

CYNICISM IN POLICE OFFICERS: CORRELATES AND CONSEQUENCES

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ABSTRACT

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Cynicism in police officers is important to understand because of the potential impact on the department and the larger community. Police departments must identify characteristics associated with police cynicism to provide a higher level of service to their communities. It is often difficult to identify cynicism because of a reluctance to believe that it evolves from within police officers instead of outside departments. The purpose of this study is to identify personality characteristics that are linked to police cynicism. Officers are given a four-section survey about cynical attitudes, locus of control, beliefs in a just world and self-monitoring scores. The main findings from this study found that officers' locus of control and belief in a just world scores are correlated with cynicism. Additional research is needed with a larger sample size to ensure generalizability.

CHAPTER 1

INTRODUCTION

Cynicism and Police Officers

Police performance can be affected by a host of factors. Identifying those factors is essential to the officer and the community in which they serve. Cynicism is a negative subculture of “contempt, frustration and distrust” (Andersson, 1996, p. 1397). It is a set of beliefs, emotions and behaviors, which involve a fundamental mistrust of commonly accepted beliefs (Graves, 1996, Weitzer, 2002). Police cynicism plagues many law enforcement officers because of its grave danger to the officer and the community (Graves, 1996; Richardsen, Burke & Martinussen, 2006).

Cynicism often has roots in the public’s negativity towards an officers' quality of police work or their decision making schemes (Chermack, 2006; Graves, 1996; Haar, 2001; Niederhoffer, 1967; Weitzer, 2002). Cynical attitudes can derive from a misunderstanding of job requirements and are associated with police officers inability to see the reality of police work even following the required training through the academy. Additionally, an officer’s bitterness from criminal justice upsets may hasten officers’ sense of reliability on the justice system, thus causing a cynical attitude to form (Chermack, 2006; Graves, 1996; Niederhoffer, 1967). These traits of police officers behaviors and attitudes can be examined to better understand cynical attitudes among officers.

Personality Characteristics and Cynicism

Personality traits that contribute to a cynical police officers attitude are examined throughout this paper. It is essential to examine multiple dimensions of the police officer personality, particularly those that are relatable to officers' cynical attitudes for the purpose of improving officer performance. Officers' perceptions of the world, and the achievement of their goals can bestow evidence of cynical attitudes (Charmack, 2006; Weitzer, 2002). For the purposes of this research, the self-monitoring scale (Snyder, 1974) will measure these traits among police officers.

Officers' authoritarian habits, self-esteem and attitudes toward underprivileged groups are also correlated with officers' cynical attitudes (Furnham & Proctor, 1989). The traits are measured with the belief in a just world scale (Furnham & Procter, 1989; Learner, 1977; Lerner & Miller, 1978). Additionally, officers' tendency to be happy, and their level of personal control are personality facets correlated with cynical attitudes. These traits will be measured in police officers through the locus of control scale (Rotter, 1954). The measure of these personality characteristics can help identify cynicism among police officers, thus decreasing problematic behavior from cynicism (Richardsen et al., 2006).

Chapter Two provides an overview of the relevant research on police cynicism and the corresponding personality characteristics. In order to measure the personality characteristics of a cynical officer, a summary of the dynamics of cynicism is provided. Additionally, the personality characteristics related to police work are exclusively defined. A great deal of research has been conducted regarding the external factors (e.g., opportunities and threats outside the police environment often uncontrollable) of

cynicism (Andersson, 1996; Niederhoffer, 1967; Reichers, et al., 1997). Because previous research has focused primarily on the external aspects of a police officers life leading to cynicism rather than internal factors (e.g., police officers controllable reactions to events in their life), this thesis focuses on expanding cynicism research among internal factors.

Chapter Three provides an overview of the study. This includes addressing the following research questions:

- **Primary Research Question:** *For police officers, what combination of personality characteristics (that involve both internal and external beliefs¹) assessed via the following scales: (1) self-monitoring, (2) locus of control, and (3) belief in a just world, correlates most strongly with the degree of cynical attitudes?*
- **Research Question 1:** *What is the relationship between high/low scores on the self-monitoring scale and high /low scores on the cynicism scale for police officers?*
- **Research Question 2:** *What is the relationship between high/low scores on the locus of control scale and high/low scores on the cynicism scale for the police officers?*
- **Research Question 3:** *What is the relationship between high/low scores on the belief in a just world scale and high /low scores on the cynicism scale for the police officers?*

This purpose of this research is to examine the relationship between an officer's personality and cynical attitude. The methods of administering the survey are explained

¹ Every measure in this survey is measuring the *internal* quality of personality, despite the fact that some of the personality characteristics involve *external* related beliefs.

in Chapter Three. Detailed information about the research design, participants, materials, and variables are explained. A justification of the use of each personality scale that is used in conjunction with the cynicism scale is provided. Chapter Four presents the results of the study. Last, a discussion and conclusion of the findings are presented in Chapter Five. Through a better understanding of the correlation of personality characteristics and cynicism, future policy implications can be applied among police departments.

CHAPTER 2

LITERATURE REVIEW

Cynicism

Cynicism is an important facet to measure among police officers. The facets between police officer cynicism and personality characteristics are examined in this chapter. Among police organizations, cynical police officers can trigger a negative subculture (Graves, 1990). In the 1990s, research on police departments showed cynicism to be most prevalent in large urban departments among lower ranked, college educated, officers (Graves, 1996). Work-related cynicism is a specific mindset that the work being done is oppressive, unrewarding and unworthy of the effort. Cynics expect nothing but the worst human behavior (Graves, 1996; Reichers, et al., 1997). Cynicism has been found to be persistent in modern workplaces today, including police departments (Graves, 1996; Reichers, et al., 1997).

Cynicism Scale

The research material measuring police cynicism has varied dramatically over the past 40 years. Niederhoffer (1967), a major contributor to cynicism research, created one of the first instruments measuring cynicism in the late 1960s. His original 20-question scale has undergone numerous variations throughout the years. Regoli (1976), who empirically tested the scale, used Niederhoffer's findings in *Behind the Shield* (1967) to obtain a comprehensive understanding of the cynicism instrument. Regoli's

findings recommended adjusting the original design to incorporate different subcategories of police cynicism that were not present in Niederhoffer's index. With modified wording, a five-point Likert scale gender non-specificity, Regoli (1976) transformed the instrument, which is still shown to be a preference among researchers today. Rafky (1975), Regoli (1976) and Regoli, Crank, and Rivera (1990) all agree on two dimensions within the scale: cynicism directed toward the public and cynicism directed toward the police occupation itself. For the purposes of this study, the outcome variable, police cynicism, will be Regoli's (1976) revised cynicism scale. Regoli's revised scale was chosen because it is still a dependable, commonly used scale in research, and contains the necessary modifications that improve the validity of the scale.

Problems from Police Officer Cynicism

Cynicism often leads to a poor quality of life not only for an officer but for an officers' family as well. This has been suggested to be a precursor for emotional problems, misconduct, and brutality (Burke, Martinussen, & Richardsen, 2006; Graves, 1996). Police officers who become cynical may lose their commitment or motivation to work, which can increase their absences or produce a significant barrier in the path of police professionalism (Andersson, 1996; Reichers, et al., 1997). Hickman (2008) defines problem behavior through the police problem behavior scale. This scale measures six different aspects of problem behavior and the likelihood of officers performing them. Cynical officers exhibit problem behavior greater than others because they take their frustrations out in the course of their daily interactions with citizens and other officers (Hickman, 2008).

Cynical attitudes can generate obstacles for the police department in addition to the police officer. The public's lack of confidence in law enforcement or even the physical harm to citizens can be disastrous for both an officer and the department. Additionally, cynicism can impact the municipal budgets, or public's level of trust. Police cynicism can threaten the existing police order and its norms and values (Hickman, 2008). Conditions related to police cynicism result in frustration and disillusionment (Graves, 1996). As officers attempt to maintain their commitment to professional values, their inability to do so generates further cynicism. For example, cynical officers often feel hopeless in their attempts to fulfill their role. This leads to the development of distrust towards the public and frustration with the criminal justice system (Hickman, 2008).

Environmental Factors of Police Officer Cynicism

Three factors found within the police environment that can initiate cynicism are discussed in this paper. First, the reality of police work can be surprising to officers fresh from the academy. Police officers experience frustration and disillusionment when faced with the contrast between ideal expectations and the reality of police work on the street. The gap between experience and expectation in turn generates cynicism (Haar, 2001). Second, the opinion of the public can be frustrating, especially when the opinions formed are the reflection of inadequate job performance (Chermak, 2006; Gandy, 2001; Weitzer, 2002). Third, the frustration of "criminals" not being punished, nor serving jail time generates tension in officers (Graves, 1996).

Reality of Police Work

Haar (2001) found that the positive attitudes taught in the police academy dissolve once officers are exposed to the work environment. These officers lose faith in others,

and develop a “you v. us” approach. Officers begin to socialize with fewer and fewer individuals outside of the police community. As a result, officers lose their social safety net and a sense of the norms and values that help them make sense of the world. Police often form a “bubble,” pushing away the outside world. This withdrawal from society can push the officer into a state of confusion, alienation, apathy or frustration (Graves, 1996).

Niederhoffer’s original study was published in 1967, taking place within the New York Police Department and New York City Academy. His breakthrough research is significant because it measured cynicism within a police department for the first time. The study measured cynicism in various basic subgroups within the police department (recruits on their first day in the police academy, recruits in the police academy for 2-3 months, patrol officers for 2-6 years, 7-10 years, 11-14 years and 15-19 years) and explored possible reasons for the findings. Among those found, the four main reasons contributing to cynicism found in Niederhoffer’s original work are: socialization, contact with police subculture, occupational anomie, and finally personality. What is intriguing of these findings is that although police recruits in Niederhoffer’s study were classified as cynics, they had not yet been exposed to the main four factors causing cynicism cited in *Behind the Shield* (1967). Niederhoffer attributes this to the disparity between the high ideals of professionalism being taught to the recruit inside the academy and the recruit’s prior experiences with the police. Additionally, the cynicism demonstrated by police department recruits may also be an attempt to become part the perceived police culture.

Niederhoffer (1967) found that police academy recruits, even if classified as cynics during the onset of their training, do not constitute true cynics. Instead it constitutes a form of cynicism called “pseudo-cynicism.” Pseudo-cynicism is believed to

be an attitude adopted by police recruits in order to conform into what they perceive to be the police culture. Their idealism remains strong at this point of their careers, as they have to experience the policing world through their own eyes and compare it to their previously formed judgment (Niederhoffer, 1967).

Public Opinion of Police Officers

The position law enforcement officers' hold in their community includes a considerable amount of responsibility and trust (Schofield, 1998). Any action enforced by police will always be questioned as unacceptable and is subject to complaint (Walker & Kreisel, 1996). This is because people hold law enforcement accountable for their misconduct, especially given the extreme media scrutiny of the police. Their scrutiny is also fueled by high profile police cases of brutality, racism and classism. Information can be distributed quickly, as real time media coverage adds new dimensions of pressure that police officers have not previously experienced (Weitzer, 2002). Police misconduct often cited includes excessive force, discriminatory harassment, false arrests, coercive sexual conduct, racially motivated brutality and unlawful stops, searches or arrests (Chermak, 2006).

Gandy (2001) investigated the ways in which racial identity modified media influence through the investigation of the media's influence on conceptions of domestic violence. From these findings, he developed a radio awareness campaign to decrease the amount of domestic violence. He measured pretest and posttest opinions on the perceptions of domestic violence. Gandy (2001) hypothesized that excessive media coverage of events involving police misconduct leads to a public view that frames police in a negative light for a significant period of time. For example, African Americans and

Hispanics generally disapprove of police conduct more than Caucasians, because of the portrayed bias officers often display through unlawful stops (Miller et al., 2005).

Furthermore, Weitzer (2002) examined the effects of media-covered police misconduct and the public perception of the officers after the fact. He focused on the magnitude and lasting effects these highly publicized cases had on the involved department. One of cases he examined was of the New York Police Department (NYPD) and the killing of Amadou Diallo. The case of Amadou Diallo erupted in 1999, when Diallo was fatally shot 41 times by four white (NYPD) officers dressed in plain clothes, undercover from the Street Crimes Unit. Diallo was unarmed and the shooting prompted nationwide outrage from the African American community. Weitzer's (2002) research tracked the public's attitude toward police before and after the event. The results uncovered a dramatic increase in negative views and attitudes from the minority community towards police following the circumstances of these highly publicized events.

Weitzer (2002) found that in this particular situation, the indiscretions of the NYPD caused the public to forever link this branch to corruption and abuses of power, thus limiting the department's ability to right this stigma in the future. Due to this label, the department suffered political repercussions and loss of faith from the community they served. Media outlets can manifest negative attitudes towards police within the community, creating a population unwilling to cooperate with the department (Weitzer, 2002).

Police Frustration

There is no group in society that bears the brunt of social ills more than members of law enforcement. There is a spirit of lawlessness in the world and as a police officer

they are continually battling against it (Cebulak, 2001). The police are the beginning of the criminal justice system, as their job is to arrest criminals so that the courts can punish them. Police officers are oriented to obeying laws and to punishing those who do not abide by them. When someone breaks a law, he/she has done wrong and should be punished, a very appropriate attitude for law enforcement officers when dealing with criminals. Officers begin to feel frustrated when they are continually arresting the same people over and over (Cebulak, 2001).

As part of a team in legal system, police officers need to feel support from other aspects of the legal system, all aimed at the same goal of protecting the public and punishing criminals (Yates & Pillai, 1996). Police are frustrated with seeing criminals again and again as the system fails both the public and the hard work done by officers. Cynicism generates within officers as they become angry at the justice system that allows criminals to go free (Graves, 1996). With criminals evading or receiving limited punishment for their offenses, officers often feel betrayed by the legal system for releasing offenders who possibly have high recidivism rates (Yates & Pillai, 1996). These injustices generate bitterness in officers because they have nobody to express frustration to other than other officers. Officers then grow an inner hatred and become victims of cynicism (Graves, 1996). Cynical officers feel they are supporting a criminal justice system that is not working and is seen by many people as being there to protect offenders' interests above the interests of law-abiding members of the public (Green, 1997; Yates & Pillai, 1996).

Prevention and Management

Managing police departments is a daunting task. It is essential to increase awareness of possible effects of cynicism to deter cynical attitudes among police officers (Reichers, et al., 1997). Furthermore, officers must be taught productive coping techniques and stress management methods in pre training, before the job, and continuous training throughout the job (Graves, 1996). In general, it is important for the characteristics of cynicism to be identified prior to an officer working in the community. It is imperative to detour unacceptable police misconduct before those actions escalate to unmanageable levels.

Because officers can benefit from continuous training throughout their careers, police departments should not discontinue training following academy graduation. Officers must be exposed to the good, and not just the bad within the work field. Exposing officers to good citizens and good deeds in their communities helps officers seed the good in communities. This can be accomplished through the officer's involvement with activities outside the department to promote community development. Officers are constantly exposed to negative experiences through police work, which can establish cynicism (Palmiotto, et al., 2000).

Management and Cynicism

Leaders and management of police departments play a crucial role in diminishing cynicism among police officers because they can help officers feel enhanced, through consistent reassurance. A participatory management style allows employees to share responsibility with superiors by having a voice within workplace, which establishes a comfortable system for officers to air their frustrations and concerns amongst one another

and command (Graves, 1996). Keeping officers involved in making decisions is crucial for developing beliefs have been heard and considered. This enhanced communication can help minimize cynicism. Additionally, when addressing the publics' opinion of misconduct cases, it is important to deal with the past and publicize successful changes (Reichers, et al., 1997).

Theoretical Foundation of Police Cynicism

In Émile Durkheim's first two major books originally published in the early 1890s, *The Division of Labor in Society* (1933) and *The Rules of Sociological Method* (1938), Durkheim outlined what he saw to be the distinctive theoretical problems and methodological strategies of sociological inquiry. According to Durkheim, anomie is a breakdown of social norms, and it is a condition where norms no longer control the activities of members in society. Individuals cannot find their place in society without clear rules to guide them. Changing conditions, as well as adjustment of life, leads to dissatisfaction, conflict, and deviance. Durkheim defined the term anomie as a condition where social and/or moral norms are confused, unclear, or simply not present. Durkheim felt that this lack of norms or limits on behavior in a society led to deviant behavior.

The other major contribution to the anomie tradition is Robert Merton's theoretical analysis of "Social Structure and Anomie" (1938; 1957). Durkheim's work provided the intellectual foundation for Merton's attempt to develop an explanation of rates of norm-violating behavior in American society. In contrast to Durkheim, Merton bases his theory on sociological assumptions about human nature. Anomie, for Durkheim, referred to the failure of society to regulate or constrain the ends or goals of human desire. Merton, on the other hand, is more concerned with social regulation of the

means people use to obtain material goals. Anomie occurs when the old values of a social system are being supplemented by a new code. Merton (1938) classifies major types of adjustment to anomie as conformity, innovation, ritualism, and rebellion.

Anomie is very similar to the concept of cynicism among police officers. It is displayed in police officers as they lose faith in people, with a loss of enthusiasm for the high ideals of police work and a loss of pride and integrity. Anomie describes the officer's lack of integration in social life and the isolation that one experiences. An outcome of anomie is cynicism. Anomie is not the only cause of police cynicism; instead a police officer may be absorbed by the delinquent occupational subculture, dedicated to a philosophy of cynicism (Niederhoffer, 1967; Sampson, 1998).

Niederhoffer (1967) discusses cynicism in relation to anomie. Among police officers, a typical adaptation to anomie is cynicism. Continuously seeing human beings at their worst, as police officers often do, leads them to believe that there is nothing they can do to bring about change. This contributes to officers' cynical mindset because they ultimately lose their ability to empathize with others (Bernard, 1988; Niederhoffer, 1967). Borrowing from Durkheim, Niederhoffer proposed what would be regarded today as a strain theory to explain the generation of cynical attitudes among police officers. Niederhoffer argued that police officers experiencing the conflicting norms and values, experienced during transition from the traditional to the emerging professional model of policing, were faced with anomic conditions, which generated frustration and subsequent cynicism (Hickman, et al., 2003; Niederhoffer, 1967).

Merton (1957) suggests bitterness is another possible result of anomie, as officers diffuse feelings of hate, envy, and hostility with a sense of being powerless to express

these feelings and a continual re-experiencing of this impotent hostility. Among police officers, a typical adaptation to anomie is cynicism. An officer will diffuse feelings of hate and envy with helpless hostility and a state of mind in which the anomie of the police organization as a whole is reflected through individual policemen.

Anomie is especially strong among police department recruits, who are becoming increasingly isolated from their familiar role as civilians and struggle to gain acceptance into the police culture. Recruits, in order to overcome the anomie experienced in the police academy, make a concerted effort to adapt to the values and attitudes that are demonstrated by established police officers. Officers caught between realities and policing are confused about their goals and values. Police have power to regulate the life of others, which gives the officer a sense of power, corrupting their belief system and portraying superiority to the law, contradicting their view in the academy.

Depending on the specific circumstances, anomie can be either a contributing factor or a byproduct of cynicism (Niederhoffer, 1967). Police officers have a role that is unique in its power to deprive citizens of their freedom. This uniqueness leads to feelings of both personal and organizational isolation. Personal isolation stems from the loss of personal relationships and disorientation that occur, often times, as an individual becomes a police officer. This individual, in an attempt to rebuild a social network, forms a close bond with other police officers. In forming this bond, the police officer adopts the values of the prevailing police culture, which in many cases will be burdened with cynicism.

The control exerted by law and morality generates a sense of social solidarity and is a safeguard against anomie, which officers often disregard (Besnard, 1988). Officers exposed to public immorality are more cynical. An officer will diffuse feelings of hate

and envy with helpless hostility and a state of mind in which one experiences anomie. The attitudes officers experience make it difficult for them to keep faith in mankind as the police officer sees people as ill-willed, exploitative, and mean (Besnard, 1988; Niederhoffer, 1967). Cynicism as a coping method is related to increased stress and health deterioration, similar to anomie, people trying to fight against society (Sampson & Bartusch, 1998).

Personality Characteristics

Personality characteristics are an important factor in understanding individuals' behavior. Personality traits, such as one's ability to regulate behavior and their reaction to social situations, are related to the characteristics of cynicism (Richardsen, et al., 2006). The patterns in police officers' personalities allow for the opportunity to understand cynicism. Since personality traits are often easier to observe than cynicism traits, identifying personality traits beforehand can be beneficial in predicting cynicism.

Self-Monitoring

The concept "self-monitoring" refers to an individual's ability to regulate behavior to meet the demands of social situations (Snyder, 1987). High self-monitors are sensitive and responsive to situational social and interpersonal cues (Snyder & Gagestad, 1982). They are flexible in adjusting their behavior in an attempt to fit the demands of a specific situation (Snyder, 1979). Effective social interaction is the high self-monitor's forte, and social anxiety appears to be incompatible. Contrary, low self-monitors are less responsive to situations and interpersonal specifications of appropriate behavior (Snyder & Gagestad, 1982). In a social situation, low self-monitors assess who they are and how they can be themselves in a specific situation (Snyder, 1979). Additionally, low self-

monitors are likely to behave in a manner that is a reflection of their underlying attitudes, regardless of situational demands.

Previous research has shown self-monitoring to be positively related to unitary measures of performance (Caldwell & O'Reilly, 1982; Kilduff & Day, 1994). Using a sample of 93 field representatives, Caldwell and O'Reilly (1982) found self-monitoring to be positively related to overall ratings of performance, especially during the employees' early tenure. People who are high self-monitors constantly watch other people, and compare others actions to themselves. Such people are very self-conscious and like to "look good," usually adapting well to differing social situations (Snyder & Gagestad, 1982). On the other hand, low self-monitors are generally oblivious to how others see them and are less meticulous. Officer's self-monitoring techniques are important because it correlates with the officer's likelihood of being disturbed by the public's opinion (Snyder & Gagestad, 1982; Zaccaro, et al., 1991).

Locus of Control

Locus of control refers to a person's belief about what affects good or bad results in his/her life. This concept was developed by Rotter in 1954, and has since become an important aspect of personality studies. Locus of control refers to the extent to which individuals believe that they can control events that affect them. One's "locus" can either be low (internal), meaning the person believes that they control their life or high (external), meaning they believe their environment controls their life (Njus & Brockway, 1999).

Individuals with a low (internal) locus of control believe that events result primarily from their own behavior and actions (McCombs, 1991). These individuals are

more likely to assume that their efforts will be successful and tend to be happier, less depressed, and less stressed. Having a low (internal) locus of control can also be referred to as personal control or self-determination. Research has found that males (majority of police officers) tend to be more internal than females, and as people get older they tend to become more internal (Mamlin, et al., 2001; McCombs, 1991). In addition, those with a low (internal) locus of control feel that they control their own destiny, rather than their fate being largely determined externally (McCombs, 1991).

Individuals with a high (external) locus of control believe that powerful others, fate, or chance primarily determine events. A person with a high (external) locus of control, who attributes his or her success to luck or fate, will be less likely to make the effort needed to learn. People with high (external) locus of control are also more likely to experience anxiety, especially when they feel a lack of control in their lives.

The locus of control scale measures external and internal characteristics, which can be representative of aspects in a cynical attitude (Njus & Brockway, 1999). One of the aspects found to trigger cynical attitudes among police officers is a police officers frustration with criminals. Officers often tend to feel frustrated with the lack of legal pursuit of criminals. Officers who score a low (internal) locus of control believe people control what happen to them. Contrary, officers who have high (external), scores believe the world happens to people. It is hypothesized that police officers that score high on the locus of control scale also score high on the cynicism scale. This is hypothesized because those who are more cynical will tend to have a high (external), locus of control score because the officer's think that what happens to people is not always controllable and therefore must be closely monitored by the police (McCombs, 1991).

Belief in a Just World

Belief in a just world is the concept used to describe the belief that people generally get what they deserve (Lerner, 1977). This belief enables people to confront their physical and social environment as though it were stable and orderly (Lerner & Miller, 1978). Therefore, the belief in a just world serves important adaptive functions and individuals are motivated to protect this belief. It is well documented that a strong belief in a just world fosters the denial of observed injustice in situations with expansive social unfairness (Furnham & Procter, 1989). The public's loss of trust and integrity in the police leaves little acceptance for officers and their abilities to provide a safe community for all (Harrison, 1999). The belief in a just world, in which other people behave fairly and in which individuals get what they deserve is an important precondition for officer's actions (Lerner, 1977; Lerner & Miller, 1978).

During conflicting situations, individuals often feel obligated to persuade others injustice has occurred. Rubin and Peplau (1975) conducted research on the individuals' belief in a just world. They concluded that people who have a strong tendency to believe in a just world tend to be more religious, authoritarian, and conservative. Additionally, police officers with a high belief in a just world are more likely to have negative attitudes toward underprivileged groups (Peplau & Rubin, 1975), which can significantly affect their job performance (Weitzer, 2002).

For some people, it is simply easier to assume that forces beyond their control administer justice. When that occurs, the result may be the abandonment of personal responsibility, acceptance in the face of suffering and misfortune, or indifference towards injustice (Farwell & Weiner, 1996; Messick, et al., 1985). Officers who have a high

belief in a just world believe that people get what they deserve. Having a high belief in a just world makes it easier for an officer to ensure justice because it would require less work for the officer (Graves, 1996). Officers who have a low belief in a just world do not believe the world is just and will have a more active approach to policing and ensuring justice. Officers, who come out of the academy and are not fully prepared for their duties, may experience difficulties understanding the reality of police work. Those who have a low belief in a just world may be experiencing conflicting ideas of what their job expectations are and how to execute them.

Summary of Literature

The purpose of this thesis is to provide a review of relevant research on police officer cynicism. Existing research demonstrates numerous means of how police officer cynicism may be formed, but for the purposes of this research, only three of these possibilities are explored. It has been established that one mode of police officer cynicism develops through attitude modifications immediately after exiting the academy (Graves, 1996; Hickman, 2008). Additionally, all police officers may develop cynicism as a result of the public's negative opinions of police officer activity (Hickman, 2008; Gandy, 2001, Miller, et al., 2005; Walker & Kreisel, 1996; Weitzer, 2002). Furthermore, many officers may experience frustration with an offender's punishment or lack of punishment (Graves, 1996). Continued research is necessary to assess more accurately the numerous police officer cynicism traits. The current research furthers the understating of cynicism by utilizing three personality scales, which exemplify specific characteristics that are similar to the already known traits of cynicism. In the following chapter, the methods employed to build upon the current research are explained.

CHAPTER 3

RESEARCH METHODS AND PROCEDURES

Given the importance of policing within our communities, it is critical to ensure officers are performing their best. As research outlined in the previous chapter demonstrates, one of the factors that may reduce the effectiveness of an officer's performance is cynicism. Averting cynical attitudes and knowing how to handle them can greatly increase the performance of police officers (Björk, 2008). The primary purpose of this research is to identify personality characteristics that are correlated with cynicism to develop a better understanding of police officer cynicism. This chapter presents the design of this research study with the specific research questions and the corresponding hypotheses described. The key concepts utilized to measure each of the variables are identified and defined. Additionally, there is a discussion of the data and the possible limitations of the study. The analyses and results are presented in Chapter Four and a summary of the results follows, in Chapter Five.

Overview of Research Design and Research Questions

The purpose of this thesis is to identify and assess personality characteristics that correlate with cynicism by surveying a sample of police officers from both Hays and Comal Counties in Texas. Instruments that were used were selected to reveal personality characteristics that may correlate with cynicism among police officers. The literature on police cynicism has shown a variety of both internal and external factors contributing to

the foundation of cynicism (Hickman, 2008; Gandy, 2001; Miller, et al., 2005; Walker & Kreisel, 1996; Weitzer, 2002). But few studies have stated, specifically, how to measure these internal and external qualities. Carrying forward the logic of this former research it seems that locus of control, belief in a just world and self-monitoring (already described) are very likely candidates for personality characteristics that could contribute to the development or buffer one against the development of cynical attitudes.

The following model was developed through an understanding of factors that may prompt cynicism as cited in the literature (see Figure 1.0). This guided the present study of predicting personality characteristics correlated with cynical police officers. This model includes four predictor variables: individual demographics, self-monitoring, locus of control, and belief in a just world scores.

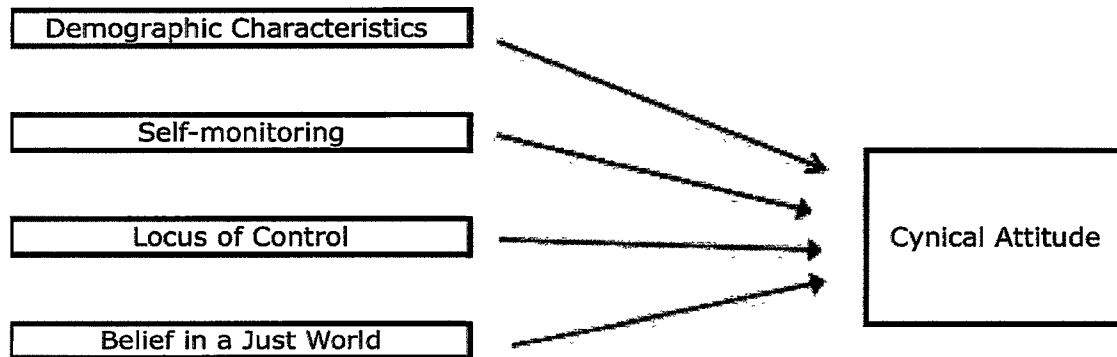


Figure 1.0 A Model for Research

The research questions for this research are as follows:

- **Primary Research Question:** *For police officers, what combination of personality characteristics (that involve both internal and external beliefs) assessed via the following scales: (1) self-monitoring, (2) locus of control, and (3) belief in a just world, correlates most strongly with the degree of cynical attitudes?*

- **Research Question 1:** *What is the relationship between high/low scores on the self-monitoring scale and high /low scores on the cynicism scale for police officers?*
- **Research Question 2:** *What is the relationship between high/low scores on the locus of control scale and high/low scores on the cynicism scale for the police officers?*
- **Research Question 3:** *What is the relationship between high/low scores on the belief in a just world scale and high /low scores on the cynicism scale for the police officers?*

Research Procedure and Participants

The purpose of this study is to analyze data from the responses of the survey. Data were collected using a survey instrument, which was completed anonymously in a police department setting. Police in the central Texas area were given a survey that evaluated the officers' cynical and personality characteristics. The representative sample of police departments is composed of two divisions: San Marcos, and New Braunfels, Texas. These departments were specifically chosen because of convenience. Participation was voluntary. The survey took an average of 15 minutes to complete. The intention of this survey was to determine the officer's level of cynical attitude compared to their level of self-monitoring, belief in a just world and locus of control.

After the Institutional Review Board's approval, permission to administer surveys was granted via the police departments' supervisors. Surveys were distributed via email with a link that connected officers to the survey online at [surveymonkey.com](https://www.surveymonkey.com). The anonymous administration of the surveys was used so the officers did not feel directly or

personally involved in the answers he or she is going to give. Additionally, the specific department that the survey came from was not collected and thus kept anonymous. The chief of each department sent out the email so the officers' email remained unknown. At no time did the chief have access to the online survey or any of the responses. The collection of the surveys ended after a collection period of three weeks on the surveymonkey.com website. The expected response rate was 45% among the sample officers, of approximately 100.

Surveys were constructed to examine the perceived personality characteristics that may possibly generate cynicism among police officers. The Niederhoffer (1967) revised cynical scale by Regoli (1976) was used in correspondence with three personality scales: self-monitoring, locus of control and belief in a just world. The beginning of the survey included a consent form, informing the officers of no known risk involved in the survey. Subsequently, individual demographics and background variables followed pertaining eight different characteristics of the sample: age, sex, rank, years in policing, size of police force, level of education, years in present job, and current marital status. The self-monitoring scale was the next 18 questions. The locus of control was next with 26 questions and the preceding 20 questions were the belief in a just world scale. Finally, the last 20 questions stemmed from the cynicism scale (Refer to Appendix A for a copy of the survey).

The data are anticipated to show how high cynicism scores correlate with a high self-monitoring score, a high (external) locus of control or a low belief in a just world. This effort took place over a two-month period. The results from the surveys will be analyzed with cross-tabulation, chi-square and logistic regression.

Research Hypotheses, Conceptualization, and Operational Definitions

In this section, the primary and specific research questions are discussed in terms of how each concept is operationally defined and how it relates to the overall study. For the purpose of this thesis, the unit of analysis is the cynical attitude.

Primary Research Question: *For police officers, what combination of personality characteristics (that involve both internal and external beliefs) assessed via the following scales (1) self-monitoring, (2) locus of control, and (3) belief in a just world, correlates most strongly with the degree of cynical attitudes?*

The primary research question addresses all aspects being measured and how they relate to the cynicism scale. It is hypothesized that those who score high on the cynicism scale will have scores indicating high self-monitoring techniques, with an high (external) locus of control and a low belief in a just world (see Table 1).

Table 1: Primary Hypothesis

Personality Scales		Cynicism Scores
Self Monitoring	Low	Low
	High	High
Locus of Control	Low (internal)	Low
	High (external)	High
Belief in a Just World	Low	High
	High	Low

The concepts of this research question include: *police officers, cynicism, self-monitoring, locus of control, and belief in a just world scales*. Police officers refer to those who are participating in this survey. The concept of police officers will be recruited from the San Marcos and New Braunfels police departments. There is no specific criterion for the officers other than the fact that they are current officers working for the department.

Cynicism will be measured by relying on Regoli's (1976) revised Niederhoffer cynicism (1967) scale. This 20-question scale will be included in the survey to determine the officer's current cynical attitude. The survey directs participants to choose an option from the Likert scale that most closely represents their opinion. An example of a question on the Regoli scale is "The rules and regulations dealing with officer conduct off duty are fair and sensible."² Responses to the cynicism items are coded as 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) and 5 (Strong Agree). Scores will be determined by low and high categories determined from the median of the scores.

Self-monitoring, as defined as a person's ability to adjust his or her behavior to external factors will be measured with Snyder's (1974) self-monitoring scale³. This 25-question scale asks participants to determine the best-fit answer when describing their self-monitoring techniques. An example from the self-monitoring scale is the following question, answered true or false: "When I am uncertain how to act in a social situation, I look to the behavior of others for cues."² Self-monitoring scores will be determined by "low" and "high" categories determined from the median of the scores.

Locus of control refers to the extent to which individuals believe that they can control events that affect them (Rotter, 1954). This 25-question scale asks participants to determine the best-fit answer when describing their self-monitoring techniques. Questions are presented with an "A" or "B" option and officers choose the one the letter that most closely represents their opinion. For example, officers would choose "A" or

² For a copy of the Regoli scale, refer to questions 72-91 in Appendix A.

² For a copy of the self-monitoring scale, refer to questions 8-25 in Appendix A.

³ For a copy of the locus of control scale, refer to questions 26-51 in Appendix A.

“B” in this example: “A) There are certain people who are just no good. or B) There is some good in everybody.”⁴ According to Rotter's approach (1954), scores can be divided into two separate sources of control: internal and external. External scores are above the median (“high”) and internal scores are below the median (“low”).

Belief in a just world (Dalbert, 1987) describes the belief that people generally get what they deserve (Lerner, 1977). The survey directs participants to choose an option from the Likert scale that most closely represents their opinion. The belief in a just world scale includes 20 questions using a scale coded as 1 (strongly disagree), 2 (somewhat disagree), 3 (slightly disagree), 4 (slightly agree), 5 (somewhat agree), or 6 (strongly agree). An item on the survey is “Many people suffer through absolutely no faults of their own.”⁵ Belief in a just world scores will be determined by “low” and “high” categories determined from the median of the scores.

Research Question 1: *What is the relationship between high/low scores on the self-monitoring scale and high /low scores on the cynicism scale for police officers?*

It is hypothesized that police officers that score high on the self-monitoring scale will also score high on the cynicism scale (see Table 1). Individuals with high self-monitoring scores are highly sensitive to external cues and can behave differently in various situations (Caldwell & O'Reilly, 1982; Kilduff & Day, 1994; Snyder, 1979). In assessing the scores of self-monitoring, those who score higher self-monitoring would worry about public opinion which is found in the literature to be associated cynicism (Chermak, 2000; Gandy, 2001; Sampson & Bartusch 1998; Weitzer, 2002).

⁵ For a copy of the belief in a just world scale, refer to questions 52-71 in Appendix A.

This research question includes two concepts not previously introduced: *low/high scores on the self-monitoring scale*⁶ and *low/high scores on the cynicism*⁷ score. Those who score between 1 and 8 have “low” self-monitoring techniques and those who score between 9 and 16 have “high” self-monitoring techniques (Snyder, 1974). The personality characteristics identified through the self-monitoring scale will be evaluated with cynicism.

The second concept, low/high scores on the cynicism scale, is based on a scale originally developed by Niederhoffer (1964) and revised by Regoli (1976). For the purposes of this study, “high” and “low” cynicism scores will be determined via the median. With our sample, the median on cynicism scores was 60. Therefore, those scoring below the median on cynical attitudes (range of 40-59) have “low” cynicism and those scoring above the median (range of 60-80) have “high” cynicism.

Research Question 2: *What is the relationship between high/low scores on the locus of control scale and high/low scores on the cynicism scale for the police officers?*

It is hypothesized that police officers that score high (externally) on the locus of control scale also score high on the cynicism scale (see Table 1). One of the three factors found to correlate with cynical attitudes among police officers is the police officers frustration with criminals (Cebulak, 2001; Yates & Pillai, 1996). Officers tend to feel frustrated with the lack of legal pursuit of criminals. Officers who are highly cynical will have a higher score because these officer’s tend to think that what happens to people is

⁶ For scoring of the self-monitoring scale, refer to Appendix B.

⁷ For scoring of the cynicism scale, refer to Appendix B.

not always controllable and therefore must be closely monitored by the police (Njus & Brockway, 1999).

There is one concept this research question addressed that is not already introduced: *external (high)/internal (low) scores on the locus of control scale*⁸. On the locus of control, Rotter (1954) divides the total score into those that are external and those that are internal. External (“high”) and internal (“low”) scores are determined by the corresponding median (26) of scores. Low (internal) scores range between 8-11, while high (external) scores are between 12-15. The personality characteristic identified through the locus of control scale will be assessed to find similarities with the cynicism scale.

Research Question 3 · *What is the relationship between high/low scores on the belief in a just world scale and high /low scores on the cynicism scale for the police officers?*

It is hypothesized that police officers that score low on the belief in a just world scale will score high on the cynicism scale (see Table 1). In other words, highly cynical officers were expected to have less belief that the world is just. Police officers experiencing the reality of policing too soon can lead to developing cynical attitudes (Graves, 1996). Officers who have a low belief in a just world do not believe the world is just and will have a more active approach to policing and ensuring justice (Dalbert, 1987).

This question includes one concept not previously defined: *low/high belief in a just world score*⁹. Those who scored low on the belief in a just world do not believe the

⁸ For scoring of the locus of control scale, refer to Appendix B.

⁹ For scoring of the belief in a just world scale, refer to Appendix B.

world is just (Dalbert, 1987). The scores in this scale range from 20-120, with a median of 83. “Low” scores range between 53-82 and “high” scores ranges between 83-106. The personality characteristic identified through the belief in a just world scale will be evaluated with the similarities of high cynicism.

Recoding the Survey

In the survey on police officer cynicism, the instruments included are the Regoli (1976) cynicism scale, the self-monitoring scale (Snyder, 1974), Rotter’s (1954) locus of control scale and the belief in a just world scale (Dalbert, 1987). At the completion of the surveys, each response was recorded and recoded if necessary. If items necessary were not recoded, then the items would not have a common direction and would not provide accurate sums. For the purposes of this study, a distinctive scoring guide utilized in conjunction to the scale originally created by the author will be used¹⁰.

Regoli’s (1976) revised cynicism scale is a Likert scale that requires participants to choose their level of agreement or disagreement for each given statement. The cynicism scale is coded as 1 = strongly agree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly disagree. At the completion of the survey, eight of the questions as identified in the scoring key were reversed. For example, for each reversed item where 1 (strongly agree) = 5, 2 (disagree) = 4, 3 (neutral) = 3, 4 (agree) = 2, 5 (strongly disagree) = 1. A total value for cynicism per respondent was obtained by adding all questions, including the reversed and non-reversed questions¹¹. With this, the median of the scores was determined and two categories were created. With a median of 60, those who score below

¹⁰ For the individual scoring guides of all the instruments, refer to Appendix B.

¹¹ The maximum score possible on the cynicism scale equals 100, but there were no scores greater than 80.

the mean between 40-59 have a “low” cynicism score. Those who score above the median with scores between 60-80 will have a “high” cynicism score.

The self-monitoring scale used in this survey was a modified version of Snyder's (1974) original scale. Given that the only difference between the modified scale and the original was the number of questions included, the original scoring key was still utilized. The scale requires participants to choose true or false to each statement that they read. For this scale 1 = true, 2 = false. At the completion of the survey, answers were recoded utilizing the correct answered given in the scoring key. For example if the correct response to a statement was false, then the item would be recoded where 1 (true) = 0 and 2 (false) = 1. Then the recoded questions and the original non-recoded questions were added together to form the total sum¹². Next, the median of the scores was determined and two categories were created, high and low scores. A “high” score indicates a high-self monitor, falls between, 9 and 16 points. A “low” score indicates a low self-monitor that falls between the scores of 1 and 8.

The locus of control scale (Rotter, 1954) scale requires participants to choose the letter that most closely represents their opinion. Questions are presented with an “A” or “B” option and officers circle the one that best represents them. For the purposes of this scale 1 = option A and 2 = option B. At the completion of the survey, the original responses were recoded to match the correct answer according to the scoring key. The correct answer was given 1 point and the incorrect answer was given 0. For example if the correct response to a statement was option “A”, then the item would be recoded where 1 (option A) = 1 and 2 (option B) = 0. Then the recoded questions were added

¹² The maximum score possible on the self-monitoring scale equals 18, but there were no scores greater than 16.

together to form the total sum¹³. High (external) and low (internal) scores are determined by the corresponding median (26) of scores. Low (internal) scores range between 8-11, while high (external) scores range between 12-15.

The belief in a just world scale (Dalbert, 1987), a Likert scale, requires participants to choose their level of agreement or disagreement for each statement. The belief in a just world scale is coded as 1 = strongly disagree, 2 = somewhat disagree, 3 = slightly disagree, 4 = slightly agree, 5 = somewhat agree, and 6 = strongly agree. At the completion of the survey, each of the unjust questions was recoded as identified in the scoring key. For example the unjust questions would be recoded where 1 (strongly disagree) = 6, 2 (somewhat disagree) = 4, 3 (slightly disagree) = 3, 4 (slightly agree) = 3, 5 (somewhat agree) = 2, and 6 (strongly agree) = 1. Next, the recoded questions (unjust) and the non-recoded questions (just) were added together to form the total sum¹⁴. With this, the median of the scores was determined and two categories were created, high and low scores. All of scores in this scale range from 20-120, with a median of 83. “Low” scores range between 53-82 and “high” scores ranges between 83-106.

Analysis

For the Primary Research Question, *(For police officers, what combination of personality characteristics (that involve both internal and external beliefs) assessed via the following scales: (1) self-monitoring, (2) locus of control, and (3) belief in a just world, correlates most strongly with the degree of cynical attitudes?)* logistic regression

¹³ The maximum score possible on the locus of control scale equals 26, but there were no scores greater than 15.

¹⁴ The maximum score possible on the belief in a just world scale equals 120, but there were no scores greater than 106.

is used to analyze the data. The dependent variable is the score on the cynicism scale and the independent variables are the scores on the other scales (self-monitoring, locus of control, belief in a just world). This primary research question is trying to find the item that correlates most closely with cynicism.

For Research Question 1 (*What is the relationship between high/low scores on the self-monitoring scale and high /low scores on the cynicism scale for police officers?*) cross-tabulations and chi-square tests of significance will be employed. The dependent variable is the low/high score on the cynicism scale and the independent variable is the low/high score on the self-monitoring scale.

For Research Question 2 (*What is the relationship between high/low scores on the locus of control scale and high/low scores on the cynicism scale for the police officers?*) cross-tabulations and chi-square tests of significance will also be employed. The dependent variable is the low/high score on the cynicism scale and the independent variable is the low/high score on the locus of control scale.

For Research Question 3 (*What is the relationship between high/low scores on the belief in a just world scale and high /low scores on the cynicism scale for the police officers?*) cross-tabulations and chi-square tests will be employed. The dependent variable is the low/high score on the cynicism scale and the independent variable is the low/high score on the belief in a just world scale.

Limitations of Study

When working with police officers, it is often difficult to get feedback through any survey method. If officers believe that other people will see their responses they may behave in a way that they believe is socially acceptable and desirable. Although measures

were taken to reduce social desirability (i.e., ensuring confidentiality), it may still affect the results of the study.

Although the sampling criterion was mainly limited to Hispanic and Caucasian police officers, the sample remains a fair representation of the greater Central Texas area. Given that this research did have a small sample size and was geographically limited, the generalizability is also limited.

CHAPTER 4

RESULTS

Sample of Police Officers

This study of police officer cynicism included officers in San Marcos and New Braunfels police departments in Texas. Officers were allowed three weeks to answer the survey. After the survey website (surveymonkey.com) was closed, a total of 82 surveys were completed. Of those 82 participants, 23 were deleted because they answered less than 75% of the 92 questions. Thus, a final sample of 61 was obtained.

Table 4.1 shows that the majority of the 61 officers are male (90.2%) and Caucasian (85.2%). The largest percentage of officers (37.7%) were between 31 and 40 years old, followed by those who were between 26 and 30 years old (21.3%), and a group of 21.3% of officers ranged between 31 and 40 years. Among officers, 68.9% are married. Half (50.8%) of the sample has completed some college or technical school.

Table 2: Sample Characteristics, (n=61)

Gender	Frequency	Percent
Male	55	90.2%
Female	6	9.8
<i>Total</i>	<i>61</i>	<i>100%</i>
Age in Years		
20 to 25	4	6.6%
26 to 30	13	21.3
31 to 40	23	37.7
41 to 50	13	21.3
50+	8	13.1
<i>Total</i>	<i>61</i>	<i>100%</i>
Ethnicity		
Hispanic or Latino	6	9.8%
Non-Hispanic White	52	85.2
Other	3	4.9
<i>Total</i>	<i>61</i>	<i>100%</i>
Marital Status		
Single	7	11.5%
Married	42	68.9
Divorced	6	9.8
Separated	1	1.6
Unmarried couple	4	6.6
<i>Missing</i>	<i>1</i>	<i>1.6</i>
<i>Total</i>	<i>60</i>	<i>100%</i>
Education Level		
High school graduate	8	13.1%
Some college	31	50.8
College graduate	18	29.5
Advance degree	4	6.6
<i>Total</i>	<i>61</i>	<i>100%</i>

The majority (49.2%) of sampled officers had worked in policing between 1-10 years. Also, the majority (54.1%) had worked at their current job between 1-5 years (see Table 4.2).

Table 3: Police Officers' Policing Characteristics in Years, (n=61)

Years in Policing	Frequency	Percent
1 to 10	30	49.2%
11 to 15	7	11.5
16 to 20	12	19.7
21 to 30	8	13.1
30+	4	6.6
<i>Total</i>	<i>61</i>	<i>100%</i>
Years at Present Job		
1 to 5	33	54.1%
6 to 10	8	13.1
10 to 15	11	18.0
15+	9	14.8
<i>Total</i>	<i>61</i>	<i>100%</i>

As noted in Table 4.3, the majority of the sample (62%) exhibited high levels of cynicism.

Table 4: Police Officers' with High Cynicism Levels, (n=61)

		Frequency	Percent
Police Officer Cynicism Level	High	38	62.2%
	Low	23	37.7
	<i>Total</i>	<i>61</i>	<i>100%</i>

Only six women were included in the survey and five of the women had high levels of cynicism. Also, of the 38 officers who had high levels of cynicism 87% were male and 87% were white. Furthermore, 71% of the officers reported being married (see Table 4.4). Just about half (45%) of officers with high cynicism reported attending some college. The majority (42%) of highly cynical officers were between 31 and 40 years old.

Table 5: Background Characteristics of Police Officers' with High Cynicism, (n=38)

		Frequency	Percent
Gender	Male	33	86.8%
	Female	5	13.2
	Hispanic/Latino	3	7.9
Ethnicity	White, Non-Hispanic	33	86.8
	Other	2	5.3
Marital Status	Single	3	7.9
	Married	27	71.1
	Divorced	3	7.9
	Separated	1	2.6
	Member of an unmarried couple	4	10.5
Education	High school Graduate	7	18.4
	Some college	17	44.7
	College Graduate	12	31.6
	Advance Degree	2	5.3
Age (in years)	20-25	3	7.9
	26-30	8	21.1
	31-40	16	42.1
	41-50	6	15.8
	50+	5	13.2%

Of the officers who had high levels of cynicism 55% had been at their current job for 1-5 years. In addition, half of the officers (50%) with high cynicism scores had worked in policing for a total of 1-10 years (see Table 4.5).

Table 6: Work History of Police Officers with High Cynicism, (n=38)

	Years	Frequency	Percent
Number of years at present job	1-5 years	21	55.3%
	6-10 years	5	13.2
	10-15 years	10	26.3
	15+ years	2	5.3
Number of years in policing	1-10 years	19	50
	11-15 years	6	15.8
	16-20 years	6	15.8
	21-30 years	5	13.2%
	30+ years	2	5.3

Research Questions

For the purposes of this analysis, there is one primary research question and three additional research questions. The research questions are addressed first, followed by the primary research question.

Research Question 1: *What is the relationship between high/low scores on the self-monitoring scale and high /low scores on the cynicism scale for police officers?*

It was hypothesized that police officers that scored high on the self-monitoring scale would score high on the cynicism scale. To measure this, the scores from these two scales were totaled and used in this analysis. For those who had missing scores on individual items, the mode of that response for categorical scales and the mean was used for Likert scale.¹⁵ The data for all constructs were analyzed using SPSS software.

Based on the sample, the proposed hypothesis is not supported. As noted in Table 4.6, the majority (65%) of those with low self-monitoring scores had high cynicism scores; however 60% of those who scored high on the self-monitoring scale scored high on the cynicism scale. In order to determine if this relationship exists in the population from which the sample was drawn, a Pearson chi-square was relied upon. The results showed no significant difference between those who scored high and those who scored high on the self-monitoring scale (Pearson $\chi^2 = .132$, d.f., = 2, $p > .05$).

¹⁵ There were no more than three missing scores on each individual item. Based on information from Raaijmakers (1999) it was determined that the best way to deal with missing data in a Likert scale is to replace with the median.

Table 7: Police Officers' Self-Monitoring Scores Relative to their Cynicism Scores, (n=61)

		Self-Monitoring			
		Low		High	
		Number	Percentage	Number	Percentage
Cynicism	Low	11	36%	12	40%
	High	20	65%	18	60%
	Total	31	100%	30	100%

Research Question 2: *What is the relationship between high/low scores on the locus of control scale and high/low scores on the cynicism scale for the police officers?*

It was hypothesized that police officers that scored high (external) on the locus of control scale would score high on the cynicism scale. Based on the sample, the hypothesis proposed is not supported; it was found that only 52% of those who scored high (external) on the locus of control scale scored high on the cynicism scale while 73% of those who scored low (internal) on the locus of control scale scored high on the cynicism scale (see Table 4.7). In order to determine if this relationship exists in the population from which the sample was drawn, a Pearson chi-square was relied upon. The results showed marginal significance¹⁶ (Pearson $\chi^2 = 3.062$, d.f., = 2, p = .08).

¹⁶ When the results are shown to be significant, it means that there is an observed relationship between variables and there is a strong probability that the difference in the sample may be true for the population as well.

Table 8: Police Officers' Locus of Control Scores Relative to their Cynicism Scores, (n=61)

		Locus of Control			
		Low (internal)		High (external)	
		Number	Percentage	Number	Percentage
Cynicism	Low	8	27%	15	48%
	High	22	73%	16	52%
	Total	30	100%	31	100%

Research Question 3: *What is the relationship between high/low scores on the belief in a just world scale and high /low scores on the cynicism scale for the police officers?*

For this question it was hypothesized that police officers that scored low on the belief in a just world scale would score high on the cynicism scale. Based on the sample, the hypothesis proposed is supported; it is found that 73% of those who scored low on the belief of just world scale scored high on the cynicism scale. Only 52% of those who scored high on the belief in a just world scale scored high on the cynicism scale (see Table 4.8). A Chi-Square analysis revealed that there was a marginal significance (Pearson $\chi^2 = 3.062$, d.f. = 2, $p = .08$), suggesting, perhaps, that there was a relationship between belief in a just world and cynicism.

Table 9: Police Officers' Belief in a Just World Scores Relative to their Cynicism Scores, (n=61)

		Belief in a Just World			
		Low		High	
		Number	Percentage	Number	Percentage
Cynicism	Low	8	27%	15	48%
	High	22	73%	16	52%
	Total	30	100%	31	100%

Primary Research Question *For police officers, what combination of personality characteristics (that involve both internal and external beliefs) assessed via the following scales: (1) self-monitoring, (2) locus of control, and (3) belief in a just world, correlates most strongly with the degree of cynical attitudes?*

An additional analysis, logistic regression, was employed to identify predictors that would distinguish between self-monitoring, locus of control, and belief in a just world scales among the sample of police officers. The dependent variable was the officers' cynicism score whereas the independent variables were the officers' scores on the self-monitoring scale, locus of control scale, belief in a just world scale, age, gender, ethnicity, marital status, education level, number of years as a police officer and number of years on current job.

Logistic regression is based on the assumption that the independent variables are not collinear. A Pearson correlation coefficient model revealed several collinear variables. Officers' age was found to correlate with an officers' total number of years in the policing field ($r = .759, p < .001$). The number of years at their current job also correlated with an officers age ($r = .603, p < .001$). Additionally, officers' number of years at their current job correlated with the total number of years they have been policing ($r = .664, p < .001$).

After removing the officers number of years at current job and officers age, the logistic regression model was employed with the following independent variables: ones' self-monitoring score, locus of control score, belief in a just world score, gender, ethnicity, marital status, education level, and number of years as a police officer. The independent variables were entered with the Forward Wald method, meaning the

variables were included one at a time until all significant variables were included.

As illustrated in Table 4.9, two variables: locus of control and belief in a just world, were significant predictors of officers cynicism level. As previously stated, it was found that 73% of those who scored low on the belief in a just world scale scored high on the cynicism scale. With only 52% of those who scored high on the belief in a just world scale scored high on the cynicism scale (see Table 4.9), the hypothesis is supported. In other words, those with low belief in a just world scores were more likely to have high cynicism scores than those with low belief in a just world scores.

The analysis also indicated a significance of ones locus of control score (Table 4.9). As previously stated, 52% of those with high (external) scores on the locus of control scale also scored high on the cynicism scale. Contrary, 73% of those who scored low (internal) on the locus of control scale scored high on the cynicism scale. This did not support the hypothesis that those with a high (external) locus of control score were more likely to have a high cynicism score than those with a low (internal) locus of control score.

Table 10: Logistic Regression Predicting Officers Cynicism Level, (n= 61)

Measure:	B	SE B	Wald	Exp(B)
Locus of Control*	-.482	.217	4.930	.617
Belief in a just World*	-.082	.035	5.580	.921
Constant	12.798	4.413	8.409	361390.081

Note: Model chi-square = 10.210, df = 2, $p \leq .05$

* $p \leq .05$

Conclusion

From the analysis of these data, it was found that the scores from both the locus of control and belief in a just world scales were significant predictors of officers' cynicism levels. This suggests that both these personality scales can be employed to better

understand cynicism and the characteristics of it.

Although officers' locus of control scores were found to be marginally significant, the hypothesis was not supported. Given that the scale was found to be marginally significant there is a strong probability that the difference in the sample may be true for the population as well.

The belief in a just world scores were found to be marginally significant with the hypothesis supported. Therefore, this research found evidence in support of the hypothesis that officers with a low belief in a just world would score high on the cynicism scale, a relationship that is likely to be found in the population. The implications of these findings are discussed in the next chapter.

CHAPTER 5

DISCUSSION AND CONCLUSION

It has been established that highly cynical attitudes have negative ramifications on police officers and departments (Cebulak, 2001), which stresses the importance of addressing problems of cynicism with police officers (Graves, 1996; Hickman, 2008). This thesis involved a descriptive study of the rate of cynicism in police officers. Through the literature, elements of police cynicism were revealed that might be extended beyond police officers external characteristics and into their internal personalities (Burke, Richardsen & Martinussen, 2006; Graves, 1996; Haar, 2005). Furthermore, this study sought to investigate the effects of three personality scales on cynicism.

For example, by identifying officers' customary ways of handling the public's opinion, officers' level of cynicism can be assessed. The way one addresses the public's opinion can be tested through one's self-monitoring level (Caldwell, & O'Reilly, 1982; Graves, 1996; Weitzer, 2002). Snyder & Gangestad, (1986) determined that high self-monitoring individuals frequently worry more about the public's opinion. Among those who are highly cynical, the perception of the public matters to them, hence the importance of evaluating self-monitoring levels (Miller, et al., 2005). Behaviors indicative of high-self monitoring tendencies were apparent in some of the responses from police officers.

Additionally, an officer's locus of control and belief in a just world were employed because of the commonly cited factors of cynicism that correlated to ones locus of control or belief in a just world (Björk, 2008; Graves, 1996). Officers' locus of control was correlated with cynical officers frustrations with criminals. Officers' belief in a just world was used in connection with officers' experience of the harsh reality of policing.

Key Findings of Present Study

The results presented in the present study highlight several points worth discussion. The results are presented with its corresponding research question.

Research Question 1: *What is the relationship between high/low scores on the self-monitoring scale and high /low scores on the cynicism scale for police officers?*

Based on the sample, the proposed hypothesis is not supported. The results showed no significant difference between those who scored high on the cynicism scale and those who scored high on the self-monitoring scale. This suggests that the hypothesis of those with a high self-monitoring score who worry more about the publics opinion are not more likely to be cynical and it is not likely to be found in the population.

Research Question 2: *What is the relationship between high/low scores on the locus of control scale and high/low scores on the cynicism scale for the police officers?*

It was hypothesized that police officers that scored high (external) on the locus of control scale would score high on the cynicism scale. Based on the sample, the proposed hypothesis is not supported, and the results showed marginal significance. This suggests the opposite of what was hypothesized, that it is likely that an officer with a low (internal) locus of control would become cynical doing police work. To explain why this

hypothesis was unsupported, the literature on the locus of control scale was reassessed.

Individuals with a low (internal) locus of control believe they control what happens to them. However, through the routine of police work, officers would consistently be shown the opposite, that they are not in control of what happens to them. Therefore, it makes more sense to hypothesize that officers with a low (internal) locus of control would be more likely to become cynical as opposed to those with a high (external) locus of control who already believe they are not in control of what happens to them. Someone who feels he/she is in control of the world, with a low (internal) locus of control would be disproven after consistent reminders that officers cannot control much of what people do or who gets convicted. Future studies should examine the relationship between police cynicism and a low (internal) locus of control.

Research Question 3: *What is the relationship between high/low scores on the belief in a just world scale and high /low scores on the cynicism scale for the police officers?*

For this question it was hypothesized that police officers that scored low on the belief in a just world scale would score high on the cynicism scale. Based on the sample, the hypothesis proposed is supported, with a marginal significance. This is suggesting, perhaps, that there is a relationship between belief in a just world and cynicism. It can be concluded that officers with a low belief in a just world who do not believe the world is just are likely to be cynical. In other words, officers who do not believe the world is just may show signs of a cynical attitude.

Primary Research Question: *For police officers, what combination of personality characteristics (that involve both internal and external beliefs) assessed via the following scales: (1) self-monitoring, (2) locus of control, and (3) belief in a just world, correlates*

most strongly with the degree of cynical attitudes?

This question examined all aspects of the hypothesis, comparing all three-personality scales with the officers' cynicism level. It was hypothesized that police officers that score as high self-monitoring, have an external locus of control and have low belief in a just world with have a high cynicism score. Based on the sample, the hypothesis proposed is only partially supported, with marginal significance. From the analysis of these data, it was found that the scores from both the locus of control and belief in a just world scales were significant predictors of officers' cynicism levels. This suggests that both these personality scales can be employed to better understand cynicism and the characteristics of it.

The hypothesis is supported for belief in a just world, proving that officers with a low belief in a just world score is more likely to have high cynicism scores. The belief in a just world scores are marginally significant. This suggests that the hypothesis of officers with a low belief in a just world scoring high on the cynicism scale is a relationship that is likely to be found in the population.

The analysis also indicated a significance of ones locus of control score. The hypothesis that those with a high (external) locus of control score were more likely to have a high cynicism score was not supported. Although the hypothesis was not supported, officers' locus of control is marginally significant. Since the scale was found to be marginally significant there is a strong probability that the difference in the sample may be true for the population as well.

Additionally, Pearson correlation coefficient model revealed several collinear variables, suggesting that at least one subcategory exists within the category of variables.

For instance, officers' age correlates with officers' total number of years in the policing field as well as the number of years at their current job. Furthermore, officers' number of years at their current job correlates with the total number of years they have been policing.

Future Policy Implications

Research has established that highly cynical officers have reported being frustrated with the reality of police work (at the start of their career), frustrated with the lack of criminal punishment and/or frustrated with the public's perception of police work (Haarr, 2005; Hickman, 2008; Graves, 1996; Niederhoffer, 1967; Weitzer, 2002). It is of the utmost importance that criminal justice administrators and police departments take all necessary steps to eliminate officer cynicism. It is imperative that the culture of policing embraces the ideal that officer cynicism is never acceptable. A shift in policing methods is required to change the overall culture of police officer cynicism. The lack of police officers being removed from police departments due to extreme cynical attitudes requires that policy makers and legislators consider significant changes. The void in existing literature specific to traits of cynical police officer of today indicates the need for further research of the issue.

Understanding personality characteristics that are correlated with police officer cynicism can help management and police departments decrease cynical attitudes before they happen through recruitment, screening and selection methods of officers. Furthermore, these personality characteristics can be monitored throughout the officer's career to determine if officers have become cynical and need additional training or reevaluation (Reichers, et al., 1997). With a better understanding of cynicism and the

characteristics involved with it, police departments can begin to take a stand to decrease cynicism among police officers. By disclosing officer's personality characteristics departments can identify where these emotions stem from in order to prevent future officers from developing the same personality traits.

Limitations and Future Research

One of the limitations of this study is that the findings are not easily generalized to other police officer populations due to small sample size used. Another limitation is that the study included a nonrandom sample and only included two samples, San Marcos and New Braunfels Police Departments. The ability to detect any differences may have been limited by the study sample, which was rather homogenous sample. Furthermore, the study included the total sample for only a three-week data collection period. A longer period of data collection may be needed in order to deduce whether the sample studied was a true representation of police officers.

Although the experience of cynicism is a complex process, much of the early research used small convenience samples and measured a limited number of variables, as did this research. Therefore it is important that future studies employ large samples, with a variety of measures, and consequences of police cynicism.

Because of these limitations and the significant impact police behavior has on the public, more analyses should be completed. This finding should be researched further in order to understand its significance to other predictor variables. Future research, in order to ensure reliability and validity, should do analyses on other police officer sample in multiple departments.

To ensure the integrity of the results, this project must be duplicated on a larger scale to ensure generalizable results. The personality characteristics identified as being proportionate to cynicism allow police departments a clearer understanding of cynicism to help prevent it in the future. This is important for police departments to decrease money spent and time lost among cynical police officers.

During the course of this research, many questions came to mind that would require additional research, such as: If officers who were found to have high cynicism were given a treatment aimed at decreasing their high cynicism levels would there be a difference in their cynicism level after the treatment?

Conclusion

Understanding the characteristics that define the police officer cynicism within the criminal justice system is important for the development of successful officers. Cynicism and personality characteristics need to be studied in-depth in order to understand the discrepancy between cynicism and correlated variables. Due to the results found in this study, it is imperative that research continues in regards to police officer cynicism and personality traits.

APPENDIX A

SURVEY ADMINISTERED TO POLICE OFFICERS

1. *IRB approval stated, Participants accept or deny participation in survey*

Please answer the question by choosing the one option that best describes you.

2. **What is your gender?**

- A) Male
- B) Female

3. **How do you describe yourself?**

- A) American Indian or Alaska Native
- B) Hawaiian or Other Pacific Islander
- C) Asian or Asian American
- D) Black or African American
- E) Hispanic or Latino
- F) Non-Hispanic White

4. **Describe yourself:**

- A) Single
- B) Married
- C) Divorced
- D) Widowed
- E) Separated
- F) A member of an unmarried couple

5. **What is the highest grade or year of school you completed?**

- A) Grades 9 through 11 (Some high school)
- B) Grade 12 or GED (High school graduate)
- C) College 1 year to 3 years (Some college or technical school)
- D) College 4 years (College graduate)
- E) Graduate School (Advance Degree)

6. **What is your age?**

- A) 20-25
- B) 26-30
- C) 31-40
- D) 41-50
- E) 50

7. How many years have you worked in policing?

- A) 1-10
- B) 11-15
- C) 16-20
- D) 21-30
- E) 30+

8. How many years have you been in your present job?

- A) 1-5
- B) 6-10
- C) 10-15
- D) 15+

The statements below concern your personal reactions to a number of different situations. No two statements are exactly alike, so consider each statement carefully before answering. Choose TRUE IF a statement is MOSTLY TRUE as applied to you. If a statement is FALSE as applied to you, choose FALSE.

T = True or Mostly True of Me

F = False or Mostly False of Me

(T) (F) 9. I find it hard to imitate the behavior of other people.

(T) (F) 10. At parties and social gatherings, I do not attempt to do or say things that others will like.

(T) (F) 11. I can only argue for ideas, which I already believe.

(T) (F) 12. I can make impromptu speeches even on topics about which I have almost no information.

(T) (F) 13. I guess I put on a show to impress or entertain others.

(T) (F) 14. I would probably make a good actor.

(T) (F) 15. In a group of people I am rarely the center of attention.

(T) (F) 16. In different situations and with different people, I often act like very different persons.

(T) (F) 17. I am not particularly good at making people like me.

(T) (F) 18. I'm not always the person I appear to be.

(T) (F) 19. I would not change my opinions (or the way I do things) in order to please someone or win their favor.

(T) (F) 20. I have considered being an entertainer.

(T) (F) 21. I've never been good at games like charades or improvised acting.

(T) (F) 22. I have trouble changing my behavior to suit different people and different situations.

(T) (F) 23. At a party I let others keep the jokes and stories going.

(T) (F) 24. I feel awkward in company and don't show up as well as I should.

(T) (F) 25. I can look anyone in the eye and tell a lie with a straight face (if for the right end).

(T) (F) 26. I may deceive people by being friendly when I really dislike them.

For each of the following numbered items circle the letter next to the response that most closely matches your opinion. If, for example, for one of the numbered items you agree most with option "b," choose the "b".

27. **a.)** Children get into trouble because their parents punish them too much.
 b.) The trouble with most children nowadays is that their parents are too easy with them.
28. **a.)** Many of the unhappy things in people's lives are partly due to bad luck.
 b.) People's misfortunes result from the mistakes they make.
29. **a.)** One of the major reasons why we have wars is because people don't take enough interest in politics.
 b.) There will always be wars, no matter how hard people try to prevent them.
30. **a.)** In the long run people get the respect they deserve in this world.
 b.) Unfortunately, an individual's worth often passes unrecognized no matter how hard he/she tries.
31. **a.)** Without the right breaks one cannot be an effective leader.
 b.) Capable people who fail to become leaders have not taken advantage of their opportunities.
32. **a.)** No matter how hard you try some people just don't like you.
 b.) People who can't get others to like them don't understand how to get along with others.
33. **a.)** Heredity plays a major role in determining one's personality.
 b.) It is one's experiences in life, which determine what they're like.

- 34. **a.)** I have often found that what is going to happen will happen.
 b.) Trusting to fate has never turned out as well for me as making a decision to take a definite course of action.
- 35. **a.)** Becoming a success is a matter of hard work, luck has little or nothing to do with it.
 b.) Getting a good job depends on being in the right place at the right time.
- 36. **a.)** The average citizen can have an influence on government decisions.
 b.) This world is run by the few people in power, and there is not much the little guy/gal can do about it.
- 37. **a.)** When I make plans, I am almost certain that I can make them work.
 b.) It is not always wise to plan too far ahead because many things turn out to be a matter of good or bad fortune anyhow.
- 38. **a.)** There are certain people who are just no good.
 b.) There is some good in everybody.
- 39. **a.)** In my case getting what I want has little or nothing to do with luck.
 b.) Many times we might just as well decide what to do by flipping a coin.
- 40. **a.)** As far as world affairs are concerned, most of us are victims of forces we can neither understand, nor control.
 b.) By taking an active part in political and social affairs the people can control the world events.
- 41. **a.)** Most people don't realize the extent to which their lives are controlled by accidental happenings.
 b.) There is really no such thing as "luck".
- 42. **a.)** Who gets to be the boss often depends on who was lucky enough to be in the right place first.
 b.) Getting people to do the right thing depends on upon ability, luck has little or nothing to do with it.
- 43. **a.)** One should always be willing to admit mistakes.
 b.) it is usually best to cover up one's mistakes.
- 44. **a.)** It is hard to know whether or not a person really likes you.
 b.) How many friends you have depends upon how nice a person you are.
- 45. **a.)** In the long run the bad things that happen to us are balanced by the good ones.
 b.) Most misfortunes are the result of lack of ability, ignorance, laziness, or all three.

46. a.) With enough effort we can wipe out political corruption.
b.) It is difficult for people to have much control over the things politicians do in office.
47. a.) A good leader expects people to decide for themselves what they should do.
b.) A good leader makes it clear to everybody what their jobs are.
48. a.) Many times I feel that I have little influence over the things that happen to me.
b.) It is impossible for me to believe that chance or luck plays an important role in my life
49. a.) People are lonely because they don't try to be friendly.
b.) There's not much using in trying too hard to please people, if they like you, they like you.
50. a.) There is too much emphasis on athletics in high school.
b.) Team sports are an excellent way to build character.
51. a.) What happens to me is my own doing.
b.) Sometimes I feel that I don't have enough control over the direction my life is taking.
52. a.) Most of the time I can't understand why politicians behave the way they do.
b.) In the long run the people are responsible for bad government.

Please answer the following questions using the following scale; choose the letter of the response that most closely matches your opinion.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

53. **I've found that a person rarely deserves the reputation he has.**

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

54. **Basically, the world is a just place.**

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

55. **People who get "lucky breaks" have usually earned their good.**

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

56. Careful drivers are just as likely to get hurt in traffic accidents as careless ones.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

57. It is a common occurrence for a guilty person to get off free in American courts.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

58. Students almost always deserve the grades they receive in school.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

59. People who keep in shape have little chance of suffering a heart attack.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

60. The political candidate who sticks up for his principles rarely gets elected.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

61. It is rare for an innocent man to be wrongly sent to jail.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

62. In professional sports, many fouls and infractions never get called by the referee.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

63. By and large, people deserve what they get.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

64. When parents punish their children, it is almost always for good reasons.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

65. Good deeds often go unnoticed and unrewarded.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

66. Although evil men may hold political power for a while, in the general course of history good wins out.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

67. In almost any business or profession, people who do their job well rise to the top.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

68. American parents tend to overlook the things most to be admired in their children.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

69. It is often impossible for a person to receive a fair trial in the USA.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

70. People who meet with misfortune have often brought it on themselves.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

71. Crime doesn't pay.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

72. Many people suffer through absolutely no fault of their own.

1-----	2-----	3-----	4-----	5-----	6-----
Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly
Disagree	Disagree	Disagree	Agree	Agree	Agree

Please answer the following using the following scale, circle the letter of your response.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

73. The average police superior is very interested in his subordinates.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

74. The average department complaint is a result of the pressure on superiors from higher authority to give complaints.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

75. The average arrest is made because the police officer is dedicated to performing his/her duty properly.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

76. The best arrests are made as a result of hard work and intelligent dedication to duty.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

77. A college degree requirement for appointment to the police department would result in a much more efficient police department.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

78. When you get to know the department from the inside, you begin to feel that it is a wonder that it does one-half as well as it does.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

79. Police Academy training of recruits might as well be cut in half.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

80. Professionalization of police work is already here for some groups of policemen.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

81. When a police officer appears at the Police Department trial room, he/she will probably be found guilty even when he has a good defense.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

82. The average police officer is dedicated to the high ideals of police service and would not hesitate to perform police duty even though he/she may have to work overtime.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

83. The rules and regulations of police work are fair and sensible in regulating conduct off and on duty.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

84. The youth problem is best handled by police officers that are trained in a social service approach.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

85. The majority of special assignments in the police department depend on whom you know.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

86. The average detective has special qualifications and is superior to a patrolman.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

87. A Police Department summons is issued by policemen as a part of a sensible pattern of law enforcement.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

88. The public shows a lot of respect for the police.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

89. The public is more apt to obstruct police work if they can, than cooperate.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

90. Policemen have a peculiar view of human nature because of the misery and cruelty of life which they see every day.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

91. The newspapers in general try to help police departments by giving prominent coverage to items favorable to the police.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

92. When testifying in court, police officers are treated as criminals when they take the witness stand.

1-----2-----3-----4-----5
 Strongly Disagree Neutral Agree Strongly
 Agree Disagree Disagree

APPENDIX B

SCORING OF SURVEYS ADMINISTERED TO POLICE OFFICERS

Self-monitoring scale

- In this scale, respondents chose from "T" and "F" (1 = true, 2= false).
- Following the indicated response of a high self-monitor below, the correct answer is coded as 1 and the incorrect option is coded as 0. If the correct response to a statement was false, then the item would be recoded where 1 (true) = 0 and 2 (false) =1.
- After re-coding, add all questions together to obtain an individuals score on this scale.

SURVEY RESPONSES OF PEOPLE WHO TEND TO BE HIGH SELF-MONITORS:

- () (F) 1. I find it hard to imitate the behavior of other people.
- () (F) 2. My behavior is usually an expression of my true inner feelings, attitudes, and beliefs.
- () (F) 3. At parties and social gatherings, I do not attempt to do or say things that others will like.
- () (F) 4. I can only argue for ideas which I already believe.
- (T) () 5. I can make impromptu speeches even on topics about which I have almost no information.
- (T) () 6. I guess I put on a show to impress or entertain people.
- (T) () 7. When I am uncertain how to act in a social situation, I look to the behavior of others for cues.
- (T) () 8. I would probably make a good actor.
- () (F) 9. I rarely seek the advice of my friends to choose movies, books, or music.
- (T) () 10. I sometimes appear to others to be experiencing deeper emotions than I actually am.
- (T) () 11. I laugh more when I watch a comedy with others than when alone.
- () (F) 12. In groups of people, I am rarely the center of attention.
- (T) () 13. In different situations and with different people, I often act like very different persons.
- () (F) 14. I am not particularly good at making other people like me.
- (T) () 15. Even if I am not enjoying myself, I often pretend to be having a good time.
- (T) () 16. I'm not always the person I appear to be.
- () (F) 17. I would not change my opinions (or the way I do things) in order to please someone else or win their favor.
- (T) () 18. I have considered being an entertainer.
- (T) () 19. In order to get along and be liked, I tend to be what people expect me to be

rather than anything else

- () (F) 20. I have never been good at games like charades or improvisational acting.
- () (F) 21. I have trouble changing my behavior to suit different people and different situations.
- () (F) 22. At a party, I let others keep the jokes and stories going.
- () (F) 23. I feel a bit awkward in company and do not show up quite as well as I should.
- (T) () 24. I can look anyone in the eye and tell a lie with a straight face (if for a right end).
- (T) () 25. I may deceive people by being friendly when I really dislike them. □

*The possible range on this scale is from 0 to 18. Scores between 9 and 16 indicate a high self-monitor and scores between 1 and 8 indicate a low self-monitor.

Locus of control scale

- For the purposes of this scale, initially 1 = option A and 2 = option B.
 - In scoring, one point for each of the following was given: 2.a, 3.b, 4.b, 5.b, 6.a, 7.a, 9.a, 10.b, 11.b, 12.b, 13.b, 15.b, 16.a, 17.a, 18.a, 20.a, 21.a, 22.b, 23.a, 25.a, 26.b, 28.b, 29.a.
 - The correct answer was given 1 point and the incorrect answer was given 0. For example if the correct response to a statement was option “A”, then the item would be recoded where 1 (option A) = 1 and 2 (option B) = 0.
 - After re-coding, add ALL questions together to obtain an individuals score on this scale.
- 1.) a.) Children get into trouble because their parents punish them too much.
b.) The trouble with most children nowadays is that their parents are too easy with them.
 - 2.) a.) Many of the unhappy things in people's lives are partly due to bad luck.
b.) People's misfortunes result from the mistakes they make.
 - 3.) a.) One of the major reasons why we have wars is because people don't take enough interest in politics.
b.) There will always be wars, no matter how hard people try to prevent them.
 - 4.) a.) In the long run people get the respect they deserve in this world.
b.) Unfortunately, an individual's worth often passes unrecognized no matter how hard he/she tries.
 - 5.) a.) Without the right breaks one cannot be an effective leader.
b.) Capable people who fail to become leaders have not taken advantage of their opportunities.
 - 6.) a.) No matter how hard you try some people just don't like you.
b.) People who can't get others to like them don't understand how to get along with others.
 - 7.) a.) Heredity plays a major role in determining one's personality.

- b.) It is one's experiences in life which determine what they're like.
- 8.) a.) I have often found that what is going to happen will happen.
b.) Trusting to fate has never turned out as well for me as making a decision to take a definite course of action.
- 9.) a.) Becoming a success is a matter of hard work, luck has little or nothing to do with it.
b.) Getting a good job depends on being in the right place at the right time.
- 10.) a.) The average citizen can have an influence on government decisions.
b.) This world is run by the few people in power, and there is not much the little guy/gal can do about it.
- 11.) a.) When I make plans, I am almost certain that I can make them work.
b.) It is not always wise to plan too far ahead because many things turn out to be a matter of good or bad fortune anyhow.
- 12.) a.) There are certain people who are just no good.
b.) There is some good in everybody.
- 13.) a.) In my case getting what I want has little or nothing to do with luck.
b.) Many times we might just as well decide what to do by flipping a coin.
- 14.) a.) Who gets to be the boss often depends on who was lucky enough to be in the right place first.
b.) Getting people to do the right thing depends on upon ability, luck has little or nothing to do with it.
- 15.) a.) As far as world affairs are concerned, most of us are victims of forces we can neither understand, nor control.
b.) By taking an active part in political and social affairs the people can control the world events.
- 16.) a.) Most people don't realize the extent to which their lives are controlled by accidental happenings.
b.) There is really no such thing as "luck".
- 17.) a.) One should always be willing to admit mistakes.
b.) it is usually best to cover up one's mistakes.
- 18.) a.) It is hard to know whether or not a person really likes you.
b.) How many friends you have depends upon how nice a person you are.
- 19.) a.) In the long run the bad things that happen to us are balanced by the good ones.

- b.) Most misfortunes are the result of lack of ability, ignorance, laziness, or all three.
- 20.) a.) With enough effort we can wipe out political corruption.
b.) It is difficult for people to have much control over the things politicians do in office.
- 21.) a.) A good leader expects people to decide for themselves what they should do.
b.) A good leader makes it clear to everybody what their jobs are.
- 22.) a.) Many times I feel that I have little influence over the things that happen to me.
b.) It is impossible for me to believe that chance or luck plays an important role in my life.
- 23.) a.) People are lonely because they don't try to be friendly.
b.) There's not much using in trying too hard to please people, if they like you, they like you.
- 24.) a.) There is too much emphasis on athletics in high school.
b.) Team sports are an excellent way to build character.
- 25.) a.) What happens to me is my own doing.
b.) Sometimes I feel that I don't have enough control over the direction my life is taking.
- 26.) a.) Most of the time I can't understand why politicians behave the way they do.
b.) In the long run the people are responsible for bad government on a national as well as local level.

*The possible range on this scale is from 0 to 26. Scores between 12 and 15 indicate a high (external) score and those between 8 and 11 indicate a low (internal) score.

Belief in a just world scale

- The belief in a just world scale is initially described as 1 = strongly disagree, 2 = somewhat disagree, 3 = slightly disagree, 4 = slightly agree, 5 = somewhat agree, and 6 = strongly agree.
- Add up the numbers for items 2, 3, 6, 7, 9, 11, 12, 14, 15, 18 & 19 (set this number aside)
- Reverse score (change a -1 to a +1, -2 to a +2 and -3 to a +3) for the following items: 1, 4, 5, 8, 10, 13, 16, 17 & 20.
 - For example the unjust questions would be recoded where 1 (strongly disagree) = 6, 2 (somewhat disagree) = 4, 3 (slightly disagree) = 3, 4 (slightly agree) = 3, 5 (somewhat agree) = 2, and 6 (strongly agree) = 1.
- Add the score set aside for the first group and the score for the second group after reverse scoring to obtain an individual's score on this scale.

(U) 1. I've found that a person rarely deserves the reputation he has.

- (J) 2.** Basically, the world is a just place.
- (J) 3.** People who get "lucky breaks" have usually earned their good fortune.
- (U) 4.** Careful drivers are just as likely to get hurt in traffic accidents as careless ones.
- (U) 5.** It is a common occurrence for a guilty person to get off free in American courts.
- (J) 6.** Students almost always deserve the grades they receive in school.
- (J) 7.** Men who keep in shape have little chance of suffering a heart attack.
- (U) 8.** The political candidate who sticks up for his principles rarely gets elected.
- (J) 9.** It is rare for an innocent man to be wrongly sent to jail.
- (U) 10.** In professional sports, many fouls and infractions never get called by the referee.
- (J) 11.** By and large, people deserve what they get.
- (J) 12.** When parents punish their children, it is almost always for good reasons.
- (U) 13.** Good deeds often go unnoticed and unrewarded.
- (J) 14.** Although evil men may hold political power for a while, in the general course of history good wins out.
- (J) 15.** In almost any business or profession, people who do their job well rise to the top.
- (U) 16.** American parents tend to overlook the things most to be admired in their children.
- (U) 17.** It is often impossible for a person to receive a fair trial in the USA.
- (J) 18.** People who meet with misfortune have often brought it on

themselves.

(J) 19. Crime doesn't pay.

(U) 20. Many people suffer through absolutely no fault of their own.

*The possible range on this scale is from 20 to 120. Scores between 83 and 106 indicate a high belief in a just world and scores between 53 and 82 indicate a low belief in a just world.

Cynicism scale

- The cynicism scale is initially coded as 1 = strongly agree, 2 = disagree, 3 = neutral, 4 = agree, 5=strongly disagree.
- At the completion of the survey, eight of the questions as identified in the scoring key were reversed.
 - For example, for each reversed item where 1 (strongly agree) = 5, 2 (disagree) = 4, 3 (neutral) = 3, 4 (agree) = 2, 5 (strongly disagree) = 1.
- A total value of cynicism per respondent was obtained by adding all questions, including the reversed and non-reversed questions.

SCORING:

Record your scores for:

Reverse your scores for the following items: (change 1 to 5, 2 to 4, 4 to 2 and 5 to 1)

1. _____
 3. _____
 4. _____
 5. _____
 8. _____
 10. _____
 11. _____
 12. _____
 14. _____
 15. _____
 16. _____
 19. _____

2. _____
 6. _____
 7. _____
 9. _____
 13. _____
 17. _____
 18. _____
 20. _____

Total: _____

Total: _____

Add the two totals: _____ *

*The possible range on this scale is from 20 to 100. Scores between 60 and 80 indicate highly cynical and scores between 40 and 59 indicate a low cynicism.

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