

Job Satisfaction: Officers Policing Aboriginal Communities in Canada

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Abstract

Identifying the sources of job satisfaction is of key importance in better understanding workplace attitudes and behaviours, such as commitment of an employee to their profession and organization. There is limited research on the job satisfaction of officers policing Aboriginal communities which this study examines. Self-reported data from officers policing Aboriginal communities in Canada was collected by Alderson-Gill & Associates in 2007. T-tests and chi-square analyses were conducted to examine dependent variables including the average levels of job satisfaction and officers' perceptions of intrinsic and extrinsic factors on their job satisfaction. These dependent variables of satisfaction were examined in relation to independent variables commonly associated to the job satisfaction of officers, including race, education, age, rank, workload, and organizational size. Examination of this data determined that age and Aboriginal identity were both significantly related with job satisfaction at the $p \leq .05$ level of significance. No factors were statistically significantly associated to officers' perceptions of the impact that intrinsic and extrinsic factors have on their satisfaction, yet, most officers were satisfied with their jobs. Supplementary analysis also determined there was a high level of social disorder in the community they serve was significantly related with job dissatisfaction, and a weaker relationship between police and community and job dissatisfaction. Implications and explanations for the findings are further discussed.

Keywords: job satisfaction, Aboriginal policing, police officers, isolated communities, Aboriginal communities

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Dedication

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List of Abbreviations

ACCP	Aboriginal Community Cadet Program
APD	Aboriginal Policing Directorate
CTA	Community Trip-Partite Agreement
DIAND	Department of Indian Affairs and Northern Development
FNA	First Nation Administered
FNPP	First Nations Policing Policy
JDS	Job Diagnostic Survey
OPP	Ontario Provincial Police
LDP	Limited Duration Post
RCMP	Royal Canadian Mounted Police
SQ	Sûreté du Québec
SA	Self-Administered
TDM	Total Design Method
TRC	Truth and Reconciliation Commission
TBC	Treasury Board of Canada
US	United States

Chapter One: Introduction

Job Satisfaction and Aboriginal Policing

Within the extant policing literature, there are several factors commonly associated with the level of job satisfaction among officers. Often, research examining the relationship between these factors and job satisfaction seeks to define the determinants and less often, the predictors, of job satisfaction in samples of officers working in large U.S. cities. There is a lack of research examining the job satisfaction of officers policing rural, isolated, and/or Aboriginal communities in Canada. Building on prior research in this area of job satisfaction, this study investigated the differences between factors associated with job satisfaction among officers in isolated Aboriginal communities. This research addressed the gap in the policing literature by investigating self-reported data from a sample of Canadian officers policing Aboriginal communities in 2007. Specifically, factors within the following categories were examined: (1) elements related to the job; (2) organizational characteristics; (3) the demographic characteristics of the individual; and, (4) factors related to the working environment.

Examining job satisfaction among officers engaged in Aboriginal policing contributes to our knowledge as there are several different models in which police services can be delivered to Aboriginal communities. In some cases, larger police organizations, such as the Royal Canadian Mounted Police (RCMP), the Ontario Provincial Police (OPP), or the Sûreté du Québec (SQ) enter into policing agreements known as Community Tripartite Agreements (CTAs) with the federal and provincial governments, in accordance with the First Nations Policing Program (FNPP), to deliver policing in Aboriginal communities. In addition, Aboriginal communities can also

develop, manage, and administer their own policing services in agreement with the federal and provincial governments. These agreements are known as Self-Administered (SA) or First Nation Administered (FNA) policing services. The self-reported perceptions of officers policing in the RCMP and SAs across Canada were examined in this study.

The job satisfaction of officers is an important area of study in order to understand how satisfied police officers are in their occupation, and to enable agency leaders to increase levels of satisfaction. By increasing levels of satisfaction, it is believed that officers will be more motivated, have fewer absences, exhibit more effective job performance, and reduce turnover (Dantzker, 1997; Fried & Ferris, 1987, p. 299; Gazioglu & Tansel, 2006, p. 1163; Miller, Mire & Kim, 2009, p. 419). Dantzker and Surette (1997) indicated the importance of researching job satisfaction among police as low levels can affect job performance which can, in turn, influence the effectiveness of the entire police department. Sheley and Nock (1979) further noted that job satisfaction could influence the way in which policing services are provided. Job satisfaction could also impact whether officers perform better to meet the needs of the community, or whether they simply meet the minimum standards required by the organization (Bittner, 1967). Research has also shown that job satisfaction is also associated with turnover intention and lower levels of satisfaction may contribute toward officers leaving the organization (Burke, 1989; Duxbury & Higgins, 2012; Dantzker, 1997; Dantzker & Surette, 1994; Gerhart, 1990; Sheley & Nock, 1979). By increasing job satisfaction, police leaders may be able to reduce police turnover which is of interest to police leaders because of complex issues police organizations are facing due to the

need for stability and limited funding (Ercikti, Vito, Walsh, Higgins, 2011). Voluntary police turnover can also diminish an organization's overall effectiveness (Smith & Brough, 2003).

Prior research conducted in the area of job satisfaction of police has generally examined different characteristics of the job, the individual, the environment, and the organization. The findings of the current study inform research specific to the job satisfaction and these characteristics which are valuable for police leaders, who can consider the results of this research and aim to increase levels of job satisfaction among officers policing Aboriginal, as well as rural and remote Canadian communities. This research also contributes to our knowledge of isolated communities by identifying the factors that contribute to higher levels of job satisfaction among officers working in these locations.

Chan and Doran (2009) have pointed out that research on the job satisfaction of police officers is important because policing is an occupation with many paradoxes (p. 66). For example, it is common for recruits to have high expectations of police work until they have been in the job for several years and become disillusioned about the work. Chan and Doran (2009) have further noted that although officers are committed to their colleagues and their vocation, they frequently develop cynical feelings toward their organization and their managers (Chan & Doran, 2009, p. 66; Maguire & Dyke, 2012). Therefore, research in this area is important in order to further inform police leaders of the sources of these perceptions, which may enable them to work toward solutions that may mitigate those feelings.

Scholars, such as Talarico and Swanson (1982, p. 48) have argued that police officers may possess attributes and characteristics distinguishing them from other occupational groups. The nature of a career in policing is distinctive as the demands and expectations on police officers are different than other professions (Goldstein, 1990, p. xii; Maguire & Dyke, 2012). Police are granted a great deal of authority to arrest, search, detain, and use force which can result in a disruption of freedom and invasion of privacy among the public (Goldstein, 1990, p. xii). This provides yet another reason why the study of job satisfaction should be examined in relation to this occupation. An early study found that job satisfaction among officers was lower than the average¹ worker in the U.S. (Lester, Benkovich, Brady, Dietrich & Solis, 1981, p. 35). In particular, the officers' satisfaction was lower in terms of their perceptions of work, pay, and supervisors (p. 35). Lester et al., did not further explore possible reasons for this. Potential explanations could be that police work, pay, and the paramilitary organizational structure differ from that of the average worker.

According to Aldag and Brief (1978, p. 362), decreased job satisfaction among police is associated with stress from conflict (see also Adebayo, 2011, p. 16). As a result, studies that have reported levels of job satisfaction among employees in other occupations may not be generalizable to law enforcement. Although it has been argued that policing has not been adequately compared to other occupations, it has been generally agreed upon that officers experience more stress-related issues than other occupations (Anshel, 2000; Dowler, 2005; Manzoni & Eisner, 2006; Rothmann, n.d.; Violanti & Aron, 1995, p. 287). Frustrations arise in all occupations; yet, policing encompasses distinctive job skills and assignments that are more likely to result in

¹ The average worker's occupation was not identified by Lester et al., 1981.

extreme experiences, such as life-threatening circumstances, danger, dealing with the victimization of community members and exposure to traumatic events (Dowler, 2005; Johnson, 2012; Manzoni & Eisner, 2006; Paton, Violanti & Schmuckler, 1990). Policing involves dealing with the public and making quick decisions that could impact people physically, emotionally, socially, and their health and safety (Kyriacou, 2001) and officers are exposed to emotionally demanding situations, such as accidents, deaths, crimes, and illness (Bakker & Heuven, 2006; Hochschild, 1983). These factors may lead to higher levels of job stress and burnout and this could potentially result in lower levels of job satisfaction (Goodman, 1990). These experiences could be said to occur among other occupations including firefighters, Emergency Response Teams (EMT), as well as military soldiers. However, these occupations are more streamlined in that they respond to more specific occurrences, while police can be first-responders to a variety of different situations (especially in northern isolated locations) such as mental illness, violent crime, or domestic violence. Stearns and Moore (1993) have suggested that police officers may suffer from moderate to higher levels of burnout than other occupations. Thus, it is important for job satisfaction studies to be conducted with a focus on police as findings from research conducted on other occupations are not generalizable to this profession.

Not only is policing unique compared to other occupations, but policing Aboriginal communities is also different than traditional municipal or rural policing. As of 2014, there were 1261 officers working in Aboriginal communities under the First Nations Policing Program (Public Safety Canada, 2014). Due to the distinctive nature of Aboriginal policing, it is important to examine the job satisfaction of these officers. It is possible that the unique qualities of these postings, such as the need to understand

Aboriginal cultures and traditions, isolated location, and alternative forms and attitudes toward justice, the job satisfaction of officers may not be generalizable to their municipal counterparts. Therefore, investigating job satisfaction levels of these officers can provide police leaders with an understanding of Aboriginal policing as it relates to the job satisfaction of officers. Moreover, police services in other nations, such as Australia, New Zealand, and the United States also deploy officers in Aboriginal communities, and this research will help officials in other nations to better understand officer perceptions.

Operational Definitions

In order to ensure concepts used within a study are fully understood by both the researcher and the reader, they should be defined operationally. The following describe the terms and concepts used in this research project.

Job Satisfaction

Although the literature is well developed, one area of job satisfaction that lacks consistency is its definition (Mire, 2005, p. 5). O'Reilly, Chatman and Caldwell (1991) defined job satisfaction as the attitudes of employees based on their perceptions of their work or job environment. Locke (1969, 1976) has defined job satisfaction as a pleasurable or positive emotional state that results from appraisal of one's job or experiences within one's job (Locke, 1969). For the purposes of this research, Locke's description of job satisfaction is used as it is the most all-inclusive and most commonly cited in job satisfaction research.

Aboriginal Peoples

The terms Indian, Native, Métis, and Aboriginal are often used interchangeably and their meanings may differ depending on the context, region, and situation in which

they are used (Barmen, Hebert & McCaskill, 1987). According to the *Indian Act*, “North American Indians” are referred to as individuals who claim they are part of the First Nations of Canada, regardless of whether or not they are registered (i.e., have legal Indian status) (Lithopoulos, 2007, p. 3). Canada’s census also follows this definition and asks individuals to self-identify which group they belong to (e.g., North American Indians, Métis, or Inuit). Within these populations are unique groups; each with different languages, cultural practices, histories, and spiritual beliefs. The term “First Nations” includes 617 communities encompassing over 50 cultural groups and 50 Aboriginal languages inclusive of both Status and non-Status Indian peoples in Canada (Indian and Northern Affairs, 2013). Following the *Indian Act*, the term “Aboriginal” is used in this research to refer to First Nations, Métis, and Inuit populations while also being mindful of the more specific dialects and cultures these groups encompass as well.

Aboriginal Policing

In order to fully understand the policing of Aboriginal communities in Canada, the histories and context of these populations is discussed. For the purposes of this research, the policing of Aboriginal communities is referred to as Aboriginal policing. Race of the officers (Aboriginal/non-Aboriginal) is explored in the analyses, however, the term Aboriginal policing is used throughout this paper to refer to the policing of Aboriginal populations.

Job-Related Characteristics

For the purposes of this research, operational experiences, also known as intrinsic factors, are classified as job-related characteristics as they were described by Burke and Paton (2006) which include workload and responsibility (Herzberg, 1968, p. 91). As a

result, the job-related variables examined within this study include work conditions and organizational rank (e.g., a constable who is engaged in patrol compared to a sergeant who supervises a patrol officer's work). Officers' overall job satisfaction is then examined in relation to these variables.

Organizational Characteristics

Organizational characteristics refer to extrinsic factors of the organization, such as salary, benefits, and size of the organization. Typically, organizational characteristics encompass any aspects of the work that are governed by the respondent's employer, such as organizational size, compensation, policies, and human resource or operational procedures. There is some ambiguity in the literature, and some scholars have defined "job characteristics" as those that this study defines as "organizational characteristics" (see Miller et al., 2009). Kline and Boyd (1991) note there has been inadequate research conducted on the relationship between job satisfaction and organizational characteristics. Additionally, the data collected in this study only included one organizational characteristic—the size of the organization—and this is examined in relation to overall job satisfaction.

Environmental Characteristics

Scholars, such as Zhao et al. (1999) who have examined job satisfaction in policing have defined environmental characteristics as the overall work environment itself, such as management and policing models (i.e., community policing). Environmental characteristics have not typically included the factors associated with the physical environment. In this research, environmental characteristics reflect the physical location where the individual works, including isolated communities. In addition,

indicators of community functioning in the communities that the officers' serve are examined in a series of supplementary analyses. These include officers' perceptions of high levels of social disorder, gang activity present, and the relationship between the community and the police.

Demographic Characteristics

The demographic characteristics of police officers are also examined in this research. Several types of demographic characteristics are commonly studied in association with the job satisfaction of officers (Johnson, 2012, p. 157). The factors examined in this study include education, age, years of experience, and race. Gender was not a primary area of comparison in the hypothesis as the proportion of males and females in the survey was not equal (males=261, females=56). However, supplementary analyses were conducted to examine this characteristic in order to exhaust the analyses.

Isolated Communities

The Treasury Board of Canada (TBC) has defined isolated postings as "communities that face unique challenges related to small populations, harsh climates, and/or limited access by commercial transportation or all-weather roads" (Royal Canadian Mounted Police [RCMP], 2009). Of the 268 isolated posts in Canada, the RCMP has jurisdiction for approximately 200 of them (RCMP, 2009, p. 10). Two hundred and twenty-one Aboriginal communities were identified by Health Canada (2009, p. 37) as being isolated because they do not have year round road access but may have scheduled flights or are accessible by water during the summer months. The total count within either organization may differ due to the fact that Health Canada includes only Aboriginal isolated communities while the TBC includes all isolated communities.

Health Canada (2009, p. 37) defines non-isolated Aboriginal communities as “communities that are accessible by road and are less than 90 kilometres from physician services”. While some of these places are served by regional hubs or satellite detachments, this analysis only includes officers who live in or near the community they police. The definition used in this research follows the TBC definition since it encompasses all isolated locations. Whether or not officers live in isolated communities is examined in relation to level of job satisfaction.

Intrinsic Factors of Satisfaction

According to Herzberg’s two-factor theory of job satisfaction, intrinsic factors of the job are the primary determinants of job satisfaction (King, 1970, p. 18). These intrinsic factors include the work itself, achievement, recognition, responsibility, and advancement (Goetz, et al., 2012, p. 474). This study examines the proportion of officers who indicated that intrinsic factors of the job impact their job satisfaction in relation to several independent characteristics.

Extrinsic Factors of Dissatisfaction

According to Herzberg’s two-factor theory of job satisfaction, extrinsic factors of the job are the primary determinants of job dissatisfaction (King, 1970, p. 18). Extrinsic factors include supervision, salary, inter-personal relations with co-workers, and working conditions (Goetz, et al., 2012, p. 474). Similar to intrinsic factors, this research examines officers’ perceptions of how extrinsic factors of the job impact their job satisfaction².

²² Herzberg’s approach examines extrinsic factors in relation to job dissatisfaction, however, the data collected in this study only collected officers’ perceptions of how extrinsic factors impact job satisfaction rather than dissatisfaction which is a limitation of the study.

Hypothesis

Hypotheses were developed specific to the associations between the job satisfaction of officers policing Aboriginal communities and the characteristics of the job, organization, individual demographic factors, and the environment. These hypotheses are that police officers:

1. With higher rank have statistically significant lower job satisfaction than officers with a lower rank
2. Working in larger organizations have statistically significant higher job satisfaction than those employed by smaller agencies
3. Working in non-isolated communities have statistically significant higher levels of job satisfaction on average than officers in isolated communities
4. Who are younger have statistically significant higher levels of satisfaction than older officers
5. Who have fewer years of policing experience have statistically significant higher levels of satisfaction than those with more experience
6. Who self-identify as Aboriginal have statistically significant higher levels of job satisfaction than non-Aboriginal officers
7. With a post-secondary education and those with grade 12 or less education have non-significant differences in respect to levels of self-reported job satisfaction

In order to examine these hypotheses, secondary data from a study of Aboriginal policing conducted by Alderson-Gil & Associates (2008) were used (see Appendix A for survey). The study utilized ten survey items that measured self-reported job satisfaction among the respondents and they are as follows:

1. On the whole, I find my work satisfying
2. My job gives me a great deal of personal satisfaction
3. The pay and fringe benefits constitute a big factor in my job satisfaction
4. The solidarity and loyalty among my fellow officers is a big factor in my job satisfaction
5. Having a positive impact on Aboriginal justice problems is a big factor in my job satisfaction
6. Being a role model for local youth is a big factor in my job satisfaction
7. Having a positive impact on Aboriginal public security is a big factor in my job satisfaction
8. I often have trouble figuring out whether I'm doing well or poorly at this job
9. The amount of work I'm expected to do makes it difficult for me to do my job well
10. Almost none of the work I do stirs up my enthusiasm

These items were recoded into three dependent variables of satisfaction (1) overall satisfaction, (2) officers' perceptions of intrinsic factors and its impact on satisfaction, and (3) officers' perceptions of extrinsic factors and its impact on satisfaction.

Supplementary analyses were also conducted which included the development of another dependent variable that was labeled overall dissatisfaction. By examining responses to these questions, the findings could determine which factors are associated with overall job satisfaction and which factors are associated with officers' perception of whether extrinsic or intrinsic factors impact their job satisfaction.

Thesis Structure

Chapter Two begins with a review of prior literature pertaining to Aboriginal policing in Canada, and provides an overview of job satisfaction in policing, with special emphasis on theories of job satisfaction. Chapter Three describes the data and methods used in this study and Chapter Four reports the findings of the study. Chapter Five discusses the potential explanations for the findings and how the findings can inform policy and practice. This chapter also highlights areas for future studies of job satisfaction.

Chapter Two: Literature Review

Satisfaction in one's job is important to investigate because it may help to determine the factors associated with, and perhaps prevent, employee turnover (Sheley & Nock, 1979, p. 49). Miller, Mire and Kim (2009) have noted that it is plausible that employees who are satisfied with their jobs are more likely to be committed to the organization's mission, have fewer absences, and have more motivation to perform their work tasks (see also: Gazioglu & Tansel, 2006, p. 1163; Fried & Ferris, 1987, p. 299). This is especially important given that within policing, turnover is especially high during the first five years of work (Burczycka, 2013). Job satisfaction can also influence behaviour and enhance productivity which, in a service-oriented organization, such as policing, can impact citizens' perceptions of the police; which may ultimately impact public satisfaction. In order for police officers to display compassion, treat community members with respect, communicate effectively, and meet the public's expectations, officers should have a reasonable amount of satisfaction with their job. A lack of satisfaction among officers could result in negative police-community relations (Chan & Doran, 2009, p. 66) as the public expects officers to provide a professional and compassionate service. In addition to this, negative police-community relations could have a negative influence on officer job satisfaction which could ultimately lead to issues among officers such as mental health, stress, and burnout. These outcomes could lead to further troubles in their family life such as domestic violence, suicide, and divorce. Additional influences of police-community relations are considered in this review as well.

In this Chapter, a review of the history of Aboriginal policing in Canada is presented as well as a description of prior research on job satisfaction in law enforcement. This is followed by a description of different theories of job satisfaction and the characteristics commonly associated with job satisfaction in policing careers. Factors that have been found to influence satisfaction include those related to the job, organization, environment, and those relating to the demographic characteristics of the officers which are also discussed.

Aboriginal Policing in Canada

The policing of Aboriginal communities in Canada evolved over the past hundred years. Today, most of these places receive policing services delivered by the RCMP or provincial police services in Ontario and Québec (Lithopoulos, 2007, p. 5). Historically, the federal government provided policing services on reserves through the Northwest Mounted Police (founded in 1873), the Royal Northwest Mounted Police, and the Dominion Police (founded in 1868), which were later merged in 1920 to form the Royal Canadian Mounted Police.

There has been some debate, over time, about who should have responsibility for Aboriginal policing. According to the federal enclave position, the federal government has exclusive jurisdiction over treaty Indians, both on- and off-reserve (Department of Indian Affairs and Northern Development [DIAND], 1990). Prior to 1973, according to s. 91(24) of the *Constitution Act, 1867*, the decision of whether reserve lands were insulated from all provincial laws was unresolved. This issue was seen as the reason for the division between on- and off-reserve populations. Those known as “Registered Indians” who are registered under the *Indian Act* can live either on- or off-reserve while

“Unregistered Indians” cannot live on-reserve. According to the enclave approach, reserves are considered to be enclaves that are withdrawn from provincial regulatory power. Further, in the case that provincial legislation is at all applicable, it is only appropriate “by referential incorporation by the Parliament of Canada” (Pratt, 1989, p. 31). Thus, the on-reserve population, consisting of “Registered Indians”, is regulated by the federal government almost exclusively. In other words, in 1867, the *British North America Act* made the federal government responsible for funding services and programs for “Indians and lands reserved for the Indians” (Canadian Broadcasting Corporation [CBC], 2013a). These included programs and services, such as health, education, social services, housing, water, roads, and waste management that are typically provided to communities by provincial and municipal governments.

Due to the history of the colonization of Aboriginal peoples, the *Indian Act* of 1876, and the enforcement of the Indian Residential School System, Aboriginal populations have had tenuous relations with both the RCMP and non-Aboriginal populations. Due to government policies under the *Indian Act* of 1876 and the increasing pressure of settlement in Canada, Aboriginal peoples were forced to abandon their land, beliefs, traditions, and language and assimilate to settler religions and values (Partridge, 2010, p. 33). As a result, these Aboriginal peoples experienced mental, emotional, spiritual, and physical trauma with impacts to this day.

Colonization also impacted the relationship that Aboriginal people had with non-Aboriginals including police officers. This is because they are seen as part of the federal government and the ones who enforced federal policies, such as the residential schools

(LeBeuf, 2011). Today, some Aboriginal peoples still find it difficult to have a trusting relationship with police officers, especially if the officers do not live in their community.

This can result in lower job satisfaction among officers as the relationship between the police and the public is a key factor according to Peel's (1829) Principles. Peel's seventh principle states that police should maintain a relationship with the public as the "public are the police and the police are the public". Without a positive relationship, respect, approval, and cooperation between officers and the members of the community they police (Peel, 1829), Peelian Principles are not present and policing is less effective.

Indian Residential Schools were established as early as 1840 and were operated by religious organizations with the goal of assimilating Aboriginal children into the British/European way of life. In 1842, the federal government signed agreements with churches to manage and maintain the schools for Aboriginal children (Heritage Community Foundation, 2002). The British government then enforced the *Gradual Civilization Act* in 1857, setting aside funds for schools in order to educate, westernize, and assimilate Aboriginal peoples into colonial society (Belanger, 2012, p. 19). Once the *Indian Act* was implemented in 1876, it established the legal grounds on which to maintain the schools and force children to attend, providing additional authority to the federal government to assimilate these children. These decisions and undertakings were based on both bureaucracy and religion (Stewart, 2011, p. 52). From the enforcement of this *Act*, children were taken from their families and stripped of their culture, language, and connection with family (McKenzie & Morrissette, 2002, p.254; Stewart, 2011, p. 52). Children were banned from engaging in ceremonial practices and as school

attendance became mandatory, truancy was a crime enforced by truant officers, including RCMP officers (LeBeuf, 2011; Stewart, 2011, p. 52).

The RCMP and their precursors were active in enforcing the *Indian Act* and it has been described as a time when the federal government and RCMP controlled Aboriginal peoples. Some Aboriginal children in residential schools lived in conditions of deprivation and mortality rates were high (LeBeuf, 2011). Their traditional practices and language were prohibited as these beliefs were perceived as being unequal and inferior. Some students were physically and sexually abused and because those acts were handled internally, the police were not privy to that abuse (LeBeuf, 2011). Those suffering then felt that the police were unsupportive toward them. As a result of this abusive behaviour, a lack of trust in police developed among Aboriginal peoples who had either experienced this abuse directly (themselves) or indirectly (a family member) (LeBeuf, 2011).

As of 2013, an estimated 80,000 survivors who had attended residential schools were still alive. The last two Indian Residential Schools were closed in 1996 in Saskatchewan (Health Canada, 2013). A number of scholars have argued that the placement of children in the Indian Residential School System resulted in intergenerational trauma (Bombay, Matheson & Anisman, 2009). It has also been suggested that a form of post-traumatic stress disorder termed “residential school syndrome” or “historical trauma” are possible effects among the survivors (Robertson, 2006). Some persons suffering from these conditions have experienced behavioural disturbances associated with traumatic/stressful experiences, such as anxiety, depression, and substance abuse (Bombay, Matheson & Anisman, 2009). Many former students have

also reported feeling alienated from their communities and parents, consumed by guilt and anger, and ashamed of their heritage (Claes & Clifton, 1998; LeBeuf, 2011).

Centuries of colonization, exploitation, and the residential school experience has resulted in negative intergenerational impacts, such as social, emotional, physical, and mental harms to the Aboriginal population (Bombay, Matheson & Anisman, 2009). These factors may have contributed toward self-destructive lifestyles or involvement in violence and substance abuse (McKenzie & Morrisette, 2002, p. 254; Perreault, 2011; Turpel-Lafond, 2005, p. 2).

Aboriginal peoples in Canada are involved in high levels of violence as both offenders and victims (Brzozowski, Taylor-Butts, & Johnson, 2006; McKenzie & Morrisette, 2002, p. 254; Perreault, 2011; Turpel-Lafond, 2005, p. 2) and some of this may stem from “residential school syndrome” and “historic trauma” (Robertson, 2006). According to the 2009 General Social Survey, Aboriginal peoples were more likely to experience a violent victimization than non-Aboriginal people (Perreault, 2011) and this structural violence could be an intergenerational result of the disenfranchisement that Aboriginal populations experienced. According to the Royal Commission on Aboriginal Peoples (1996) the best explanation of the overrepresentation of Aboriginals in the criminal justice system is the experience of colonialism (Rudin, n.d.). Between 1997 and 2000 Aboriginal people were ten times more likely than non-Aboriginal people to be accused of homicide. In 2004, crime rates on-reserve were approximately three times higher than rates in the rest of the country (Brzozowski et al., 2006).

An over-involvement in violent and criminal behaviour due to historical trauma may explain the overrepresentation of Aboriginal peoples in the criminal justice system.

Persons suffering from a loss of identity, culture, and traditions may turn to violence and illegal behaviour to cope with the trauma (Stout & Kipling, 2003). Another indirect effect caused by growing up in abusive institutional settings is that these individuals did not experience “normal” family life and this may have increased the likelihood of using violence and abusive behaviour toward their children, which is a pattern that is sometimes repeated in subsequent generations. Studies have found that men who had gone to a residential school were more likely to physically abuse their spouses (Claes & Clifton, 1998; Stout & Kipling, 2003) because of the structural violence they experienced.

According to Rudin (n.d., p. 5), the overrepresentation of Aboriginal peoples in the criminal justice system can also be explained by both over- and under-policing. Over-policing is the targeting of minority populations or those living in particular neighbourhoods. Yet, the Aboriginal population has also been under-policed and stakeholders on First Nations report that they would like a larger police presence to reduce crime and victimization (Public Safety Canada, 2010). A number of scholars and members of advocacy organizations have argued that shortcomings in policing for Aboriginal peoples (under-policing) are present because they are seen as less worthy in the eyes of the criminal justice system and their victimization can be downplayed or ignored (Rhoad, 2013, pp. 8, 10; Rudin, n.d.).

For the past two decades, the federal government has been aimed at repairing these relationships. In June 2008, Prime Minister Stephen Harper formally apologized on behalf of Canadians for the treatment that Aboriginal peoples faced in the Indian Residential School System (Aboriginal Affairs and Northern Development Canada,

2010; Stewart, 2011, p. 51-52). The Prime Minister described the era of residential schools and the way it affected Aboriginal peoples in Canada. The federal government recognized how poorly Aboriginal children were treated by the federal government's actions. Harper further described the loss of life and the continued suffering that resulted from the trauma and discussed the Truth and Reconciliation Commission (TRC) and offered its services to help educate all Canadians to have a better understanding of the event within a larger context of reconciliation (Stewart, 2011, p. 52).

Officials in Canadian justice systems have tried to ameliorate some of these harms by introducing practices that are associated with historical Aboriginal practices, such as sentencing circles, restorative justice interventions, and involving Elders in justice systems (Turpel-Lafond, 2005, p. 5). Additionally, government programs and initiatives have been developed in an attempt to resolve problems, such as violence among Aboriginal persons and their overrepresentation in justice systems. These initiatives include crime reduction strategies, specialized units of municipal Aboriginal police officers, Aboriginal courtworkers, and correctional programs that acknowledge Aboriginal traditions. These were implemented in order to provide Aboriginal peoples with culturally-appropriate interventions. Another program developed in order to address and provide culturally-appropriate policing was the First Nations Policing Program (FNPP).

First Nations Policing Program

The FNPP was developed following a series of inquiries, task forces, and commissions conducted prior to 1990 to investigate shortcomings in Aboriginal policing. The themes of these reports included criticism about the lack of community input on

policing, a lack of crime prevention initiatives and insensitivity to cultural considerations, as well as biased investigations, and the “fostering [of] alienation from the justice system by Native people” (Clairmont, 2006, p. 7). The enactment of the FNPP in 1991 allowed for First Nations communities to be policed by Self-Administered (SA) police services or by other agencies through Community Tripartite Agreements (CTAs) (Clairmont, 2006; Lithopoulos, 2007; Public Safety Canada, 2007).

The key goals of the FNPP include increasing self-determination, the delivery of more culturally-appropriate policing, and policing services equal in quality to those provided to the non-Aboriginal population (Clairmont, 2006, p. 15; Public Safety Canada, 2008, p. 35; Public Safety Canada, 2012, p. ii). In terms of the organization of the FNPP, the three signatories to CTAs are the federal and provincial governments (who provide 100% of the funding for police services) and the participating First Nation. Outside of Ontario and Québec, CTAs are almost always contracted by the RCMP (Clairmont, 2006, p. 8). Although other countries with high proportions of Aboriginal populations have developed initiatives to improve policing for Aboriginal peoples, Canada is the only nation with a comprehensive national program developed for Aboriginal policing (Public Safety Canada, 2007, p. 6). Although the FNPP was implemented to provide Aboriginal peoples with a culturally-appropriate service that strengthens relationships between police and Aboriginal communities, the program is still in its developmental stages and a number of shortcomings still exist (CBC, 2013b; Clairmont, 2006;). These limitations include: a lack of community policing plans developed by the RCMP and community leaders, inadequate resources available for

CTA policing units, and whether the community is receiving the policing service contracted (Auditor General of Canada, 2005; Clairmont, 2006).

Another shortcoming of the FNPP is that the term “culturally-appropriate” has never been formally defined. One recommendation developed in the 2010 evaluation of the FNPP was that each community should establish its own definition of “culturally-appropriate” (Public Safety Canada, 2010). By having communities define culturally-appropriate policing, they can meet the distinctive needs and expectations of their community. This can strengthen police-community relations and perhaps positively influence satisfaction among officers.

While various scholars have identified the shortcomings of the FNPP, Canada is the only English-speaking common law country that has developed a national strategy to respond to the special needs of its Aboriginal peoples. Part of that approach is to deploy officers in Aboriginal communities throughout the nation. By better understanding the factors associated with job satisfaction among these officers, police leaders can work toward increasing their satisfaction and increasing recruiting strategies for officers. Increased satisfaction could, in turn, lead to better service delivery and retention strategies for these officers.

A number of key events have shaped Aboriginal policing in Canada during the last half of the twentieth century, two of which were:

- The RCMP withdrawal from regular policing in First Nations communities in Ontario and Québec during the 1960s (Clairmont, 2006); and,
- The Circular 55 policy on policing Aboriginal communities developed by the Department of Indian Affairs and Northern Development (DIAND) in 1971.

These events are key because they led to the evolution of diverse styles of Aboriginal policing in Ontario and Québec and eventually to the development of a number of fledgling SA First Nation police services (Clairmont, 2006, p. 4). SA police services are founded on agreements between the Aboriginal community and both the federal and provincial governments (Lithopoulos & Ruddell, 2011). Under the provincial policing legislation, the community then develops, manages, and administers its own police services. Officers working for SAs are typically of Aboriginal ancestry and often live in the community they police.

Today, Aboriginal communities in Canada are policed using five policing arrangements: (1) CTAs with contracted policing services of the RCMP, (2) CTAs with contracted policing services of the OPP, (3) the Surêté du Québec (SQ), (4) SA police services, or (5) Community Quadripartite Agreement (CQA) (Clairmont, 2006, p. 4). Contracted services are the most common form of agreements, while there was only one CQA in place from 2007-2012 in the Onion Lake Cree Nation (where the federal government and the provincial governments of Saskatchewan and Alberta entered into an agreement with the First Nation to provide policing services).

The satisfaction of officers policing Aboriginal communities is important to examine as the Aboriginal population is the fastest growing ethnocultural group in Canada. In 2006, there were an estimated 1.3 million people who self-identified as Aboriginal, accounting for 3.9% of the total population (Statistics Canada, 2011a). In the 2011 census, the percentage of Canadians who identified as Aboriginal grew to 4.3% comprised of roughly 1.4 million individuals (Statistics Canada, 2013). Of those identifying as Aboriginal, 60.8% reported they were only First Nations (North American

Indian), while 32.3% reported they were Métis only, and 4.2% identified as Inuit only. It appears as though the Aboriginal population is growing quicker in off-reserve settings (or populations are relocating from on-reserve to off-reserve locations). According to Statistics Canada in 2011, 38% of First Nations peoples in Canada lived on-reserve and 62% lived off-reserve (Statistics Canada, 2011b) which was a slight decrease from 40% living on-reserve in 2006 (Statistics Canada, 2006).

Population projections suggest that by 2031, the Aboriginal population will grow between 1.7 and 2.2 million people. This increase would result in Aboriginal persons representing between 4.0% and 5.3% of the total population (Statistics Canada, 2011a). Given that the Aboriginal population in Canada is one of the fastest growing and due to their high rates of involvement in crime and victimization, better understanding Aboriginal policing is important so that police agencies and organizations can better respond to the needs of these peoples.

Aboriginal officers account for a small proportion of all Canadian officers although many are involved in Aboriginal policing. In 2007, the year in which the original Alderson-Gill & Associates study was conducted, there were a total of 1,197 officers funded under the FNPP and this included 819 officers employed by First Nation SAs, and 378 RCMP officers (Lithopoulos, 2007, p. 7). The remaining officers worked for the OPP and Sûreté du Québec. In addition to this total, 197 positions were funded under pre-FNPP policing arrangements that were “grandfathered” (112 band constables and 78 RCMP Aboriginal Community Constable Program members). These totals have increased to 1261 in January 2014 (Public Safety Canada, 2014). The number of Aboriginal officers and support staff is projected to continue increasing along with the

on-reserve populations. This demonstrates the need to examine the satisfaction of officers policing Aboriginal communities as effective policing, and the recruitment and retention of officers are priorities for police leaders.

Theories of Job Satisfaction

Although many studies have examined the factors associated with employee job satisfaction, nearly all of this research has started with a focus on factors of the workplace experience and environment of policing including morale, relationships with other officers and supervisors, and workload (Reiner & Zhao, 1999, p. 8). These traditional theories of job satisfaction include the ‘good jobs’ model, the job characteristics theory, and Herzberg’s two-factor theory of job satisfaction. Generally speaking, contemporary theories of job satisfaction have focused upon whether the demographic-related characteristics of a respondent shape an employee’s job experiences (Reiner & Zhao, 1999, p. 9). Overall, consensus on the predictors or sources of job satisfaction remains to be clearly established in the policing literature. The following sections shed some light on the most commonly encountered theories of job satisfaction.

Herzberg’s Two-Factor Theory of Job Satisfaction

Until the late 1960s, it was thought that job satisfaction and dissatisfaction were determined by the same factors. In other words, one factor (i.e., satisfaction) was assumed to vary along a single continuum from high to low levels. Following the development of Herzberg’s two-factor model of job satisfaction it was determined that the satisfaction in one’s job is not a one-dimensional construct. For example, research has demonstrated that the factors determining job satisfaction and dissatisfaction are separate or mutually exclusive (Herzberg, 1968). Therefore, Herzberg (1968, p. 91)

observed that the “opposite of job dissatisfaction is not job satisfaction, but *no* job dissatisfaction” which is important to consider when performing the analysis in this study as satisfaction levels do not vary along a single spectrum, therefore, this limits the types of analysis that can be conducted.

Herzberg (1968) also developed the terms ‘motivators’ and ‘hygienes’ and while the former comprises factors associated with job satisfaction, the latter are predictors of job dissatisfaction. Herzberg (1968) posited that these factors were completely separate and distinct from one another. The ‘motivator’ factors (i.e., factors intrinsic to the job) included: the work itself, achievement, recognition for achievement, growth or advancement, and responsibility (Herzberg, 1968, pp. 91, 92). Conversely, the ‘hygiene’ factors (i.e., factors extrinsic to the job) included: working conditions, salary, supervision, company policy and administration, security, interpersonal relationships, and occupational status (Herzberg, 1968, p. 92).

Maslow’s ‘hierarchy of needs’ model laid the foundation for Herzberg’s theoretical work. Zhao et al. (1999) suggested that because Herzberg’s theory was developed in accordance with Maslow’s model, it is a useful framework for assessing job satisfaction (Roberg & Kuykendall, 1997). Furthermore, Herzberg’s two-factor theory of motivation has been commonly applied to studies of job satisfaction in policing (Zhao, Thurman & He, 1999, p. 154; Tan & Waheed, 2011; Koelbel, Fuller, Misener, 1991; Wong & Heng, 2009; Khalifa & Truong, 2010). Zhao and Reiner (1999, p. 154) noted that Herzberg’s model was found within almost every textbook on police management or administration that was in use at the time.

Proponents of the 'hierarchy of needs' theory have argued that people first seek to satisfy their physiological and safety needs, which are then followed by achieving their social and self-esteem needs and ultimately results in self-actualization (Mathes, 1981, p. 69). Herzberg (1968) argues that if these needs are met, job satisfaction will be achieved.

Some scholars have found that Herzberg's theory is not all-encompassing. For example, Burke (1966), Friedlander (1964), and Gordon (1965) reported that in terms of satisfaction, motivators (i.e., intrinsic factors) are more important than hygienes or extrinsic factors (Lindsay et al., 1967, p. 338). Because Herzberg failed to speak to this point directly, "his methodology was not amenable to quantitative expressions of the relationships between the variables of interest" (Lindsay et al, 1967, p. 338). Burke (1966) and Gordon (1965) also criticized Herzberg's theory by arguing that motivators and hygienes are not one-dimensional. Lindsay et al. (1967) suggested that further research was necessary to fully resolve the issue of polarity between the two variables (p. 338). Since 1967, research on job satisfaction and Herzberg's theory has resulted in mixed findings, and has both validated and falsified the theory, providing evidence for the motivator-hygiene concept while satisfaction and dissatisfaction are no longer considered separate.

There are five versions within Herzberg's two-factor theory that represent different adaptations of the theory. Each version varies from the other depending on how intrinsic and extrinsic aspects of satisfaction play a role in the satisfaction and dissatisfaction of one's job. Because these versions suggest that intrinsic and extrinsic factors of the job are determinants or predictors of satisfaction and dissatisfaction in one

way or another, these propositions are unable to be examined in the current study due to limitations of the data. Determinants of satisfaction could not be examined for the purposes of this study due to the lack of variation in the data as most officers had medium or high satisfaction with their jobs. Additionally, there was no dichotomous variable for job satisfaction that could be used to identify determinants or predictors of job satisfaction. For this study, rather, officers' perceptions of intrinsic and extrinsic factors of the job and whether they affect their job satisfaction are employed as dependent variables.

Dispositional Theory of Job Satisfaction

Another theoretical framework that is posited to explain job satisfaction is known as dispositional theory (Tuch & Martin, 1991, p. 104). This model is similar to Herzberg's theory as it suggests that an individual's work values, needs, and expectations influence their perceptions. These factors are determined by: (1) characteristics of the individual, such as their age and education, (2) community-related factors, such as urban versus rural residency, racial identity, and class composition, and, (3) exposure to historical processes that typify organizations, industries, and modes of production (Tuch & Martin, 1991, p. 105). In other words, the supporters of this proposition argue that the predictors of job satisfaction fluctuate according to the job values and needs of different occupational groups. Studies examining the relationship between an individual's disposition (i.e., personality) and their job satisfaction have shown significant associations (Saari & Judge 2004, p. 396; House, Shane & Herold, 1996, p. 204).

Although research on dispositional explanations of job satisfaction has provided us with an understanding of this phenomenon, police scholars have failed to provide answers as to *how* exactly job satisfaction is affected by individuals' dispositions (Erez, 1994). For example, some researchers have used psychological explanations to account for dispositional predictors of job satisfaction (Saari & Judge, 2004, p. 396). As a result, there is a gap in the knowledge as to whether or not workers have distinctive dispositions that contribute to certain levels of satisfaction, regardless of their job or work characteristics.

'Good Jobs' Model of Job Satisfaction

Another theoretical approach that argues that job and organizational characteristics affect levels of self-reported job satisfaction is known as the 'good jobs' model (Tuch & Martin, 1991, p. 104). Scholars who use this framework have argued that "jobs structured to increase rewarding characteristics or minimize the non-rewarding will afford the rational workers high levels of satisfaction" (Tuch & Martin, 1991, p. 104). The 'good jobs' or the 'situational' model is important in terms of understanding job satisfaction and the impacts on the organization (Saari & Judge, 2004, p. 397). Proponents of this approach believe that factors of the work itself are the most important situational influences of job satisfaction, commonly known as 'intrinsic job characteristics' (see Saari & Judge, 2004, p. 397). This includes aspects of the work itself and whether it is interesting or challenging. Employees in one study, for instance, were asked to rank the most important reward they received from their job and in most cases "interesting work" was the most preferred reward (Kovach, 1995, p. 93). These results suggested that intrinsic job characteristics may be more predictive of job satisfaction

than extrinsic factors which include salaries, and were ranked as the fifth most important factor in the study (Saari & Judge, 2004, p. 397).

Job Characteristics Theory

Job characteristics theory is another perspective that has been applied to explain the differences in job satisfaction. This framework was developed by Hackman and Oldham in 1976 and was originally rooted in the 'needs satisfaction' model (Pollock, Whitbred & Contractor, 2000, p. 295). The job characteristics theory has proposed that workers have various sets of needs that must be satisfied and that jobs possess particular characteristics that can meet these needs and increase satisfaction (Pollock et al., 2000, p. 293). More specifically, proponents of this approach have argued that positive personal and work outcomes are achieved when three psychological states exist: "experienced meaningfulness of the work, experienced responsibility for the outcomes of the work, and knowledge of the results of the work activities" (Hackman & Oldham, 1975, p. 160).

Hackman and Oldham (1975, p. 60) have further suggested that five core job elements influence these psychological states: (1) skill variety, (2) task identity, (3) task significance, (4) autonomy, and (5) feedback. Each of these elements leads to the creation of one of the three psychological states which, in turn, influences growth satisfaction, overall job satisfaction, absenteeism, internal work motivation, and work effectiveness (Fried & Ferris, 1987, p. 288). Thus, advocates for this proposition have argued that the workers' perceived objective characteristics of a job can influence their attitudes and levels of satisfaction (Pollock et al., 2000, p. 293). Fried and Ferris (1987) found that persons in more complex and enriched jobs have more motivation, job satisfaction, and work performance. Since individuals perceive different levels of

complexity and enrichment one might question whether this difference can account for variation in satisfaction. Although the job characteristics theory has been criticized, it has also been validated by research (Fried & Ferris, 1987, p. 293).

Theoretical Perspective Used to Examine Job Satisfaction in this Study

Both the dispositional theoretical perspective and the job characteristics model may be useful frameworks for the examination of job satisfaction of police officers. Data relating to officer's personalities and the five elements (e.g., skill variety, task identity, task significance, autonomy, and feedback) of the job characteristics model were not specifically gathered in the 2007 Alderson-Gill & Associates survey of officers that will be used for this study. Given that limitation, the dispositional theoretical perspective cannot be fully examined. As a result, these would be potentially fruitful areas in which to conduct future research.

Despite studies finding that Herzberg's (1968) proposition fails to explain variation in job satisfaction, elements of this theory will provide a conceptual framework to carry out the present study. Due to the fact that predictors of satisfaction and dissatisfaction were unable to be examined in this study, neither of the five specific variations of Herzberg's theory, nor the 'good jobs' model could be tested. More specifically, the concept of intrinsic and extrinsic factors was used in this study. Dependent variables of overall satisfaction as well as officers' perceptions of how intrinsic and extrinsic factors impact their satisfaction were examined to identify whether there were associations with characteristics of the job, organization, environment, as well as demographic-related factors.

Job Satisfaction in Policing

Formal research that examined employee job satisfaction began almost a century ago (Dantzker, 1994, p. 47). The Hawthorne studies, conducted between 1924 and 1933 by Harvard University researchers examined worker performance (Sonnenfeld, 1985, p. 111). These studies have been credited with discovering the effect that employee attitudes have on job performance (Saari & Judge, 2004, p. 398). Early research examining the notion that a happy worker is a productive worker proposed there was a weak and inconsistent association between job satisfaction and job performance. In 1985, Iaffaldano and Muchinsky conducted a review of the literature demonstrating that there was a statistical correlation between the two variables. Subsequent research argued that this correlation was not significant and that job satisfaction correlates with organizational behaviours (Organ, 1988; Organ & Ryan, 1995). Most recently, Judge, Thoresen, Bono, and Patton (2001) found a correlation between job satisfaction and job performance and this correlation was found to be even stronger for more complex and professional jobs versus those less complex and specialized. This research validated the findings that arose from the Hawthorne studies and although scholars have subsequently criticized the Hawthorne studies for their methodological shortcomings, those influential studies paved the way for further research on jobs, employees, and the workplace (Gautschi, 1989).

There has been increasing interest in better understanding job satisfaction in policing (Zhao, et al., 1999, p. 154; Dantzker, 1997, p. 309, Dantzker, 1994, p. 47). This recent focus has emerged due to the fact that policing requires a considerable financial investment in staffing and salaries take up at least 80% of the costs (Linden, Clairmont &

Murphy, n.d., p. 4). There has also been an increase in the focus of officer well-being and work-life conflict (Duxbury & Higgins, 2012). It is believed that a satisfied work force may be more productive, less likely to leave their careers, have lower stress levels and symptoms of stress (e.g., burnout, absenteeism, and alcoholism) and establish better relationships with community members (Argyle, 1972; Buzawa, Austin & Bannon, 1994; Hoath, Schneider & Starr, 1998). Poor police performance may impact police-community relations by influencing the public's attitude toward the police. As a result, this empirical inquiry is consistent with research that examined satisfaction in educators, social workers, and factory employees (Dantzker, 1997, p. 309). Sheley and Nock (1979) stated that, "while job satisfaction is an important element in job performance and turnover rate within any occupation it seems especially crucial in police work" (p. 49). Hiring replacement officers is a costly and time-consuming proposition, especially in comparison to other avenues of employment, as new officers must be recruited and screened, and successful candidates require approximately half a year of paid training before their first shift (Howard & Boles, 2004).

While there has been a considerable amount of research conducted in the area of job stress in policing, there has been comparatively less work done on job satisfaction in policing (Dantzker, 1997, p. 310; Davey, Obst & Sheehan, 2001, p. 31). This is a relatively new phenomenon that has been studied more and more thoroughly since 1970. Consistent with prior empirical work, this research contributes to the knowledge on job satisfaction by identifying the factors that are significantly associated with overall satisfaction. Like other studies, this research will examine officers' satisfaction in terms of factors such as age, race, years of experience, and environmental characteristics.

Most of the research examining officer satisfaction has included indicators, such as age, race, years of experience, and gender *in relation* to job satisfaction, instead of looking at them as potential *predictors* of job satisfaction (Davey et al., 2001, p. 30; Dantzker, 1994, p. 47). Although it would be beneficial to examine predictors of job satisfaction among officers policing Aboriginal communities in Canada, it is not possible to conduct these analyses given the limitations of the data.

Prior studies have examined job satisfaction among officers policing Aboriginal populations in Australia and New Zealand (Davey et al., 2001; Winfree, 2004). Winfree (2004) analyzed the survey responses of 404 officers from the New Zealand Police and he found that the average rate of job satisfaction was 2.92 on a Likert scale of one to five (where five was the highest). Winfree (2004) reported that respondents who reported higher levels of support for facilitative-ness and interdependence were more satisfied, and both of these factors are intrinsic to the work. Facilitative-ness included traits, such as effective communication and building relationships while interdependence was an indicator of the respondent's problem-solving activities (Winfree, 2004, p. 202, 203).

A review of the literature revealed mixed findings: demographic and work-related characteristics have commonly been found to be associated with the job satisfaction of police officers, but there is also evidence to suggest otherwise. Dantzker (1994) examined the relationships between job satisfaction and age, ethnicity, gender, education, rank, and years of experience. These elements are of particular interest in policing due to their relationship with recruitment, retention, and promotion (Dantzker, 1994, p. 47). Dantzker reported that change in rank, accepting an offer from another police agency, years of experience, and educational requirement were significantly and

positively related with indicators of job satisfaction. Furthermore, Nalla and Kang (2012, p. 164) found that the association between age and years of experience and satisfaction were statistically significant, while demographic characteristics including education, rank, and job assignment did not have any impact on officer satisfaction. They also revealed that in their sample of Korean officers, organizational characteristics, such as support from management and discretion and autonomy were strongly associated with satisfaction (Nalla & Kang, 2012, p. 164). Moreover, Johnson (2012) has reported that demographic characteristics, such as age, race, education, and rank have displayed weak and inconsistent correlations with the job satisfaction of officers and even employees in general (see also Griffin & McMahan, 1994). Buker and Dolu (2010) found that organizational factors were stronger predictors of job satisfaction than demographic factors were among officers in Turkey.

Previous policing research has also demonstrated that management characteristics, frustration with the justice system, and poor public image influence levels of job satisfaction (Davey et al., 2001, p. 31). Davey et al. (2001) examined job and organizational characteristics that had been previously identified as contributing to officer stress. These factors included the demographic characteristics of the respondent, such as age, rank, years in service, and the region where they were stationed. Additional characteristics included factors relating to the work environment, such as level of pressure, control, and interest. Characteristics specific to work duties were also tested including promotional opportunities, dangerous work duties, and paperwork requirements. One limitation in Davey et al.'s (2001) study on job stress was that the investigators failed to consider the factors associated with *satisfaction* among officers.

In terms of the characteristics relating to officer job satisfaction, a review of the prior research has demonstrated that those related to the job, organization, environment, and demographics are examined most frequently. Researchers have recently begun addressing other potential predictors of officer job satisfaction as well. For example, Donmez (2014) examined satisfaction among a sample of Turkish police officers and found that officers' perception of their own safety was a significant predictor of job satisfaction, while the perception of their family members' safety was nearly three times as strong of a predictor. The relationship between different styles of leadership and job satisfaction of officers has also been studied demonstrating both significant and non-significant relationships between satisfaction and different types of leadership (Okwendi, 2013).

Research has also been conducted on job fit and personality fit in relation to job satisfaction. Examining an individual's level of satisfaction based on perceptions of needs and satisfaction is difficult as people have different views, perspectives, and emotions. According to the person-job fit model, some individuals' emotional character may not "fit" specific occupational roles of certain occupations (Brotheridge, 2006, p. 302). Lauver and Kristof-Brown (2001) examined employees' perceptions of the person-job fit and its impact on job satisfaction, although they found that fit had little influence on satisfaction.

Several studies suggest that individuals have an easier adjustment and are satisfied with jobs that are compatible with their personality types (Spokane, 1985; Tinsley, 2000). Brotheridge (2006) recommends that people should choose jobs that fit with their emotional temperaments which is especially pertinent in a policing career as

this profession can be emotionally, physically, and mentally draining (McCarty & Skogan, 2012, p. 2). In order to screen for demanding careers, such as policing, psychological tests are used to ensure that applicants with emotional disorders are screened out. This could be a method of determining resiliency among police officers to ensure they are able to handle the intensity of the job. Most police services in Canada conduct psychological testing on applicants (RCMP, 2013a; OPP, 2009; Globe and Mail, 2012). Cochrane, Teft, and Vandecreek (2003) indicated that pre-employment psychological assessments are conducted in approximately 90% of U.S. police departments. Despite using these objective instruments, the researchers reported that many police agencies were not following the recommendations of the assessments or policy guidelines. Psychological tests may ensure applicants are psychologically stable to begin a career in policing, however, the role of these instruments is not necessarily to ensure applicants have the right “fit” with the organization. Therefore, currently there is an absence of ensuring “fit” is appropriate among individuals applying for policing careers.

A review of the literature examining characteristics most commonly studied in relation to officer job satisfaction is presented below. Several factors are discussed in relation to job satisfaction. These are presented within the themes of job-related, organizational-related, demographic-related, and environmental characteristics of officers from a global context.

Job Satisfaction and Job-Related Characteristics

On one hand, the most common findings in police job satisfaction research have indicated that characteristics of the organization or agency, and the work itself have been

identified as correlates of job satisfaction (Tomaževic, et al., 2013; Johnson, 2012, p. 172; Tuch & Martin, 1991, p. 104). On the other hand, some results have proven to be inconsistent (Dantzker, 1994, 1997; Davey et al., 2001; Mire, 2005; Ercikti, 2008; Tuch & Martin, 1991). There could be a number of plausible reasons for these mixed findings, including the different eras when the studies were conducted, the samples of officers involved, and the methodological strategies used by the investigators.

According to Herzberg's (1968) theory of job satisfaction, the factors that contribute to levels of job satisfaction are primarily intrinsic. Intrinsic factors include work-related characteristics, such as the work itself and the ability to attain personal and organizational goals. Extrinsic factors, by contrast, predict job dissatisfaction and they include officer solidarity or good work mates and compensation.

The Work Itself

Reiner and Zhao (1999) examined the relationships between the work assignment or job characteristics and the job satisfaction of Air Force security police. Although these officers carry out the law enforcement mission within a military organization, their duties included traditional policing tasks, such as crime prevention, preventive patrol, order maintenance, and traffic control (Reiner & Zhao, 1999, p. 8). The independent variables that were examined in the study included the demographic characteristics of the respondents, such as race, gender, and age and the characteristics of the work environment, including skill variety, task identity, task significance, autonomy, and supervisory feedback. The researchers found that the officers rated effective supervision as the factor associated with higher levels of satisfaction while they rated satisfaction with the work itself, known as job or operational-related characteristics, as the least

important factor (Reiner & Zhao, 1999, p. 11). Furthermore, the respondent's work assignment (e.g., whether they were a security or law enforcement specialist), was indirectly related with their satisfaction with the work (Reiner & Zhao, 1999, p. 13). Thus, supervision had a greater influence on self-reported job satisfaction among the Air Force security police than the work itself. This finding contradicted Herzberg's model which proposed that factors of the work itself have the most influence on job satisfaction.

Alternatively, average levels of job satisfaction, in terms of the work itself, varied among officers in different occupational roles. For example, Hwang (2008) reported that officers performing office duties were less satisfied than officers in patrol or investigative assignments. This could suggest that officers conducting office work were not achieving their personal goals, while patrol officers were doing the work they had always wanted to do. It could also suggest that they may have had inaccurate pre-conceptions of a career as a police officer or the work itself. Hwang (2008) posited that officers in outdoor front-line duties are away from their supervisors and the rigid structure and pressure within the organization, and are able to enjoy higher levels of autonomy. One limitation of Hwang's research was the use of secondary data gathered from a non-random sample of officers attending monthly meetings (Hwang, 2008). There is a possibility that this sample and method of data collection could have influenced the responses due to the hierarchical structure of the organization.

Davey et al. (2001) examined the influence of workplace and job-related characteristics on job stress and satisfaction among Australian police officers. These investigators examined the demographic characteristics of the respondents, the officers'

work environment, and work-related duties. The results showed that only 12% of the total sample of respondents (n= 90) reported that their jobs were not satisfying. As reported above, the original purpose of the research was to examine job stress and job satisfaction was of secondary interest. As a result, these findings may not have yielded the most valid results with respect to job satisfaction. Regardless, Davey et al.'s (2001) findings indicated that unpredictable and dangerous duties led to higher job satisfaction and, surprisingly, were not associated with higher levels of job stress.

Survey items used in this study that related to satisfaction with the work and the job were combined to develop a dependent variable of overall satisfaction. This variable was then examined in relation to the following factors discussed.

Rank

Police scholars have consistently found that one of the most important predictive factors of job satisfaction among police officers is their rank (Buker & Dolu, 2010; Hwang, 2008; Mire, 2005; Zhao, et al., 1999). Mire (2005) reported that rank (in addition to age and years of experience) was positively associated with levels of job satisfaction. It is important to note that the sample of officers surveyed in the study was quite small (n=87) which may limit the extent to which results can be generalized. Consistent with those results, Burke (1989) also reported finding higher levels of satisfaction among supervisory officers than officers carrying out front-line duties (see also: Sheley & Nock, 1979; Hunt & McCadden, 1985). Burke's (1989) research also revealed that constables, in comparison to their supervisors, displayed lower levels of job satisfaction and reported a greater intention of leaving their jobs (p. 10). Other organizational factors may have also contributed to satisfaction, such as the style of

supervision. Reiner and Zhao (1999) reported that the amount of feedback employees received from their supervisors was a significant predictor of officer satisfaction (p. 14).

A longitudinal study conducted by Poister and Harris (1997) examining total quality management among employees in the Pennsylvania Department of Transportation showed that there is a relationship between an employee's job satisfaction and their feelings of empowerment and autonomy. This is not surprising because autonomy and empowerment may lead to more independence and workplace flexibility. As a result, patrol officers, who have less autonomy than officers in higher ranking police roles, may have a lower level of satisfaction.

Zhao et al. (1999) found a negative association between rank and job satisfaction among American officers working in a Northwestern police department. Consistent with that finding, Kim's (2001) study of South Korean officers revealed that rank was not a statistically significant predictor of satisfaction. Moreover, Nalla and Kang (2010) conducted a study examining the organizational culture of police agencies in South Korea, and they reported little variation in officer rank and satisfaction: officers of all ranks were dissatisfied (p. 326). Nalla and Kang (2010) also assessed officers of a single race, which may limit the generalizability of the findings to officers of other ethnocultural identities. The importance of these findings may be moderated by the different organizational roles and structures in South Korean or American police departments compared to those in Canada.

Duxbury and Higgins (2012) conducted a study on work-life conflict among 7091 police officers working in Canadian police agencies. The results demonstrated that workload and work demand increased dramatically with rank (Duxbury & Higgins,

2012, p. 27). Furthermore, several job stressors were found to be strongly associated with rank (p. 38) suggesting that there could be implications for satisfaction as well.

Burke (1989, 2006) found that toward the end of their career, officers often become “soured” and those with higher levels of rank had experienced “the passed over” stage which is a period of vulnerability and distress (Burke, 1989, p. 4). Throughout their careers, some officers feel “alternatively hopeful about a promotion, disappointment, bitter, resigned, had their hopes renewed, sustained and disappointed again” (Burke, 1989, p. 4). Burke (1989) observed that after officers have been in this “passed over” stage for a certain amount of time, a final acceptance sets in and they become “permanently soured” in their jobs. To further validate this finding, Burke and Mikkelsen (2006) have also found that constables in later career stages experience less satisfaction in their work (see also Cannizzo & Liu, 1995). One limitation of Burke’s model is that he did not describe the amount of time it takes for an officer to reach this final stage and he defined officers who were “passed over” as those with nine or more years of experience.

While Burke (1989) developed these stages over 20 years ago, there have been changes in the characteristics of police officers. On average, police officers in Canada are older than officers were 20 years ago and, for many, policing is a second or third career and people applying to become police officers are older (Ruddell, 2011; Stewart, 2011). In the same token, officers on average are promoted at a quicker rate than they were 20 years ago, with less experience on patrol, and they receive promotions at a younger age (Ruddell, 2011). These practices may influence job satisfaction as those who have had careers prior to policing may have more experience in the working-world

which may influence job satisfaction, negatively or positively. For the present study, it was hypothesized that there would be a significant negative relationship between rank and job satisfaction and that supervisory officers would have lower levels of job satisfaction.

Job Satisfaction and Organizational Characteristics

Miller et al. (2009) studied the relationships between policies, procedures, and assignments in relation to job satisfaction in policing. Their findings showed that these organizational characteristics had a more powerful effect on an officer's job satisfaction than other aspects of the job, such as dealing with the public or completing their duties (Miller et al., 2009, p. 420). Dantzker (1997) has observed that other organizational factors, including organizational size, may also affect the officer's self-reported satisfaction. The following paragraphs describe research that has examined the relationships between satisfaction and organizational size.

Organizational Size

According to several studies, the size of police department or organization can impact levels of police job satisfaction. Findings from a study conducted by Yearwood (2003) suggested that more competitive benefits and higher pay in larger police organizations attracted officers from smaller police departments. There may have been other factors that influenced the decision to leave a smaller agency, including the likelihood of promotion, access to different policing assignments, and greater support for training (Davey et al., 2001, p. 32).

Dantzker (1997) examined whether there was variation in satisfaction of officers working in organizations of different sizes. Similar to Yearwood's results, Dantzker's

findings suggested that the size of the organization affects levels of satisfaction (Dantzker, 1997, p. 309). In particular, officers working in agencies employing fewer than 100 officers had the most satisfaction and Dantzker (1997, p. 315) speculated that one possible reason for this finding was that officer input was more likely to be considered in smaller organizations. Dantzker (1997) also observed that officers working in smaller agencies may have better relationships with members of the community which might increase satisfaction (Dantzker, 1997, p. 315). Research conducted by Masters (1969) and Stafford (1980) illustrated that the larger organizations may be structured more rigidly than smaller agencies which could account for differences in job satisfaction. In a study of job satisfaction and organizational size, Idson (1990, p. 1007) reported that the rigidity of larger organizations contributed to less satisfaction. Furthermore, Talarico and Swanson (1982) observed that officers in larger departments are more critical of their supervisors and managers and have less satisfaction than those in smaller agencies. Talarico and Swanson (1982) argued that, “the familiarity of smaller departments provides fewer opportunities for the growth of police suspicions of supervisory and administrative support” (p. 49). They also observed that larger organizations are sometimes less efficient than their smaller counterparts, an observation supported by contemporary research (see Nelligan & Bourns, 2011).

Alternatively, it is also possible that organizational size might influence an employee’s ability to direct their workload. Smaller agencies may offer fewer opportunities for advancement, role specialization, offer less salary or benefits, and may provide less training which may lead to lower levels of job satisfaction. In addition, many SA police services are under-funded, and they cannot pay officers as much as the

OPP, RCMP, or SQ (CBC, 2013c; 2013d). For this research, it was hypothesized that officers in larger policing organizations would have higher levels of job satisfaction than those policing in smaller stand-alone agencies.

Job Satisfaction and Environmental Characteristics

The effects of the work environment on officers' job satisfaction were examined by Zhao et al. (1999). Their results demonstrated that after controlling for demographic factors, a principle source of job satisfaction was their work environment. This study examined a sample of American officers in a mid-size northwestern department and measured the work environment using the five factors from Hackman and Oldham's Job Diagnostic Survey (JDS). These five factors of the JDS include skill variety, task identity and significance, autonomy, and feedback. Peterson (2013) also examined these five factors in relation to the job satisfaction of officers in a medium-sized Texas department. Peterson's analysis demonstrated that of the five elements, task identity, skill variety, autonomy, and task significance were significantly related to job satisfaction of the officers, while feedback had a non-significant association. Peterson's (2013) sample size was quite small (n=37) and results may have been different with a larger sample. Although these studies examined Hackman and Oldham's five factors, Herzberg's (1968) theory argued that job satisfaction is mainly determined by the employee's immediate work environment including duties and the atmosphere of the job (see Zhao et al., 1999, p. 154). For the current study, other dimensions of work environment were utilized including geographic isolation because the duties and atmosphere of the work environment was not captured in the survey.

Isolated and non-Isolated Communities

Policing isolated locations comes with struggles that officers in municipal agencies do not typically experience to the same degree. Social problems, such as high rates of unemployment, poverty, substance abuse, social disorder, family violence, and health problems are present in many isolated communities; generally more so than in urban areas and are more concentrated in isolated locations (Health Canada, 2009; as cited in Lithopoulos and Ruddell, 2011, p. 436). Research also demonstrates that with isolation, community well-being decreases (Lithopoulos, 2013; White & Maxim, 2007, p. i). Due to the lack of services in isolated communities, officers in these locations often carry out social service-related or mental health-related duties as well as search and rescue, aviation operations, and underwater recovery more frequently than officers in non-isolated locations (Hickman & Reaves, 2006). Access to specialized police resources, such as equipment, forensic identification, and police-dog services are limited or unavailable in isolated locations resulting in challenges for officers when conducting investigations and daily duties. Additionally, officers policing isolated posts typically work alone and because backup is an issue due to lengthy travel times, officers in two-man RCMP detachments are often on permanent standby for their posting (RCMP Gazette, 2009, p. 13; Ross, 2009, p. 14). They may even be the only officer on-duty and there is often no backup available (Weisheit et al., 1995). This may lead to burn-out, due to physical and emotional strain (Ross, 2009, p. 14) which, in turn, may have an influence on officer satisfaction.

Because isolated communities are geographically separated from mainstream Canadian society, officers may harbour feelings of a lack of accomplishment and

boredom. Detachments serving isolated communities on average police approximately 2,100 residents and deploy eight officers (Lithopoulos & Ruddell, 2011, p. 435). Rates of crime in these places are high, which suggests that officers may be very busy. High demands on services also pose challenges due to workloads, lengthy response times, and lack of police presence, especially as officers have reported high levels of community dysfunction in these places (Lithopoulos & Ruddell, 2011). A number of other challenges may be present for officers working in isolated communities including high cost of living, and a lack of anonymity, educational options for children, and employment opportunities for spouses (Cook, Martin & Boland, 2009; Griffiths et al., 1995; Schmalz, 2009). Officers in these areas typically experience a lack of privacy which may make it difficult to remove themselves from the role of police officer (Griffiths et al., 1995). Alternatively, with a high cost of living comes higher pay, as some officers policing isolated Aboriginal communities are compensated higher amounts due to the location of their posting. In other words, most organizations provide supplemental pay for working in isolated posts and additionally, officers might receive more overtime than those working in non-isolated communities due to the demand of services and lack of man power in these locations.

To date, no research has examined the job satisfaction of officers policing isolated Aboriginal communities, which are also called limited duration posts (LDP) according to the RCMP. The current research fills this void in the literature by assessing levels of job satisfaction and evaluating whether job satisfaction is associated with different environmental factors (e.g., whether the community is isolated). Due to the lack of research examining LDPs, it is possible that research on rural policing will inform this

study, seeing as the two forms of policing share many similarities. Prior research has compared rural and municipal officers' perceptions (Fransisco & Chenier, 2005; Hwang, 2008; Oliver & Meier, 2004; Pelfrey, 2007). The findings in these studies have generally shown that officers policing rural areas report higher levels of boredom, reducing satisfaction (Oliver & Meier, 2004, p. 51). Because agencies in isolated locations are typically understaffed and research has demonstrated that officers in these areas may be overworked, it may be likely that they experience boredom when off-duty as amenities and entertainment are limited in these parts. Prior research has also demonstrated that even if the working conditions are favourable, officers will be dissatisfied if they feel they are not accomplishing much (Lindsay et al., 1967, p. 338). Due to frustrations surrounding the issues addressed, it was hypothesized that job satisfaction among officers policing non-isolated communities would be higher than their LDP counterparts.

Job Satisfaction and Demographic Characteristics

The relationships between demographic variables and job satisfaction are one of the most commonly examined relationships in job satisfaction research, although most studies are not related to police work (Zhao, et al., 1999, p. 155). Some researchers have argued that in order to understand job satisfaction, demographic-related characteristics are of little value (Carlan, 2007, p. 74; Reiner & Zhao, 1999). In terms of policing, the demographic variables most commonly studied in association with job satisfaction are age, education, race, gender, and years of service or rank (Reiner & Zhao, 1999; Zhao et al., 1999, p. 156). Consistent with this previous empirical work, education, age, years of experience, and race are examined in the current study. Gender was also examined in a

series of supplementary analyses. The following paragraphs describe the current research related to these indicators.

Education

Levels of education have been extensively examined in past studies of job satisfaction in policing (Dantzker, 1994, p. 155). Sherman (1980) reviewed the research on the influence that education had on the job performance of police officers and found a weak positive relationship. Dantzker (1992, p. 101) also reported finding a positive association between education and job satisfaction. This finding was only present among officers with less than five years of experience, and respondents with more experience had less satisfaction. Similar findings were reported from the private sector and education did not have a statistically significant relationship with job satisfaction in a sample of security officers (Reiner & Zhao, 1999, p. 12).

A study conducted by Griffin, Dunbar, and McGill (1978, p. 77) examining officers in a Southwestern U.S. police department found an inconsistent relationship between job satisfaction and education. Dantzker (1994a, p. 77) also conducted a study of the relationship between officers' levels of job satisfaction and their educational attainment, finding that education had little bearing on job satisfaction. Officers with bachelor's degrees had slightly higher levels of satisfaction than officers with high school education and those differences were not statistically significant. Given these mixed findings, it was hypothesized that there would be no statistically significant difference in job satisfaction between officers who completed their post-secondary education and those with a high school diploma.

Age

In recent studies of officers' job satisfaction, age has been frequently examined with studies typically finding that age is positively or negatively correlated with police job satisfaction (Buzawa, 1984, 1994; Dantzker, 1994a; Hunt & McCadden, 1985; Mire, 2005; Reiner & Zhao, 1999; Zhao et al., 1999). Reiner and Zhao (1999) found that there was a positive association between the age of Air Force police personnel and their job satisfaction and respondents who stayed in their positions longer were more satisfied. Mire (2005, p. iii) also found that the ages of police officers in a Louisiana police department were significantly associated with job satisfaction. Similarly, Buker and Dolu (2010) found that there was a positive relationship between age and job satisfaction of officers in Turkey. Alternatively, Reiner and Zhao (1999, p. 7) and Buzawa (1984, 1994) found a negative relationship between age and job satisfaction among police in general. Lester and Butler's (1980) study of job satisfaction between American and English police officers also revealed that the age of respondents was not significantly related with job satisfaction. As previously mentioned, the sample sizes of each group were small and consisted only of male officers which limits the generalizability of those findings.

Dantzker's (1994a) research showed that the lowest levels of job satisfaction were reported among officers aged between 26 and 35 years. The youngest and oldest officers, by contrast, had higher levels of satisfaction. This finding also emerged in Gazioglu and Tansel's (2006) research. Consistent with Burke's (1989) analysis, they also found that the relationship between job satisfaction and an officer's age had a "U"-shaped distribution. In other words, satisfaction was highest at the participants' first

years on the job, decreased, and then increased again, which they indicated is also a common finding in non-police studies (Gazioglu & Tansel, 2006, p. 1163; Hwang, 2008, p. 696; Lee & Wilbur, 1985, p. 781). It is possible that younger people are enthusiastic about their career, while older people may be optimistic about retirement. For the current research, it was hypothesized that younger officers would have higher levels of job satisfaction, while older officers are less satisfied.

Years of Experience

Research examining job satisfaction and years of policing experience was quite similar with the findings of age and job satisfaction reported above. There is an intuitive conceptual appeal to this finding, as years on the job can be positively associated with a respondent's age, and to some extent, these are also associated with their rank in the organization (as supervisory officers tend to be older). Both years of experience and age were positively associated with job satisfaction among officers in Louisiana (Mire, 2005, p. iii). By contrast, neither years of experience nor age were found to be related to job satisfaction in Lester and Butler's (1980) comparative study. The relationship between age, rank, and years of experience may be non-linear. Today, officers are older in general when first appointed than they were two decades ago and officers in the 21st century are typically promoted at a quicker rate than their predecessors (Ruddell, 2011).

In relation to years of experience and job satisfaction, Burke's (1989) study also found that there was a "U"-shaped distribution in terms of officer satisfaction. Officers with the least amount of experience reported higher satisfaction. Subsequently, levels of satisfaction declined until an officers' 16th year of service. Following their 16th year, their satisfaction began to gradually increase, validating Burke's (1989) hypothesis that mid-

career officers have the lowest levels of satisfaction. Thus, there may be a curvilinear relationship in respect to experience and satisfaction. One explanation for the relationship between “U”-shaped satisfaction and years on the job is that mid-career employees are less excited about their occupation than their younger or more senior counterparts. A second explanation for the increase in satisfaction once officers have over 25 years of experience is that they are typically at a higher rank and have more autonomy and control within the organization. Prior research has revealed that as officers spend more time in their careers, their attitudes toward the job vary (McElroy et al., 1999, p. 508). The specific pattern of this relationship has yet to be clearly identified. For this study, it was hypothesized that officers with fewer years of policing experience would have levels of satisfaction that are statistically significantly higher than those with more policing experience.

Race

During the early 1970’s, a number of studies compared levels of job satisfaction in different occupations including corporate and government employees. At the time, researchers observed that the issue of race had seldom been investigated as a possible determinant of job satisfaction (Slocum & Strawser, 1972, p. 28; Tuch & Martin, 1991, p. 103). One reason for this is that the proportion of African-American officers was very low, as was the number of Aboriginal officers in Canada. In terms of African-American officers, the civil rights movement resulted in an increased access of members of minority groups to employment (Altbach, 1966, p. 234) which could potentially explain the increase in job satisfaction research shortly after this time. In Canada, the number of Aboriginal officers increased throughout the 1960s and 1970s, in part because of the

introduction of the RCMP Auxiliary Constable Program in 1963 (RCMP, 2013b) and Aboriginal persons hired as special constables.

There is a gap in our knowledge about job satisfaction in Aboriginal officers in Canada. Some of the findings of prior U.S. research may be instructive in better understanding the relationships between ethnocultural status and satisfaction. Early U.S. research reported finding low levels of job satisfaction among minority officers (Koortzen, 1996; Manzoni & Eisner, 2006; Rothmann, n.d.). As research on job satisfaction in policing became more prevalent, Tuch and Martin (1991) examined whether race played a significant factor in determining job satisfaction. The responses of African American and White participants were compared and the results demonstrated that African American officers were less satisfied than White officers (Tuch & Martin, 1991, p. 110).

Prior research, that attempted to *explain* these differences in levels of job satisfaction among different racial groups, was limited (Tuch & Martin, 1991, p. 104). One explanation Tuch and Martin (1991) provided for these differences is the disadvantages and discrimination that members of some minority groups experienced in the workplace. For example, at the time of their research, the unemployment rate in the U.S. for African Americans was approximately twice that for Whites (Tuch & Martin, 1991, p. 105). Furthermore, Tuch and Martin (1991) noted that on average, African Americans were concentrated within low-skilled, low-paying occupations.

It must be noted that since the time Tuch and Martin's (1991) research was conducted, workplace conditions with respect to different ethnocultural groups may have improved, yet, there may still be a disparity within some occupational groups. Buzawa

(1984) noted that one reason for lower satisfaction levels among African American officers was that they were thought to be socially excluded from both their community and by their White coworkers. Moreover, Buzawa's (1984) study was conducted among officers in U.S. police departments and the amount of racial tensions in these locations may be different than in other places.

Most research on race and job satisfaction has been conducted in U.S. jurisdictions (Buzawa, 1984; Buzawa, Austin & Bannon, 1994; Tuch & Martin, 1991; Zhao et al., 1999). Within this research, scholars have found that members of visible minority groups tend to be less satisfied with their jobs than Whites (Hwang, 2008, p. 696). Contrary to these findings, a study conducted by Buzawa (1984) reported that White officers were less satisfied with their jobs than their African American counterparts. Similarly, a study conducted ten years later by Buzawa et al. (1994), demonstrated that African American officers were more satisfied with their jobs than their White coworkers (p. 51). One of the limitations in our knowledge is that other organizational factors, such as job assignment may account for these findings. Placing African American officers in high-crime minority neighbourhoods may have influenced these results, and these issues were not examined in the studies.

In Dantzker's (1994b, pp. 50-51) study, race was one of 23 variables considered in the examination of job satisfaction and those analyses revealed that race had the second weakest association with job satisfaction. In a subsequent study, Dantzker (1994a) reported that race was determined to have the greatest impact on officers' perceptions of satisfaction (p. 77). While White officers reported less satisfaction than African American, the overall level of satisfaction among African American officers was

still less than average. Of all the groups considered in Dantzker's research, Latin American officers had the highest levels of self-reported job satisfaction. Despite a lack of conclusive research examining the relationships between race and job satisfaction in policing, Friday and Friday (1997, p. 426) have observed that "racio-ethnic differences exist with respect to various job-related outcomes, including job satisfaction" suggesting that there is a relationship.

Most studies examining race and job satisfaction have been conducted in U.S. jurisdictions, and with the exception of tribal policing, examining the satisfaction of Aboriginal officers is rare. Due to the significant gap in our knowledge about the self-reported job satisfaction of Aboriginal officers, this research includes a comparison of job satisfaction among Aboriginal and non-Aboriginal police officers. It was hypothesized that there would be a statistically significant difference between these groups with Aboriginal officers having statistically significant higher levels of job satisfaction than non-Aboriginal officers. This is partly because the former group may share the cultural identity of the community being policed which may enhance satisfaction. It is also possible that these officers perceive their role as officers helping members of their communities, rather than enforcing the laws. Moreover, officers of Aboriginal identity may share the same language and cultural traditions with the members of the community they are policing. In this case, officers and the community would have a greater understanding of their respective roles, which may lead to stronger relationships.

As of March 2007 (the year that the data used in this current study was gathered), 1,317 RCMP Regular Members self-identified as Aboriginal, which represented

approximately 6.8% of all officers at that time (RCMP, 2007; 2012c). More recently, as of February 2013, the total RCMP population was comprised of 6.1% of Aboriginals, while 7.2% of the total 19,181 Regular Member population self-identified as Aboriginal (RCMP, 2013c). For this study, racial identity is measured by self-identified Aboriginal and non-Aboriginal status.

Alderson-Gill & Associates Report

The data used in this study was collected and analyzed for a report on Aboriginal policing. Within the Alderson-Gill & Associates (2008) report, the only measure positively associated with job satisfaction was age, although they did not disaggregate the sample. As such, these results are similar to those reported in other studies (Burke, 1989; Dantzker, 1994a; Gazioglu & Tanzel, 2006). Alderson-Gill & Associates (2008, p. 87) found that age had a curvilinear link with organizational satisfaction and officers aged 30 years or younger had higher levels of satisfaction, while those between the ages of 31 and 40 reported the lowest satisfaction. Lastly, those who were over the age of 40 had levels of satisfaction close to the average. In terms of gender, men were more likely than women to be satisfied. The authors of the Alderson-Gill & Associates (2008, p. 88) report found that other variables, such as number of postings, and marital status were not significantly associated with organizational satisfaction. Alderson-Gill & Associates compared the results from the 2007 survey with data from a similar 1996 study. Regarding job satisfaction, officers policing Aboriginal communities in 2007 reported similar levels of job satisfaction as respondents from 1996. However, satisfaction variables were developed by combining different survey items than the current study utilized.

The 1996 survey of Aboriginal police officers was conducted by Clairmont and Murphy (1996) and it was the first comprehensive survey of officers across Canada policing Aboriginal communities. Officers and Band Constables were surveyed and the response rate was approximately 60%. The findings demonstrated that job satisfaction was linked to the adequacy of resources, training, and a management/organizational system favourable to community-based policing.

Conclusion

The prior empirical work described in this chapter suggests that the mixed findings reported about job satisfaction among police officers could be the result of a number of factors, such as the time period when the research was conducted, the nature of the samples (e.g., size and composition), and varying locations. One of the challenges of interpreting the extant literature on officer satisfaction is that the factors associated with job satisfaction in the 1970s and 1980s might be quite different than they are today. In addition, the samples considered in the respective U.S. and U.K. studies might not be comparable to what occurs in Canada. It is important to note that there is a dearth of research that has examined job satisfaction in samples of Canadian officers, and with the exception of Alderson-Gill & Associates' research, none has specifically examined those policing Aboriginal communities. Perhaps more importantly, there has been no prior empirical work that has examined the job satisfaction of Aboriginal officers policing isolated communities.

As a result, this project fills the gap in job satisfaction literature. This study will also contribute to our understanding of job satisfaction in the police beyond the U.S., extending research that examined officers in Slovenia (Nalla et al., 2011), New Zealand

(Winfree, 2004), and Thailand (Saekoo, 2011). The results of this study will provide police leaders with insight on whether police in Aboriginal communities are satisfied with their work. Consequently, these leaders may be able to use the results to change organizational practices or policies, and in turn, increase the job satisfaction of their employees.

Chapter Three: Methodology

Purpose of the Research

The purpose of this research is to better understand the levels of job satisfaction among sworn officers policing Aboriginal communities in 2007. At that time, when the survey data used in this study was collected, there were over 64,000 police officers in Canada (Beattie & Mole, 2007) and a relatively small proportion were involved in Aboriginal policing. Lithopoulos (2007) reported there were only 1,197 officers policing Aboriginal communities under the FNPP. As a result, Aboriginal policing represents only a fraction of policing in Canada, and officers are responsible for a relatively small number of communities; many of which are located in remote or isolated places. The survey was sent to a sample of sworn officers policing Aboriginal communities. In 2007, of a total of 657 Aboriginal communities, approximately 402 of them were policed under the auspices of the FNPP (Lithopoulos, 2007). Despite their limited numbers, receiving quality policing in these communities is very important for the residents given the high rates of crime and violence in many of these places (Brzozowski et al., 2006).

The researcher utilized a quantitative approach to test the seven hypotheses described in Chapter 1. The primary data source are the results of a national level survey of police officers conducted in 2007 by Alderson-Gill & Associates under contract with the Aboriginal Policing Directorate (APD) of Public Safety Canada. A number of statistical tests were considered. Given the nature of the data, multivariate regression analyses could not be conducted due to the survey data having very little variation in terms of the dependent variables as most of the respondents were satisfied with their jobs. Logistic regression analyses could be conducted on a dichotomous variable using a

survey item such as “Given your experiences to date, do you hope to be a police officer in your current police service five years from now?”. However, this survey item is not a relevant measurement for the research topic of job satisfaction as officers could decide to retire from policing or leave the organization for several reasons other than low satisfaction. Additionally, there was no dichotomous variable for job satisfaction that could be used for logistic regression analyses. As a result, chi-square and t-tests were used to make inferences about the relationships between the variables. There is a precedent for using chi-square analyses to interpret the results from this survey (see Lithopoulos & Ruddell, 2011).

Population and Samples

In 2007, there were 1,197 officers policing Aboriginal communities and the sample frame utilized by the initial investigators consisted of 778 officers, which was approximately 65% of the total population. Surveys were ultimately sent to 200 RCMP members, as well as 64 officers from SAs in Ontario, 322 from SAs in Québec, and 192 officers from SAs in other provinces (Alderson-Gill & Associates, 2008, p. 28). Responses were received from 317 sworn officers policing Aboriginal communities; a response rate of 41%.

In order to develop the sampling frame, police services sent lists of officers and their contact information to the researchers. Some officers were not included in the sample because approval to include them was not received from the RCMP Headquarters (National Aboriginal Policing Directorate) in Ottawa. The characteristics of the officers excluded from the sample were not specified (i.e., their rank, age, years of experience, etc). The lists of potential respondents were reviewed and incomplete or duplicate entries

were excluded from the sample frame. The APD developed the sampling strategy in consultation with police administrators and Alderson-Gill & Associates. Investigators working for Alderson-Gill & Associates (2008) also performed the initial analysis of the results, although job satisfaction was not a significant focus in that study.

Survey Design and Procedures

The data from the Alderson-Gill & Associates (2008) survey were used to conduct this research because this is the most recent, comprehensive source of self-reported perceptions of officers, working within Aboriginal communities, regarding their occupational roles and responsibilities. Several survey items solicited responses about job satisfaction and these questions were used in the analysis. The results from this study are the most comprehensive existing information from police officers in Aboriginal communities and have been used in several studies (see Lithopoulos & Ruddell, 2010; Ruddell & Lithopoulos, 2011).

There is a precedent for surveying officers and nearly all prior job satisfaction studies have employed survey methods as the method of data collection (Bennett, 2006; Burke & Paton, 2006; Carlan, 2007; Nalla & Kang, 2010). Soliciting self-reported perceptions is desirable because it is a relatively inexpensive methodology, and surveys enable investigators to draw information from a larger sample of potential respondents than interviews would provide. In addition, respondents providing the information are anonymous, and they may be more forthcoming than in interviews or focus groups. However, survey data does not provide the rich detail of interviews.

During the development and design of the survey instrument, an extensive consultation process took place. This process included meetings with the researchers and

representatives of police organizations to identify key issues and priorities as well as gather feedback and increase stakeholder support for the survey. In order to identify any potential shortcomings within the survey instrument, a pre-test was conducted prior to sending out the final survey. The pre-test included a review of the administrative procedures used to distribute the survey, the contact information of officers, and where surveys would be sent. The pre-test was sent to 20 officers and they provided feedback, suggestions, questions, and comments that helped refine the survey instrument (Alderson-Gill & Associates, 2008).

According to Alderson-Gill & Associates (2008), the survey was mailed to 778 persons and participants were given the option to complete the survey on paper copies and return them by mail or to complete the survey online. This strategy provided officers with more flexibility in order to increase their likelihood of participation. The website address was included in all mailed surveys. To increase the response rate, a modified version of the Total Design Method (TDM) (Dillman, 1978) was utilized. The TDM is a set of procedures used to enhance the response rates of mailed surveys. Components of the TDM utilized for this research included: (1) notification of the survey in advance, (2) sending a first set of surveys and cover letters that included pre-addressed, stamped envelopes, (3) sending out reminder notices, and (4) sending a second set of surveys (identical to the first set) to non-respondents. The TDM is still recognized as the gold standard of methodologies for conducting mail surveys (Alderson-Gill & Associates, 2008, p. 28).

A number of steps were taken to ensure the confidentiality of the respondents. This included providing potential respondents with pre-addressed, stamped envelopes,

assigning unique identifiers to officers who chose to complete the online survey, and having no communication between researchers and police leaders regarding the responses of any individual officers.

Participants were asked to provide the following information in the survey: age and ethnocultural identity (i.e., demographic characteristics); level of workload and rank in their police service (i.e., job characteristics); and the size of their police service (i.e., organizational characteristics). In addition, participants were asked, “Given your experiences to date, do you hope to be a police officer in your current police service five years from now?”. Responses to this question enabled the investigator to examine the relationship between their level of job satisfaction and turnover intention (i.e., their likelihood of leaving their current police service). Responses to these questions and several additional independent variables were examined in relation to officer satisfaction.

Survey Response Rates

Response rates can be influenced by a number of factors, including the number of surveys the officers receive each year, to the level of rapport developed between the researcher and participants (Bennett, 2006, p. 307). Bennett (2006) reported that surveys relating to job satisfaction among police officers in different countries achieved response rates ranging from 45% to 66% (Griffin et al., 1978; Pate & Fridell, 1993). While the response rate of 41% for this survey is relatively low in comparison to other surveys of a similar nature, it should be noted that this was not a survey that specifically addressed job satisfaction. While other researchers have reported higher response rates, the respondents of this survey represented approximately a quarter of the entire population

of officers policing Aboriginal communities and this should be representative of the total population (Lithopoulos & Ruddell, 2011, p. 440).

In total, 83.6% of respondents returned the hard copy version of the survey via mail and the remaining 16.4% completed the survey online. Response rates varied according to the type of police service in which the respondents worked. Almost four-fifths (77.5%) of RCMP members in the survey sample participated, while the response rate from SAs in provinces other than Ontario and Québec was 41.1%, and the response rate from SAs in Ontario was 32.8%. The lowest response rate was received from the Québec SAs with only 19.3% who returned surveys. There were 322 potential respondents from Québec SA police services but only 62 surveys from these officers were completed. This is a limitation of the study as there were a relatively large number of officers working in Québec SAs in 2007. According to Clairmont (2006, p. 26), in 2006, Québec had more than 50% of the total 48 SAs in Canada (n=29). These SAs served over 50 First Nations communities, and were policed by over 300 officers in 2006, which is assumed to have been fairly stable with the number of officers employed in 2007. Alderson-Gill & Associates noted that participants in Québec SAs could not be contacted directly in order to confirm employment or receipt of the survey.

Overall, the breakdown of the response rate of total respondents according to which police service they worked for is 155 (48.9%) respondents from the RCMP, 21 respondents from the OPP (6.6%), 62 (19.6%) from Québec SAs, and 79 (24.9%) from other SAs.

Data Analysis

A number of questions asked participants specifically about their job satisfaction, and respondents were asked to rank their agreement with the following ten statements:

1. On the whole I find my work satisfying
2. My job gives me a great deal of personal satisfaction
3. The pay and fringe benefits constitute a big factor in my job satisfaction
4. I often have trouble figuring out whether I'm doing well or poorly at this job
5. The amount of my work I'm expected to do makes it difficult for me to do my job well
6. Almost none of the work I do stirs up my enthusiasm
7. The solidarity and loyalty among my fellow officers is a big factor in my job satisfaction
8. Having a positive impact on Aboriginal justice problems is a big factor in my job satisfaction
9. Being a role model for local youth is a big factor in my job satisfaction
10. Having a positive impact on Aboriginal public security is a big factor in my job satisfaction

Respondents were asked to rank their agreement with these ten job satisfaction items on a four-point Likert-type scale with the choices of strongly agree, agree, disagree, and strongly disagree.

First, in terms of methodological techniques, descriptive statistics, such as averages and ranges were conducted to describe the characteristics of the variables.

Second, the ten items listed above were recoded to develop three dependent variables of

satisfaction. These included officers' perceptions of the impact that intrinsic factors have on their satisfaction, officers' perceptions of the impact that extrinsic factors have on their satisfaction, and overall satisfaction. A dependent variable labelled overall dissatisfaction was also developed within a series of supplementary analyses. Chi-square tests were then conducted using these four dependent variables to determine if there were statistically significant differences between the levels of job satisfaction and characteristics of the job, organization, environment, and demographics of the respondents.

The null hypothesis stated that there is no relationship between whether officers are very satisfied (success) or not (failure) in relation to the independent variables examined. "Chance would contend that no real relationship exists between the two variables within the population" (Weinbach & Grinnell, 1987, p. 113). Furthermore, by examining whether certain values of one variable tend to be associated with specific values of other variables, chi-square determines whether there is a meaningful relationship present and if the variables are more likely to be associated, than whether the relationship would happen by chance. In using chi-square to examine the association between variables, "there is no causal relationship, but a pattern of clustering may exist at best" (Weinbach & Grinnell, 1987). Cross-tabulation is one of the simplest ways to determine if a significant relationship exists between two variables.

Limitations

The survey data used in this research is secondary and was originally conducted for a study examining the perceptions of police officers regarding the First Nations Policing Program. This is a limitation since questions relating to job satisfaction were

secondary in the original research and the survey instrument did not include a large number of items related specifically to job satisfaction. Alderson-Gill & Associates survey did not thoroughly investigate different dimensions of job satisfaction, and as a result, the investigator can only examine the responses to a limited number of survey items that asked about job satisfaction. For instance, it was not possible to examine Herzberg's two-factor theory of job satisfaction comprehensively as survey questions solicited perceptions of intrinsic and extrinsic factors in relation to job satisfaction. Therefore, analysis could not be conducted to determine whether intrinsic factors are related to satisfaction and extrinsic factors are related to dissatisfaction.

Another limitation in terms of the data analyses is that logistic regression could not be conducted to determine predictors and determinants of job satisfaction as there was not a dichotomous variable of job satisfaction. Another reason regression could not be conducted is because the dataset was too small and the data had little variation in that most officers were satisfied with their jobs.

Due to the fact that the study uses information about the self-reported job satisfaction of officers in Aboriginal communities in Canada, the findings may not be generalizable to officers working in other communities, or nations. Another limitation is that the survey did not solicit response from officers working in urban areas, so it does not include the satisfaction of municipal officers who might interact with urban Aboriginal peoples.

As previously mentioned, some officers were not included in the sample because approval was not received from their managers. This is a limitation because the excluded officers could have contributed to the findings. In addition, the response rate from the

surveys sent to officers in Québec SAs was quite low. Thus, the findings are unlikely to be generalizable to officers policing Québec First Nations.

Due to the sample size and proportion of officers who reported job satisfaction, predictors of job satisfaction could not be examined in this study. Intrinsic and extrinsic factors and their impact on satisfaction and dissatisfaction, respectively, could not be analyzed either. Furthermore, survey data does not provide a rich detail of the findings like qualitative data does.

Research (Judge, Heller, Mount, 2002; Saari & Judge, 2004) on the perceived level of job satisfaction of employees has suggested that the personalities of employees, in general (not specifically police officers), plays a role in their job satisfaction. Although it may be argued that policing is different than other occupations, police officers' personalities may in fact play a role in their level of job satisfaction. As the survey instrument did not specifically assess those factors, this information is not available. Conducting follow-up surveys to gather this data was not plausible as the respondents in this study were anonymous and many officers could have transferred since 2007. As a result, inquiring about these issues may be of interest to investigators in future studies.

Chapter Four: Analysis and Findings

This chapter presents the findings of the research examining the job satisfaction of officers policing Aboriginal communities. First, the characteristics of the sample are described. In the pages that follow, the results of chi-square tests examining the relationships between demographic, environmental, job-related, and organizational characteristics and officers' perceptions of whether their satisfaction is impacted by intrinsic and extrinsic dichotomous variables of satisfaction are reported. These factors are also examined in relation to officers' overall satisfaction. The results of t-tests are also presented which examined differences in satisfaction among different groups in the sample.

Sample Characteristics

Of the total 317 respondents, 82.3% (n=261) were male and this closely resembles the prevalence of women (approximately 1:5) in the national policing population as the proportion of female officers was 17.9% of all officers in 2006 and increased slightly to 20.0% in 2012 (Burczycka, 2012). With respect to the age of officers, 23.0% of respondents were 30 years old or younger, 42.4% were between the ages of 31 and 40, and 42.4% of the respondents were over the age of 40. The average number of years in police work was 11.8. On average, respondents had spent 9.5 years policing Aboriginal communities and 9.7 years working for their current police service. Over two-thirds (68.8%) of the respondents self-identified as being Aboriginal and of these officers, 57.2% were Status and non-Status, 9.6% were Métis, and 1.9% were Inuit. Furthermore, 30.6% of officers were from isolated communities while 71.0% worked in non-isolated locations. Lastly, almost one-half (49%) of the respondents (n=155) were

RCMP members while the remainder were from the other police services (Alderson-Gill & Associates, 2008).

Table 4.1 presents the ethnocultural backgrounds of officers working for larger organizations (e.g., RCMP and OPP) and those working in SAs in 2007. In terms of their backgrounds and upbringing, a larger proportion of officers working in SAs had been raised in an Aboriginal family and community, and spoke an Aboriginal language. The larger agencies had fewer respondents (10.3%) who indicated they spoke an Aboriginal language. This finding may be indicative of fewer officers being Aboriginal or it could be a lack of language training for officers in their organizations, especially given the fact that there are several different types of Aboriginal languages and it would be difficult to provide language training to officers in a number of languages.

Table 4.1

Aboriginal Background of Officers Policing Aboriginal Communities, 2007

	Large Agencies %	SAs %	Total %
Officers Raised in an Aboriginal Family	27.7 (n=82)	31.4 (n=93)	59.1 (n=175)
Officers Raised in Aboriginal Community	19.2 (n=57)	25.6 (n=76)	44.8 (n=133)
Officers Who Speak an Aboriginal Language	10.3 (n=32)	13.9 (n=43)	24.2 (n=75)

A total of 317 respondents reported their level of educational attainment, and this is presented in Table 4.2. Overall, most of these officers had received some form of post-secondary degree or higher. Those who had a high school degree or less made up 21.8% of the sample, while officers with some post-secondary education comprised 33.4% of

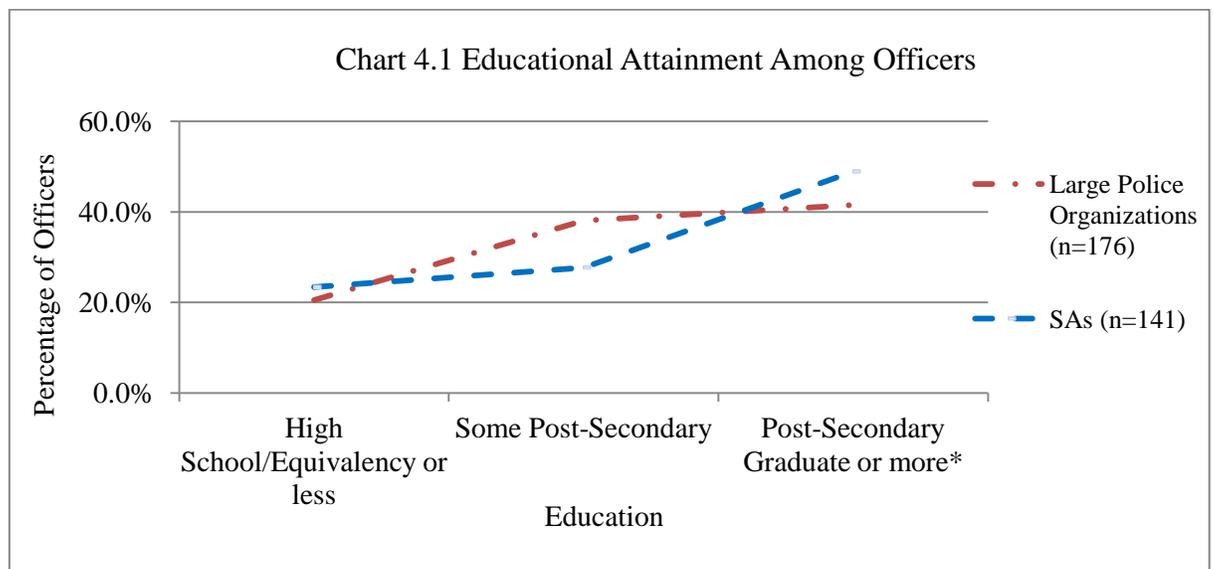
participants, and 44.8% had attained a post-secondary degree or more. As shown in Chart 4.2, a higher percentage of officers working in smaller police services had completed their post-secondary degree.

Table 4.2

Educational Attainment Among Officers Policing Aboriginal Communities, 2007

	Large Agencies %	SAs %	Total %
High School/Equivalency or less	20.5 (n=36)	23.4 (n=33)	21.8 (n=69)
Some Post-Secondary	38.1 (n=67)	27.7 (n=39)	33.4 (n=106)
Post-Secondary Graduate or more	41.5 (n=73)	48.9 (n=69)	44.8 (n=142)
Total %	100 (n=176)	100 (n=141)	100 (n=317)

Note: Two respondents indicated a graduate degree and both were from the RCMP dataset and have been subsumed under the post-secondary category.



Of 304 participants who reported their work environment, less than one-third (30.6%) worked in isolated communities and of those officers, 79.6% were male. Of the officers working in non-isolated communities, 82.8% were males. Officers who self-identified as

being Aboriginal were more likely to be working in non-isolated communities (76.9%) than in isolated locations. Of those officers working in isolated communities, 62.4% were employed with larger organizations (e.g., OPP/RCMP).

In terms of the policing roles and experience, there were few differences between those working in isolated and non-isolated communities. Those working in isolated communities had, on average, slightly less years of experience (10.6 and 12.4 years, respectively). This may be due to the fact that younger officers or those with less experience are typically deployed to isolated locations (Stewart, 2011, p. 46). A total of 66.7% of officers working in isolated communities were patrol officers, while patrol officers made up 71.6% of respondents from non-isolated communities. Officers working in supervisory roles (e.g., a corporal or higher) accounted for 33.3% of respondents working in isolated communities, while 28.4% of those in non-isolated communities were in supervisory roles.

Analysis

As reported in Chapter 3, three dependent variables of job satisfaction were created to measure officers' perception of satisfaction as well as their perception of the impact that intrinsic and extrinsic factors have on their satisfaction. The following paragraphs describe these variables and how they were constructed.

Overall Job Satisfaction

The first dependent variable examined was overall job satisfaction, which was the sum of two survey items: "On the whole I find my work satisfying" and "My job gives me a great deal of personal satisfaction". A Cronbach's Alpha test was conducted for this project and the alpha coefficient for these two survey items was .893. According to Bland & Altman (1997, p. 572), this alpha coefficient suggested that the items had relatively high internal

consistency. The responses to these items were split into two groups: those who strongly agreed and all others. All others included those who agreed, somewhat disagreed, or strongly disagreed with the statement. As a result, the analyses considered only those who reported the highest levels of satisfaction (a rationale for that decision is reported below).

Perceptions of Intrinsic Factors and Satisfaction

A dependent variable was created measuring officers' perceptions of the intrinsic aspects of their jobs. This variable was created by summing the following three survey items: "Having a positive impact on Aboriginal public security is a big factor in my job satisfaction", "Having a positive impact on Aboriginal justice problems is a big factor in my job satisfaction" and, "Being a role model for local youth is a big factor in my job satisfaction". These aspects of the job identified internal motivators, such as responsibilities and achievements of the work. The alpha coefficient for the three items was .659, which suggested that the items had satisfactory internal validity (Bland & Altman, 1997, p. 572).

Perceptions of Extrinsic Factors and Satisfaction

A third dependent variable analyzed was the relationship between officers' perception of the impact of extrinsic factors and job satisfaction. This variable was created by summing up two questions solicited in the survey: "The solidarity and loyalty among my fellow officers is a big factor in my job satisfaction" and "The pay and fringe benefits constitute a big factor in my job satisfaction"³. Consistent with other job satisfaction research, inter-personal relations among employees and salary and benefits

³ A factor analysis was also conducted for these two items and the results demonstrated that the two items were identical, therefore, it was difficult to differentiate the items. The extraction method used for this analysis was principal component analysis.

were considered extrinsic aspects of the job (Goetz, et al., 2012, p. 474). It was recognized that when conducting a Cronbach's Alpha test, the alpha coefficient was very low (.316) which suggested that the items had low consistency. In order to determine whether there were different results examining each item separately, chi-square analyses were conducted with these two survey items separately and there were no statistically significant results. Therefore, the dependent variable of the two items summed was utilized for the analyses.

Dependent Variables

The three dependent variables presented above, overall satisfaction, and officers' perception of intrinsic and extrinsic factors in relation to satisfaction, were divided into two subcategories: those that "strongly agreed" with the statements, and all others. The decision to make the classification into only two groups was made because the researcher wanted to focus upon those who felt the most satisfied with their job. One consequence of this decision is that the number of respondents who "strongly agreed" for the perceptions of intrinsic and extrinsic factors and satisfaction were relatively low (n=25, n=11, respectively). A parallel series of analyses were conducted on dependent variables that summed the "strongly agreed" and "somewhat agreed" responses and the results were similar to those reported below, therefore, this variable was used in Table 4.3 to identify the overall number of officers who were generally and strongly satisfied with their jobs. The chi-square analyses were conducted using the former dependent variables described above (those who "strongly agreed" with the statements versus all others) and the results are described below.

Findings

In order to demonstrate the satisfaction of officers who strongly agreed and somewhat agreed that they were satisfied with their jobs, overall satisfaction was divided into three categories, high, medium, and low. Most respondents had medium satisfaction (49.2%), while a third had high satisfaction (31.3%). Furthermore, a total of 25 officers indicated that intrinsic factors impact their satisfaction while 11 indicated that extrinsic factors impact their satisfaction.

Table 4.3

Summary of Officer Satisfaction and Dissatisfaction

	Overall Satisfaction	Overall Dissatisfaction
High	252 (79.5%)	155 (48.9%)
Low	65 (20.5%)	162 (51.1%)
Total	317 (100%)	317 (100%)

*Note: Percentages of high overall satisfaction and dissatisfaction variables will not equal 100 as these are variables separate from one another and they do not use the same survey items as measurements for each.

In order to better understand the relationships between variables in the study, chi-square analyses were conducted and these results are presented in the six tables that follow. A separate table was constructed for each dependent variable examined. The independent variables considered in the analyses included demographic, environmental, job-related, and organizational characteristics.

Table 4.4

Overall Job Satisfaction of Officers Policing Aboriginal Communities (n = 317)

Nominal Variables – Chi-Square Analyses	%
Rank ($\chi^2 = .000$, $df = 1$, $p = .983$)	

Constable (n = 219)	70.4
Corporal and higher (n = 92)	29.6
Organizational Size ($\chi^2 = .747, df = 1, p = .387$)	
Large (e.g., RCMP/OPP) (n = 176)	55.5
Small (n = 141)	44.5
*Aboriginal Officer ($\chi^2 = 13.285, df = 1, p = .000$)	
Yes (n = 214)	68.8
No (n = 97)	31.2
Isolated Community ($\chi^2 = 1.822, df = 1, p = .177$)	
Yes (n = 211)	69.4
No (n = 93)	30.6
Education ($\chi^2 = 2.181, df = 2, p = .336$)	
High school or less (n = 69)	21.8
Some university or community college (n = 106)	33.4
College/university degree or higher (n = 142)	44.8
*Age ($\chi^2 = 8.006, df = 2, p = .018$)	
30 years and under (n = 71)	22.4
31 to 40 years (n = 131)	41.3
Over 40 years (n = 115)	36.3
Years of Policing Experience ($\chi^2 = .003, df = 1, p = .957$)	
Ten years and under (n = 157)	49.5
Over 10 years (n = 160)	50.5
<p>Dependent variable: Percentage of respondents who strongly agreed that on the whole they find their work satisfying and their job gives them a great deal of personal satisfaction (strongly agreed = 1; all others = 2).</p> <p>Valid percent was used so all values equal 100. However, some actual values of the number of respondents for each variable might not equal 317 as there were some missing values (missing cases were not included in the analysis).</p> <p>*Significant results at the $p \leq .05$ level of significance.</p>	

Table 4.3 presents the results from the chi-square analyses that were conducted to examine whether seven characteristics relating to the organization, environment, the job, and demographic-characteristics were significantly related to overall job satisfaction of officers. Consistent with the hypotheses, the Aboriginal status of the respondents was significantly related to overall job satisfaction ($\chi^2 = 13.285, df = 1, p = .000$). Aboriginal

officers (58.5%) reported having a significantly lower level of satisfaction than their non-Aboriginal counterparts (20.9%). This is a noteworthy finding, as higher satisfaction could, ultimately, influence the policing being provided to these communities. The age of officers was also found to have a statistically significant difference with overall job satisfaction ($\chi^2 = 8.006$, $df = 2$, $p = .018$). More specifically, officers 40 years or older were more likely than younger officers to be satisfied, however, this was not consistent with the hypothesis as it was hypothesized that younger officers would be more satisfied than older officers.

Neither the size of the organization, nor the rank of the officers had a significant relationship with overall job satisfaction. The first finding was inconsistent with the expectation that constables would have significantly different levels of satisfaction than officers at a corporal rank or higher. It was also expected that the size of the organization would influence satisfaction. For example, within a larger organization there may be more opportunities for advancement and promotion, whereas working in smaller agencies may be less bureaucratic. However, the findings indicated that officers tended to have similar satisfaction, regardless of whether they were working in smaller or larger policing organizations.

Working in an isolated community and having a post-secondary education were not significantly related to whether officers were strongly satisfied. Similarly, there were no statistically significant relationships between officers' policing experience and strong satisfaction. Chi-square tests were also conducted examining satisfaction of officers with 15 or less years of experience and all others, as well as officers with 20 or less years of experience and all others, and the findings were parallel to those reported above.

An examination of intrinsic satisfaction was also conducted and these results are presented in Table 4.4. Chi-square analyses were conducted to examine whether there was a difference in the proportion of officers who reported that their job satisfaction was influenced by intrinsic factors (e.g., the impact that their work has on the public) and whether this was related to demographic and organizational factors. The results revealed that there were no statistically significant relationships between officers who strongly agreed that intrinsic factors influenced their satisfaction and their rank, the respondents' level of education, organizational size, whether they worked in an isolated community, or if they were of Aboriginal ancestry.

Table 4.5

Officers' Perceptions of Intrinsic Factors and Job Satisfaction (n = 317)

Nominal Variables – Chi-Square Analyses	%
Rank ($\chi^2 = .033, df = 1, p = .857$)	
Constable (n = 219)	70.4
Corporal and higher (n = 92)	29.6
Organizational Size ($\chi^2 = .790, df = 1, p = .374$)	
Large (e.g., RCMP/OPP) (n = 176)	55.5
Small (n = 141)	44.5
Aboriginal Officer ($\chi^2 = .056, df = 1, p = .813$)	
Yes (n = 214)	68.8
No (n = 97)	31.2
Isolated Community ($\chi^2 = .375, df = 1, p = .540$)	
No (n = 93)	30.6
Yes (n = 211)	69.4
Education ($\chi^2 = .118, df = 1, p = .943$)	
High school or less (n = 69)	21.8
Some university or community college (n = 106)	33.4
College/university degree or higher (n = 142)	44.8

Age ($\chi^2 = 1.710, df = 2, p = .425$)	
30 years and under (n = 71)	22.4
31 to 40 years (n = 131)	41.3
Over 40 years (n = 115)	36.3
Years of Policing Experience ($\chi^2 = .985, df = 1, p = .321$)	
Ten years and under (n = 157)	49.5
Over 10 years (n = 160)	50.5
<p>Dependent variable: Percentage of respondents who strongly agreed that having a strong positive impact on Aboriginal justice problems, being a role model for local youth, and having a positive impact on Aboriginal public security were all big factors in their job satisfaction (strongly agreed = 1; all others = 2).</p> <p>Valid percent was used so all values equal 100. However, some actual values of the number of respondents for each variable might not equal 317 as some items had missing values (missing cases were not included in the analysis).</p>	

Table 4.5 reveals the findings from the analyses of the extrinsic dependent variable (e.g., officers who strongly agreed that pay, and officer solidarity and loyalty were important in terms of their job satisfaction). The analyses demonstrated there were no statistically significant relationships between those who reported that their satisfaction was influenced by extrinsic factors and the seven demographic, organizational, environmental, or job-related characteristics examined.

Table 4.6

Officers' Perceptions of Extrinsic Factors and Job Satisfaction (n = 317)

Nominal Variables – Chi-Square Analyses	%
Rank ($\chi^2 = .029, df = 1, p = .864$)	
Constable (n = 219)	70.4
Corporal and higher (n = 92)	29.6
Organizational Size ($\chi^2 = 3.682, df = 1, p = .055$)	
Large (e.g., RCMP/OPP) (n = 176)	55.5
Small (n = 141)	44.5
Aboriginal Officer ($\chi^2 = 1.081, df = 1, p = .298$)	
Yes (n = 214)	68.8

No (n = 97)	31.2
Isolated Community ($\chi^2 = 3.084, df = 1, p = .079$)	
No (n = 93)	30.6
Yes (n = 211)	69.4
Education ($\chi^2 = 1.874, df = 2, p = .392$)	
High school or less (n = 69)	21.8
Some university or community college (n = 106)	33.4
College/university degree or higher (n = 142)	44.8
Age ($\chi^2 = .930, df = 2, p = .628$)	
30 years and under (n = 71)	22.4
31 to 40 years (n = 131)	41.3
Over 40 years (n = 115)	36.3
Years of Policing Experience ($\chi^2 = .076, df = 1, p = .783$)	
Ten years and under (n = 157)	49.5
Over 10 years (n = 160)	50.5
Dependent variable: Percentage of respondents who strongly agreed that the pay and fringe benefits and the solidarity and loyalty among their fellow officers were big factors in their job satisfaction (strongly agreed = 1; all others = 2). Valid percent was used so all values equal 100. However, some actual values of the number of respondents for each variable might not equal 317 as some items had missing values (missing cases were not included in the analysis).	

Supplementary Analysis

In addition to addressing the seven hypotheses, a series of supplementary analyses were conducted. These analyses enabled the investigator to explore the data more comprehensively. Using the same set of independent variables, the first series of analyses examined an indicator of overall job dissatisfaction, and this is followed by analyses that added three additional indicators of cultural, demographic, and environmental factors.

Overall Dissatisfaction

Three survey items were summed to create a single dependent variable of overall dissatisfaction, and they included: “I often have trouble figuring out whether I’m doing

well or poorly at this job”, “The amount of work I’m expected to do makes it difficult for me to do my job well”, and “Almost none of the work I do stirs up my enthusiasm”⁴.

Overall dissatisfaction was examined by categorizing those who strongly agree and agree versus all other responses. The variable was examined this manner because the number of officers who reported that they strongly agreed among all three survey items of dissatisfaction was very low (n=2) which did not provide enough cases to conduct a valid analyses (e.g., there would have been fewer than five cases in some chi-square cells).

The findings from the analysis, reported in Table 4.6, revealed that there was not a statistically significant difference with the two categories of overall dissatisfaction.

Table 4.7

Overall Job Dissatisfaction of Officers Policing Aboriginal Communities (n = 317)

Nominal Variables – Chi-Square Analyses	%
Rank ($\chi^2 = 2.250, df = 1, p = .134$)	
Constable (n = 219)	70.4
Corporal and higher (n = 92)	29.6
Organizational Size ($\chi^2 = 1.806, df = 1, p = .179$)	
Large (e.g., RCMP/OPP) (n = 176)	55.5
Small (n = 141)	44.5
Aboriginal Officer ($\chi^2 = 3.573, df = 1, p = .059$)	
Yes (n = 214)	68.8
No (n = 97)	31.2
Isolated Community ($\chi^2 = .005, df = 1, p = .945$)	
No (n = 93)	69.4
Yes (n = 211)	30.6
Education ($\chi^2 = 4.456, df = 2, p = .108$)	
High school or less (n = 69)	21.8

⁴ A Cronbach’s Alpha analysis was conducted on the relativity between these three questions and the results were .534, demonstrating that they are not similar to one another.

Some university or community college (n = 106)	33.4
College/university degree or higher (n = 142)	44.8
Age ($\chi^2 = 1.336, df = 2, p = .513$)	
30 years and under (n = 71)	22.4
31 to 40 years (n = 131)	41.3
Over 40 years (n = 115)	36.3
Years of Policing Experience ($\chi^2 = .030, df = 1, p = .863$)	
Ten years and under (n = 157)	49.5
Over 10 years (n = 160)	50.5
Dependent variable: Percentage of respondents who strongly agreed and agreed that they often had trouble figuring out whether they're doing well or poorly at this job, the amount of work they're expected to do makes it difficult for them to do their job well, and almost none of the work they do stirs up their enthusiasm (strongly agreed and agreed = 1; all others = 2). Valid percent was used so all values equal 100. However, some actual values of the number of respondents for each might not equal 317 as there were some missing values. Missing cases were not included in the analysis.	

Job Satisfaction and Demographic/Cultural Factors

Several additional factors were also examined in terms of overall satisfaction, which were not included in the initial hypotheses reported in Chapter 1. These factors included gender, whether or not officers were raised by an Aboriginal family or grew up on a First Nation (reserve). It was hypothesized that these analyses would shed light on how one's gender and lived experiences shape satisfaction in Aboriginal policing roles. These results are presented in Table 4.7.

Table 4.8

Overall Job Satisfaction and Demographic/Cultural Factors (n = 317)

Nominal Variables – Chi-Square Analyses	%
Gender ($\chi^2 = 3.823, df = 1, p = .051$)	
Male (n = 256)	82.3
Female (n = 55)	17.7
*Raised by an Aboriginal Family ($\chi^2 = 11.468, df = 1, p = .001$)	

Yes (n = 175)	59.1
No (n = 121)	40.9
Raised in a Mainly Aboriginal Community ($\chi^2 = 2.739, df = 1, p = .098$)	
Yes (n = 133)	44.8
No (n = 164)	55.2
Grew up on a First Nations Reserve ($\chi^2 = 2.982, df = 1, p = .084$)	
Yes (n = 108)	37.4
No (n = 181)	62.6
Speaks Aboriginal Language ($\chi^2 = .549, df = 1, p = .459$)	
Yes (n = 75)	24.2
No (n = 235)	75.8
Live in Community that You are Serving ($\chi^2 = .080, df = 1, p = .778$)	
Yes (n = 189)	61.0
No (n = 121)	39.0
Family Members in Community You Police ($\chi^2 = 2.677, df = 1, p = .102$)	
Yes (n = 135)	43.4
No (n = 176)	56.6
<p>Dependent variable: Percentage of respondents who strongly agreed that on the whole they find their work satisfying and their job gives them a great deal of personal satisfaction (strongly agreed and agreed = 1; all others = 2).</p> <p>Valid percent was used so all values equal 100. However, some actual values of the number of respondents for each might not equal 317 as there were some missing values.</p> <p>*Significant results at the $p \leq .05$ level of significance.</p> <p>Missing cases were not included in the analysis.</p>	

The results of these analyses demonstrated that there was one statistically significant difference between one's lived experiences and their overall job satisfaction. Officers who were raised by an Aboriginal family had lower levels of job satisfaction than those not raised by an Aboriginal family ($\chi^2 = 11.468, df = 1, p = .001$). None of the other variables including being raised in an Aboriginal community, gender, speaking an Aboriginal language, or whether they lived in the community where they worked or had

family members in the community they policed, had a significant association with a strong level of overall job satisfaction.

Problems in the Community

It is plausible that environmental factors, such as community dysfunction, influence job satisfaction and that officers working in places with more crime and social problems would have lower job satisfaction. Crime and social problems may be a result of deeper historical issues such as colonialism or residential schools and in order to examine whether it was related with the satisfaction of officers, a number of analyses were conducted, and the results are reported in Table 4.8. The analyses revealed that there was a statistically significant difference between overall satisfaction and two of the independent variables considered. First, a high level of social disorder (which was indicated by the survey item: “High levels of Social Disorder” with a scale of “very serious”, “somewhat serious”, “not too serious”, and “not at all serious”) had a statistically significant relation with overall officer dissatisfaction ($\chi^2 = 5.340$, $df = 1$, $p = .021$). Officers who reported very and somewhat serious levels of social disorder were more likely to report higher dissatisfaction.

The second indicator with a statistically significant association with satisfaction was the relationship between police and community members. Those who reported there was an excellent or good relationship were more likely to report lower dissatisfaction ($\chi^2 = 5.248$, $df = 1$, $p = .022$). There is an intuitive conceptual appeal to this finding as officers who feel more welcomed or accepted by the community may also feel more positive about their work because there are not poor relationships between the police and the community. These findings could also be indicative of effort put forth in the

community by officers' predecessors in the agency or detachment. Some officers may put forth great effort to maintain strong working relationships with members of the community while other officers may have priorities that are higher than maintaining good police-community relations. Either way, this is understandable that relationships between the police and the community would have an influence on officer satisfaction.

Table 4.9

Officers Perceptions of Problems in the Community and Overall Job Dissatisfaction
(N=317)

Nominal Variables – Chi-Square Analyses	%
High Levels of Violent Crime ($\chi^2 = .296, df = 1, p = .586$)	
Very Serious and Somewhat Serious (n = 221)	72.0
Not too Serious and Not at all Serious (n = 86)	28.0
*High Level of Social Disorder ($\chi^2 = 5.340, df = 1, p = .021$)	
Very Serious and Somewhat Serious (n = 234)	76.2
Not too Serious and Not at all Serious (n = 73)	23.8
Gang Activity ($\chi^2 = .764, df = 1, p = .382$)	
Very Serious and Somewhat Serious (n = 113)	37.0
Not too Serious and Not at all Serious (n = 192)	63.0
High Poverty and Unemployment ($\chi^2 = .663, df = 1, p = .416$)	
Very Serious and Somewhat Serious (n = 227)	73.9
Not too Serious and Not at all Serious (n = 80)	26.1
Difficulty Getting/Keeping Police Officers ($\chi^2 = .732, df = 1, p = .392$)	
Very Serious and Somewhat Serious (n = 186)	61.6
Not too Serious and Not at all Serious (n = 116)	38.4
Family Violence ($\chi^2 = .948, df = 1, p = .330$)	
Very Serious and Somewhat Serious (n = 267)	86.4
Not too Serious and Not at all Serious (n = 42)	13.6
High Levels of Property Crime ($\chi^2 = 1.206, df = 1, p = .272$)	

Very Serious and Somewhat Serious (n = 209)	67.9
Not too Serious and Not at all Serious (n = 99)	32.1
*Relationship Between Most Members in the Community and Police ($\chi^2 = 5.248, df = 1, p=.022$)	
Excellent and Good (n = 183)	60.0
Fair and Poor (n=122)	40.0
Dependent variable: Percentage of respondents who strongly agreed that on the whole they find their work satisfying and their job gives them a great deal of personal satisfaction (strongly agreed and agreed = 1; all others = 2). Valid percent was used so all values equal 100. However, some actual values of the number of respondents for each might not equal 317 as there were some missing values. *Significant results at the p=.05 level of significance. Missing cases were not included in the analysis.	

It is possible that job dissatisfaction is manifested in the desire to quit one's job. In order to examine that proposition, turnover intention (e.g., whether officers intended on resigning) was also examined in a separate series of analyses. One survey item asked respondents, "Given your experiences to date, do you hope to be a police officer in your current police service five years from now" which was used in chi-square analyses. The findings from the analyses demonstrated that those who somewhat or very much hoped that they were not in their current police service in five years (n=48, or 17.2%) was not significantly related to either overall job satisfaction or dissatisfaction. These results were not presented in a separate table.

Chi-square analyses were used in the findings reported above as those variables were of nominal level. In order to exhaust all potential analyses, a series of t-tests were also conducted on ratio-level indicators. The independent variables examined were years of service, the age of the respondent, years working with their present police service, and years spent policing Aboriginal communities. T-tests enabled comparisons of the averages between different groups. The results of these analyses revealed that there were

no statistically significant differences between officers who reported strong job satisfaction and those that did not based on the measures of age ($p=.181$), years of police service ($p=.432$), years working with current police service ($p=.880$), and years spent policing Aboriginal communities ($p=.119$). These results were not presented in a separate table.

Although not included in the tables above, gender was also analyzed in relation to the dependent variables in the study. The chi-square analyses demonstrated that gender was not significantly associated with any of the variables. When examined in relation to overall job satisfaction, a higher proportion of males reported more satisfaction than females. However, the findings were non-significant ($p=.051$).

Summary

Table 4.10

Summary of Findings

	Non-Aboriginal Officer	Older Officer	Officer Not Raised by Aboriginal Family	Higher Levels of Social Disorder	Poor Community Relationships
Overall Satisfaction	X	X	X		
Overall Dissatisfaction				X	X

“X” refers to a statistically significant difference at the $p \leq .05$ level of significance.

Overall, the results of the analysis presented above demonstrated that only a few of the independent variables were statistically significant when it came to differences between officers with strong satisfaction and those without. These results are summarized in Table 4.9. Aboriginal officers and those raised by an Aboriginal family

had lower levels of overall job satisfaction, while older officers had higher levels of overall job satisfaction. With respect to overall dissatisfaction, by contrast, officers working in Aboriginal communities with higher social disorder and weaker relationships with the community expressed stronger dissatisfaction. The implications of those findings are discussed in Chapter 5.

Chapter Five: Conclusion

The results of this study lend themselves to informing research specific to job satisfaction and the practice of Aboriginal policing in Canada. Associations between the overall satisfaction of officers policing Aboriginal communities and work-related, environmental, demographic, and organizational factors of the job were examined using chi-square analysis. With the sole exception of officers with and without post-secondary education having non-significant differences in terms of their job satisfaction, none of the remaining seven hypotheses were validated. However, a number of the supplementary analyses were statistically significant. The following discussion highlights the key findings of the study and provides a short discussion about the differences between statistical and operational significance. Although there are limitations when using secondary data, this study unearthed some relevant findings about job satisfaction in policing and there are several policy implications and suggestions for further research that arose from this project. Potential explanations for the results are also considered.

Discussion

One of the most important findings in this study was that officers policing Aboriginal communities in 2007 reported that they were generally satisfied with their jobs. A review of the overall satisfaction variable indicated that 20.5% of the participants strongly agreed that they were satisfied with their jobs. When dividing overall satisfaction into three categories, high, medium, and low, most respondents had medium satisfaction (49.2%), while a third had high satisfaction (31.3%). While this was an important finding, the manner in which the data were classified (in nominal

classification) and a lack of variation in the dependent variable made some forms of analyses (e.g., linear regression) inappropriate to use as most of the officers were satisfied with their jobs.

The results of the analyses in Chapter 4 revealed that non-Aboriginal officers, older respondents, and officers not raised by Aboriginal families⁵ had higher overall satisfaction than their respective counterparts, and those differences were statistically significant. With respect to overall dissatisfaction, respondents who were policing communities with higher levels of social disorder reported being more dissatisfied. Furthermore, those working in places with good or excellent relationships between the police and the community also expressed more job satisfaction. Both of these differences were also statistically significant.

A review of prior research shows that the age of officers has been found to be consistently related to their job satisfaction. Statistically significant relationships have been found between job satisfaction and age, and some scholars have found that there were “U” shaped relationships between officer age and their job satisfaction, and that the youngest and oldest officers report the highest levels of satisfaction (Dantzker, 1994a). The findings in this study are consistent with some prior studies examining age and job satisfaction of officers (Mire, 2005) in that age is statistically significantly associated with the job satisfaction of officers. However, the age group reporting the highest satisfaction were officers 40 years and older which disproved the hypothesis. This suggests that as officers age they may become more satisfied and rank, authority, and control could account for this satisfaction.

⁵ This refers to either Aboriginal or non-Aboriginal officers who have been raised in non-Aboriginal families.

One finding of interest was that officers working in isolated locations did not report significantly lower satisfaction. Policing these communities may be a challenge for some officers due to the remote locations and high cost of living. However, isolated postings are typically short-term placements in long careers; officers are only posted in these communities for two to four years. In addition to common job-related stress related to policing, officers working and living in rural areas experience unique stressors (Oliver & Meier, 2004; Page & Jacobs, 2011) including attempts to intimidate them and threats to one's family (Lithopoulos & Ruddell, 2011). Officers policing isolated locations describe that community members make little distinction between on- and off-duty officers (Cook et al, 2009, p. 12) and their lives have been described as being in a fishbowl (Thomson & Clairmont, 2013). As a result, recruiting officers to work in isolated locations can be difficult. Experienced officers may be reluctant to apply for these positions as they are likely to have families and they may not want to move them to remote locations as there could be fewer employment opportunities for their spouse or educational opportunities for their children. As a result, these postings may be more likely to be staffed by officers in the early stages of their careers and they may have higher levels of satisfaction as they are enthusiastic about their jobs. However, this could also have negative outcomes as officers who are posted to isolated locations may experience burnout and distaste for the work early on in their careers which could result in job dissatisfaction.

The literature identified a number of possible systemic barriers that exist within the hiring process in policing (Jones, Sharpe, Vaughan & Boehmer, 2010, p. 1) and according to Turpel-Lafond (2006, p. 4), the integration of Aboriginals into the labour

force, specifically in policing, depends on education. Becoming a viable candidate for a police agency often requires access to resources, family support, or completing the application entrance requirements which are issues related to education. Furthermore, a disparity exists between education levels among the Aboriginal population and non-Aboriginal population in Canada (Richards, 2008, p.3).

While further education might be a predictor of success in obtaining a policing job, the findings indicated that there were no significant differences between officers with a high school degree, some college/university, or those who had completed a post-secondary degree. Although advanced education may be associated to the job satisfaction in careers, such as teaching or engineering, education beyond high school is not associated with officer satisfaction in this sample. Thus, these findings are consistent with other prior empirical work on job satisfaction and policing in that education was not significantly related with job satisfaction (Dantzker, 1994a; Griffin, Dunbar & McGill, 1978).

The analysis demonstrated a statistically significant association between overall satisfaction and race; although, it was in an unexpected direction as non-Aboriginal officers were more satisfied than their Aboriginal counterparts. The reasons for this finding require further inspection, but a number of factors might be associated with lower satisfaction. First, it is possible that Aboriginal officers become disillusioned with their work. Second, Aboriginal officers employed in small stand-alone self-administered police services may feel trapped within their agencies as there are limited opportunities for career advancement, job diversification, or working in other locations.

Another potential explanation for lower job satisfaction among Aboriginal officers is they may feel unwelcomed in the police agency because there are not many officers that share their diverse characteristics (Van Ewijk, 2011, p. 82). Van Ewijk (2011) also notes that a potential reason for minority officers leaving the police organization sooner than planned may be because of the traditional and conservative ideologies present in policing. Ultimately, Waters et al. (2007) conclude that the total quality of police service provided to local ethnic minority communities is key in recruiting and maintaining minority officers.

A priority of the FNPP is that officers policing First Nations provide culturally-appropriate policing services in the community (Public Safety Canada, 2010, p. 12). While the 2010 evaluation of the FNPP stated that part of “culturally-appropriate policing” includes a focus on crime prevention, community awareness, and recognizing the impacts of colonialism on the Aboriginal population, cultural sensitivity has not been defined by Public Safety Canada *per se*. Due to the diversity of First Nations communities, the issue of culturally relevant policing is complex. Not only is each First Nations community distinctive due to its traditions and practices, but some communities may also prefer a more “standard Euro-Canadian cultural practice” (Public Safety Canada, 2010, p. 12). Policing, from a “western approach” may also conflict with the cultural expectations of an Aboriginal officer (Wood, 2002). Furthermore, the value of linguistic and cultural backgrounds is acknowledged by the First Nations Policing Program to be an element of responsive and effective policing.

The finding that non-Aboriginal officers were more satisfied than Aboriginals could inform practice. For example, instead of focusing on the demographics of officers

policing these communities, perhaps Aboriginal policing models should focus on the personality of the individual and how they may best provide policing services. Screening or interviewing could be held to determine the most appropriate officers for the locations. This finding bears further scrutiny as it could have an influence on the effectiveness of the service provided as satisfaction has been linked to job performance (Dantzker & Surette, 1997).

Consistent with this emphasis on community relationships and culturally-appropriate policing, one important finding is that officers policing in communities that had less serious social disorder had statistically significant lower levels of dissatisfaction than officers who reported serious or very serious social disorder in their community. Furthermore, officers who reported there were more positive relationships between the police and the community also had statistically significant lower dissatisfaction. Both of these findings have a common-sense appeal: when community conditions are more positive and officers enjoy the goodwill of the people, they are apt to be more content with their jobs.

Given that language can be a barrier between community members and the police, it is also interesting to note that there were non-significant associations between speaking an Aboriginal language and officers' satisfaction. This can be seen as a positive finding because it can be difficult to recruit officers to police Aboriginal communities who speak the traditional language of the community. It is important to recognize that there are dozens of Aboriginal languages in Canada and that just because an officer is of Aboriginal ancestry does not mean that they will speak the language used in the community or even speak an Aboriginal language at all.

It was predicted that officers with fewer years of policing experience would have higher levels of overall satisfaction. The analyses revealed that there were no significant relationships between one's policing experience and satisfaction. One potential reason for this finding is that officers "self-select" Aboriginal policing as a specialty. In the largest employer of Aboriginal officers, the RCMP, officers must volunteer for an isolated or Northern posting. Officers in SA Aboriginal police services, by contrast, might apply for these jobs as they see their policing role as "helping their people". One of the questions in the survey specifically asked about motivations for Aboriginal policing and 94.4% of Aboriginal respondents reported that they strongly agreed or agreed that police work is a good way to help people. Additionally, 79.4% of Aboriginal respondents reported that it was very important for them to do a job that helps people. The number of Aboriginal respondents that felt this was very important to them was significantly higher than non-Aboriginal respondents ($p=.048$). This could be because the number of non-Aboriginal respondents comprised only 31.2% of the sample.

While the results revealed that there were few statistically significant differences in the demographic, community-level, or operational characteristics and job satisfaction, it is important to understand that these factors might be operationally significant. In other words, a ten percent difference between two variables, such as low satisfaction and high likelihood of job turnover might not be a statistically significant outcome in a relatively small sample of officers. Yet, the turnover might have a profound impact on an agency. According to Duxbury and Higgins (2012, p. 42), 21% of officers in their study had high intent to turnover. Consequently, it may be fruitful to more closely examine relationships

that were “nearly” significant, such as gender and overall satisfaction (where the relationship had a $p=.051$).

Altogether, the results of this research tend to confirm prior studies of job satisfaction in police and security officer samples that reported that demographic variables do not have a strong association with job satisfaction (Carlan, 2007; Reiner & Zhao, 1999). Instead, community characteristics may play a more important role in shaping the satisfaction of officers. As a result, these findings have some implications for future research and policy formation.

Future Research

Several theoretical propositions were considered in this examination of job satisfaction. Herzberg’s (1968) theory of two-factor job satisfaction provided a foundation for this study in terms of examining intrinsic and extrinsic factors. Secondary data was used for this study; therefore, the survey items did not always lend themselves to specific elements of Herzberg’s theory. For example, one limitation of the analysis is that survey items measured officers’ perceptions of extrinsic factors in relation to satisfaction, not dissatisfaction. Herzberg (1968) suggests that satisfaction and dissatisfaction are two separate continuums and that intrinsic factors lead to satisfaction and extrinsic factors predict dissatisfaction. If the survey items relating to extrinsic elements of the job, such as relationships with co-workers and salary and benefits, had been phrased differently, further analyses could have been conducted. Furthermore, the salary and benefits of employees was not collected in the survey so this information was unavailable to analyze.

The analysis demonstrated that there were no statistically significant differences in terms of the variables examined and officers' perceptions of the impact that intrinsic and extrinsic factors have on their satisfaction. Most officers reported that intrinsic factors impacted their satisfaction. Further research should be conducted on officers' perceptions of intrinsic and extrinsic factors and their impact on their satisfaction and dissatisfaction, respectively, to determine whether this aligns with the Herzberg's (1968) research.

It is possible that if survey items that directly solicited information about intrinsic and extrinsic traits were used, that the results presented above might have differed. As a result, investigators conducting studies on job satisfaction in the future might create survey questions that enable them to fully test Herzberg's two-factor theory of job satisfaction. It might be fruitful to replicate the survey conducted by Alderson-Gill & Associates (2008) and additional questions relating specifically to the satisfaction and dissatisfaction could be added in order to conduct this research. In addition to informing the job satisfaction literature, such a replication would also enable the development of a longitudinal source of data pertaining to officer perceptions of Aboriginal policing in Canada (e.g., asking identical questions over a number of time periods, which would identify changes over time).

The data used in this study was originally collected in 2007 and there have been tremendous economical impacts across the country since that time. Duxbury and Higgins (2012) found that five percent of Canadian officers were dissatisfied with their jobs, yet, 30% of officers were dissatisfied with the ability to meet their career goals and the development opportunities available in their organization. This suggests that since 2007,

officers' job satisfaction could have decreased. Furthermore, Scharf and Priebe (2012) found that 55% of officers in a U.S. police department were satisfied, while 80% of them agreed that they would change police departments if seniority, pension, and benefits remained the same. The global recession that started in 2008 could have influenced job satisfaction since 2007, as officers may have experienced budget cuts to operations, and training and replacement equipment, and this could have limited opportunities or the experience of the job could have been transformed. Other officers might express less satisfaction today as they feel "trapped in jobs" that they might not like, but stay in their positions because there are fewer opportunities in the labour market. By replicating the survey used in this study, it would be valuable to compare it with the data from 1996 and 2007 to identify any changes in satisfaction and to verify results of other recent research on officer satisfaction.

While Canadians tend to think of Aboriginal policing as a unique form of policing, it is also present in other nations. Although comparative studies have shed light on the differences between Aboriginal policing arrangements in Canada and elsewhere, we have very little direct knowledge of officer attitudes, perceptions, or behaviours in other places. Consequently, surveys could also be conducted with officers working in police agencies in other nations with high proportions of Aboriginal persons, such as Australia, New Zealand, and the U.S. to compare officer satisfaction at a global level.

Another potentially valuable area of policing research would be to compare satisfaction of officers policing Aboriginal communities and municipal police officers. By examining different policing approaches, this research could inform policy development surrounding models of Aboriginal policing and whether rural or reserve

policing models should take on elements of municipal policing services. This recommendation might be more relevant in municipal police services in communities with high proportions of urban Aboriginal residents, such as Calgary, Edmonton, Regina, Saskatoon, and Winnipeg.

One limitation of this study is that indicators of officer personality traits were not examined in relation to satisfaction. Prior research conducted in this area has indicated that personality does play a factor in satisfaction (House, Shane & Herold, 1996, p. 204; Saari & Judge, 2004, p. 396). Therefore, this is an area in which future research should be conducted. The dispositional theory of job satisfaction should also be investigated in order to examine whether an individual's disposition has a significant impact on job satisfaction as other studies have demonstrated (Saari & Judge, 2004; Shane & Herold, 1996; Tuch & Martin, 1991).

Another limitation in this study was that Québec police services are under-represented in the Alderson-Gill & Associates (2008) data. This is a significant limitation because of the distinctive policing arrangements in that province. Curtis (2013) reported that officers from the Sûreté du Québec typically police Aboriginal communities in a short-term manner, where they are transported to the community from their permanent assignments for a week or ten days and then return to their permanent jobs. Such an approach would not enable these officers to develop comprehensive knowledge of the places or peoples they police. Community members, may, in turn, resent these short-term rotations of "outsiders" who have very little investment in Aboriginal policing. This approach to policing bears further scrutiny as the officers

posted temporarily to these places may have even less satisfaction due to their reception by the community as outsiders.

Most published studies of job satisfaction have been carried out using quantitative analyses of data obtained from surveys. Such methodological approaches enable investigators to solicit information from a large number of respondents. While the current study followed that model, it would be valuable to use qualitative research methods to examine the seven hypotheses related to job satisfaction. Researchers could conduct semi-structured interviews with police officers and ask questions relating specifically to satisfaction. Interviews may be the preferred method of data collection as focus groups may hinder the participants' ability to speak freely and honestly about their satisfaction in their career. Qualitative methods would lead to a rich source of information and result in unearthing themes and meanings present in officer satisfaction that are not captured in survey research.

Policy Implications

Examining the satisfaction of police officers can lead to the development of strategies to enhance satisfaction, and also the recruitment of officers. One goal of the FNPP is to increase the proportion of Aboriginal police officers. Police organizations will be required to fill a growing demand for these positions as the population of Aboriginal peoples increases. By examining satisfaction and developing ways to enhance satisfaction, police organizations can do their best efforts to ensure that officers are recruited and hired to fill roles specific to Aboriginal policing in order to meet future demands. Enhancing diversity in policing to reflect the demographics of the public is an objective within police agencies and has been for the past couple decades (Kasdan, 2006;

Walker, 1985; White et al., 2010). It is believed that by increasing diversity in police agencies to reflect the demographics of the public will enhance the legitimacy of the police which will increase police effectiveness and community cooperation (White et al., 2010). However, further research is required to validate this belief.

The findings in this study demonstrated that a positive relationship between the police and community members is an important factor in reducing job dissatisfaction. This finding is relevant because relationships between the police and Aboriginal communities are delicate and this finding indicates how influential relationships between police and Aboriginal communities can be. Given these findings, initiatives may be developed to strengthen these relationships, which would assist in achieving two important goals. Officers would benefit from increased satisfaction, and community members and the police would benefit from more positive relationships. Increasing trust and confidence in the police might also aid in investigations, and thus, improve police effectiveness (Jones & Ruddell, 2013).

One factor that inhibits the recruitment of Aboriginal police officers lies in the relationship between police and Aboriginal peoples and that relationship has been strained and is sometimes characterized by fear and mistrust (LeBeuf, 2011). A method of improving police-minority relations and increasing support and trust for police is the recruitment of minority populations in police services (Jones, Sharpe, Vaughan & Boehmer, 2010, p. 5). This is a “win-win” proposition as recruitment strengthens relations, and positive relations strengthen recruitment. Another challenge of recruiting and hiring Aboriginal officers is the fact that not everyone can become a police officer and not everyone desires to become a police officer. This fact decreases the potential

applicant pool. Furthermore, in an environment with a competitive labour market, recruiting police officers is even more challenging due to increasingly competitive demands for qualified Aboriginal candidates (Linden, Clairmont & Murphy, n.d., p. 4).

According to Cashmore (2001), minority police officers have a high level of skepticism about both recruitment of ethnic minorities and culturally diverse training as they “have negative consequences through presenting a false outward impression of action” (as cited in McKernan, 2008, p. 5). Furthermore, Van Ewijk (2011, p. 82) has noted that among officers in Europe, the level of diversity is low and it decreases as police officers’ ranks increase, which could provide minority officers with little hope for promotional opportunities. The job of policing also entails acting in a way contrary to cultural norms, for instance, ordering people around and having authority over others (Wood, 2002, p. 202). These types of people may not be able to make demands of people and therefore, may not fit well in the policing environment.

One policy implication to alleviate some of these challenges in hiring and recruiting for Aboriginal policing roles is screening for the appropriate person-job fit. By implementing models or screening tools to ensure that officers fit the job, job performance could ultimately be enhanced. This would, in turn, lead to improved satisfaction and possibly enhanced sustainability within a police organization because the most appropriate individuals would fill positions, which may improve employee retention and reduce future turnover. The RCMP has also developed several recruiting strategies, including offering work experience to young Aboriginal persons through their Aboriginal Community Cadet Corp programs and the recent introduction of the RCMP Community Constable Program (RCMP, 2014). The OPP are also prioritizing the hiring

of Northerners to fill police positions in rural and remote settlements (Kelly, 2013, p. 1). According to Lewis (Kelly, 2013, p. 1), “we used to hire southern people and put them in isolated communities and they didn’t want to be in so they’d either quit or just couldn’t wait to get out of there”. It is important that officers posted in isolated locations are the best fit and want to be there, especially because they are relied on heavily in the North for so many services.

These findings reported in this study demonstrated that officers policing Aboriginal communities are generally satisfied with their jobs. Although respondents were generally satisfied, there are several initiatives and policy implications that could further improve officer satisfaction. Allocating more positions would provide timely backup for officers working in isolated locations and would also provide off-duty officers with unfettered time off. Officers in smaller police services could also benefit from respite officers, who provide coverage for officers on vacation, attending court, training, or seeing medical specialists in urban areas. All of these initiatives would decrease stress among officers. Less stress in the workplace could ultimately lead to enhanced satisfaction.

While officers did not specifically report their living conditions in the survey, there may be some benefits to improving personal and work conditions in order to enhance officer satisfaction. Anecdotal accounts have suggested that some officers live in employer-supplied housing that is dated or rundown (Cook, et al., 2009). Better detachment housing could improve living conditions, yet this could also highlight disparities between officers and the community. Focusing on improving infrastructure, such as computers and more Internet bandwidth could be provided to officers to enhance

working conditions and enable them to maintain relationships with family members. Job dissatisfaction can lead to lower effectiveness and poor employee morale (More, et al., 2006), therefore, police services and organizations could implement initiatives to enhance officer satisfaction which could lead to improved morale (Dantzker, 1994c, 1997; Skogan & Frydl, 2004).

Conclusion

The findings of this study are indicative of the attitudes and perceptions of Canadian officers policing Aboriginal communities. While the number of these officers is relatively small, their role is vital to the safety of the communities in which they police. Although the research in this study did not enable the investigator to make sweeping statements about job satisfaction, the findings do validate prior empirical work. Moreover, the finding that the goodwill of community residents influences an officer's feelings about one's job is noteworthy and should be advanced in future research. As a result, this study establishes a foundation from which further inquiries can be made. The outcomes of this research might also be used to inform policy development, but policymakers should acknowledge that there is significant diversity in the approaches to Aboriginal policing throughout the nation. Because Aboriginal policing comes in several forms, it is important to determine what factors are related to the satisfaction of officers in order to enhance their efficacy as well as the longevity of their careers.

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Appendix A

National Survey of Officers Policing in Aboriginal Communities in Canada

PERSONAL BIOGRAPHY

1) Year of Birth: _____

2) Sex:

Male	1	82.3%	
Female.....	2	17.7%	n = 311

3) Marital Status: (*Check appropriate category.*)

Single (never married)	1	16.7%	
Married (including common-law).....	2	74.7%	
Divorced.....	3	5.4%	
Separated.....	4	2.9%	
Widowed.....	5	0.3%	n = 312

4) Ethnocultural identity: (*Check appropriate category.*)

Status (Registered) North American Indian..	1	55.3%	
Non-Status North American Indian	2	1.9%	
Métis	3	9.6%	
Inuit.....	4	1.9%	
Non-Aboriginal.....	5	31.2%	n = 311

5) Level of formal education attained: (*Check appropriate category.*)

Less than high school diploma.....	1	2.7%	
High school diploma or equivalency	2	20.4%	

Some University or Community College.....3	35.5%	
College or University Degree4	40.5%	
Graduate School.....5	1.0%	n = 299

6) Upbringing:

	Yes	No	n
a) Were you raised by an Aboriginal family?	59.1%	40.9%	296
b) Were you raised in a mainly Aboriginal community?	44.8%	55.2%	297
c) Did you grow-up on a First Nations reserve?	37.4%	62.6%	289
d) Did you spend significant time away from your home community while growing up?	28.3%	71.7%	293

7) Language:

	Yes n	No
a) Can you speak an Aboriginal language?..... 310	24.2%	75.8%
b) If Yes: Please specify which one(s) _____		
c) Would you say you speak this language fluently?..... 205	13.2%	86.8%
d) Is this the Aboriginal language spoken in the community you are working in? 198	48.0%	52.0%

OCCUPATIONAL CAREER

8) Policing History:

a) Years in Police Work....._____

b) Years with Current Police Service....._____

c) Years Spent Policing in Aboriginal Communities....._____

d) Postings since recruitment training:

Community Name	Aboriginal Community			Organization				
	Yes	No	n	RCMP	Self-admin	OPP	SQ	n
1 st posting	79.5%	20.5%	292	67.1%	25.6%	5.9%	1.4%	219
2 nd posting	81.0%	19.0%	205	75.2%	20.9%	3.3%	0.7%	153
3 rd posting	78.3%	21.7%	143	76.6%	18.9%	3.6%	0.9%	111
4 th posting	71.1%	28.9%	97	77.2%	17.7%	3.8%	1.3%	79
5 th posting	71.6%	28.4%	67	71.7%	25.0%	3.3%	0.0%	60
6 th posting	84.0%	16.0%	50	57.5%	28.8%	12.3%	1.4%	73
7 th posting	86.7%	13.3%	30	70.8%	16.7%	12.5%	0.0%	48

9) Current status in police organization:

a) Rank _____

b) Role or function

General patrol duty	1	58.7%	
Detective	2	2.8%	
Specialized operational duties (e.g. forensic, school liaison)	3	2.8%	
Administrative duties (e.g. training, human resources)	4	2.5%	
Community relations/liaison.....	5	6.0%	
Management/supervisory.....	6	17.4%	
Other (Please specify) _____ ...	7	9.6%	n = 281

10) Are you represented by a police association or union?

Yes	1	37.4%	
No	2	62.6%	n = 313

11.a) Do you currently live in the community that you are serving?

Yes	1	61.0%	
No	2	39.0%	n = 310

b) Is the community which you currently police, the community you grew up in?

Yes	1	26.1%	
No	2	73.9%	n = 310

c) Do you have family members living in the community you police?

Yes	1	43.4%	
No	2	56.6%	n = 311

12) In your view what problems are there for an officer policing a small community where he or she grew up?

Conflict of interest situation (e.g. family pressures)	65.7%	
People expect more from you	5.9%	
False accusations of bias would be greater	2.0%	
People in the community take things personally	3.1%	
You are always on call (no balance in life).....	4.7%	
Reprisals can be directed at family and friends	6.7%	
Other	9.4%	
None.....	2.4%	n = 254

13) In your view what advantages are there for an officer policing in a small community where he or she grew up?

Know people and conditions better.....	76.6%	
Can count on people for support.....	3.5%	
Know the terrain	5.1%	
Fellow officers' respect special knowledge.....	0.8%	
Can be a good role model	2.0%	
Culturally-appropriate policing.....	3.1%	
Something unrelated to policing or to the police service.....	0.8%	
Other	4.7%	
None.....	3.5%	n = 256

14) How important were the following reasons in your decision to become a police officer?

	Not Important	Somewhat Important	Very Important	n
a) My family and friends encouraged me to join.....	42.7%	36.5%	20.8%	307
b) It's one of the ways for a person to get respect from people	72.5%	22.2%	5.3%	302
c) I was seeking a secure, well paid job	15.0%	38.6%	46.4%	306
d) I wanted to do a job that helps people	2.6%	14.8%	82.6%	311
e) It offered an opportunity to travel and expand my experience.....	25.7%	35.0%	39.3%	303
f) I always wanted to be a police officer	17.3%	25.9%	56.8%	301
g) A friend/family member is/was a police officer.....	52.2%	20.7%	27.1%	299

h) I wanted to improve the way the justice system operates in Aboriginal communities.....	30.7%	40.0%	29.3%	300
i) I wanted to promote self-government.....	73.2%	18.8%	8.1%	298
j) It was the best job available.....	64.7%	21.8%	13.5%	303
k) I enjoyed positive relationships with local police, who encouraged me to apply.....	35.0%	36.0%	29.0%	300
l) Other (Please specify) _____.....	50.0%	6.9%	43.1%	58

15) How were you recruited?

Print Advertising.....	1	9.5%	
TV/Radio.....	2	1.0%	
Website.....	3	3.0%	
Recruiting Display/Exhibit.....	4	3.4%	
RCMP Officer.....	5	18.6%	
Musical Ride Presentation.....	6	1.0%	
Career Counsellors.....	7	3.0%	
High School.....	8	31.8%	
Family Member/Friend.....	9	28.7%	
Other (Please specify) _____.....	10	0.0%	n = 296

16) Do you have any close relatives or in-laws, older than yourself, who have been or are currently police officers, or work in other law enforcement capacities?

Yes 1 46.0%
 No 2 54.0% n = 315

17) Please indicate to what extent you agree with the following statements.

	Strongly Agree		Strongly Disagree		n
	Agree	Disagree	Agree	Disagree	
a) Police work is exciting most of the time	19.0%	51.9%	25.2%	3.9%	310
b) Police work makes it difficult to lead a normal life	27.4%	39.7%	28.7%	4.2%	310
c) Police work enables you to use virtually all your talents and special skills	24.2%	51.6%	22.2%	2.0%	306
d) Police work means solidarity and loyalty among the officers in the organization	21.8%	51.0%	22.1%	5.2%	308
e) Police work gets respect from most citizens	5.2%	67.3%	23.5%	3.9%	306
f) Police work is a good way to help people	44.4%	52.3%	2.6%	0.7%	306
g) Police work often results in an officer getting caught up in local 'politics'	15.6%	34.8%	40.1%	9.6%	302

18) What are the two most important ways that your policing experience has met or exceeded your hopes and expectations about being a police officer?

	1 st reason	2 nd reason
Extrinsic job satisfaction factors-general working condition.....	14.3%	24.6%

Intrinsic job satisfaction factors-learning, challenging job	48.9%	31.2%
Being a positive role model	7.4%	11.1%
The organization's positive policies and practices	3.9%	6.0%
The camaraderie in policing.....	5.2%	9.5%
The positive community response	4.3%	5.0%
Success achieved in police work (arrests, solving crimes)	7.4%	5.0%
Other	5.6%	7.5%
None.....	3.0%	
	n = 231	n = 199

19) What are the two most important ways that your policing experience has 'not' lived up to your hopes and expectations about being a police officer?

	1 st reason	2 nd reason
Extrinsic job satisfaction factors-general working conditions, pay.....	11.0%	5.7%
Intrinsic job satisfaction factors-boring, accomplish little	13.8%	14.8%
The organization's negative policies and practices.....	15.1%	11.9%
Attitudes and behaviours of my co-workers in local service	7.3%	5.7%
The community response (lack of support, of appreciation).....	10.6%	12.5%
Lack of support of police management or police board.....	11.9%	8.5%
Too few resources to do policing work effectively.....	3.7%	10.8%
Lack of support or disrespect from SAs.....	1.8%	5.1%
The politics	14.7%	16.5%
Other	6.9%	8.0%
None.....	3.2%	0.6%
	n = 218	n = 176

20) Do you expect to be a police officer in your current police service five years from now?

(Check one response.)

	Most Definitely	Most Likely	Somewhat Likely	Unlikely	No	n
	41.8%	27.9%	11.5%	8.7%	10.1%	287

21) If you checked off “unlikely”, “no” or “not sure”, what is the major reason you think that?

(Please describe.)

Personal reasons unconnected to policing – age, health, etc.....	37.3%	
Negative features of my police service	14.9%	
Stresses and strains of policing as a job.....	7.5%	
Extrinsic job factors: pay, schedule, paperwork, job security.....	17.9%	
Intrinsic job factors: job doesn't suit me, boring, no autonomy	6.0%	
Community negatives	1.5%	
Better opportunities may present themselves.....	10.4%	
Other	4.5%	
None.....	3.0%	n = 67

WORKING ENVIRONMENT

22) Current detachment or policing service size:

a) How many persons (apart from yourself) are assigned to police your particular area or community(ies) of responsibility?

Number of persons: _____

b) How many communities or distinct areas do you have policing responsibility for?

Number of communities/distinct areas: _____

23) Description of policing area:

a) Which of the following best describes your policing area?

Rural	1	28.7%	
Village.....	2	29.7%	
Small Town.....	3	6.3%	
Mixed Rural and Small Town.....	4	33.2%	
City	5	2.1%	n = 286

b) Is this a Fly-in or Boat-in area, or a road-accessible area that is considered isolated?

Yes 1 30.6%

No2 69.4% n = 304

c) What is the approximate population of the area you police?

Population: _____

d) What type of community(ies) are you serving?

First Nation reserve.....	1	65.3%
Métis community	2	1.3%
Inuit community.....	3	4.7%
Area including a reserve and non-Aboriginal communities	4	14.1%
Area including non-reserve Aboriginal communities and non- Aboriginal communities.....	5	3.7%
Mix of different Aboriginal communities.....	6	8.1%
Other (Please specify) _____	7	2.7%
.....	n = 297	

24) How serious a problem is each of the following in the Aboriginal communities you serve?

	Very Serious	Somewhat Serious	Not too Serious	Not at all Serious	n
a) Large geographical distances to patrol.....	21.6%	20.3%	28.5%	29.5%	305
b) High levels of violent crime	31.6%	40.4%	22.1%	5.9%	307
c) High levels of social disorder.....	42.0%	34.2%	19.5%	4.2%	307
d) Feuding between family or other groups.....	31.5%	38.0%	23.9%	6.6%	305
e) Gang activity	12.8%	24.3%	34.4%	28.5%	305
f) Suicide.....	22.7%	27.6%	32.5%	17.2%	308
g) Gambling.....	12.4%	30.5%	38.6%	18.5%	298
h) Organized crime	12.8%	20.6%	31.1%	35.5%	296
i) High poverty and unemployment.....	44.6%	29.3%	19.2%	6.8%	307
j) Inadequate housing, overcrowding	35.1%	27.9%	23.9%	13.1%	305
k) High community expectations for police service.....	37.0%	38.3%	20.8%	4.0%	303
l) Difficulty getting or keeping officers.....	31.8%	29.8%	22.8%	15.6%	302
m) Inadequate protocols with SAs.....	9.0%	15.5%	35.9%	39.7%	290
n) Family violence.....	51.1%	35.3%	11.3%	2.3%	309
o) Child welfare problems	46.6%	35.2%	14.3%	3.9%	307
p) Political interference	22.4%	31.3%	34.2%	12.2%	304
q) High levels of property crime	33.8%	34.1%	26.3%	5.8%	308
r) Alcohol or drug problems	74.4%	21.1%	4.2%	0.3%	308
s) Technological barriers (e.g., incompatible or inadequate radio or computer equipment).....	18.4%	25.0%	31.3%	25.3%	304

25) In your view, how safe are residents in your reserve or policing area from each of the following?

	Very Safe	Somewhat Safe	Somewhat Unsafe	Very Unsafe	n
a) Public disorder.....	25.3%	52.0%	16.1%	6.6%	304
b) Assault (physical, sexual, etc.)	6.2%	43.0%	27.0%	23.1%	307
c) Property crime (b&e, theft, damage, vandalism)...	2.6%	36.9%	33.0%	27.5%	306
d) Gang activity	24.1%	42.9%	22.8%	10.2%	303
e) Drug-related crimes	3.9%	31.9%	36.8%	27.4%	307
f) Illegal use of firearms.....	13.2%	43.9%	29.0%	13.9%	303

26) How would you describe the **perceptions** of people living in the Aboriginal communities you serve when it comes to each of the following?

	Very Safe	Somewhat Safe	Somewhat Dangerous	Very Dangerous	n
a) Public disorder.....	16.7%	50.2%	25.3%	7.8%	293
b) Assault (physical, sexual, etc.)	3.7%	36.9%	35.9%	23.4%	295
c) Property crime (b&e, theft, damage, vandalism)..	2.7%	28.7%	41.2%	27.4%	296
d) Gang activity	21.2%	37.7%	25.7%	15.4%	292
e) Drug-related crimes	3.8%	23.9%	41.3%	31.1%	293
f) Illegal use of firearms.....	10.7%	43.3%	28.9%	17.2%	291

27) How would you rate the relationship between most people in your community and the police?

(Check one.)

Excellent	Good	Fair	Poor	n
7.2%	52.8%	30.8%	9.2%	305

TRAINING

28.a) Did you receive regular recruit training provided to officers, either in your current organization or at another recognized police organization, prior to your first assignment?

Yes	1	95.3%	
No	2	4.7%	n = 300

b) If “no”, did you receive this recruit training at a later time?

Yes	1	58.1%	
No	2	41.7%	n = 295

c) What organization provided this training? _____

d) Did you receive formal certification for completing this training?

Yes	1	21.5%	
No	2	78.5%	n = 284

29) Have you received special training in the following areas, over and above your recruitment training?

	Yes	No	n
Public Safety	58.3%	41.7%	295
Firearms Instructor.....	21.5%	78.5%	284
Basic Instructor/Facilitator.....	26.8%	73.2%	287
General Criminal Investigation.....	61.2%	38.8%	299
Police Supervision	41.8%	58.2%	294
Surveillance Techniques	16.4%	83.6%	287
Water Transport	31.6%	68.4%	285
Leadership Training.....	39.6%	60.4%	293
Drug Investigation	30.6%	69.4%	291
Undercover Operations	8.2%	91.8%	282
Sexual Assault Investigation.....	47.5%	52.5%	297
Aboriginal cultural Training	50.2%	49.8%	299
Bike Patrol	9.5%	90.5%	284
Major Crime.....	19.2%	80.8%	287
Accident Investigation	44.0%	56.0%	291
Case management	18.9%	81.1%	285
Forensic Interviewing	29.1%	70.9%	282
Counselling	18.5%	81.5%	286
Less Lethal Weapons (e.g. taser, pepper spray).....	87.0%	13.0%	301
Other Use of Force Skills.....	72.8%	27.2%	301
Search Warrant	38.0%	62.0%	292
Report Writing	49.3%	50.7%	294
Disclosure	38.0%	62.0%	287
Testifying	43.3%	56.7%	291
Domestic Violence.....	63.2%	36.8%	302
Media Relations	26.5%	73.5%	291
Public Speaking	34.5%	65.4%	292
Coaching or Mentoring	42.8%	57.2%	297
Computer Literacy	31.0%	69.0%	290
An Aboriginal Language.....	9.4%	90.6%	287
Working with Volunteers.....	21.7%	78.3%	286
Community/Problem oriented policing.....	43.8%	56.2%	290
Dealing with mentally disturbed or suicidal people.....	47.3%	52.7%	292
First Aid/CPR	90.4%	9.6%	302

Vehicle Theft	15.6%	84.4%	289
Fraud	17.8%	82.2%	287
Hostage Negotiation	7.7%	92.3%	287
Computer Crime	5.3%	94.7%	284
Forensic Identification	18.2%	81.8%	286
Explosives	4.2%	95.8%	285
Intelligence.....	22.6%	77.4%	287
Drug Abuse Prevention.....	28.8%	71.2%	288
Crime Prevention	34.0%	66.0%	288
Radar	72.9%	27.1%	299
Breath Alcohol Testing	56.7%	43.3%	289
Decision-making	40.7%	59.3%	290
Problem Solving	43.3%	56.7%	303

30) Besides those listed above, what formal police training and upgrading courses beyond the recruit level have you taken and in what areas of policing were they?

31) Are you given timely opportunities for requalification in required areas?

Yes	1	74.3%	
No	2	25.7%	n = 303

32) How adequate has the training you have received so far been for your police work in an Aboriginal community?

Very Adequate	Adequate	Somewhat Adequate	Not Adequate	n
23.0%	39.3%	26.9%	10.8%	305

33) To what extent do you feel you require more training and information in the following areas for policing in an Aboriginal community?

	None/Little	Moderate	A lot	n
a) Criminal investigation	27.8%	43.1%	29.2%	295
b) Drug investigations.....	14.5%	34.3%	51.2%	297
c) Street gangs/organized crime	23.2%	41.6%	35.2%	303
d) Community relations	30.7%	45.1%	24.2%	293
e) Traditional peace keeping techniques	31.7%	42.1%	26.2%	290
f) Paperwork and case preparation.....	45.1%	38.0%	16.8%	297
g) Dealing with family violence cases.....	34.3%	39.1%	26.6%	297
h) Community policing.....	40.5%	39.2%	20.3%	296
i) Dealing with sexual assault cases.....	24.7%	40.5%	34.8%	296
j) Mediation and Dispute Resolution	24.8%	49.7%	25.5%	294
k) Vehicle accident investigation.....	38.2%	41.6%	20.1%	293
l) Youth programs.....	23.0%	48.0%	29.1%	296
m) Public speaking.....	40.6%	39.2%	20.1%	293

n) Media relations	35.1%	41.2%	23.7%	291
o) Supervisory and management skills	22.9%	42.8%	34.2%	292
p) Indian Act/Band by-Laws	24.6%	41.8%	33.7%	297
q) Crime Prevention.....	33.1%	43.6%	23.3%	287
r) Other (Please specify) _____	.12.5%	25.0%	62.5%	40
s) Other (Please specify) _____	.18.2%	27.3%	54.5%	22
t) Other (Please specify) _____	.25.0%	31.3%	43.8%	16

Supervisory Opportunities:

34.a) Are you ever given the opportunity to supervise other officers (for example, file reviews, completion of performance assessments, informal supervisory assignments)?

Yes	1	64.9%	
No	2	35.1%	n = 308

b) If not, why do you think that is? (*Check all reasons that apply.*)

I don't have enough experience to be asked	1	36.8%	
Only senior ranks are given supervisory roles	2	43.2%	
Too busy	3	8.4%	
My organization doesn't give enough attention to training in this area.....	4	22.1%	
Other (Please specify) _____	5	15.8%	n = 120

Mentoring:

35.a) Do you have the opportunity to be mentored by another officer in your organization?

Yes	1	63.9%	
No	2	36.1%	n = 305

b) If not, why not? (*Check all reasons that apply.*)

Too busy	1	32.2%	
Nobody has offered to take on that role for me	2	29.9%	
Mentoring is not supported in our office	3	24.1%	
I don't know how to go about finding a mentor	4	13.8%	
Other (Please specify) _____	5	25.0%	n = 109

c) Have you had the opportunity to act as a mentor to another officer in your organization?

Yes	1	71.0%	
No	2	29.0%	n = 303

d) If no, why not? (*Check all reasons that apply.*)

Too busy	1	28.1%	
Nobody has sought my help in that way	2	49.1%	
Mentoring is not supported in our office	3	21.1%	
I don't know how to initiate a mentoring relationship.....	4	21.1%	

Other (Please specify) _____5 0.0% n = 68

Continuous Learning:

36.a) Do you have a learning/development plan in place at present?

Yes1 38.2%
 No2 60.8% n = 306

b) Do you feel that your organization supports you in implementing your plan?

Strong Support	Moderate Support	Little Support	No Support	n
15.2%	40.1%	27.8%	16.9%	237

c) Do you think the location where you currently serve makes implementing your plan difficult?

Yes1 52.7%
 No2 47.3% n = 277

DOING POLICE WORK

37) Policing Activities: Please indicate how much time, over an average month, you spend on each of the following activities.

	None/ Little	Moderate	A Lot	n
a) Patrolling in cars (looking and waiting for calls)	28.7%	33.7%	37.7%	300
b) Patrolling on foot (looking and waiting for calls)	78.9%	18.7%	2.3%	299
c) Dealing informally (i.e., no arrest) with minor disputes between people	14.0%	45.2%	40.9%	301
d) Providing information to citizens about the law, courts, police, etc... ..	21.9%	55.3%	22.8%	302
e) Doing paper work.....	5.0%	11.0%	84.0%	300
f) Court preparation and appearances	28.1%	35.8%	36.1%	299
g) Doing traffic enforcement	49.2%	40.1%	10.8%	297
h) Answering calls for service	13.3%	40.2%	46.5%	301
i) Investigating crimes	15.7%	41.1%	43.1%	299
j) Developing and using informants.....	67.0%	27.3%	5.7%	300
k) Speaking at public meetings or making presentations to community groups	57.1%	31.0%	11.9%	303
l) School, liaison and youth work	54.3%	34.3%	11.3%	300
m) Dealing with local political leaders and elected officials.....	44.4%	35.4%	20.2%	302
n) Providing non-crime-related community services such as transportation for residents, escorts at funerals and public events	53.2%	38.1%	8.7	299
o) Working with other agencies (e.g., social services)	15.7%	52.5%	31.8%	305
p) Gathering criminal intelligence	41.7%	45.0%	13.3%	300

38) Please indicate to what extent you agree with the following statements about policing in general.

	Strongly Agree	Agree	Disagree	Strongly Disagree	n
a) Police should restrict their activities to enforcing the law and fighting crime.....	8.1%	21.5%	52.2%	18.2%	297
b) Making an arrest is not usually the best way to solve a problem.....	13.7%	59.9%	22.6%	3.8%	292
c) Spending time talking to ordinary citizens is good police work.....	53.3%	45.4%	0.3%	1.0%	304
d) The highest priority for police is whatever problem disturbs the community the most.....	22.7%	55.3%	20.3%	1.7%	300
e) Maintaining peace and order between people is just as important as catching criminals	37.7%	58.4%	3.0%	1.0%	305
f) To be effective the police should be involved in all community problems, not just crime-related problems	24.0%	48.3%	23.3%	4.3%	300
g) Enforcing the law in society is the most important job of the police.....	11.4%	46.0%	39.6%	3.0%	298
h) The best way to measure police efficiency is by detection and arrest rates	1.0%	13.0%	69.7%	16.3%	300
i) Too much police time is wasted on dealing with less important problems of citizens	9.9%	29.6%	49.0%	11.6%	294

POLICING IN ABORIGINAL COMMUNITIES

39) To what extent do you agree with the following statements about your approach to policing in an Aboriginal community?

	Strongly Agree	Agree	Disagree	Strongly Disagree	n
a) I spend a lot of time getting to know people in the community.....	25.3%	61.0%	12.7%	1.0%	300
b) I prefer to use methods other than arrest to deal with policing problems in the community	14.9%	64.1%	19.3%	1.7%	295
c) I find that being verbally or physically aggressive helps a lot in law enforcement.....	1.0%	10.1%	62.1%	26.8%	298
d) I try to police in ways that minimize the need for backup assistance	15.3%	59.2%	22.8%	2.7%	294
e) I get a lot of assistance and collaboration from community residents.....	10.5%	58.4%	23.6%	7.4%	296
f) I work a lot with community agencies and services....	17.2%	68.0%	14.1%	0.7%	297
g) I am likely to give a person a break or a second chance when they committed a minor crime	10.8%	62.5%	24.7%	2.1%	288
h) I think it is important for police officers to stick together and not discuss police problems with outsiders.....	16.7%	38.7%	38.0%	6.6%	287
i) Sometimes I find it useful to detain a person for several hours without laying any formal charge.....	5.2%	31.4%	44.5%	19.0%	290
j) My style of policing Aboriginal communities is different from the approach used in comparable					

non-Aboriginal communities.....	20.6%	41.5%	29.8%	8.1%	272
k) I work a lot with other police services.....	14.0%	48.2%	31.6%	6.3%	301

40) Do you think that policing in Aboriginal communities differs from policing in similar-sized, non-Aboriginal communities in the following ways?

	Yes	No	n
a) More involvement in community life.....	70.8%	29.2%	277
b) More stress and turnover among officers	77.3%	22.7%	269
c) A greater expectation for policing service by community people.....	83.2%	16.8%	280
d) More emphasis on alternative, restorative or informal justice	75.8%	24.2%	277
e) Intimidation by local residents	51.3%	48.7%	277
f) Intimidation of officer's family by local residents	44.7%	55.3%	266
g) More diversity in public views of policing.....	60.9%	39.1%	258
h) Fewer community services to partner with	58.7%	41.3%	276
i) Officers are more respected by community people	42.4%	57.6%	264
j) A greater expectation of leniency by community people	71.6%	28.4%	275
k) More risk of political pressure from community leaders	74.5%	25.5%	278
l) Greater expectation to be a role model for youth	70.9%	29.1%	278
m) Other (Please specify) _____	70.6%	29.4%	17

41) Would you agree with the following characterizations of Aboriginal policing?

Yes	No	n
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a) It is primarily community-based policing	70.6%	29.4%	286
b) There is a different relationship between police and community.....	81.8%	18.2%	286
c) It is regular policing, but more of it.....	68.6%	31.4%	277
d) It has different objectives than regular policing	63.1%	36.9%	282
e) It operates on different principles.....	60.9%	39.1%	276
f) It is too early to grasp its unique features.....	26.9%	73.1%	201

42) In your opinion how important is each of the following to ensuring culturally-appropriate policing?

	Very Important	Somewhat Important	Not too Important	Not at all Important	n
a) Aboriginal police officers.....	41.3%	36.0%	18.7%	4.0%	300
b) Police officers with Aboriginal awareness training.....	55.5%	36.9%	5.6%	2.0%	301
c) Police officers who live in the community.....	32.0%	32.0%	29.3%	6.7%	300
d) An Aboriginal police chief	19.7%	22.7%	34.9%	22.7%	295
e) Learning the Aboriginal culture	54.0%	37.9%	6.7%	1.3%	298
f) Being more visible or involved in the community	62.0%	32.3%	5.0%	0.7%	300
g) Speaking or understanding the language.....	20.7%	40.0%	33.2%	6.1%	295
h) Being well-trained and acting professionally	82.9%	16.4%	0.7%	0.0%	299
i) Understanding and taking into account Aboriginal methods of justice.....	47.5%	40.1%	9.8%	2.7%	297
j) Other (Please specify) _____.....	84.6%	0.0%	15.4%	0.0%	13

ORGANIZATIONAL ASSESSMENT

43) How much do you agree or disagree with the following statements about your police organization?

	Strongly Agree	Agree	Disagree	Strongly Disagree	n
a) My police organization has good working relations with local political leaders and elected officials.....	20.5%	63.7%	13.4%	2.4%	292
b) It would take very little for me to leave this police force.....	6.8%	22.8%	41.8%	28.6%	294
c) Rules and regulations here hamper my ability to do a good job.....	4.8%	17.7%	61.8%	15.7%	293
d) This organization protects its members from external pressures and criticisms.....	3.9%	29.9%	50.5%	15.7%	281
e) I feel very loyal to this policing organization.....	34.1%	52.8%	10.7%	2.4%	290
f) My police organization has good policies in place to promote Aboriginal policing.....	19.3%	51.6%	20.7%	8.4%	284
g) This organization is helpful to its members regarding their personal problems.....	9.9%	50.4%	25.5%	14.2%	282
h) There is a positive working relationship between officers and managers in our office.....	20.5%	52.1%	17.0%	10.4%	288
i) Performance evaluation of officers here is usually carried out in a competent and fair manner.....	13.6%	58.1%	19.1%	9.2%	272
j) The leadership of my police organization is knowledgeable about Aboriginal policing requirements and approaches.....	20.1%	56.3%	19.0%	4.6%	284

k) Sometimes I feel trapped in this police organization ...	7.5%	27.5%	45.4%	19.7%	295
l) Aboriginal culture is respected in my police organization	20.0%	62.8%	13.1%	4.1%	290
m) I believe that nowadays there is too much community direction and input in my police organization	10.6%	29.3%	53.8%	6.2%	273

44) How would you assess the quality of the supervision you receive in your organization?

Very high Quality	Moderately High Quality	Not too High Quality	Poor Quality	n
13.4%	55.1%	23.3%	8.2%	297

45) Is there a local organizational problem/need that is most challenging for the police service? (Please describe.)

Being able to do solid policing work (lack of resources, etc.).....	38.9%	
Having to deal with macro problems playing out at community level.....	12.0%	
Working better with the community	7.8%	
Attitudes and expectations of the community re policing need changing	4.8%	
Networking and collaborating with other police services.....	9.0%	
Dealing with local politics	12.0%	
Other	6.6%	
None.....	9.0%	n = 167

46) Is there a particular organizational feature of your local police service that you are especially proud of?

(Please describe.)

Provide solid basic policing with limited resources.....	21.1%	
Provide culturally sensitive policing.....	11.8%	
Have a strong community/culturally sensitive organization.....	27.3%	
Have a good reputation in other policing circles	1.9%	
Have a good reputation in the community or society at large.....	10.6%	
Have dealt well with local politics.....	2.5%	
Is making effective action against crime and for public safety.....	6.8%	
Other	6.8%	
None.....	11.2%	n = 161

JOB SATISFACTION

47) How much do you agree or disagree with the following statements?

	Strongly Agree	Agree	Disagree	Strongly Disagree	n
a) On the whole, I find my work satisfying.....	27.9%	61.3%	8.8%	2.0%	297
b) My job gives me a great deal of personal satisfaction.	25.4%	61.0%	11.9%	1.7%	295
c) I often have trouble figuring out whether I'm doing well or poorly at this job.....	1.7%	28.1%	58.6%	11.5%	295
d) The amount of work I'm expected to do makes it difficult for me to do my job well	12.1%	37.7%	45.8%	4.4%	297
e) Almost none of the work I do stirs up my enthusiasm.	3.8%	13.1%	68.7%	14.4%	291
f) The pay and fringe benefits constitute a big factor in my job satisfaction	10.1%	48.1%	35.4%	6.4%	297
g) The solidarity and loyalty among my fellow officers is a big factor in my job satisfaction.....	17.6%	56.8%	21.3%	4.4%	296
h) Having a positive impact on Aboriginal justice problems is a big factor in my job satisfaction.....	12.6%	51.4%	33.2%	2.8%	286
i) Being a role model for local youth is a big factor in my job satisfaction	23.9%	63.8%	11.6%	0.7%	293
j) Having a positive impact on Aboriginal public security is a big factor in my job satisfaction	25.3%	59.1%	14.5%	1.0%	296

48) How stressful do you find the following work and personal aspects of your assignment?

	Very Stressful	Stressful	Not too Stressful	Not at all Stressful	n
a) Work schedules (e.g., shift, hours).....	13.8%	34.9%	39.3%	12.1%	298
b) Relations with my coaches and liaison officers.....	2.1%	11.2%	62.5%	24.2%	285
c) Relations with my supervisors.....	6.4%	15.6%	53.2%	24.7%	295
d) Fitting in to a new community.....	3.4%	18.3%	52.4%	25.9%	290
e) Finding adequate housing.....	8.4%	19.5%	38.7%	33.4%	287
f) Relations with other Aboriginal officers.....	0.3%	5.5%	41.8%	52.4%	292
g) Relations with other non-Aboriginal officers.....	1.7%	7.0%	44.6%	46.6%	298
h) Court Appearances.....	2.4%	18.2%	50.0%	29.4%	296
i) Citizen contacts on the job.....	0.3%	9.4%	52.5%	37.7%	297
j) Contacts with criminals.....	3.0%	21.5%	52.0%	23.5%	298
k) Promotion procedures.....	17.0%	31.4%	31.8%	19.9%	277
l) Emergency response.....	10.1%	38.6%	41.9%	9.4%	298
m) My home life.....	3.3%	21.3%	48.2%	27.2%	301
n) My personal health.....	2.7%	26.8%	43.8%	26.8%	299
o) My personal financial affairs.....	2.7%	19.9%	51.2%	26.2%	301
p) Political pressures on policing.....	12.8%	28.7%	42.9%	15.5%	296
q) The police work in general.....	3.4%	33.1%	53.7%	9.8%	296

49) To what extent do you find the following to be a problem in your work?

No Problem	Somewhat of a Problem	Big Problem	n
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a) Language and communication difficulties with citizens	71.1%	26.6%	2.3%	301
b) Language and communication difficulties with other officers	88.3%	10.7%	1.0%	300
c) High levels of community factionalism or in-fighting	33.9%	48.4%	18.7%	283
d) Lack of policing programs and materials to do your job.....	35.0%	48.3%	16.7%	294
e) Lack of 'back-up'	31.2%	38.6%	30.2%	298
f) Unreasonable expectations from your policing organization	33.0%	43.2%	23.8%	294
g) Community mistrust of police	29.7%	51.4%	18.9%	296
h) Dealing with local political leaders and elected officials	39.8%	45.6%	14.6%	294
i) Isolation from other police officers	56.8%	32.0%	11.2%	294
j) Inappropriate community expectations of policing	25.7%	54.8%	19.5%	292
k) Dealing with mostly unsolvable social problems	13.7%	48.2%	38.1%	299
l) Dealing with the rules and policies of my police organization/ service.....	52.7%	39.6%	7.7%	298
m) Incorporating Aboriginal tradition, local customs and spirituality into your regular policing practices.....	53.5%	38.9%	7.6%	288
n) Policing areas where one has many personal friends and relatives.....	62.5%	27.4%	10.1%	288
o) Violence/abuse directed at police by some community members	32.0%	54.2%	13.8%	297
p) Racial slurs or put-downs from community members.....	44.4%	40.3%	15.4%	298
q) Racial slurs or put-downs from other police officers	75.2%	21.4%	3.4%	294
r) Not enough officers in my force/detachment	21.5%	32.9%	45.6%	298
s) Intimidation by local residents	65.4%	28.5%	6.1%	295
t) Balancing paperwork and policing services	27.0%	43.2%	29.7%	296
u) Intimidation of officer's family by local residents	67.9%	27.9%	4.1%	290
v) Inefficient police board or governing body	51.1%	31.8%	17.2%	274

w) Dealing with police ethics body	74.4%	22.3%	3.3%	273
x) Poor access to JPs, causing hold/release problems.....	54.1%	29.1%	16.8%	292
y) Inadequate police station building.....	44.6%	26.8%	28.5%	298
z) Inadequate equipment/technology.....	41.4%	33.3%	25.3%	297
aa) Inadequate reporting system.....	55.6%	29.2%	15.3%	295

50) To what extent do you agree with the following statements?

	Strongly		Strongly		n
	Agree	Agree	Disagree	Disagree	
a) I feel that there is little opportunity for my promotion in this police organization	22.8%	25.5%	38.4%	13.3%	294
b) I feel that there is little opportunity for officers in my organization to be hired by another police organization	3.2%	11.3%	60.6%	25.0%	284
c) I feel that Aboriginal officers in our police organization are less likely to be hired by other police organizations than non-Aboriginal officers are	9.7%	15.2%	52.4%	22.7%	269
d) In my job I have freedom to use policing strategies and practices that I think are appropriate in the particular situation.....	18.2%	68.2%	11.8%	1.7%	296
e) I often feel conflict between the expectations of my police force and those of Aboriginal community residents.....	8.4%	40.0%	48.1%	3.5%	285
f) The courts deal with Aboriginal offenders in my police district in a culturally sensitive and appropriate way	9.3%	51.9%	30.0%	8.9%	270

g)	More of an Aboriginal justice system would have a positive impact on the crime and other problems in this area	11.7%	35.3%	35.0%	18.0%	266
h)	The criminal code prevents me from dealing with policing problems in a more appropriate way	4.1%	15.2%	68.7%	11.3%	291
i)	My police organization does not adequately protect female officers from sexual and/or other intimidation	5.1%	9.1%	60.5%	25.4%	276

51) Given your experiences to date, do you hope to be a police officer in your current police service five years from now? (*Check one response.*)

Very much hope to be	Somewhat hope to be	Somewhat hope not to be	Very much hope not to be	n
58.1%	24.7%	8.2%	9.0%	279

LOOKING TO THE FUTURE

52) What important changes could be made which would improve your policing effectiveness?

More upgrading of basic police skills	2.6%	
More time for community or culturally sensitive policing	6.6%	
Improved working conditions (e.g., pay, schedule, equipment)	43.2%	
Different organization policies and practices.....	25.1%	
Better direction from police management and police board	12.3%	
More community education about the police role	3.5%	
Other	3.1%	
None.....	3.5%	n = 227

53) What important changes could be made which would improve the community's assessment of your policing service?

Better basic policing (e.g., response time, enforcement, solving crime	13.9%	
More community oriented policing.....	20.9%	
More culturally sensitive policing	4.5%	
Larger police complement and related police resources	31.8%	
Other local social services do more/better service delivery	3.0%	
Solve macro problems of unemployment, poverty	3.0%	
Less interference locally (e.g. clean up band politics).....	4.0%	
More realistic community expectations regarding policing	8.5%	
Other	8.0%	
None.....	2.5%	n = 201

We would appreciate any comments you might wish to make about your policing concerns or the policing issues in your area, or about this questionnaire.

Do you wish to receive a copy of the report that is produced from this survey when it becomes available? Yes 78.6% No 21.4% n = 294

Do you wish to receive a copy of the report from the previous survey in 1995/96? Yes 53.1% No 46.9% n = 292

Thank-you very much for taking the time to participate in this survey.