44	3.91	3.44	4.50
114	2.80	3.14	4.56	2.22	3.89	4.27	4.00	4.00
115	2.50	2.00	3.56	2.56	3.00	2.36	3.56	2.50
116	4.00	3.57	4.33	4.89	3.78	3.64	3.33	4.50
117	4.60	4.71	4.22	4.78	4.44	3.45	3.56	5.00
118	2.80	3.86	4.22	4.56	4.33	3.91	3.67	5.00
119	4.00	3.14	4.33	3.67	3.22	3.64	3.56	4.00
120	2.90	3.29	4.67	2.89	3.00	3.73	3.44	2.50
121	3.60	3.29	3.89	3.89	3.22	3.18	3.11	3.50
122	4.00	3.86	4.89	5.00	4.00	3.45	3.67	5.00
123	3.90	4.00	3.89	4.00	4.00	3.63	3.43	4.00
125	3.00	3.71	4.22	4.11	3.33	3.64	3.22	4.50
126	4.00	3.71	4.22	5.00	4.22	3.64	3.67	4.50
127	3.10	3.86	3.78	3.89	3.78	3.18	3.33	4.00
129	3.90	4.57	4.89	5.00	4.00	4.00	3.67	5.00
130	3.00	2.57	4.88	5.00	3.44	3.45	3.67	5.00
131	3.20	3.57	3.89	3.22	3.78	3.55	3.78	5.00
132	4.10	3.86	4.11	4.67	3.89	3.73	3.22	5.00
133	3.60	3.14	3.67	3.67	3.78	3.45	3.11	4.00
134	3.60	4.29	3.22	3.89	4.00	4.09	4.00	5.00
135	3.90	3.86	4.00	4.00	4.00	3.64	3.44	5.00
136	3.00	3.29	4.78	4.89	4.33	3.18	4.00	5.00
137	2.30	2.00	2.56	3.67	2.78	2.55	3.00	3.50

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
139	4.00	3.57	4.89	3.44	3.89	3.27	3.67	4.00
140	3.90	4.14	4.80	5.00	4.00	3.22	3.11	4.00
141	3.00	2.29	4.44	5.00	2.78	3.36	3.00	4.00
142	3.30	3.14	4.25	5.00	4.11	3.91	3.67	4.00
143	3.00	4.86	4.33	5.00	4.89	4.18	3.22	5.00
144	2.60	2.00	4.00	4.00	2.38	4.50	3.56	3.00
145	3.80	4.14	3.22	4.00	3.67	3.75	3.78	5.00
146	3.60	3.14	1.56	1.22	1.89	2.45	3.33	3.00
147	3.90	3.86	4.44	5.00	4.67	4.18	3.67	5.00
148	2.90	1.71	3.22	2.67	2.33	2.60	2.67	3.00
149	2.60	1.29	2.67	1.89	1.89	2.45	3.00	1.00
150	4.40	3.57	4.11	4.56	4.11	3.50	3.22	5.00
151	4.00	2.29	4.11	3.67	2.78	3.64	3.67	3.00
152	2.20	2.57	4.44	3.00	3.11	2.82	3.00	4.50
153	2.90	3.14	4.00	4.00	3.56	3.64	3.33	3.00
154	3.20	2.00	3.89	3.78	3.22	3.73	3.22	4.00
155	3.30	2.00	4.56	3.89	3.33	2.36	3.44	4.00
156	3.70	3.71	3.89	4.00	4.00	3.45	3.56	4.00
158	3.30	4.29	4.11	4.00	3.67	3.45	4.11	5.00
159	3.89	3.86	3.89	3.44	3.67	2.36	3.22	4.50
160	3.30	4.00	4.22	3.78	3.78	3.55	3.67	4.00
161	3.60	3.71	4.67	5.00	4.11	4.27	3.44	5.00
162	5.00	5.00	5.00	5.00	5.00	4.27	4.11	5.00
163	3.33	4.00	4.33	3.22	3.67	3.09	3.22	4.00
164	2.70	2.29	4.22	4.00	3.22	3.27	3.11	4.00
166	4.00	3.71	3.78	3.89	3.78	3.64	3.67	4.50
170	4.40	4.57	4.89	5.00	5.00	4.18	3.67	5.00
171	3.70	3.71	3.33	4.00	3.78	3.00	3.22	2.50
172	4.70	3.57	4.56	5.00	4.44	2.45	4.67	5.00
173	3.80	4.00	4.11	4.44	3.78	3.10	3.44	4.50
175	3.70	2.86	4.33	4.00	3.50	3.91	3.44	4.00
177	3.75	3.14	4.00	4.00	3.33	3.27	4.00	4.50
178	3.33	2.86	4.56	4.22	3.11	3.73	3.78	4.50
179	4.40	4.14	4.00	4.22	4.22	3.45	3.44	5.00
180	4.40	2.14	3.78	3.33	2.89	3.45	3.67	4.00
181	3.80	2.57	3.67	3.89	3.22	3.91	3.11	3.50
182	4.30	4.00	4.22	4.00	3.89	3.82	3.67	5.00
183	4.50	4.43	3.78	4.89	3.78	3.45	2.89	5.00
184	3.80	4.00	4.33	4.78	4.67	3.73	3.67	5.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
186	3.60	5.00	5.00	3.56	5.00	4.45	4.00	5.00
187	4.56	3.43	5.00	3.44	4.33	5.00	4.14	4.50
188	3.90	3.00	3.89	4.33	3.78	3.36	2.89	4.00
189	2.20	3.29	4.63	4.78	4.22	4.18	3.22	4.50
190	2.30	2.14	3.89	4.00	3.33	3.45	3.89	4.00
193	2.80	3.43	2.67	3.44	2.22	3.36	2.89	3.00
195	3.60	3.86	3.56	3.67	3.56	3.55	3.44	4.00
196	3.00	3.00	4.78	5.00	3.33	4.10	4.11	4.00
197	2.80	3.29	1.89	2.33	3.44	3.64	3.33	4.50
199	3.40	4.00	4.22	5.00	4.00	3.36	3.56	4.00
200	3.50	3.57	4.44	4.67	3.89	4.18	3.67	5.00
201	2.20	4.29	3.89	3.67	3.78	4.30	3.67	4.00
203	1.50	2.14	2.89	4.00	1.89	3.18	2.44	2.50
204	1.40	1.00	4.44	2.00	1.00	3.27	3.33	3.00
206	2.30	1.86	2.22	3.56	2.11	3.36	2.89	2.00
207	3.40	3.43	4.00	4.00	3.89	3.36	3.67	4.00
209	1.70	2.43	2.50	1.33	2.78	3.82	3.56	4.00
210	4.90	5.00	4.56	4.56	4.56	3.55	3.33	5.00
211	1.90	3.00	5.00	4.89	3.44	3.64	3.11	4.00
212	1.40	3.00	4.67	5.00	2.44	3.09	3.00	3.50
213	3.40	3.43	4.22	4.22	3.78	3.18	2.89	4.00
214	2.90	4.14	4.89	4.89	3.89	2.55	3.78	5.00
216	1.90	2.29	4.33	3.89	2.44	3.64	3.11	3.50
217	3.20	3.14	4.56	5.00	3.78	3.82	3.22	5.00
219	2.00	3.57	3.63	3.67	3.75	3.27	3.56	5.00
220	2.90	1.29	3.89	5.00	3.33	3.36	3.44	5.00
221	3.80	2.43	3.56	4.33	3.22	3.33	3.67	3.50
222	3.90	3.86	3.11	2.78	4.33	2.73	3.33	4.00
223	4.60	4.86	4.63	5.00	4.67	5.00	4.14	5.00
224	2.50	2.86	3.00	4.56	2.67	3.27	3.56	3.00
225	2.30	1.71	3.78	2.67	3.22	3.40	3.56	4.00
226	4.30	4.43	4.11	5.00	4.00	3.36	3.67	4.00
228	3.00	4.00	4.56	5.00	4.00	3.45	3.44	5.00
229	2.30	2.17	4.44	4.00	3.44	3.64	2.78	4.00
231	3.60	3.71	4.44	3.89	3.89	4.09	3.22	4.50
232	3.80	4.00	3.78	3.89	3.89	3.64	3.00	4.00
233	2.90	3.43	4.44	4.89	3.89	3.91	4.11	5.00
234	2.10	2.43	4.11	2.67	2.89	3.36	2.67	4.00
236	2.50	2.43	3.00	2.89	3.00	3.55	3.11	4.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
237	2.40	3.71	4.56	5.00	3.11	2.45	3.44	4.00
238	4.10	4.29	4.78	5.00	4.11	4.27	3.33	5.00
239	3.40	3.86	4.89	5.00	4.33	4.27	4.11	5.00
240	1.20	1.00	3.11	3.89	2.78	2.44	2.22	3.00
242	2.10	1.43	3.56	3.67	1.00	4.64	3.44	1.00
243	2.70	2.29	4.22	4.00	3.22	3.55	3.44	4.00
244	1.90	2.57	3.78	4.22	2.67	3.73	3.44	2.50
245	4.20	4.29	3.67	4.22	4.00	3.64	3.67	4.00
246	4.50	4.71	4.22	5.00	4.22	3.45	3.89	5.00
247	3.90	2.43	3.89	3.89	3.78	3.18	3.44	2.00
248	4.40	4.14	5.00	5.00	5.00	4.18	4.11	5.00
249	4.10	4.00	5.00	4.89	4.33	3.18	3.44	5.00
250	2.60	2.86	4.44	5.00	2.78	3.09	2.56	2.50
251	2.90	3.71	4.00	3.89	3.67	3.27	3.11	5.00
252	2.75	5.00	4.67	5.00	4.56	3.91	4.11	5.00
253	4.20	3.86	4.44	5.00	3.89	3.36	3.67	4.00
255	2.10	2.86	4.00	3.44	1.56	3.00	2.56	2.00
256	4.70	3.14	5.00	5.00	4.22	3.27	3.89	5.00
257	2.00	1.71	5.00	3.00	1.89	2.91	2.67	2.50
258	2.30	4.14	5.00	4.89	4.67	4.27	3.44	4.50
259	2.30	2.43	4.89	2.44	2.67	3.09	3.00	3.00
260	2.40	2.57	4.67	4.78	3.11	3.82	3.78	4.50
263	3.40	3.43	5.00	3.00	2.44	3.27	4.00	3.50
264	2.80	3.29	4.00	4.00	3.89	3.18	3.33	4.00
265	3.00	3.71	4.33	4.22	3.67	3.45	3.44	4.00
266	1.90	1.57	3.67	2.44	2.89	2.91	3.33	4.50
267	4.20	3.57	4.00	3.00	3.89	3.45	3.22	5.00
268	1.80	2.71	3.11	2.00	2.67	3.82	3.22	2.50
269	2.90	3.43	4.00	3.22	3.00	4.45	3.67	4.50
270	3.30	3.57	4.11	4.11	3.56	4.18	3.78	4.50
271	3.90	3.71	3.89	4.67	3.89	3.55	3.11	4.00
272	2.00	2.71	2.75	2.00	2.33	2.82	2.78	3.00
273	3.40	3.14	3.00	4.00	4.00	3.73	3.78	5.00
274	4.00	4.86	5.00	5.00	4.89	3.45	3.44	5.00
275	1.00	1.43	1.71	2.78	2.11	4.10	3.11	3.00
276	4.10	4.14	4.78	5.00	4.44	3.91	3.67	5.00
283	3.25	2.57	3.50	3.50	2.88	2.45	3.67	3.50
284	2.10	3.00	5.00	1.56	2.78	3.30	3.44	3.50
285	3.80	3.43	5.00	5.00	4.44	4.18	3.78	5.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
287	4.70	4.00	4.00	4.11	3.89	3.82	3.89	5.00
288	3.20	3.57	3.78	4.00	3.56	3.00	3.33	4.00
289	2.70	3.43	4.11	2.11	3.33	3.55	3.11	4.50
291	3.80	3.71	4.00	4.00	4.00	3.64	3.56	4.00
292	3.40	3.43	4.44	2.33	3.78	3.64	3.89	4.50
294	3.20	3.00	3.78	2.78	3.11	3.82	3.44	4.00
295	1.90	3.57	3.56	4.00	3.78	3.36	3.89	4.50
296	4.20	4.29	4.78	5.00	4.67	3.64	4.00	5.00
297	4.50	3.29	3.33	4.89	3.78	3.18	2.89	5.00
298	4.20	3.43	4.67	5.00	4.11	3.64	3.78	5.00
299	3.30	4.00	4.00	3.33	3.89	1.91	3.33	5.00
301	3.25	4.00	4.56	4.44	4.11	3.82	3.44	5.00
304	2.50	3.29	3.22	4.44	3.00	3.55	3.00	4.00
305	2.11	1.14	4.44	2.89	1.00	3.73	2.33	1.00
306	3.40	2.86	4.44	4.78	4.22	3.64	3.11	5.00
307	3.30	2.29	3.89	4.33	4.67	4.27	3.67	5.00
308	3.25	4.14	4.44	5.00	4.33	3.60	3.22	4.50
309	3.11	2.29	3.11	3.78	2.67	3.36	3.44	3.50
311	4.00	4.29	4.44	4.78	4.67	4.27	3.33	4.50
312	3.90	2.14	4.00	4.00	3.00	3.45	3.33	5.00
313	4.30	3.00	4.00	4.00	4.33	3.73	3.11	5.00
314	3.20	3.14	3.44	3.11	3.56	3.18	3.67	4.00
317	3.80	2.71	3.78	2.78	4.56	3.55	3.44	5.00
318	3.67	4.00	4.89	5.00	4.67	2.91	3.67	5.00
320	4.50	4.00	4.89	5.00	4.33	4.00	4.00	5.00
321	2.60	3.43	4.78	5.00	3.78	3.64	3.33	4.00
324	4.70	5.00	4.56	5.00	4.44	3.91	3.67	5.00
326	4.20	4.14	4.33	3.56	5.00	3.82	3.67	5.00
327	3.30	3.43	4.00	3.67	4.60	3.64	3.89	4.00
328	4.20	3.71	4.67	5.00	4.56	2.91	3.78	5.00
329	4.00	2.43	3.78	4.67	3.67	3.64	2.89	4.00
333	3.30	3.29	4.22	4.33	4.00	3.55	3.33	4.00
334	2.00	2.14	3.44	1.44	2.56	4.36	3.78	4.00
335	4.50	3.86	3.78	5.00	4.00	3.73	4.11	5.00
336	3.70	3.14	4.67	4.89	4.56	4.18	3.33	4.00
337	2.89	3.71	4.56	5.00	4.67	3.73	4.00	5.00
338	3.00	3.43	3.78	4.22	4.22	3.45	3.89	4.50
339	3.90	4.14	4.00	4.67	4.00	2.18	3.56	5.00
340	2.40	2.57	4.22	3.33	3.89	4.27	3.11	3.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
341	3.00	2.29	3.33	3.00	4.00	3.00	4.00	5.00
342	2.20	3.43	4.44	4.67	4.11	3.27	2.67	4.00
344	3.60	3.43	3.89	3.67	3.78	3.36	3.11	4.00
345	4.20	3.43	4.78	5.00	4.56	4.36	3.33	4.00
347	2.00	2.86	1.00	1.33	2.11	3.64	2.78	1.50
348	3.00	2.57	3.33	3.22	3.78	3.55	3.00	4.00
349	3.88	3.29	3.67	2.78	3.89	3.09	2.11	4.00
351	4.10	3.71	3.44	4.00	4.00	3.55	3.78	5.00
352	3.90	3.57	4.33	5.00	4.67	3.91	3.22	4.50
354	3.30	2.71	4.00	4.00	3.89	3.45	3.56	4.00
355	4.60	3.71	4.78	3.44	4.44	3.55	4.22	5.00
357	3.00	1.00	4.25	3.56	3.44	2.64	3.11	4.00
358	3.50	3.43	4.89	2.56	3.67	3.55	3.67	5.00
359	3.40	2.71	4.00	4.00	3.78	3.55	3.33	4.00
363	2.22	2.43	4.67	4.11	2.78	2.91	3.00	5.00
364	3.80	3.29	4.00	3.44	3.56	3.09	3.11	3.50
365	3.40	3.71	4.00	4.00	4.33	3.18	3.33	5.00
366	4.20	3.86	3.56	5.00	3.78	3.64	3.67	4.00
367	4.30	4.00	4.22	4.22	4.11	3.64	3.44	4.00
368	2.50	2.43	2.78	2.56	2.67	2.73	3.22	3.00
369	3.70	4.43	4.78	4.67	4.67	2.73	3.89	5.00
370	2.70	3.71	4.00	4.00	3.22	3.09	3.44	4.00
371	3.40	3.43	4.67	5.00	4.33	4.27	4.11	5.00
372	3.20	3.71	4.00	3.44	4.00	3.82	3.56	4.00
373	3.90	3.71	3.67	3.56	3.67	3.64	3.25	4.00
374	2.00	2.57	2.67	2.11	2.22	2.00	3.11	3.00
375	4.50	3.43	4.78	5.00	4.44	4.27	3.67	5.00
376	3.50	2.71	3.78	2.44	3.89	4.00	3.22	3.50
377	3.33	3.29	3.11	3.00	3.00	3.45	3.67	4.00
378	2.30	2.43	4.00	3.11	2.89	4.18	3.33	2.50
379	2.00	1.14	2.22	1.78	3.22	3.45	3.67	4.00
380	3.50	4.00	4.11	4.78	4.00	4.00	3.00	4.50
381	4.40	4.00	4.89	4.67	4.56	3.36	3.56	5.00
382	2.70	2.57	3.67	3.78	4.00	3.36	3.22	4.50
383	4.80	4.00	4.00	5.00	5.00	3.45	4.22	5.00
384	3.90	4.14	4.22	3.44	4.00	3.82	3.44	5.00
385	3.10	2.57	3.88	4.00	4.00	3.36	3.44	4.00
386	3.90	3.57	4.56	3.44	3.89	3.82	3.00	5.00
387	3.90	4.14	4.00	3.78	3.44	3.55	3.22	4.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
389	3.90	4.00	4.78	5.00	3.78	3.45	3.56	5.00
390	4.89	3.86	4.22	4.00	3.89	3.91	3.44	5.00
392	2.70	3.29	3.89	1.33	3.67	3.73	3.33	4.00
394	3.70	2.86	5.00	5.00	4.11	3.00	4.11	5.00
395	2.40	1.14	3.22	3.89	3.67	3.64	3.56	5.00
396	3.80	3.43	3.78	2.33	5.00	4.09	3.67	5.00
397	2.80	2.00	3.67	4.11	3.00	3.55	3.44	3.50
398	3.10	3.71	4.00	5.00	3.56	3.91	3.56	4.00
399	2.40	2.57	2.22	4.22	2.56	2.30	2.33	3.00
400	4.20	3.00	4.00	1.67	2.78	3.18	3.78	4.50
401	3.90	3.14	3.67	3.78	4.00	3.55	3.44	4.00
403	1.70	2.29	3.78	1.78	2.22	3.27	2.44	2.00
404	2.40	2.14	4.33	4.00	1.44	2.18	2.89	1.50
405	2.80	3.29	3.44	5.00	4.78	2.91	3.33	4.50
406	2.00	1.43	3.78	2.33	1.44	3.00	2.78	1.00
407	2.20	2.00	4.89	3.89	1.89	3.82	3.00	1.50
409	3.80	3.57	3.89	4.67	4.33	3.82	3.44	4.50
410	3.90	3.71	3.89	4.89	4.22	3.91	3.33	5.00
411	4.80	4.00	4.89	3.67	4.11	4.89	4.00	5.00
412	4.70	3.86	4.89	5.00	4.89	3.91	3.56	5.00
416	3.90	3.00	4.33	4.78	3.89	4.00	3.11	4.00
417	3.80	4.29	4.89	5.00	4.89	3.64	3.78	5.00
419	4.00	4.00	4.22	4.78	4.00	3.82	3.11	5.00
420	3.43	3.14	5.00	3.44	4.11	3.91	3.44	5.00
421	3.10	1.43	4.33	3.89	3.56	3.45	3.11	3.50
422	3.40	3.00	4.78	4.44	2.67	3.00	2.56	2.50
423	3.30	2.00	2.44	4.00	3.00	3.55	3.78	3.50
424	1.90	2.86	4.22	5.00	3.67	3.09	2.78	4.50
425	3.67	3.80	3.71	4.71	5.00	3.82	3.67	5.00
426	4.80	4.86	4.22	4.89	5.00	4.09	3.11	5.00
427	4.70	3.71	3.89	3.89	4.11	3.91	3.56	4.50
428	4.89	4.43	5.00	5.00	5.00	3.91	4.11	5.00
430	2.60	1.57	3.00	3.00	2.22	2.91	3.33	2.00
431	3.50	3.86	4.00	4.89	3.67	3.27	3.56	3.50
433	4.00	3.43	3.78	5.00	5.00	4.36	3.89	5.00
434	3.70	3.71	3.67	4.67	3.89	3.82	3.11	4.50
435	1.70	2.29	4.67	3.11	2.89	3.60	3.11	4.00
436	3.90	3.71	4.00	3.44	3.67	3.36	3.33	5.00
437	3.20	2.43	4.78	4.22	3.56	3.91	3.33	3.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
438	3.40	3.00	4.00	4.00	4.00	3.27	3.33	4.00
439	2.40	3.00	3.50	5.00	3.56	4.09	3.22	4.00
440	2.70	1.29	4.89	2.22	3.11	3.18	3.00	4.00
441	3.80	4.14	4.00	4.00	4.56	3.82	3.78	5.00
442	3.90	2.71	4.00	3.56	3.89	3.45	3.22	5.00
443	3.80	4.00	1.78	4.78	4.33	2.90	4.22	4.50
444	4.30	4.00	4.78	4.33	4.00	4.27	3.33	5.00
446	3.67	4.71	4.63	4.00	4.56	3.91	3.22	5.00
447	3.70	3.00	4.00	3.78	3.33	3.00	3.33	4.00
448	2.20	2.00	4.78	3.78	2.33	2.18	3.44	1.00
450	1.90	1.29	3.00	3.89	2.89	3.55	4.00	5.00
452	3.00	3.57	4.00	5.00	3.22	3.64	3.56	4.00
454	1.90	2.43	2.67	3.11	2.44	3.00	2.89	2.50
456	4.29	2.57	2.75	3.22	3.78	3.18	4.11	4.50
457	2.50	3.14	3.89	4.44	3.56	3.20	3.89	4.00
458	2.80	3.29	4.00	3.33	2.56	3.91	3.11	4.50
459	4.10	4.00	4.33	3.78	3.89	3.82	3.67	5.00
460	3.30	3.14	4.44	4.33	4.22	3.64	4.00	5.00
462	4.00	3.71	3.89	4.00	3.00	3.09	3.22	3.00
465	3.90	2.14	4.44	4.63	1.78	3.18	3.67	3.50
466	3.60	3.43	3.89	4.11	3.11	3.36	3.33	3.50
467	3.80	3.00	3.78	4.00	3.89	3.55	4.11	4.50
468	3.30	3.57	4.33	4.22	3.89	3.45	3.78	4.50
469	1.90	2.71	4.89	3.00	3.11	3.45	3.56	3.50
470	3.50	3.86	4.11	4.33	4.44	3.45	3.56	5.00
471	3.20	3.57	5.00	5.00	4.00	3.55	3.56	5.00
472	2.50	2.00	3.00	4.00	3.22	3.82	3.86	4.00
473	2.20	1.86	3.38	2.56	3.33	3.36	3.22	3.50
474	4.67	4.50	4.29	5.00	4.67	3.18	3.63	5.00
475	3.00	3.71	3.89	3.00	3.78	3.45	3.44	5.00
476	3.40	2.57	3.89	4.00	3.11	3.55	3.11	4.00
477	4.50	3.57	4.22	3.78	3.44	2.82	3.00	4.00
479	4.20	3.86	4.78	4.89	5.00	3.91	3.89	5.00
480	2.10	2.57	4.00	4.00	2.56	3.55	4.11	3.00
481	2.70	2.29	3.78	3.44	3.33	3.45	3.44	3.50
482	3.50	3.00	3.00	2.56	3.67	4.27	4.33	4.50
484	3.22	2.00	4.67	4.33	4.44	4.36	4.00	5.00
485	1.60	3.57	4.22	4.00	3.67	3.82	3.67	4.50
486	2.40	3.14	3.44	4.00	2.78	3.36	3.89	2.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
487	2.20	1.57	3.44	1.44	2.33	3.36	3.33	3.00
488	2.70	2.00	3.89	3.67	2.33	4.00	2.67	3.50
489	2.70	2.71	3.67	3.33	4.00	3.36	3.00	4.00
492	3.20	2.71	4.11	5.00	3.67	3.55	3.56	5.00
493	2.50	3.43	4.33	4.89	3.56	3.73	3.56	4.50
494	2.40	3.71	4.11	4.00	3.44	4.27	3.33	4.00
496	2.50	2.57	5.00	4.67	2.89	4.18	3.89	2.50
497	3.00	3.00	3.78	3.89	3.56	3.64	3.44	4.00
499	3.30	4.14	4.56	5.00	4.00	4.27	3.44	5.00
500	3.00	3.14	4.88	5.00	3.78	4.18	2.78	4.50
501	3.90	3.57	3.44	4.67	4.22	3.73	3.33	5.00
502	4.33	3.00	5.00	3.22	4.56	4.09	3.56	5.00
504	3.50	3.57	4.56	4.00	3.78	4.27	3.00	4.00
505	2.00	2.86	4.00	3.78	3.11	2.91	3.11	4.00
506	3.30	3.00	5.00	4.89	4.11	3.27	3.11	5.00
507	2.20	1.14	2.22	1.67	2.00	2.45	2.44	1.00
508	3.00	4.14	4.56	4.56	3.67	3.64	3.78	5.00
509	2.14	3.00	3.33	3.56	3.11	3.73	3.33	5.00
512	2.90	2.86	3.78	4.33	3.67	4.36	3.44	4.00
513	3.30	3.43	5.00	4.00	3.56	3.00	3.11	3.00
514	3.10	3.71	3.78	4.00	3.89	3.73	3.33	4.00
516	2.60	2.86	3.89	2.67	3.33	4.09	3.44	3.00
518	2.44	2.20	3.25	3.89	3.22	4.00	4.00	4.00
519	3.10	2.50	5.00	5.00	2.78	3.91	3.44	3.50
520	3.20	2.57	3.78	2.67	3.00	3.36	3.56	2.50
521	3.20	3.00	5.00	4.00	3.78	3.14	3.44	4.00
523	1.33	3.00	3.78	4.00	3.44	3.45	3.67	5.00
525	2.40	2.43	3.78	1.44	3.33	4.36	2.67	2.50
526	3.60	2.57	4.00	3.89	3.67	3.64	3.56	4.00
527	2.00	2.14	4.56	4.67	3.56	3.45	3.56	4.50
528	1.60	1.43	4.22	2.89	2.33	3.82	2.56	3.50
529	3.10	4.00	3.89	3.78	3.56	3.45	3.33	4.00
530	1.40	1.00	1.44	2.00	1.33	2.91	2.44	2.00
532	2.50	2.57	3.89	3.44	3.78	3.27	3.75	4.00
533	4.60	4.43	5.00	5.00	4.56	3.36	3.22	5.00
534	3.00	2.43	4.44	4.22	3.13	3.82	3.11	5.00
535	3.20	3.86	4.67	4.00	3.44	3.91	3.56	4.50
536	3.40	4.00	3.56	3.89	3.00	3.45	3.33	4.00
537	3.60	3.14	4.00	4.00	3.33	3.45	2.78	2.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
538	2.10	4.00	4.75	4.89	2.67	3.73	2.56	2.00
540	3.30	3.00	2.89	4.00	3.22	3.36	3.14	3.50
541	1.40	3.57	4.56	5.00	3.11	3.36	3.67	4.00
542	3.10	4.00	4.33	4.56	3.89	4.00	3.44	4.00
543	3.40	3.00	3.67	3.78	2.67	3.36	3.56	4.50
544	4.40	4.33	5.00	5.00	4.56	3.91	3.89	5.00
545	3.70	2.57	2.78	3.78	2.78	3.18	3.00	2.50
546	1.70	2.86	3.56	3.00	3.22	3.27	3.29	4.00
547	1.80	2.14	3.89	2.22	3.11	3.18	3.89	3.50
548	1.00	1.00	3.44	4.00	2.67	3.18	2.00	3.00
549	2.20	3.29	3.11	1.67	2.33	3.64	3.44	3.00
551	2.00	3.71	3.00	4.89	2.67	3.45	2.67	1.50
552	3.00	3.00	3.78	4.00	3.00	3.36	3.67	4.50
553	2.20	1.71	3.00	3.33	2.22	3.30	2.63	3.00
554	2.90	3.71	4.56	5.00	5.00	4.27	4.11	5.00
555	2.00	2.57	4.00	2.22	2.67	2.91	3.56	3.00
556	2.50	4.00	4.11	3.67	3.56	3.91	2.89	4.00
557	2.70	4.00	5.00	4.00	4.00	3.45	3.89	4.00
558	2.10	1.29	5.00	5.00	2.78	2.18	3.89	3.00
559	3.50	4.71	4.89	5.00	4.11	4.00	2.78	5.00
560	3.10	3.57	3.89	4.00	3.78	3.36	3.33	4.00
561	2.70	3.57	4.44	3.89	3.00	3.64	3.67	3.50
562	3.10	2.86	4.89	5.00	4.22	3.55	3.67	5.00
563	2.60	2.29	4.11	5.00	3.44	3.27	3.11	4.00
564	1.10	1.29	2.56	1.00	1.00	1.64	3.00	1.00
565	2.90	3.00	2.78	3.11	2.56	3.18	2.78	2.00
566	3.20	2.71	4.00	4.00	3.56	3.73	3.56	4.00
567	1.90	2.57	3.89	3.44	3.22	3.73	3.22	4.50
568	3.00	1.43	2.89	4.22	3.67	4.29	4.11	3.00
569	3.70	3.71	3.89	4.00	3.89	3.55	3.22	4.00
570	2.90	2.00	3.89	2.44	3.33	3.64	3.33	3.50
571	2.80	3.60	4.89	5.00	3.89	3.40	2.78	3.50
572	3.88	3.29	5.00	5.00	4.56	4.27	3.56	5.00
573	2.80	3.29	5.00	2.11	3.56	4.00	3.44	4.00
574	3.10	3.57	4.00	5.00	3.56	3.45	4.00	4.00
575	2.70	2.71	4.11	4.89	3.00	3.64	3.44	4.00
576	2.70	1.57	4.78	3.11	3.22	3.73	3.67	5.00
577	1.70	2.00	4.78	2.78	2.44	4.00	3.33	3.00
578	2.60	3.29	4.89	4.89	4.11	3.36	3.11	3.50

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
579	4.00	3.57	4.00	2.56	4.00	3.45	3.56	4.00
580	1.80	2.71	3.44	5.00	2.22	3.27	3.22	2.00
581	2.80	3.71	4.78	4.67	4.44	4.27	3.89	5.00
582	3.40	3.86	4.22	3.78	3.67	3.73	3.67	5.00
583	2.13	2.71	4.33	3.33	3.11	3.64	3.33	4.50
584	3.20	2.29	2.89	4.78	3.33	3.27	3.67	4.00
585	3.30	2.57	4.11	2.44	3.22	3.82	3.44	3.00
586	2.50	3.43	4.56	4.67	3.22	3.27	3.22	4.00
587	2.00	1.86	3.89	3.89	2.00	3.36	2.67	1.00
588	2.10	3.43	4.11	4.44	3.22	4.27	3.33	4.00
589	3.10	3.57	3.78	3.00	3.89	4.18	3.44	5.00
590	2.30	3.43	3.89	4.00	3.67	3.82	2.44	4.50
591	3.00	3.71	4.00	5.00	4.00	3.09	3.33	5.00
592	3.00	3.71	3.57	3.44	2.78	2.82	3.44	4.00
593	3.22	1.29	1.67	1.22	4.11	4.00	3.33	5.00
594	4.00	4.00	4.89	5.00	4.67	4.27	3.44	5.00
595	3.20	3.43	5.00	2.56	3.33	4.00	3.78	4.50
596	4.10	3.29	4.22	5.00	4.22	4.09	3.33	4.50
597	3.00	3.29	4.00	4.44	3.33	3.55	3.56	4.00
598	1.78	4.71	1.89	3.67	4.00	3.73	4.67	3.50
599	4.10	3.29	4.89	4.00	4.11	4.00	3.67	4.00
601	2.20	2.29	3.78	3.78	2.44	3.18	3.11	4.50
602	4.00	3.00	4.86	3.89	4.13	3.64	3.78	5.00
603	3.00	2.86	4.22	2.56	2.78	3.45	2.78	3.00
604	5.00	4.29	3.56	5.00	4.33	3.82	3.78	4.50
605	3.00	2.86	4.11	2.44	3.00	3.36	3.33	4.50
607	3.80	4.14	4.11	4.44	3.44	3.73	3.00	5.00
608	3.90	3.43	4.00	5.00	3.22	3.91	3.44	4.00
610	2.00	2.57	3.22	3.00	3.00	3.09	3.22	4.50
611	1.60	3.00	4.11	4.00	2.56	2.82	3.78	3.00
612	1.60	1.00	4.56	2.89	1.67	3.45	2.89	3.50
615	2.00	2.57	3.22	4.67	3.33	3.18	2.78	3.00
617	1.00	1.43	5.00	5.00	1.33	3.27	3.11	2.50
618	1.67	1.57	3.89	5.00	3.11	3.73	3.44	4.00
619	3.20	3.00	2.33	4.56	4.33	4.00	3.89	5.00
620	2.70	3.43	4.11	4.22	3.44	3.64	3.00	3.00
622	2.80	2.57	2.67	2.44	2.89	3.45	2.78	3.00
623	1.80	1.00	2.33	1.00	2.22	3.18	2.78	2.00
624	3.00	2.00	4.33	2.78	3.56	3.64	2.78	4.50

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
629	3.10	3.57	4.00	4.00	3.89	2.82	3.00	5.00
631	3.60	4.14	4.11	4.56	3.89	3.91	3.56	5.00
632	2.70	3.29	4.78	5.00	4.00	3.64	3.56	5.00
633	2.22	2.43	5.00	5.00	2.89	3.36	2.67	3.50
635	2.80	3.14	4.00	4.00	3.33	3.09	3.44	3.00
637	2.60	2.86	3.78	4.00	3.78	3.45	2.67	4.00
638	3.00	3.00	4.00	3.67	3.78	3.27	3.33	4.50
640	2.80	2.71	4.00	1.89	3.44	3.64	3.56	4.00
641	1.90	4.00	4.00	4.00	3.89	3.82	3.44	4.00
642	3.20	4.00	4.00	4.00	3.78	3.27	3.44	4.00
644	2.00	2.86	2.22	2.67	2.11	3.64	3.00	3.50
645	2.80	2.71	3.44	3.78	4.44	4.00	3.33	4.00
646	2.10	3.86	2.89	3.67	3.56	3.18	3.11	3.00
647	2.70	3.43	2.86	1.22	4.00	3.55	3.56	4.00
648	2.78	2.29	3.11	3.11	2.67	3.00	3.00	4.00
649	2.50	3.57	4.00	4.11	4.00	3.55	2.67	5.00
650	3.60	4.00	3.78	4.00	4.00	3.45	3.44	5.00
651	1.00	2.71	2.33	3.00	2.44	3.63	3.22	3.00
652	1.88	3.00	1.71	3.78	3.89	5.00	4.43	4.00
653	3.60	3.29	3.89	4.00	4.00	3.64	3.56	4.00
654	2.20	3.14	3.63	4.25	3.67	4.67	2.63	3.50
655	1.90	2.43	5.00	3.00	3.00	3.00	3.00	3.00
656	3.40	3.57	4.00	4.00	3.89	3.55	3.56	4.00
659	2.90	3.00	4.22	5.00	3.67	4.00	3.11	4.50
660	2.20	2.86	3.25	3.11	3.11	3.36	3.22	3.50
661	2.75	3.14	3.78	5.00	3.67	3.82	3.11	4.00
662	2.10	1.86	4.00	4.00	2.22	3.64	4.33	3.00
663	1.90	2.57	4.00	2.33	2.67	3.09	3.44	3.50
665	1.20	1.00	3.89	2.22	2.56	3.09	3.00	3.00
666	3.90	4.00	4.00	4.00	4.00	3.64	3.56	4.00
667	2.00	1.00	2.67	3.00	3.44	2.82	2.00	2.00
669	2.80	3.14	4.13	4.33	3.22	3.64	3.56	3.00
670	2.80	3.14	5.00	3.89	4.00	4.27	3.22	5.00
673	1.60	2.57	4.11	3.89	3.56	3.45	3.67	4.00
674	2.10	2.00	3.56	1.00	2.00	3.82	3.22	4.00
675	1.44	3.43	3.38	4.89	2.78	3.00	3.11	4.50
676	2.00	3.57	4.89	5.00	3.56	3.45	3.33	4.50
677	3.20	4.00	4.89	5.00	4.00	3.00	3.89	4.00
679	1.40	2.71	5.00	5.00	1.00	4.27	3.89	5.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
680	2.90	4.00	4.67	3.33	4.00	4.27	3.33	4.00
681	3.30	4.00	3.56	3.89	3.78	3.45	3.00	4.00
682	3.30	3.71	4.00	4.44	3.89	3.64	3.56	4.00
683	2.50	2.86	3.44	3.78	3.44	3.45	3.44	4.50
685	3.00	2.86	4.89	5.00	3.89	3.64	3.22	4.00
686	2.10	2.43	2.67	3.44	2.56	3.00	3.00	3.00
687	3.40	4.00	4.00	4.00	4.00	3.64	3.56	5.00
690	2.90	2.43	3.22	3.44	3.67	3.36	3.78	4.00
691	2.00	2.71	2.89	3.44	2.33	2.27	3.22	3.50
693	2.10	3.00	1.78	4.22	2.56	2.82	2.78	1.00
694	3.50	3.14	3.89	5.00	4.11	3.64	3.67	5.00
695	2.10	3.57	4.00	4.67	3.89	3.82	3.78	4.00
696	2.40	4.00	3.89	3.67	3.78	3.64	2.56	4.00
697	1.90	2.86	3.89	4.56	3.00	3.45	3.67	3.00
698	2.00	3.14	3.78	4.11	3.89	2.91	3.11	4.00
699	2.50	3.43	3.67	3.78	3.44	3.36	3.56	2.50
701	2.70	2.57	2.33	4.00	3.56	3.00	3.44	4.00
704	2.60	3.14	4.33	2.44	4.33	3.36	3.33	4.50
705	2.70	4.14	4.78	5.00	4.33	4.00	2.89	3.50
706	1.00	1.57	2.89	1.67	1.00	2.82	3.22	2.50
707	2.50	3.29	4.89	4.67	2.67	2.27	3.44	3.00
708	2.56	2.80	4.13	3.89	3.56	3.20	2.63	3.50
710	3.40	3.00	4.00	5.00	4.00	3.64	3.78	4.00
712	3.00	3.57	3.67	4.78	3.22	3.45	3.33	4.00
713	3.10	3.14	3.78	3.00	3.44	3.55	3.44	4.50
715	1.70	2.57	5.00	5.00	2.89	3.18	2.78	4.50
716	1.80	1.71	4.56	4.89	3.56	3.82	3.56	3.50
717	2.60	3.71	4.00	4.00	4.00	3.64	3.44	4.00
718	3.70	3.86	5.00	4.89	5.00	4.27	4.11	5.00
719	2.50	3.57	2.89	2.67	3.00	3.27	3.11	4.00
720	2.40	3.14	4.00	3.78	3.56	3.55	3.56	3.50
721	1.80	3.29	3.44	2.56	4.44	4.27	4.00	4.50
722	1.38	3.43	4.89	5.00	3.67	4.36	4.11	3.50
723	1.60	2.43	4.78	5.00	3.44	4.36	3.22	3.50
724	2.20	2.71	3.78	3.78	3.67	3.73	3.44	3.50
725	1.80	3.86	4.33	2.89	2.89	4.00	4.11	4.50
726	2.50	3.29	2.00	1.00	3.56	3.64	3.67	4.00
727	2.00	2.71	4.33	3.00	4.11	3.50	4.29	4.00
728	1.00	1.00	5.00	5.00	3.78	3.27	3.33	4.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
729	3.60	4.29	5.00	4.33	4.00	2.82	3.44	5.00
730	2.20	4.00	4.78	5.00	3.67	3.36	3.67	4.50
732	2.30	2.57	5.00	5.00	3.22	4.09	2.89	4.00
733	2.90	2.43	4.33	5.00	4.67	4.64	3.67	4.00
734	2.40	2.86	2.22	1.56	1.78	3.27	2.67	3.00
735	3.20	3.71	3.89	3.56	3.56	3.82	3.89	4.50
736	3.10	3.57	4.11	4.89	3.56	3.55	3.44	3.50
737	3.30	3.43	4.11	4.78	3.67	3.73	3.33	5.00
738	3.30	3.86	2.88	3.44	3.67	3.73	3.67	4.50
739	1.00	2.00	1.00	2.89	3.00	3.00	3.00	3.00
740	3.00	3.71	3.89	3.89	3.33	3.64	3.33	3.50
741	2.30	4.00	5.00	5.00	4.00	3.55	3.44	4.00
744	2.50	2.71	3.00	3.11	2.78	3.64	2.89	3.50
745	3.40	4.00	5.00	5.00	4.00	4.27	3.78	5.00
746	3.90	4.00	4.44	4.11	4.11	3.64	3.67	3.00
747	2.78	2.29	3.33	3.89	3.25	2.82	3.43	3.50
748	2.90	3.86	3.56	3.00	4.78	3.36	4.00	5.00
749	2.60	3.57	3.33	4.00	4.00	4.45	3.67	5.00
750	1.60	3.00	4.78	3.44	3.56	3.09	2.89	4.00
751	3.00	2.86	4.00	2.33	2.89	3.64	3.00	3.00
752	1.90	1.00	2.67	3.67	2.22	2.73	2.78	2.50
754	1.30	1.00	1.00	5.00	1.00	1.00	1.00	1.00
755	2.10	2.14	2.89	1.11	2.00	2.64	3.00	2.50
756	2.30	3.43	4.00	3.89	3.00	3.18	3.78	3.50
757	1.13	3.00	3.67	3.22	2.89	3.36	3.00	3.00
758	3.00	2.57	3.22	2.00	2.67	3.00	3.00	3.50
759	2.10	2.29	3.56	1.78	2.56	3.73	3.89	3.00
760	1.50	1.43	3.22	4.89	2.00	2.91	3.00	2.50
761	2.00	2.71	3.56	5.00	3.67	3.45	2.89	4.50
763	2.30	3.57	3.00	3.67	3.33	3.36	3.33	3.50
764	3.70	3.57	3.89	4.22	4.11	4.27	3.89	5.00
765	1.90	2.71	2.33	3.33	2.33	3.45	3.00	2.50
766	2.90	4.71	5.00	4.11	5.00	4.27	4.11	5.00
767	2.40	3.14	4.00	3.89	3.89	3.00	4.00	3.50
768	2.60	3.57	2.89	4.89	4.00	2.73	3.56	3.50
769	2.80	2.43	4.00	2.44	3.89	3.45	3.56	5.00
770	2.50	2.86	4.67	3.56	2.89	3.91	3.11	4.00
771	2.30	3.43	5.00	4.67	4.00	3.82	3.67	4.00
774	2.00	4.00	3.22	3.78	4.00	3.45	3.33	4.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
775	1.44	2.00	3.89	5.00	3.44	3.27	4.00	4.50
776	2.20	3.00	3.88	2.78	3.00	3.64	3.00	3.00
777	2.30	4.00	3.89	4.00	4.00	3.64	3.78	4.50
778	1.90	2.14	2.88	3.67	3.00	3.09	3.33	4.00
779	3.00	4.00	4.78	5.00	4.00	3.55	2.67	5.00
780	2.30	3.00	3.00	3.78	2.00	3.45	3.22	3.00
782	2.56	3.43	2.78	5.00	4.22	3.73	3.33	5.00
783	2.33	1.00	2.56	3.11	1.33	2.73	2.78	2.00
784	2.00	3.00	5.00	4.00	3.22	3.64	3.22	4.00
789	3.10	3.43	4.89	5.00	4.56	4.27	4.11	5.00
791	1.90	3.86	3.78	4.00	3.67	3.64	4.00	4.00
792	3.20	3.71	3.67	4.00	3.89	3.27	3.56	4.00
793	2.90	2.57	2.56	2.78	3.33	2.64	2.89	4.00
794	1.80	3.14	4.56	4.22	3.44	3.36	2.89	4.00
795	3.00	3.71	3.22	4.00	3.56	3.18	3.00	3.00
797	1.00	1.29	2.89	3.78	1.89	2.82	2.00	2.50
799	2.50	3.14	3.11	3.67	3.33	3.36	3.44	3.00
800	3.30	3.71	3.78	3.78	3.78	3.45	3.56	4.00
801	2.38	2.00	2.78	4.63	3.67	3.73	3.33	3.00
802	2.33	2.86	4.56	4.67	3.00	3.45	3.33	4.00
803	2.00	2.57	4.00	4.00	3.67	3.27	3.56	4.00
804	3.00	4.00	4.88	5.00	4.56	3.73	3.78	4.50
805	2.60	2.57	3.11	4.78	3.89	4.36	3.44	4.00
806	1.80	2.43	4.22	3.11	2.00	2.55	1.78	3.50
807	2.30	3.57	2.22	5.00	3.22	3.91	2.89	4.00
808	4.40	4.14	4.11	4.89	4.22	3.91	3.56	5.00
809	2.60	2.86	4.00	4.00	3.89	3.27	3.89	5.00
811	3.00	3.71	4.00	4.00	4.00	3.64	3.56	4.00
812	2.56	4.00	3.44	2.00	4.67	3.64	3.56	5.00
813	3.30	4.00	5.00	5.00	4.89	4.09	3.78	5.00
814	3.00	2.86	3.67	3.89	3.56	3.82	3.56	4.00
815	2.50	2.71	4.44	4.67	2.89	3.60	3.78	4.50
817	2.67	4.33	5.00	5.00	4.78	4.27	3.67	5.00
818	2.40	3.43	3.22	3.33	3.56	3.09	3.44	4.00
819	3.30	3.43	4.33	4.67	3.44	3.18	3.56	5.00
820	2.70	3.43	3.33	3.89	3.44	3.45	4.56	4.00
822	2.10	2.29	4.00	4.33	3.44	3.18	3.00	4.00
823	3.30	3.86	4.89	5.00	4.56	2.82	4.00	5.00
824	3.00	3.86	5.00	5.00	4.78	3.73	3.56	5.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
825	2.80	3.14	3.78	4.11	3.67	3.45	3.44	4.00
827	3.00	4.00	3.89	3.89	3.78	4.09	3.33	5.00
828	1.70	1.00	4.22	5.00	3.33	3.64	3.44	4.50
830	3.00	3.00	3.22	4.00	3.00	3.18	3.78	3.50
831	1.67	1.71	4.67	3.78	2.00	3.36	3.44	1.50
832	2.30	3.57	3.78	4.00	3.44	3.45	3.89	4.00
835	3.10	4.29	4.56	2.11	4.78	3.18	3.33	5.00
836	2.10	2.14	3.67	3.56	3.56	2.73	3.78	3.00
837	3.00	4.14	4.33	4.67	3.78	3.73	3.56	4.00
838	2.60	4.86	3.22	4.89	4.78	4.09	3.89	5.00
839	2.60	2.57	3.56	4.00	3.11	3.64	3.78	3.00
840	1.00	1.00	3.00	4.00	1.00	2.45	2.67	2.00
842	2.00	1.29	3.89	3.78	3.56	3.27	3.33	3.50
844	3.00	2.71	1.67	2.56	3.33	3.36	3.78	4.50
845	3.10	3.14	3.11	3.56	3.56	2.90	2.78	3.00
846	2.80	2.86	2.89	3.78	2.22	3.64	3.56	4.00
847	3.80	3.57	5.00	4.00	4.00	3.82	3.44	4.00
848	1.20	1.00	4.44	3.00	3.00	3.73	3.00	4.00
850	1.70	1.29	2.78	4.00	2.78	3.00	3.56	3.50
851	3.20	4.43	4.00	4.11	4.00	2.64	3.44	4.00
852	1.30	2.71	3.67	5.00	3.89	3.55	2.78	4.00
853	2.40	3.57	4.67	2.22	2.89	3.36	3.22	2.50
854	3.80	3.86	5.00	5.00	4.22	4.27	3.89	5.00
855	1.60	3.14	4.38	5.00	5.00	3.91	4.11	5.00
857	2.40	2.00	3.78	3.89	2.89	2.36	3.11	2.50
858	2.11	3.71	5.00	5.00	4.89	4.27	4.11	5.00
859	2.60	3.71	4.44	4.00	3.78	3.00	3.56	3.00
860	2.10	3.43	4.78	5.00	4.22	3.82	3.33	4.50
861	2.90	4.00	4.56	5.00	4.89	4.27	4.11	4.50
862	2.50	2.43	3.67	3.44	3.44	3.55	3.22	4.00
863	2.80	2.86	4.00	4.00	4.00	3.64	3.56	4.00
864	2.10	3.43	4.44	3.22	3.22	3.00	3.33	4.00
865	1.67	2.86	4.11	2.89	4.44	3.27	4.11	5.00
866	2.70	3.71	4.00	5.00	3.00	3.55	3.56	4.00
868	2.00	3.00	4.56	4.00	3.67	3.09	3.75	4.00
869	2.10	3.71	3.78	4.00	3.44	3.45	3.44	4.00
870	1.70	1.57	3.22	3.67	1.78	3.55	3.67	3.50
871	2.70	2.86	3.89	4.78	3.78	3.00	3.33	4.50
872	3.90	4.00	4.89	5.00	4.56	4.27	3.56	4.50

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
873	2.50	2.43	4.00	4.00	2.67	3.45	3.56	4.00
874	3.40	3.14	2.22	5.00	3.78	3.45	3.33	5.00
875	2.70	2.71	3.78	3.22	3.00	3.36	3.00	3.00
877	1.30	1.14	2.89	1.00	1.00	3.45	4.00	2.50
878	2.40	4.43	4.44	5.00	4.11	3.91	3.67	5.00
880	2.70	3.86	4.89	4.00	3.78	3.73	3.44	3.50
881	3.00	2.00	3.22	2.89	3.11	3.91	3.00	3.00
882	4.10	5.00	4.56	5.00	5.00	3.91	3.89	5.00
883	1.88	3.00	4.89	5.00	3.44	4.27	3.22	4.00
884	2.20	2.43	4.44	4.00	3.33	2.82	3.22	4.00
885	3.80	3.00	3.67	3.78	4.11	3.18	3.00	4.00
886	1.00	3.00	4.00	3.00	3.00	3.18	4.33	3.00
887	2.90	4.14	3.67	3.89	4.22	3.64	3.67	4.00
888	3.30	3.14	3.89	4.56	4.00	3.64	3.33	4.00
889	2.00	1.33	2.33	4.25	1.78	3.40	3.22	2.50
890	2.40	3.57	4.00	4.00	4.00	3.82	3.78	4.00
891	2.40	4.14	3.67	4.00	3.78	3.55	3.44	3.50
893						5.00	5.00	
894	1.90	2.00	4.78	1.33	3.44	4.27	3.78	2.00
895	3.33	3.14	4.22	4.00	3.89	3.64	3.78	4.50
896	2.80	3.43	2.89	4.00	3.22	3.09	2.89	3.00
900	3.50	4.57	3.56	4.56	4.22	3.45	3.56	4.50
901	3.00	3.86	3.78	3.89	3.78	3.73	3.78	4.00
902	2.11	3.29	3.78	5.00	3.22	2.18	3.22	4.00
904	4.00	3.86	4.22	5.00	4.22	3.64	3.33	4.50
906	2.60	2.71	3.22	3.00	2.56	3.00	2.78	3.00
907	1.67	4.00	4.11	5.00	5.00	3.18	3.33	5.00
908	2.70	3.43	4.67	4.78	3.78	3.55	2.89	4.00
909	1.50	2.14	3.33	1.78	3.11	3.45	3.00	3.00
910	2.30	3.29	4.89	5.00	4.11	4.00	3.11	4.50
913	2.50	2.00	4.00	3.78	3.00	2.36	2.89	3.00
915	2.40	3.71	3.89	4.22	3.56	4.09	3.89	3.50
916	3.20	3.14	3.11	4.78	4.22	3.38	3.00	4.00
917	2.50	3.86	4.22	5.00	4.00	3.55	3.89	3.50
919	2.80	2.43	4.67	5.00	3.33	4.27	3.56	4.00
920	4.00	4.00	3.89	4.00	3.89	3.45	3.00	4.00
921	2.60	3.00	4.00	5.00	4.00	3.64	4.22	5.00
922	2.80	4.00	4.00	4.89	3.78	3.91	3.33	4.00
923	5.00	5.00	5.00	5.00	5.00	4.09	4.11	5.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
924	3.80	4.00	5.00	5.00	5.00	4.27	3.78	5.00
926	2.22	3.71	4.00	5.00	4.00	3.00	4.00	4.00
927	3.00	2.29	3.78	4.00	3.89	4.00	3.33	3.50
928	3.30	4.00	4.11	4.00	4.00	3.64	3.44	4.00
929	2.40	2.14	4.89	4.56	2.67	3.18	3.33	3.50
931	2.78	4.00	2.78	2.00	3.56	3.64	3.56	4.00
932	2.70	4.00	4.00	5.00	4.56	4.00	3.78	5.00
934	2.90	3.00	4.00	4.00	3.11	3.36	3.44	4.00
935	2.80	2.86	3.67	4.11	3.11	3.82	2.89	3.00
936	3.70	3.29	4.44	3.00	3.89	3.91	3.56	5.00
937	3.00	2.43	3.00	5.00	3.44	3.45	3.33	4.00
938	2.50	2.14	4.22	4.89	3.22	3.10	3.00	4.00
939	3.67	3.71	4.22	4.00	4.00	3.64	3.56	5.00
940	1.90	3.43	2.67	3.89	3.44	3.45	2.67	4.00
942	3.40	4.00	4.00	5.00	3.78	3.64	3.56	4.50
943	3.80	4.00	3.89	4.00	3.89	3.45	3.33	4.00
945	4.00	3.71	3.78	5.00	3.67	3.18	3.67	4.50
946	3.10	3.00	3.89	5.00	4.11	3.55	3.56	4.00
947	1.20	1.00	2.78	3.00	1.00	3.18	2.33	1.50
948	2.30	1.71	4.00	5.00	3.33	3.64	3.33	4.50
949	2.60	3.14	4.67	3.67	3.44	3.18	3.22	3.50
950	2.50	3.86	3.22	3.00	3.67	3.60	3.67	4.00
951	2.30	3.71	4.89	4.89	3.44	3.00	3.11	4.00
952	4.50	3.14	4.56	5.00	4.33	4.36	3.89	5.00
953	2.10	3.00	3.89	2.67	3.56	3.55	3.11	3.50
955	4.33	3.71	4.00	4.22	3.78	3.82	3.44	5.00
958	4.00	3.14	4.11	5.00	3.67	3.45	3.56	4.50
959	2.40	3.71	4.11	4.00	4.00	3.82	4.33	4.00
960	3.50	1.86	4.22	3.56	3.78	3.30	3.00	4.00
961	2.80	3.71	4.33	5.00	3.56	3.09	4.00	4.00
962	2.60	3.43	4.00	4.00	3.33	3.64	3.33	2.00
963	2.80	2.86	3.78	4.22	3.44	3.36	3.67	4.00
964	1.80	2.71	4.89	4.89	3.33	4.09	3.11	4.00
965	2.10	3.00	5.00	4.00	2.78	3.73	3.56	4.50
966	1.40	2.29	3.78	2.44	2.33	3.36	2.89	4.50
967	1.38	2.43	3.67	4.89	4.00	2.91	3.78	5.00
968	3.10	3.43	4.78	5.00	4.00	3.36	3.22	5.00
969	2.00	4.57	5.00	5.00	4.22	3.36	3.00	3.50
971	2.88	3.71	4.78	5.00	4.22	3.82	3.44	4.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
972	2.50	1.43	4.78	5.00	4.00	4.45	3.89	4.00
973	2.60	2.86	3.56	4.11	4.00	3.64	3.33	5.00
974	2.20	3.43	4.22	2.67	3.56	2.91	3.89	4.00
975	2.80	2.71	3.44	3.22	3.63	3.36	3.56	4.00
976	3.00	4.00	3.33	4.56	3.89	3.82	3.67	4.50
977	2.38	4.43	4.67	5.00	5.00	4.10	3.89	5.00
978	2.20	2.43	3.33	4.33	3.22	3.40	3.33	4.00
979	2.78	3.86	4.89	5.00	4.67	4.00	3.67	4.50
980	3.89	3.86	4.22	4.00	4.00	3.64	3.67	4.00
981	2.50	3.00	3.56	3.89	3.11	3.27	3.33	3.00
982	2.10	2.29	3.33	3.22	3.33	3.55	3.56	4.50
983	2.50	2.86	2.78	3.78	4.00	3.45	3.56	4.00
984	2.40	3.14	4.11	5.00	3.89	3.27	3.29	5.00
985	2.90	2.86	4.00	5.00	3.22	3.27	3.33	4.00
987	2.40	3.43	3.78	4.00	3.89	3.45	2.67	4.00
988	2.90	3.14	4.33	4.78	3.33	3.64	3.33	4.00
989	3.40	3.71	3.89	4.00	4.00	3.91	3.22	4.00
990	2.50	3.57	3.11	3.00	3.56	3.27	3.44	4.00
991	2.20	3.43	5.00	5.00	3.78	3.45	3.89	4.50
992	2.00	3.43	5.00	5.00	3.33	3.73	3.56	3.00
993	2.30	3.29	3.89	4.00	3.44	3.55	3.78	4.00
994	2.40	2.86	4.00	4.00	3.11	3.09	3.11	4.00
995	1.50	2.86	4.00	5.00	4.00	3.64	3.00	3.00
996	4.00	4.00	4.11	4.00	3.89	3.45	3.56	5.00
997	1.80	4.00	3.89	2.33	3.89	3.73	3.67	3.50
998	4.90	5.00	4.89	5.00	4.56	3.82	3.78	5.00
999	2.10	2.00	2.56	3.89	2.89	3.55	3.33	3.00
1001	2.33	2.71	3.33	2.78	3.22	2.82	3.00	2.50
1002	3.80	4.00	4.00	4.00	4.11	3.55	3.67	4.00
1003	2.10	1.57	1.89	1.89	2.89	2.45	2.56	2.50
1005	2.80	3.29	3.89	4.44	3.78	3.36	3.22	4.00
1006	2.00	4.00	5.00	5.00	4.89	2.27	4.11	5.00
1007	3.10	3.29	2.89	4.89	4.33	4.09	4.00	5.00
1008	3.30	4.00	3.89	4.00	3.89	3.55	3.11	4.00
1009	4.00	4.00	4.00	4.00	4.00	3.82	3.78	4.00
1010	2.80	3.29	4.67	4.00	3.78	3.64	3.56	4.00
1011	3.30	4.00	4.00	4.00	4.00	3.64	3.56	4.00
1012	2.00	2.57	2.89	2.44	1.22	3.27	2.89	2.00
1013	2.40	2.14	2.78	3.78	2.33	3.36	3.11	3.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
1014	4.60	4.14	4.67	4.67	4.56	3.91	3.78	5.00
1016	4.20	3.71	3.44	1.11	4.33	3.91	3.67	4.00
1017	1.90	3.14	5.00	5.00	2.78	3.36	3.56	4.00
1018	5.00	4.71	4.89	5.00	4.78	4.27	4.00	5.00
1019	2.80	4.86	4.44	5.00	4.44	3.45	4.00	4.50
1021	2.60	2.71	3.56	2.44	3.22	3.18	3.11	4.00
1022	3.20	3.43	2.67	2.22	2.78	2.27	3.78	2.50
1023	5.00	4.57	4.67	4.89	4.67	3.91	3.11	5.00
1024	4.10	3.00	4.56	4.89	4.56	4.18	3.78	5.00
1026	1.90	2.43	3.00	5.00	2.00	2.91	2.33	3.50
1027	4.20	3.71	4.89	4.56	4.44	4.09	3.33	5.00
1028	2.30	1.86	5.00	3.67	4.00	3.55	3.22	4.00
1029	3.90	2.57	5.00	4.67	4.11	4.36	3.78	4.00
1030	4.40	4.43	5.00	4.89	5.00	4.27	3.89	5.00
1031	3.40	3.14	3.33	3.11	3.67	3.64	3.44	4.00
1032	2.90	2.86	3.44	3.22	3.11	3.09	2.67	2.50
1033	2.20	2.43	2.22	1.78	2.78	2.82	2.33	3.00
1034	3.40	3.29	3.89	4.56	3.00	3.91	3.44	3.50
1035	2.90	4.14	3.56	4.89	3.89	4.36	3.89	4.00
1036	3.50	3.71	4.33	2.44	3.67	3.73	3.67	4.00
1037	3.20	2.71	4.00	4.00	3.56	3.82	2.44	3.00
1039	3.60	3.86	4.22	3.78	4.11	4.27	3.56	5.00
1040	3.70	3.71	4.44	5.00	4.00	4.00	3.33	4.50
1041	4.80	4.86	5.00	5.00	5.00	4.27	4.11	5.00
1042	4.70	4.43	4.00	5.00	4.22	3.91	3.11	4.00
1043	5.00	5.00	4.78	5.00	4.56	4.27	3.67	5.00
1044	3.60	2.43	4.11	2.00	1.44	3.64	3.11	4.00
1045	4.60	3.71	4.44	4.11	4.11	3.91	3.78	4.50
1046	2.20	2.14	5.00	4.89	2.44	3.73	3.11	4.00
1048	3.90	2.43	2.44	1.11	2.33	3.64	1.67	3.00
1049	4.70	4.00	3.89	5.00	4.78	4.00	4.11	5.00
1050	3.50	3.43	3.78	3.78	2.89	3.64	3.78	4.50
1051	2.50	3.43	4.22	3.56	3.22	1.73	3.11	4.00
1052	3.60	3.71	3.89	5.00	3.89	3.55	3.56	4.00
1053	3.10	3.83	5.00	5.00	4.00	3.45	3.33	4.00
1054	1.30	3.00	3.78	3.67	3.11	3.18	3.44	3.00
1055	4.80	5.00	4.22	5.00	5.00	4.09	4.00	5.00
1057	3.90	4.00	4.00	4.00	4.00	3.64	3.89	5.00
1058	3.30	3.57	5.00	5.00	4.00	3.82	3.67	4.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
1059	3.50	2.71	4.56	5.00	4.33	3.36	3.33	4.00
1060	2.80	3.29	4.22	3.78	2.44	3.91	3.44	4.00
1061	3.20	3.86	5.00	5.00	3.22	3.18	4.00	5.00
1062	3.80	3.86	3.44	3.78	3.44	3.36	3.33	4.00
1063	2.50	2.43	5.00	2.89	2.00	2.36	2.89	3.00
1064	3.80	3.00	3.33	4.33	3.56	3.45	3.00	4.50
1065	4.40	3.71	4.11	4.44	4.44	4.27	3.89	5.00
1067	4.22	4.29	4.57	4.89	4.56	3.91	3.89	5.00
1068	3.90	4.43	4.67	5.00	3.78	3.82	3.22	4.00
1069	3.20	4.00	4.78	3.89	3.67	4.00	3.11	4.50
1070	4.10	3.43	4.33	4.00	3.67	3.73	3.56	4.00
1071	2.50	3.00	4.33	4.00	4.11	3.64	4.11	4.50
1072	3.40	4.14	3.56	4.89	3.78	3.00	3.11	4.50
1073	2.70	1.29	2.44	2.33	1.00	3.00	2.00	2.50
1074	3.20	3.00	3.78	3.44	3.56	3.64	3.56	3.50
1075	2.57	4.00	4.33	4.00	4.11	3.45	3.22	4.50
1076	3.00	3.86	4.00	5.00	3.44	3.09	3.33	5.00
1077	3.90	4.14	4.00	4.78	4.11	3.82	3.00	4.00
1078	3.11	3.00	3.11	5.00	3.67	4.09	3.44	4.50
1079	4.50	4.00	3.78	4.11	4.11	4.27	3.67	4.50
1080	4.70	4.00	5.00	5.00	4.44	4.27	4.11	5.00
1081	3.00	3.14	4.89	3.89	3.67	3.90	3.33	3.50
1082	2.80	3.00	3.00	3.33	4.11	4.09	3.44	4.50
1083	2.90	1.86	3.56	4.00	3.44	3.64	3.33	4.00
1084	4.60	3.29	3.89	2.67	3.33	3.73	4.00	3.50
1085	4.10	4.00	4.00	5.00	4.33	3.91	3.00	5.00
1087	2.50	3.00	4.00	3.00	3.67	3.78	4.14	5.00
1088	3.60	3.71	3.44	4.33	3.44	3.91	3.44	4.00
1089	3.70	3.14	4.33	5.00	4.11	3.78	4.00	4.00
1090	3.20	4.00	4.11	4.00	3.44	4.18	3.22	4.00
1091	3.20	2.71	3.56	4.00	2.89	3.45	2.78	3.00
1092	2.70	4.14	4.78	5.00	5.00	4.27	3.75	5.00
1093	2.33	3.00	3.56	2.56	3.56	3.30	3.22	3.00
1094	4.20	3.57	5.00	5.00	4.22	3.64	3.56	5.00
1096	3.00	4.14	4.00	4.00	3.78	3.36	4.14	4.50
1098	3.44	3.71	3.88	4.22	3.33	3.82	3.56	3.50
1099	3.10	3.14	4.00	3.89	3.11	3.73	3.67	4.50
1100	3.70	4.00	4.00	4.00	3.67	3.64	3.44	4.50
1102	3.80	3.71	4.67	3.67	3.89	3.27	2.89	5.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
1103	2.44	3.14	4.56	3.44	3.33	3.18	3.00	1.00
1104	3.00	4.00	4.33	4.56	4.00	3.73	3.56	4.00
1105	4.40	4.71	4.78	5.00	5.00	4.18	3.67	5.00
1106	4.00	4.00	4.00	4.00	4.00	3.64	3.56	4.00
1107	2.80	3.43	3.56	4.22	3.56	3.73	3.33	4.50
1108	2.75	3.00	5.00	5.00	5.00	4.18	4.11	5.00
1109	3.90	3.86	5.00	3.89	3.89	3.09	3.00	4.00
1110	2.40	3.43	3.25	4.78	3.44	3.36	3.00	4.50
1111	3.10	1.00	3.11	3.00	2.78	3.25	4.22	3.00
1112	3.40	3.43	3.78	4.89	3.89	3.55	3.33	4.50
1113	3.60	3.00	3.44	5.00	3.44	3.18	3.00	4.00
1114	2.60	2.29	3.78	3.67	3.89	3.64	3.89	4.50
1115	4.50	4.14	4.67	5.00	4.67	4.27	3.89	5.00
1116	2.70	2.14	3.78	4.00	3.78	3.73	3.56	4.00
1117	2.00	3.43	4.78	5.00	3.67	3.36	4.00	4.50
1118	2.20	3.14	3.38	4.38	4.44	3.80	3.78	5.00
1121	3.50	3.43	3.11	3.56	3.25	3.73	3.22	3.50
1122	3.60	4.00	4.00	4.67	3.00	2.18	3.22	3.50
1123	3.90	4.14	4.11	4.11	3.78	3.64	3.33	4.00
1125	1.70	1.43	3.00	1.56	1.78	3.00	2.56	2.50
1128	4.40	4.29	3.89	4.44	4.56	4.27	3.33	5.00
1131	4.50	4.57	4.56	3.67	5.00	4.27	3.44	5.00
1134	2.70	3.14	4.33	4.00	3.89	3.00	2.78	5.00
1135	2.70	2.43	3.00	3.00	3.00	3.00	3.00	3.00
1136	2.22	1.71	3.44	5.00	3.89	3.00	4.00	4.00
1137	3.20	3.00	3.89	5.00	3.78	4.27	3.33	5.00
1138	4.20	4.00	4.22	5.00	3.89	3.64	3.44	4.00
1139	3.89	2.43	2.67	3.67	2.56	4.00	3.56	3.50
1140	3.80	3.86	4.33	4.00	4.00	3.45	3.78	4.00
1141	3.60	3.86	3.78	4.00	4.56	3.18	3.44	5.00
1142	1.50	1.29	2.89	3.11	2.78	2.55	3.78	4.00
1143	2.50	3.43	2.33	3.89	3.56	3.45	3.44	4.50
1144	4.67	5.00	5.00	5.00	5.00	4.27	3.78	5.00
1147	2.70	2.00	3.33	4.89	2.78	4.36	2.78	4.00
1148	2.70	3.71	4.44	5.00	3.22	3.00	2.78	4.00
1149	1.90	1.29	2.89	1.67	2.44	3.45	3.22	3.00
1150	2.30	3.29	4.22	4.11	4.11	3.73	4.00	5.00
1152	2.50	3.14	2.78	3.22	2.89	3.27	3.22	3.00
1153	3.30	2.57	2.89	3.00	2.67	2.55	3.11	2.00

ID	Pay	OPP	CW	IS	WC	WF	PP	ALL
1154	2.50	2.14	2.89	4.00	3.89	4.27	3.33	3.50
1156	4.20	4.43	4.11	5.00	4.56	3.40	3.78	5.00
1158	2.90	4.00	4.67	4.00	3.89	3.55	3.89	4.00
1159	4.40	4.00	3.89	4.78	4.00	2.82	3.22	5.00
1161	3.40	4.57	4.88	4.33	4.78	4.09	4.11	5.00

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APPENDIX C. RESPONSE AVERAGES FOR INTENTIONS TO QUIT

Headers:

PAY
OPP = Opportunities
CW = Co-Workers
IS = Immediate Supervisor
WC = Work Conditions
WF = Work and Family
PP = Public Perception
ALL = Overall

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
1	1.25	1.00	1.00	1.00	1.00	1.00	1.00	1.00
2	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
3	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
4	1.00	2.00	2.00	1.00	1.00	1.00	1.00	1.00
5	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
6	3.50	3.25	1.00	4.00	1.00	2.50	1.50	4.00
7	4.50	2.00	2.00	1.00	1.00	1.00	1.00	5.00
9	2.00	3.00	4.00	2.00	2.00	3.00	3.00	1.00
10	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
11	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
12	3.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00
15	2.75	2.50	4.00	5.00	2.00	3.00	1.00	3.50
16	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
17	2.50	2.00	2.00	2.00	2.00	2.00	3.00	3.00
18	3.00	2.00	2.00	2.00	2.00	2.00	2.50	2.50
19	4.00	2.00	2.00	3.00	3.00	1.00	3.00	2.50
20	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
21	1.00	1.00	2.00	2.00	1.00	1.00	1.00	1.00
23	3.50	2.00	2.00	2.00	2.00	2.00	2.00	3.00
24	2.50	2.50	2.00	2.00	1.00	2.00	1.50	3.00
26	4.00	2.00	2.00	2.00	1.00	2.00	2.00	2.00
27	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
29	1.50	3.00	4.00	1.00	4.00	2.00	3.00	3.50
32	2.75	1.00	2.00	2.00	1.00	1.00	1.00	1.00
37	3.00	3.00	1.00	1.00	2.00	2.00	2.00	2.00
38	3.25	3.00	1.00	1.00	1.00	4.00	2.00	2.00
39	2.50	1.00	1.00	1.00	1.00	3.00	1.00	1.00
40	5.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
42	1.00	1.00	1.00	1.00	1.00	1.00	3.00	3.00
44	2.00	2.00	1.00	1.00	2.00	2.00	1.00	1.00
45	3.67	1.75	4.00	2.00	2.00	4.00	5.00	4.00

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
46	2.00	1.00	1.00	1.00	1.00	1.00	1.50	1.00
47	2.00	2.00	2.00	1.00	1.00	1.00	1.50	2.00
48	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
49	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
50	2.75	1.00	1.00	1.00	1.00	1.00	1.50	1.50
51	1.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00
53	2.50	2.00	2.00	2.00	2.00	3.00	2.00	2.50
54	1.00	3.00	1.00	1.00	1.00	1.00	1.00	1.50
55	3.50	4.25	1.00	1.00	2.00	1.00	3.00	2.50
58	1.75	1.00	1.00	1.00	1.00	1.50	1.00	1.50
59	2.00	2.00	1.00	2.00	2.00	2.00	2.00	2.00
60	3.75	3.25	2.00	2.00	2.00	2.00	2.50	3.00
61	2.00	2.00	2.00	3.00	3.00	2.00	2.00	2.00
62	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
63	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
64	4.00	3.25	4.00	3.00	3.00	2.00	3.00	3.00
65	2.00	2.00	3.00	1.00	3.00	1.00	1.00	2.50
66	2.50	1.00	1.00	1.00	2.00	3.00	3.00	2.00
67	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
70	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
72	5.00							
76	2.50	4.25	1.00	4.00	2.00	1.00	1.00	2.00
77	4.00	2.25	1.00	1.00	1.00	1.00	1.00	2.50
78	1.00	1.00	2.00	1.00	1.00	1.00	1.00	1.00
80	2.50	2.25	2.00	5.00	4.00	2.00	3.00	3.00
81	4.33	5.00	5.00	5.00	5.00	5.00	5.00	5.00
82	2.75	3.00	2.00	3.00	3.00	3.50	5.00	3.50
84	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
85	2.75	3.50	1.00	1.00	1.00	1.00	1.00	1.00
86	2.75	3.00	1.00	5.00	5.00	2.00	2.00	3.00
87	2.75	4.25	5.00	5.00	5.00	5.00	1.00	2.00
89	3.25	1.75	2.00	1.00	2.00	5.00	2.50	2.50
90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
91	2.25	1.25	1.00	1.00	1.00	1.00	1.00	1.00
92	2.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00
94	4.00	3.25	2.00	2.00	3.00	4.00	3.50	3.50
95	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
97	1.50	1.00	1.00	1.00	1.00	3.00	1.50	2.00
98	2.50	1.00	1.00	1.00	1.00	1.00	1.00	2.50
99	1.00	1.00	1.00	1.00	1.00	3.00	2.50	1.50
100	1.25	2.00	2.00	1.00	1.00	1.50	1.50	1.50
101	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
102	3.50	3.75	3.00	2.00	3.00	2.00	3.00	2.00
103	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
104	1.00	1.25	1.00	1.00	2.00	3.00	1.00	1.00
105	1.25	2.00	1.00	1.00	2.00	1.00	1.50	1.50
106	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00
107	1.00	1.00	1.00	1.00	1.00	1.00	2.00	1.00
108	1.00	1.00	1.00	1.00	1.00	4.00	2.50	2.50
109	1.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
110	2.50	2.00	1.00	1.00	1.00	5.00	1.00	2.00
111	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
112	2.00	1.75	2.00	1.00	4.00	1.00	1.00	2.50
114	5.00	3.75	1.00	4.00	2.00	4.00	1.50	2.50
115	4.67	4.00	3.00	3.00	2.00	2.00	3.00	3.50
116	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
117	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
118	2.00	2.00	2.00	1.00	1.00	2.00	2.00	1.50
119	2.25	2.75	1.00	2.00	2.00	2.00	2.00	1.50
120	2.50	3.00	4.00	2.00	5.00	3.00	3.00	3.50
121	3.00	2.00	2.00	1.00	2.00	3.50	2.50	1.50
122	2.00	1.00	1.00	1.00	4.00	2.00	2.00	2.50
123	2.00	1.00						
125	2.50	2.50	1.00	1.00	4.00	2.00	1.50	2.00
126	2.00	2.50	2.00	3.00	2.00	1.00	2.00	1.50
127	2.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00
129	1.75	1.00	1.00	1.00	1.00	1.00	1.00	2.00
130	5.00	2.00	1.00	1.00	1.00	2.00	2.00	1.00
131	1.00	1.00	2.00	2.00	1.00	2.00	1.00	1.00
132	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
133	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
134	1.50	1.00	1.00	1.00	1.00	1.00	1.00	1.50
135	2.00	2.00	1.00	2.00	2.00	2.00	2.00	2.00
136	2.25	2.00	2.00	1.00	1.00	1.50	1.00	2.00
137	2.00	2.00	2.00	2.00	4.00	2.00	2.00	2.00
139	2.25	2.50	1.00	2.00	2.00	4.00	2.50	2.00
140	1.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
141	2.75	2.75	2.00	1.00	3.00	2.00	2.00	2.00
142	1.75	1.75	1.00	1.00	1.00	1.00	1.00	1.00
143	2.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00
144	2.00	2.00	2.00	2.00	2.00		2.00	2.50
145	4.00	4.00	2.00	2.00	1.00		2.00	1.00
146	2.00	2.00	5.00	5.00	5.00	2.00	2.00	3.00
147	2.00	1.00	1.00	1.00	1.00	2.50	1.00	1.00
148	4.50	3.75	5.00	5.00	5.00	4.00	4.00	3.50
149	5.00	5.00	5.00	5.00	4.00	3.00	3.00	4.00
150	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
151	2.00	4.25	2.00	1.00	4.00	4.00	2.50	4.00

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
152	3.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
153	2.50	3.00	2.00	2.00	3.00	2.00	2.00	2.50
154	3.00	3.50	2.00	2.00	2.00	2.00	2.00	2.00
155	2.25	2.00	1.00	2.00	2.00	3.00	2.00	2.00
156	2.25	2.00	2.00	2.00	2.00	2.00	2.00	2.00
158	3.75	2.00	2.00	2.00	2.00	2.00	2.00	3.00
159	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00
160	3.75	2.00	1.00	2.00	3.00	2.00	3.00	2.00
161	1.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00
162	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
163	2.00	1.00	2.00	2.00	2.00	2.00	1.00	1.00
164	3.00	2.00	2.00	2.00	2.00	2.00	1.50	2.50
166	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.50
170	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
171	3.75	3.25	4.00	2.00	4.00	4.00	4.50	3.50
172	2.00	4.00	4.00	2.00	4.00	1.00	3.50	1.50
173	1.75	1.25	1.00	2.00	1.00	1.50	1.00	1.50
175	2.25	3.00	1.00	1.00	4.00	4.00	1.00	2.50
177	2.00	2.00	2.00	1.00	2.00	4.00	1.00	1.50
178	2.50	2.75	1.00	1.00	2.00	1.00	1.00	2.00
179	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
180	2.00	2.00	2.00	2.00	4.00	4.00	2.00	2.00
181	2.25	3.75	2.00	2.00	2.00	1.00	2.50	3.00
182	1.00	2.00	1.00	2.00	2.00	2.00	1.00	1.00
183	2.00	2.00	1.00	1.00	1.00	1.00	2.00	2.00
184	2.50	2.25	1.00	1.00	1.00	3.00	2.00	1.00
186	3.00	3.00	2.00	2.00	2.00	2.00	2.00	1.00
187	3.00			4.00				1.50
188	1.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
189	2.33	1.00	1.00	1.00	1.00	1.00	1.00	2.50
190	3.75	3.00	3.00	3.00	3.00	2.00	3.00	3.50
193	2.75	3.00	5.00	3.00	4.00	2.00	3.50	3.00
195	2.50	2.00	3.00	1.00	1.00	2.00	2.50	1.50
196	4.00	2.00	2.00	1.00	2.00	1.00	1.00	1.00
197	1.75	2.00	5.00	5.00	1.00	3.00	1.00	1.00
199	2.00	2.00	1.00	1.00	2.00	2.00	2.00	2.00
200	2.00	2.50	3.00	2.00	2.00	1.00	2.00	1.50
201	1.50	1.25	1.00	2.00	2.00	2.50	1.00	2.50
203	4.00	4.00	1.00	3.00	4.00	1.00	2.00	3.00
204	5.00	5.00	2.00	5.00	5.00	3.00	5.00	5.00
206	3.50	2.50	4.00	2.00	2.00	3.00	2.00	3.50
207	2.75	3.25	1.00	2.00	1.00	1.00	2.00	2.00
209	5.00		5.00	5.00	3.00	1.00	1.00	2.50
210	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
211	2.75	2.00	1.00	1.00	2.00	1.50	1.00	2.50
212	4.00	3.00	2.00	1.00	3.00	3.00	3.50	3.00
213	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
214	1.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00
216	2.75	2.50	2.00	2.00	2.00	3.00	1.00	3.50
217	1.75	1.00	1.00	1.00	2.00	2.00	1.00	1.00
219	5.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
220	5.00	3.50	1.00	3.00	3.00	2.00	2.00	3.50
221	3.75	4.00	2.00	1.00	4.00	2.00	3.00	3.00
222	1.75	2.00	2.00	1.00	1.00	1.00	1.50	1.00
223	5.00							
224	2.00	2.00	2.00	2.00	4.00	4.00	5.00	3.50
225	2.50	2.50	2.00	2.00	2.00	4.00	3.00	3.00
226	1.00	1.75	1.00	1.00	2.00	2.00	1.50	1.50
228	1.50	1.00	1.00	1.00	1.00	2.00	1.50	1.00
229	1.75	1.50	1.00	1.00	1.00	1.00	2.50	1.00
231	1.50	2.00	1.00	1.00	1.00	4.00	1.00	1.50
232	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00
233	2.75	3.00	1.00	1.00	2.00	2.00	2.50	1.50
234	3.00	2.00	1.00	1.00	3.00	2.00	1.50	2.50
236	2.25	1.00	4.00	2.00	1.00	1.00	2.50	2.00
237	3.75	3.00	2.00	2.00	2.00	3.00	3.00	3.00
238	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
239	1.50	1.50	1.00	1.00	1.00	1.00	1.00	1.00
240	5.00	5.00	1.00	1.00	1.00	1.00	1.00	4.00
242	2.75	5.00	5.00	5.00	5.00	5.00	5.00	3.00
243	2.00	2.75	1.00	3.00	2.00	1.00	2.50	3.00
244	4.00	3.00	2.00	2.00	4.00	2.00	2.50	3.50
245	3.00	3.00	2.00	2.00	2.00	4.00	2.00	2.00
246	1.75	1.25	1.00	1.00	1.00	1.50	2.00	2.00
247	2.00	2.00	1.00	2.00	2.00	2.00	2.00	2.00
248	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
249	1.00	2.00	1.00	3.00	2.00	1.00	1.00	1.00
250	2.50	2.00	1.00	1.00	2.00	3.00	1.00	1.50
251	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00
252	3.25	1.00	1.00	4.00	1.00	4.00	1.00	1.00
253	2.00	2.00	1.00	1.00	1.00	1.00	1.00	2.00
255	4.00	2.75	1.00	1.00	5.00	2.50	2.00	4.00
256	2.00	2.00	1.00	1.00	2.00	2.00	1.00	1.00
257	4.00	2.50	1.00	3.00	4.00	3.00	4.00	5.00
258	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
259	2.75	3.75	1.00	4.00	4.00	2.00	2.00	2.00
260	2.75	2.00	1.00	1.00	2.00	1.00	1.00	1.50
263	2.00	2.00	1.00	3.00	3.00	1.00	2.50	2.50

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
264	3.00	2.00	1.00	1.00	2.00	2.00	1.00	1.00
265	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
266	4.00	4.25	1.00	1.00	4.00	3.50	3.00	3.00
267	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
268	4.25	2.25	4.00	4.00	4.00	2.00	2.00	4.00
269	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
270	1.25	1.00	1.00	1.00	1.00	1.00	2.00	1.00
271	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
272	5.00	3.00	3.00	3.00	3.00	2.00	2.00	3.00
273	3.00	2.00	3.00	2.00	2.00	1.00	2.00	1.00
274	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
275	4.25	1.00	1.00	2.00	4.00	2.00	3.00	2.50
276	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
283	1.00	1.00	1.00	1.00	4.00	3.50	3.00	3.00
284	3.50	3.00	1.00	3.00	3.00	2.00	3.00	2.00
285	3.25	3.50	1.00	1.00	4.00	1.00	1.00	1.00
287	1.00	1.00	1.00	1.00	1.00	2.50	1.00	1.00
288	2.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00
289	3.50	2.75	2.00	2.00	2.00	1.50	1.00	2.00
291	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
292	1.50	2.75	4.00	3.00	2.00	2.00	1.00	2.00
294	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.50
295	5.00	3.75	3.00	3.00	4.00	3.00	3.00	2.00
296	1.25	1.25	1.00	1.00	1.00	1.00	2.50	1.50
297	1.00	1.00	1.00	1.00	1.00	4.00	1.00	3.00
298	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
299	1.25	1.75	1.00	1.00	1.00	1.50	1.00	1.00
301	1.25	2.00	1.00	1.00	1.00	1.00	1.00	1.00
304	3.25	3.75	4.00	1.00	4.00	4.00	1.50	2.00
305	2.00	2.75	1.00	2.00	5.00	2.00	3.50	4.00
306	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
307	1.00	1.00	1.00			1.00	1.00	1.00
308	1.75	1.00	1.00	1.00	1.00	1.00	2.50	2.00
309	3.00	3.25	2.00	2.00	5.00	4.00	3.00	3.00
311	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
312	2.00	1.00	2.00	1.00	1.00	1.00	1.00	1.00
313	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
314	1.75	1.25	2.00	1.00	1.00	4.00	2.50	1.50
317	1.50	1.75	1.00	1.00	1.00	1.00	1.50	1.50
318	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
320	1.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00
321	2.25	3.00	1.00	1.00	2.00	2.00	2.00	2.00
324	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
326	1.00	1.00	1.00	2.00	1.00	1.00	1.00	1.00

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
327	2.00	2.25	1.00	2.00	1.00	1.00	2.50	2.00
328	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
329	1.25	1.00	1.00	1.00	1.00	1.00	1.00	1.00
333	3.00	3.00	2.00	2.00	2.00	2.00	2.00	2.00
334	4.50	2.50	1.00	2.00	1.00	4.50	2.00	2.50
335	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
336	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.50
337	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
338	1.75	1.00	2.00	1.00	1.00	4.00	2.50	2.00
339	2.00	3.50	4.00	4.00	2.00	2.00	2.00	2.00
340	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
341	1.00	3.00	2.00	2.00	1.00	1.00	1.00	1.00
342	1.25	1.00	1.00	1.00	1.00	2.00	1.50	1.50
344	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
345	3.50	3.00	2.00	1.00	1.00	2.00	1.00	2.50
347	3.75	2.25	1.00	4.00	1.00	4.00	2.50	2.50
348	2.00	3.00	2.00	2.00	2.00	2.00	2.00	2.00
349	2.25	2.25	4.00	4.00	2.00	2.00	2.50	2.00
351	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
352	1.25	2.00	1.00	1.00	1.00	1.00	1.00	1.50
354	3.75	3.75	2.00	2.00	2.00	2.00	3.00	2.00
355	1.75	2.75	2.00	3.00	2.00	1.50	2.00	1.00
357	2.75	3.75	2.00	1.00	2.00	2.00	1.00	2.50
358	3.25	2.50	1.00	3.00	1.00	5.00	3.00	2.00
359	3.00	2.00	1.00	1.00	2.00	1.50	3.00	2.00
363	1.00	1.00	1.00	3.00	1.00	3.00	1.00	1.00
364	2.75	2.25	2.00	1.00	1.00	4.00	1.00	2.50
365	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
366	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
367	2.75	3.00	2.00	2.00	2.00	2.00	2.00	1.00
368	4.00	3.75	4.00	4.00	4.00	4.00	2.50	4.00
369	1.00	1.00	1.00	1.00	1.00	1.00	2.50	1.50
370	3.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00
371	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
372	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
373	5.00				2.00	1.00	4.00	2.50
374	2.75	3.00	4.00	4.00	4.00	2.00	1.00	2.50
375	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
376	2.25	2.00	1.00	1.00	2.00	1.00	1.00	3.00
377	2.50	3.50	3.00	3.00	4.00	2.00	1.00	2.50
378	3.25	3.00	2.00	2.00	4.00	2.50	2.50	2.50
379	4.00	4.75	4.00	3.00	3.00	3.50	3.00	3.50
380	1.00	1.00	1.00	1.00	1.00	1.00	2.50	1.50
381	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
382	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
383	1.00	2.50	2.00	2.00	2.00	2.00	1.50	2.00
384	2.00	2.00	2.00	3.00	2.00	2.00	1.50	1.50
385	4.25	2.00	1.00	1.00	1.00	1.00	1.00	2.50
386	1.75	2.00	1.00	2.00	1.00	1.50	1.50	1.50
387	1.50	1.00	1.00	1.00	2.00	3.00	1.50	1.50
389	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
390	1.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00
392	3.00	2.00	2.00	2.00	2.00	1.00	1.00	2.00
394	1.00	1.00	1.00	1.00	5.00	2.00	1.00	1.00
395	3.25	4.00	2.00	2.00	3.00	2.00	1.00	1.00
396	1.00	2.00	5.00	1.00	1.00	1.00	1.00	2.00
397	3.25	3.50	2.00	2.00	4.00	2.00	3.50	3.00
398	4.00	2.00	2.00	1.00	2.00	2.00	2.00	3.00
399	3.25	2.00	2.00	1.00	2.00	2.00	2.00	2.00
400	1.00	1.50	2.00	3.00	3.00	1.50	1.50	1.50
401	2.00	2.00	4.00	2.00	2.00	2.00	2.00	2.50
403	4.00		1.00	3.00	4.00	1.00	1.00	3.50
404	1.00	2.00	1.00	1.00	2.00	4.00	1.00	3.00
405	1.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00
406	2.50	3.75	2.00	2.00	4.00	4.00	3.00	3.50
407	4.25	3.00	1.00	2.00	4.00	4.00	4.00	4.00
409	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
410	1.25	2.00	2.00	2.00	2.00	2.00	2.00	1.50
411	5.00		5.00	5.00				
412	1.00	2.00	1.00	1.00	1.00	2.00	1.50	1.00
416	1.75	3.00	2.00	4.00	1.00	2.00	2.00	1.50
417	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
419	1.25	1.00	1.00	1.00	1.00	4.00	1.00	1.50
420	1.25	2.50	1.00	2.00	2.00	1.00	2.00	2.50
421	4.25	5.00	1.00	3.00	4.00	1.00	1.00	3.00
422	3.00	3.75	1.00	1.00	5.00	4.00	3.50	1.00
423	3.50	1.00	1.00	2.00	2.00	1.00	2.00	3.00
424	2.75	2.00	1.00	1.00	1.00	1.00	1.00	1.50
425	1.75	1.00	1.00	1.00	1.00	1.00	1.00	2.00
426	1.00	1.00	1.00	1.00	1.00	1.50	1.00	1.00
427	1.25	1.00	1.00	1.00	1.00	1.00	1.50	1.50
428	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
430	3.75	3.75	3.00	3.00	4.00	4.00	4.00	3.50
431	4.00	2.25	1.00	1.00	1.00	2.50	1.50	3.00
433	1.00	2.00	1.00	2.00	1.00	3.00	1.00	3.00
434	2.00	2.00	2.00	1.00	1.00	1.50	1.00	1.50
435	3.50	3.00	1.00	1.00	2.00	1.00	1.00	2.00
436	2.00	2.00	1.00	3.00	2.00	2.00	2.00	1.50

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
437	4.67	3.75	1.00	2.00	3.00	4.00	3.00	3.50
438	2.00	2.00	2.00	2.00	2.00	3.00	2.00	2.00
439	3.00	2.25	1.00	1.00	2.00	1.00	1.50	2.00
440	1.25	2.75	1.00	1.00	1.00	1.00	1.00	1.00
441	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
442	2.00	2.00	2.00	2.00	1.00	1.00	2.00	2.00
443	1.75	1.00	3.00	1.00	2.00	2.00	2.50	1.50
444	2.00	2.50	1.00	1.00	1.00	1.00	1.00	1.50
446	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
447	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00
448	4.33	3.75	1.00	2.00	4.00	5.00	3.50	4.50
450	3.75	4.75	2.00	2.00	2.00	2.00	2.00	1.50
452	2.50	2.00	3.00	2.00	2.00	2.00	2.00	2.00
454	4.00	2.75	3.00	3.00	4.00	3.00	4.00	3.50
456	2.67	2.25	2.00	4.00	2.00	1.50	4.00	2.00
457	2.75	2.00	2.00	1.00	2.00	2.00	2.00	2.00
458	2.00	2.00	1.00	1.00	3.00	1.00	3.00	2.00
459	1.00	2.00	1.00	2.00	1.00	1.00	1.00	1.00
460	1.00	2.00	1.00	2.00	1.00	2.00	1.00	1.00
462	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00
465	3.25	4.50	4.00	4.00	4.00	4.50	2.00	2.50
466	2.25	2.00	2.00	1.00	4.00	3.00	1.50	3.00
467	2.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00
468	2.50	2.25	2.00	3.00	2.00	2.00	1.00	2.00
469	3.75	2.00	1.00	1.00	1.00	1.00	2.00	4.50
470	1.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
471	2.50	3.00	1.00	1.00	1.00	1.00	1.00	1.00
472	4.25	3.00	1.00	5.00		4.00		2.00
473	3.50	3.50	3.00	4.00	2.00	2.00	2.00	2.00
474	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
475	1.00	2.00	2.00	3.00	2.00	2.00	2.00	2.00
476	3.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00
477	1.00	1.00	1.00	1.00	1.00	2.00	2.00	1.00
479	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
480	5.00	2.00	2.00	2.00	5.00	1.50	1.00	3.00
481	3.25	3.00	2.00	2.00	3.00	3.50	2.50	3.00
482	2.50	1.00	4.00	2.00	2.00	1.00	3.00	1.00
484	1.00	2.50	5.00	1.00	5.00	4.00	1.50	2.00
485	4.50	2.00	1.00	1.00	2.00	2.00	1.50	2.50
486	5.00	3.00	4.00	3.00	5.00	5.00	5.00	3.50
487	3.75	1.50	4.00	3.00	3.00	2.00	3.50	3.50
488	4.50	2.00	2.00	2.00	4.00	4.00	2.00	3.50
489	1.75	2.50	2.00	2.00	2.00	2.00	2.00	2.50
492	3.00	2.25	1.00	1.00	1.00	2.00	2.50	3.50

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
493	2.50	2.00	2.00	1.00	2.00	2.50	2.00	2.00
494	2.25	2.00	2.00	2.00	2.00	4.00	2.00	2.50
496	4.25	3.00	1.00	1.00	4.00	4.00	5.00	3.50
497	5.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
499	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.50
500	4.00	4.00	1.00	1.00	1.00	1.00	1.00	1.00
501	1.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00
502	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
504	2.00	2.00	1.00	1.00	1.00	1.00	1.50	2.50
505	3.25	2.00	2.00	1.00	3.00	2.00	1.00	2.50
506	4.00	2.50	1.00	1.00	2.00	2.50	1.00	3.00
507	5.00	5.00	5.00	5.00	5.00	5.00	5.00	3.00
508	3.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00
509	1.25	1.00	2.00	1.00	1.00	1.00	1.00	1.00
512	3.75	1.50	1.00	1.00	1.00	2.00	1.00	2.00
513	2.75	2.00	1.00	2.00	1.00	1.00	5.00	2.50
514	3.00	2.00	1.00	1.00	1.00	1.00	2.50	1.00
516	3.50	2.00	1.00	1.00	2.00	2.00	2.00	3.00
518	5.00							
519	3.25	3.50	1.00	1.00	4.00	2.00	2.00	4.50
520	1.75	1.50	2.00	1.00	1.00	1.00	3.50	2.50
521	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
523	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
525	3.25	3.00	3.00	4.00	3.00	2.00	3.50	3.00
526	2.50	2.50	1.00	2.00	2.00	2.00	3.00	3.00
527	3.75	2.50	1.00	1.00	1.00	1.00	1.00	2.50
528	2.75	3.00	1.00	3.00	3.00	3.00	3.00	3.00
529	2.00	2.00	2.00	2.00	2.00	2.00	3.00	2.00
530	4.00	1.00	1.00	2.00	1.00	4.00	1.00	4.50
532	2.00	1.50	1.00	1.00	3.00	3.00	3.00	2.50
533	2.25	1.00	1.00	1.00	1.00	2.00	1.00	1.50
534	2.00	2.00	1.00	1.00	3.00	4.00	1.00	1.00
535	2.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00
536	2.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00
537	3.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00
538	4.50	1.25	2.00	1.00	5.00	3.00	3.50	3.50
540	1.00	1.00	1.00	1.00	2.00	1.00		3.00
541	2.50	1.50	1.00	1.00	3.00	1.50	2.50	3.00
542	3.50	1.50	1.00	1.00	2.00	2.50	1.50	2.50
543	4.00	2.25	2.00	3.00	4.00	1.50	1.50	2.50
544	1.00	1.75	1.00	1.00	1.00	1.00	1.00	1.00
545	1.00	2.00	2.00	2.00	2.00	4.00	3.00	3.00
546	4.50					1.00		4.00
547	4.25	3.25	1.00	2.00	2.00	4.00	4.50	3.50

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
548	2.00	3.00	3.00	1.00	3.00	3.00	4.00	4.00
549	4.25	2.00	4.00	3.00	2.00	3.00	2.00	3.00
551	3.00	1.75	2.00	1.00	3.00	2.00	4.00	2.50
552	2.00	2.00	2.00	2.00	2.00	2.00	2.00	4.00
553	3.25					1.00	3.00	4.00
554	3.25	1.00	1.00	1.00	1.00	1.00	1.00	1.50
555	2.00	2.50	2.00	2.00	2.00	3.00	2.50	3.00
556	2.00	2.00	1.00	2.00	1.00	4.00	3.00	3.00
557	1.50	2.00	2.00	2.00	2.00	2.00	2.00	1.00
558	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
559	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
560	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
561	4.67	2.00	2.00	2.00	4.00	2.00	3.50	4.00
562	2.00	2.00	1.00	1.00	2.00	2.00	2.00	1.00
563	3.75	2.00	2.00	1.00	3.00	4.00	3.50	3.00
564	5.00	5.00	3.00	3.00	4.00	4.50	4.50	5.00
565	2.50	2.00	4.00	3.00	5.00	4.50	3.00	3.00
566	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
567	3.25	3.00	3.00	3.00	4.00	1.00	2.00	3.00
568	1.25	3.00	5.00	1.00	4.00		2.50	3.00
569	2.25	2.00	2.00	2.00	2.00	2.00	2.00	2.00
570	3.75	3.25	2.00	2.00	2.00	1.00	2.00	3.00
571	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
572	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
573	2.00	1.00	1.00	5.00	3.00	1.00	2.50	2.50
574	2.75	3.00	1.00	1.00	2.00	3.00	1.00	1.00
575	4.00	3.50	1.00	2.00	2.00	2.00	3.00	2.00
576	3.25	1.00	1.00	1.00	1.00	2.00	2.00	2.00
577	4.25	3.00	3.00	2.00	2.00	2.00	4.00	3.00
578	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
579	2.25	2.50	2.00	3.00	2.00	2.00	3.00	2.50
580	5.00	2.00	3.00	1.00	4.00	3.00	3.00	4.00
581	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
582	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
583	2.00	2.00	1.00	2.00	2.00	1.00	2.00	1.50
584	2.00	2.00	2.00	2.00	2.00	2.00	1.50	2.00
585	3.67	2.00	5.00	3.00	5.00	1.00	1.00	2.50
586	2.00	1.00	1.00	1.00	2.00	1.50	1.00	1.50
587	3.50	4.00	2.00	2.00	4.00	5.00	2.00	4.50
588	3.50	2.75	3.00	2.00	2.00	1.00	1.50	2.00
589	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00
590	3.00	2.00	1.00	1.00	1.00	3.00	1.50	2.00
591	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
592	4.00	2.00	1.00	1.00	5.00	2.00	1.00	3.00

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
593	5.00	2.00	2.00	1.00	1.00	1.00	1.00	1.00
594	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
595	1.25	1.75	1.00	2.00	2.00	2.00	1.00	1.00
596	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
597	2.00	2.00	1.00	1.00	2.00	4.00	2.50	2.50
598	5.00	3.00	5.00	5.00	1.00	5.00	5.00	5.00
599	1.50	1.00	1.00	1.00	4.00	1.00	3.00	3.00
601	2.50	2.00	1.00	1.00	2.00	1.00	1.00	5.00
602	2.00	2.50	1.00	3.00	1.00	1.00	2.00	1.00
603	1.00	1.00	2.00	3.00	3.00	2.50	3.00	3.00
604	1.50	1.00	1.00	1.00	1.00	2.50	2.50	2.50
605	3.00	3.75	5.00	5.00	3.00	1.00	2.50	4.00
607	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
608	1.00	3.00	2.00	1.00	3.00	2.00	1.50	1.00
610	3.00	2.50	3.00	3.00	3.00	3.00	3.00	2.00
611	5.00	3.50	2.00	2.00	4.00	3.00	2.00	3.00
612	4.25	2.00	1.00	1.00	4.00	1.00	1.00	3.00
615	4.00	3.00	3.00	1.00	3.00	3.00	2.50	3.00
617	5.00	2.75	1.00	1.00	5.00	4.00	4.50	5.00
618	4.25	4.00	3.00	3.00	5.00	3.00	4.00	3.50
619	2.00	1.50	1.00	5.00	1.00	1.00	2.00	1.00
620	3.00	3.00	1.00	1.00	3.00	2.00	2.50	2.50
622	2.50	2.75	1.00	4.00	4.00	2.00	2.00	2.50
623	3.50	3.25	5.00	5.00	5.00	3.00	3.00	5.00
624	4.00	3.00	1.00	3.00	1.00	2.00	1.00	3.00
629	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
631	2.75	2.50	1.00	1.00	1.00	2.00	1.00	1.00
632	1.75	2.00	3.00	3.00	2.00	3.50	2.00	1.00
633	3.00	1.00	1.00	1.00	4.00	4.50	1.00	2.00
635	3.75	3.00	5.00	2.00	3.00	3.00	2.00	3.00
637	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
638	1.50	1.00	1.00	2.00	2.00	1.00	1.50	1.00
640	4.00	4.25	4.00	5.00	4.00	2.00	2.00	2.50
641	4.00	2.00	1.00	2.00	2.00	4.00	1.50	3.00
642	2.50	2.00	1.00	1.00	2.00	2.00	2.00	2.50
644	3.25	2.75	5.00	4.00	3.00	1.00	1.00	2.50
645	4.25	3.75	2.00	2.00	1.00	2.00	1.50	4.00
646	2.25	3.00	1.00	1.00	1.00	2.00	2.50	4.00
647	2.00	2.00	5.00	5.00	2.00	2.00	2.00	2.00
648	3.33	3.00	2.00	2.00	2.00	2.00	2.00	2.00
649	3.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00
650	1.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00
651	4.00	3.25	3.00	3.00	2.00		3.50	3.50
652	1.00	3.50	1.00	1.00				

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
653	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
654	2.75	3.50	1.00	1.00	2.00		1.00	2.00
655	4.00	3.00	1.00	3.00	3.00	3.00	3.00	3.00
656	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
659	2.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00
660	4.00	3.25	3.00	1.00	2.00	1.00	2.50	3.00
661	3.00	2.00	1.00	1.00	1.00	2.00	2.00	2.00
662	3.67	4.50	3.00	2.00	5.00	2.00	3.00	3.00
663	4.00	4.25	2.00	3.00	2.00	2.00	3.00	3.50
665	3.00	2.50	3.00	3.00	3.00	2.00	3.00	3.00
666	2.25	2.00	2.00	2.00	2.00	2.00	2.00	2.00
667	2.75	2.75	1.00	3.00	4.00	2.00	1.00	3.50
669	3.00	1.00	2.00	1.00	4.00	3.50	2.00	3.00
670	1.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
673	4.25	3.50	2.00	2.00	2.00	2.00	2.00	3.00
674	2.50	2.50	4.00	5.00	4.00	1.00	2.00	1.50
675	5.00	1.00	1.00	1.00	1.00	1.00	1.00	4.00
676	4.50	4.00	1.00	2.00	1.00	3.00	1.00	1.00
677	2.50	1.50	1.00	1.00	2.00	2.00	2.50	2.00
679	5.00	5.00	1.00	1.00	5.00	1.00	1.00	1.00
680	3.50	2.00	1.00	2.00	1.00	1.00	2.00	3.00
681	2.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00
682	3.25	3.00	2.00	2.00	2.00	2.00	2.00	3.00
683	3.75	2.25	2.00	2.00	2.00	1.00	2.50	2.00
685	2.67	3.00	2.00	1.00	2.00	2.00	2.00	1.50
686	5.00	3.50	4.00	3.00	3.00	3.00	3.00	3.00
687	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
690	2.50	3.50	2.00	2.00	2.00	2.00	2.50	2.50
691	3.50	3.00	3.00	2.00	4.00	5.00	3.00	3.50
693	3.00	2.50	5.00	1.00	3.00	3.00	4.00	3.00
694	2.00	2.00	1.00	1.00	1.00	2.00	2.00	2.00
695	3.00	3.00	2.00	2.00	2.00	4.00	4.00	2.00
696	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
697	5.00	4.00	4.00	2.00	5.00	3.00	4.50	4.50
698	5.00	3.00	2.00	1.00	3.00	3.00	3.00	3.00
699	3.50	3.00	2.00	2.00	4.00	3.00	2.00	3.00
701	3.75	3.50	4.00	2.00	3.00	4.00	3.00	3.00
704	2.25	3.25	2.00	3.00	2.00	2.00	2.00	2.00
705	4.25	2.00	1.00	1.00	1.00	1.00	1.00	1.00
706	5.00	5.00	3.00	5.00	5.00	5.00	5.00	3.00
707	3.75	2.75	2.00	2.00	4.00	2.50	2.00	3.00
708	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
710	4.25	4.00	3.00	2.00	2.00	2.00	2.00	3.00
712	3.50	2.50	2.00	1.00	3.00	3.00	2.00	1.50

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
713	2.75	2.75	3.00	4.00	3.00	2.00	2.00	2.00
715	4.00	3.00	1.00	2.00	1.00	1.00	1.00	1.50
716	3.25	3.00	1.00	1.00	1.00	3.00	2.50	3.00
717	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
718	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
719	2.00	1.00	3.00	2.00	3.00	1.00	1.00	2.50
720	3.00	3.25	2.00	2.00	2.00	2.00	2.00	2.00
721	2.25	4.00	3.00	3.00	2.00	1.00	1.50	2.00
722	2.75	2.75	1.00	1.00	1.00	4.00	1.00	3.50
723	4.25	3.75	3.00	1.00	3.00	3.00	3.00	3.00
724	3.00	3.50	2.00	3.00	4.00	3.00	3.00	3.00
725	3.75	1.00	1.00	1.00	1.00	2.50	1.00	3.50
726	2.50	2.25	4.00	5.00	2.00	4.00	2.50	2.00
727	3.25	3.00	2.00			4.00		
728	1.00	1.00	1.00	1.00	1.00	4.00	1.00	5.00
729	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
730	4.00	3.00	1.00	1.00	1.00	1.00	1.00	2.50
732	3.50	3.50	2.00	2.00	2.00	3.50	4.00	2.50
733	4.25	3.00	1.00	1.00	1.00	3.00	1.00	1.00
734	3.50	3.00	2.00	2.00	2.00	2.00	2.00	3.00
735	3.75	3.00	1.00	3.00	4.00	2.00	3.00	3.50
736	3.25	3.00	1.00	1.00	1.00	2.00	2.00	2.50
737	2.25	1.00	1.00	1.00	1.00	1.00	1.00	1.00
738	2.75	2.50		2.00	2.00	2.00	1.00	2.00
739	4.75	3.00	3.00	2.00	2.00	3.00	3.00	4.00
740	3.50	2.00	3.00	3.00	4.00	3.00	2.00	3.00
741	3.25	2.00	1.00	1.00	2.00	2.00	2.00	2.00
744	3.75	4.00	4.00	4.00	3.00	2.00	3.00	3.00
745	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
746	1.00	1.00	1.00	2.00	1.00	1.00	1.00	2.50
747	3.00	3.25	3.00	1.00	3.00	3.00		2.00
748	3.00	2.00	1.00	2.00	2.00	2.00	1.00	2.00
749	3.50	4.00	4.00	2.00	3.00	2.00	2.00	2.00
750	3.00	2.50	3.00	1.00	1.00	1.50	1.50	2.00
751	3.25	3.25	2.00	4.00	3.00	2.00	2.50	3.50
752	4.50	4.25	1.00	1.00	4.00	2.00	3.50	5.00
754	5.00	1.00	1.00	5.00	1.00	1.00	1.00	5.00
755	5.00	3.00	3.00	5.00	4.00	1.00	3.00	4.00
756	2.50	2.00	2.00	2.00	4.00	2.00	2.50	3.00
757	3.50	3.00	3.00	3.00	3.00	3.00	3.00	3.00
758	3.50	3.00	3.00	4.00	3.00	3.00	3.00	3.00
759	3.75	4.75	3.00	5.00	4.00	1.00	5.00	2.50
760	4.50	5.00	2.00	1.00	5.00	2.00	4.00	3.50
761	3.00	3.75	1.00	1.00	1.00	3.00	1.00	3.00

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
763	3.50	2.00	2.00	2.00	3.00	1.00	1.00	2.00
764	1.00	2.00	2.00	1.00	1.00	2.00	1.00	1.00
765	5.00	4.00	4.00	4.00	4.00	2.00	3.00	4.00
766	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
767	3.50	3.00	4.00	4.00	3.00	3.00	4.00	2.00
768	3.25	2.50	4.00	1.00	1.00	1.00	1.00	2.00
769	2.00	2.00	1.00	2.00	1.00	1.00	1.00	1.00
770	3.75	2.25	3.00	2.00	3.00	2.00	1.00	3.00
771	5.00	2.00	4.00	1.00	1.00	1.00	1.00	3.00
774	1.00	1.00	1.00	2.00	1.00	1.00	1.00	1.00
775	4.00	3.50	2.00	1.00	2.00	3.50	1.00	3.50
776	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
777	3.75	2.00	2.00	2.00	2.00	2.00	3.00	2.00
778	4.25	3.25	4.00	2.00	2.00	1.00	1.00	3.00
779	1.75	2.00	1.00	1.00	1.00	1.00	1.00	1.00
780	2.75	3.75	4.00	2.00	4.00	5.00	1.50	3.50
782	3.25	2.00	1.00	1.00	1.00	1.00	1.00	2.50
783	3.00	4.50	4.00	3.00	5.00	3.00	2.50	3.50
784	5.00	3.00	1.00	1.00	2.00	2.00	2.00	2.00
789	3.25	1.75	1.00	1.00	1.00	1.00	1.00	1.00
791	3.00	2.00	4.00	2.00	2.00	2.00	3.00	3.00
792	2.00	2.00	3.00	2.00	2.00	2.00	2.00	2.50
793	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
794	4.00	3.00	1.00	1.00	1.00	1.00	1.00	1.00
795	4.25	2.00	2.00	2.00	4.00	4.00	3.50	4.00
797	4.25	2.50	3.00	2.00	3.00	5.00	2.00	4.50
799	3.50	3.00	2.00	2.00	2.00	2.00	2.00	2.50
800	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
801	3.50	3.75	2.00	1.00	2.00	3.00	1.00	3.50
802	3.67	4.25	5.00	4.00	5.00	3.50	1.00	1.00
803	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
804	3.00	2.50	1.00	1.00	1.00	1.00	1.00	2.00
805	4.00	1.75	1.00	1.00	1.00	2.00	2.00	2.00
806	3.50	4.25	1.00	1.00	1.00	5.00	1.00	3.50
807	1.50	1.00	4.00	1.00	1.00	4.00	1.00	2.50
808	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
809	2.75	3.50	1.00	1.00	1.00	1.00	1.00	2.50
811	2.50	2.00	2.00	2.00	2.00	1.00	2.00	3.00
812	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
813	1.50	2.00	1.00	1.00	1.00	1.00	1.00	1.00
814	2.25	2.00	2.00	2.00	2.00	4.00	2.00	2.00
815	2.75	4.00	1.00	1.00	4.00	1.00	2.50	2.50
817	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
818	2.00	2.00	3.00	2.00	2.00	2.00	2.00	2.00

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
819	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
820	3.75	3.00	3.00	3.00	3.00	3.00	3.00	3.00
822	3.50	3.50	4.00	1.00	1.00	2.00	1.50	3.00
823	3.75	2.00	1.00	1.00	2.00	2.50	1.00	1.00
824	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
825	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
827	1.50	1.00	1.00	1.00	1.00	1.00	1.00	1.50
828	3.67	5.00	1.00	1.00	4.00	3.50	2.00	2.00
830	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
831	3.50	3.75	1.00	1.00	4.00	1.00	5.00	4.00
832	2.25	2.00	3.00	2.00	3.00	3.00	3.00	3.00
835	1.75	2.00	1.00	1.00	1.00	1.00	1.00	2.00
836	3.00	4.25	3.00	3.00	4.00	4.00	3.00	3.00
837	2.75	1.00	1.00	1.00	2.00	1.00	2.00	1.50
838	2.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00
839	4.75	3.50	4.00	2.00	4.00	5.00	2.00	3.00
840	5.00	5.00	1.00	1.00	5.00	1.00	1.00	3.00
842	3.50	3.00	1.00	1.00	2.00	1.00	2.00	2.50
844	3.75	3.50	5.00	5.00	5.00	2.00	3.00	3.50
845	3.25	2.00	1.00	1.00	1.00	1.00	1.00	2.50
846	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00
847	3.25	3.00	3.00	3.00	3.00	3.00	3.00	3.00
848	2.00		1.00	5.00	4.00	5.00		4.50
850	3.50	4.00	3.00	1.00	2.00	1.50	1.50	3.00
851	2.00	2.00	3.00	2.00	2.00	2.00	2.00	2.00
852	5.00	1.00	3.00	1.00	1.00	1.00	1.00	3.00
853	4.67	3.00	1.00	5.00	3.00	3.50	2.00	3.00
854	2.00	2.00	2.00	1.00	1.00	1.00	1.00	1.00
855	1.00	1.00	1.00	1.00	1.00	3.00	1.00	1.00
857	4.00	3.50	2.00	2.00	3.00	3.00	3.50	3.50
858	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
859	3.25	2.00	1.00	2.00	2.00	2.00	5.00	3.50
860	3.00	2.00	2.00	1.00	2.00	2.00	2.00	2.00
861	2.00	1.75	1.00	1.00	1.00	1.00	1.00	1.00
862	1.25	1.00	1.00	1.00	1.00	1.00	1.00	1.00
863	2.75	3.00	2.00	2.00	2.00	2.00	2.00	2.00
864	3.25	2.00	1.00	2.00	2.00	2.00	2.50	3.00
865	4.00	3.50	1.00	3.00	2.00	1.00	2.50	1.00
866	3.75	2.00	2.00	1.00	2.00	2.00	2.00	2.00
868	2.00	1.75	1.00	2.00	2.00	1.00	4.00	3.00
869	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
870	4.00	4.00	3.00	3.00	5.00	5.00	5.00	3.00
871	2.50	2.50	1.00	1.00	1.00	1.00	1.00	1.50
872	2.00	2.00	1.00	1.00	2.00	1.00	1.00	1.00

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
873	3.25	3.00	2.00	2.00	4.00	3.00	2.00	2.00
874	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
875	3.25	3.00	3.00	3.00	3.00	4.00	3.00	3.00
877	5.00	1.00	2.00	3.00	5.00	2.00	3.50	3.00
878	3.50	1.25	1.00	1.00	1.00	1.00	1.00	1.50
880	3.50	3.00	1.00	2.00	2.00	3.00	2.50	3.00
881	3.25	3.25	5.00	4.00	4.00	2.00	2.00	2.50
882	1.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00
883	2.50	4.00	1.00	1.00	2.00	1.00	1.50	2.00
884	2.00	2.75	1.00	2.00	2.00	3.00	2.50	2.50
885	3.25	2.25	1.00	1.00	1.00	2.50	2.50	2.50
886	4.67	3.00	1.00	3.00	3.00	4.00	2.00	4.00
887	3.75	2.00	2.00	1.00	2.00	2.00	2.00	2.50
888	1.75	3.25	2.00	5.00	2.00	2.00	1.00	2.50
889	2.67	1.67	5.00	1.00	5.00	3.00	2.50	4.00
890	4.50	3.75	3.00	2.00	3.00	3.00	3.00	2.00
891	3.75	2.00	2.00	2.00	2.00	2.00	2.00	2.50
893	5.00							
894	3.67	3.50	1.00	1.00	4.00	2.00	2.50	3.50
895	2.00	3.00	1.00	2.00	2.00	2.00	3.00	2.50
896	3.00	2.00	2.00	2.00	3.00	3.00	3.00	3.50
900	1.00	1.00	2.00	1.00	1.00	1.50	1.00	1.00
901	2.75	3.00	3.00	3.00	3.00	3.00	3.00	3.00
902	2.00	2.00	1.00	1.00	2.00	2.00	1.00	1.00
904	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.50
906	4.00	2.00	3.00	3.00	4.00	3.00	3.00	4.00
907	3.50	2.50	1.00	1.00	1.00	2.00	1.00	1.00
908	2.50	1.50	1.00	1.00	3.00	1.00	1.00	2.00
909	3.75	3.00	2.00	4.00	3.00	4.00	3.00	3.50
910	5.00	4.25	1.00	1.00	2.00	1.00	1.00	2.00
913	4.00	2.50	2.00	2.00	4.00	3.00	2.00	3.00
915	3.75	3.00	2.00	2.00	3.00	4.00	3.50	3.00
916	4.50	2.00	5.00	5.00	2.00	2.00	3.00	1.00
917	3.25	3.00	3.00	1.00	1.00	3.00	3.00	3.00
919	1.00	1.00	1.00	1.00	1.00	1.00	1.00	3.50
920	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
921	4.00	3.50	2.00	1.00	2.00	2.00	2.00	3.00
922	3.00	2.00	1.00	1.00	1.00	1.00	1.00	2.00
923	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
924	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
926	1.00	1.00	1.00	5.00	1.00	1.00	4.00	1.00
927	3.25	4.50	1.00	3.00	2.00	5.00	3.50	3.00
928	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
929	3.00	2.00	1.00	1.00	2.00	2.00	2.00	2.50

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
931	2.50	2.00	2.00	3.00	1.00	2.00	2.00	2.50
932	2.50	1.00	1.00	1.00	1.00	1.00	1.00	1.50
934	4.33	2.00	4.00	2.00	4.00	2.00	2.00	3.00
935	3.00	3.75	2.00	1.00	3.00	4.00	3.00	3.50
936	2.00	3.00	1.00	3.00	2.00	2.00	2.00	3.00
937	3.50	3.75	2.00	1.00	2.00	2.00	3.00	3.50
938	2.25	1.00	1.00	1.00	4.00	3.00	1.00	1.00
939	2.00	2.00	1.00	1.00	1.00	2.00	2.00	2.00
940	3.00	1.75	2.00	1.00	2.00	1.00	1.00	2.00
942	2.25	2.25	2.00	1.00	3.00	2.00	2.00	2.50
943	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
945	3.00	2.00	2.00	1.00	2.00	1.00	1.50	1.50
946	2.00	2.00	2.00	1.00	2.00	2.00	2.00	2.00
947	5.00	5.00	4.00	3.00	5.00	5.00	5.00	4.00
948	3.50	1.75	1.00	1.00	4.00	2.50	1.00	1.00
949	3.50	4.00	2.00	2.00	4.00	3.50	3.50	4.00
950	3.75	3.00	3.00	3.00	3.00	3.00	3.50	3.50
951	3.50	2.00	1.00	1.00	1.00	2.00	1.00	2.00
952	1.00	1.00	1.00	1.00	1.00	3.00	1.00	1.00
953	3.50	2.25	3.00	4.00	3.00	2.00	3.00	3.00
955	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
958	2.50	3.00	1.00	1.00	2.00	1.00	2.00	2.00
959	4.00	3.00	2.00	2.00	2.00	3.00	2.00	2.50
960	2.50	2.00	1.00	1.00	1.00	1.00	1.00	2.50
961	2.50	2.25	1.00	1.00	2.00	1.00	3.50	2.50
962	4.00	2.50	2.00	2.00	2.00	2.00	2.00	3.00
963	3.25	3.00	3.00	2.00	4.00	3.00	3.00	3.00
964	3.25	2.75	1.00	1.00	2.00	3.50	2.00	1.50
965	5.00	5.00	1.00	2.00	5.00	4.00	2.00	5.00
966	4.25	3.00	3.00	3.00	4.00	3.00	3.00	3.50
967	2.75	3.00	4.00	1.00	5.00	1.00	3.50	1.00
968	1.75	2.00	1.00	1.00	1.00	1.00	1.00	1.00
969	3.00	1.00	1.00	1.00	1.00	1.50	2.00	2.50
971	1.50	2.00	1.00	1.00	1.00	1.00	1.00	1.00
972	3.50	4.25	1.00	1.00	1.00	2.00	3.00	4.00
973	4.00	2.00	3.00	5.00	2.00	2.00	2.00	2.00
974	3.75	3.75	1.00	3.00	3.00	2.00	2.00	3.00
975	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
976	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
977	4.00	2.25	1.00	1.00	1.00	1.00	1.00	1.00
978	2.75	3.75	2.00	1.00	3.00	1.00	1.50	3.50
979	2.00	2.50	1.00	1.00	1.00	1.00	1.00	2.00
980	3.50	2.00	3.00	2.00	2.00	2.00	2.00	2.50
981	3.00	2.50	3.00	1.00	2.00	2.00	2.00	3.00

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
982	3.67	3.00	5.00	1.00	3.00	3.00	5.00	2.50
983	4.25	3.50	4.00	2.00	2.00	1.00	2.00	2.00
984	2.50	2.00	2.00	1.00	2.00	2.00	1.00	1.00
985	3.25	3.00	2.00	2.00	3.00	2.00	2.50	2.50
987	3.25	2.00	2.00	2.00	2.00	3.50	1.00	2.50
988	2.00	2.00	2.00	1.00	2.00	2.00	2.00	2.00
989	2.00	2.00	1.00	1.00	1.00	2.00	1.00	1.00
990	2.25	2.00	4.00	3.00	2.00	3.00	2.00	2.00
991	3.25	3.50	1.00	1.00	1.00	2.00	2.50	3.00
992	3.75	2.00	1.00	1.00	2.00	4.00	3.50	3.00
993	2.50	3.00	3.00	3.00	3.00	3.00	3.50	3.00
994	1.50	1.00	1.00	1.00	1.00	1.00	3.00	2.50
995	3.00	3.00	1.00	1.00	2.00	3.00	3.00	2.50
996	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
997	4.50	2.00	2.00	3.00	2.00	2.00	2.00	2.50
998	1.00	1.00	1.00	1.00	1.00	1.00	3.00	1.00
999	3.25	3.50	4.00	2.00	3.00	4.00	4.00	3.50
1001	3.50	3.00	3.00	4.00	2.00	2.50	3.50	3.50
1002	2.25	2.00	2.00	2.00	2.00	2.00	2.00	3.00
1003	4.33	5.00	4.00	4.00	4.00	4.00	4.00	3.00
1005	2.00	2.00	2.00	2.00	2.00	4.00	2.00	2.00
1006	3.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1007	2.75	2.00	2.00	1.00	1.00	1.00	1.00	2.00
1008	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
1009	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
1010	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
1011	3.25	2.00	2.00	2.00	2.00	2.00	2.00	2.00
1012	3.75	4.00	5.00	4.00	4.00	3.00	3.00	5.00
1013	3.75	4.00	4.00	2.00	3.00	2.00	2.50	3.00
1014	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1016	1.00	2.50	1.00	4.00	1.00	1.00	2.50	2.00
1017	3.00	2.00	1.00	1.00	3.00	3.00	3.00	2.00
1018	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1019	2.50	1.00	1.00	1.00	1.00	1.00	1.00	2.00
1021	3.25	2.75	2.00	3.00	2.00	1.00	1.00	1.50
1022	2.25	3.75	4.00	4.00	3.00	4.00	3.50	3.00
1023	2.50	2.00	1.00	1.00	1.00	2.50	3.00	2.00
1024	1.00	2.00	1.00	1.00	1.00	1.00	1.00	2.00
1026	5.00	3.50	2.00	1.00	5.00	3.00	1.00	4.00
1027	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1028	4.25	2.50	1.00	1.00	2.00	1.00	1.00	3.00
1029	3.00	3.00	1.00	2.00	1.00	4.00	1.00	2.00
1030	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1031	1.00	1.00	1.00	2.00	2.00	1.00	1.00	1.00

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
1032	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
1033	3.75	3.00	3.00	3.00	3.00	3.00	2.50	2.50
1034	2.00	2.00	2.00	1.00	2.00	2.00	2.00	2.00
1035	4.00	3.00	2.00	1.00	1.00	4.00	2.50	2.00
1036	4.25	2.50	4.00	3.00	4.00	2.00	1.50	4.00
1037	3.25	2.00	2.00	2.00	2.00	4.00	2.00	3.00
1039	2.25	2.00	1.00	2.00	2.00	1.00	1.50	1.00
1040	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
1041	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1042	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1043	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1044	3.25	4.00	4.00	5.00	5.00	3.00	2.50	4.00
1045	3.50	1.00	4.00	1.00	1.00	1.00	1.00	1.50
1046	4.00	3.00	1.00	1.00	3.00	4.50	4.00	4.00
1048	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
1049	3.50	2.00	1.00	1.00	1.00	1.00	1.00	1.00
1050	1.75	2.00	1.00	1.00	1.00	1.00	1.00	1.00
1051	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1052	3.00	2.00	3.00	2.00	2.00	2.00	2.00	2.00
1053	2.75	2.00	1.00	1.00	1.00	2.00	1.00	2.50
1054	2.00	3.00	1.00	1.00	3.00	3.00	2.00	3.50
1055	1.25	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1057	3.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00
1058	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
1059	1.50	1.00	1.00	1.00	1.00	2.00	3.00	3.00
1060	4.25	4.00	2.00	1.00	1.00	1.00	2.00	3.00
1061	2.25	1.00	1.00	1.00	2.00	2.00	1.50	2.50
1062	2.50	2.00	2.00	2.00	2.00	2.50	2.50	2.00
1063	2.50	1.75	1.00	1.00	1.00	1.00	1.00	2.00
1064	4.00	2.00	2.00	1.00	2.00	2.00	2.00	2.00
1065	1.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1067	1.25	2.00	1.00	1.00	1.00	1.00	1.50	1.50
1068	3.00	1.00	1.00	1.00	1.00	4.00	1.00	1.50
1069	2.00	1.25	1.00	1.00	1.00	4.00	1.00	1.50
1070	3.75	2.50	1.00	2.00	2.00	4.00	2.00	3.00
1071	2.75	2.25	1.00	2.00	2.00	1.00	2.00	2.50
1072	3.75	2.25	2.00	1.00	2.00	2.00	1.00	2.00
1073	3.25	3.00	3.00	3.00	3.00	3.00	3.00	3.50
1074	2.25	2.00	2.00	2.00	2.00	4.00	2.00	2.00
1075	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1076	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1077	3.75	3.50	1.00	2.00	2.00	2.00	2.00	2.50
1078	3.25	2.25	5.00	1.00	3.00	3.00	2.00	2.00
1079	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
1080	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1081	2.50	1.00	1.00	1.00	1.00	1.00	3.00	3.50
1082	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1083	1.75	3.00	1.00	2.00	2.00	2.00	2.00	1.50
1084	1.00	1.75	2.00	4.00	3.00	1.00	3.50	2.50
1085	1.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1087	5.00							
1088	1.50	1.00	1.00	2.00	1.00	1.00	2.00	1.00
1089	2.00	3.00	1.00	1.00	1.00			1.00
1090	2.00	1.00	1.00	1.00	4.00	4.00	2.50	2.50
1091	5.00	2.00	3.00	2.00	3.00	2.00	3.00	3.50
1092	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
1093	3.25	3.00	4.00	4.00	4.00	4.00	3.00	3.50
1094	1.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00
1096	5.00	2.00	1.00	1.00		4.00		2.50
1098	2.25	2.00	1.00	1.00	2.00	4.00	3.50	2.50
1099	3.50	3.00	5.00	3.00	2.00	2.00	2.50	2.50
1100	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
1102	2.25	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1103	4.50	3.25	1.00	3.00	2.00	4.00	3.50	3.50
1104	3.25	2.00	2.00	1.00	2.00	2.00	2.00	2.50
1105	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1106	2.00	2.00	1.00	2.00	2.00	2.00	2.00	2.00
1107	4.25	2.00	1.00	1.00	2.00	1.00	3.00	1.50
1108	1.50	2.00	1.00	1.00	1.00	1.00	1.00	1.00
1109	1.25	1.00	1.00	1.00	1.00	1.00	1.00	1.50
1110	1.00	1.00	2.00	3.00	1.00	1.00	1.00	2.50
1111	5.00	4.50	5.00		4.00	1.00	2.00	
1112	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1113	4.00	3.50	2.00	2.00	2.00	2.00	2.00	3.00
1114	3.25	3.00	2.00	2.00	2.00	2.00	2.00	1.50
1115	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1116	3.75	4.00	3.00	3.00	3.00	3.00	2.00	3.00
1117	4.00	2.25	1.00	1.00	3.00	1.00	2.00	4.00
1118	2.00			1.00	1.00	1.00	1.00	1.00
1121	2.25	2.25	2.00	2.00	2.00	2.00	2.00	3.00
1122	4.50	2.00	1.00	1.00	3.00	5.00	2.50	3.50
1123	2.50	1.50	1.00	1.00	1.00	2.00	1.00	1.00
1125	4.50	3.50	2.00	4.00	4.00	3.50	3.00	3.00
1128	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1131	1.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1134	1.00	2.50	1.00	1.00	1.00	1.00	1.00	1.00
1135	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
1136	3.75	3.25	5.00	1.00	3.00	4.00	1.00	3.00

ID	PAY	OPP	CW	IS	WC	WF	PP	ALL
1137	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1138	3.00	2.50	1.00	1.00	1.00	2.00	2.00	2.00
1139	5.00	3.50	4.00	5.00	5.00	2.00	4.00	3.50
1140	2.75	2.00	2.00	2.00	2.00	2.00	2.50	2.00
1141	1.50	2.00	1.00	1.00	1.00	1.00	1.00	1.00
1142	2.75	3.00	2.00	2.00	2.00	3.00	2.00	3.00
1143	1.75	2.00	1.00	2.00	2.00	2.00	2.00	2.00
1144	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1147	1.00	2.00	2.00	1.00	2.00	2.00	2.00	1.50
1148	3.75	2.75	1.00	1.00	1.00	2.00	2.00	2.50
1149	4.25	5.00	3.00	4.00	2.00	2.00	2.50	4.00
1150	3.50	2.25	1.00	1.00	1.00	3.00	1.00	2.00
1152	3.25	1.00	2.00	2.00	3.00	2.50	3.00	2.50
1153	3.50	2.00	4.00	3.00	4.00	2.00	3.00	3.50
1154	1.00	3.00	2.00	1.00	2.00	1.00	1.00	1.00
1156	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1158	2.50	2.00	1.00	2.00	2.00	2.50	3.00	2.50
1159	1.50	2.00	1.00	1.00	1.00	1.00	1.00	1.00
1161	1.00	1.00	1.00	2.00	1.00	1.00	1.00	1.00

APPENDIX D. CRONBACH'S ALPHA

Table 25. Cronbach's Alpha

Measure	Cronbach's Alpha
1. Overall Satisfaction	.740
2. Overall Intention to Quit	.570
3. Pay Satisfaction	.863
4. Pay Intention to Quit	.835
5. Opportunities Satisfaction	.876
6. Opportunities Intention to Quit	.938
7. Co-Workers Satisfaction	.925
8. Co-Workers Intention to Quit	NA*
9. Immediate Supervisor Satisfaction	.970
10. Immediate Supervisor Intention to Quit	NA*
11. Work Conditions Satisfaction	.900
12. Work Conditions Intention to Quit	NA*
13. Work and Family Satisfaction	.835
14. Work and Family Intention to Quit	.926
15. Public Perception Satisfaction	.770
16. Public Perception Intention to Quit	.713

Note. *Single question measured utilized for facet.

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APPENDIX E. OVERVIEW OF STATISTICALLY SIGNIFICANT RESULTS

Table 26. Overview of Agency Demographics' Statistically Significant Results for Satisfaction

Element	Subgroup	P	O	CW	IS	WC	WF	PP	A
Sample		3.02	3.20	3.99	4.00	3.60	3.55	3.43	4.23
Jurisdiction	City	-	-	-	3.89	3.43	-	3.37	-
	County	3.48	3.48	4.11	-	-	-	3.52	-
	State	2.78	3.12	3.91	-	-	-	-	-
Agency Size	0–100	-	-	-	-	-	-	-	-
	101–500	3.74	3.55	4.23	-	3.83	-	-	4.31
	501–2,000	2.94	3.14	-	-	-	-	-	-
	Over 2,000	2.73	-	-	-	-	-	-	-

Note. Pay (P); Opportunities (O); Co-Workers (CW); Immediate Supervisor (IS); Work Conditions (WC); Work and Family (WF); Public Perception (PP); Overall (A).

Table 27. Overview of Agency Demographics' Statistically Significant Results for Intentions to Quit

Element	Subgroup	P	O	CW	IS	WC	WF	PP	A
Sample		2.61	2.21	1.79	1.78	2.06	2.02	1.90	2.14
Jurisdiction	City	-	-	-	-	-	-	-	-
	County	2.41	2.03	1.63	-	1.84	-	1.75	1.89
	State	2.74	2.37	1.91	-	-	-	-	-
Agency Size	0–100	-	-	-	2.16	-	-	-	-
	101–500	2.11	-	1.50	-	-	-	-	1.75
	501–2,000	-	-	-	-	-	-	-	-
	Over 2,000	-	-	-	-	-	-	-	-

Note. Pay (P); Opportunities (O); Co-Workers (CW); Immediate Supervisor (IS); Work Conditions (WC); Work and Family (WF); Public Perception (PP); Overall (A).

Table 28. Overview of Demographics' Statistically Significant Results for Satisfaction

Element	Subgroup	P	O	CW	IS	WC	WF	PP	A
Sample		3.02	3.20	3.99	4.00	3.60	3.55	3.43	4.23
Gender	Female	-	-	-	3.81	-	-	-	-
	Male	-	-	-	4.03	-	-	-	-
Race	White	3.08	-	-	-	-	-	-	-
	Non-White	2.83	-	-	-	-	-	-	-
Rank	Line Officer	-	-	-	-	-	-	-	-
	Corporal	2.72	-	-	-	-	-	-	-
	Sergeant	-	-	-	-	-	-	-	-
	Lieutenant	3.24	-	-	-	-	-	-	-
Experience	1–5	-	3.49	-	-	-	-	-	4.23
	6–10	-	-	-	-	-	-	-	-
	11–15	-	-	-	-	-	-	-	3.88

Note. Pay (P); Opportunities (O); Co-Workers (CW); Immediate Supervisor (IS); Work Conditions (WC); Work and Family (WF); Public Perception (PP); Overall (A).

Table 29. Overview of Demographics' Statistically Significant Results for Intentions to Quit

Element	Subgroup	P	O	CW	IS	WC	WF	PP	A
Sample		2.61	2.21	1.79	1.78	2.06	2.02	1.90	2.14
Gender	Female	-	-	2.10	-	-	-	-	-
	Male	-	-	1.75	-	-	-	-	-
Race	White	2.55	-	-	1.73	-	-	-	-
	Non-White	2.77	-	-	1.94	-	-	-	-
Rank	Line Officer	-	-	-	-	-	-	-	-
	Corporal	-	2.68	-	-	2.41	-	-	-
	Sergeant	2.39	-	-	-	1.85	-	-	-
	Lieutenant	-	-	-	-	-	-	-	-
Experience	1–5	-	-	-	-	-	-	-	-
	6–10	-	-	-	-	-	2.26	-	-
	11–15	-	-	-	-	-	-	-	-

Note. Pay (P); Opportunities (O); Co-Workers (CW); Immediate Supervisor (IS); Work Conditions (WC); Work and Family (WF); Public Perception (PP); Overall (A).

SUPPLEMENTAL

TITLE: Data from Job Satisfaction and Retention Survey

A supplemental document to this thesis contains the data from the survey used in this research. The supplemental document contains the data from the 930 completed responses. This data includes demographic responses, responses to each statement, as well as the averages for each facet. Due to the size of this material, this data is stored in a supplemental document. Anyone who desires to view this information should please contact the Naval Postgraduate School library to obtain a copy of the supplement, Data from Job Satisfaction and Retention Survey.

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