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The Force of Resilience: Exploration of Correlations Between Generational Differences in Occupational Resilience and Turnover Intentions Among Active United States Law Enforcement Personnel

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This is to certify that the doctoral dissertation by

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Abstract

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MS, The University of Tampa, 2020

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Dissertation Submitted in Partial Fulfillment

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Abstract

Law enforcement agencies across the United States are facing critical challenges with the recruitment and retention of officers. This study examined whether differences existed in occupational resilience and turnover intentions across generations of active law enforcement personnel, and whether resilience levels were correlated with turnover intentions. A quantitative, cross-sectional design was used to collect data via an online survey that included the Predictive 6-Factor Resilience Scale and the Expanded Multidimensional Turnover Intentions Scale. The sample consisted of 241 active members of law enforcement. There were two one-way ANOVA tests conducted to assess generational differences in resilience and turnover intention scores, and a Spearman's rank correlation coefficient test was conducted to assess correlations between resilience and turnover intentions. Results revealed a small yet statistically significant difference in resilience scores between Generation X and Generation Y, with Generation X scoring higher in resilience. There were no differences found in turnover intentions across generations. A statistically significant negative correlation was found between resilience and turnover intentions, indicating that as resilience scores increased, turnover intention scores decreased. These findings suggest that resilience may serve as a protective factor against turnover in law enforcement. This research contributes to positive social change by identifying resilience as a trainable skillset that can be used to inform retention-focused interventions and support the proactive mental wellness of law enforcement personnel across generations.

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Dedication

To my husband: Thank you for being my unwavering support, my sounding board, and my source of strength. Your belief in me, especially when I second-guessed myself or became frustrated along the way, kept me moving forward. This would not have been possible without your encouragement and love.

To my family: Thank you for believing in me, cheering for me, and helping every way you could. Your constant support made this journey lighter and this achievement possible.

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Chapter 1: Introduction to the Study

Law enforcement in the United States (U.S.) has drastically shifted as a profession, along with public perceptions and trust in police officers (Adams et al., 2023; Birze et al., 2023). The concept of generational differences insinuates social changes over time. With the assumption of social change comes the potential for these changes to have severe impacts on individuals within populations at large, which impact entire groups. While there is research to suggest generations throughout the U.S. labor force have different priorities and workplace preferences, law enforcement is an occupation that still requires further review.

Some of the social changes that may be impacting retention and recruitment of officers result from unique modern changes and experiences. Police today are expected to perform a wider variety of tasks than they were expected to in the past. Changes in technology, access to easy video recording and promotability to large audiences on social media, and major crisis events contribute to increases in resignations of police officers (Adams et al., 2023; Birze et al., 2023; Copeland et al., 2022). Different preferences and perspectives regarding how to go about daily duties and responsibilities as police officers contribute to why members of different generations do not agree in the field (Côté-Boucher, 2018). Consistent public scrutiny and negative portrayal of police in the media also cause hesitation towards the occupation (Hristova, 2023; International Association of Chiefs of Police [IACP], 2020; Police Executive Research Forum [PERF], 2023).

There have been simultaneous unprecedented increases in turnover intentions and recruitment and retention deficits throughout law enforcement agencies (Adams et al.,

2023; Birze et al., 2023; Copeland et al., 2022). Police agencies are losing officers faster than they can hire new candidates, and total sworn officer personnel numbers continue to decline (PERF, 2023). This is a consistent phenomenon nationally (Adams et al., 2023). These deficits in personnel place a greater burden on active officers within agencies to adequately and effectively serve and protect their communities (Adams et al., 2023). Agencies that cannot recruit new officers to replace those who retired or left the profession increase the strain they put on active officers, leading to overworked and burned-out personnel (IACP, 2020). This comes with subsequent consequences for communities these officers serve via slower response times and lack of attention to public safety needs and protections community members were promised by their local agencies (Adams et al., 2023), resulting in violations which go unnoticed, increases in recidivism, and overall decreases in general public safety (Blankenship & Slate, 2016; PERF, 2023).

Research to date has neglected to offer a singular cause for unprecedented rates of attrition among police officers, and how it differs from other occupations in the United States. Generational differences are contributing factors and used to develop and implement intergenerational skills and knowledge sharing, yet rates of attrition continue to rise (PERF, 2023). This study involved addressing generational differences in law enforcement involving turnover intentions and attrition.

There are roughly 18,000 federal, state, and local law enforcement agencies in the United States (IACP, 2020). According to the IACP (2020), 78% of responding agencies reported having difficulties with recruiting qualified officers, and 65% reported not having enough new recruits. When compared to 2015, 75% of responding agencies

reported recruitment was more difficult in 2020, and 50% reported they were struggling to change policies in order to increase their recruitment numbers (IACP, 2020). PERF (2023) stated 65% of all law enforcement agencies in the United States saw increases in both retirements and resignations from 2020 to 2022, with 69% of agencies seeing declines in new applications to their departments during the same time period.

Finding a solution to the problem has proven difficult, with many potential reasons why the occupation has changed, and few suggestions about how to work with those differences to combat recruitment and retention deficits. These crises are not due to one particular cause, but rather multiple social, political, and economic forces that are systemic in nature and reflect individual-level considerations (IACP, 2020). Further investigation regarding whether these differences are impacting individual officer resiliency and subsequent turnover intention is critical to identifying a potential root cause of the crisis and subsequent remedies.

Problem Statement

The mass exodus of Baby Boomer-aged officers is increasing workloads for younger and newer officers who prioritize work-life balance (Seifert et al., 2023). These officers are often members of Millennial and Generation Z (Gen Z) cohorts who are unbothered by needing to change professions to better align with their perceptions of healthy and adequate workplaces, which is a clear indicator of turnover intentions (Hilal et al., 2017).

Preference differences are potentially influential in terms of unprecedented recruitment and retention deficits (IACP, 2020). Strategies to remedy recruitment and

retention deficits to date have proven largely unsuccessful. There is a need to examine different impacts on officers' abilities to cope, adapt, and persevere in the line of duty. It is pertinent to assess if changes involving occupational resiliency across generations exist within this occupation, and whether there were correlations between differences involving resiliency and turnover intention across generations of active law enforcement officers.

Purpose of the Study

The purpose of this study was to explore the existence of generational differences involving occupational resiliency among law enforcement officers and analyze whether differences in turnover intentions exist in terms of occupational resiliency to provide empirical evidence that may inform how to better combat staffing crises via analyzing quantifiable data regarding these phenomena. This may be critical to resolving recruitment issues and retention deficits in law enforcement. If individual resilience is correlated with generational differences, methods of refining and improving resilience levels can be implemented based on known generational preferences in order to improve retention and tailor recruitment strategies. If differences in resilience are not found across generations, then the concept of generational differences being influential on law enforcement staffing crises can be partially debunked.

Research Questions

Research questions and hypotheses to address this research problem were:

RQ1: Do differences in resilience exist among generational cohorts of active law enforcement personnel?

$H_0$1: There are no differences in resilience among generational cohorts of active law enforcement personnel.

H_a1: Differences in resilience exist among generational cohorts of active law enforcement personnel.

RQ2: Do differences in turnover intention exist among generational cohorts of active law enforcement personnel?

$H_0$2: There are no differences in turnover intention among generational cohorts of active law enforcement personnel.

H_a2: Differences in turnover intentions exist among generational cohorts of active law enforcement personnel.

RQ3: Is there a correlation between resilience and turnover intention among generational cohorts of active law enforcement personnel?

$H_0$3: There is not a correlation between resilience and turnover intentions among generational cohorts of active law enforcement personnel.

H_a3: There is a correlation between resilience and turnover intentions among generational cohorts of active law enforcement personnel.

Conceptual Framework

This study involved using generational theories over time. Auguste Comte (1830-1840) was the first to describe social progression as the product of changes across generations (as cited in Comte & Martineau, 1855). According to Comte and Martineau (1855), societal progress through theological, metaphysical, and positive stages is driven

by generational turnover, with an influx of new perceptions and practices which replace older ones. Generations influence societal progressions and vice versa.

Mannheim (1952) stated generations could be used to describe social movements. Societal change occurs while cultural traditions and identities are preserved (Mannheim, 1952). When new generational cohorts emerge and as former generational cohorts disappear, members from each cohort actively participate in society (Mannheim, 1952). During these interactions, cultural heritage is actively transmitted from one group to the next, and these transitions are a continuous and never-ending process (Mannheim, 1952). Mannheim (1952) was the first to consider the notion of chronological interdependence (Burawat, 2023), where each generation has its stake in the transference of knowledge and information.

Inglehart (1977) stated each generational cohort holds unique narratives based on their lived experiences during critical developmental stages of cohorts' lives. Generations differ as a result of societal changes and occurrences during specific life stages, suggesting that although multiple generations exist at the same time in society, they may have vastly different prerogatives and responses (Inglehart, 1977). Strauss and Howe (1991) stated generational cohorts have one of four different personalities: idealist, reactive, civic, or adaptive. Each generation is considered responsible for raising the next generation based on their experiences from generations before them (Strauss & Howe, 1991).

van Breda (2018) stated individual life experiences contribute to their ability to cope, adapt, and persevere in the face of adversity. This suggests correlations between

generational differences and resilience. As generations develops, influencing each other in patterns involving social interactions and interrelated dependence, they develop specific perspectives, opinions, and responses to society and social changes. These prerogatives may result in differences in terms of how cohort members react to the same adverse circumstances. Using these foundations, I explored whether the combination of fundamental social workplace attributes, differences involving lived experiences which contribute to generational narratives, and influences on individual resiliency encourage turnover intentions and attrition within law enforcement.

Nature of the Study

The nature of this study was quantitative, explorative, and interpretive, and involved relying on numerical data that were collected from two measurement tools that use Likert scales, as well as an analysis of variance test (ANOVA) with scores from each instrument. Additionally, a Spearman's rank correlation coefficient test with data from the two dependent variables was used to determine the degree to which relationships between variables can be described using a monotonic function, whereas one increases the other either always increases or always decreases, as well as whether data had statistical significance. I explored correlations between resilience and turnover intentions among generations which may be influential to recruitment and retention deficits for law enforcement. Research findings may be used to inform practical methods for combatting staffing crises.

Independent Variables

Four generational cohorts that are considered active in law enforcement roles were assessed via their scores on the Predictive 6-Factor Resiliency Scale (PR650), in conjunction with scores on the Expanded Multidimensional Turnover Intentions Scale (EMTIS). Independent variables were categorical and included the following: Baby Boomer generation (1946-1964), Generation X (1965-1980), the Millennial generation (1981-1996), and Generation Z (1997 or later).

Dependent Variables

The first dependent variable was resiliency scores per the PR650, which was measured as a continuous and numerical variable. This is ordinal due to the fact that individual scale items have a clear rank order, but do not have even distribution, and can have values in between one and five. The second dependent variable was turnover intention score per the Expanded Multidimensional Turnover Intentions Scale (EMTIS), which was measured as a continuous and numerical variable. This is also ordinal for the same reasons.

Definitions

Burnout: The key syndrome that leads to turnover (Garcia-Rivera et al., 2020). The World Health Organization (WHO, 2019) defined burnout as a syndrome resulting from chronic workplace stress that is not managed adequately. Primary elements of burnout are energy depletion or exhaustion, mental distance from the job, negativity and cynicism, and reduced efficacy (WHO, 2019). Burnout is specifically related to stress in occupational contexts and no other areas of life (Garcia-Rivera et al., 2020; WHO, 2019).

It can lead to reductions in performance, efficiency, and quality of service (Garcia-Rivera et al., 2020).

The effects of burnout can be acute or chronic, and the higher the levels of stress, the greater negative physical and mental health will become as a result (Garcia-Rivera et al., 2020). The negative outcomes can appear in the immediate face of adversity but can also return when new circumstances or situations are perceived as traumatic (Garcia-Rivera et al., 2020). A major barrier to working through adverse situations to avoid burnout stems from a lack of organizational support, leading to workplace populations with higher levels of mental exhaustion and prolonged stress responses (Garcia-Rivera et al., 2020). The phenomenon is thought to stem from a mismatch of officer intentions, job realities, and inadequate abilities to cope and persevere (Garcia-Rivera et al., 2020). The majority of research on individual burnout is also concerned with the epidemic of suicide and mental wellness, as these can be potential consequences if burnout is not addressed appropriately (IACP, 2020). Occupational burnout can be seen as an individual's "breaking point" in their particular occupation or job position, that ultimately leads them to leave the profession altogether.

Resilience: Individual process of implementing positive adaptations in the face of adverse circumstances or advancing despite adversity (Luthar et al., 2000; Rossouw, 2025). It refers to individual capacity to return to a stable state after an interruption (Beuren et al., 2022; Rossouw, 2025). To be "resilient" one is actually considered to be "invulnerable" (Garcia-Rivera et al., 2020), and an individual level of resilience is an indication of ability to effectively cope with stress (Denovan et al., 2022).

Assumptions

I assumed reality existed regarding this phenomenon that was independent of my own perceptions, and this reality could be accurately measured. Findings and validity of the study hinged on assumptions involving neutrality. I did not impose my own opinions at any point during the research process. I also assumed participants were honest in their responses and did not demonstrate bias or malicious intent to sway data. A study that focuses on differences in resilience carries the assumption that all individuals being assessed have experienced the same or comparable levels of adverse circumstances (Luthar et al., 2000; Wang & Peng, 2015).

Furthermore, I assumed hypotheses could be tested and variables of the phenomenon were defined and operationalized. Finally, I assumed participants interpreted survey questions, and I relied upon the validity and credibility of the measurement tools being utilized. These assumptions were necessary in the context of this study because I quantified human and individualized concepts.

Scope and Delimitations

There were eligibility requirements that were required to be met in order for participation in this study. This study was delimited to officers working in an active law enforcement capacity. Retired, terminated, or transferred individuals were not considered eligible. New cadets who had not yet been sworn in to agencies were also not eligible. Police officers, sergeants, detectives, field training officers, lieutenants, commanders, captains, deputy chiefs, chiefs, superintendents, assistant chiefs, surgeons, staff officers, directors, supervisors, deputy inspectors, and inspectors were eligible. Officers who

responded to surveys were required to acknowledge their voluntary consent and active law enforcement role before completing surveys. The likelihood of generalizability in regard to the results of this study is high, given the synthesis of instrumentation that captured the abundance of this phenomenon.

Limitations

Transferability

I may have failed to account for diverse generational experiences and narratives involving this occupation due to the relatively small sample size. Causation was not inferred based on findings. I ensured the study remained concise and applicable to other fields and occupations, and it could be replicated for other occupations and populations.

Dependability

I collected responses during a single period in time and analyzed different groups who worked in a specific occupation, which meant causality arguments could not be made, and there is a chance the same study could be conducted with different findings. While relationships may be identified, there is not a possibility to definitively state that resiliency levels are causing turnover levels. However, correlative analysis led to findings that were statistically significant in nature and may be considered for practical implications.

Confirmability

Analysis involved a series of continuous variables rather than one categorical construct. This study was unique and involved grouping responses by age as well as perceived influences to assess differences across generations. Data collection and analysis

processes were clearly outlined and included explicit details regarding participation invitations, informed consent, and ethical considerations.

Credibility

Two measurement instruments were used in this study to triangulate accuracy of the phenomena in question. While these instruments are considered highly credible and reliable, there may have been external factors that could have influenced measurement of resiliency and turnover intentions. Precautions were taken to avoid claims of causality. Additionally, reliance on self-assessment measures may have led to potential biases in participant responses. Subjective perceptions about what is considered adverse may have limited validity of findings. Steps were taken to ensure research yielded results that were reliable, reproducible, and generalizable.

Significance

Employee thoughts involving quitting should be a major concern for employers at large, but specifically within criminal justice professions as they can undermine morale, public image, productivity, and quality of services to communities (Blankenship & Slate, 2016). Turnover intentions in law enforcement can also result in heightened costs for assessment and evaluation of suitable replacements, recruitment efforts, and new cadet training, while increasing caseloads for remaining personnel (Blankenship & Slate, 2016). This comes with subsequent consequences for communities via lack of attention to public safety needs and protections community members are promised by their local agencies (Adams et al., 2023). This snowball effect results in violations going unnoticed, increases in recidivism, and overall decreases in general public safety (Blankenship &

Slate, 2016). This research has the potential to address recruitment and attrition in law enforcement and possible interventions.

Implications for Social Change

Police leadership should be aware of differences between generational cohorts, and they should implement leadership strategies that meet needs of individuals in each group (Orrick, 2008). Each generation has their own style, strengths, and weaknesses that they bring into workplaces, which can result in multigenerational teams working towards similar goals in differing ways (Bentley University, 2017). An issue that has yet to be assessed across generational cohorts is potential differences involving resiliency. Understanding these differences can lead to more awareness regarding how successful various cohorts are in terms of coping, adapting, and persevering in the face of adversity. Without these insights, confusion between opposing cohort members in the workplace may continue to lead to misunderstandings, which can subsequently result in dismissal of experience, lack of respect, and unwillingness to change or innovate processes (Bentley University, 2017).

With these insights, supervisors can create strategies that promote commitment to jobs and organizations, communication, and improved organizational information management practices that are specifically tailored to meet priorities and preferences of each cohort. Agencies may use this research to focus building resiliency among cohorts in order to improve recruitment rates and reduce turnover intentions. It is worthwhile to examine generational differences which impact current policy implementation in terms of recruitment and retention in law enforcement.

Summary

Staffing crises faced by law enforcement agencies in the United States are unprecedented and unmanageable. An examination of various potentially influencing factors that may be contributing to these crises suggest these factors are aspects of the problem. There was a need to examine whether fundamental resilience differs from one generation to the next, as well as whether turnover intentions differ between generations. In addition, an examination of potential correlations between resilience and turnover intention across cohorts was conducted in order to yield critical information for practical application.

In Chapter 1, I reviewed the conceptual framework. I addressed individual resilience and how it may lead to turnover intentions. I discussed key characteristics and critical life stages of four generations that were assessed in this study, and I compared and contrasted these cohorts to demonstrate what was currently known in literature. I discussed factors which influenced both resilience and turnover intentions and explained how these factors affect different cohorts. I identified the current gap in literature and provided information on the significance of this research in terms of literature and current discourse in this field. Chapter 2 includes a literature review.

Chapter 2: Literature Review

There is a significant amount of research on generational differences in the U.S. workforce at large. There is also research on resilience and what contributes to burnout and turnover intentions. These issues have been studied separately among law enforcement officers, but there is a lack of analysis of correlations between burnout and turnover intentions. This is a potentially critical first step in terms of identifying major influencing factors on rates of recruitment and retention deficits in law enforcement. In order to understand this, a thorough review of how they were fundamentally linked was necessary. I addressed how this differs across generations in order to determine the magnitude of this problem.

There are unprecedented rates of recruitment and retention deficits among law enforcement agencies today. Research on deficits has focused on generational differences among officers and how those differences are influencing their decisions and actions in the field. Organizations are facing different generational narratives, with conflicting attitudes towards work and management among employees. While various narratives of generational groups have been widely studied in the U.S. workforce at large, how these differences impacted individual resilience and vice versa had yet to be studied. Using a blended survey design, I explored correlations between these factors in policing.

Literature Search Strategy

In order to ensure the most accurate and up-to-date empirical information was collected and analyzed, I searched for sources that were published between 2020 and 2025. I used the following keywords: *policing*, *law enforcement*, *cops*, *police*, *cameras*,

body-worn cameras, *technology*, *technological advancements*, *training*, *training advancements*, *social advancements*, *changes*, *societal changes*, *the Ferguson effect*, *generational differences*, *modern influences*, *occupational stress*, *occupational hazards*, *turnover intention*, *burnout*, *retention rates*, *generational differences*, *workplace generational differences*, *Generation Z*, *Gen-Z*, *Generation* Y, *Millennials*, *Generation X*, *Gen-X*, *baby boomers*, *police officer generations*, *resiliency*, *resilient characteristics*, *resiliency and law enforcement*, *resiliency theory*, *generational theory*, *generation perspective*, and *generational cohort theory*.

I used the following databases: Criminal Justice Database, EBSCOhost, Directory of Open Access Journals, PTSDpubs, Nexis Uni, FindLaw, ProQuest Central, Gale in Context: Opposing Viewpoints, Data USA Database, Information Science and Technology Abstracts, SciDev.Net, the Police Executive Research Forum, the International Association of Chiefs of Police, the World Health Organization, and Taylor and Francis Online.

Conceptual Framework

Skills, aptitudes, and work ethics of specific groups with varying age ranges within the workplace are shaped in distinct historical moments (Côté-Boucher, 2018). These points-of-view are often referred to as generational narratives, and they are believed to encompass the shared experiences of an entire group through crucial developmental life stages, and their ensuing thoughts or opinions (Côté-Boucher, 2018). These experiences in developmental stages that are deemed influential can also be thought of as socially constructed periods in time (Côté-Boucher, 2018). When major

historical moments occur, the individuals in said critical developmental stages (typically young adults), are highly influenced by the significant changes and differences of that time period. The influential nature of such changes is thought to contribute to those individuals' perspectives, beliefs, opinions, and judgements on society as a whole. Thus, when events and social advancements are considered for the time period in which they occurred, along with identifying the population or group that was in their young adult, developmental years when they occurred, distinct narratives can be better explained.

Researchers have examined the impact of collective memories on workplace outcomes and have suggested that a shared identity amongst a group of people develops from the memories retained by them after experiencing a critical historical event (Dencker et al., 2008). These shared memories were found to have the most lasting influences on individuals when the event took place while they were in their formative years (i.e., mid-twenties; Dencker et al., 2008). In other words, there is a sociological explanation for how/why certain cohorts share the same perception on specific matters. Other research findings demonstrate that officers' generational narratives explain present moods more than past realities (Côté-Boucher, 2018).

Expectancy theory was one of the first to suggest that motivations drive behaviors, and that those motivations stem from perceptions, attitudes, and beliefs (Burawat, 2023). Vroom (1964) suggested that individuals consciously choose actions based on their perceptions, attitudes and beliefs regarding the desired outcomes that bring pleasure and avoid pain (Burawat, 2023; Vroom, 1964). Researchers also suggested that

employees engage in behaviors because they believe those behaviors will lead them towards the successful achievement of their goals (Burawat, 2023; Vroom, 1964).

However, goals and workplace priorities have changed from the Baby Boomer generation to Generation Z, and as a result, how and why employees specifically behave cannot be categorized under a single rational such as goal achievement. In the same way that these theories evolved over time, many of the theories on generational differences have evolved as well. Thus, it was pertinent to discuss how different theoretical perspectives on generations may contribute to the current research, with each elaborated on in greater detail.

Positivism

August Comte (1830-1840) developed a theory on positivism, which described social progression as the product of changes across different groups of individuals as they are born and raised with progressive society (as cited in Comte & Martineau, 1855). Through observational and comparative analysis, as well as historical analysis, Comte determined that patterns in society across time and space could explain the behavior of certain groups of people (Comte & Martineau, 1855). This was the first inclination that groups of people, later to be classified by generational groups, may act differently as society progresses through critical stages, and was likely the first to suggest that developmental stages of society as a whole impact the behaviors of individuals living through those times (Comte & Martineau, 1855).

Generational Theory

Karl Mannheim conducted historical analysis and interpreted social texts to develop his theory on generations. According to Mannheim (1952), people form collective perceptions of their realities through overarching and consistent categories or lived experiences. To demonstrate how this theory may be applicable in the current context, this would imply that officers share similar perceptions of their realities through their frequent interactions with one another and their workplace environments. On a more macro level, Mannheim (1952) was the first to define a generation as a group of people who are the same age, in a similar social location, and who are or have experienced similar social events (Gabrielova & Buchko, 2021).

This theory states that generations are formed through a common location in historical time, as prefaced by Comte (Comte & Martineau, 1955), and through shared events and experiences, as well as an awareness of their historical location in the timeline (Mannheim, 1952). In this sense, being a part of a generation was recognized as being a part of a social class (National Academies, 2020). Mannheim (1952) explained that to be a part of a generation is to share a fundamental confluence of biology and history with an entire group of people. Being born within a specific year combined with the experience of, and participation in, the defining events of that generation, were required to officially categorize an individual under that generational "title" (Mannheim, 1952; National Academies, 2020). Mannheim (1952) went on to explain that a collective consciousness develops within said groups, which each individual can identify with and relate to, perhaps even more so than they would with all individuals within the same agency,

organization, or household. This contributed to the notion of generational narratives, which ultimately defines the characteristics of generational cohorts.

There is supporting science behind Mannheim's theory that historical and social changes which occur during young adulthood are known to be influential on the development of perspectives, opinions, beliefs, and values (Joshi et al., 2010; National Academies, 2020). The supporting research stems from political sociology, which considers a generational cohort to be a group of individuals who have experienced the same social changes within a specific time period (Joshi et al., 2010; National Academies, 2020). Additionally, the sociology findings that historic events shape individual memories during early adulthood, and individual people act as representatives of occurrences in history, further supports Mannheim's theory (Joshi et al., 2010; National Academies, 2020).

Further support for this theory also stems from social anthropology and family sociology, which consists of explaining generations based on kinship-based groups (Joshi et al., 2010). This empirical evidence supports the notion that childhood, adolescent, and young adult social experiences are critically important in the developmental adult trajectories (Joshi et al., 2010; National Academies, 2020). In other words, a person belongs to a generational cohort based on their experiencing of and participating in major historic events and/or social changes during their proven influential and developmental youth years, and Mannheim's generational theory (1952) has been confirmed accurate, contributing to the strong foundation of the current research.

Generational Cohort Theory

The generational cohort theory was an attempt to narrow in on more of the specific characteristics of the generational groups, and proposed that there are socially constructed, generational groups of people that exist in the American workforce today (Hilal et al., 2017). Using data collected from the World Values Survey, Inglehart determined that each of the generational groups he was studying have a unique set of preferences and defining personality characteristics that distinguish their professional and personal priorities (Hilal et al., 2017; Inglehart, 1977). The changes in perspectives across these cohorts were determined to alter the psychosocial trajectories for individuals within each group (Lane, 2020; Inglehart, 1977). As discussed by Mannheim (1952), Inglehart (1977) reiterated that individuals belonging to a particular cohort share a collective identity brought about by shared life experiences through critical developmental stages, shaping the culture of a time period (Heyns & Kerr, 2018). Inglehart (1977) was one of the first scholars to suggest that recognizing and managing generational differences within the workplace would be paramount to an inclusive, cohesive, and harmonious work environment that blends the contributions and values of the different generational narratives, later referred to as chronological interdependence (Burawat, 2023). Inglehart's (1977) work was a critical first step towards research directed to assessing differences across generational cohorts specifically within the workplace.

When Inglehart (1977) first suggested this theory, there were four generational cohorts that existed at the time in the workforce. Those generations included the Silent generation, or traditionalists (born between 1928-1946), the Baby Boomer generation

(born between 1946-1964), Generation X (born between 1965-1979), and the Millennial generation (born between 1980-2000; Inglehart, 1977). However, individuals born between 1943-1958 are currently eligible for retirement (Social Security Administration [SSA], 2020), which leaves virtually no Silent generation members and very few Baby Boomer generation members who would be working in active police officer/ law enforcement capacities. Additionally, a generation that was not discussed by Inglehart (1977), and that has only recently become active in the workforce today, is Generation Z (born 1997 or later). Similarly to 1977 workplace trends, research recognizes that there are currently four active generations in the present-day workforce (Burawat, 2023). These include Baby Boomers, Generation X, the Millennials, and Generation Z (Burawat, 2023). Although different generational cohorts are to be assessed in the current study, Inglehart's generational cohort theory (1977) provided the framework for analyzing differences across generations within an occupational context.

Generation Perspective

After a deep analysis of historical events and social trends throughout American history, and the identification of patterns of behavior across generational groups, Strauss and Howe (1991) proposed that generational cohorts will have one of four different "personalities": idealist, reactive, civic, or adaptive. They explained that idealists are indulged and narcissistic, reactives are under-protected and alienated, civics are team-oriented, overprotected, but society-minded, and adaptives come of age in a time of crisis with an ethos of personal sacrifice (Strauss & Howe, 1991). Each generation is considered responsible for raising the next generation based on their experiences from the

generation before them (Strauss and Howe, 1991). Strauss and Howe (1991) also explained that generations can be categorized by a time frame of about 20 years, and that every 20 years or a new personality emerges. This is thought to continue in a cyclical pattern, with some disruption in the cycle from significant historical events (National Academies, 2020; Strauss and Howe, 1991). The work by Strauss and Howe (1991) was the first to imply that generational groups mimic each other in history, and offered a proactive insight into how future generations may appear.

At the time of their research and proposed theoretical perspective, there was very little empirical support for this cyclical pattern of generational behaviors (National Academies, 2020). However, in 1991 the Millennial generation was still being born, and Gen Z did not yet exist. In analyzing the four main generations of the current research according to the perspective of Strauss and Howe (1991), their theory holds significant ground. For example, researchers have described the Baby Boomer generation as narcissistic and indulged in that they consider themselves in charge, with a "live-to-work" mentality and strong traditional values of hard work leading to success regardless of mitigating circumstances (Seifert et al., 2023). Generation X has been described by researchers as under-protected and alienated in that they were raised with high expectations and minimal direction (Hilal et al., 2017). The Millennial generation has been described as team-oriented, overprotected, and society-minded in that their upbringing led them to feel confident and assertive, thriving on challenging work and the need to make a difference (Gabrielova & Buchko, 2021). Finally, Gen Z has been described as adaptive, coming of age in a time of crisis in that they want to be connected

with everyone, want to see specific attributes of leadership members, and are looking for a solid cultural fit in the workplace (Gabrielova & Buchko, 2021).

This theoretical perspective is of particular interest in the current research, as it demonstrates how different generations develop over the years, influencing each other in a pattern of social interaction and interrelated heritage (Strauss & Howe, 1991). This theory provides empirical evidence for the presence of major differences in characteristics across the generational cohorts, offering support for the proposed exploration. The work of Strauss and Howe (1991) additionally has the potential to have a predictive flare. For example, if this cyclical process proves true, then the expectation could be that Gen Z will raise idealists, or individuals who are characterized as narcissistic and indulged, offering some insight into what the U.S. workforce could expect from the generations to come. Thus, this theory also provides the foundation for how the current research could be practically applied for positive social change within the workplace over time.

Resilience Theory

The other critical element of the proposed research that requires theoretical foundation is resilience. Resilience is a biopsychosocial phenomenon that involves a dynamic interaction of person-environment exchanges (Moore, 2024). In order to encapsulate what it takes for an individual to demonstrate resilience, van Breda (2018) offered a more intricate explanation of what is required for resilience to be present in any given situation. Adversity, positive outcomes, mediating factors, and the nature of resilience processes were analyzed through a review of all relevant literature on resilience

(van Breda, 2018). It was determined that in order for resilience to be demonstrated by an individual, an adverse situation, accompanied by the individual's unique mitigating elements through that situation, should lead to positive outcomes for the individual (van Breda, 2018).

In this sense, mitigating elements included individual perspectives, access to relevant resources, individual beliefs and values, along with decision-making from lived experiences (van Breda, 2018). Other potential mitigating elements stem from goodness of fit, life course processes, access to social support networks, economic status, physical and mental abilities, and differences in power (Moore, 2024; van Breda, 2018). All of these mitigating elements have been found to vary across generational cohorts (Strauss & Howe, 1991). Therefore, van Breda's (2018) theory taps into the concept of individual resilience stemming from elements related to differences in generational narratives or vice-versa, fundamentally supporting the current research, and offering empirical support for the exploration of resilience levels across generational groups.

Literature Review of Main Concepts and Variables

Identifying Generations in the Workplace

Generational narratives in the workplace stem from different groups' birth years, age range, and critical life events at formative and developmental stages (Inglehart, 1977; Kinger & Kumar, 2023). Much of the research to date on generational narratives and differences amongst cohort groups has been considered fractured, fraught, and even contradictory (Miller et al., 2021). Nevertheless, using generational categories as a means to discuss workforce management has become popular in business and human resources

(National Academies, 2020). As Millennials shifted into a dominant proportion of the U.S. workforce, industries have attempted to use generational differences to understand their expectations and capitalize on them for economic growth (National Academies, 2020).

There has been a considerable amount of disagreement regarding how to define a generation, and how to explain a generation's consciousness and decision-making aside from identifying differences in their lived experiences. This challenges the ability to identify how dynamics within generational cohorts may influence workplace outcomes. Yet, three key aspects that are thought to make up a generational identity include cohort-based influences, age-based influences, and incumbency-based influences (Joshi et al., 2010). These elements, combined with emotional and value-based influences, are believed to construct an individual's perception that they belong to a specific generational group (Joshi et al., 2010).

Additionally, the recognition of belonging to a generation follows the notion of chronological succession in society, which acknowledges that each cohort passes though the social system succeeding one generation and preceding the next (Joshi et al., 2010). Within a workplace setting, generations can be seen as having chronological interdependencies, where each group shares their specific learned skills, knowledge, experiences, and resources, with the others (Joshi et al., 2010). Intergenerational interactions in the workplace are considered successful based on the extent to which those skills, knowledge, experiences, and resources can be transmitted across groups (Joshi et al., 2010).

For example, Baby Boomers are known to have a high level of institutional memory and expertise in their fields and are still believed to have a substantial impact on their workplace, with some opting to continue working past the traditional retirement age (Seifert et al., 2023). This means that Baby Boomers are often required to work alongside younger generations, which often involves understanding different work values and priorities in order to reduce workplace conflict (Seifert et al., 2023). While differences like this in work-related values and priorities can be easily identified, whether or not resilience to job demands and job stress differs across generations has been neglected in the research.

While the names of the various generations are well recognized in the literature, the years that constitute each generational cohort differ from study to study. Howe and Strauss (2007) recognized the Baby Boomer generation as born between 1943-1960, Generation X as born between 1961-1981, the Millennial generation as born between 1982-2005, and Generation Z as born between 2005-2025. Bently University (2017) recognized the Baby Boomer generation as born between 1946-1964, Generation X as born between 1965-1980, the Millennial generation as born between 1981-1998, and Generation Z as born between 1999 or later. Fry (2018) recognized the Baby Boomer generation as born between 1946-1964, Generation X as born between 1965-1980, the Millennial generation as born between 1981-1996, and Generation Z as born between 1997 or later. Burawat (2023) recognized the Baby Boomer generation as born between 1946-1964, Generation X as born between 1965-1979, the Millennial generation as born between 1980-1996, and Generation Z as born between 1997-2015.

Furthermore, Gabrielova and Buchko (2021) recognize the Millennial generation as born between 1981-1996, and Generation Z as born between 1995-2012. Kinger and Kumar (2023) recognized the Baby Boomer generation as born between 1946-1964, Generation X as born between 1965-1980, and the Millennial generation as born between 1981-1996. Taking the consistencies of these studies, alongside the years provided originally by Inglehart (1977), the final cohorts being examined in this study fall under the following categories and time frames: The Baby Boomer generation (1946-1964), Generation X (1965-1980), the Millennial generation (1981-1996), and Generation Z (1997 or later). After reviewing several empirical works that included the various generations in question, I took the consistencies of these studies and finalized the active cohort group year ranges. This process is demonstrated in Table 1, where the consistent years across studies have been highlighted, and the final cohort years have been determined for the current study.

Baby Boomers

Until fairly recently, Baby Boomers demonstrated the largest representation of individuals within the workforce (Bentley University, 2017). Baby Boomers consider themselves in charge (Seifert et al., 2023). They follow a “live-to-work” philosophy, are known to respect authority, and hold core values about hard work being the fundamental key to success (Bentley University, 2017; Seifert et al., 2023). They are also known to prefer a traditional 8:00 AM to 5:00 PM work schedule (Seifert et al., 2023), and are considered to be the hardest working generation, prioritizing work over personal life (Bentley University, 2017), with lower sociability, altruism, and free time preferences

(Kinger & Kumar, 2023). Strauss and Howe (1991) would likely identify the Baby Boomer generation as idealists, or those who are indulged and narcissistic after being raised by an adaptive generation that came of age in a time of crisis. The critical difference between them and the generation preceding them involves their rejection of conformity, although they maintained the same affinity for hard work (Bentley University, 2017).

This generational cohort was in their critical developmental stages of young adulthood when major events such as the moon landing, the civil rights movement, and President Kennedy's assassination occurred (Bentley University, 2017). They were also within their critical developmental stages throughout the Vietnam War, Woodstock, and the woman's liberation movement, all thought to be highly influential on their values, beliefs, and perspectives (Bentley University, 2017). Due to the 2008 recession, this generational cohort is still seen in the present workforce in an effort to improve their wealth and retirement options, often resulting in them working later in life than they were expected to (Bentley University, 2017; Burawat, 2023). Many baby boomers are not interested in retiring or are still financially unable to (Bentley University, 2017; Burawat, 2023).

When it comes to the Baby Boomer generation in the workplace, this group values team interactions, prestige, and occupational loyalty, and a key priority for them is job security (Bentley University, 2017). They take pride in hopeful thinking and team-oriented behaviors, and view workaholism as a path to success (Burawat, 2023). They prioritize creating strong communities, producing significant and ultimately meaningful

work, and are highly motivated by their role within an organization (Burawat, 2023). They are willing to go above and beyond in order to reach occupational goals, are less likely to switch between organizations, and they actively seek out mentorship and advisory positions to share their wealth of knowledge through their experiences (Burawat, 2023).

Baby Boomers have been quoted to have doubts related to job commitment when discussing younger generations (Bentley University, 2017; Côté-Boucher, 2018). They often hold differences in communication methods, and expectations of formality compared to their young colleagues (Bentley University, 2017). Specifically, regarding law enforcement, Baby Boomers have been cited as being weary of younger generations policing capacities, or their ability to successfully achieve job-related goals (Côté-Boucher, 2018). The new generations of police officers entering the workforce are often viewed by Baby Boomers as unwilling to display the dedication that they have demonstrated throughout their own careers (Bentley University, 2017; Côté-Boucher, 2018).

It is members of the Baby Boomer generation that suggest there is a distinct affective relationship between themselves and new officers (Côté-Boucher, 2018). Often, this generation perceives their young colleagues' perspectives as a blatant disrespect for the occupation and for working as a whole, which has been known to create workplace tension (Bentley University, 2017; Côté-Boucher, 2018). Baby Boomers disapprove of young officers' desires to move up the hierarchy's ladder and consider this a depreciation of the profession at its core (Côté-Boucher, 2018). They are often dismayed at the lack of

interest young colleagues seem to have regarding matters related to the occupation (Côté-Boucher, 2018).

Baby Boomers have been cited as being concerned that with technological advancements, and the reliance thereon by their young counterparts, comes a gradual loss of intimate social skills required to complete job tasks (Côté-Boucher, 2018). These tasks may include interviewing skills, and the ability to recognize fundamentally *human* visual, oral, and behavioral risk indications (Côté-Boucher, 2018). When technology was first being implemented in police departments, it was often riddled with unreliable and inconsistent data (Côté-Boucher, 2018). As a result, Baby Boomer officers tend to doubt the efficiency of computer-generated data in day-to-day policing procedures, consequently determining that their young counterparts are naive (Côté-Boucher, 2018).

To this generation, technology is seen as a destabilizing element to policing (Côté-Boucher, 2018). Thus, Baby Boomer officers often feel that they are undermined for not understanding and grasping technological skills that younger generations of officers seem to pick up on rapidly (Côté-Boucher, 2018). As a result, Baby Boomers often feel that their experience gained from years of working in the line of duty are inherently at odds with modern technological culture (Côté-Boucher, 2018). They believe that young people think their elder colleagues are just too old to be working in this occupation and perceive young officers to have no general respect (Côté-Boucher, 2018). They have been cited as feeling demeaned when they are smiled at patiently, mocked, and not taken seriously by their younger counterparts (Côté-Boucher, 2018). These differences in perspectives have generated resentment by Baby Boomer officers toward

younger colleagues' attitudes and abilities to be promoted quickly (Côté-Boucher, 2018). Many Baby Boomers feel uncomfortable reporting to a younger superior with fewer years of experience and respond to them and their organization-related goals and proposed changes with resistance (Bentley University, 2017).

From a psychology perspective, the interpretations by Baby Boomers in this occupation may be viewed as a nostalgic longing for seemingly disappearing practices (Côté-Boucher, 2018). Their ability to read people, predict behavior, identify high risk targets, and fight crime on a more intimate level, are viewed as characteristics of the policing work environment that provided them with a great sense of purpose (Côté-Boucher, 2018). With the difficulties displayed in learning and utilizing modern technology in the occupation, this generational cohort finds themselves seemingly unable to keep up with their young counterparts (Côté-Boucher, 2018). They inherently feel that they are being pushed away from the critical action positions of the job and sent to the sidelines, so to speak (Côté-Boucher, 2018).

Generation X

Interestingly, the term "Generation X" was first coined by photographer Robert Capa in his photo series of young individuals following the Second World War (Strauss & Howe, 1991). Following this, several interviews with young adults in the 1970s Were compiled and published in a book titled "Generation X" (Strauss & Howe, 1991). Additionally, Billy Idol used the name of "Generation X" for his punk rock band in the 1970s, and the title was further popularized by the 1991 novel written by Canadian author Douglas Coupland (Strauss & Howe, 1991). Generation X (Gen-X) is considered to be

the most understudied cohort, but they have been credited with creating the concept of a work life balance and were also the first to enter the workforce with a “work-to-live” attitude, although never entirely acting on it (Bentley University, 2017; Burawat, 2023).

They are more likely to question authority and place a lower priority on work over their personal lives, and research on this generation suggests they are an independent and adaptable group of individuals who can be tech savvy when compared to their Baby Boomer predecessors (Bentley University, 2017; Burawat, 2023). Generation X grew up with the values of frugality and loyalty and were often persuaded to put more of an emphasis on obtaining a higher education (Burawat, 2023). The major generational landmarks of this cohort include the energy crisis, the Watergate conspiracy, and the AIDs epidemic (Bentley University, 2017). Additionally, the Chernobyl incident, and the fall of the Berlin Wall marked critical events in their young adult time periods (Bentley University, 2017).

This generational cohort can potentially be recognized as a group of individuals who are under protected and alienated reactives raised by a group of indulged and narcissistic individuals (Strauss & Howe, 1991). Like their predecessors, they are devoted to developing their skill sets and are often eager to take on work-related and professional challenges (Bentley University, 2017). They have been known to have higher work centrality scores, as well as higher levels of job engagement, than younger generational cohorts (Burawat, 2023). They have been cited as feeling undervalued or unappreciated by their managers (Burawat, 2023), and they often expect work-related benefits in exchange for their commitment to the organization and their adaptive and tech-savvy

skills (Bentley University, 2017). Much of the research on Generation X suggests that they share many fundamental traits with their predecessors and Millennials, which does not truly allow them to greatly stand out amongst the other cohort groups in the workplace. However, they are thought to set the foundation for the workplace attitudes and preferences of the Millennial generation (Burawat, 2023).

Millennials

The Millennial generation, also known as Generation Y, can be considered to consist of team-oriented, overprotected, and society minded civics (Strauss & Howe, 1991). This cohort grew up with child-focused parents, intent on growing their self-esteem, and resulting in their perceived confidence, assertiveness, self-assurance, and feelings of entitlement to praise (Burawat, 2023; Gabrielova & Buchko, 2021; Heyns & Kerr, 2018; Hilal et al., 2017; Kinger & Kumar, 2023). They had higher parental supervision than their predecessors (Bentley University, 2017), and we're often sheltered due to concerns about adolescent safety and security (Gabrielova & Buchko, 2021). Millennials themselves are recognized as family-focused, valuing increased schedule flexibility and paid parental leave more than any other generation (Bentley University, 2017; Gabrielova & Buchko, 2021).

Throughout their critical formative years, they experienced a relatively stable economic climate which resulted in them feeling confident in the stability of their lives (Burawat, 2023; Gabrielova & Buchko, 2021). However, Millennials experienced unprecedented culture wars for equal rights for homosexuals, abortion debates, and racial and ethnic diversity arguments (Gabrielova & Buchko, 2021). The critical

developmental-stage events of this generation included the Columbine shootings, the 9/11 terrorist attacks, the Enron incident, and Hurricane Katrina (Bentley University, 2017). Additionally, and arguably most influentially, was the emergence of the Internet (Bentley University, 2017). The term “Millennial” comes from the fact that they were raised in the digital age within the upcoming millennium (Gabrielova & Buchko, 2021).

Millennials make up two-thirds of the U.S. labor market population and surpass Baby Boomers and Generation X members as the largest generation in the workforce (Bentley University, 2017; Gabrielova & Buchko, 2021). They are recognized as the most educated, collaborative, sociable, and diverse generation in the workplace (Bentley University, 2017; Gabrielova & Buchko, 2021). In fact, they are identified as the first global-centric generation, with a high appreciation for inclusion and diversity (Bentley University, 2017). They are recognized for having higher expectations to succeed, higher expectations of joint tasks with superiors, and higher expectations to serve in leadership roles, despite their relatively short job tenure, and require consistent feedback and mentorship (Bentley University, 2017; Burawat, 2023; Hilal et al., 2017). They prefer leaders within the organization who value interpersonal relationships (Gabrielova & Buchko, 2021), and who take the time to understand their personal and professional goals and provide structured guidance on how to achieve them (Bentley University, 2017).

Millennial goals and expectations have been found to generally align with other generations’ (Bently University, 2017). Like the Baby Boomer generation, Millennials crave meaningful work, thrive on work-related challenges, hold strong work values, and want to feel that they are contributing to the overall mission of the organization (Bentley

University, 2017; Burawat, 2023; Gabrielova & Buchko, 2021). Both the Baby Boomer generation and Millennial generation consist of entrepreneurial thinkers who are comfortable with responsibility, purpose driven, and optimistic about their ability to have a positive contribution to the world (Bentley University, 2017; Gabrielova & Buchko, 2021). However, Millennials crave opportunities for creativity in the workplace more than Baby Boomers (Bentley University, 2017).

Like Generation X members, Millennials adapt well to new people, places, and situations (Gabrielova & Buchko, 2021). Both generational cohorts have been cited to thrive in consistently changing work environments, and both generational cohorts place emphasis on finding a work-life balance (Gabrielova & Buchko, 2021). Both Generation X members and Millennials value continuous development in their fields, eager to continue learning and obtain higher education and relevant certifications (Bentley University, 2017) and perpetually refining their skills and abilities to lead or manage (Burawat, 2023). Both generational cohorts value a sense of intimate workplace interaction, with teamwork options and face-to-face communications regarding important matters (Bentley University, 2017). Millennials have, however, been cited for placing more faith in authority than their Generation X predecessors (Bentley University, 2017).

The key workplace characteristics that distinguish Millennials from their predecessors include their overtly hardworking nature and their frequent career changes. While Baby Boomers were recognized for their strong work values and work ethic, Millennials have been cited as working hard if not harder than any other generation, with nearly two-thirds having reported working over 40 hours a week (Bentley University,

2017). In fact, Millennials are almost twice as likely to have significant other working full-time if not overtime when compared to Baby Boomers (Bentley University, 2017). The Millennial cohort's frequent career changes can be viewed as a prioritization of a higher work-life balance, a shift in the definition of organizational commitment, and a perpetual search for the right job-fit with an adequate schedule and flexibility (Bentley University, 2017). They, more than any other cohort before them, value aligned workplace values of civic engagement and are far more likely to rule out working for an organization if their values or standard of conduct are not consistent with their own (Bentley University, 2017; Burawat, 2023).

Generation Z

Generation Z, often referred to as Gen-Z or iGen in reflection of being the "Internet" generation, have always had access to the web, smart phones, laptops, and social media as a part of their daily lives (Bentley University, 2017; Gabrielova & Buchko, 2021). They have always been exposed to hyper-connectivity, digital interaction, and instant gratification, and were the first to grow up in a completely wireless world (Bentley University, 2017; Pandita & Kumar, 2021). They are thought to not be able to survive without the internet or their smart phones and other technology, and are considered prompt communicators (Bentley University, 2017; Lee et al., 2022).

They can be characterized as an adaptive generation that came of age and is continuing to develop through times of major crises (Strauss & Howe, 1991). Gen-Z has been characterized as having poorer mental health and decreased sleep durations when compared to any other cohort (Grelle et al., 2023). This is thought to be a consequence of

socio-historical effects and increased time devoted to electronic devices and social media (Grelle et al., 2023). They are also characterized as more emotionally distressed when compared to previous generational groups (Seifert et al., 2023). They are often criticized by older generations for having a lack of appreciation for historical events, traditions, and policing-related artifacts (Hilal et al., 2017). Gen-Z is known as being an "activist" generation, with strong concerns over governance, environmental, and social issues (Burawat, 2023).

Gen-Z is the youngest generation in the workforce, and their upbringing occurred amidst a recession, job instability, mounting student debt, impractical healthcare costs, and fears about future survival (Bentley University, 2017). They grew up with overprotective parents who are thought to have limited their opportunities for social interactions (Gabrielova & Buchko, 2021). They are believed to have lower emotional intelligence, which can make them appear exuberant, inexperienced, and naïve (Burawat, 2023). Gen-Z is known for using an abbreviated language, which is thought to affect their ability to listen and engage in interpersonal relationships and develop adequate socialization skills (Gabrielova & Buchko, 2021). As a result, they are not considered to be properly prepared for the realities of a workplace environment (Pandita & Kumar, 2021).

Even with their comparatively limited work experience, they hold strong intrinsic work motivations (Kinger & Kumar, 2023). Gen-Z members care about an organization's impact on the environment, want to be socially connected to everyone, including their bosses, and seek out employers who will adapt to their needs and preference for

technology and digital communication (Gabrielova & Buchko, 2021; Lee et al., 2022). They desire a workplace that respects their individuality, allows them to be more self-directed, and allows them to thrive in manners that are preferred for them, placing a higher emphasis on independence, creativity and freedom (Burawat, 2023). They want to achieve success on their own and are more comfortable using technology to communicate than face-to-face social interactions (Gabrielova & Buchko, 2021; Lee et al., 2022).

Gen-Z shares many key characteristics with their Millennial predecessors. For example, both generations look for the best cultural fit in a potential job opportunity, both look for flexible schedules and paid time off, both are interested in becoming of value to the organization quickly and both have a strong desire to make a positive social impact (Bentley University, 2017; Gabrielova & Buchko, 2021). Both generations are known for short-term positions and frequent job changes and will readily change careers if they feel their values are not aligned (Burawat, 2023; Lee et al., 2022). Millennial and Gen-Z cohorts are recognized for leaving a job after a few years, with moving from one job to the next seen as commonplace in order to move up to higher positions in their fields (IACP, 2020). Both generations, like Generation X, expect opportunities for growth and development in the field, and share a “work-to-live” mentality (Gabrielova & Buchko, 2021; Seifert et al., 2023). Both Millennials and Gen-Z members want a leader to provide ongoing mentorship, one who favors an inclusive environment, and they want to be personally engaged with by their superiors (Gabrielova & Buchko, 2021).

Like their Millennial predecessors, they demand feedback, albeit at a higher frequency having been raised in an instant-reaction world (Gabrielova & Buchko, 2021).

For that same reason, Gen-Z can be perceived as having a strong sense of assertiveness in expecting to know details about a job or specific job tasks before agreeing to them (Seifert et al., 2023). Both Millennials and Gen-Z members are viewed as replacing the Baby Boomer generation in the workforce, and redefining law enforcement as an occupation based on current cultural customs (Hilal et al., 2017). Unlike Millennials, Gen-Z appears to be more jaded and financially driven (Bentley University, 2017) and does not care for teamwork or face-to-face workplace interactions (Burawat, 2023). Gen-Z places a greater importance on stable employment, career advancement, and financial compensation than Millennials (Burawat, 2023). They hold significantly lower work values and work ethic than Millennials (Burawat, 2023), have lower expectations than Millennials, are not as confident as Millennials (Gabrielova & Buchko, 2021), yet are considered more tech savvy than any other cohort before them (Pandita & Kumar, 2021).

Key Similarities Between Cohorts

Cohorts are influenced similarly by intrinsic and extrinsic motivating factors (Heyns & Kerr, 2018). A significant number of employees from all generations feel so strongly about wanting a flexible work schedule that they would be willing to give up pay and delay promotions in order to get it (Bentley University, 2017). Many other values are largely shared across generations, and some research suggests that the perception of vast differences is skewed (Bentley University, 2017). For example, all generations value meaningful work to some extent, with money less of a motivating factor in job selection (Bentley University, 2017). All generational cohorts have similar career goals to make a positive impact on their organizations, solve social and environmental challenges, work

with a diverse group of people, and work in a position that demonstrates they are the best at what they do in their industry (Bentley University, 2017). Baby Boomers, Gen-X members, Millennials, and Gen-Z members all expect organizations to have a positive impact on society in some way (Burawat, 2023).

All generational groups, to some extent, also value doing work they are passionate about, becoming an expert, becoming a senior leader, and achieving financial stability (Bentley University, 2017). Members of the Generation X and Millennial cohorts prefer in-person communication with managers when those discussions involve career impact (Bentley University, 2017). Generation X, Millennials, and Gen-Z groups also value flexibility and dislike working long hours (Burawat, 2023). Overall, while reviewing specificities between generations can be fruitful for research on a micro-level, it is equally important to understand the bigger picture. The experiences of Millennials and Gen-Z are different indeed, but they are similar still to the kinds of experiences Baby Boomers and Generation X faced when they were around the same age at the time they occurred, and those experiences shaped the generational narratives in similar ways, albeit for differing reasons.

Key Differences Between Cohorts

The generational groups understandably display some differences based on their unique formative experiences of economic changes, culture shits, national and global events, and their differing stages of life (Bentley University, 2017). Cucina et al. (2017) conducted a study to determine if generational differences in workplace attitudes exist. The researchers found that there are statistically significant generational differences in

work-related attitudes, yet the findings were not thought to be practically significant nor highly notable (Cucina et al., 2017). However, job stability and organizational loyalty have been found to differ across generations. Five of the seven subcomponents that make up individual work ethic differed between Baby Boomers and Gen Z workers, with effect sizes in the medium to large range (Seifert et al., 2023).

Job attributes that were previously highly valued are not as enticing to younger generations. For example, a traditional pension, the opportunity to work closely and intimately with others, having a variety in job tasks, and work outside of an office space, may be less appealing to Millennial and Generation Z cohorts (PERF, 2023). Even positive job attributes are thought to be overshadowed by negative media portrayals, negative public perceptions, and fears of an adequate work-life balance (PERF, 2023). Interestingly, individuals in the Gen X and Baby Boomer cohorts were found to demonstrate more resiliency with managing COVID-19 pandemic mental health concerns and maladaptive coping behaviors than Millennial and Gen Z cohorts (Grelle et al., 2023). This was an important finding in that it demonstrated how the same exposure to trauma can have different impacts and collective trauma effects across different age groups (Grelle et al., 2023) and suggests there may indeed be differences in each cohorts ability to cope, adapt, and persevere in the face of adversity.

Changes in Policing Over the Years

In order to illustrate the prevalence of generational differences in the occupation of law enforcement, it seems pertinent to address the various elements that are unique to policing in modern times. There are several factors that have come into play in the law

enforcement realm in the past few decades that have shifted the roles and responsibilities of police, as well as public perception of law enforcement as a whole. Modern social advancements have brought an array of consequences, both good and bad, to police and their communities. These elements are generally presumed to be influencing turnover intentions amongst police officers, as they are partly responsible for the shift in widespread opinion of law enforcement (Hristova, 2023). These elements include technology advancements, culture shifts, changes in public perception, unprecedented major events, and a mass exodus from the labor market. I elaborated on these elements and how they are relevant to the current study in this section.

Technology

A critical difference in modern times within the occupation of policing and society at large involves advancements in technology. Changes in technology have been a central point of focus for researchers specifically concerned with influences on turnover intentions in law enforcement. Birze et al. (2023) analyzed whether modern technological advancements to video and audio recording devices, resulting in more vivid and high-quality recordings of violent crime, caused increased risks of secondary traumatization and negative psychological impacts to police officers. These researchers found that the exponential growth in the quality, quantity, and reliance on modern technologies for recording purposes, such as cell phone cameras, does cause significant mental health risks for law enforcement personnel (Birze et al., 2023).

Lum et al. (2023) examined the potential unintended consequences of technological advancements in the field of law enforcement as an influencing factor

towards the shift in perspectives and behaviors in the occupation. Body-worn cameras, modern forensic science, and even license plate readers were all designed to improve the process of gathering and analyzing accurate information involving crime, but were found to also change discretion, or how police interact with the public and vice versa (Lum et al., 2023). Technological adaptations in this particular occupation were found to be influential on individual officer's daily routines, decision-making, job satisfaction, community interactions, interpersonal relationships, and even the outcomes in attempting to control crime (Lum et al., 2023). Furthermore, researchers found that the implementation of modern technologies in the field was specifically met with hesitation by older groups of officers, or those who were tenured and experienced, resulting in interagency tensions amongst officers (Lum et al., 2023).

Côté-Boucher (2018) interviewed several border patrol officers in Canada to identify differences in generational narratives between younger and older officers. She found that a major point of contention amongst these officers involved the appropriation of technology in the field (Côté-Boucher, 2018). Older officers tended to view skills provided by these technologies, such as behavioral interpretations, interviewing techniques, and the identification of risk indicators, as skills learned through their training and experience in the field (Côté-Boucher, 2018). Younger officers viewed new technologies as a positive break from the past, designed to make their time spent working more efficient and streamlined, and met the older officers' lack of technological proficiency with pity (Côté-Boucher, 2018). In this case, individuals from different

generational cohorts held different perspectives on the same variable, technology, and those differences again resulted in interagency tensions.

In an effort to identify the cause of cultural changes in a large department located on the east coast of the U.S., the Newark Police Department (NPD), researchers found that technological changes, generational differences in education and priorities, changes in public opinion, officers' leadership preferences, and new approaches and methods to policing contributed to a significant cultural shift within the agency (Yuksel, 2015). The development of crime information data software programs, such as Compstat, was found to introduce a new outlook on policing, which came with novel interpretations, and a change in the consideration of how to go about policing (Yuksel, 2015). As a result, Yuksel (2015) found that the subculture within the NPD also shifted to support more academic and scientific approaches in policing, to boost efficiency in crime solving and to foster a better relationship with the community. Police agencies historically operate in a quasi-military, hierarchically structured fashion (Yuksel, 2015). Many of the societal changes in technology and public perceptions or pushes towards inner-agency change were found to be met with pushback from tenured police personnel and the traditional or old fashioned methods of policing (Côté-Boucher, 2018; Yuksel, 2015).

Public Perception

Officers have admitted that the current perceived hatred that members of the public have toward police can be demotivating (Hristova, 2023). Agencies throughout the U.S. have reported that public perception of law enforcement is believed to limit interest in the profession and can be a major barrier to the recruitment of new officers (IACP,

2020; PERF, 2023). Media coverage of line-of-duty deaths has increased in recent times, through the conveniency of technology and social media access, and is also thought to be discouraging potential applicants (IACP, 2020). Many officers have voiced feeling that their jobs have become more challenging due to modern influences of social media, the ability to go "viral", and the potential scrutiny that comes with it (IACP, 2020), and agencies have attributed the changes in police roles and duties in a "virtual" realm to the crisis as well (PERF, 2023).

Exceptional Major Events

Another crucial difference in modern policing when compared to policing in the past stems from unprecedented and often devastating major events. Researchers have explored whether these modern events have had an impact on police recruitment and retention. For example, following the death of Michael Brown at the hands of a Ferguson, Missouri police officer, the community exploded with protests and violent riots, criticizing the decisions and actions of officers on that day (Adams et al., 2023). This led to the suggestion of the "Ferguson effect", a theory which proposed that with increased scrutiny of police came increases in violent crime within their communities (Adams et al., 2023). However, research attempting to substantiate this theory failed to find empirical support for the concept (Adams et al., 2023). However, researchers did identify an increase in reluctance of college students to join law enforcement as a profession (Adams et al., 2023), ultimately substantiating the major event as an influencing factor on recruitment of new candidates. These findings also suggest that the event had a different

impact on younger groups of individuals, rather than on the occupation of law enforcement as a whole.

Following the death of George Floyd at the hands of police officers in 2020, widespread protests, policy changes, calls for defunding and abolishing police agencies, and outcries over extensive firearm violence marked a larger shift in public opinion of law enforcement (Adams et al., 2023). There were again suggestions of ease of access to social media and the ability to record police interactions and have them go viral as an unprecedented stress on officers following this incident (Adams et al., 2023; Hristova, 2023; IACP, 2020). Researchers have examined whether these aspects of the post-Floyd period were influential on a police agency's ability to recruit and retain officers and were only able to find that more officers have been resigning than in previous years following the George Floyd incident (Adams et al., 2023), without offering a reason or solution related to the specific event. While the suggestion that this particular event may be influencing turnover intention in the occupation, there are other considerations, such as the mass exodus of retirement-age officers from the field, that may have contributed to this finding.

The Coronavirus (COVID-19) pandemic was yet another unprecedented event that suggested a disproportionate burden and increased responsibility had been placed on law enforcement officers in recent times. Research conducted following pandemics and epidemics resulted in findings that these traumatic events evoke fear, confusion, uncertainty, and potentially psychopathology and mental health disorders for anyone directly impacted by or involved in them (Grelle et al., 2023). The COVID-19 pandemic

was fundamentally different from historic public emergencies, in that officers were concerned about their own safety and well-being, while police tactics to combat crime and pursue effective police-community relations were also substantially disrupted (Collazo, 2021; Jiang, 2021; Lum et al., 2023; McKinley & Jones, 2022; Shjarback & Magny, 2021). Law enforcement as an occupation has been recognized as uniquely risky in that it requires an officer to carry out their job responsibilities in close proximity to other people (Jennings & Perez, 2020). While the rest of society, including stores, schools, and businesses, transitioned to remote work and quarantine, police officers were still required to respond to public safety concerns and medical emergencies (Lum et al., 2023; McKinley & Jones, 2022; PERF, 2023).

In addition to their traditional roles during the pandemic, officers were also tasked with the enforcement of closures, maintenance of public order, disbursement of social gatherings, and insurances that testing locations and hospitals remained safe and operable, all while aiding in the containment of the spread of the virus (Collazo, 2021; Jennings & Perez, 2020; Shjarback & Magny, 2021; PERF, 2023). New threats to officer safety included people sneezing, spitting, and coughing on police to deliberately infect them, a result from the drastic shift in public perception of police officers over the years (McKinley & Jones, 2022; PERF, 2023). The year following the pandemic was recognized as one of the deadliest years for police in American history, with more officers dying from COVID-19 than all other causes combined (PERF, 2023; Shjarback & Magny, 2021).

The pandemic also forced a transformation of public safety demands, which altered the community needs for police (Lum et al., 2023). The types of calls that officers were responding to suddenly began to change, with increases in calls for domestic violence incidents and mental distress concerns (Lum et al., 2023; McKinley & Jones, 2023). Current police training procedures were not found to equip officers with adequate or effective methods of deescalating situations involving mentally unstable and potentially violent or dangerous individuals (PERF, 2023). The lack of effective training in these situations was found to worsen the outcomes in many cases, as officers inevitably further triggered mentally unstable individuals in an attempt to contain them (PERF, 2023). During the pandemic, with the requirement that police not respond to many calls in person, police-community relations were also found to be further strained (Lum et al., 2023).

Physical and Mental Health

Law enforcement as an occupation is recognized to have a high risk of traumatic exposure, which comes with increased rates of mental health deficiencies (Collazo, 2021; PERF, 2023). There is a plethora of existing research demonstrating the detrimental effects that excessive job demands can have on an individual's mental health, and job demands specifically within a high-pressure environment were significantly found to negatively impact individual mental health (Han, 2024). The demands of policing are physical, psychological, and social, requiring nearly continuous physical and psychological efforts on the part of each individual officer (Han, 2024). Policing is known to be an occupation with a high prevalence of mental and physical health

challenges (Khoury et al., 2023). The stress of policing can impact individual officer wellness, but can also diminish their productivity, efficiency, and effectiveness (Han, 2024). Policing is very difficult, very dangerous, and is predicated on the will and ability to take away the liberties of citizens (Hilal et al., 2017). It is an occupation with immeasurable responsibility.

The additional responsibilities that came with the COVID-19 pandemic raised concerns that police may continue to experience a secondary mental health crisis following the pandemic (Collazo, 2021). The occupational stress police experienced during the pandemic was found to spill over into their homes, impacting their loved ones (Collazo, 2021; PERF, 2023). Research findings demonstrated a commonality in physical exhaustion between spouses of officers and police themselves during the pandemic (Collazo, 2021). The cumulation of these impacts and stressors have been recognized to increase the potential for occupational violence and posttraumatic stress symptomatology, along with acute and chronic mental health issues across the occupation (Collazo, 2021; Hobfoll et al., 2021; McKinley & Jones, 2023).

The typical physical, social, and psychological demands of policing were thought to act as preliminary risk factors for major mental distress and were subsequently thought to be exacerbated by the unprecedented influences of a worldwide pandemic (Hobfoll et al., 2021). Many officers admitted to holding the belief that the additional job responsibilities being asked of them during the COVID-19 crisis put them under greater pressure, lowering self-work behaviors, and increasing physical and mental health deficits (Jiang, 2021). The perception of officers that they could be at a heightened risk of

being infected, coupled with feelings of poor agency communication, were also found to increase officer stress levels (Lum et al., 2023).

Other Modern Influences on Recruitment and Retention

One of the more "natural" modern impacts on recruitment and retention stems from the mass exodus of individuals born in the Baby Boomer generation (1946-1964) from the labor market (Orrick, 2008; PERF, 2023). It has been suggested that this occurrence has resulted in increased competition for suitable candidates in the field of law enforcement, with a high number of vacancies to be filled (Orrick, 2008). This exodus, coupled with increasing turnover rates, and a present population of inexperienced and overworked active officers, is recognized as a major cause of serious productivity and quality of service deficits (Orrick, 2008). Chronological interdependence, which stems from different generations working together in the workplace, is the basis of successful transference of skills, knowledge, ideas, values, and experience (Burawat, 2023; Joshi et al., 2010). With a mass exodus also comes a discontinuation of such transference of skills, knowledge, and expertise on how to remain effective and efficient. A subsequent consequence may be a continued increase in the workload for officers who remain active. Differences in prerogatives and beliefs in efficient methods of policing across cohorts within agencies lead to interagency tensions and additional obstacles with chronological interdependence (Burawat, 2023).

Changes in Policing Influencing Resilience and Turnover Intention

Resiliency is thought to be the greatest protective factor against turnover intention and burnout, and it is a skillset that can be learned, trained, and refined in each individual

officer (Miller et al., 2021). The specific elements that have been identified as potentially influential on police officer resiliency and turnover intentions fall under three primary categories: personal, or individual characteristics, organizational, or access to adequate structure, processes, resources and support, and occupational, or wider social and environmental aspects related to the job (Blakenship & Slate, 2016; Luthar et al., 2020). Within the three main categories of individual resilience, to include personal, organizational, and occupational, there are elements that differ across generational narratives. When these differences are analyzed, insights can be drawn as to how they may coincide with potential differences in turnover intentions.

There is no question that resiliency is directly impactful on turnover intentions and burnout. Han (2024) found that workers with higher resilience possess better coping strategies that lessen the blow of negative job demands, ultimately reducing turnover intentions and burnout. Police officers with higher levels of self-reported resilience were found to have lower levels of adverse mental health, which was a primary symptomology present prior to the development of turnover intentions (Khoury et al., 2023). Resilience was also found to be statistically significantly and negatively associated with risk factors for turnover and burnout, and statistically significantly and positively associated with an individual's ability to mitigate occupational stress (Khoury et al., 2023).

Furthermore, research findings indicate that frequent trauma exposure, which is typical in law enforcement, is associated with occupational stress and correlated with increased rates of positive mental health screenings for adverse psychological impacts (Khoury et al., 2023). Thus, if resilience is a known method of combatting turnover

intensions, identifying any potential deficits in resilience levels offers empirical support for the development of resilience-focused interventions within law enforcement.

Personal and Individual Characteristics Influencing Resilience

Individual characteristics of police officers that can be linked to resiliency, turnover intentions, and that can be assessed differently across generational cohorts include age, education, personality traits, personal interests, physical health, social supports, intrinsic and extrinsic motivations, perceived job fit, work related values and preferences, and job engagement and job satisfaction. Personal factors that are known to influence individual resilience include age, job satisfaction, level of education, physical wellness (Blankenship & Slate, 2016; Orrick, 2008), perceptions of hope (Collazo, 2021; Hobfoll et al., 2021), fitness of job (Cucina et al., 2017; Orrick, 2008), and a sense of humor (Garcia-Rivera et al., 2020). Other personal influential factors include individual characteristics of respect, equity, and strong work ethic, with balanced dispositions, adequate levels of intrinsic and extrinsic motivation, positive job engagement, and a healthy relationship with work-life balance (Burawat, 2023; Côté-Boucher, 2018; Hilal et al., 2017; Lee et al., 2022; Seifert et al., 2023).

While turnover intention was not found to be influenced by gender, marital status, or race, research findings indicate that age is contributory to the phenomenon, as younger employees have been found to be significantly more likely to indicate they are considering leaving the occupation, are more likely to exhibit stress than their older counterparts and are less satisfied overall with their jobs (Blankenship & Slate, 2016). As age increased, job satisfaction increases, and job stress decreases, and as tenure increases,

thoughts of leaving the occupation decrease (Blankenship & Slate, 2016). Researchers have also discovered that as education levels increased, turnover intentions also increased (Blankenship & Slate, 2016). Additionally, individuals with higher education levels have been found to possess priorities of belongingness, self-esteem, and value to an organization (Orrick, 2008). These are notable correlations when considering generational narratives because Millennials and Gen-Z members are the youngest members in the workforce, and they are also the most educated.

An individual's positive personality traits can be used to develop coping strategies to severe stress, and these traits can be drawn on to improve individual resiliency (Denovan et al., 2022). For example, researchers found moderate to large relationships between individual traits, such as mental toughness and self-efficacy, and resilience (Denovan et al., 2022). The ability to thrive in high-pressure environments may also act as a mitigating trait against burnout (Han, 2024). Researchers also found the trait of resourcefulness representative of an individual's capacity to manage job demands and overcome adverse circumstances (Denovan et al., 2022).

Other research findings indicate that positive associations exist between the personality trait of narcissism and an individual's work centrality, engagement, and discretionary effort (Burawat, 2023). Furthermore, variations in these elements have been found across generational cohorts, suggesting that differences in how different cohorts are impacted by them differ as well (Burawat, 2023). The construct of a sense of humor is another individual trait that has been found to increase officer confidence in the face of adversity, allowing them to adapt and focus on the realities of the occupation with more

tolerance (Garcia-Rivera et al., 2020). An individual's emotional regulation capabilities were also found to be correlated to adaptability in the face of adversity (Denovan et al., 2022). If an individual is particularly sensitive to anxiety, uncertainty, fear, illness, and injury, they may be at a higher risk of developing adverse mental and physical health symptoms as a result of police work (Khoury et al., 2023).

Individual officer dispositions vary based on their interests and capacities outside of the line of duty (Côté-Boucher, 2018). Researchers found that consistency and maintenance of personal interests outside of the occupation can produce consistent positive outcomes in the workplace, and in developing work-related goals (Denovan et al., 2022). The generational cohorts have different preferred pastimes, which may be contributing to differences in work-related goal achievement. Higher adverse physical health symptoms were found to increase thoughts of quitting (Blankenship & Slate, 2016). A lack of social support from an officer's peers and loved ones can leave them feeling devoid of methods to combat the negative realities of law enforcement (Han, 2024). Social support connections were found to directly influence police officer perceptions of hope, which has been identified as a trait of resilience (Collazo, 2021; Hobfoll et al., 2021).

Motivation has a significant relationship with employee retention (Lee et al., 2022). If there is not a positive impact from individual motivation, employee turnover intentions increase (Lee et al., 2022). Intrinsic and extrinsic motivation are both essential in this sense, as both have a significant positive effect on retention (Lee et al., 2022). Generational cohorts are influenced similarly by intrinsic and extrinsic motivators (Heyns

& Kerr, 2018). Work centrality is an intrinsic motivation and refers to the level of significance work holds in an individual's life (Burawat, 2023). Officer salary, an extrinsic motivation, was not determined to have a direct impact on turnover, although insufficient pay was found to contribute to job dissatisfaction which does have a significant impact on turnover (Blankenship & Slate, 2016). Age, education, and income differences were found to contribute to differences in extrinsic work values and job flexibility (Kinger & Kumar, 2023).

Researchers have suggested that there are very few people who possess the attributes necessary to treat each person they meet with respect and equity, but who also have the capacity to use deadly force if required of them (Hilal et al., 2017). Research findings indicate that even if an individual possesses the necessary knowledge, skills, and abilities to perform a job, if they do not have a sense of positive "fit" with the organization or occupation, they will not inherently enjoy the work (Orrick, 2008). Employees who do not "fit" are highly likely to turnover, which can cause work attitudes and values to appear more turbulent over time (Cucina et al., 2017). Millennial and Gen Z cohort members are interested in challenging work environments that meet their higher-ordered needs and cater to their intrinsic (pleasure gained from the work itself) motivations (Orrick, 2008). If these needs are not met, then these individuals are likely to look for other job opportunities or are likely to decline a job opportunity if they feel it is not right for them (Orrick, 2008).

Researchers have found a positive correlation between work values, work-life balance, and turnover intentions (Burawat, 2023). The generational cohorts differ in their

work values, work ethics, and preferences for work-life balance to some degree. Employee work ethic has been found to drive work engagement and job commitment, while fostering a productive work culture (Seifert et al., 2023). Work ethic is comprised of seven unique dimensions, which may differ across generational cohorts (Seifert et al., 2023). They include self-reliance, morality, preferred leisure activities, personal definition of hard work, views on work centrality, preferred spending of time, and comfortability with delayed gratification (Seifert et al., 2023). When an individual's work ethic differs from their colleagues, tensions rise from a lack of congruity amongst workers (Seifert et al., 2023). For example, members of the Gen Z cohort are known to rely heavily on technology over their own capabilities, they need instant gratification, and they prioritize a work-life balance (Gabrielova & Buchko, 2021). These considerations may be contributing to why perceptions exist that Gen Z members are less hardworking than their older counterparts, when perhaps it is merely differences in the elements that make up a "strong work ethic".

Work-life balance has been found to positively impact individual motivation in the workplace, and in an individual's personal life (Lee et al., 2022). When an occupation's inherent schedule does not allow for preferred work-life balance, then individuals will seek out opportunities that are more suitable for such a lifestyle (Garcia-Rivera et al., 2020), which also may explain why Millennial and Gen Z members are less likely to be pulled in to current recruitment strategies in law enforcement. Millennials and Gen Z members have also been cited as wanting to work for an organization that shares their values and seeks to have a positive impact in society (Gabrielova & Buchko, 2021).

When their work values are not aligned with those of an organization, they will likely seek work elsewhere (Gabrielova & Buchko, 2021; Orrick, 2008). These generational cohorts are cited for having decreases in work centrality and increases in narcissism, which has been positively associated with higher turnover rates (Burawat, 2023).

Intrinsic motivations and willingness to engage in work-related tasks have been found to increase productivity and decrease negative work-related attitudes (Lee et al., 2022). Job engagement is an essential asset to employee retention and productivity and helps foster better police-community relationships and promote a positive agency image (Pandita & Kumar, 2021). Employees who are disengaged from their occupation have been correlated with increased turnover rates (Lee et al., 2022). Officers who are physically, cognitively, and empathetically involved in their work are more likely to voluntarily commit to the organization and its goals (Pandita & Kumar, 2021).

Job satisfaction has been found to be the single most reliable predictor of turnover amongst employees (Blankenship & Slate, 2016). Job satisfaction has a direct impact on physical stress, which has also been correlated with turnover intention (Blankenship & Slate, 2016). As job satisfaction increases, job stress decreases (Blankenship & Slate, 2016). Additionally, as job satisfaction increases, turnover intentions decrease and commitment to an organization increases (Blankenship & Slate, 2016). Millennial and Gen Z cohorts have been found to have decreased levels of job satisfaction, reduced productivity, and increased turnover intentions (Burawat, 2023).

Organizational Elements Influencing Resilience

Organizational factors include influences such as an individual's ability to participate in organizational decision-making, opportunities to increase job satisfaction, organizational support and adequate resources, and a positive relationship between an officer and their immediate supervisor (Blankenship & Slate, 2016; Lum et al., 2023; Miller et al., 2021; Orrick, 2008). The hierarchical nature of police departments, the provision and frequency of feedback, adequate recognition, trust, and communication are also considered organizational influences on individual occupational resiliency (Garcia-Rivera et al., 2020; Orrick, 2008; Hilal et al., 2017). Additionally, clear organizational goals, organization and efficiency, modern management practices, inclusive work environments, and organizational stability in values, beliefs, and procedures, and a company's technological environment are critical organizational elements that have been found to impact individual resiliency (Côté-Boucher, 2018; Heyns & Kerr, 2018; Lee et al., 2022; National Academies, 2020; Pandita & Kumar, 2021; Seifert et al., 2023).

Organizational elements of law enforcement agencies that can be linked to resiliency, turnover intentions, and that can be assessed differently across generational cohorts include chances to participate, frequency of opportunities, presence of adequate organizational support and resources, coherent and concise standard operating procedures, an organized, ethical, and methodical structure and culture, well trained and people oriented leaders and supervisors, and an overall progressive mindset driving organization-wide decisions and prospects. The specifics of each of these subcategories

offer insight as to how organizations themselves may be contributing to differences in overall resiliency and turnover intentions.

Employee participation in decision-making processes, and opportunities for meaningful input, have been linked to developing a greater trust in leadership and reducing turnover (Blankenship & Slate, 2016). These opportunities have also been found to improve job satisfaction and reduce job stress, while a lack of these opportunities has been correlated with increased job stress and turnover intentions (Blankenship & Slate, 2016). Younger candidates want to feel as though they are valued and a critical part of the organization (Orrick, 2008). They want to feel proud of what they do, and they want to make a positive difference within the agency and their communities (Orrick, 2008).

Some officers have expressed a lack of opportunities to grow or move up in their departments as reasons for turnover intentions (Orrick, 2008). Generation X members, Millennials, and Gen Z members have all expressed interest in continued growth and education in their occupations (Bentley University, 2017). If these interests are neglected, these individuals may consider alternative job opportunities. Agencies can only evolve as the training, technology, procedures, and regulations evolve (Côté-Boucher, 2018), all of which are non-negotiable aspects of a good career fit for younger generations.

Organizational stress from a lack of adequate resources and support can influence individual job satisfaction, physical stress, and turnover intentions (Blankenship & Slate, 2016). Officers perceive their value to the community based on the type and amount of equipment they have (Orrick, 2008). Adequate job resources to mitigate the physiological and psychological costs of high job demands can aid in the achievement of work-related

goals, and stimulate personal and professional growth (Han, 2024). With job resources comes the ability to shield officers from negative job effects, foster a healthy workplace environment, and boost positive work outcomes (Han, 2024). Without job resources, officers may experience heightened rates of exhaustion, cynicism, and inefficacy, all known elements of burnout (Han, 2024).

Support from colleagues and supervisors can act as a buffer to the natural strains of police work (Han, 2024) and has been significantly related to burnout and resilience (Miller et al., 2021). The presence of social support has been shown to have a positive influence on turnover intent, and a reduction in work-related stress (Miller et al., 2021). Overall organizational support has also been associated with resilience, restraint in the use of force, and improved officer mental health (Lum et al., 2023). Organizational support has also been associated with better practicing of procedural justice throughout a department (Lum et al., 2023). Employees are more likely to feel a sense of approval, boosted self-esteem, and value within an organization when organizational support is perceived (Pandita & Kumar, 2021). With these factors comes a more intimate connection with the agency, which promotes retention (Pandita & Kumar, 2021).

Disparity in the interpretation and application of department-wide policies between supervisors has been found to cause job dissatisfaction (Orrick, 2008). When officers perceive inconsistent operations and frequently feel as though they are not correctly executing job tasks and responsibilities as a result, they begin to disengage from the occupation and the agency (Orrick, 2008). Many police departments have organizational cultures that have not evolved beyond the traditional mentalities of

policing (Orrick, 2008). These agencies are organized in a silo management style, with hierarchical structures and dependence on strict and unwavering procedures, rules and transactions (Orrick, 2008). These environments are tactical and rigid and have not been seen as effective in satisfying younger generations' motivations (Orrick, 2008). These organizations are failing to engage the hearts and minds of Millennials and Gen Z members, limiting the organization's overall success and potentially contributing to the attrition crisis (Orrick, 2008).

Traditional police management practices can no longer be assumed to be affective (Seifert et al., 2023). There is a need for organizations to redesign their internal culture and structure to adapt to the priorities and motivations of different generations (Seifert et al., 2023). Changing organizational culture will require the traditional and entrenched values, beliefs, and assumptions about police work to be challenged, which will likely be met with hesitation before it is seen as a positive step towards social change (Côté-Boucher, 2018).

The primary organizational factor influencing an officer's decision to stay or leave a job is their relationship with their supervisors and leadership (Orrick, 2008; Pandita & Kumar, 2021). Younger generational cohorts require trust, communication, and a more intimate connection with their supervisors (Hilal et al., 2017). Interpersonal relationships between supervisors and their subordinates foster smooth functioning and effective coworking (Pandita & Kumar, 2021). Millennials and Gen Z members are anxious to know how they are doing and how they can improve (Orrick, 2008). They crave leaders who give their support and candid opinions (Pandita & Kumar, 2021).

Supervisors who provide frequent feedback are able to keep these individuals content in the workplace (Orrick, 2008). In the same regard, adequate recognition and positive reinforcement are critical for these generational cohorts and should be used as strategies for retention and exceptional work performance (Orrick, 2008).

Fostering a harmonious work environment that takes into consideration differences in perspectives, needs, and priorities can act as a barrier to burnout and negative mental health amongst officers (Han, 2024). Organizations that develop employee well-being programs improve the quality of service and productivity of their officers (Garcia-Rivera et al., 2020). Progressive police agencies that keep these notions in mind see improved officer engagement, reduced exhaustion, happier officers, and more positive coping strategies being utilized by their personnel (Garcia-Rivera et al., 2020). Agencies should attempt to create more inclusive, open, and respectful work environments for their officers, to allow for workers of different ages, cultural backgrounds, and generational cohorts to exist without tension or judgement (National Academies, 2020). Generational differences in work values and attitudes are having an impact on organizational effectiveness (Kinger & Kumar, 2023). Organizations should push to satisfy Gen Z needs of digital innovation if they hope to foster recruitment and retention amongst this cohort (Lee et al., 2022). If a police department does not have a sound technological environment, they will likely affect Gen Z members decisions to remain with the agency (Lee et al., 2022).

Occupational Stress, Hazards, and Realities Influencing Resilience

Occupational factors include influences such as the fundamental nature of the job. For example, police are expected to work in close proximity to other people, are frequently exposed to highly stressful and potentially traumatic situations (Blankenship & Slate, 2016; Collazo, 2021; Hilal et al., 2017; Hobfoll et al., 2021; McKinley & Jones, 2023). Further, police environments consistently change over time, producing unprecedented responsibilities and challenges for officers (Orrick, 2008). The mental, physical, and emotional strain police officers experience on a regular basis contribute to the occupation being labeled as "difficult" (Hilal et al., 2017). The unique subculture that exists amongst law enforcement creates additional considerations that may influence individual officer resiliency (Côté-Boucher, 2018).

Occupational elements of law enforcement agencies that can be linked to resiliency, turnover intentions, and that can be assessed differently across generational cohorts include job stresses and demands, inherent job hazards, and the realities of working as a public servant. The specifics of each of these subcategories suggest that some roles and responsibilities of law enforcement officers have evolved with society, and with them may have come differences in individual officer resiliency and turnover intentions.

Frequent exposure to psychologically traumatic events can lead to decreased mental health, psychological distress, and can negatively impact work-related attitudes and behaviors (Khoury et al., 2023). Exposure to negativity daily has been linked to adverse mental health conditions, such as depression and anxiety (Han, 2024). Police

officers are often involved in life-threatening situations, extreme violence, critical incidents, shootings, hostage or negotiation situations, intense exposure to gruesome crime scenes, coworkers' deaths or suicides, and are far more likely to develop burnout and other negative mental health problems (Garcia-Rivera et al., 2020). It is one of the most stressful professions with high levels of continuous stress exposure, potentially influencing new candidates decision to choose another profession, and leading some officers to quit or leave the occupation prematurely (Garcia-Rivera et al., 2020). Increased workload volumes and relentless schedules have been found to contribute to elements of burnout, such as absenteeism (Han, 2024). Police work environments are unique in that they are constantly changing and evolving with updated public safety demands, producing new roles, responsibilities, and challenges for police to overcome (Orrick, 2008).

Public scrutiny is another reality of the law enforcement occupation that officers are required to manage on a regular basis. Following major events, such as the 9/11 terrorist attacks, public confidence in law enforcement has been found to increase, while incidents of police brutality and racialized situations have been found to result in a lessening of confidence in local authorities (Shaw & Brannan, 2009). Even in situations where overall public confidence in police was high, there were findings that the public doubted a police officer's ability to confront and manage specific problems (Shaw & Brannan, 2009). Changes in public confidence and favorability towards police occur in conjunction with major events and occurrences within the communities the officers serve (Shaw & Brennan, 2009). With an uptick in expansive media coverage of negative

police-community interactions, more attention is drawn to agencies and public perceptions are more easily swayed (Shaw & Brannan, 2009). The fluctuation in how the public perceives their local department and the officers therein can make the maintenance of positive police-community relations challenging.

Gap in the Literature

With all of the existing empirical work that addresses generations in the workplace, resilience, and turnover intentions, whether the societal and cultural changes in recent years have impacted generational cohorts' levels of resiliency has been neglected in the literature. If different generational cohorts are experiencing varying levels of resilience based on their individual lived experiences and subsequent narratives, than each cohort may require adjustments in the resources and support systems needed to help develop a greater sense of occupational resiliency. In other words, there may not be a "one-size-fits-all" solution to the development of resiliency in law enforcement, but rather a need for several different "lesson plans" for each generational cohort. If that is the case, in order to ensure that any such provision of resources to refine resilience will actually lessen attrition in the field, an exploration into any correlation between resilience and turnover intentions is necessary. This is a complicated and multi-dimensional phenomenon, that requires an in-depth analysis into the complex elements included here.

Purpose of Current Study

Empirical evidence regarding generational differences in the workplace is still scarce, and empirical evidence on generational differences in law enforcement even more so. This study contributes to the existing literature on generational differences in the

workplace and seeks to address a major staffing crisis among a specific population of workers seen as critical to social safety, security, and well-being. The current research corroborates existing information on resilience as a mitigating factor against turnover intentions and burnout and extends that knowledge to a specific occupation. The current research also sheds light on any potential correlation between resilience and turnover intentions across generations of police officers, furthering the conversation in this field.

Significance of The Current Study and Social Change Implications

The current strategies actively being implemented to address recruitment and retention deficits are failing to remedy the crisis at hand, and they are seemingly still rooted in the traditional motivations. For example, financial incentives for new hires and recruitment incentives for current police officers are being used to entice new candidates to apply (PERF, 2023), even though research on turnover in the labor force at large has yielded findings that money is not a factor that directly influences turnover intentions (Blankenship & Slate, 2016; Hristova, 2023; Orrick, 2008). In fact, employee pay was not even among the top 10 influencing factors determined to directly impact turnover (Blankenship & Slate, 2016). While some agencies are being encouraged to utilize modern technology to reach younger populations of potential candidates, such as the use of TikTok videos and Instagram posts or reels (PERF, 2023), this neglects the previously stated research findings that older generational cohort members meet modern technology with hesitation and concern (Côté-Boucher, 2018; Yuksel, 2015).

Agencies are being encouraged to share the workload to reduce pressures with understaffing (PERF, 2023), yet officers have stated feeling that there is disparity in the

interpretation and consistent application of said policy between supervisors, leading to further dissatisfaction (Orrick, 2008). While agencies are encouraged to promote a greater offering of resources to boost officer well-being (PERF, 2023), it is job satisfaction that has been found to have more of a direct negative impact on physical and mental health, resulting in an increase in turnover intentions (Blankenship & Slate, 2016). Agencies are told to work diligently to enhance their police-community relations (PERF, 2023), yet a lack of cohesiveness and transparency is still seen as immensely damaging to the perceived value of an agency in a community (Orrick, 2008).

In sum, while strategies have been suggested, and have begun their implementation phases, the police staffing crisis remains, which begs the question of whether or not the root of the problem is truly being addressed. What the existing literature has managed to produce is evidence that generational phenomena may have consequences in the workplace (Joshi et al.,2010). While attempts at developing "generational toolkits" or manuals have been offered within workplaces, they offer simplistic characterizations and basic intergenerational relationships (Joshi et al., 2010). The subjective and often varying experiences that make up generational narratives bring competing and conflicting views on the same factors, events, and sociocultural changes (Côté-Boucher, 2018). In order to have a blend of "old" and "new" ways, and to have successful intergenerational transference of knowledge, skills, and experiences, the methods, opinions, and perspectives of each generational cohort must be considered (Burawat, 2023; Côté-Boucher, 2018). Therefore, an analysis of whether there are actually significant differences in resilience across generational cohorts due to these

various influencing factors, and an analysis into any potential correlation with turnover intentions, are critical steps to be taken.

If generational differences in occupational resiliency were to be found, police departments may adapt their practices to foster more inclusive, supportive, and highly engaging work environments (Burawat, 2023), while combatting the rates of burnout and turnover intentions seen in law enforcement today and improving recruitment practices using preferences and strategies based on generational narratives. Agencies may be able to address resiliency deficits to combat this crisis as an alternative method to improve recruitment and retention rates.

In recognizing that each generation has a unique narrative, along with specific values, motivations, and priorities, agencies can use those differences to achieve specific organizational goals, while using the similarities between cohorts to engage employees and yield better productivity results, potentially reducing turnover intention (Bently University, 2017). If significant differences in occupational resiliency and turnover across generations are not found, then future research can analyze what current policies and procedures are lacking to address these elements of recruitment and retention in law enforcement, and how current policies and procedures are being influenced by existing knowledge of generational differences can be reexamined.

Summary and Conclusions

The four primary generations that exist in the labor force today include the Baby Boomers, Generation X, Millennials, and Generation Z. These cohorts have lived through the progressions of society at different stages in their developmental lives and have

subsequently walked away with varying prerogatives and narratives. These differences can be demonstrated in the labor force at large, and have been used to understand motivations, behaviors, and decisions in the workplace. The key categories of resilience, including personal, organizational, and occupational elements, can be clearly highlighted throughout each category of changes in policing over the years, and can be uniquely examined in the narratives of each cohort.

Self-work behaviors, decision-making, job satisfaction, maintenance of interpersonal relationships, education levels, and work-life balance priorities are all personal characteristics that differ across generational cohorts (Côté-Boucher, 2018; Jiang, 2021; Lum et al., 2023; Yuksel, 2015). New occupational stressors are leading to fear, confusion, and uncertainty amongst existing and potential officers, resulting in increased negative mental health symptomology (Collazo, 2021; Grelle et al., 2023; Jiang, 2021; Hobfoll et al., 2021; McKinley & Jones, 2023). Public perceptions leading to individual feelings of discouragement, modern incidents leading to reluctance to become an officer by younger candidates, concerns for personal safety and wellbeing, and modern stressors in the occupation are all indicators of personal resilience (Adams et al., 2023; Blankenship & Slate, 2016; Collazo, 2021; Jiang, 2021; Lum et al., 2023; McKinley & Jones, 2022; Shjarback & Magny, 2021).

At the organizational level, policy changes are met with hesitations from older generations of officers, while inadequate training and poor agency communications diminish interagency cooperation and chronological interdependence amongst officers (Burawat, 2023; Collazo, 2021; Jiang, 2021; Lum et al., 2023; McKinley & Jones, 2022;

Shjarback & Magny, 2021). At the occupational level, the traditional quasi-military and hierarchically structured culture of policing is being challenged by new leadership preferences, technological advancements, and a drastic shift in roles and responsibilities of police officers (Côté-Boucher, 2018; Yuksel, 2015). Protests and demands to defund the police, outcries over extensive firearm violence, disruptions in normal crime combat tactics, and strains on police-community relations have fundamentally altered the occupation (Adams et al., 2023; Collazo, 2021; Grelle et al., 2023; Jiang, 2021; Lum et al., 2023; McKinley & Jones, 2022; Shjarback & Magny, 2021).

These critical elements highlight a modern officers' world, where public image and perception are highly influential, both in person and through social media platforms (Hristova, 2023). Protests over police brutality and officer-involved shootings and consistent public scrutiny over police decision-making and courses of action in the field are the new "normal" (Shaw & Brennan, 2009). Officers are becoming hesitant to act in many situations, for fear of retaliation from the public or being recorded and portrayed in a negative light (Hristova, 2023). The discretion of current police officers changed with the aforementioned progressions in society and with them came changes in how individuals working in the occupation were being perceived. The younger generations in the workplace, primarily members of the Millennial and Gen-Z cohorts, have voiced different occupational priorities which are not currently met in the field of law enforcement. With the changes in roles and responsibilities of law enforcement officers, along with increases in workloads and limits in effective resources, the increase in turnover intentions can be rationally empathized with.

Turnover intentions and attrition have been directly linked to an individual's resiliency. Furthermore, the elements influencing generational differences have been separately identified as influential on individual resiliency, which suggested there may be a correlation between differences in occupational resiliency and turnover intentions across generational cohorts, resulting in attrition.

Chapter 3: Research Method

The purpose of the current study is to explore the presence of generational differences in occupational resiliency and turnover intentions among active law enforcement personnel, and to assess whether a correlation exists between occupational resiliency and turnover intentions across cohorts of officers. The current research design offers an opportunity to examine the existence of differences in resiliency and turnover intention across generational groups, and the potential for any correlation between the two phenomena. Although much of the grounding literature on these topics used qualitative designs, this research uses a quantitative approach to model emergent patterns in an effort to increase generalizability and understanding of the topics, while subsequently using statistical data to demonstrate potential correlative relationships. The details of how the current study was conducted are outlined here.

Research Design and Rationale

These are the research questions that were to be answered in this study with their respective hypotheses:

RQ1: Do differences in resilience exist among generational cohorts of active law enforcement personnel?

$H_0$1: There are no differences in resilience among generational cohorts of active law enforcement personnel.

H_a1: Differences in resilience exist among generational cohorts of active law enforcement personnel.

RQ2: Do differences in turnover intention exist among generational cohorts of active law enforcement personnel?

$H_0$2: There are no differences in turnover intention among generational cohorts of active law enforcement personnel.

H_a2: Differences in turnover intentions exist among generational cohorts of active law enforcement personnel.

RQ3: Is there a correlation between resilience and turnover intention among generational cohorts of active law enforcement personnel?

$H_0$3: There is not a correlation between resilience and turnover intentions among generational cohorts of active law enforcement personnel.

H_a3: There is a correlation between resilience and turnover intentions among generational cohorts of active law enforcement personnel.

The independent variable of the current study was the generational cohort of respondents. Therefore, the independent variable was one categorical item with multiple categories of which a respondent may fall under, to include Baby Boomer, Gen X, Millennial, or Gen Z. While the names of the various generational groups are well recognized in the literature, the years that constitute each generational cohort differ from study to study. After reviewing several empirical works that included the various generations in question, I took the consistencies of these studies and finalized the active cohort group year ranges. This process is demonstrated in Table 1, where the consistent years across studies have been highlighted.

Table 1

Generational Year Ranges

Author(s)/Study	Baby Boomers	Generation X	Millennials	Generation Z
Bentley University (2017)	1946-1964	1965-1980	1981-1998	1999 or later
Burawat (2023)	1946-1964	1965-1979	1980-1996	1997-2015
Campbell et al. (2017)	1946-1964	1965-1979	1980-1994	1995-2012
Cucina et al. (2017)	1945-1962	1963-1978	1979 or later	N/A
Fry (2018)	1946-1964	1965-1980	1981-1996	1997 or later
Gabrielova and Buchko (2021)	N/A	N/A	1981-1996	1995-2012
Howe and Strauss (2007)	1943-1960	1961-1981	1982-2005	2005-2025
Inglehart (1977)	1946-1964	1965-1979	1980-2000	N/A
Kinger and Kumar (2023)	1946-1964	1965-1980	1981-1996	N/A
Panjakajornsak (2017)	1946-1964	1965-1979	1980-1996	1997-2015

The active cohort groups (independent variable categories) that were assessed in this study include the Baby Boomer generation (1946-1964), Generation X (1965-1980), the Millennial generation (1981-1996), and Generation Z (1997 or later). These final cohort groups and their year ranges can be found in Table 2. Although members of the Silent generation (1928-1945) are still present in society today, they are past retirement age and are not working in active law enforcement positions at this time (National Academy of Social Insurance [NASI], 2022), thus, they have been excluded from the current study.

Table 2

Final Cohort Groups and Birth Year Ranges

Generation	Baby Boomers	Gen-X	Millennials	Gen-Z
Birth Year Ranges	1946-1964	1965-1980	1981-1996	1997 or later

There were two dependent variables in this study. The first was the mean resilience score of each cohort per the Predictive 6-Factor Resilience Scale (PR650; Rossouw & Rossouw, 2016). The second dependent variable was the mean turnover intention score of each cohort per the Expanded-Multidimensional Turnover Intentions Scale (EMTIS; Ike et al., 2022).

Methodology

The current study utilized a quasi-experimental, survey-based quantitative research design. Walden University's ethics approval number for this study was 03-31-25-1184954. Data was collected via the use of a "Frankenstein" survey, or composite survey, where one part of the questionnaire consisted of the questions from an instrument designed to collect scores on resilience, and the other part of the survey consisted of the questions from an instrument designed to collect scores on turnover intentions. This technique has been used by researchers to measure constructs using validated questions while adapting them to new contexts and has been commonly used in relevant research (Gaub et al., 2020; Nix et al., 2021; Terrill & Paoline, 2017). Composite survey designs have also been found to improve response quality and reduce bias, while enhancing comparability of variables (Gaub et al., 2020; Nix et al., 2021; Terrill & Paoline, 2017).

Additionally, composite survey designs have been found to save time and allow for one participant to offer data on multiple variables without specifically distinguishing those variables (Gaub et al., 2020; Nix et al., 2021; Terrill & Paoline, 2017). I recognize and appreciate law enforcement officers' time as valuable and limited, so I sought to ensure the survey did not require an excess of effort or time from participants. The estimated time to complete the entire survey was no more than 15 minutes, and the average time to complete the survey was about 5 minutes.

As is the nature of a quasi-experimental design, participants were required to meet certain inclusion criteria to participate in this study. The inclusion criteria to participate in the current study included being a member of one of the four generational cohorts (Baby Boomers, Generation X, Millennials, and Generation Z), as well as being *active* law enforcement personnel. The term "active" indicates that an individual must be currently working in a law enforcement capacity, and includes: police officers, sergeants, detectives, field training officers, lieutenants, commanders, captains, deputy chiefs, chiefs, superintendents, assistant chiefs, surgeons, staff officers, directors, supervisors, deputy inspectors, and inspectors. Administrative positions within law enforcement agencies, to include records maintenance, crime scene analysis, evidence custodians, and clerks were not eligible to complete the survey.

The primary type of sampling strategy used was purposeful sampling, which ensured the participation of active law enforcement personnel within the diverse age ranges of generational cohorts. Surveys were distributed via a link posted to several law enforcement groups on LinkedIn and Facebook. This sampling method minimized the

risk of social desirability bias and stigma (Iobst, 2024). As a failsafe, in the event that collecting data became difficult or strenuous via purposeful sampling, a secondary sampling strategy of snowball sampling was used, which allowed data collection to remain purposive and reduced the likelihood of falsified or incentivized responses from random sampling (Iobst, 2024). In the current research the participants who completed the survey were prompted to share the link to take the survey with other active law enforcement personnel in their networks. In directly distributing access to the survey through active law enforcement personnel, I ensured that my participant pool remained within the required criteria, and I pulled information directly from the sources themselves. This, again, reduced any potential errors that may have stemmed from incentivized survey recipients online, or dishonest individuals who are not actually in law enforcement.

A G*Power analysis, which offers insight into what a sample population size should be in order to increase the likelihood of a researcher being able to reject the null hypothesis and achieve statistically significant results, was conducted for each of the tests to be performed with the collected data to determine an appropriate sample size (Faul et al., 2007; Faul et al., 2009). I was not comparing law enforcement officers to the general population and therefore I was able to assume a medium effect size, which avoided an over-powered test (Cohen, 1988; Faul et al., 2007; Faul et al., 2009). I decided on an alpha level of 0.05, which indicates there is a 5% chance of incorrectly rejecting the null hypothesis (Faul et al., 2007; Faul et al., 2009). I decided on a power level of .90, which

indicates that there is a 90% chance of rejecting the null hypothesis (Faul et al., 2007; Faul et al., 2009).

Using the G*Power tool, a one-way ANOVA power analysis was conducted to determine a large enough sample size to detect a significant difference between the scores of the four cohorts on each of the surveys to be utilized for this study. This analysis offered a suggested minimum sample population of 232 participants, and to satisfy equal variance, this theoretically suggests 58 participants from each cohort. A second G*Power analysis was conducted to determine the necessary sample size to increase the likelihood of obtaining statistically significant correlation findings between the two dependent variables that would reject the null hypothesis in the case of a correlation analysis. The results of this analysis indicated that a minimum sample size of 112 participants would be necessary to ensure a 90% chance of finding statistical significance in any correlational relationships. This number was smaller than the required minimum sample population to increase statistical significance provided in the ANOVA power analysis, therefore the lowest acceptable response rate was 232 participants, with a suggestion of 58 participants from each cohort.

Instrumentation

In order to ensure the most accurate and holistic data was collected and examined, a composite or “Frankenstein” survey was used, where one part of the survey consisted of an instrument designed to collect scores on resilience, and the other part of the survey consisted of an instrument designed to collect scores on turnover intention. To collect data on occupational resilience scores, the Predictive 6-Factor Resiliency Scale (PR650),

developed by Rossouw and Rossouw (2016) was utilized. This is a survey instrument composed of 50 questions that identify individual resilience across 6 domains: Vision, composure, reasoning, health, tenacity, and collaboration. In utilizing the measurement tool with a selection of diverse individuals from healthcare, business, athletic, and general population samples, researchers were able to test the instrument across a wide variety of work environments with individuals who have varying levels of stressors and challenges in their personal lives. Rossouw and Rossouw (2016) examined existing research on resilience, as well as existing scales, and developed a measurement tool that is in alignment with the relevant literature. The PR650 has been scientifically validated as a holistic psychometric measurement of critical life skills that are necessary for the achievement of personal wellness and life success, and it is based on the core neurobiological foundations of resilience (Rossouw et al., 2019; Rossouw & Rossouw, 2016).

The PR650 was an appropriate instrument to utilize in the current study, as it thoroughly encapsulates individual resilience, regardless of age, and does not take long for participants to complete, with an estimated time to complete of about 10 minutes (Rossouw et al., 2019; Rossouw & Rossouw, 2016). To test the validity and reliability of the PR650, researchers conducted an item analysis of the various survey elements and found that the tool has strong internal consistency with an alpha of 0.9372 (Rossouw et al., 2019; Rossouw & Rossouw, 2016). This tool has already been implemented by some police agencies across the U.S., and the creators also suggested that there is a possibility that people from different generations have higher resilience levels due to cultural

differences over time, offering support not only for the use of their instrument but particularly for a study of this specific topic (Rossouw et al., 2017; Rossouw et al., 2019; Rossouw & Rossouw, 2016).

In order to utilize this instrument in the current study, I had to obtain permission from the organization who owns the tool, Driven, as it has been commercialized and each use of the survey comes with an additional cost. To ensure I could use the PR650 in this study, I reached out to the Driven support team via email and inquired about using this tool for the current research. I was informed that I could use the measurement tool, I was given clear instructions on how to transition the tool into an online survey platform, and I was provided with instructions on how to score the survey responses. I was finally reminded that the PR650 may not be reproduced or printed publicly, and that no PR650 items or specific questions could be shared within the final project. As a result, the specific questions from the PR650 are not included in this research project.

To collect data on turnover intention scores, the Expanded-Multidimensional Turnover Intentions Scale (EMTIS), developed by Ike et al. (2022), was utilized. In an effort to provide researchers and practitioners with a higher-valued measurement tool to determine turnover intentions, Ike et al. (2022) developed the EMTIS based on the planned behavior theory model. In a cross-sectional study, a large and diverse population of workers from universities, banks, hospitals, factories, and telecommunication companies were surveyed in two separate studies (Ike et al., 2022). With a confirmatory factor analysis, these researchers created an assessment tool that can be used to reliably

assess several indications of turnover intention, with an alpha range between 0.82 to 0.93, suggesting high levels of internal consistency (Ike et al., 2022).

This particular instrument has been demonstrated to broaden the understanding of turnover intentions by including the multi-dimensionality of the construct (Ike et al., 2022). Due to the complex nature of the current study, this measurement tool was appropriate for use as it accounts for the elements of turnover intention that relate to the elements of resilience, to include an individual's subjective social status, organizational culture factors, personal orientation factors, and workplace expectations (Ike et al., 2022).

Operationalization

As previously stated, the independent variable of the current study is the generational cohort, and the first dependent variable is the mean score on the PR650. The second dependent variable is the mean score on the EMTIS for each cohort. In the composite survey utilized in this study, a question asked participants to select their age range. This placed them in one of the four independent variable categories, including Baby Boomer, Gen-X, Millennial, or Gen-Z. The composite survey appeared as one cohesive questionnaire for respondents, with numerical options for each question that ranged from 1 to 5. The scores for each individual survey instrument were manually calculated in a data spreadsheet, using equations to sum and average totals to reduce human error, via the instructions provided to me by the Driven team, and the instructions provided in the original EMTIS research (Ike et al., 2022). Simply put, the higher the score on the PR650, the higher the level of resilience. The higher the score on the EMTIS, the higher the level of turnover intentions. To simplify this process and reduce

the risk of human error, survey responses were collected and input into SPSS, where the response numbers were quickly calculated.

Data Analysis Plan

The current study was a quasi-experimental, survey-based, quantitative, explorative, and correlative project, which relied on numerical data collected from the two aforementioned measurement tools. The data analysis software SPSS was used to run statistical tests on the collected data in order to answer each research question. Each question on the composite PR650/EMTIS instrument was answered on a Likert scale ranging from 1 to 5 via the survey software Jotform. The responses to every question from each respondent were exported from Jotform and transferred into SPSS. The data was separated in SPSS to group the responses from the PR650 and the responses from the EMTIS separate from each other for each respondent, in order to find the two individual scores on each instrument.

Once individual scores on each survey instrument were calculated, a one-way analysis of variance (ANOVA) was to be conducted using the independent variable, generational cohort, and the dependent variable from the first survey instrument, the PR650 score, to identify mean scores across the four generational groups. A Tukey's Honest Significant Difference (HSD) post hoc analysis was also conducted to explore potential significant differences between the four generational cohorts' scores. An ANOVA was also conducted using the independent variable, generational cohort, and the dependent variable from the second survey instrument, the EMTIS score, to identify mean scores across the four generational groups. A Tukey's Honest Significant Difference

(HSD) post hoc analysis was again conducted to explore potential significant differences between the four generational cohorts' scores.

Finally, a Spearman's rank correlation coefficient test was conducted using both dependent variables, the mean PR650 score, and the mean EMTIS score, for each of the four generational cohort groups. This test was conducted to assess for a monotonic relationship between resilience and turnover intentions, to identify that if one increases the other either always decreases or always increases. This final analysis was done in an effort to offer insights into the potential of a correlation between resilience and turnover intentions across the four generational cohorts of officers.

Threats to Validity

Response bias may be a concern to the validity of this research design. However, the synthesis of instrumentation was more likely to capture the phenomenon in question, and each survey used has been proven to demonstrate reliable, reproducible, and generalizable results with great reliability and confirmability (Ike et al., 2023; Rossouw et al., 2019; Rossouw & Rossouw, 2016). Furthermore, in combining these surveys for data collection, participants were only required to complete one survey that encapsulated both dependent variables being assessed, removing the risk of nonresponse error on one of the instruments, and offering consideration for participants' time (Gaub et al., 2020; Nix et al., 2021; Terrill & Paoline, 2017). This also ensured that the data collected accurately reflected each participant's level of resilience in conjunction with their level of turnover intention, offering further internal validity to the research design (Gaub et al., 2020; Nix et al., 2021; Terrill & Paoline, 2017).

Ethical Considerations

The considerations of anonymity and voluntary participation were emphasized in an effort to minimize any potential harm to respondents. The first question on the survey requested participants to acknowledge that they have read and agreed to the informed consent letter, which was provided in the survey. Participants were required to scroll through the entirety of the informed consent letter before responding to the acknowledgement question and all other remaining survey questions. The informed consent notice invited respondents to take part in a research study if they are active law enforcement personnel, and once they had acknowledged the voluntary nature of the survey.

Participants were informed that no personal identifiable information was to be collected in the survey. This anonymity was further protected by ensuring that the only demographic information to be collected was age range and current job position or rank. These two questions ensure that participants meet the inclusion criteria and identified which cohort participants should be categorized into. Also included in the consent notice was the information that data collected would be kept secure in an encrypted and password protected drive. Data will be kept for a period of at least 5 years, as required by Walden University, but will subsequently be destroyed. Participants were explicitly notified that the nature of their participation is voluntary, and they may have opted out at any time.

Upon completing the survey, participants were shown a brief “thank you” message along with a list of resources that are available to them should they need to seek

out mental health assistance as a result of any grievances caused by the taking of the survey. This message also provided my contact information, which could be stored by individual respondents for inquiries into the status and eventual findings of this research project. Further contact information for the Walden University Research Participant Advocate, Dr. Leilani Endicott, was provided to participants in this message. Participants were prompted to screenshot the information for later use if necessary. No additional participatory follow-up procedures on behalf of myself will be conducted.

Summary

I planned to collect quantitative data from at least 232 voluntary participants through a composite, online survey instrument that was comprised of questions from two valid and reliable measurement tools in the field. Scores for each participant on the two survey instruments included in this design were to be calculated. A one-way analysis of variance was to be run using the independent variable of generational cohort and the dependent variable of PR650 scores to determine the mean scores on the PR650 for each generational cohort. A one-way analysis of variance was to be run using the independent variable of generational cohort and the dependent variable of EMTIS scores to determine the mean scores on the EMTIS for each generational cohort. A subsequent correlation test was to be run using the two dependent variables, the mean scores on the PR650, and the mean scores on the EMTIS, to determine if a correlative relationship exists between the two major phenomena to be explored, resilience and turnover intentions, across the generational cohorts. Additionally, a Tukey's Honest Significant Difference post hoc analysis was to be conducted to identify specific differences between the four

generational cohorts' scores. These steps were to be taken to provide further validity and credibility to any interpretations that may come from these research findings.

This chapter provided information on the research design and rationale of this study. Other methodology prospects, including population, sampling, data collection and data analysis procedures were also discussed. A description was provided of the two separate survey instruments to be utilized in a composite survey, along with a brief discussion on the appropriateness of their use. The remaining sections include data analysis, presentation of data results, a discussion of interpretations from the data analysis, and potential practical implications for law enforcement agencies. Additionally, suggestions for future research prospects have been provided.

Chapter 4: Results

The current study was a quasi-experimental, survey-based, quantitative, explorative, and correlative project, that relied on numerical data collected from the two aforementioned measurement tools. The purpose of this study was to explore the existence of generational differences in occupational resiliency among law enforcement officers, and to analyze whether there is a correlation between differences in turnover intentions and occupational resilience. The goal was to provide empirical evidence that may inform law enforcement agencies how to better combat the occupation-specific staffing crisis. This was done by analyzing quantifiable data on these phenomena. This section focuses on data collection, data analysis, and results from the statistical tests that were run, with a clear focus on how the data was assessed, what tests were conducted, and what the significance values (p-values), confidence intervals, and effect sizes were for the analyses.

Data Collection

The survey was published to public law enforcement groups on LinkedIn and Facebook on April 1st, 2025. Submissions were accepted through June 16th, 2025. A total of 245 survey submissions were collected from law enforcement officers in agencies all around the U.S. Four of the 245 surveys were not eligible for analysis, as the respondents indicated they were not currently in active law enforcement roles. Thus, a total of 241 surveys were included in the data that was analyzed in this study. Per the G*Power analysis that was conducted to determine sample population size, this exceeded the

necessary number of responses to increase the likelihood of the ability to reject the null hypotheses and achieve statistically significant results.

While the total number of responses I received was adequate per the G*Power analysis, I was unable to collect an equal number of responses from each of the four generational cohorts. As a result, 11 of the survey respondents were a part of the Gen-Z cohort, 106 of the survey respondents were a part of the Millennial cohort, 115 of the survey respondents were a part of the Gen-X cohort, and 9 of the survey respondents were a part of the Baby Boomer cohort.

The responses came from a wide array of law enforcement professionals in various positions within their agencies. There were 19 responses from lieutenants, 5 responses from commanders, 5 responses from majors, 1 response from a trooper, 3 responses from assistant chiefs, and 10 responses from captains. There were 36 responses from agents, 4 responses from sheriffs, 7 responses from supervisors, 23 responses from sergeants, and 9 responses from field training officers. There were 46 responses from chiefs, 1 response from a director, 11 responses from deputy chiefs, 15 responses from deputy sheriffs, 28 responses from police officers, 16 responses from detectives, and 2 responses from staff officers.

Results

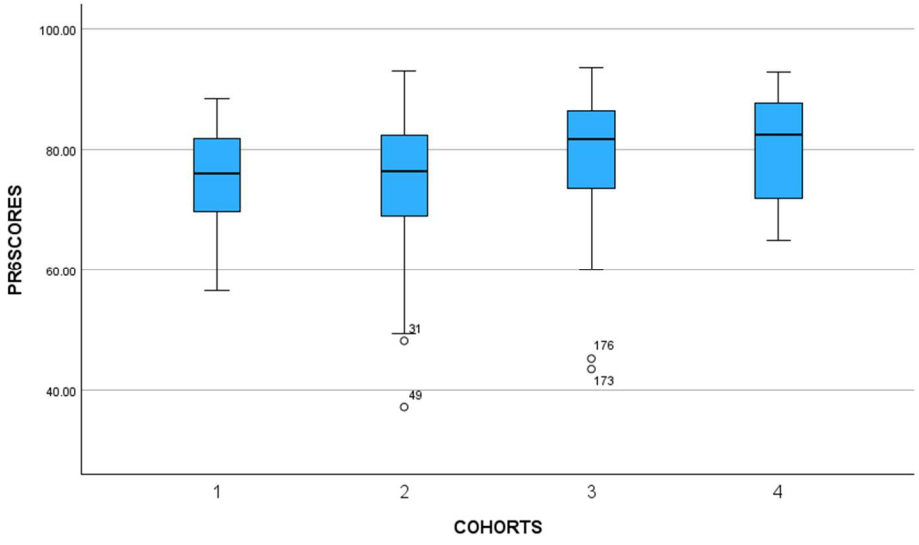
The data analysis software SPSS was used to run statistical tests on the collected data in order to answer each research question. Each question on the composite PR650/EMTIS instrument was answered on a Likert scale ranging from 1 to 5 via the survey software Jotform. The responses to every question from each respondent were

exported from Jotform and transferred into SPSS. The data was separated in SPSS to group the responses from the PR650 and the responses from the EMTIS separate from each other for each respondent, in order to find the two individual scores on each instrument and run the necessary statistical tests to answer the first two research questions and subsequently run a correlative analysis on the average scores of each instrument to assess for a correlation between the two phenomena. In the data analysis, Gen-Z is shown as cohort 1, Gen-Y (Millennials) is shown as cohort 2, Gen-X is shown as cohort 3, and the Baby Boomer cohort is shown as cohort 4.

Key statistical assumptions were evaluated prior to conducting inferential analyses. The research design itself was used to satisfy the ANOVA assumption of independence of observations, as individual law enforcement officers were surveyed with no repeated measures. For the assumption of normality of residuals, boxplots show a few outliers for the PR650 scores (see Figure 1).

Figure 1

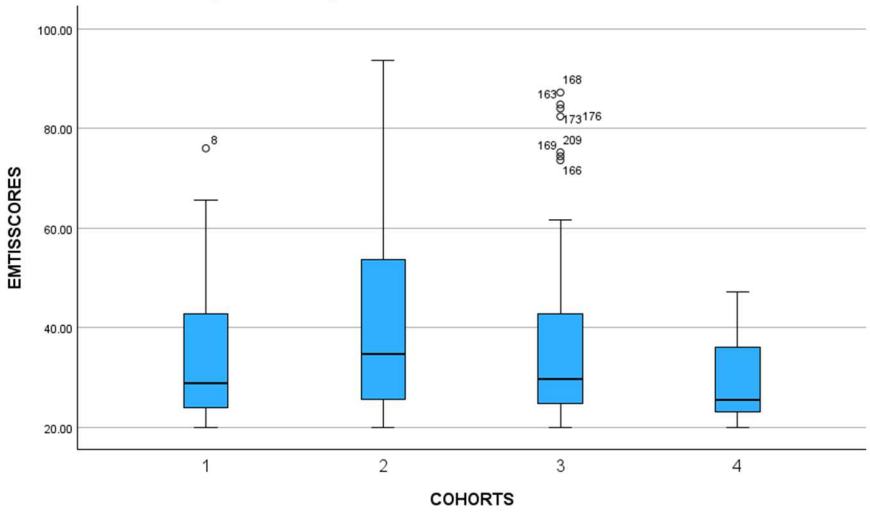
PR650 Scores Boxplot Analysis



With the EMTIS scores, there are notable deviations from normality, as the Gen-Z cohort and the Baby Boomer cohort have smaller sample sizes which lend them susceptible to skewing (see Figure 2).

Figure 2

EMTIS Scores Boxplot Analysis



The assumption of homogeneity of variance was met for the analysis of PR650 scores based on the Levene's test of mean scores and a result of $p = .872$. The Levene's test of mean EMTIS scores demonstrated a result of $p = .035$. The overall effect size analysis on the ANOVA run with the PR650 scores was $\eta^2 = 0.42$. The overall effect size analysis on the ANOVA run with the EMTIS scores was $\eta^2 = .026$ (see Table 3).

Table 3

Data Analysis Assumptions

Assumption	**PR650 Scores**	**EMTIS Scores**
Independence	Assumed	Assumed
Homogeneity of Variance (Levene Statistic)	$p = .872$	$p = .035$
Normality	Minor issues	Significant issues in some cohorts
Outliers	Mild only	Present but manageable
ANOVA Significance	$p = .016$	$p = .099$
Effect Size	$\eta^2 = .042$	$\eta^2 = .026$

The mean resilience score in the entire sample of 241 respondents was 77.27 out of a possible 100 with a standard deviation (SD) of 9.98. The group with the lowest resilience scores was Gen-Z with an average score of 74.84, followed by Millennials with an average score of 75.20. The second highest resilience scores were in the Gen-X cohort with an average score of 79.19, and the highest resilience scores were in the Baby Boomer cohort with an average score of 80.04 (see Figure 3).

The mean turnover intentions score in the entire sample of 241 respondents was 38.17 out of a possible 125 with a standard deviation (SD) of 17.60. The group with the lowest turnover intention scores was the Baby Boomer cohort with an average score of 30.67, followed by the Gen-X cohort with an average score of 36.12. The second highest turnover intention scores were in the Gen-Z cohort with an average score of 37.09, and

the highest turnover intention scores were in the Millennial cohort with an average score of 41.14 (see Figure 4).

Figure 3

Mean PR650 Scores

PR6SCORES

Tukey HSD[a,b]

COHORTS	N	Subset for alpha = 0.05 1
1	11	74.8400
2	106	75.1973
3	115	79.1877
4	9	80.0400
Sig.		.384

Figure 4

Mean EMTIS Scores

EMTISSCORES

Tukey HSD[a,b]

COHORTS	N	Subset for alpha = 0.05 1
4	9	30.6667
3	115	36.1183
1	11	37.0909
2	106	41.1396
Sig.		.273

Once individual scores on each survey instrument were calculated, a one-way analysis of variance (ANOVA) was conducted using the independent variable, generational cohort, and the dependent variable from the first survey instrument, the PR650 score, to identify mean scores across the four generational groups. The ANOVA demonstrated $p = .016$, and $\eta^2 = .042$. This analysis can be found in Figure 5. A Tukey's

Honest Significant Difference (HSD) post hoc analysis was conducted to explore the significant differences between the four generational cohorts' resilience scores and to identify which groups have said differences. The results of this test indicated $p > .05$ on all pairwise comparisons except for the pairwise comparison of the Millennial cohort and Gen-X cohort, which demonstrated $p = .015$, with confidence intervals below 0 (95% CI [-7.41 to -0.57]; see Figure 6).

Figure 5

PR650 ANOVA Results

ANOVA

PR6SCORES

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1012.345	3	337.448	3.494	.016
Within Groups	22889.071	237	96.578		
Total	23901.416	240			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval Lower	Upper
PR6SCORES	Eta-squared	.042	.001	.093
	Epsilon-squared	.030	-.011	.081
	Omega-squared Fixed-effect	.030	-.011	.081
	Omega-squared Random-effect	.010	-.004	.029

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Figure 6

PR650 Tukey HSD Results

Post Hoc Tests

Multiple Comparisons

Dependent Variable: PR6SCORES

Tukey HSD

(I) COHORTS	(J) COHORTS	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
1	2	-.35726	3.11303	.999	-8.4118	7.6972
	3	-4.34774	3.10156	.499	-12.3726	3.6771
	4	-5.20000	4.41710	.642	-16.6286	6.2286
2	1	.35726	3.11303	.999	-7.6972	8.4118
	3	-3.99047*	1.32323	.015	-7.4141	-.5668
	4	-4.84274	3.41204	.489	-13.6709	3.9854
3	1	4.34774	3.10156	.499	-3.6771	12.3726
	2	3.99047*	1.32323	.015	.5668	7.4141
	4	-.85226	3.40158	.994	-9.6533	7.9488
4	1	5.20000	4.41710	.642	-6.2286	16.6286
	2	4.84274	3.41204	.489	-3.9854	13.6709
	3	.85226	3.40158	.994	-7.9488	9.6533

*. The mean difference is significant at the 0.05 level.

An ANOVA was conducted using the independent variable, generational cohort, and the dependent variable from the second survey instrument, the EMTIS score, to identify mean scores across the four generational groups. The results of this test demonstrated $p = .099$, and $\eta^2 = .026$. This analysis can be found in Figure 7. A Tukey's Honest Significant Difference (HSD) post hoc analysis was again conducted to further explore any differences between the four generational cohorts' scores. The results demonstrated $p > .05$ for all pairwise comparisons with confidence intervals for all of the comparisons including 0 (see Figure 7).

Figure 7

EMTIS ANOVA Results

ANOVA

EMTISSCORES

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1938.393	3	646.131	2.115	.099
Within Groups	72415.314	237	305.550		
Total	74353.708	240			

ANOVA Effect Sizes[a,b]

			95% Confidence Interval	
		Point Estimate	Lower	Upper
EMTISSCORES	Eta-squared	.026	.000	.068
	Epsilon-squared	.014	-.013	.056
	Omega-squared Fixed-effect	.014	-.013	.056
	Omega-squared Random-effect	.005	-.004	.019

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Figure 8

EMTIS Tukey HSD Results

Post Hoc Tests

Multiple Comparisons

Dependent Variable: EMTISSCORES

Tukey HSD

(I) COHORTS	(J) COHORTS	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1	2	-4.04871	5.53713	.884	-18.3752	10.2778
	3	.97265	5.51672	.998	-13.3010	15.2463
	4	6.42424	7.85667	.846	-13.9037	26.7522
2	1	4.04871	5.53713	.884	-10.2778	18.3752
	3	5.02136	2.35361	.146	-1.0683	11.1110
	4	10.47296	6.06898	.313	-5.2296	26.1755
3	1	-.97265	5.51672	.998	-15.2463	13.3010
	2	-5.02136	2.35361	.146	-11.1110	1.0683
	4	5.45159	6.05037	.804	-10.2028	21.1060
4	1	-6.42424	7.85667	.846	-26.7522	13.9037
	2	-10.47296	6.06898	.313	-26.1755	5.2296
	3	-5.45159	6.05037	.804	-21.1060	10.2028

A Spearman's rank correlation coefficient test was conducted using both dependent variables, the mean PR650 scores, and the mean EMTIS scores, for each of the four generational cohort groups. The results of this test indicated $p < .001$. The correlation coefficient in this test was -0.527 (see Figure 9).

Figure 9

Spearman's Rank Correlation Coefficient Results

Correlations

			PR6SCORES	EMTISSCORES
Spearman's rho	PR6SCORES	Correlation Coefficient	1.000	-.527**
		Sig. (2-tailed)	.	<.001
		N	241	241
	EMTISSCORES	Correlation Coefficient	-.527**	1.000
		Sig. (2-tailed)	<.001	.
		N	241	241

**. Correlation is significant at the 0.01 level (2-tailed).

Summary

A sample of 241 composite surveys were collected from active law enforcement officers in the U.S. The sample included respondents from four generational cohorts: Gen-Z (n = 11), Millennials (n = 106), Gen-X (n = 115), and Baby Boomers (n = 9). Descriptive statistics were calculated for the primary variables of interest. For PR650 scores, the mean score across all 241 surveys analyzed was 77.27 (SD = 9.98). For EMTIS scores, the mean score across all 241 surveys analyzed was 38.17 (SD = 17.60).

To answer RQ1, a one-way ANOVA was conducted to examine differences in resilience (PR650) scores across the four generational cohorts. Levene's test for equality of variances was non-significant (p = .872), indicating that the assumption of homogeneity of variance was met. The ANOVA revealed a statistically significant difference in resilience scores across cohorts (p = .016) with a small effect size (η^2 = .042). A Tukey HSD post hoc analysis identified one statistically significant pairwise comparison: Gen-X (cohort 3) scored significantly higher than Gen-Y (cohort 2) or the

Millennial cohort (p = .015, 95% CI [-7.41. -0.57]). All other pairwise comparisons were non-significant.

To answer RQ2, a separate one-way ANOVA was conducted to examine differences in turnover intention (EMTIS) scores across cohorts. Levene's test was significant (p = .035), indicating a violation of the homogeneity of variance assumption. There were no statistically significant differences in EMTIS scores across cohorts (p = .099), and the effect size was small (η^2 = .026). A Tukey HSD post hoc analysis indicated no significant differences in any of the pairwise comparisons across cohorts ($p > .05$).

To answer RQ3, a Spearman's rank-order correlation was performed to assess the relationship between PR650 scores and EMTIS scores. A statistically significant negative correlation was found, p = -0.527, $p < .001$ (N = 241), indicating a monotonic association between the two dependent variables. In the remaining sections, I provided interpretations of the findings, limitations of the study, potential implications of the findings, and recommendations for future research.

Chapter 5: Discussion, Conclusions, and Recommendations

The current study was a quasi-experimental, survey-based, quantitative, explorative, and correlative project, that relied on numerical data collected from two validated and widely used measurement tools (the PR650 and the EMTIS) at a single point in time. The purpose of this study was to explore the existence of generational differences in occupational resilience among active law enforcement officers, and to analyze whether there is a correlation between differences in turnover intentions and occupational resilience. The intent was to provide empirical evidence that may inform law enforcement agencies how to better combat the occupation-specific staffing crisis. This was done by analyzing quantifiable data on these phenomena.

The first research question (RQ1) was: Do differences in resilience exist among generational cohorts of active law enforcement personnel? The ANOVA was found to be statistically significant ($p = .016$), which means a difference was found among the four cohorts in their resilience scores. The effect size was small ($\eta^2 = .042$), suggesting a 4.2% variation in resilience scores. Thus, while the difference may be significant, it is not practically large. The Tukey's Honest Significant Difference (HSD) post hoc analysis indicated that the only statistically significant pairwise difference was between the Millennial cohort, and the Gen X cohort ($p = .015$, 95% CI [-7.41 to -0.57]), and Gen X scored significantly higher in resilience than the Millennial cohort. All of the other comparisons were not statistically significant ($p > .05$). The Tukey HSD did not find enough of a difference to form completely distinct homogeneous subsets, which means while the differences in scores between Gen X and Millennials is statistically significant,

it is not large. Overall, these results allow for the rejection of the null hypothesis ($H_0$1), as differences in resilience do exist among generational cohorts of active law enforcement personnel (H_a1), although only between two different cohorts, and to a small but significant degree, suggesting a low impact for practical implications.

The second research question (RQ2) was: Do differences in turnover intentions exist among generational cohorts of active law enforcement personnel? The ANOVA was found not to be statistically significant ($p = .099$), which means there were not statistically significant differences in turnover intention scores across the four cohorts. In other words, there was no strong evidence that the means of the turnover intention scores differ across generational groups. There were, again, small effect sizes ($\eta^2 = .026$), with very little practical difference between cohort scores. In other words, only 2.6% of the variance in scores, an extremely small amount, was explained by cohort membership.

The Tukey's Honest Significant Difference (HSD) post hoc analysis indicated that there were no statistically significant differences found between any pair of cohorts ($p > .05$). The confidence intervals for all of the comparisons included 0, further reinforcing non-significance. In other words, cohort group turnover intention scores were not statistically different in their means. Thus, the cohort group turnover intention scores do not differ in a meaningful or practical manner. The null hypothesis in this case could not be rejected, as no differences were found in turnover intention among generational cohorts of active law enforcement personnel ($H_0$2).

The third research question (RQ3) was: Is there a correlation between resilience and turnover intention among generational cohorts of active law enforcement personnel?

The Spearman's rank correlation coefficient test was conducted using both dependent variables, the mean PR650 score, and the mean EMTIS score, for each of the four generational cohort groups. This test was conducted to assess a monotonic relationship between resilience and turnover intentions, to identify whether as one increases the other either always decreases or always increases. This final analysis was done in an effort to offer insights into any potential correlation between resilience and turnover intentions across the four generational cohorts of officers.

The results of this test indicated a statistically significant monotonic relationship with a very low probability that the relationship happened by chance, demonstrating p = -0.527, $p < .001$ (N = 241). The correlation coefficient in this test indicated a moderate to strong negative correlation. These results demonstrate that as resilience scores increase, turnover intention scores always decrease, and vice versa. With a robust sample of 241, confidence can be added to the validity of the result. Therefore, the null hypothesis ($H_0 3$) can be rejected, as there is a correlation between resilience and turnover intentions among generational cohorts of active law enforcement personnel ($H_a 3$).

Interpretation of the Findings

Higher scores on the PR650 indicate high levels of resilience whereas lower scores on the EMTIS indicate decreased levels of turnover intention. In other words, if a cohort demonstrated a high average score on the PR650 and a low average score on the EMTIS, they demonstrated high levels of resilience and low levels of turnover intention. The mean resilience score in the entire sample of 241 respondents at 77.27 out of a possible 100 indicates relatively high resilience scores across the four cohorts. The mean

turnover intentions score in the entire sample of 241 respondents at 38.17 out of a possible 125 indicates a fairly wide range of scores and overall low turnover intentions across the entire sample population.

The group with the lowest resilience scores was Gen-Z with an average score of 74.84, followed by Millennials with an average score of 75.20. The second highest resilience scores were in the Gen-X cohort with an average score of 79.19, and the highest resilience scores were in the Baby Boomer cohort with an average score of 80.04. While it may appear that there are differences in scores across the four generational groups, the statistical analysis revealed that only one pair of these groups (Gen-X and Millennials) showed small yet statistically significant differences in scores.

These findings are in contrast to existing literature that suggests younger generations are more likely to exhibit stress than their older counterparts and are less satisfied with their jobs (Blankenship & Slate, 2016). Previous research findings that cohorts are influenced similarly by intrinsic and extrinsic motivating factors (Heyns & Kerr, 2018) is also supported by the current research findings that there are very little, if any, differences in resilience across generational cohorts.

The group with the lowest turnover intention scores was the Baby Boomer cohort with an average score of 30.67, followed by the Gen-X cohort with an average score of 36.12. The second highest turnover intention scores were in the Gen-Z cohort with an average score of 37.09, and the highest turnover intention scores were in the Millennial cohort with an average score of 41.14. Again, while it may appear there are differences in

scores across the four generational groups, the statistical analysis revealed no statistically significant differences in turnover intention scores across the four cohorts.

These findings are in contrast to existing literature that suggests turnover intentions are higher among younger generations, such as Gen-Z and Millennials (Blankenship & Slate, 2016; Burawat, 2023; Orrick, 2008). These findings are also in contrast to previous findings that older generations demonstrate lower turnover intention levels (Blankenship & Slate, 2016), or that individuals with higher educations (such as Gen-Z and Millennial cohorts) demonstrate increased turnover intentions (Blankenship & Slate, 2016; Orrick, 2008). Previous findings that age is contributory to the phenomenon of turnover intention (Blankenship & Slate, 2016) are not supported for the current population being assessed, based on this research.

While researchers found that the exponential growth in the quality, quantity, and reliance on modern technologies for recording purposes, such as cell phone cameras, does cause significant mental health risks for law enforcement personnel (Birze et al., 2023; Lum et al., 2023), the current research suggests these impacts may not be different from one generation to the next, with resilience scores relatively consistent across groups. Previous research findings indicated that individuals in the Gen X and Baby Boomer cohorts were found to demonstrate more resiliency with managing COVID-19 pandemic mental health concerns and maladaptive coping behaviors than Millennial and Gen Z cohorts (Grelle et al., 2023), yet the current research findings indicate that resilience scores are relatively stable across all groups.

The idea that there may be differences in each cohort's ability to cope, adapt and persevere in the face of adversity is not supported by the current research. Researchers previously indicated that there is a need for organizations to redesign their internal culture and structure to adapt to the priorities and motivations of different generations (Seifert et al., 2023), but the current findings actually imply that there is a need to boost resilience across all generational groups equivocally, in an effort to reduce burnout, turnover intentions, and attrition.

Modern social advancements brought an array of consequences, both good and bad, to police and the communities in which they serve. These elements were generally thought to be influential on turnover intentions amongst police officers, as they are at least partly responsible for the shift in widespread opinion of law enforcement (Hristova, 2023). The current research findings contrast this notion, as no significant differences in turnover intention were found across any of the generational cohorts. While differences in work-related values and priorities have been identified in the existing literature (Seifert et al., 2023), the current research does not support the notion that these differences are directly impacting resilience or turnover intentions in the occupation of law enforcement.

Interestingly, while researchers have found a positive correlation between work values, work-life balance, and turnover intentions, and have also found that generational cohorts differ in their work values, work ethics, and preferences for work-life balance to some degree (Burawat, 2023), the current research findings show that generational cohorts of police officers do not actually differ in turnover intentions. Millennial and Gen Z cohorts have been cited for having decreased in work centrality and increases in

narcissism, both of which have been positively associated with higher turnover rates (Burawat, 2023), yet the current research demonstrated that the turnover rates of Millennial and Gen Z cohorts do not differ from the turnover rates of Baby Boomers and Gen X members.

There are some clear consistencies between the existing literature and the current research. For example, previous research findings indicated that there are statistically significant generational differences in work-related attitudes, yet the findings were not thought to be practically significant nor highly notable (Cucina et al., 2017), findings that are supported by the current research. The current research findings show that as resilience scores increase, turnover intention scores always decrease, and vice versa. This is supportive of existing research that resilience is directly impactful on turnover intentions and burnout (Han, 2024; Rossouw, 2025; Rossouw et al., 2019; Rossouw & Rossouw, 2016). This is also consistent with previous research findings that police officers with higher levels of self-reported resilience were found to have lower levels of adverse mental health symptomology that leads to the develop of turnover intentions (Khoury et al., 2023).

Additionally, the current findings support existing literature that suggests resilience is statistically significantly and positively associated with an individual's ability to mitigate occupational stress, making them less susceptible to burnout (Han, 2024; Khoury et al., 2023). Existing research indicates that many values are largely shared across generations, and that the perception of vast differences is skewed (Bentley University, 2017). The current research supports this notion, that perceptions of

generational differences in resilience are just that, perceptions, and may not accurately reflect reality. An important consideration here is that the experiences of the generational cohorts may be more similar in their impact than previously suspected, and therefor the experiences may have shaped the generational narratives in similar ways.

While many officers have voiced feeling that their jobs have become more challenging due to modern influences of social media, the ability to go “viral”, and the potential scrutiny that comes with it (IACP, 2020), the current research suggests that these changes and subsequent difficulties are being coped with relatively equivocally across generational groups. Agencies have attributed the changes in police roles and duties in a “virtual” realm to the inability to recruit new applicants in law enforcement (PERF, 2023), yet the current research suggests that these differences may not be influencing new generations differently than tenured generations. In fact, the current research findings indicate that officers from any generational cohort are experiencing the same level of turnover intentions and are almost equally resilient against these external factors.

The findings of the current research in the context of the conceptual framework of this study also offer interesting insights. Comte and Martineau (1855) stated that developmental stages of society as a whole impact the behaviors of all individuals living through those times. This is supported by the current research in that the various changes in society appear to be having similar impacts on law enforcement officers regardless of what generational cohort they are a part of. Mannheim (1952) explained that people form collective perceptions of their realities through overarching and consistent categories or

lived experiences. With the current research findings that there are very few differences in resilience across generational groups of law enforcement officers, this theory suggests that the overarching perceptions of police officers is shaped more by their collective perceptions of their realities shared with fellow officers than it is by their generational experiences. Under this theory, officers may also be sharing perceptions of their realities through their frequent interactions with one another and their workplace environments, rather than developing perceptions based on their generational narratives.

The current research certainly supports the notion made by Inglehart (1977) in his generational cohort theory, which proposed that there are socially constructed generational groups of individuals that exist in the American workforce today (Hilal et al., 2017). This foundational research in conjunction with the current findings again demonstrates the potential for greater influence from others within the occupation of law enforcement, and the environment of the occupation itself, rather than influence from the generational elements an officer is tied to. While Inglehart (1977) was the first to suggest that recognizing and managing generational differences in the workplace would be necessary for an inclusive, cohesive, and harmonious work environment that blends the contributions and values of different generational narratives, or chronological interdependence (Burawat, 2023), the current study suggests more similarities across generational groups of officers than differences. Thus, intergenerational sharing of knowledge, thoughts, ideas, and workplace harmony may be easier in the occupation of law enforcement than in other occupations; a notion founded in the work from Inglehart's

generational cohort theory (1977), which was the first to analyze differences across generations within an occupational context.

The work by van Breda (2018), which determined that in order for resilience to be demonstrated by an individual, an adverse situation, accompanied by the individual's unique mitigating elements through that situation, should lead to positive outcomes, is highly supported by the current research. Initial research focused on mitigating elements themselves, such as individual characteristics, beliefs and values, access to relevant resources, and organizational influences (van Breda, 2018). However, van Breda (2018) and Moore (2024) noted that goodness of fit, life course processes, access to social support networks, physical and mental abilities, and differences in power are also critical to an individual's ability to adapt, cope, and persevere in the face of adversity. These are elements directly related to resilience coaching and training, which may prove beneficial to implement within law enforcement agencies to reduce attrition.

Limitations of the Study

Transferability

The relatively small sample size that was collected in comparison to the large population of police officers in the U.S. may fail to account for the diverse generational experiences and narratives within the occupation. However, the ultimate sample size of 241 respondents is a strong sample population that supports reliable analysis. Additionally, this is a correlational design, and causation is not inferred based on the findings. Best efforts were taken to ensure that the study remained concise and applicable

to other fields or occupations, and that it could be replicated for other occupations and populations.

The G*Power analysis conducted to determine an adequate sample population assumed equal group sizes, but the final data collected had unequal group sizes. The ANOVA assumption of normality by group was violated in multiple groups, but the normality violations were not severe enough to invalidate the ANOVA due to the robustness of the sample population, with two of the respondent groups having over 100 participants each.

While the varying response numbers in each cohort are less than ideal, they are unsurprising given the smaller population of Gen Z and Baby Boomer individuals actively operating as law enforcement personnel at present time, and therefore they are representative of the realities of generations' representation within this occupation. Additionally, while this imbalance may limit the comparability across groups and reduce the confidence of the analysis of variance between groups, it does not invalidate the correlation analysis, as that was not dependent on equal groups.

Boxplots show a few outliers for the PR650 scores; however, the distribution appears roughly symmetric in each cohort, and with a large sample size this ANOVA analysis can tolerate some non-normality. While there are clear deviations from normality per the EMTIS boxplot analysis, especially in the smaller samples from Gen Z and the Baby Boomer cohort, the larger sample sizes in the Millennial and Gen X groups still suggest the ANOVA is sufficient. Overall, the boxplots show mild outliers but no extreme violations that would invalidate the analysis. Although ANOVA is fairly robust and can

handle mild violations, interpretations of the EMTIS scores are still advised with caution, as the presence of outliers and small cohort sizes may still have impacted the results.

Dependability

Respondents represent a wide range of ranks, which adds valuable diversity and strengthens the external validity of these findings as they reflect varied operational perspectives, not just one tier of the organizational structure. This enhances the generalizability of the findings across law enforcement agencies. The responses were adequately limited to law enforcement personnel, which demonstrates strong field representativeness and suggests these findings have strong internal validity. Additionally, external validity is acceptable given the fact that the findings are only meant to generalize within this specific occupation. However, it is still important to note that these findings do not extend to the general population or other occupations.

The current study used a cross-sectional design, collecting data from a single point in time. This limits the ability to infer causality and does not allow for the examination of changes in resilience or turnover intentions over time. There is a chance that the same study could be conducted at a later point in time and yield different findings. While relationships have been identified, there is not a possibility to definitively state that resilience levels are causing turnover levels. However, the correlative analysis conducted in this case holds findings that are statistically significant in nature and may be considered for practical implications.

Confirmability

The phenomena being studied have large quantities of previous empirical works and theoretical foundations, which offers confirmability that further research using existing credible literature aids in the production of valid findings. The current study is unique and contributable in that it combines approaches, grouping responses by the categorical variable of age, but analyzing scores on multiple other perceived influences, to assess differences across generations in a new light. Data collection and analysis processes were clearly outlined, to include explicit details regarding participation invitations, informed consent, and ethical considerations.

Credibility

Two measurement instruments were used in this study to triangulate the accuracy of the phenomena in question. While the measurement instruments used in this study are considered highly credible and reliable, there may have been external factors not accounted for in the measurement tools that could influence resilience and turnover intentions. Precautions were taken to avoid claims of causality from the variables examined in this study. All measures used in this study were self-reported, which means the possibility of response bias, including social desirability or underreporting of specific symptoms, may have negatively impacted the results. This is especially possible given the fact that law enforcement as an occupation is known for a subculture with stigma around mental health. Subjective perceptions about what is considered “adverse” may have limited the validity of the findings (Luther et al., 2000).

Finally, the current study did not control potential covariates such as years of service, geographic location, or organizational culture, all of which have the potential to influence both resilience and symptom reporting. However, steps were taken to ensure the research yielded results that are reliable, reproducible, and generalizable with great reliability and confirmability.

Recommendations

With the current research findings of little to no differences in resilience across generational groups of active law enforcement officers, it may be worthwhile to examine how assumptions of generational differences based on findings from the general population are currently being used to refine recruitment and retention techniques across generational groups. Law enforcement, according to the current study, appears to be a population of individuals in which generation-specific recruitment and retention strategies may be ineffective, and there may be more impactful methods that have yet to be explored. For example, it has been stated in the existing literature that a significant number of employees from all generational cohorts feel strongly about having a flexible work schedule (Bentley University, 2017), yet this is still a major concern for existing law enforcement personnel and has been cited as a contributor to police officer burnout (Orrick, 2008).

Rather than tailoring recruitment and retention strategies to specific generations, such as increasing sign on bonuses and reducing applicant requirements (PERF, 2023), perhaps tailoring strategies towards what is a commonly shared concern (i.e. offering more flexible work schedules), may prove more impactful. In other words, the current

findings of very little differences across generations offers an opportunity for a more generic targeting of occupation-specific motivations, rather than generation-specific motivations.

Additionally, with only small yet statistically significant differences in resilience found solely between Gen X and Millennial cohorts, future research may seek to examine why these two groups show clear differences compared to any other pairwise analysis. Another very clear question deserving of further review is why the occupation of law enforcement shows virtually no differences in turnover intentions across generational cohorts, while research on generations in the workforce at large has yielded findings that there are clear differences across the groups. While individual work ethic was found to differ between Baby Boomers and Gen Z workers (Seifert et al., 2023), the current research found no significant differences in turnover intention between these two groups. While Millennials and Gen Z cohorts were cited for having decreases in work centrality and increases in narcissism in the general workforce, both of which were positively associated with higher turnover rates (Burawat, 2023), turnover rates were found to be similar across all generational cohorts of active law enforcement officers.

Another question deserving of further review would be whether differences in resilience exist across generational cohorts in other occupations. While law enforcement seems to be fairly consistent with their levels of resilience, it would be interesting to see if the same applies to nurses, fire fighters, or other first responders. Furthermore, more research into the effects of the mass exodus of Baby Boomers from the workforce may be warranted, as this occurrence has already resulted in increased competition for suitable

candidates in the field of law enforcement, with a high number of vacancies to be filled (Orrick, 2008). Future research should examine the more intricate impacts of such an exodus on the specific occupation of law enforcement.

With the current research findings that there are very few differences in resilience across generational groups of law enforcement officers, it may be possible that the overarching perceptions of police officers are shaped more by their collective perceptions of their realities shared with fellow officers than it is by their generational experiences, as described in Mannheim's generational theory (1952). Future studies should assess this potential using said foundational research.

Implications

There are very little implications from the current research on how to implement resilience training differently across generations in an effort to improve retention rates. However, resilience is still thought to be the greatest protective factor against turnover intentions and burnout (Miller et al., 2021), a notion highly supported by the current research, and it is a skillset that can be learned, trained, and refined in each individual officer (Miller et al., 2021).

Thus, the most pertinent implication from this research would be to implement resilience training or coaching in law enforcement agencies, to reduce turnover intentions and potentially improve retention. Furthermore, when agencies provide adequate job resources, such as resilience training or coaching, they effectively mitigate the physiological and psychological costs of high job demands, and can aid in the achievement of work-related goals, as well as stimulate personal and professional growth

(Han, 2024). When there is a lack of pertinent job resources, officers have been cited to experience heightened rates of exhaustion, cynicism, and inefficacy, which are known elements of burnout (Han, 2024). Organizational support in the form of adequate resources has been associated with increased resilience, restraint in the use of force, and improved officer mental health (Lum et al., 2023). When organizational support is perceived, employees are more likely to feel a sense of approval, boosted self-esteem, and value within an organization, fostering a more intimate connection with the agency and promoting retention (Pandita & Kumar, 2021).

With resilience cited as a proven mitigating tool against burnout (Rossouw, 2025), and the current supportive findings that as resilience increases, turnover intention decreases, organizations that implement regular resilience coaching for existing officers, and resilience training for new recruits, could shield officers from negative job effects, foster a healthy workplace environment, and boost positive work outcomes (Han, 2024). Khoury et al. (2023) found that frequent trauma exposure, typical in the occupation of policing, is associated with occupational stress and increased rates of positive mental health screenings for adverse psychological impacts. Resilience training within the occupation supports focused interventions to proactively combat such impacts. Resilience training has also been found to improve an individual's emotional regulation capabilities (Rossouw, 2025), which has been correlated to adaptability in the face of adversity (Denovan et al., 2022). This is further support for the implementation of regular resilience training and coaching within departments.

Recruitment efforts may shift towards an assessment of individual resilience before allowing an officer to apply to various law enforcement positions, so that superiors can identify individuals who are less likely to develop turnover intentions if brought on to the force. This acts as a proactive approach to combat attrition. Individuals with lower levels of resilience at the time of application may be invited to experience resilience coaching for a period of time before reapplying, or they may be earmarked to be hired under the condition of additional resilience training as they move through the academy. Existing officers who are demonstrating reduced levels of resilience may be invited to experience resilience coaching and improve their resilience levels before being approved for promotional positions. In essence, resilience coaching has the potential to be twofold beneficial, in that it can reduce attrition for departments and agencies while improving individual resilience and providing police officers with a proactive approach to mental health.

Leaders within departments who demonstrate high levels of resilience may also be selected to become resilience coaches themselves, to help implement further resilience training among their peers within departments for a deeper impact, which has been supported by the current literature (Rossouw, 2025). This may be especially impactful for law enforcement populations, due to the known element of police subculture and general preference towards their own peers (Seifert et al., 2023). These strategies offer the first steps towards developing a more resilient police population across the nation, with the high likelihood of reducing attrition levels as they are seen today.

This study provides valuable insight into the impacts an occupational environment can have on individuals, regardless of age. Many of the existing theories on generations explicitly analyze differences across generational groups that may impact them in their line of work, yet the current study suggests there are very little differences impacting police officers and how they react to their daily duties as well as their intentions. This draws attention to a gap in existing generational theories, in which generational narratives may not be as impactful as occupational norms and exposure to a specific job environment. Thus, caution can be taken in assuming that with different generations operating in the same occupation at the same time comes differences in how they cope, adapt, and persevere, as well as differences in their desire to leave the occupation entirely.

Conclusion

The practical implications that can be implemented within the occupation of law enforcement, and the potential for positive social change as a result of said implementations cannot be understated. Resilience coaching has the potential to be twofold beneficial, in that it can reduce attrition for departments and agencies while improving individual resilience and providing police officers with a proactive approach to mental health. Implementing resilience coaching or training at the agency-wide level may improve individual resilience scores and decrease turnover intentions within a department, offering a first step in combatting the staffing crisis.

Policing is a very difficult and dangerous occupation, predicated on the will and ability to take liberties away from citizens (Hilal et al., 2017). With such an enormous amount of pressure comes immeasurable stress that can negatively impact individual

police officer wellness and diminish their productivity, efficiency, and effectiveness (Han, 2024). In an occupation with such incredible responsibility, the external negative influences on each officer appear to be coped with and adapted to equally. The relationship between resilience and turnover intentions is a complex and multi-dimensional phenomenon that required an in-depth analysis into the complicated elements of resilience and turnover intentions across generational groups. With this study, I have provided said analysis and contributed to the existing literature on generational differences in the workplace. I have also provided potential practical applications to combat a major staffing crisis among a specific population of workers seen as critical to social safety, security, and well-being.

The current research corroborates existing information on resilience as a mitigating factor against turnover intentions and burnout and extends that knowledge to a specific occupation, offering insights into practical implications that may act as first steps in combatting the law enforcement staffing crisis. The current research also sheds light on a correlation between resilience and turnover intentions across generations of police officers, furthering the conversation in this field. Although the generational cohort sizes were unequal, particularly between Gen Z and Baby Boomer cohorts, this imbalance mirrors the current demographic makeup of law enforcement agencies and does not directly impact the findings that increasing resilience decreases turnover intention, regardless of age. The inclusion of professionals across a wide range of roles and ranks enhances the representativeness of this sample within the field. Therefore, findings may be reasonably generalized to law enforcement personnel, though caution is warranted in

extending results beyond this professional context.

With the myriads of negative impacts that came with recent unprecedented events and technological advancements, it appears that officers in any generation currently operating in a law enforcement capacity are experiencing and reacting to these changes equally. While officers who are a part of the Baby Boomer and Gen X cohorts have been cited as hesitant towards change (Burawat, 2023; Lum et al., 2023), perhaps efforts should shift towards what can be added, rather than changed, within an agency. Resilience coaching has the potential to be twofold beneficial, in that it can reduce attrition for departments and agencies while improving individual resilience and providing police officers with a proactive approach to mental health. Implementing resilience coaching or training at the agency-wide level may improve individual resilience scores and decrease turnover intentions within a department, offering a first step in combatting the staffing crisis.

In an ever-changing and advancing world, it has never been more pertinent to shift the focus to proactive mental health. By bolstering individual resilience, the entire agency can function with a higher level of stability and security, increasing the opportunities to effectively serve and protect their communities. Officers can learn how to proactively combat burnout and continue to uphold high agency standards while interacting with their communities over the course of their careers. Instead of efforts to tailor recruitment and retention strategies to specific generational cohorts, the current research supports the agenda of supporting the individual officers, regardless of age.

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