2020

Motivation and Organizational Commitment Differences Between Generational Cohorts of United States Police Officers

Madysen Rose Johnson
Walden University

Walden University

College of Social and Behavioral Sciences

This is to certify that the doctoral dissertation by

Madysen R. Johnson

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Linda Talley, Committee Chairperson, Psychology Faculty
Dr. Matthew Howren, Committee Member, Psychology Faculty
Dr. Donna Heretick, University Reviewer, Psychology Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2020

Abstract

Motivation and Organizational Commitment Differences Between Generational Cohorts

of United States Police Officers

by

Madysen R. Johnson

MPhil, Walden University, 2020

MS, University of Wisconsin - Stout, 2017

BS, St. Cloud State University, 2016

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Psychology

Walden University

November 2020

Abstract

A problem workplaces face is motivating their personnel and fostering employee commitment for all generational cohorts. These concepts have been studied in office settings; however, limited knowledge exists for United States street-level police officers. It is imperative to study the field of law enforcement, as it is one of the most stressful and dangerous occupations facing adversities and the expectation to maintain high motivation and performance standards to ensure safe communities. This study used a quantitative design with t-tests and regressions to examine whether there are differences in intrinsic and extrinsic motivation by generational cohort of police officers. Theoretical framework included self-determination theory, generational cohort theory, and organizational commitment theory. Participants (n = 216) completed an online survey including the Work Preferences Inventory and the Organizational Commitment Questionnaire. Results found that generational cohorts statistically differed in intrinsic motivation, but not extrinsic motivation. Intrinsic motivation was associated with organizational commitment but did not differ by generational cohort. Extrinsic motivation and organizational commitment were associated, especially for Millennials. Social change implications include helping police agencies understand their diverse officers and increase employee motivation and commitment so agencies can provide quality services and run efficiently.

Motivation and Organizational Commitment Differences Between Generational Cohorts

of United States Police Officers

by

Madysen R. Johnson

MPhil, Walden University, 2020

MS, University of Wisconsin - Stout, 2017

BS, St. Cloud State University, 2016

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Psychology

Walden University

November 2020

Dedication

To Tyler, for your empathy, encouragement, humor, love, and patience. I am so thankful for you. To Mom, Dad, and Karl, for always loving and supporting me.

Table of Contents

List of Tables

Chapter 1: Introduction to the Study

As the United States workforce becomes increasingly diverse, two problems that workplaces face are motivating their personnel and fostering employee commitment (Heyns & Kerr, 2018). Understanding and fostering employee motivation and commitment in the workplace are paramount for an organization to be successful (Heyns & Kerr, 2018). Motivation and commitment in the workplace are not new phenomena, but are especially challenging for employers because individuals are motivated to work and committed to their work for different reasons (Androniceanu, Ciobanu, & Lazaroiu, 2019; Edge, 2014). In addition, individuals hold different levels of commitment toward their organization. One driver of workplace motivation and organizational commitment can be the generational cohort to which an individual belongs (Edge, 2014; Lyons, Kuron, Schweitzer, & Urick, 2015).

Current literature has suggested research efforts focus on the field of law enforcement specifically, as this field differs drastically from other previously-studied office settings (Craun, Bourke, Bierie, & Williams, 2014; Kula, 2017). The field of law enforcement faces unique challenges such as exposure to extremely stressful and traumatic situations, high burnout rates, high turnover rates, negative physical impacts, negative psychological impacts, and tremendous scrutiny. Police officers also hold situational authority over the general public and are expected to maintain high motivation and performance standards despite the above-mentioned challenges to ensure the safety of both themselves and their community (Craun et al., 2014; Kula, 2017; Oberfield, 2014).

The purpose of this study was to identify the motivational preferences and organizational commitment differences between Generation X and Millennial street-level police officers working in the United States. Given the nature of police work and consequent retirement plans across the United States, the majority of United States street-level police officers working today belong to the Generation X and Millennial cohorts (Reaves, 2012). Therefore, Generation X and Millennial street-level police officers were the focus of this study.

Results from this study fill a gap in the literature and contribute new knowledge to the field of psychology by providing information on how motivational preference and organizational commitment in the workplace statistically differ for generational cohorts of United States street-level police officers. Results from this study can also be applied to the field of law enforcement to allow the participating law enforcement agencies to better understand their street-level personnel who belong to the Generation X and Millennial cohorts and identify the motivational preferences and organizational commitment of their diverse officers. By identifying and understanding these three concepts, police agencies can better support their police officers, provide new trainings, and better understand their officers to foster a more positive environment in the workplace. In addition, police agencies can have a new understanding of resources which can be used to motivate and potentially retain police officers in the field of law enforcement as well as increase officer commitment to the agency (Oberfield, 2014).

The findings from this study lead to positive social change as they allow police agencies across the United States to better understand their personnel from the

Generation X and Millennial cohorts and make decisions regarding how to best motivate their officers and foster commitment to the agency. If police officers are highly motivated and committed in the workplace, they will be able to effectively protect and serve their communities (Kula, 2017; Moon & Johnson, 2012).

Chapter 1 of this study will cover the background and the research problem. This chapter will also detail the purpose of this study, which is to examine the motivational preference and organizational commitment differences between United States street-level police officers in the Generation X and Millennial cohorts. In addition, the four research questions and corresponding hypotheses are stated. The three theories that provide a foundation for this study, Deci and Ryan's (1985) self-determination theory (SDT), Mannheim's (1952) generational cohort theory, and Porter, Steers, Mowday, and Boulian's (1974) organizational commitment theory, will also be described in greater detail. The nature of the current study will be outlined, as will operational definitions for the following terms: *extrinsic motivation, generational cohorts, Generation X, intrinsic motivation, Millennials*, and *organizational commitment*. Assumptions, scope, and delimitations of this study will also be described. Details regarding the limitations and the significance of the study will follow. Chapter 1 concludes with a summary.

Background

Motivating individuals in the workforce and fostering their commitment to the organization presents a challenge for organizations because different generational cohorts behave and perform differently (Heyns & Kerr, 2018). The current workforce is comprised of four generational cohorts: the Silent Generation, which includes all

individuals born between the years of 1925 and 1943, Baby Boomers, which includes all individuals born between the years of 1944 and 1964, Generation X, which includes anyone born between the years of 1965 and 1981, and Generation Y or Millennials, which includes those born between the years of 1982 and 2000 (Fishman, 2016). These generational cohorts provide insights into the attitudes, behaviors, and motivations of the group, especially in the workplace (Mannheim, 1952). Previous literature suggests that understanding motivational preferences and organizational commitment within generational cohorts is especially important for those working in the law enforcement profession, since relevant literature has focused only on studying individuals working in typical office settings (Craun et al., 2014; Kula, 2017). The field of law enforcement faces extreme challenges, adversities, and scrutiny (Kula, 2017; Papazoglou & Tuttle, 2018; Violanti et al., 2017). Police officers also hold situational authority over the general public, must be highly motivated throughout their shift, and are responsible for the safety of both themselves and their community (Craun et al., 2014; Kula, 2017; Oberfield, 2014).

Limited research has focused on studying the different motivations and commitments of Generation X and Millennial cohorts of street-level police in the United States. This study focused on these two generational cohorts because they are the main cohorts working in the field of law enforcement today (Reaves, 2012). According to the current literature, members of the Generation X cohort are generally motivated in the workplace by their own passion and enjoyment for the job, versus Millennials, who are motivated in the workplace by external rewards such as money, recognition, and

professional status (Hansen & Leuty, 2012; Heyns & Kerr, 2018; Lyons & Kuron, 2014). Millennials have also been found to have less organizational commitment than other generations in the workforce and typically do not stay employed at their job as long as members of Generation X (Lyons & Kuron, 2014). Based on the current literature, it was apparent that there was a need to conduct additional research to better understand how motivational preferences and organizational commitment differ across Generation X and Millennial police officers (Edge, 2014). The need for this study was evident as the field of law enforcement differs drastically from typical office settings which have previously been studied and because the field faces adverse challenges such as high burnout rates, negative physical and psychological impacts, external judgement and scrutiny, and authority over the general public (Craun et al., 2014; El Sayed, Sanford, & Kerley, 2019; Kula, 2017; Oberfield, 2014). The relationship among the challenges that the field of law enforcement faces with workplace motivation and organizational commitment will be discussed in more detail below.

Problem Statement

Many workplaces face challenges of motivating their personnel and fostering employee commitment (Heyns & Kerr, 2018). Understanding and promoting employee motivation and commitment in the workplace are paramount for an organization to be successful (Heyns & Kerr, 2018). While workplace motivation and commitment are not new concepts, they continue to pose challenges as workplaces are diverse, and all individuals are motivated to work and committed to their work by different factors (Androniceanu et al., 2019; Edge, 2014). One driver of workplace motivation and

organizational commitment is the generational cohort in which an individual belongs (Edge, 2014; Lyons et al., 2015).

Much of the literature has focused on typical office settings in regard to generational cohorts, workplace motivation, and organizational commitment (Edge, 2014). Current research suggests that future studies should focus on the field of law enforcement because this line of work is considered one of the most stressful, litigious, and dangerous occupations, as can be seen in the field's ability to recruit and retain personnel as well as the extremely high burnout rate (Craun et al., 2014; Kula, 2017). Stress experienced in typical workplaces could impact motivation (El Sayed et al., 2019). Those in the field of law enforcement also face adverse and distressing situations, so police officers may have different motivational preferences and levels of commitment towards their work that might differ from individuals who are employed in typical office settings (Kula, 2017). Despite high burnout, damaging physical and psychological impacts, and constant scrutiny, police officers must be high performers and highly motivated to maintain law, order, and safety in their communities (Craun et al., 2014; Kula, 2017; Oberfield, 2014).

Of the four generations in the workforce today, this study focused on Generation X and Millennials because these are the two main cohorts working in the field of law enforcement (Fishman, 2016; Reaves, 2012). As noted above, motivation in the workplace differs across generational cohorts (Edge, 2014; Lyons et al., 2015). Furthermore, members of the Generation X cohort are generally motivated in the workplace intrinsically because they find their work to be pleasing and enjoyable

(Hansen & Leuty, 2012). However, Millennials differ in their motivational preference as these individuals are motivated extrinsically by factors such as money, praise, and status (Heyns & Kerr, 2018; Lyons & Kuron, 2014). Generation X and Millennials also differ in regard to their organizational commitment, as Millennials are found to be less committed and less willing to stay in their jobs than individuals who belong to Generation X (D'Amato & Herzfeldt, 2008). While there have been many studies which have focused on the differences between generational cohorts in the workplace, many of them have analyzed differences in typical office settings (Craun et al., 2014; Kula, 2017). There is a gap in knowledge regarding differences in motivation and organizational commitment between Generation X and Millennial cohorts for street-level police officers in the United States. This study aimed to fill this gap.

Purpose of the Study

This study used a quantitative, cross-sectional design to determine the extent to which motivational preference in the workplace and organizational commitment statistically differed across generational cohorts, particularly in regard to intrinsic and extrinsic motivation preferences of Generation X and Millennial street-level police officers working in the United States through t-tests and multiple regression analyses. For organizations to be successful, they must employ personnel who are motivated in the workplace (Kula, 2017). In addition, organizations also strive to employ individuals who are highly committed and want to stay employed at the organization (Porter, Steers, Mowday, & Boulian, 1974). The independent variable in this study was generational cohorts with two levels, Generation X and Millennial, and the dependent variables were

motivational preference in the workplace and organizational commitment. For the purpose of this study, the independent variable, generational cohort, was classified as the following: Generation X defined as individuals born between the years 1965 and 1981, and Millennials defined as individuals born between the years of 1982 and 2000 (Heyns & Kerr, 2018). For the dependent variables, motivational preference and organizational commitment, this study explored each construct by measuring intrinsic and extrinsic motivational preferences and organizational commitment of street-level police officers working in the United States.

According to Deci, Olafsen, and Ryan (2017), much of the recent literature regarding motivation in the workplace is grounded in SDT. This theory details that individuals are motivated by either intrinsic or extrinsic factors (Deci & Ryan, 1985). Those who are intrinsically motivated are driven to complete a task because it is rewarding or pleasing, whereas extrinsically motivated individuals are driven to complete a task to gain a reward such as money, recognition, or status (Deci & Ryan, 1985). Previous studies have taken this approach to measuring motivational preference in the workplace, and I also aimed to measure motivation among street-level police officers through intrinsic and extrinsic operationalization (Deci, Olafsen, & Ryan, 2017). In addition, much of the literature surrounding organizational commitment has been rooted in Porter, Steers, Mowday, and Boulian's (1974) organizational commitment theory, which measures organizational commitment as the strength of an employee's connection with their organization of employment. This study also aimed to measure organizational commitment through this operationalization.

For many fields, especially the social sciences, constructs can be defined and measured very differently. The operationalization of variables allowed me to define the variables in the study and detail specifically how those variables would be measured. Systematic operationalization of variables promotes logic and organization throughout the study and supports high-quality research results (Hancock, Stapleton, & Mueller, 2019).

Research Questions and Hypotheses

RQ1: Is there a difference in intrinsic motivational preference scores between Generational X and Millennial street-level police officers?

$H_0 1$: There is no significant difference between intrinsic motivational preference scores between Generation X and Millennial street-level police officers.

$H_1 1$: There is a significant difference between intrinsic motivational preference scores between Generation X and Millennial street-level police officers.

RQ2: Is there a difference in extrinsic motivational preference scores between Generation X and Millennials street-level police officers?

$H_0 2$: There is no significant difference between extrinsic motivational preference scores between Generation X and Millennial street-level police officers.

$H_1 2$: There is a significant difference between extrinsic motivational preference scores between Generation X and Millennial street-level police officers.

RQ3: Is there an association between intrinsic motivational preference scores and organizational commitment by generational cohort?

$H_0$3: There is no association between intrinsic motivational preference scores and organizational commitment by generational cohort.

$H_1$3: There is an association between intrinsic motivational preference scores and organizational commitment by generational cohort.

RQ4: Is there an association between extrinsic motivational preference scores and organizational commitment by generational cohort?

$H_0$4: There is no association between extrinsic motivational preference scores and organizational commitment by generational cohort.

$H_1$4: There is an association between extrinsic motivational preference scores and organizational commitment by generational cohort.

The four major variables in this study were intrinsic motivation, extrinsic motivation, organizational commitment, and generational cohort. Intrinsic motivation was a continuous variable which corresponded to the total score on the intrinsic motivation subscale measured by the Work Preferences Inventory (WPI; Amabile, Hill, Hennessey, & Tighe, 1994). Extrinsic motivation was a continuous variable that corresponded to the total score on the extrinsic motivation subscale measured by the WPI (Amabile et al., 1994). Organizational commitment was a continuous variable that corresponded to the total score on the Organizational Commitment Questionnaire (OCQ) (Mowday, Steers, & Porter, 1979a). And finally, generational cohort was a nominal variable that was classified into two distinct categories: Generation X and Millennial.

Theoretical Framework

Deci and Ryan's (1985) SDT, Mannheim's (1952) generational cohort theory, and Porter, Steers, Mowday, and Boulian's (1974) organizational commitment theory were used in conjunction to provide a theoretical lens to understand how motivation and organizational commitment differed across generational cohorts for U.S. street-level police officers. Mannheim's (1952) generational cohort theory was used to create a foundation that allowed for a better understanding of how each generation differed in their beliefs, attitudes, performance, commitment, and motivations, especially in the workplace. This theory detailed that generations are made of individuals who share a range of birth years and set of experiences (Mannheim, 1952). These cohorts provide insight into members' attitudes, behaviors, and motivations. A significant amount of research has supported Mannheim's generational cohort theory and has found that individuals in a generational cohort behave similarly to one another, but differently from individuals who belong to different generations (Heyns & Kerr, 2018; Lyons & Kuron, 2014; Lyons et al., 2015). With this knowledge, Mannheim's generational cohort theory provided a theoretical lens which was applied to the current study to investigate specifically how members from the Generation X and Millennial cohorts were motivated differently in the field of law enforcement.

Deci and Ryan's SDT was used to understand sources of motivation in the workplace, whether internal or external. When one is intrinsically motivated, they tend to complete an action because they find it enjoyable, rewarding, or personally fulfilling, whereas extrinsically motivated individuals complete a task because they believe it will

yield some type of reward or benefit them in some way (Deci & Ryan, 1985). Deci, Olafsen, and Ryan (2017) have pointed out that there has been a significant amount of literature published within the previous two years that has been grounded in SDT which has measured motivational preference in the workplace through intrinsic and extrinsic operationalization. For this reason, this study also assumed the operationalization of motivation as measurements of intrinsic and extrinsic motivational preferences. SDT acknowledges that individuals are motivated differently in the workplace, and the current study used this theory to understand the differences between sources of intrinsic and extrinsic motivation, specifically for United States street-level police officers.

Porter, Steers, Mowday, and Boulian's (1974) organizational commitment theory was used to understand employees' decisions to remain employed within their organization. The authors of this theory suggest that the strength of an individual's connection with their organization of employment is characterized by three factors; an unwritten agreement with the organization's core values and goals, a willingness to exert effort on behalf of the organization, and a wish to maintain employment with that organization (Porter et al., 1974).

As applied to the present study, Mannheim's (1952) generational cohort theory was directly related to the independent variables, Generation X and Millennial cohorts. Deci and Ryan's (1985) SDT was directly related to the dependent variables in this study, intrinsic and extrinsic motivation. Porter, Steers, Mowday, and Boulian's (1974) organizational commitment theory was related to the dependent variable, organizational commitment. These theories align with the expectation that the Generation X and

Millennial cohorts of street-level police officers differ in their motivational preference and organizational commitment in the workplace because individuals who share similar ranges of birth years and social periods would have common motivational drivers and similar levels of commitment, but different motivational drivers and level of commitment from other generational cohorts. The application of Mannheim's (1952) generational cohort theory, Deci and Ryan's (1985) SDT, and Porter, Steers, Mowday, and Boulian's (1974) organizational commitment theory to the current study allowed me to better understand the relationship between generational cohorts, motivational preference, and organizational commitment for U.S. street-level police officers, thus, answering the four proposed research questions. More details regarding these theories will be highlighted in Chapter 2. In addition, the survey instruments used to measure motivation in the current study, the WPI (Amabile et al., 1994), is also grounded in SDT and the OCQ is grounded in Porter, Steers, Mowday, and Boulian's (1974) organizational commitment theory. These instruments have been through vigorous psychometric testing to ensure accurate measures of both internal and external motivation and organizational commitment in the workplace. These scales were chosen because they were used to directly measure the dependent variables in this study, motivational preference in the workplace, and organizational commitment.

Nature of the Study

This quantitative study employed a cross-sectional design. A self-report, online survey was used to gather data including generational cohort, motivational preference, and organizational commitment for U.S. street-level police officers, along with relevant

demographic information. Quantitative research is used to examine statistical relationships between variables (Warner, 2013). Before conducting this study, it was unknown how motivational preference and organizational commitment differed across generational cohorts in United States street-level police officers working in the field of law enforcement. For that reason, this study employed a quantitative methodology to examine the differences in motivational preference and organizational commitment across generational cohorts in street-level police officers, and to fully and effectively answer the four proposed research questions: RQ1: Is there a difference in intrinsic motivational preference scores between Generational X and Millennial street-level police officers? RQ2: Is there a difference in extrinsic motivational preference scores between Generation X and Millennials street-level police officers? RQ3: Is there an association between intrinsic motivational preference scores and organizational commitment by generational cohort? RQ4: Is there an association between extrinsic motivational preference scores and organizational commitment by generational cohort? The independent variable in this study was generational cohort, Generation X and Millennial, and the dependent variables were motivational preference in the workplace and organizational commitment.

I sent an email to contacts at seven participating police agencies located across the United States on August 17, 2020. The email contained instructions and the link to the online consent form and survey. These contacts included police leaders such as chiefs, assistant chiefs, deputy chiefs, lieutenants, and commanders. The contacts then forwarded my email to all of their current street-level police officers employed at the

police agency. The International Association of Chiefs of Police (2006) recommended

that researchers and police leaders work collaboratively in research projects. In addition,

it is also recommended that researchers work closely with police leaders to ensure

compliance with Police Officer Union requirements (International Association of Chiefs

of Police, 2006). To ensure compliance with all Police Officer Union requirements, the

Walden Institutional Review Board (IRB) also gave me permission to have these police

leaders disseminate the study invitation so that they were able to communicate the

voluntary nature of the study to their street-level police officers. This was done to ensure

all officers were made aware that the study was not required by the Police Officers

Union.

Before completing the online survey via SurveyMonkey, the street-level police

officers read the consent form and acknowledged their understanding of the information

seen in Appendix C. This ensured that all officers were informed about the purpose of

the study and understood the meaning of their participation before completing the online

survey. Officers were made aware that no personally identifiable information would be

collected, and they could not be identified from their responses. Officers were also made

aware that they could discontinue their participation in the survey at any point in time if

they wished. Data were collected through the online survey which contained the WPI

(Amabile et al., 1994), the OCQ (Mowday, Steers, & Porter, 1979a), and demographic

questions such as birth year, length of service at the current police agency, sex, highest

level of education, ethnicity, and marital status. All data were quantitative in nature and

were analyzed in Statistical Package for Social Science (SPSS) version 25 for Mac.

Operational Definitions

Extrinsic Motivation: Extrinsic motivation is the drive to complete a task that comes from outside of an entity (Deci & Ryan, 1985). External motivation means that one is motivated to complete a task or perform a behavior because of the value or consequences of completing that task (Amabile et al., 1994). Extrinsic motivation is outcome-related, and examples include rewards such as money, awards, increase in professional status, recognition from others, and avoidance of embarrassment (Amabile et al., 1994; Locke & Schattke, 2019).

Generational Cohorts: Generational cohorts refer to groups of individuals who share a range of birth years and have experienced the same major events (Mannheim, 1952). These generational cohorts provide insights into the attitudes, behaviors, and motivations of the group. Currently, there are four generations in the workforce today: the Silent Generation, Baby Boomers, Generation X, and Generation Y or Millennials.

Generation X: Generation X individuals share relative birth years ranging from 1965 to 1981 (Heyns & Kerr, 2018). Generation X is typically motivated in the workplace by their love for the job and tends to have higher commitment to the organization compared to their Millennial coworkers (Hansen & Leuty, 2012).

Intrinsic Motivation: Intrinsic motivation is the drive to complete a task which comes from inside an entity (Deci & Ryan, 1985). This type of motivational preference is based on the individual enjoyment or fulfillment felt when working on a task, separate from potential outcomes or consequences (Locke & Schattke, 2019).

Millennials: Generation Y, also known as "Millennials", are the generation that were born after Generation X. Millennials are the youngest and largest generation in the workforce today, including in the field of law enforcement, and are typically defined as those who share birth years ranging between 1982 to 2000 (Fishman, 2016; Hansen & Leuty, 2012; Heyns & Kerr, 2018). Lyons and Kuron (2014) found that extrinsic rewards are significantly more important to Millennials and that members from this generational cohort have lower commitment to their organization than any other.

Organizational Commitment: Organizational commitment is defined as the strength of an employee's attachment with their organization of employment. Organizational commitment is based on three factors which include: the employee's agreement in the organization's goals and values, the employee's willingness to exert effort on behalf of the organization, and the employee's wish to continue their employment at that organization (Porter et al., 1974). Those who are committed to their organization tend to stay in their jobs longer (Porter et al., 1974).

Assumptions

Assumptions in a research study are considered necessary elements that must be met in order to conduct the study, although these elements cannot be verified to be true (Hathaway, 1995). Assumptions guide the design of the study and the overarching research questions (Hathaway, 1995). This study was based on three main assumptions. The first assumption was that the participants met the inclusion criteria of being United States street-level police officers. Given the context of this study, it was necessary to include only United States street-level police officers, as previous research has

emphasized the need to focus on professionals working specifically in this field (Craun et al., 2014; Kula, 2017). To ensure the quantity of Generation X and Millennial street-level police participants was met for the second assumption, I recruited a total of seven police agencies across the United States who invited their street-level police officers to participate. I could have expanded this selection, if it was deemed necessary, to reach the appropriate number of participants to achieve meaningful data analyses and results. Another assumption of this study was that all participants answered each survey question truthfully. This was essential for the accurate collection and analyses of data (Creswell & Creswell, 2018). To foster truthful survey responses, each participant read a consent form before completing the online survey. The purpose of the consent form was to provide all participants with information regarding of the purpose of the study and to advise them that their responses could not be linked back to them or their police agency in any way.

Scope and Delimitations

The scope of the study was to examine the motivational preferences and organizational commitment differences between United States street-level police officers in the Generation X and Millennial cohorts. Delimitations of the study are as stated below:

1. The sample of participants was limited to only United States street-level police officers at seven police agencies.

2. The study was also limited to using the data from participants who completed the survey in its entirety by answering all survey questions.

Specific aspects of the research problem that were addressed in this study included the research of statistical differences between motivational preferences and organizational commitment of Generation X and Millennial street-level police officers working in the United States. This focus was chosen because much of the literature surrounds typical office settings, not these above-mentioned concepts as they relate to individuals working in the field of law enforcement. The field of law enforcement was the focus of the current study because it contrasts from typical office settings in that it faces high burnout rates, negative lifelong physical and psychological impacts, scrutiny from the public, and situational authority over the community (Craun et al., 2014; El Sayed et al., 2019; Kula, 2017; Oberfield, 2014). Only street-level police officers were included because current research has identified that more information should be gathered to focus on these individuals, specifically (Craun et al., 2014; Kula, 2017). All other police personnel, such as those holding the ranks of sergeant, investigator, commander, deputy chief, and chief, were excluded from this study. Police agencies across the United States were invited to participate in this study in order for the results of this study to be comparable to other agencies with similar characteristics.

While there are a number of psychology theories that relate to this study, my theoretical framework consisted of Deci and Ryan's (1985) SDT, Mannheim's (1952) generational cohort theory, and Porter, Steers, Mowday, and Boulian's (1974) organizational commitment theory because they most closely related to the current study. These theories have also been well-researched and have informed several other relevant

studies regarding motivation, organizational commitment, and generational cohorts (Deci et al., 2017; Heyns & Kerr, 2018; Lyons et al., 2015).

Limitations

There were potential challenges associated with carrying out the current research study. The first was survey response. Street-level police officers who served as the participants in this study have unusual work schedules and demanding workloads (Craun et al., 2014; Kula, 2017). This was identified as a potential challenge in their ability to timely complete the online survey. To overcome this challenge, I left the survey open for approximately two weeks which allowed the participants to complete the survey at any time during that period that worked best for them. The online survey, which included three sections – the WPI, OCQ, and demographic questions – was anticipated to take approximately 15 minutes to complete in its entirety, or about five minutes for each of the three sections. Participants were told to take the survey in its entirety in one sitting because they could not start the survey and return to it at a later time. These efforts were taken to increase the number of survey responses.

The second potential challenge in this study was the participants' willingness to disclose information regarding their motivational preference and organizational commitment within the workplace, which refers to threats to internal validity. To overcome this challenge, participants were made aware that no personally distinguishable information would be collected. Participants were also informed that only I had the ability to access raw survey responses and that the results of the study would be reported

in the aggregate. This means that results would be shown for the group as a whole, rather than individually.

Another potential challenge in this study was the representativeness of the proposed sample and its generalizability to a larger population, which refers to external validity. I aimed to measure motivational preference and organizational commitment of Generation X and Millennial street-level police officers working in agencies across the United States. It should be noted that this study did not use a random sample. Therefore, only responses from those who chose to complete the survey were captured, and this could have impacted the generalizability of the results to the larger population.

Another potential limitation of the current study was its operationalization of generational cohort. In the current literature, researchers define generational cohort differently (Costanza & Finkelstein, 2015; Edge, 2014; Fishman, 2016; Heyns & Kerr, 2018; Lyons et al., 2015; Lyons & Kuron, 2014). I used the most common definitions of generational cohort as Generation X individuals sharing the relative birth years that range from 1965 and 1981 and Millennials ranging from 1982 and 2000, but other studies differ in their definitions and corresponding age ranges (Heyns & Kerr, 2018).

Significance

Based on the current literature, it is apparent that there was a need to conduct additional research to better understand how motivational preference and organizational commitment differed for Generation X and Millennial cohorts (Edge, 2014). Current research suggests focusing research efforts within the field of law enforcement specifically, as this field differs drastically from typical office settings that have

previously been studied (Craun et al., 2014; Kula, 2017). In addition, there was a need to focus on the law enforcement profession because of the challenges it currently faces such as high burnout rates, negative physical and psychological impacts, extreme judgement from the general public, and the authority these professionals hold over the public (Craun et al., 2014; El Sayed et al., 2019; Kula, 2017; Oberfield, 2014). The continuous high amounts of stress experienced by those working in this field is also much higher than other occupations and can impact motivation and commitment in the workplace (Craun et al., 2014).

This research provided an original contribution to the field of psychology and law enforcement by identifying differences in intrinsic and extrinsic motivational preferences between Generation X and Millennials street-level police officers, identifying associations between intrinsic and extrinsic motivational preferences and organizational commitment between Generation X and Millennials street-level police officers, and investigating the extent to which motivational preferences and organizational commitment significantly differed between Generation X and Millennial United States street-level police officers.

Previous studies surrounding generational research, motivational preference, and organizational commitment have been conducted in and applied to typical office settings (Edge, 2014). However, results from this research study can be applied to the field of law enforcement to help the participating law enforcement agencies better understand their diverse personnel. By identifying and understanding motivational preferences and organizational commitment across generations, police agencies can better support their

police officers and promote a more positive work environment. This information could help agencies potentially increase employee performance and retain police officers by tailoring their strategies for fostering increased motivation and commitment in the workplace. In addition, police agencies may identify unique trainings or interventions to increase officer motivation and commitment across generational cohorts (Oberfield, 2014).

The findings from this study may also lead to positive social change because more police agencies can use this information to better understand their personnel and make decisions regarding how to best motivate these individuals and foster their commitment in the workplace. If police officers are highly motivated and committed in the workplace, police agencies will provide better services and cut unnecessary costs by increasing employee performance and decreasing turnover rate (Kula, 2017). This means that when street-level police officers from both generational cohorts are motivated and committed to their jobs, they can more effectively protect and serve their communities (Kula, 2017).

Summary

Chapter 1 of this research study provided an overview of the research problem, purpose, and research questions for the study. The research problem provided background regarding the challenges that the field of law enforcement is currently facing. As mentioned above, the purpose of this study was to examine the motivational preference and organizational commitment differences between United States street-level police officers in the Generation X and Millennial cohorts. The four research questions and hypotheses provided insight into how the research problem was investigated and the

exploration of the relationships between the independent and dependent variables in this study. The background section provided a summary of the relevant literature as well as the gap in knowledge this study addressed. The theoretical framework of the study was based on Deci and Ryan's (1985) SDT, Mannheim's (1952) generational cohort theory, and Porter, Steers, Mowday, and Boulian's (1974) organizational commitment theory. A detailed explanation of all three theories was provided. The nature of the study provided the rationale for choosing a quantitative approach. Key variables in this study were also operationalized. The assumptions specified elements of the research that were understood to be true for this study. The scope of the study identified areas that were highlighted in this research study and the delimitation outlined elements of the study that the researcher was able to control. The limitations identified elements of the study in which the researcher did not control. The significance of the study described the research problem being addressed and the impact the results from this study have on participating law enforcement agencies and their police officers.

Chapter 1 provided a general overview of the research problem and the current study. Chapter 2 contains the literature review, which details the literature search strategy, and a review of literature related to this study. The chapter also discusses the three theories used as a foundation for this study, Deci and Ryan's (1985) SDT, Mannheim's (1952) generational cohort theory, and Porter, Steers, Mowday, and Boulian's (1974) organizational commitment theory.

Chapter 2: Literature Review

Introduction

With a diverse United States workforce, a problem that workplaces currently face is fostering employee motivation and organizational commitment, as these two things are paramount for an organization to be successful (Heyns & Kerr, 2018). One driver of motivational preference and organizational commitment in the workplace is the generational cohort in which an individual belongs (Edge, 2014; Lyons et al., 2015). Generational cohorts refer to groups of individuals who share a range of birth years and major life events (Mannheim, 1952). These generational cohorts provide insights into the attitudes, behaviors, and motivations of the group. Currently, there are four generations in the workforce today: the Silent Generation, Baby Boomers, Generation X, and Generation Y or Millennials. Generation X and Millennials were the focus of this study.

While typical workplaces, which include office settings, have been the main focus of current research surrounding generational cohorts, motivational preference, and organizational commitment, limited knowledge exists regarding generational differences in motivational preference and organizational commitment for street-level police officers (Edge, 2014). Current research suggests that future studies should focus on the field of law enforcement specifically, because this line of work is considered one of the most stressful and dangerous (Craun et al., 2014; Kula, 2017). This career also faces major adversities and trauma so, inherently, police officers would have different workplace experiences and motivational preferences from individuals who work in normal offices (Kula, 2017). It is especially critical to study the field of law enforcement because

professionals in this field hold authority over the general public and must maintain high

motivation and performance at all times (Kula, 2017). Based on the current literature,

there is a gap in knowledge regarding differences in motivational preference and

organizational commitment between generational cohorts for street-level police officers

in the United States. This study aimed to fill this gap by determining the extent to which

motivational preference in the workplace and organizational commitment differ across

generational cohorts of street-level police officers.

      Chapter 2 of this study contains an introduction which outlines the problem,

statement, and purpose of the current study. Next, the literature search strategy I used to

find relevant information pertaining to this study is also detailed. In addition, Chapter 2

contains a theoretical foundation section which outlines the three major theories used as a

foundation for the current study: self-determination theory, organizational commitment

theory, and generational cohort theory. Information covered in the literature review

portion of Chapter 2 includes an in-depth description of intrinsic and extrinsic motivation

in the workplace, organizational commitment, and details regarding Generation X and

Millennial cohorts and their unique attitudes, motivational preferences, and styles of

work. The literature review section will also cover the field of law enforcement, the

exposure to continuously high amounts of stress that police professionals face while

working in the field, and the importance of United States police officers. Chapter 2

concludes with a summary that highlights the major themes and a transition to Chapter 3.

Literature Search Strategy

The literature I used for the current study primarily consisted of books and scholarly, peer-reviewed articles that closely related to the topics of generational cohorts, motivational preference in the workplace, organizational commitment, and law enforcement. The following databases in the Walden University Library were used to conduct the current literature review: Google Scholar, Psych Info, SAGE Premiers, PsychTESTS, and Walden Dissertations and Theses.

The technique I used to search for articles was a Keyword Search. The following search terms were used: *generational cohorts, generation y/millennials, generation x, workplace motivation, motivational preference, organizational/workplace commitment, intrinsic and extrinsic motivation, law enforcement,* and *police personnel/officers*. A date range filter applied for articles published within the past five years and a filter for peer-reviewed, scholarly articles were both used when searching for relevant literature. Nearly 300 articles fit my search criteria, which I narrowed down based on relevancy to the current study.

Theoretical Foundation

Deci and Ryan's (1985) self-determination theory, Porter, Steers, Mowday, and Boulian's (1974) organizational commitment theory, and Mannheim's (1952) generational cohort theory were used in conjunction to provide the study with a theoretical lens to understand how motivational preferences and organizational commitments differed across generational cohorts for United States street-level police officers. The grounds of SDT acknowledge that individuals are motivated differently in

the workplace, either through intrinsic or extrinsic drivers. The grounds of organizational commitment theory detail that individuals are committed to their organization for three main reasons: a belief in the organization's values, a willingness to work hard on behalf of the organization, and a wish to stay employed within the organization (Porter et al., 1974). Generations are made of individuals who share a range of birth years and have experienced the same social events (Mannheim, 1952). These cohorts provide insights into the attitudes, values, beliefs, and motivational preferences of the group in that individuals who belong to the same cohort behave similarly, and those who belong to other generational cohorts behave differently (Heyns & Kerr, 2018; Lyons & Kuron, 2014; Lyons et al., 2015). This study aimed to apply these three theories to understand the differences between motivational preference and organizational commitment for Generation X and Millennial United States street-level police officers.

Self-Determination Theory

Self-determination theory focuses on understanding why individuals behave a certain way and what drivers motivate them to complete a task (Deci & Ryan, 1985). Self-determination theory presumes that all employees have three basic needs in the workplace which include: competency, independence, and relatedness. These three elements are essential human needs in a social setting and when these are met employees would, in theory, exhibit higher performance in the workplace and better overall workplace well-being (Deci et al., 2017). The initial idea of SDT was that the type of motivational preference of an individual could be used to predict certain mental, performance, and learning outcomes, especially in the workplace (Deci & Ryan, 2008).

This theory, when applied to the workplace setting, can provide leaders with information that guides policies, practices, and processes which foster better employee wellness and performance (Deci et al., 2017).

Self-determination theory encompasses two types of motivation in the workplace: autonomous and controlled (Deci & Ryan, 2008). Autonomous motivation generally refers to intrinsic motivators or the drive to complete a certain task because an individual will find it to be personally enjoyable or satisfying. Self-determination and competence are considered the marks of intrinsic motivation (Deci & Ryan, 2008). Controlled motivation usually consists of external motivators, typically known as tangible drivers (Deci & Ryan, 2008). This means that individuals tend to complete a task because they believe it will yield some type of reward or benefit (Deci & Ryan, 1985). Examples of extrinsic motivators could include money, recognition, and avoidance of embarrassment.

In their research, Deci, Olafsen, and Ryan (2017) pointed out that there has been a significant amount of literature published within the previous 2 years which has measured motivation in the workplace as it is related to SDT. For that reason, Deci and Ryan's SDT was used in this study to understand internal and external motivational preferences in the workplace. Self-determination theory explains that individuals are motivated differently in the workplace, and this study aimed to apply this theory to understand the differences between motivational preference for Generation X and Millennial United States street-level police officers.

Organizational Commitment Theory

The theory of organizational commitment stems from research conducted by Porter, Steers, Mowday, and Boulian (1974). This theory suggests that organizational commitment is the strength of an employee's connection with the place that they work. Organizational commitment is generally characterized by three factors: belief in the organization's goals and values, willingness to work hard on behalf of the organization, and desire to stay employed within the organization (Porter et al., 1974). Measures of organizational commitment have been found to be predictors of overall job satisfaction and employee turnover in that those with higher organizational commitment are more satisfied in their jobs and are less likely to leave. Employee turnover is a significant problem for organizations and is something that organizations strive to understand and mitigate (Porter et al., 1974). Organizational commitment theory was used in this study to understand differences in organizational commitment for Generation X and Millennial United States street-level police officers.

Generational Cohort Theory

Mannheim's (1952) generational cohort theory was used to better understand how each generation differs in their beliefs, attitudes, performance, and motivational preference, especially in the workplace (Mannheim, 1952). This theory was first introduced in 1952 when researcher Karl Mannheim argued that individuals can be classified into groups known as generational cohorts (Mannheim, 1952). These cohorts are comprised of individuals who share a range of birth years and have experienced the same impactful social events (Mannheim, 1952). These events can include anything that

was socially influential such as those relating to pop culture, war, notable or famous people, and the economy (Hansen & Leuty, 2012). New cohorts will continuously enter the workforce as more individuals born between a range of years with similar major social events always follow the last (Mannheim, 1952). A significant amount of literature has supported Mannheim's generational cohort theory and has found that individuals in each generational cohort behave similarly, but differently from individuals who belong to different generations (Heyns & Kerr, 2018; Lyons & Kuron, 2014; Lyons et al., 2015). Even though generational research can be difficult to measure and quantify, researchers have used total scores on scales measuring concepts along with birth year to identify differences between generational cohorts (Lyons et al., 2015).

While there is a considerable amount of evidence that supports the phenomenon of generational cohorts in the workplace, there are also some researchers who have challenged the generational cohort phenomenon. In their work, Costanza and Finkelstein (2015) recognized the distinction between motivation preference in the workplace between older versus younger workers but challenge the notion of clear generational differences between cohorts in the workplace. One reason the generational cohort phenomenon is debated concerns the lack of clearly defined ranges of birth years (Costanza & Finkelstein, 2015).

Researchers who have studied generational cohorts have indicated that future studies should continue to explore the phenomenon of generational differences in the workplace in order to gain a clearer understanding of how motivational preference varies for each generational cohort. This information will have valuable implications for

organizational practice, as it will allow employers to better understand their diverse personnel and how to effectively motivate them (Heyns & Kerr, 2018; Lyons et al., 2015).

Theoretical Application to Current Study

As applied to the present study, Mannheim's (1952) generational cohort theory was directly related to the independent variables, generational cohorts, Generation X and Millennial. Deci and Ryan's (1985) self-determination theory was directly related to the dependent variable in this study, motivational preference. Porter, Steers, Mowday, and Boulian's (1974) organizational commitment theory was also directly related to the dependent variable, organizational commitment. Based off of these three theories, it was expected that each generational cohort of street-level police officers would differ in their motivational preferences and organizational commitment in the workplace because individuals who share similar ranges of birth years would have similar motivational preferences and levels of organizational commitment, but different from other generational cohorts. The application of both Mannheim's generational cohort theory, Deci and Ryan's self-determination theory, and Porter, Steers, Mowday, & Boulian's organizational commitment theory to the current study allowed me to fill the gap in the literature by better understanding the relationship between generational cohort, motivational preference, and organizational commitment for United States street-level police officers working in the field of law enforcement, thus, answering the four proposed research questions.

Motivation in the Workplace

Relevant literature has typically analyzed motivational preference in the workplace as a trait. In other words, motivation has been treated as a variable to measure individual differences over time and across contexts (Amabile et al., 1994). Amabile et al. (1994) noted that motivational preference could be different depending on the contexts in which it is measured. This could explain why motivational preference differs depending on the line of work or career in which one works. Motivational preference, whether intrinsic or extrinsic, are generally thought of as two separate dimensions. In other words, some researchers believe that an individual can only be intrinsically or extrinsically motivated in the workplace. However, others have claimed that the two dimensions could be related (Amabile et al., 1994). Further research must be done to better understand this relationship and understand how motivation differs across generational cohort to foster motivation for all employees in the workplace (Locke & Schattke, 2019).

Intrinsic Motivation

The current study assumed the most basic definition of intrinsic motivation as something that is inside an entity (Deci & Ryan, 1985). Furthermore, intrinsic motivation is defined as the driver(s) to complete a task which is based on the individual's pure enjoyment or appeal of the activity, separate from all potential consequences or results (Locke & Schattke, 2019). Intrinsic motivation means that individuals find enjoyment in an activity and that it is personally pleasing for them (Amabile et al., 1994; Locke & Schattke, 2019).

Locke and Schattke (2019) have noted that previous research has overvalued intrinsic motivation by calling it superior over extrinsic motivation since employees seem to be extrinsically motivated primarily by money. While research has not found one source of motivation to be superior over the other, the literature has proposed evidence that there are notable differences between individuals who are intrinsically motivated compared to those who are extrinsically motivated in the workplace (Amabile et al., 1994). Deci, Olafsen, and Ryan (2017) found that when employees know their worth, feel purpose within their work, feel independent in the workplace, and receive clear feedback from their supervisor(s), they are likely to become more intrinsically motivated and perform better, learn quicker, and can quickly adjust in the workplace more effectively. Employees who are intrinsically motivated in the workplace also have higher workplace satisfaction and experience less burnout in their field (Deci et al., 2017). In addition, employees who are intrinsically motivated generally performed at higher levels and more efficiently than those with extrinsic motivational preferences (Deci et al., 2017).

The concept of intrinsic motivation has many practical applications for organizations (Locke & Schattke, 2019). To foster intrinsic motivation in the workplace, organizations are encouraged to allow employees to work in positions that align with their previous work experience and with their own interests. In addition, allowing flexibility in the role for the employees to develop and discover new opportunities in their positions will also foster intrinsic motivation. Encouraging employees to reflect on their

likes and dislikes in the position will help them pursue tasks that are most enjoyable for them (Locke & Schattke, 2019).

Extrinsic Motivation

Extrinsic motivation can very simply be described as something outside of the entity which holds value that drives an individual to complete a task (Deci & Ryan, 1985; Locke & Schattke, 2019). External motivation means that one is motivated to complete a task or perform a behavior based off of the value or consequences of completing that task (Amabile et al., 1994). Extrinsic motivation is outcome-related, and examples include rewards, money, status, or recognition, to name a few (Amabile et al., 1994; Locke & Schattke, 2019). While money is a major extrinsic motivator, Locke and Schattke (2019) argue that it is not the money that is the motivational driver, but the value that the money holds which is motivating. Research has found that when motivation is strictly extrinsic, employees are completing a task as a means to attain something of value and their efforts can become narrow, produce only short-term accomplishments, and may have negative impacts on long-term performance and work engagement (Deci et al., 2017; Locke & Schattke, 2019).

The concept of extrinsic motivation also has many practical applications for organizations (Locke & Schattke, 2019). To foster extrinsic motivation, organizations are encouraged to provide employees with opportunities to gain additional knowledge, skills, and abilities in their role. In addition, organizations can help foster a clear path of career progression and be mindful of reasonable salaries and merit-based rewards.

Organizations could also allow perks such as flexible working hours or even work-from-home opportunities (Locke & Schattke, 2019).

Organizational Commitment

Organizational commitment is generally defined as the strength of an employee's connection or attachment with their organization of employment, or an employee's bond with the organization that they work for (Lambert, Qureshi, Klahm, Smith, & Frank, 2017; Porter et al., 1974). Organizational commitment, according to Porter, Steers, Mowday, and Boulian, (1974) is characterized by three factors which include: belief in the organization's values, a willingness to work hard on behalf of the organization, and a desire to maintain employment within the organization (Porter et al., 1974). Studies have found that those with higher levels of organizational commitment tend to also have higher job satisfaction and are less likely to leave their organization (Porter et al., 1974). The concept of organizational commitment differs across generational cohort in that older generations, like Generation X, tend to have higher organizational commitment compared to younger generations, like Millennials. Generation X tends to have higher organizational commitment and has also been found to stay longer at their job compared to their Millennial coworkers (Hansen & Leuty, 2012).

Police agencies recognize the importance of organizational commitment in the field of law enforcement, especially because low levels of organizational commitment are tied to lower employee performance and productivity, lower ethical standards, and high employee turnover (Lambert et al., 2017). Officers with high organizational commitment tend to have lower turnover intentions, lower levels of cynicism, lower chances of

burnout, less absenteeism, and greater support for community policing (Johnson, 2015).

While these results are helpful for agencies, this limited information has been collected

from studies which used police officer participants working outside of the United States,

none of which focusing on organizational commitment of police officers in United States

agencies (Lambert et al., 2017).

Every organization has a professional mission which aims to meet certain

organizational goals or objectives. Police agencies operate under the mission of

protecting and serving their communities to maintain law and order (Moon & Jonson,

2012). A lack of commitment by a police officer to the police agency and its mission

could have serious negative impacts on the police agency, public safety, and the

individual police officer (Moon & Jonson, 2012). Clearly, high levels of organizational

commitment are beneficial to all organizations, especially those working in the public

safety sector. Few studies have focused on organizational commitment in the field of law

enforcement, likely because this workplace differs drastically from typical office settings

and is difficult to access and formally study (Johnson, 2015). Gaining a better

understanding of organizational commitment, especially in the field of law enforcement,

will benefit both research scholars and police agencies (Johnson, 2015).

Generational Cohorts

Generational cohorts are known as groups of people who share a range of birth

years and significant social events (Mannheim, 1952). These shared social events can be

anything from political happenings, natural disasters, economic situations, or popular

culture within a given time (Hansen & Leuty, 2012). These generational cohorts help

researchers better understand the attitudes, behaviors, and motivations of the group.

There are four generations in the workforce today: the Silent Generation, Baby Boomers,

Generation X, and Millennials. A thorough understanding of motivational differences

between generational cohorts in the workplace can have major implications for human

resources and employers as they can tailor their workplace to target the motivational

preferences of all individuals, which could differ for each cohort (Kultalahti & Viitala,

2014). For the purposes of this study, Generation X and Millennials have been

highlighted. These two generational cohorts were the focus of the current study because

they are the two main generations working in the field of law enforcement today.

Generation X

While exact birth year ranges for each generational cohort differ across the

literature, Generation X individuals share relative birth years ranging from 1965 to 1981

(Heyns & Kerr, 2018). Previous research has centered around Generation X in typical

office settings and has found that their beliefs, attitudes, values, and motivations differ

from other generations in the workplace. Specifically, Edge (2014) conducted a

systematic review of 45 peer-reviews journal articles which found that Generation X

valued the need for freedom, individuality, and autonomy in the workplace much higher

than other generations. Generation X was also found to be the most independent in the

workplace and required less supervision at work than other generations. Some

researchers believe that this high sense of independence in the workplace could be

attributed to the childhood and teenage years of the generation. Typically, Generation X

was known for growing up alone at home because both parents were working full-time to

support the family (Hansen & Leuty, 2012). This likely instilled autonomy in members

of this generational cohort from a young age. In addition, the reality of Generation X

growing up alone was a factor which likely shaped this generation's high value of family

and flexibility outside of the workplace. The ability to balance both family and work

obligations is especially important to individuals who belong to the Generation X cohort

(Hansen & Leuty, 2012). While this generation has been found to be autonomous and

independent, research has also found Generation X to be more cynical and skeptical

compared to other generational cohorts (Hansen & Leuty, 2012). This trait could be

attributed to negative shared social events experienced by Generation Xers such as the

Persian Gulf War, increased crime rates while growing up, and increased divorce rates

among their parents (Hansen & Leuty, 2012).

Research has found that those who belonged to the Generation X cohort are

motivated in the workplace by an environment which provides them with comfort,

security, and also meets their basic physical and emotional needs (Fishman, 2016).

Generation X highly values work-life balance, feeling appreciated in the workplace, and

the ability to take advantage of new opportunities and assignments at work (Fishman,

2016). Generation X is typically motivated intrinsically at work as they take pride in

their work and genuinely enjoy their careers (Hansen & Leuty, 2012). This generation

also has higher levels of organizational commitment and tends to stay longer at their job

(Hansen & Leuty, 2012).

Generation Y

Generation Y, also known as "Millennials", are the children of Generation X. Millennials are the youngest and largest generation in the workforce today and are typically defined as those who share birth years ranging between 1982 to 2000 (Fishman, 2016; Hansen & Leuty, 2012; Heyns & Kerr, 2018). In typical workplace settings, there are many ways in which Millennials differ from every other generational cohort. Lyons and Kuron (2014) found that personality in the workplace differed across generational cohorts as younger generations prefer careers that allow them the freedom to express their true selves. In addition to being extroverted, Millennials also value creativity in the workplace and tend to score higher in narcistic personality traits, believe that they are owed a job, and have higher self-esteem (Lyons & Kuron, 2014). Furthermore, Calk and Patrick (2017) found that those belonging to the Millennial cohort are more likely to take professional risks such as making lateral movements or even quitting their jobs (Mencl & Lester, 2014). Career advancement and professional status are especially important for members of this generation (Mencl & Lester, 2014). Millennials were also found to be less committed to their jobs than Generation X and tend to score lower in job satisfaction than Generation X (Lyons & Kuron, 2014).

In regard to motivational preference in the workplace, Lyons and Kuron (2014) found that extrinsic rewards are significantly more important to Millennials compared to Generation X. Research has also found that Millennials are motivated by work that has purpose and makes a difference in the world around them. Millennials want to grow, volunteer, and make a positive impact within their communities (Fishman, 2016).

Findings also indicated that Millennials are motivated by working in groups as they prefer collaboration in the workplace versus working individually. In addition, Millennials are motivated by recognition and praise in the workplace because they need positive reinforcements to know that they are doing a good job (Fishman, 2016; Kultalahti & Viitala, 2014; Mencl & Lester, 2014).

While much of the research has found that Millennials are motivated extrinsically, a study conducted by Heyns and Kerr (2018) rooted in the self-determination theory, aiming to link motivational drivers in the workplace to generational cohorts, found that intrinsic and extrinsic motivation did not significantly differ across Millennials and Generation X. The findings from this study do not align with the current literature, which provides strong evidence that generational cohorts drastically differ in the workplace (Edge, 2014; Fishman, 2016; Heyns and Kerr, 2018; Mencl & Lester, 2014). Because of this, the authors acknowledge that there is a need for future studies to further explore motivational differences between generational cohorts in the workplace and to further understand how generations differ in this respect, if at all.

One limitation of the current literature is that most studies have examined motivational differences between generational cohorts in typical office settings such as bank workers, CEO's, and educational settings. Researchers have suggested that future studies should investigate career fields that differ from typical office settings to better understand differences in motivation between generational cohorts in other lines of work (Edge, 2014). This further supported the need for the current study.

The Field of Law Enforcement

While typical workplaces (i.e. office setting) have been the main focus of current literature surrounding generational cohort research and motivation in the workplace, limited knowledge exists regarding generational differences in workplace motivation for United States street-level police officers (Edge, 2014). At this time, there are over 800,000 sworn police officers serving across almost 18,000 police agencies currently operating in the United States (Violanti et al., 2017). Researchers have suggested that future studies should focus on the field of law enforcement, specifically, because this line of work is large and considered one of the most stressful, dangerous, and high-stakes occupations (Craun et al., 2014; Kula, 2017; Papazoglou & Tuttle, 2018; Violanti et al., 2017).

Stress in the Field of Law Enforcement

Examples of stressful situations police may face include violent criminals, domestic violence, officer-involved shootings, seeing dead bodies, abuse, and many other unnatural scenes (Papazoglou & Tuttle, 2018; Violanti et al., 2017). Craun, Bourke, Bierie, and Williams (2014) conducted a three-year quantitative, longitudinal study which identified extreme stressors, risks, and adverse circumstances police officers face every day in their line of work. All of which lead to long-lasting negative physical, psychological, and emotional consequences. Additional studies have shown that the environment in which police officers work can result in a negative outlook on life, linkage to sleep disorders, Post Traumatic Stress Disorder (PTSD), depression, increased divorce rates, neurological disorders, burnout, psychological strain, increased workplace

injuries, compassion fatigue, and absenteeism (Violanti et al., 2017). In addition, stress

experienced within the workplace can also impact motivation (El Sayed et al., 2019). As

indicated above, research has supported the notion that the work environment in the field

of law enforcement differs drastically from typical office settings (Craun et al., 2014;

Kula, 2017; Papazoglou & Tuttle, 2018; Violanti et al., 2017).

Stressors in the field of law enforcement can be experienced within any of the

above mentioned dangerous and unnatural situations. In addition, police officers can also

experience organizational stress such as that from their co-workers, supervisors,

abnormal working hours, high workloads, overtime, and subpoenas to court (Papazoglou

& Tuttle, 2018). This consistent exposure to stress in the field of law enforcement is

long-term and spans throughout the officers' entire career, often nearing 30 or more years

(Papazoglou & Tuttle, 2018). In addition to the negative physical and psychological

consequences experienced by police officers, research conducted by Kula (2017) found

that individuals working in the field of law enforcement are at a much higher risk to

experience burnout compared to other career fields. This highlights the need for

additional research regarding the field of law enforcement and how to best support

personnel in this field.

Importance of the Field of Law Enforcement

It is especially critical to study the field of law enforcement because street-level

police officers working in this field have a level of power over their community and are

expected to be highly motivated at all times (Kula, 2017; Oberfield, 2014). Police

officers have many responsibilities in their communities, are expected to maintain

integrity both on the job and outside of the job, and are expected to uphold strict moral and ethical values (Violanti et al., 2017). With the extreme and prolonged stressors and dangerous situations, combined with the high expectations and potential negative physical and psychological consequences for personnel in this line of work, inherently, police officers would have different workplace experiences and may have different motivational preferences from individuals who work in typical office settings (Kula, 2017). This further supported the need for additional research in the field to better understand and support law enforcement personnel (Kula, 2017).

Summary and Conclusions

Chapter 2 provided a summary of the literature regarding findings of generational cohorts, intrinsic and extrinsic motivation, organizational commitment, and the field of law enforcement. Generational cohorts, individuals who share a range of birth years and significant social events, differ regarding their attitudes, behaviors, and motivations in the workplace (Mannheim, 1952). While there are currently four generational cohorts in the workplace today, the Silent Generation, Baby Boomers, Generation X, and Millennials, this study focused on Generation X and Millennial law enforcement personnel. Motivation, either intrinsic or extrinsic, in the workplace is a construct that differs across generational cohorts. When one is intrinsically motivated, they tend to complete an action because it is enjoyable for them, whereas extrinsically motivated individuals complete a task because they believe it will yield some type of external reward (Deci & Ryan, 1985). Organizational commitment is the strength of an employee's connection with their workplace (Porter et al., 1974). In regard to organizational commitment,

Generation X tends to have higher commitment and lower turnover than their Millennial

coworkers (Hansen & Leuty, 2012).   It is especially important to study motivational and

organizational commitment differences between generational cohorts for street-level

police officers because law enforcement professionals must always display high

motivation and performance standards to ensure a safe community (Kula, 2017). Chapter

2 also provided a summary of the literature review strategies used in the current study

and the three theories, self-determination theory, generational cohort theory, and

organizational commitment theory, which make up the theoretical framework and

foundation for the current study. The present study aimed to fill a gap in the literature

and extend the knowledge in the discipline by determining the extent to which

motivational preference and organizational commitment in the workplace differed across

generational cohorts for United States street-level police officers. This is important

because the field of law enforcement differs drastically from typical office settings which

have previously been studied, and personnel in this field face extreme stress in the

workplace, which may directly impact motivation in the workplace (Craun et al., 2014; El

Sayed et al., 2019; Kula, 2017). The literature review supported the need for this study

which may allow law enforcement agencies to better understand their personnel who

belong to different generational cohorts, identify factors that best motivate these

individuals in the workplace, identify levels of organizational commitment, and support

their personnel to effectively protect and serve their communities (Kula, 2017). Chapter

3 provides information surrounding the research design and rationale, the population, the

sample and sampling procedures, instrumentation, operationalization of variables, data

analysis plan, reliability, threats to validity, and ethical protection of the participants.

Chapter 3: Research Method

Introduction

The purpose of this quantitative, cross-sectional study was to examine the differences in motivational preference and organizational commitment between United States street-level police officers in the Generation X and Millennial cohorts. Chapter 3 contains information which details the quantitative, cross-sectional research design and rationale for this approach. In addition, the population, United States street-level police officers, will be described. Chapter 3 also details information surrounding the sample, which includes street-level police officers currently employed at seven police agencies across the United States. Chapter 3 describes the sampling procedures and instrumentation. The WPI (Amabile et al., 1994) and the OCQ (Mowday, Steers, & Porter, 1979a) were both used in this study. Operationalization of variables, data analysis plan, potential threats to validity, and ethical protection of the participants are also described in this chapter. A summary of Chapter 3 and transition to Chapter 4 is also provided.

Research Design and Rationale

The research design for the current study was cross-sectional in nature as data was collected at a single point in time. A quantitative, cross-sectional design was the most appropriate research design to answer the proposed research questions because it allowed for me to identify the statistical differences between Generation X and Millennial motivational preferences and organizational commitment for street-level police officers working in agencies across the United States. A cross-sectional design allowed for a

low-cost method of collecting quantitative data in an effort to answer the research questions and contribute new knowledge to the field (Creswell & Creswell, 2018). The data for this study were collected through an online survey, via SurveyMonkey, which aimed to gather information on generational cohorts, motivational preferences, and organizational commitment from a sample of United States street-level police officers. The data were used to make inferences about the target population of the study. The use of online surveys, versus pencil and paper surveys, has grown in popularity, as online surveys offer a more convenient way of collecting data that allows for faster collection, lower costs for the researcher, greater control over the data collection, increased flexibility for both the researcher and participants, and a worldwide reach of potential participants (Evans & Mathur, 2005; Groves et al., 2009).

The independent variable in this study was generational cohort, with two levels measured as Generation X and Millennials. The dependent variables were motivational preference and organizational commitment. This study used a quantitative, cross-sectional design. Descriptive and inferential statistics were used to test the hypotheses and answer the four proposed research questions. Descriptive statistics were conducted and reported for frequencies, percentages, means, and standard deviations. An independent samples *t*-test was used to analyze differences in intrinsic motivational preferences between Generation X and Millennial street-level police officers. An additional independent samples *t*-test was used to analyze differences in extrinsic motivation preferences between Generation X and Millennial street-level police officers. *T*-tests are statistical analyses used in social science research to measure any differences

between two groups (Hancock et al., 2019). Regressions are often used in the social sciences to measure the relationship between a dependent variable on one or more independent variables (Hancock et al., 2019). A multiple linear regression was conducted to investigate the association between intrinsic motivation preference and organizational commitment by generational cohort. A second multiple linear regression was conducted to investigate the association between extrinsic motivational preference and organizational commitment by generational cohort.

Methodology

Population

The target population for the current study was United States street-level police officers. After conducting a power analysis, it was determined that the sample for this study must be composed of at least 128 street-level police officers in agencies across the United States (Hancock et al., 2019). This sample was inclusive of men, women, and individuals from diverse ethnic groups. All participants were 18 years or older.

Sampling and Sampling Procedures

The sample for this study was composed of street-level police officers employed at seven police agencies operating in the United States. The names of these agencies were masked in an effort to protect all police agencies and their officers. Only street-level police officers were included in this study because current research has identified that more information should be gathered from individuals working in this profession (Craun et al., 2014; Kula, 2017). All other non-police personnel or police personnel at

the rank of sergeant, investigator, commander, lieutenant, assistant or deputy chief, or chief were excluded from this study.

This study used a non-probability sampling strategy, specifically a convenience sample. This means that the sample was chosen because it was most convenient and accessible to me as a researcher (Creswell & Creswell, 2018). Police officers are generally a difficult population to access and study (Moon & Jonson, 2012). I contacted police leaders across the United States to help me recruit their street-level officers. This is a common method used to gain police officer participants (International Association of Chiefs of Police, 2006). Therefore, this sampling strategy aligned with my study because I was able to easily access street-level police officer participants.

A power analysis was conducted to determine the probability of rejecting the null when it is actually false (Hancock et al., 2019). The power of the study was determined by four elements: effect size, alpha level, sample size, and analytic strategy (Hancock et al., 2019). A power analysis using G * Power 3.1 software was conducted to determine the appropriate sample size for the current study.

To determine an appropriate sample size for the first two research questions which were analyzed through independent samples t-tests, a priori power analysis with a medium effect size (alpha = .05) using Means: Difference between two independent means and a .80 power level, two-tailed, and error probability set at .05, the minimum total sample size of 128 was required (Hancock et al., 2019). To determine the appropriate sample size for the third and fourth research questions which were analyzed through multiple linear regressions, a priori analysis with a medium effect size (f = .15)

using Linear multiple regression: Fixed model, R^2 deviation from zero and with error probability set to .05 and power set to .80, a minimum total sample size of 68 was required (Hancock et al., 2019). Therefore, to make a satisfactory assessment of how motivational preference and organizational commitment differ across generational cohort for United States street-level police officers, a sample size of at least 128 participants was required for this study to answer all four research questions. This study used an effect side of .5, or medium. An alpha or significance level represents the odds that the observed result is due to chance. An alpha level of .05, or 5%, is considered acceptable as this indicates that there is a 5% likeliness that the observed results are due to chance (Hancock et al., 2019). While 128 participants were a minimum sample size, it was my goal to recruit as many street-level police officers as possible to surpass this sample size and account for any survey responses that may not have been usable due to skipped questions or missing data.

Procedures for Recruitment, Participation, and Data Collection

I sent an email to all seven police contacts which contained instructions and the link to the online informed consent and survey on August 17, 2020. These contacts included chiefs, assistant and deputy chiefs, lieutenants, and commanders of the participating police agencies. My email was forwarded from the contacts to all of their street-level police officers. This process ensured that I did not have access to any identifiable officer information such as their work email addresses. The invitation email also came from these contacts so the police leaders could communicate to their street-level officers that the study was voluntary and not a requirement of the Police Officer

Union (International Association of Chiefs of Police, 2006). Before completing the online survey, there was an informed consent form that participants acknowledged and agreed to. This ensured that the participants were fully informed of the study and its purpose before selecting "NEXT" and agreeing to participate in the study by completing the online survey. Each participant was also ensured that the identity of all participating police agencies and individual participants would be anonymous and they could not be identified from the information they provided. No reward or compensation was provided to those who chose to volunteer for the study.

The online survey included the WPI (Amabile et al., 1994) and the OCQ (Mowday, Steers, & Porter, 1979a). In addition to these two instruments, basic demographic questions were asked at the end of the survey. These demographic questions included sex, length of service at the current police agency, education, ethnicity, and marital status. Once the participants completed the survey, they were thanked for their participation. Once the survey was completed, there were no follow-up procedures or additional requirements for the participants.

Instrumentation

Instrumentation for the current study was divided into two parts. The first included the WPI (Amabile et al., 1994) and the second included the OCQ (Mowday, Steers, & Porter, 1979a). Basic demographic questions including sex, length of service at the current police agency, education, ethnicity, and marital status were also asked. The two survey instruments that were used in the current study were both retrieved from PsycTESTS, an American Psychological Association database. The creators of the WPI

and the OCQ stated that the expressed written permission to use their instruments was not necessary if the instruments were intended for educational purposes. I attained the written permission to use the WPI, as can be seen in Appendix A. Even though the OCQ is not copyrighted and exists on a public domain, which means that the author's permission to use the instrument is not required, I also received confirmation from one of the original authors to use the Organizational Commitment Questionnaire, as can be seen in Appendix B.

Work Preference Inventory

Amabile, Hill, Hennessey, and Tighe's (1994) WPI was used to measure motivational preference. This 30-item scale was developed to measure college students' and working adults' overall motivation at work. For the purposes of this study, I used the working adults' version. The scale consisted of 30 Likert-type items ranging from 1 (*Never or almost never true of you*) to 4 (*Always or almost always true of you*) which instructed participants to rate how well each of the items represented the reasons in which they are involved in their current work. The instrument was divided into two subscales; intrinsic motivation and extrinsic motivation (Amabile et al., 1994). An example item from the intrinsic subscale includes, "The more difficult the problem, the more I enjoy trying to solve it." An example item from the extrinsic subscale includes "To me, success means doing better than other people." Low scores on the subscales indicated a lower preference for that type of motivation, while high scores on the subscales indicated a higher preference for that type of motivation, with 60 being the maximum score possible for each subscale. Total scores were calculated for each participant on each subscale and

were used along with the participants' demographic information and total score on the OCQ for analyses to answer all four research questions and identify differences in motivational preference and organizational commitment between generational cohorts for United States street-level police officers. The WPI has been through vigorous psychometric testing to ensure accurate measures of internal and external motivation in the workplace. In the original research on the WPI, a sample of approximately 1,055 working adults, which included CEOs, hospital workers, and secretaries, was used to identify a Cronbach's alpha for the intrinsic subscale at .75 and extrinsic subscale at .70, respectively (Amabile et al., 1994). This indicates adequate internal reliability for both subscales.

The adult version of the WPI has been used in a number of additional studies which have measured intrinsic and extrinsic motivation in the workplace. For instance, Achakul and Yolles (2013) used the measure to better understand the link between motivational preference and personality in 590 prospective Native Thai speaking candidates being recruited by a Human Resources department. Cronbach's alpha for the intrinsic motivation scale was .79, and Cronbach's alpha for the extrinsic subscale was .72, respectively (Achakul & Yolles, 2013). In addition, Hadi and Adil (2010) used the WPI in a sample of 150 bank managers to identify meaningful relationships between job characteristics, work motivation, and job satisfaction and found the WPI to be a reliable measure of motivational preference.

Organizational Commitment Questionnaire

Mowday, Steers, and Porter's (1979a) OCQ was used to measure organizational commitment in this study. This 15-item scale was developed to measure working adults' commitment to their organization. The scale consisted of 15 Likert-type items ranging from 1 (*Strongly disagree*) to 7 (*Strongly agree*) which instructed participants to rate the extent to which they agreed with statements about their work. An example item from the OCQ is "I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful." All items on the measure that were negatively worded were reverse coded for analyses. A low score was indicative of lower organizational commitment while a high score indicated higher organizational commitment, with 105 being the maximum score possible for this measure. Total scores were calculated for each participant and were used along with the participants' demographic information for analyses to answer all research questions and identify differences in motivation and organizational commitment between generational cohorts for United States street-level police officers. The OCQ has been through vigorous psychometric testing to ensure accurate measures of organizational commitment, with alpha values ranging from .84 to .91 (Mowday, Steers, & Porter, 1979b). This indicated adequate internal reliability for the scale.

The OCQ has also been used in a number of studies which have aimed to measure levels of organizational commitment of working adults. For example, Afif (2018) used the OCQ on a sample of 123 participants to investigate the relationship between perceived organizational support, organizational commitment, and job satisfaction of faculty working at a public-sector university. Angle and Perry (1981) used the OCQ to

assess organizational commitment and its relationship to organizational effectiveness for those working in the bus service industry.

Operationalization of Constructs

Four key variables were measured in the current study. The operationalization of these variables is detailed below:

1. Intrinsic motivation was a continuous variable corresponding to the total score on the intrinsic motivation subscale measured by the WPI.

2. Extrinsic motivation was a continuous variable corresponding to the total score on the extrinsic motivation subscale measured by the WPI.

3. Organizational commitment was a continuous variable corresponding to the total score on the OCQ.

4. Generational cohort was a nominal variable which was classified into two distinct categories: Generation X and Millennial. Generation X was classified as those born between the years of 1965 and 1981, and Millennials was classified as those born between 1982 and 2000 (Fishman, 2016).

Data Analysis Plan

Data was exported from SurveyMonkey and entered into SPSS version 25 for Mac. Descriptive statistics were executed to describe the demographics of the sample of street-level police officers (Hancock et al., 2019). Means and standard deviations were reported for continuous variables such as scores on the OCQ and the intrinsic and extrinsic subscales of the WPI. Internal reliability using Cronbach's alpha was also evaluated to ensure that each scale was greater than .70.

Pre-Analysis Screening

Data were screened to ensure it was ready for analysis and that all assumptions for statistical analyses were met. To ensure valid results, all assumptions must be met before the statistical analyses could occur. There were six assumptions that must be met for *t*-tests and eight assumptions that must be met for a multiple linear regression.

Before conducting a *t*-test, I screened the data to ensure the following six assumptions were met: a continuous dependent variable, the independent variable includes two categories, the two groups were independent, there were no significant outliers, there was normal distribution of the dependent variables across both independent variable groups, and homogeneity of variance (Hancock et al., 2019; Lund Research, 2012).

Before conducting the multiple linear regressions to answer the third and fourth research questions, I checked to make sure that the data met the eight assumptions for this type of statistical analysis. Assumptions for this test include: a continuous dependent variable, two or more continuous or categorical independent variables, independence of observations or residuals, a linear relationship between independent and dependent variables, homoscedasticity, multicollinearity, no significant outliers, and normal distribution of data (Hancock et al., 2019; Lund Research, 2012).

Restating of Research Questions and Hypotheses

RQ1: Is there a difference in intrinsic motivational preference scores between Generational X and Millennial street-level police officers?

$H_0 1$: There is no significant difference between intrinsic motivational preference

scores between Generation X and Millennial street-level police officers.

$H_1 1$: There is a significant difference between intrinsic motivational preference

scores between Generation X and Millennial street-level police officers.

RQ2: Is there a difference in extrinsic motivational preference scores between

Generation X and Millennials street-level police officers?

$H_0 2$: There is no significant difference between extrinsic motivational preference

scores between Generation X and Millennial street-level police officers.

$H_1 2$: There is a significant difference between extrinsic motivational preference

scores between Generation X and Millennial street-level police officers.

To address the first two research questions, two independent samples t-tests were

conducted to analyze the between-group differences in intrinsic and extrinsic motivation

for Generation X and Millennial United States street-level police officers. The

independent variable in this analysis corresponded to generational cohort, Generation X

and Millennial, and the dependent variable corresponded to motivational preference.

Assumptions of the t-test include a bivariate independent variable, a continuous

dependent variable, no extreme outliers, normal distribution of the dependent variable,

and homogeneity of variance (Hancock et al., 2019).

The first assumption of the t-test was that the dependent variables, scores on the

intrinsic and extrinsic motivation scales, were continuous. The second assumption of the

t-test was also met because the independent variable consisted of two independent

groups, Generation X and Millennials. The third assumption, independence of

observation, was also met because each participant could only belong to one group. The

fourth assumption, no significant or extreme outliers, was assessed in SPSS by running

histograms to ensure no values had the potential to negatively impact the results. To test

the fifth assumption, normal distribution of the dependent variable in each group of the

independent variable, a Shapiro-Wilk test of normality was used. The sixth and final

assumption of the *t*-test, homogeneity of variance, was tested in SPSS using the Levene's

test for homogeneity of variances to identify if sample sizes were vastly different from

one another.

RQ3: Is there an association between intrinsic motivational preference scores and

organizational commitment by generational cohort?

$H_0 3$: There is no association between intrinsic motivational preference scores and

organizational commitment by generational cohort.

$H_1 3$: There is an association between intrinsic motivational preference scores and

organizational commitment by generational cohort.

RQ4: Is there an association between extrinsic motivational preference scores and

organizational commitment by generational cohort?

$H_0 4$: There is no association between extrinsic motivational preference scores and

organizational commitment by generational cohort.

$H_1 4$: There is an association between extrinsic motivational preference scores and

organizational commitment by generational cohort.

To address the third and fourth research questions, multiple linear regressions

were conducted to determine if there was an association between motivational preference

and organizational commitment by generational cohort. A multiple linear regression was the most appropriate statistical test to run because I aimed to determine the relationship between a continuous dependent variable on two predictors. Before analyses took place, assumptions of the multiple linear regression were assessed which included a continuous dependent variable, two or more continuous or categorical independent variables, independence of observations or residuals, a linear relationship between independent and dependent variables, homoscedasticity, multicollinearity, no extreme outliers, and a normal distribution of the data (Hancock et al., 2019).

The first assumption of the multiple linear regression was that the dependent variable is continuous. This assumption was met because each dependent variable was being measured by a scale. The second assumption was also met because there were two independent variables or predictors for each multiple regression analysis. Assumption three, independence of observations, was tested in SPSS by running the Durbin-Watson statistic. The fourth assumption, a linear relationship between the dependent variable and all of the independent variables, was tested by analyzing scatterplots in SPSS. The fifth assumption, homoscedasticity, was assessed in SPSS by also checking the scatterplots. The sixth assumption was multicollinearity and was tested in SPSS by assessing the correlation coefficients and Tolerance VIF values. The seventh assumption was tested to ensure there were no significant outliers by analyzing histograms. Standardized values were determined for each scale-level variable. Values exceeding those standardized scores were considered outliers. The final assumption, check that the residuals are normally distributed, was also tested by analyzing histograms.

Threats to Validity

According to Groves et al. (2009), there should be efforts made to reduce any discrepancies or gaps between the constructs being measured within a study and the instruments utilized to measure such constructs. Construct validity refers to the extent to which the chosen measures relate to the constructs being studied (Groves et al., 2009). Construct validity in this study was supported by properly operationalizing all of the variables being assessed. In the current literature, researchers define generational cohort differently (Costanza & Finkelstein, 2015; Edge, 2014; Fishman, 2016; Heyns & Kerr, 2018; Lyons et al., 2015; Lyons & Kuron, 2014). I used the most common definitions of generational cohort (Generation X individuals share relative birth years ranging from 1965 and 1981; Millennials range from 1982 and 2000), but note that other studies may slightly differ in regard to the range of birth years used to define generational cohort (Heyns & Kerr, 2018).

Potential threats to internal validity that any study could face include history, maturation, testing, instrumentation, statistical regression, experimental mortality, and selection-maturation (Lund Research, 2012). A potential threat to the internal validity of this study was history. This refers to possible changes in environmental experienced by the participants either before or during the study (Lund Research, 2012). A participant's history could have had an impact on the scores of the variables being measured or could have potentially impacted the scores in one generational cohort more than the other (Lund Research, 2012). Historical factors were beyond the control of this study. Another potential threat to internal validity in this study was the participants' willingness

to disclose information regarding their motivational preference and organizational commitment within the workplace. To overcome this challenge, participants were made aware in the online consent form that their responses were anonymous. In addition, participants were not asked to share any personally identifiable information in this study. Participants were informed in the online consent that only I would be able to access their individual survey responses; however, the results of the study would only be reported in the aggregate. There was no manipulation of variables in this study and all variables represented self-report results from the sample.

Other threats regarding internal validity, such as maturation, instrumentation, experimental mortality, were minimized by implementing a quantitative, cross-sectional design and choosing reliable and valid instruments for the current study. The measurement tools used in the current study, the WPI and the OCQ, were attained through PsycTESTS, have been tested to ensure statistical reliability and validity, and have been used in previous research which has also measured motivational preference and organizational commitment in the workplace (Achakul & Yolles, 2013; Afif, 2018; Angle & Perry, 1981; Hadi & Adil, 2010).

A potential threat to external validity included the use of a non-probability sampling strategy to measure motivational preference and organizational commitment across Generation X and Millennial street-level police officers working in agencies across the United States. The use of a convenient sample was chosen as it allowed for easy access to the participants. However, this type of sampling strategy could have

impacted the representativeness of the sample and generalizability to a larger population (Warner, 2013).

Ethical Procedures

Before data collection took place, Walden University's IRB approval was granted to ensure all participants were protected. The IRB approval number for this study is 08-12-20-0984071. All IRB documentation is included as appendices. If any ethical concerns were to arise in this study, I had a plan in place to inform the IRB and seek their guidance on next steps to ensure the protection of all participants and police agencies in this study.

This study was designed to be implemented in a manner that posed minimal risk to all participants. The seven police contacts provided me with their email agreement to participate in the current study. They agreed to disseminate the survey to all of their street-level police officers by forwarding my email to the participants. There was an informed consent form that participants must have acknowledged and agreed to prior to completing the online survey. This ensured that the participants were fully informed before selecting "NEXT" and agreeing to continue their participation in the study by completing the online survey. There was no pressure or coercion from me towards any individuals to participate in the current study, and no incentives were given to individuals who participated. In addition, participants were made aware in the consent form that they could discontinue their participation in the study at any point in time by exiting out of the online survey. I ensured that the identity of all participating police agencies and individual participants was anonymous, meaning that the information they provided

could not be linked back to them in any way. The information collected in the survey was used for the sole purpose of this study. Numbers were used to identify participants once the data were collected. All of the information collected in the online survey has been stored on a password protected computer that only I use. The data was encrypted with a password. The data will be stored for a total of five years in that same location, until being destroyed after that timeframe.

Summary

In conclusion, Chapter 3 of this research study provided information regarding the non-experimental research design and rationale, the United States street-level police officers population, and the sample and sampling procedures. This study used a convenience sample because it allowed for data to be collected from a group of individuals that were easy for me to access. In addition, instrumentation such as the WPI and the OCQ were discussed in detail along with the reliability, validity, and justification for the use of both instruments. Demographic questions were asked to better understand the characteristics of the sample. The WPI, OCQ, and demographic questions were included in a single online survey, via SurveyMonkey, and were distributed by the police contacts to the work emails of all street-level police officers employed across the seven participating police agencies. Chapter 3 also detailed the operationalization of variables being used in the current study which included intrinsic motivation, extrinsic motivation, organizational commitment, and generational cohorts. Finally, Chapter 3 detailed the data analysis plan, threats to validity, and ethical protection of the participants. All IRB standards were upheld to ensure the protection of all participating police agencies and

police personnel in this study. Chapter 4 of this study will provide details regarding the data collection and the results of this study.

Chapter 4: Results

Introduction

The purpose of this quantitative study was to determine the extent to which motivational preference in the workplace and organizational commitment statistically differed across Generation X and Millennial street-level police officers working in the United States. There were four main research questions and corresponding hypotheses driving this study:

RQ1: Is there a difference in intrinsic motivational preference scores between Generational X and Millennial street-level police officers?

$H_0 1$: There is no significant difference between intrinsic motivational preference scores between Generation X and Millennial street-level police officers.

$H_1 1$: There is a significant difference between intrinsic motivational preference scores between Generation X and Millennial street-level police officers.

RQ2: Is there a difference in extrinsic motivational preference scores between Generation X and Millennials street-level police officers?

$H_0 2$: There is no significant difference between extrinsic motivational preference scores between Generation X and Millennial street-level police officers.

$H_1 2$: There is a significant difference between extrinsic motivational preference scores between Generation X and Millennial street-level police officers.

RQ3: Is there an association between intrinsic motivational preference scores and organizational commitment by generational cohort?

$H_0$3: There is no association between intrinsic motivational preference scores and organizational commitment by generational cohort.

$H_1$3: There is an association between intrinsic motivational preference scores and organizational commitment by generational cohort.

RQ4: Is there an association between extrinsic motivational preference scores and organizational commitment by generational cohort?

$H_0$4: There is no association between extrinsic motivational preference scores and organizational commitment by generational cohort.

$H_1$4: There is an association between extrinsic motivational preference scores and organizational commitment by generational cohort.

The gap in the literature that was explored in this study was the extent to which motivational preferences and organizational commitment significantly differed between Generation X and Millennial United States street-level police officers. Results from this study are presented in Chapter 4. This chapter also provides an overview of the data collection process and demographic information regarding the sample. Information regarding the data analysis and presentation of findings organized by the four research questions will also be presented in this chapter. Chapter 4 concludes with a summary of the findings and an introduction to Chapter 5.

Data Collection

The sample for this study was composed of street-level police officers working in police agencies across the United States. To invite individuals to participate, I sent an email to contacts at the participating police agencies, who then forwarded my email

communication to all of their street-level police officers. Invitations to participate were emailed to the police contacts on August 17, 2020. These individuals sent the invitations to all of their street-level police officers on the same day. Police contacts also sent follow-up, reminder e-mails on Monday, August 24, 2020 to all participants since it could not be determined who already took the online survey or not. The online survey was closed on Monday, August 31st at the end of the day. The sampling strategy used in this study was a convenient sample because this was the easiest way for me to access potential street-level police officer participants (Warner, 2013). As with any study that implements a non-probability sample strategy, results should be interpreted with caution as this type of sampling strategy could impact the generalizability of the results since it was not a random sample (Warner, 2013). However, I invited street-level police personnel from seven agencies across the United States in an effort to recruit a large sample that would provide insights into the population as a whole. Even using a non-probability sampling strategy, characteristics from the sample reflected similar proportions to the larger population as a whole, such as the percentage of women in the field of law enforcement being approximately 13% and the percentage of women in the sample being 15% (United States Department of Justice, 2019). The sample was comprised of 221 men and 40 women who identified with the following ethnic groups: Caucasian, Hispanic/Latino, Black/African American, Asian/Pacific Islander, Native American/American Indian, or other. Participants reported to be over 18 years of age, with 132 individuals identifying as members of the Generation X cohort and 129 individuals identifying as members of the Millennial cohort. Level of education of the

participants ranged from high school to master's degree. Length of service for those who participated in the study ranged from less than 1 year of service to 31 years of service. Approval to conduct this study was granted by the Walden University IRB on August 11, 2020, prior to data collection (Approval Number 08-12-20-0984071). There were no discrepancies from the data plan presented in Chapter 3.

Results

There was a total of 307 respondents that took the online survey. From the 307 respondents, 46 respondents were excluded because their surveys were not fully completed or the individual identified with a generational cohort which was not Generation X or Millennial, yielding the number of complete and usable surveys at 261.

The demographic questionnaire asked at the end of the online survey was used to gather descriptive information about the participants. The demographic data collected included birth year, length of service at the current police agency, sex, highest level of education, ethnicity, and marital status. Descriptive statistical analyses conducted on the data provided by the 261 respondents showed that 40 (15%) respondents were women and 221 (85%) respondents were men. Ages of the participants ranged from 22 to 55 years. There were 132 (51%) Generation X participants and 129 (49%) Millennial participants. There were 181 (69%) participants who reported being Caucasian (White), 52 (20%) as Hispanic or Latino, 16 (6%) reported as Black or African American, three (1%) reported as Asian/Pacific Islander, two (<1%) reported as Native American or American Indian, and seven (3%) reported as Other. There were 178 (68%) participants who reported being married, while 83 (32%) reported being single. Length of service

ranged from less than 1 year to 31 years at their current police agency. Data were also obtained for the highest level of education of respondents. The results of highest level of education achieved were: high school ($n = 39$; 15%), associate's degree ($n = 69$; 26%), bachelor's degree ($n = 123$; 47%), and master's degree ($n = 30$; 11%). This demographic information is displayed in Table 1.

Table 1

Demographic Information

Descriptive statistics	Overall ($N = 261$)	Generation X ($N = 132$)	Millennial ($N = 129$)
Gender			
Male	221 (85%)	120 (46%)	101 (39%)
Female	40 (15%)	12 (5%)	28 (11%)
Age			
Generation X	132 (51%)	132 (51%)	0 (0%)
Millennial	129 (49%)	0 (0%)	129 (51%)
Level of education			
High school	39 (15%)	18 (7%)	21 (8%)
Associate's degree	69 (26%)	40 (15%)	29 (11%)
Bachelor's degrees	123 (47%)	57 (22%)	66 (25%)
Master's degree	30 (11%)	17 (7%)	13 (5%)
Ethnicity			
Caucasian (White)	181 (69%)	102 (39%)	79 (30%)
Hispanic/Latino	52 (20%)	20 (8%)	32 (12%)
Black/African American	16 (6%)	6 (2%)	10 (4%)
Asian/Pacific Islander	3 (1%)	0 (0%)	3 (1%)
Native American/ American Indian	2 (<1%)	2 (<1%)	0 (0%)
Other	7 (3%)	2 (1%)	5 (2%)
Marital status			
Married	178 (68%)	109 (42%)	69 (26%)
Single	83 (32%)	23 (9%)	60 (23%)
Length of service			
Less than 1 year	4 (1%)	0 (0%)	4 (1%)
1-5 years	74 (28%)	7 (3%)	67 (26%)
6-10 years	46 (18%)	16 (6%)	30 (11%)
11-15 years	50 (19%)	25 (10%)	25 (10%)

16-20 years	51 (20%)	48 (18%)	3 (1%)
Over 20 years	36 (14%)	36 (14%)	0 (0%)

Prior to analyses, internal reliability using Cronbach's alpha was evaluated to ensure that each scale was greater than .70. Cronbach's alpha for all items on the OCQ was .924, indicating high internal reliability for this specific sample. Cronbach's alpha for the intrinsic motivation subscale on the WPI was .732, indicating high internal reliability for this scale with this specific sample. Cronbach's alpha for the extrinsic motivation subscale on the WPI was .608, indicating adequate internal reliability for this specific sample. Because this value was less than .70, caution should be taken when interpreting the following results. Mean and standard deviations on each scale by generational cohort are presented in Table 2.

Table 2

Mean Values for Scales by Generational Cohort

Scale	Generation X		Millennials	
	M	*SD*	*M*	*SD*
Intrinsic motivation	43.88	5.33	42.12	5.22
Extrinsic motivation	34.33	5.02	34.45	4.79
Organizational commitment	72.81	19.85	71.69	19.86

Research Question 1

An independent samples t-test was conducted using SPSS to answer the first research question which aimed to evaluate if there was a statistically significant difference in intrinsic motivational preference between Generation X and Millennial street-level police officers. Before conducting the t-test, SPSS was used to ensure all six assumptions had been met to elicit valid statistical results of the test. The first

assumption of the t-test was a continuous dependent variable. The dependent variable was intrinsic motivation which was measured by scores on the Intrinsic Motivation subscale of the WPI. The second assumption of the t-test was that the independent variable consists of two independent groups. This assumption was met as the independent variable consisted of Generation X and Millennials. The third assumption, independence of observation, was also met because each participant could only belong to one group. The fourth assumption, no significant or extreme outliers, was assessed in SPSS by running histograms to ensure no values had the potential to negatively impact the validity of the results. The fifth assumption, normal distribution of the dependent variable in each group of the independent variable, was tested using a Shapiro-Wilk test. Although the results from the Shapiro-Wilk test of normality were slightly less than .05, the data were not too far away from a normal distribution. However, caution should still be taken when interpreting the results. The sixth and final assumption of the t-test, homogeneity of variance, was met as the sample sizes of the two generational cohort groups were similar with Millennials having 129 and Generation X having 132. In addition, Levene's test indicated a value greater than .05, which also means that equal variances were assumed.

Results of the independent samples t-test indicated that intrinsic motivational preference scores between Generation X participants ($M = 42.12$, $SD = 5.22$, n = 132) and Millennials ($M = 43.88$, $SD = 5.33$, n = 129) was statistically significant at the .05 level of ($t(259) = 2.69$, $df = 259$, $p < .05$.). On average, intrinsic motivation was higher for Millennial street-level police officers compared to Generation X street-level police

officers. Therefore, the null hypothesis for RQ1 which suggested that there was no statistically significant difference between intrinsic motivational preferences for Generation X and Millennial street-level police officers was rejected.

Research Question 2

The second research question aimed to identify if there was a difference in extrinsic motivation preference between Generation X and Millennial street-level police officers. An independent samples t-test was also used to address this research question. Before conducting the t-test, SPSS was used to again ensure all six assumptions had been met to provide valid statistical results of the test. The first assumption of the t-test was a continuous dependent variable. The dependent variable was extrinsic motivation which was measured by scores on the Extrinsic Motivation subscale of the WPI. The second assumption of the t-test was that the independent variable consisted of two independent groups. This assumption was met as the independent variable consisted of Generation X and Millennials. The third assumption, independence of observation, was also met because each participant could only belong to one group. The fourth assumption, no significant or extreme outliers, was assessed in SPSS by running histograms to ensure no values had the potential to negatively impact the validity of the results. To test the fifth assumption, normal distribution of the dependent variable in each group of the independent variable, a Shapiro-Wilk test of normality was used. Although the results from the Shapiro-Wilk test of normality indicate a score of slightly less than .05, the data did not drastically differ from a normal distribution. However, caution should still be taken when interpreting the results. The sixth and final assumption of the t-test,

homogeneity of variance, was met as sample sizes across the two groups were very

similar. Levene's test also indicated a value greater than .05, meaning that equal

variances were assumed.

Results of the independent samples t-test indicated that the extrinsic motivational

preference scores between Generation X participants ($M = 34.45$, $SD = 4.79$, n = 132) and

Millennials ($M = 34.33$, $SD = 5.02$, n = 129) was not a statistically significant at the .05

level ($t(259) = -.200$, $df = 259$, $p = 0.84$). On average, extrinsic motivation scores were

similar for Generation X and Millennial street-level police officers. Therefore, the null

hypothesis for RQ2, which suggested that there was no significant difference between

extrinsic motivation preferences between Generation X and Millennial street-level police

officers, was accepted.

Research Question 3

The third research question aimed to identify if there was an association between

intrinsic motivation preference and organizational commitment by generational cohort.

Before the statistical analysis could take place to answer this research question, there

were eight assumptions that had to be met to ensure validity of the results.

The first assumption of the multiple linear regression was a continuous dependent

variable. This assumption was met because each dependent variable was being measured

by a scale. The second assumption was also met because there were two independent

variables or predictors for each multiple regression analysis. Assumption three,

independence of observations, was also met because each participant could only belong

to one group. The fourth assumption, a linear relationship between the dependent variable

and all of the independent variables, was tested by analyzing scatterplots in SPSS. The

fifth assumption, homoscedasticity, was assessed in SPSS by also checking a scatterplot

of the residuals. The sixth assumption was multicollinearity and was tested in SPSS by

assessing the Tolerance and VIF values. The VIF values were below 10 and Tolerance

values were above .20 which indicated that this assumption was also met. The seventh

assumption was tested to ensure there were no significant outliers by analyzing

histograms and running the Mahalanobis test. Mahalanobis distances were compared to

chi-square distribution with the same degrees of freedom. No multivariate outliers were

present as all probability values were greater than .001. The final assumption, check that

the residuals are normally distributed, was also tested by analyzing histograms.

To understand the differences in generational cohort, a two-step process was

implemented. First, a multiple linear regression was conducted with the entire dataset to

determine if intrinsic motivation was associated with organizational commitment while

controlling for demographic variables such as education, ethnicity, and gender. The age

variable was not included in this model as it aligned with the generational cohort

variable. Results from the multiple linear regression revealed that the model of intrinsic

motivation, education, race, and gender were not associated with organizational

commitment $R^2 = .029$, $F(4, 256) = 1.92$, $p = .108$. However, intrinsic motivation was

associated with organizational commitment ($p < .05$) with regression coefficient $B = .47$,

95% C.I. [.002, .93] which suggests that with each one unit increase of intrinsic

motivation, organizational commitment increased by .47 units for all street-level police

personnel. See Table 3 for results.

Table 3

Results for the Linear Regression Analysis of Intrinsic Motivation and Demographic
Variables Associated with Organizational Commitment

Variable	*B*	*SE B*	β	95% CI
Intrinsic motivation	.47*	.24	.13	[.002, .93]
Education	-2.12	1.43	-.09	[-4.94, .694]
Ethnicity	-.84	.92	-.06	[-2.65, .963]
Gender	3.45	3.41	.06	[-3.27, 10.17]

* Significant at the .05 level of significance ($p < .05$)

In the second step of the analysis, the data file was split so that a regression could

be run for each generational cohort to identify differences between Generation X and

Millennials. Each group in the split file exceeded the number of participants required to

satisfy minimum power. All assumptions of the split file multiple linear regression were

again confirmed as met. Results from the multiple linear regression for Millennials

revealed that the overall model was not statistically significant in that intrinsic

motivation, education, ethnicity, and gender together were not associated with

organizational commitment for Millennials, $R2 = .052$, $F(4, 124) = 1.69$, $p = .16$.

However, gender was associated with organizational commitment ($p < .05$) in the

Millennial cohort with regression coefficient $B = 8.74$, 95% C.I. [.29, 17.18]. Males were

coded as 1 in the data and females were coded as 2 which suggests that with female

Millennial street-level police personnel, organizational commitment increased by 8.74

units. Results from this analysis can see been in Table 4.

Table 4

Results for the Linear Regression Analysis of Intrinsic Motivation and Demographic
Variables Associated with Organizational Commitment for Millennials

Variable	*B*	*SE B*	β	95% CI
Intrinsic motivation	.347	15.70	.09	[-.32, 1.01]
Education	-1.22	2.04	-.05	[-5.25, 2.82]
Ethnicity	.11	1.22	.01	[-2.30, 2.52]
Gender	*8.74	4.27	.18	[.29, 17.18]

* Significant at the .05 level of significance ($p < .05$)

Results from the multiple linear regression for Generation X revealed that the overall model was also not statistically significant in that intrinsic motivation, education, ethnicity, and gender together were not associated with organizational commitment for Generation X, R2 = .047, F(4, 127) = 1.56, p = .19. Results can be seen in Table 5.

Table 5

Results for the Linear Regression Analysis of Intrinsic Motivation and Demographic
Variables Associated with Organizational Commitment for Generational X

Variable	*B*	*SE B*	β	95% CI
Intrinsic motivation	.54	.34	.14	[-.13, 1.20]
Education	-2.70	1.01	-.12	[-6.68, 1.28]
Ethnicity	-2.03	1.42	-.13	[-4.84, 7.82]
Gender	-6.51	5.98	-.10	[-18.25, 5.32]

* Significant at the .05 level of significance ($p < .05$)

Therefore, the null hypothesis which suggested that there was no association between intrinsic motivational preference scores and organizational commitment by generational cohort was supported.

Research Question 4

The fourth and final research question aimed to identify if there was an association between extrinsic motivation preference and organizational commitment by generational cohort. Before the statistical analysis could take place to answer this research question, there were eight assumptions that the data had to meet to ensure validity of the results.

The first assumption of the multiple linear regression was a continuous dependent variable. This assumption was met because the dependent variable, organizational commitment, was measured by a scale. The second assumption was also met because there were two independent variables, or predictors, for each multiple regression analysis. Assumption three, independence of observations, was also met because each participant could only belong to one group. The fourth assumption, a linear relationship between the dependent variable and all of the independent variables, was tested by analyzing scatterplots in SPSS. The fifth assumption, homoscedasticity, was assessed in SPSS by analyzing a scatterplot of the residuals. The sixth assumption was multicollinearity and was tested in SPSS by assessing the Tolerance and VIF values. The VIF values were below 10 and Tolerance values were above .20 which indicated that this assumption was also met. The seventh assumption was tested to ensure there were no significant outliers by again analyzing histograms and running the Mahalanobis test. Mahalanobis distances were compared to chi-square distribution with the same degrees of freedom. No multivariate outliers were present in this analysis as all probability values were greater

than .001. The final assumption, check that the residuals are normally distributed, was also tested by analyzing histograms.

To understand the differences in generational cohort, a two-step process was implemented. First, a linear regression was conducted with the entire dataset to determine if extrinsic motivation was a predictor of organizational commitment while controlling for demographic variables such as education, race, and gender. Again, age was not included in this analysis as this variable aligned with the generational cohort variable. Results from the multiple linear regression revealed that extrinsic motivation, education, race, and gender did have a statistically significant association with organizational commitment in the model, R2 = .040, F(4, 256) = 2.57, p < .05). Extrinsic motivation was highly associated with organizational commitment in this model as the regression coefficient: B = -.65, 95% C.I. [-1.15, -.15] suggested that with each one unit increase of extrinsic motivation, organizational commitment decreases by .65 units for all street-level police officers. The R^2 value of 0.04 associated with this regression model suggests that these variables account for approximately 4% of the variation in organizational commitment. Therefore, 96% of the variation can be attributed to other variables. See Table 6 for results.

Table 6

Results for the Linear Regression Analysis of Extrinsic Motivation and Demographic Variables Associated with Organizational Commitment

Variable	B	*SE B*	β	95% CI
Extrinsic motivation	-.65*	.26	-.16	[-1.15, -.15]
Education	-1.93	1.42	-.09	[-4.73, .88]

Race	-.15	.90	-.01	[-1.92, 1.63]
Gender	2.75	3.42	.05	[-1.15, -.15]

* Significant at the .05 level of significance ($p < .05$)

In the second step of this analysis, the data file was split to run a linear regression analysis with Generation X and Millennials to identify differences within the generational cohorts. Each group in the split file exceeded the number of participants required to satisfy minimum power. All assumptions of the split file multiple linear regression were also confirmed as met. Results from the multiple linear regression for Millennials revealed that the overall model was statistically significant in that extrinsic motivation, education, ethnicity, and gender together were associated with organizational commitment for Millennials, $R2 = .11$, $F(4, 124) = 3.72$, $p < .05$. The regression coefficient $B = -1.05$, 95% C.I. [-1.75, -.35] associated with extrinsic motivation scores suggests that with each one unit increase of extrinsic motivation, organizational commitment decreases by 1.05 for Millennial street-level police officers. The R^2 value of 0.11 associated with this regression model suggests that extrinsic motivation accounts for approximately 11% of the variation in organizational commitment for Millennial street-level police officers. Approximately 89% of the variance can be attributed to other variables. Table 7 shows the results from this analysis.

Table 7

Results for the Linear Regression Analysis of Extrinsic Motivation and Demographic Variables Associated with Organizational Commitment for Millennials

Variable	*B*	*SE B*	β	95% CI
Extrinsic motivation	*-1.05	.35	-.27	[-1.75, -.35]

Education	-.22	2.00	-.01	[-4.19, 3.75]
Race	.93	1.18	.07	[-1.41, 14.84]
Gender	6.53	4.20	.14	[-1.78, 14.84]

* Significant at the .05 level of significance ($p < .05$)

Although results show that there was a statistically significant relationship between extrinsic motivation and organizational commitment for Millennial street-level police officers, results from an additional regression revealed that there was not a statistically significant association between extrinsic motivation, education, ethnicity, and gender with organizational commitment for Generation X street-level police officers in the model, $R2 = .031$, $F(4, 127) = 1.03$, $p = .39$. Table 8 details the results for this analysis.

Table 8

Results for the Linear Regression Analysis of Extrinsic Motivation and Demographic Variables Associated with Organizational Commitment for Generational X

Variable	*B*	*SE B*	β	95% CI
Extrinsic motivation	-.25	.37	-.06	[-.97, .48]
Education	-2.81	2.03	-.13	[-6.83, 1.21]
Race	-1.45	1.41	-.09	[-4.23, 1.33]
Gender	-6.70	6.04	-.10	[-18.67, 5.27]

* Significant at the .05 level of significance ($p < .05$)

Therefore, the null hypothesis which suggested that there was no association between extrinsic motivational preference scores and organizational commitment by generational cohort was partially supported.

Summary

There was a total of 307 respondents to the online survey. However, 46 were excluded because their surveys were not fully completed or they did not identify with the Generation X or Millennial generational cohorts, which left a total of 261 complete and usable survey responses. Data analyses were performed using SPSS version 25 for Mac. There were four research questions in the current study which included: RQ1: Is there a difference in intrinsic motivational preference scores between Generational X and Millennial street-level police officers? RQ2: Is there a difference in extrinsic motivational preference scores between Generation X and Millennials street-level police officers? RQ3: Is there an association between intrinsic motivational preference scores and organizational commitment by generational cohort? RQ4: Is there an association between extrinsic motivational preference scores and organizational commitment by generational cohort? Results from the first research question indicated that intrinsic motivation statistically differed between generational cohort, with Millennial street-level police officers having higher overall intrinsic motivation than Generation X street-level police officers. Results from the second research question indicated that extrinsic motivation scores did not significantly differ across Generation X and Millennial street-level police officers. Results from the third research question indicated that there was an association between intrinsic motivation and organizational commitment in that every 1 unit increase in intrinsic motivation was associated with a .47 increase in organizational commitment for all street-level police personnel. Results also indicated that female Millennial street-level police officers exhibited higher organizational commitment than

their male coworkers. However, there was no statistically significant association in intrinsic motivation and organizational commitment between generational cohorts of street-level police officers. Results from the fourth research question indicated that there was a statistically significant relationship between extrinsic motivation and organizational commitment, overall and for Millennial street-level police personnel in that every 1 unit increase in extrinsic motivation was associated with decrease of 1 unit in organizational commitment for Millennial street-level police officers.

Chapter 5 provides an interpretation of these findings, limitations of this study, recommendations, practical applications to the field of law enforcement, and implications for social change.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

The purpose of this quantitative study was to identify the motivational preferences and organizational commitment differences between Generation X and Millennial street-level police officers working in the United States. The key findings of the study were that a statistically significant difference was found between intrinsic motivational preference scores for Generation X and Millennial street-level police officers. This result indicated that Millennials had higher intrinsic motivational preference scores than their Generation X peers. It should also be noted that extrinsic motivational preference scores were analyzed between the two generational cohorts, but Generation X and Millennial street-level police officers did not statistically differ in this respect. While intrinsic motivation was found to be associated with organizational commitment overall, when the data were separated by generational cohort, there was no statistically significant association in regard to intrinsic motivation and organizational commitment. Results also found that female Millennial street-level police officers exhibited higher organizational commitment than their male coworkers. Finally, Millennials were found to have a statistically significant association between extrinsic motivation and organizational commitment. This indicated that as extrinsic motivation increased for Millennial street-level police officers, their organizational commitment decreased.

Chapter 5 provides an interpretation of these findings as well as the limitations of this study. Chapter 5 also provides future recommendations and practical applications to the field of law enforcement. Finally, Chapter 5 provides implications for social change.

Interpretation of Findings

As detailed throughout Chapter 2, there are four generational cohorts in the workforce today; however, Generation X and Millennials were the two main cohorts in the field of law enforcement at the time that this study took place (Fishman, 2016; Reaves, 2012). Generation X is comprised of individuals born between the years of 1965 and 1981, and Millennials includes those born between the years of 1982 and 2000 (Fishman, 2016). Current literature has identified notable differences between generational cohorts who work in typical office settings in that members of Generation X are largely motivated in the workplace by intrinsic drivers, versus Millennials who are motivated in the workplace by external drivers (Hansen & Leuty, 2012; Heyns & Kerr, 2018; Lyons & Kuron, 2014). In generational research for those working in typical office settings, Millennials have also been found to have less organizational commitment than other generations in the workforce today and typically do not stay at their job as long as members from the Generation X cohort (Lyons & Kuron, 2014).

Results from this study extended knowledge in the discipline by finding that United States street-level police officers differed in their intrinsic motivational preferences scores, with Millennials having higher intrinsic motivation than Generation X. This finding does not align with the current literature as Generation X workers who are employed in typical office settings have been found to have higher intrinsic motivation than their Millennial peers (Lyons & Kuron, 2014). However, results from this study found that extrinsic motivational preference scores did not statistically differ across generational cohort. This means that both Millennial and Generation X street-

level police officers had similar extrinsic motivational preference scores in the workplace. These findings also do not align with the current literature, as Millennials employed in typical office settings have been found to have higher extrinsic motivation than their Generation X peers (Lyons & Kuron, 2014). Based on this information, it should be noted that United States street-level police officers differ in their motivations from workers who have been studied in typical office settings.

Furthermore, results from this study extended the knowledge of the field by finding that intrinsic motivation was associated with organizational commitment in that higher levels of intrinsic motivation were associated with increased levels of organizational commitment, but generational cohorts did not statistically differ in this respect. In addition, female Millennial street-level police officers had higher organizational commitment than their male coworkers. Results also found that extrinsic motivation was associated with organizational commitment, both overall and for Millennials especially. This means that Millennial street-level police officers who had higher extrinsic motivational preferences had lower organizational commitment. These results align with the current literature in that research in typical office settings has also found that intrinsic motivation in the workplace is related to higher organizational commitment, while extrinsic motivation in the workplace is related to lower organizational commitment (Hansen & Leuty, 2012).

Limitations of the Study

There are limitations to the current study which should be noted. As discussed in Chapter 3, there were some shortcomings that had the potential to impact the validity of

the study. The first limitation was that a cross-sectional design was implemented. This means that motivational preference and organizational commitment were measured at a single point in time for United States street-level police officers instead of following the participants to understand possible changes in these concepts over their time in the field. An additional limitation was associated with the t-test assumption which ensured that the data was normally distributed. Although there were no extreme outliers in the data and the data did not significantly differ from a normal distribution, the Shapiro-Wilks values were slightly less than .05. Consequently, I noted that caution should be taken when interpreting the results. Another limitation was that participation in this study was voluntary for all street-level police officers. This means that those who opted not to participate in the study could have rated motivational preference and organizational commitment differently than those who chose to complete the survey and participate in the study. These data could have impacted results. Another limitation of this study was the implementation of an online, self-report survey. This type of survey has potential for bias, and it is unknown exactly who took the online survey. However, survey questionnaires, especially online surveys, are commonly used in research methodology as the merits of implementing an online survey outweighed the disadvantages as mentioned in Chapter 3 (Evans & Mathur, 2005; Groves et al., 2009).

When this study was conducted in 2020, there were two major, unprecedented events happening concurrently. The first was the COVID-19 pandemic. This pandemic had a large influence on the world and significantly impacted police officers and their operations across the United States (Lum, Maupin, & Stoltz, 2020). Many substantial

changes were implemented in police agencies which included additions and modifications to policies and procedures, adjustments to departmental operations, and variations in training protocols. According to Lum et al. (2020), over 90% of police agencies in the United States reported that they had made modifications to the way in which their officers responded to calls for service as a result of COVID-19. In addition, first responders served on the frontlines of the pandemic and worked through new stressors associated with the increased risk of exposure to COVID-19 and new ways of executing police work (Lum et al., 2020). The second major event(s) which occurred while this study took place was social unrest, riots, and protests across the country (American Psychological Association, 2020). Both the COVID-19 pandemic and the social unrest had a significant impact on the United States, and especially those working in the field of law enforcement at that time. It cannot be known exactly how these two large events impacted the results of this study. However, it should be noted that these unprecedented occurrences likely had a large effect on police personnel, their attitudes, and their beliefs as they served as frontline workers and the participants in this study.

Recommendations

Based on the findings from this study and the limitations, I offer suggestions for future research studies for those who wish to replicate or build upon the current study. First, future research studies could glean valuable insights by collecting information regarding police rank. This study was the first of its kind to research the statistical differences of motivational preference and organizational commitment between generational cohorts of street-level police officers. This study specifically focused on

street-level police officers because their work differs drastically from typical office settings which have been studied in the past. Future studies can incorporate police ranks to identify more differences in motivational preference and organizational commitment for police who work in different positions across police agencies. This rank information was not collected in the current study, but it would be interesting to know how police rank would relate to motivational preference and organizational commitment across generation cohorts for United States police officers.

Another recommendation for future research would be to replicate this study with a larger sample of police officers. This would include a greater spread of ages to include other generational cohorts, genders, and ethnicities of street-level police officers. Another recommendation for future research would be to collect data through qualitative interviewing methodology, as this will allow future researchers to better understand the detail rich information regarding officer's lives in the field.

Future studies could also implement a longitudinal research design to collect data from participants over a period of time to explore changes in motivational preference and organizational commitment for members of each generational cohort in the field of law enforcement. It is also worth noting that as Generation X and Millennials age, there will be more generations entering the workforce. It is recommended that future research include new police officer generations as they enter the workforce.

Application to the Field of Law Enforcement

It is well-known that motivated and committed employees are essential for any organization to be successful (Heyns & Kerr, 2018). These concepts are especially

important for the field of law enforcement since police personnel are relied upon to maintain public order and safety. To further assist law enforcement agencies, the following pages detail suggestions for strategies that human resources and police leaders can implement to foster police officer workplace motivation and organizational commitment.

Motivation

As mentioned in Chapter 2, neither form of motivation, intrinsic or extrinsic, are considered superior over the other (Amabile et al., 1994; Locke & Schattke, 2019). However, the literature has proposed evidence that there are prominent differences between employees who are intrinsically motivated compared to those who are motivated by extrinsic factors (Amabile et al., 1994). Those who are intrinsically motivated in the workplace tend to have higher workplace satisfaction and are at less risk of burnout (Deci et al., 2017). Employees who are intrinsically motivated also tend to work harder and more efficiently than those who are only motivated by extrinsic factors in the workplace (Deci et al., 2017). When workplace motivation is purely extrinsic, employees tend to only complete a task when there is a clear reward. This causes their efforts in the workplace to become narrow, they are unable to work towards long-term goals, and this may ultimately have negative impacts on long-term performance and engagement in the workplace (Deci et al., 2017; Locke & Schattke, 2019).

The concept of intrinsic motivation has many practical applications for organizations and their personnel (Locke & Schattke, 2019). To foster intrinsic motivation in the workplace, organizations can encourage employees to work in positions

that they are interested in and that align with their previous work experiences. In addition, allowing flexibility in the role for employees to develop and explore new opportunities will also foster intrinsic motivation. Furthermore, organizations can encourage employees to reflect on their likes and dislikes in the position to help them identify opportunities they can capitalize on (Locke & Schattke, 2019).

Deci, Olafsen and Ryan (2017) found that when employees know their worth, feel purpose within their role, are able to work independently, and receive clear and constructive feedback from their supervisor, they are likely to become more intrinsically motivated and perform better, learn quicker, and overcome challenges in the workplace. Furthermore, additional studies have also identified that motivation, especially intrinsic, resembles a top-down effect (Colombat, Gillet, Huart, & Fouquereau, 2013). This means that motivation at a given level of the organization is heavily influenced by leadership and supervisors (Hoover, Jo, & Shim, 2015; Colombat et al., 2013). Direct supervisors have a large impact on their street-level police officer's motivation in the workplace.

To increase intrinsic motivation among police personnel, there are things that both the organization and supervisors can do to foster feelings of support among their street-level police officers. The first is to encourage law enforcement supervisors to lead by example and display the commitment and motivation they want their officers to exhibit. In addition to this, supervisors are encouraged to show recognition, approval, and appreciation for the good work that their street-level police officers are doing. Supervisors should also provide clear and consistent communication with their street-

level police officers to clearly define roles in the agency and provide access to trainings and professional skill development (Colombat et al., 2013).

Commitment

As mentioned in Chapter 2, studies have found that those higher levels of organizational commitment tend to also have higher job satisfaction and are also less likely to leave their organization (Porter et al., 1974). High organizational commitment in the field of law enforcement is indicative of lower turnover, lower levels of cynicism, less burnout in the field, less work absences, and greater support for community engagement and proactive policing (Johnson, 2015). Low organizational commitment in the field of law enforcement can have serious negative impacts on the police agency, public safety, and the individual police officer as low organizational commitment is tied to lower performance, lower productivity, lower ethical standards, and high turnover (Lambert et al., 2017; Moon & Jonson, 2012).

Many studies have also found that, like motivation, leadership also plays a large role in commitment among police personnel (Shim et al., 2015). To increase organizational commitment among street-level police officers, there must be support from supervisors as this will help decrease organizational stress for street-level police officers (Brunetto, Farr-Wharton, Shacklock, Shriberg, & Teo, 2017). Supervisors must clearly and effectively communicate to their diverse personnel, be ethical in their actions, provide training resources and opportunities, encourage collaboration, and be objective in their leadership (Can, Berkay Ege Can, & Hendy, 2017). Police officers, especially in today's world, need support at work from their supervisors as leadership is responsible

for providing the knowledge, skills, abilities, and resources required for street-level police officers to effectively do their jobs. Placing qualified individuals in police leader positions will enhance street-level police officer performance, foster intrinsic motivation, and increase commitment to the organization (Brunetto et al., 2017; Colombat et al., 2013; Shim et al., 2015).

Implications for Social Change

This research provided an original contribution to the field of psychology and law enforcement by identifying differences in intrinsic and extrinsic motivational preferences between Generation X and Millennials street-level police officers, identifying associations between intrinsic and extrinsic motivational preferences and organizational commitment between Generation X and Millennials street-level police officers.

Previous studies surrounding generational research, motivational preference, and organizational commitment have been conducted in and applied to typical office settings (Edge, 2014). However, results from this research study can help the field of law enforcement by providing the participating police agencies with information to better understand their personnel who belong to the Generation X and Millennial cohorts and identify factors that motivate police in each of these cohorts and foster their commitment to the police agency. With the new knowledge gleaned from this study, police agencies can provide better support to their police officers, improve trainings aimed at increasing officer motivation and commitment across generational cohorts, and foster a more positive work environment. This information could help agencies potentially increase employee performance and retain police officers (Oberfield, 2014).

Findings from this study may lead to positive social change because more police agencies can use this information to better understand their personnel from the Generation X and Millennial cohorts to make decisions regarding how to best motivate these individuals in the workplace. If police officers are highly motivated and committed in the workplace, the police agency will provide better services, and cut unnecessary costs by increasing employee performance and decreasing turnover rate (Kula, 2017). When street-level police officers from all generational cohorts are highly motivated in the workplace and committed to their police agency, they can effectively protect and serve their communities (Kula, 2017).

Conclusion

A sample of ($N = 261$) street-level police officers across the United States participated in the current study. The aim of this study was to fill a gap in the literature by determining the extent to which motivational preference in the workplace and organizational commitment differed across generational cohorts of street-level police officers working in the field of law enforcement. The WPI, OCQ, and basic demographic questions were used to measure these variables. Four research questions guided the current study which included: RQ1: Is there a difference in intrinsic motivational preference scores between Generational X and Millennial street-level police officers? RQ2: Is there a difference in extrinsic motivational preference scores between Generation X and Millennials street-level police officers? RQ3: Is there an association between intrinsic motivational preference scores and organizational commitment by generational cohort? RQ4: Is there an association between extrinsic motivational preference scores

and organizational commitment by generational cohort? Much of the previous literature focused on motivational preference and organizational commitment differences between generational cohorts of workers in typical office settings. This study was the first of its kind to research differences in these variables for street-level police officers working in police agencies across the United States.

Despite the current social climate and the direction of society, personnel will always be needed to enforce laws and protect communities. This study is unlike any other as it investigated motivational and organizational commitment differences between generational cohorts of U.S. street-level police officers during an unprecedented time of social unrest and the COVID-19 pandemic (American Psychological Association, 2020; Lum et al., 2020). By identifying what factors best motivate and foster commitment of street-level police officers from each generational cohort in the United States, organizations can help tailor their workplaces to best fit their personnel. The findings from this study can be used by both the field of psychology and the field of law enforcement to identify ways to increase police officer motivation and foster organizational commitment so that police agencies and their personnel can run efficiently and keep both themselves and their communities safe.

References

Achakul, C., & Yolles, M. (2013). Intrinsic and extrinsic motivation in personality:

Assessing knowledge profiling and the work preference inventory in a Thai

population. *Journal of Organizational Transformation & Social Change*, *10*(3),

196-217. doi: 10.2139/ssrn.205233

Afif, A. H. (2018). The relationship between perceived organizational supports with job

satisfaction and organizational commitment at faculty members of universities.

Sleep and Hypnosis, *20*(4), 290-293. doi: 10.5350/Sleep.Hypn.2018.20.0164

Amabile, T. M., Hill, K. G., Hennessey, B. A., & Tighe, E. M. (1994). Work preference

inventory: Assessing intrinsic and extrinsic motivational orientations. *Journal of

Personality and Social Psychology*, *66*(5), 950-967. doi: 10.1037/0022-

3514.66.5.950

American Psychological Association (2020). Stress in America 2020. Retrieved from

https://www.apa.org/news/press/releases/stress/2020/report-july

Androniceanu, A., Ciobanu, A., & Lazaroiu, G. (2019). An integrated psycho-

sociological perspective on public employees' motivation and

performance. *Frontiers in Psychology*, *10*(3), 1-7. doi:

10.3389/fpsyg.2019.00036

Angle, H. L., & Perry, J. L. (1981). An empirical assessment of organizational

commitment and organizational effectiveness. *Administrative Science Quarterly*,

26(1), 1-14. doi: 10.2307/2392596

Brunetto, Y., Farr-Wharton, R., Shacklock, K., Shriberg, A., & Teo, S. T. T., (2017). Individual and organizational support: Does it affect red tape, stress, and work outcomes of police officers in the USA? *Personnel Review, 46*(4), 750-766. doi: 10.1108/PR-12-2015-0319

Calk, R., & Patrick, A. (2017). Millennials through the looking glass: Workplace motivating factors. *Journal of Business Inquiry: Research, Education & Application, 16*(2), 131-139. Retrieved from http://161.28.100.113/index.php/jbi/article/view/81/61

Can, S. H., Berkay Ege Can, M., & Hendy, H. M. (2017). A pilot study to develop the police transformational leadership scale (PTLS) and examine its associations with psychosocial well-being of officers. *Journal of Police and Criminal Psychology, 32*(2), 105-113. doi: 10.1007/s11896-016-9204-y

Colombat, P., Gillet, N., Huart, I., & Fouquereau, E. (2013). Perceived organizational support, motivation, and engagement among police officers. *Professional Psychology: Research and Practice*, *44*(1), 46. doi: 10.1037/a0030066

Costanza, D. P., & Finkelstein, L. M. (2015). Generationally based differences in the workplace: Is there a there there? *Industrial and Organizational Psychology: Perspectives on Science and Practice*, *8*(4), 308-323. doi: 10.1017/iop.2015.15

Craun, S., Bourke, M., Bierie, D., & Williams, K. (2014). A longitudinal examination of secondary traumatic stress among law enforcement. *Victims & Offenders*, *9*(3), 299–316. doi: 10.1080/15564886.2013.848828

Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Thousand Oaks, CA: Sage Publications, Inc.

D'Amato, A. & Herzfeldt, R. (2008). Learning orientation, organizational commitment, and talent retention across generations. *Journal of Managerial Psychology*, *23*(8), 929-953. doi: 10.1108/02683940810904402

Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2017). Self-determination theory in work organizations: The state of a science. *Annual Review of Organizational Psychology and Organizational Behavior, 4*(4), 19-43. doi: 10.1146/annurev-orgpsych-032516-113108

Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. New York, NY: Plenum Press.

Deci, E. L., & Ryan, R. (2008). Self-determination theory: A macrotheory of human motivation, development, and health. *Canadian Psychology. 49*(3), 182-185. doi: 10.1037/a0012801

Edge, K. (2014). A review of the empirical generations at work research: Implications for school leaders and future research. *School Leadership & Management*, *34*(2), 136-155. doi: 10.1080/13632434.2013.869206

El Sayed, S. A., Sanford, S. M., & Kerley, K. R. (2019). Understanding workplace stress among federal law enforcement officers. *American Journal of Criminal Justice*, *44*(3), 409–429. doi: 10.1007/s12103-019-09474-8

Evans, J. R., & Mathur, A. (2005). The value of online surveys. *Internet research, 15*(2), 195-219. doi: 10.1108/10662240510590360

Fishman, A. (2016). How generational differences will impact America's aging

workforce: strategies for dealing with aging Millennials, Generation X, and Baby

Boomers. *Strategic HR Review*, *15*(6), 250-257. doi: 10.1108/SHR-08-2016-0068

Groves, R. M., Fowler, F. J., Couper, M. P., Lepkowski, J. M., Singer, E., & Tourangeau,

R. (2009). *Survey Methodology* (2nd ed.). Hoboken, NJ: John Wiley & Sons, Inc.

Hadi, R., & Adil, A. (2010). Job characteristics as predictors of work motivation and job

satisfaction of bank employees. *Journal of the Indian Academy of Applied

Psychology*, *36*(2), 294-299. Retrieved from http://www.theijbmt.com

Hancock, G. R., Stapleton, L. M., & Mueller, R. O. (2019). *Quantitative methods in the

social sciences* (2nd ed.). New York , NY: Routledge.

Hansen, J.-I. C., & Leuty, M. E. (2012). Work values across generations. *Journal of

Career Assessment*, *20*(1), 34–52. doi: 10.1177/1069072711417163

Hathaway, R. S. (1995). Assumptions underlying quantitative and qualitative research:

Implications for institutional research. *Research in Higher Education*, *36*(5), 535-

562. doi: 10.1007/BF02208830

Heyns, M. M., & Kerr, M. D. (2018). Generational differences in workplace

motivation. *South African Journal of Human Resource Management*, *16*(1). doi:

10.4102/sajhrm.v16i0.967

Hoover, L. T., Jo, Y., & Shim, H. S. (2015). Police transformational leadership and

organizational commitment. *Policing, 38*(4), 754-774. doi: 10.1108/PIJPSM-05-

2015-0066

International Association of Chiefs of Police (2006). *Establishing and sustaining law enforcement – Researcher partnerships*. Alexandria, VA: International Association of Chiefs of Police.

Johnson, R. R. (2015). Police organizational commitment: The influence of supervisor feedback and support. *Crime & Delinquency*, *61*(9), 1155–1180. doi: 10.1177/0011128712466887

Kultalahti, S., & Viitala, L. (2014). Sufficient challenges and a weekend ahead – Generation Y describing motivation at work. *Journal of Organizational Change Management*, *27*(4), 569-582. doi:10.1108/JOCM-05-2014-0101

Kula, S. (2017). Occupational stress, supervisor support, job satisfaction, and work-related burnout: Perceptions of Turkish National Police (TNP) members. *Police Practice & Research*, *18*(2), 146–159. doi: 10.1080/15614263.2016.1250630

Lambert, E. G., Qureshi, H., Klahm, C., Smith, B., & Frank, J. (2017). The effects of perceptions of organizational structure on job involvement, job satisfaction, and organizational commitment among Indian police officers. *International Journal of Offender Therapy and Comparative Criminology*, *61*(16), 1892–1911. doi: 10.1177/0306624X16635782

Locke, E. A., & Schattke, K. (2019). Intrinsic and extrinsic motivation: Time for expansion and clarification. *Motivation Science*, *5*(4), 277–290. doi: 10.1037/mot0000116

Lum, C., Maupin, C., & Stoltz, M. (2020). The impact of COVID-19 on law enforcement agencies (Wave 1). *International Association of Chiefs of Police*. Retrieved from https://www.theiacp.org/sites/default/files/IACP-GMU%20Survey.pdf

Lyons, S., & Kuron, L. (2014). Generational differences in the workplace: A review of the evidence and directions for future research. *Journal of Organizational Behavior*, *35*(1), S139–S157. doi: 10.1002/job.1913

Lyons, S., Kuron, L., Schweitzer, L., & Urick, M. (2015). Generational differences in the workplace: There is complexity beyond the stereotypes. *Industrial and Organizational Psychology*, *8*(3), 346-356. doi: 10.1017/iop.2015.48

Lund Research. (2012). Internal Validity. Retrieved from http://dissertation.laerd.com/internal-validity.php

Mannheim, K. (1952). The problem of generations. *Essays on the Sociology of Knowledge: Collected Works, 5*, 276–322.

Mencl, J., & Lester, S. (2014). More alike than different: What generations value and how the values affect employee workplace perceptions. *Journal of Leadership & Organizational Studies*, *21*(3), 257–272. doi: 10.1177/1548051814529825

Moon, M. M., & Johnson, C. L. (2012). The influence of occupational strain on organizational commitment among police: A general strain theory approach. *Journal of Criminal Justice*, *40*(3), 249–258. doi: 10.1016/j.jcrimjus.2012.02.004

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979a). Organizational commitment questionnaire [Database record].Retrieved from PsycTESTS. doi: 10.1037/t08840-000

Mowday, R.T., Steers, R.M., & Porter, L.W. (1979b). The measurement of organizational commitment. *Journal of Vocational Behavior*, *14*(2), 224-247. doi: 10.1016/0001-8791(79)90072-1

Oberfield, Z. (2014). Motivation, change, and stability: Findings from an urban police department. *The American Review of Public Administration*, *44*(2), 210–232. doi: 10.1177/0275074012461297

Papazoglou, K. & Tuttle, B. (2018). Fighting police trauma: Practical approaches to addressing psychological needs of officers. *Journal of Police Emergency Response.* 1-11. doi: 10.1177/2158244018794794

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, *59*(5), 603–609. doi: 10.1037/h0037335

Reaves, B. A. (2012). Hiring and retention of state and local law enforcement officers, 2008–statistical tables. *Bureau of Justice Statistics*. Washington, DC. Retrieved from https://www.bjs.gov/content/pub/pdf/hrslleo08st.pdf

United States Department of Justice (2019). Women in policing: Breaking barriers and blazing the path. Retrieved from https://www.ncjrs.gov/pdffiles1/nij/252963.pdf

Violanti, J., Charles, L., McCanlies, E., Hartley, T., Baughman, P., Andrew, M., Fekedulegn, D., Ma, C., Mnatsakanova, A., & Burchfiel, C. (2017). Police stressors and health: A state-of-the-art review. *Policing: An International Journal, 40*(4), 642-656. doi: 10.1108/PIJPSM-06-2016-0097

Warner, R. M. (2013). *Applied statistics: From bivariate through multivariate techniques.* Thousand Oaks, CA: SAGE Publications.

Appendix A: Permission to Use the Work Preference Inventory

KG

Thu 12/12/2019 1:15 PM
To: Madysen Johnson

|	
📄 Amabile et al 1994_WPI_JPSP.... 1 MB	📄 WPI and SCORING GUIDE rev... 150 KB

2 attachments (1 MB)   Download all   Save all to OneDrive - Laureate Education - ACAD

Hi Madysen,

Thank you for your email! Teresa Amabile appreciates your interest in the WPI. You have permission to use it, for research only. The relevant documents are attached. Please refer to the attached JPSP (1994) article reporting the original research on the WPI, because it corrects two serious typos that appeared in a table in the originally published version.

Best wishes,
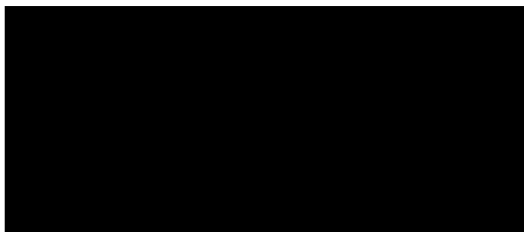
Appendix B: Permission to Use the Organizational Commitment Questionnaire

Re: Permission to use the Organizational Commitment Questionnaire

████████████████████████

Sent: Thursday, June 18, 2020 2:26 PM

████████████████████

Subject: Re: Permission to use the Organizational Commitment Questionnaire

Madysen

The Organizational Commitment Questionnaire (OCQ) was originally developed by the late Professor Lyman Porter. He decided not to copyright the instrument to encourages its use by others in research. As a consequence the OCQ legally exists in the public domain and do not need explicit permission to use in your dissertation research.

I have attached a copy of the appendix to a book we published ("Employee-Organization Linkages"). It should have all the information you need to use the instrument.

Good luck on the dissertation.

████████████████████████

Sent: Thursday, June 18, 2020 6:59 AM

████████████████████

████████████████

I hope you are staying healthy and safe!

My name is Madysen Johnson and I am a PhD Psychology student at Walden University. I am currently working on my dissertation which focuses on motivation and organizational commitment differences between generational cohorts in the workplace. I am writing this email to request permission to use the Organizational Commitment Questionnaire (OCQ) for my dissertation research purposes. Would you be able to provide me with permission OR could you please help point me to the correct person(s) for permission? I am also looking for the manual, scoring information, and any other important documentation.

Please let me know if you need any additional information from me!

Thank you so much for your time!
-Madysen Johnson

Appendix C: Invitation to Participate

Subject: Participation in Anonymous Police Officer Survey

Hello, <NAME OF CONTACT AT POLICE AGENCY>,

Thank you for your time and your willingness to allow your agencies to participate in the current study which involves gathering the beliefs and attitudes that street-level police officers hold regarding their work. To make this process easier for you, please forward the following content via email to your street-level police officers to invite them to participate in a short, anonymous survey. Thank you, again, for your help with this!

-Madysen Johnson

Hello, Police Officers! My name is Madysen Johnson and I am a student at Walden University. As a PhD student, I am working on my dissertation by conducting research to better understand the beliefs and attitudes that United States police officers hold about their work.

To do this, I am inviting you to voluntarily participate in a short, online survey (this will take you no longer than 15 minutes to complete). This survey will contain questions regarding the beliefs and attitudes that street-level police officers hold regarding their work and basic demographic questions (i.e. age, length of service, etc.). The survey will ask NO personal questions or identifiable information and all information you provide will be anonymous! This means that no officer or police agency will be identified in my research.

The survey will be open until Monday, August 31st (two weeks from now), so please complete it as soon as you are able! The link to the survey is located here:

███████████████████████████████████

Thank you for your time and honest survey responses. And thank you all for your protection and service!

Please contact me directly at ██████████████████████████ if you have any questions.
Madysen Johnson