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A DESCRIPTIVE STUDY OF VALUE SYSTEMS WITHIN  
LAW ENFORCEMENT ORGANIZATIONS IN TEXAS

THESIS

Presented to the Graduate Council of the  
North Texas State University in Partial  
Fulfillment of the Requirements

For the Degree of

MASTER OF SCIENCE

By

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Denton, Texas

August, 1976

Rieke, Reint Neal, A Descriptive Study of Value Systems Within Law Enforcement Organizations in Texas. Master of Science (Speech Communication and Drama), August, 1976, 57 pp., 8 tables, 3 appendixes, 14 titles.

The purpose of this study was to determine the various values that influence police officers within law enforcement organizations. The value systems (Tribalistic, Egocentric, Conformist, Manipulative, Sociocentric, and Existential) were based on the "Levels of Psychological Existence" developed by Clare W. Graves.

A values test instrument was administered to 297 police officers. Specific hypotheses regarding value differences in law enforcement groups were tested.

The results were significant in the areas of Existentialism and higher personal education; Sociocentrism and older age, male sex, detective rank group; Manipulation and younger age, male sex, officer rank group; Conformitism and longer police service, female sex, married officers; and, Tribalism and longer police service, female sex, less personal education.

## TABLE OF CONTENTS

	Page
LIST OF TABLES . . . . .	v
Chapter	
I. INTRODUCTION . . . . .	1
Toward Effective Police Service	
Statement of the Problem	
Contents of the Study	
II. THE THEORETICAL FRAMEWORK OF VALUE SYSTEM ANALYSIS . . . . .	10
Theoretical Basis	
The Value Levels	
III. VALUE SYSTEM ANALYSIS IN LAW ENFORCEMENT . . . . .	22
Design of the Test Instrument	
Criterion for Population Selection	
Methods and Problems of the Test Administration	
Statistical Procedures	
IV. RESULTS . . . . .	30
The Value Differences Based Upon Chronological Age	
The Value Differences Based Upon Sex	
The Value Differences Based Upon Race	
The Value Differences Based Upon Years of Law Enforcement Experience	

The Value Differences Based Upon Law Enforcement Rank Profiles	
The Value Differences Based Upon Law Enforcement Rank Groupings	
The Value Differences Based Upon Marital Status	
The Value Differences Based Upon Level of Educational Attainment	

V. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS . . 43

Description of the Value Levels in the Defined Law Enforcement Organizations	
Value System Analysis and Its Relation to Law Enforcement	
Implications for Further Research	

APPENDIX A . . . . .	48
APPENDIX B . . . . .	50
APPENDIX C . . . . .	55
BIBLIOGRAPHY . . . . .	57

## LIST OF TABLES

Table	Page
I. The Value Differences Based Upon Chronological Age . . . . .	31
II. The Value Differences Based Upon Sex . . . . .	33
III. The Value Differences Based Upon Race . . . . .	33
IV. The Value Differences Based Upon Years of Law Enforcement Experience . .	35
V. The Value Differences Based Upon Law Enforcement Rank Profile . . . . .	37
VI. The Value Differences Based Upon Law Enforcement Rank Groupings . . . .	38
VII. The Value Differences Based Upon Marital Status . . . . .	40
VIII. The Value Differences Based Upon Level of Educational Attainment . . . .	41

## CHAPTER I

### INTRODUCTION

Communications are central phenomena in organizations--both public and private. When one conceives of the organization as an ever-changing system of interactions, one notes that communications aid in the development and maintenance of organizational purposes, as its members motivate and inspire each other toward goal accomplishments. Structures are differentiated with the organization--and then redifferentiated again and again; these subunits, each specializing in its own activities, use communications in coordinating their outputs. The employment of hierarchies within organizations for the exercise of control, so that purposes may be achieved with some efficiency, involves communication nets; such exercise of influence may be informal (as in persuasion) or more formal (as in authority). These messages involved in the origin and evolution of the internal stratification system with an organization are multitudinous, as conditions of status and esteem wax and wane.

The concern for communication in law enforcement organizations, in particular, has grown enormously. Because the police function has often been considered something of a

paramilitary function, communication has often tended to be downward, from the chief to the personnel on patrol. The military structure of police organizations, and reliance on the chain of command within most agencies, can hinder the upward flow of information. The requirement that information be in written form, and the knowledge that such reports will be reviewed at numerous levels of command, inhibit candor.

Obvious communication barriers caused by the hierarchy of power and status with law enforcement organizations are almost always present. Certainly, the bottom ranks do not communicate easily and effectively with the higher ranks; conversely the top ranks do not communicate easily and effectively with the bottom. Often a chief of police would not recognize his own directive because of confusing additions, omissions, and interpretations. Information reaching the chief from the level of execution is often distorted in a similar way. Nevertheless, information should pass through the chain of command or concurrently be given to managers and supervisors so no one remains ignorant of it.

It seems obvious that some degree of conformity is necessary for the law enforcement organization to function properly. However, the ways in which messages are received becomes a matter of primary concern when a "doctrine of conformity" is communicated to the members of the police agencies.

It is known that law enforcement organizations feed on

information. Police agencies are highly complex networks of information flow, and the quality of this network has a determining effect on the agency's success. It is also known that the relationships between people are largely affected by communication. Communication is at the heart of all human conflict. Unquestionably, then, communication is a major factor in the human relations of a law enforcement organization for communication is the principle medium of human relations.

Without question, the bulk of the communication that goes on in and around police business is interpersonal communication. And law enforcement organizations are made up of people; and most of what takes place within and without the organization concerns people. It involves interdependence which in turn calls for coordination. And this coordination requires communication. Thus, no amount of pinpointing communication barriers can solve communication problems alone. There must also be present a knowledge of personal value systems. Little or no research has been done in this area by communication specialists. Perhaps, when the value systems of the law enforcement organization can be fully understood, many of the communication barriers in the organization will be reduced.

#### Toward Effective Police Service

No police agency can be better than the police officers who compose the agency; for in a very real sense, the police are the agency (1, p. 319).



Many law enforcement administrators have already indicated the importance of the values concept. The concept could be used to devise questions for the screening of law enforcement officer candidates; increase efficiency in the transmission of directives through the law enforcement chain of command; greater professionalism and accuracy in the preparation of press releases and public relations; improved job placement and job design within the law enforcement structure; a more satisfactory method of increasing morale and esprit de corps; improvement of law enforcement instruction; and, greater efficiency in accomplishing the police mission.

In Report on Police, the National Advisory Commission on Criminal Justice Standards and Goals recommended that

. . . a competent group of police practitioners, behavioral scientists, and professional personnel administrators research, develop, and validate a selection scoring system based on physical, mental, psychological, and achievement characteristics that are reliable and valid predictors of police performance. This group:

1. Should identify those characteristics that are valid and reliable predictors of a police applicant's value--to himself, the police agency, and the public --as a police officer;
  2. Should determine the relative values of characteristics, and levels within characteristics, as predictors of police officer performance, and should develop a system for representing these values numerically and combining them to arrive at a score.
- . . (1, p. 350).

The Commission appears to be aware that a person's values and attitudes are part of an individual's personality and serve as guidelines for how one behaves and perceives. This type

of selection policy could show benefits, such as a lower rate of personnel turnover, fewer discipline problems, higher morale, and better community relations.

Many command problems could be reduced or eliminated if proper leadership techniques in the areas of communication and coordination were effectively used. However, it has been generally observed that

The manner in which a police agency approaches its responsibilities is, in large measure, a reflection of the attitudes and beliefs of its chief administrator (2, p. 326).

A command decision will succeed or fail because of its appeal or lack of appeal to the psychological makeup of the personnel involved. According to research done by the Center for Values Research at North Texas State University, no single policy change will appeal to much more than one-third of a group, especially when it is formulated by chief administrators who assume that subordinates want the same things they themselves want (sometimes called mirror management). Administrators should get to know their personnel better so they can communicate with them more effectively. That is, they could say the "right thing" at the "right time." And, if the administrator knew what appealed to their personnel, they would be much more effective in the coordination of their activities. Proper communication and coordination will yield greater productivity and morale in the accomplishment of the police mission.

Helping each subordinate meet his needs is a proper role of supervision . . . His needs are different, and therefore different ways must be found to satisfy his needs.

Some approaches usually are helpful. The police supervisor should get to know his subordinates. This helps him to learn each man's particular needs. Some, for example, want considerable attention from supervision, not because they need help but because they like to be around persons of higher status. Others may be highly competitive and want the stimulus competition provides. This suggests that each subordinate should be treated differently, according to his needs (2, p. 191).

True, the human being is an unpredictable animal to say the least. But, this thesis will attempt to indicate that people, especially the police employee, can be broadly classified into modes of adjustment, each with a different but predictable reaction to various situations. People are different, so the police supervisor must coordinate their activities with these differences in mind. Almost no one fits one-hundred percent into a single classification, but most people are predominant in one, along with some traits in other modes of adjustment. Therefore, this research shows that the law enforcement organization may have to have at least six types of coordination or management and communications to influence everyone.

There are two immediate suggestions to improve leadership effectiveness toward police service. In the first place, in order to achieve maximum productivity from police personnel, supervisors must appeal to the appropriate

personal values, which are not the same for everyone. Second, most police officers consider their immediate supervisor their main communications outlet and law enforcement management symbol. Directives should be explained by him to his subordinates in one-to-one or small group situations.

### Statement of the Problem

The purpose of this study was to identify the various values that can be found in supervisors, detectives, and patrol officers within law enforcement organizations. A specific study of the value systems of public safety officers in law enforcement organizations has not, as yet, been undertaken. The investigative approach utilized in this thesis is based largely on the theories of Clare W. Graves as modified by Scott and Susan Meyers, Charles Hughes, Vincent Flowers, Don Edward Beck et. al. This type of assessment of individual and group value systems will be called "Value System Analysis." The Value System Analysis enables the researcher to apply an ipsative measure to the various value systems operating within the defined law enforcement organizations.

### Contents of the Study

Chapter I has offered a brief analysis of organizational communications and the need for improvement in interpersonal

communication skills of all police officers. The use of Value System Analysis and its application to the law enforcement community will be presented in more detail in the remainder of this thesis.

In Chapter II, the theoretical basis upon which the research instrument is based will be presented.

Chapter III will explain the procedures of the investigation. This will include a discussion of the design of the measuring instrument, the criterion for population selection, the methods and problems of test administration, and the statistical procedures used to interpret the data collected.

Chapter IV will report the results of the research and present other relevant findings.

Chapter V will include conclusions and implications for further research in the field of law enforcement.

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## CHAPTER II

### THE THEORETICAL FRAMEWORK OF VALUE SYSTEM ANALYSIS

People perceive messages or communications in accordance with their values, desires, needs, predispositions and attitudes. As Chester I. Barnard observed long ago in his book, The Functions of the Executive,

A person can will accept communication as authoritative only when four conditions simultaneously are obtained: (a) he can and does understand the communication; (b) at the time of his decision he believes that it is not inconsistent with the purpose of the organization; (c) at the time of his decision, he believes it to be compatible with his personal interest as a whole; and (d) he is able mentally and physically to comply with it (1, p. 10).

Different people have different levels of values, but that should not prevent them from working together successfully. The Value System Analyses goal is not to change people's values but to change behaviors, particularly of those in leadership positions, so they can accept and deal with values different from their own.

One of the newest and most revolutionary procedures for categorizing an individual's "mind set" has been developed by Clare W. Graves, a psychologist at Union College in Schenectady, New York. He has developed his theory of man and man's behavior from over twenty years of research. In

his work, Graves indicates that man is an open-system organism of psychological existence. Clare W. Graves has described his work as a revision and extension of many of Abraham H. Maslow's views of man's physiological and psychological needs.

The investigation of the defined law enforcement organizations is based on the original work of Graves. His view of societal structures and human value systems offers a useful framework to use in understanding and coping with the significant ways that people are different. This chapter will present a brief explanation of this approach.

#### Theoretical Basis

According to Clare W. Graves our values, attitudes, and behavior are consistent with one of seven "levels of psychological existence" (2, p. 133). Graves' research is based upon the following three-part premise that

1. That man's nature is not a set thing, that it is ever emergent, that it is an open system, not a closed system.
2. That man's nature evolves by saccadic, quantum-like jumps from one steady system to another.
3. That man's values change from system as his total psychology emerges in new form with each quantum-like jump to a new steady state of being (2, p. 132).

In other words, Graves' theory states that the development of the psychology of the human being is an emergent process marked by the progressive subordination of older lower-level value systems to new, higher-level value systems.



Graves states,

Thus, man tends, normally, to change his psychology as the conditions of his existence change. Each successive stage, or level of existence, is a state through which people pass on the way to other states of equilibrium. When a person is centralized in one state of existence, he has a total psychology which is particular to that state. His feelings, motivations, ethics, and values, . . . preferences for and conceptions of management, education, economic and political theory and practice, etc., are all appropriate to that state (3, p. 72).

Graves believes that man evolves up through a hierarchy of psychological levels as he sequentially becomes aware of and solves life's problems. When a person is at a certain level, his values, desires, needs, predispositions and attitudes are all appropriate for that level. Not all men routinely progress from level to level; however, in fact, many individuals stabilize and live out their lives at one level or a combination of them within the hierarchy. Again Graves states,

In some cases, a person may not be genetically or constitutionally equipped to change in the normal upward direction when the conditions of his existence change. Instead, he may stabilize and live out his life at any one level or a combination of levels in the hierarchy. Again, he may show the behavior of a level in a predominately positive or negative manner, or he may, under the circumstances regress to a behavior system lower in the hierarchy. Thus, an adult lives in a potentially open system of needs, values and aspirations, but he often settles into what appears to be a closed system (3, p. 72).

People, therefore, have a potentially open system of aspirations, values and needs. A person's predominant value level thus influences that individual's behavior.

## The Value Levels

Scott and Susan Meyers, Charles Hughes, Vincent Flowers, Don Edward Beck et. al. have taken Graves' values, or levels of psychological existence, and have described them in terms of organizational behavior and communication. The levels must be thought of in terms of an "open" continuum through which the organism may progress and regress. The different value levels often tend to cluster, although one level will tend to dominate all others.

To date, basing their observations upon the work of Graves', Don Edward Beck and the Center for Values Research have defined the following seven levels of psychological existence (see Appendix A). The single-term label used at each stage of existence inadequately describes the syndrome it represents, but is used for convenience of description.

Level 1, REACTIVE -- Man, at this level, is not aware of himself or others as individuals or human beings. He reacts to his basic physiological needs of pain, hunger, warmth, cold, etc. This level is mostly restricted to infants, the profoundly retarded, severe stroke victims and the senile elderly. Therefore, this level will be defined but disregarded for the purposes of this study.

Level 2, TRIBALISTIC -- Man, at this level, has a strong need for stability and safety and he feels the way to fulfill

these needs is through rigid adherence to the traditions of his clan. His existence is based on myth, tradition, spirits, magic and superstition. He follows a ritualistic way of life, and he will do everything to win the favor of his "superiors." Changes in his usual, normal way of existence threaten this person to a great degree, as he usually has difficulty adapting to them.

The tribalistic individual is more of a follower than a leader. He will generally have little or no ambition to rise out of the patrol group rank and interprets most of his job in the context of whether or not he has a good or bad police supervisor. He will attach himself to a good one and often will go to him for assistance--even after he has been reassigned to a different shift or job. The tribalistic police officer must have an understanding supervisor that meticulously explains the rules to follow in completing a task.

Productive effort is very limited because concepts, time, space, quantity, and materiality are not motivating factors. Therefore, the most effective way to motivate him is to provide him with a supervisor he will respect. The supervisor can not ask him to make decisions, but if they work out a procedure together, the tribalistic officer will follow it.

Level 3, EGOCENTRIC --Man, at this level, manifests many personal characteristics. He is a rugged individualist and he is often selfish, thoughtless, unscrupulous, and dishonest. To this individual, survival is the only goal--to the victor

belongs the spoils--and everything goes in his efforts to win. But, he is also creative, adventurous, and strives hard to survive. He has not learned to function within the constraints imposed by society. He primarily responds to those he views as more powerful than himself. He interprets reward or punishment in terms of his own personal achievement.

The egocentric officer is a risk taker and is prone to act out his impulses through physical aggression. He is self-assertive, but although he sometimes lacks self-confidence, he is concerned with upholding a manly image. He feels under attack from every quarter of outside society and under close scrutiny by his own leadership. Due to this he feels he must justify his work to himself and to the public. He also feels he must enforce respect for the uniform and the badge. Defiance of this authority has triggered some cases of police brutality. Any public challenge to the egocentric officer, even if legal and justifiable, is often seen as an attack on law as personified by his value level. A weapon gives this person a real sense of power.

Straight pay is the only compensation he understands. He needs hard rules and will respond to firmness and threats of suspension or loss of pay. He will take advantage of an easy-going supervisor.

Level 4, CONFORMIST -- Man, at this level, bases his way of life on the conviction that there must be some rationale to

explain his perception of the world. He believes in directed-design, that there are forces guiding man and his destiny. He feels he must, therefore, lead the saintly way of life. His typical behavior is denial, deference, piety, modesty, self-sacrifice, harsh self-discipline, and no self-indulgence.

This individual demonstrates a low tolerance for ambiguity, and has a difficult time accepting those persons whose values are different from his own. He merely accepts his role in life as a fact that he must learn to live with. But, regardless of the role assigned him, he strives for perfection. His own wants and desires are secondary. His primary concern is what the world expects of him by virtue of his position.

Attracted to rigidly defined roles, it is quite probable that the police service will attract the conformist. The conformist believes that everyone should do their jobs as their supervisor asks. They usually rebel when asked to bend or break a rule or law.

Effective coordination of conformist officers is keyed to a clear set of rules. By nature, they will obey rules without question and will point them out to others.

Level 5, MANIPULATIVE -- Man, at this level, like the egocentric, again seeks to conquer the world. Instead of utilizing the raw power strategies through the ways of the egocentric, he attempts to gain success through learning the world's secrets. He is very ambitious and attempts to achieve status and

recognition through the manipulation of people and things around him. His is materialistic and gains status and recognition on his own through rational, objective positivism. Other important values are achievement, competition, the entrepreneurial attitude, scheming, and manipulating. He will utilize any means possible to achieve his goals, but within the constraints placed upon him by society.

This type of person will be miserable in the police service unless he is given the opportunity to "wheel and deal." Since status is important to him, he will undoubtedly attempt to gain recognition through outstanding job performance and beyond the call of duty--he becomes a maverick. The manipulative officer displays aggressiveness, enthusiasm, and near-perfection in accomplishing tasks.

He can be abrasive, especially when managing other psychological types. One strategy is to point out his "personal barriers" to his success and his position in law enforcement, and offer suggestions for management training and personal development subcourses.

Motivating the manipulative officer is no problem--show him the reward, and he'll make his own path to it. On the other hand, reprimands usually do not bother him, because he will react by showing that he is producing and merely has to cut a few corners to get results. Changing things is a goal. Internal guidance and counseling situations which aim for conformity can destroy his motivation.

Level 6, SOCIOCENTRIC -- Man, at this level, basically concerns himself with his interpersonal relationships. He wants and needs to belong and be accepted. He values harmonious relationships and dislikes violence. He has little respect for materialistic individuals and manipulative management. He respects the authority of those contemporaries whom he holds in high regard and who merit his trust. He believes that getting along with others is more important than getting ahead and values what is best for people as a whole.

The sociocentric joins the police service because it is the right thing to do for the good of his community and his peers. The sociocentric officer makes a good team member, but would probably not accept a leadership position. Low wages do not bother him if he believes that the police service is helping mankind.

He can be motivated by being shown how his work benefits fellow officers and the public. He responds best to a supervisor who is agreeable and gets people working together in a spirit of friendship without many orders being issued. He likes job enrichment programs, particularly if there is a lot of group decision making. He dislikes pigeon-holing people into categories. The most effective compensatory rewards are things such as hospital and medical insurance, retirement plans and other similar programs that make him feel that the police service is looking out for him and his fellow officers.

Level 7, EXISTENTIAL -- Man, at this level, has high tolerance for ambiguity and is accepting of those whose values are not the same as his, as long as they do not bother him. He likes the freedom to function on his own without constraints of authority. He is goal-orientated, but not for selfish reasons. He is more concerned with the restoration of the world, being no longer hindered by basic human fears. He values spontaneity, creativity, all human wants (but is not governed by them), and experiential learning. He dislikes artificiality.

The chances of finding a career police officer with a high degree of existentialism is unlikely, and at the most, infrequent. This is simply because he desires loose structure, not the rigid military-type organization. He desires freedom of choice and continuously challenging work. He is normally incompatible with the tribalistic, egocentric or conformist supervisor.

The existential officer is strictly a lone wolf, sufficient unto himself, and indifferent to physical working conditions. But, he dislikes restriction and rebels against regimentation. He performs better when left alone or loose, but he may tend to wander off on tangents unrelated to the police mission and must be checked periodically. Communications and management for the existential officer must be extremely flexible. Money is important only to the degree that it creates more personal freedom.



An understanding of Value System Analysis causes one to realize even more the individual differences in human beings and the futility of managing them as if those differences did not exist. A person's values change as the situation changes, as well as at times, one, two, or more levels may dominate his behavior. For example, a police officer may exhibit a different value construct at the station as compared to his behavior while working his beat, as that to his behavior at home.

The remaining chapters in this thesis will discuss the procedures used to discover and determine the various value clusters found in the defined law enforcement organizations and what implications they might have on the overall police mission. This chapter has briefly explained the theory behind the research instrument and the vocabulary that will be used to explain the findings of this study.

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## CHAPTER III

### VALUE SYSTEM ANALYSIS IN LAW ENFORCEMENT

It is becoming more generally recognized that improving communication in an organization will improve human relations and, if properly managed, productivity. At the same time, there is a growing awareness of the importance of recognizing differences in the values held by the various members of an organization. With this mind, a great deal of research in this area has been completed. But, the discovery has not been until recently that the work of Clare W. Graves is quite adaptable for the use in the areas of interpersonal communications and law enforcement.

In 1975, Barbara Hastings conducted an Employee Opinion Survey on a major municipal organization which incorporated the employment of the Values for Working instrument developed by Scott and Susan Meyers in conjunction with Vincent Flowers and Charles Hughes. Also, in 1975, Larry Long tested a military organization to determine the value clusters that were influencing military communication. The design of the measuring instrument in Long's study is similar to the Values for Law Enforcement instrument used in this study.

Chapter III will discuss the design of the test instrument,

the criterion for population selection, the methods and problems of test administration and the statistical procedures that were followed.

### Design of the Test Instrument

The "Values for Law Enforcement" questionnaire was developed by the researcher and refined by Don Edward Beck and Christopher C. Cowen, Directors of the Center for Values Research. The questionnaire was developed in such a way that it would effectively indicate a person's value system as a correlation to the major issues confronting an officer in the law enforcement community. (see Appendix B).

The following areas were selected as "Value Issues" confronting the law enforcement officer:

1. The value of choosing the law enforcement profession
2. The value of public relations
3. The value of a good law enforcement supervisor
4. The value of the law
5. The value of a good law enforcement unit
6. The value of rank
7. The value of dealing with criminal behavior
8. The value of the best kind of reward for work

Following Graves's theory, each respondent was given the opportunity to respond to each of these issues at each value level that Graves' describes. (Level 1 was eliminated). There

were six possible responses devised for each response. Each response was "typical" of a tribalistic, egocentric, conformist, manipulative, sociocentric, and existential response. Each respondent was given the opportunity to distribute a point value in correlation to the value he placed on each response --a minimum of zero to a maximum of twelve points for each issue. The anonymity of each respondent and group is protected.

### Criterion for Population Selection

The selection of the population was the first consideration to be made during the investigation. A broad sampling of law enforcement/public safety officers were sought after which in turn would render a wide range of values and attitudes measured by the employed instrument. The size of the organization and the varied assignments were taken under consideration.

The respondents for this study consisted of two-hundred-ninety-seven sworn (commissioned) officers. This group was comprised of five smaller groups. Group One consisted of fourteen officers from a university law enforcement organization. Group Two consisted of fifty-two officers from a medium-size municipal law enforcement organization. Group Three consisted of one-hundred-twenty-two officers from a large, metropolplex, municipal law enforcement organization. Group Four consisted of twenty-two officers from a regional supervisory training class. And Group Five consisted of

eighty-seven officers from a large, regional airport law enforcement/public safety organization.

### Methods and Problems of the Test Administration

Police have strong feelings about being misunderstood and misrepresented by the public and the press. They are a close-knit, isolated group; whether that isolation is a cause or an effect of their delicate relationship with outsiders has not been determined. They are generally suspicious and cynical, and they are especially bitter about attacks on the police establishment from social scientists (1, p. 63).

This type of sentiment was strongly felt by the way police officers reacted verbally and nonverbally to the questionnaires as they were administered. Statements, such as, "We better not find out in the newspapers tomorrow that we are a bunch of morons from this thing!" were directly or indirectly implied in each group. Previous studies and surveys of various sorts has certainly left behind a negative attitude toward educational research within the law enforcement organization. Even though respondents were repeatedly assured that the questionnaire was to be used for educational research only and that their anonymity would be preserved, many officers declined to participate in the study.

Clearance was obtained from all five police chief executives of the defined groups. With the exception of Group Four, most of the test administration was done before or after the respondents' shift of duty. With the exception of Group Four, no in-service training time was allowed for the study.

With the exception of Group Four, members of the various organizations assisted in administering the test instrument in hopes for a better total response. (Group Five, upon their request, handled the entire test administration to their organization.) As it turned out, Group Four produced the highest percentage of total response as opposed by Group Five which had the lowest percentage of total participation.

The respondents were encouraged to utilize as much time as necessary to complete the questionnaire, and that there were no "right" or "wrong" answers -- only their answers were right for them. They were instructed that each organization would receive a complete report of the group results of the investigation when it was completed. No individual scores would be announced unless such permission was granted in writing by the respondent.

Whereas these general instructions and methods for the administration of value instruments have proven quite successful in other areas of investigation, such overall results were not celebrated in the law enforcement community study.

#### Statistical Procedures

The following are the demographic variables that were taken into consideration in order to complete the Value System Analysis for law enforcement/public safety officers:

1. Chronological age
2. Sex
3. Race
4. Total years service
5. Rank
6. Marital Status
7. Level of education

These variables and the value dominance of each were utilized to ascertain the conclusions made in the Value System Analysis of the defined law enforcement organizations.

Total point sums were hand-tabulated for each value level response on each of the value issues presented to individual respondents. Each respondent could have exhibited a total numerical value that ranged from zero to ninety-six on a particular level of psychological existence. Statistically, the numerical value of the sum of all of the levels of psychological existence could not have been greater or less than ninety-six since the test is an ipsative measure. A total of twelve points had to be distributed for each value issue. Therefore, a respondent could have distributed sixteen points on each of the value levels, or he could have distributed the ninety-six point total in any way he chose. The value statements were randomly placed to eliminate guessing, and to ensure that the respondent read each statement carefully. Six questionnaires were rejected due to



improper scoring, etc. There were no artificial skewing of the results found after analyzation of the data.

The data was hand key punched onto cards from the separate questionnaires. An analysis of variance was conducted to determine the probability of the results being due to chance, or other influences beyond the control of the testing environment. It was determined that a .05 level of confidence was desirable to validate the results of the Value System Analysis of the defined law enforcement organizations.

Chapter IV has been reserved for the application of Graves' theories.

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## CHAPTER IV

### RESULTS

The purpose of this chapter is to report the results of the Value System Analysis effort which was conducted during the months of April, May and June, 1976 with the cooperation of the five law enforcement organizations.

This chapter will be divided up into eight basic areas--looking at the value differences based upon chronological age, sex, race, years of law enforcement experience, rank profile, rank grouping, marital status, and level of educational attainment.

#### The Value Difference Based Upon Chronological Age

Table I illustrates the differences in levels of psychological existence with references to the chronological age of the respondents. The following is a breakdown of the age groupings:

Group One	sixteen to twenty-four years of age
Group Two	Twenty-five to thirty years of age
Group Three	Thirty-one to forty years of age
Group Four	Forty-one to fifty years of age
Group Five	Fifty-one years of age or older

TABLE I

## THE VALUE DIFFERENCES BASED UPON CHRONOLOGICAL AGE

Group	Number	Levels of Psychological Existence*									
		7		6		5		4		3	
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
1	31	17.74	8.36	22.68	9.24	16.13	7.16	20.19	8.83	1.77	2.43
2	135	18.92	9.56	22.04	8.97	14.21	6.85	22.69	9.52	2.97	6.48
3	86	18.45	8.43	23.20	8.76	13.24	7.40	25.56	12.81	1.20	2.24
4	35	16.51	7.44	24.57	7.82	14.57	9.11	22.80	10.06	1.34	2.01
5	8	13.63	8.05	26.25	10.98	10.13	5.28	23.63	14.06	1.13	3.18
										17.58	9.02
										15.21	6.80
										15.08	8.16
										16.26	8.14
										21.25	12.53

\*"7"- Existential, "6"-Sociocentric, "5"- Manipulative, "4"- Conformist, "3"- Egocentric,  
 "2"- Tribalistic

These data indicate a significant difference above the .01 level in the areas of sociocentrism and manipulation. The older the police officer, the more he moves in the direction of sociocentrism; and the younger the police officer the higher his manipulative score.

It should be noted that fifty-six percent of the population in this survey are thirty years of age or younger.

#### The Value Differences Based Upon Sex

The differences in levels of psychological existence according to sex are illustrated in Table II. Group One is the male population and Group Two the female segment of it.

These data indicate that the differences in the sociocentric and manipulative levels were above the .01 level of confidence and the differences in conformity and tribalism were above the .05 level of confidence. The female officers demonstrated higher conformist and tribalistic scores, while the male officers displayed higher sociocentric and manipulative scores.

#### The Value Differences Based Upon Race

The differences in levels of psychological existence according to race are illustrated in Table III. Group One represents the white community and Group Two represents the black community in the survey. No significant data concerning

TABLE II

## THE VALUE DIFFERENCES BASED UPON SEX

Group	Number	Levels of Psychological Existence*									
		7		6		5		4		3	
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
1	287	18.24	8.96	23.00	8.83	14.11	7.32	23.21	10.76	2.11	4.80
2	10	18.70	5.10	19.80	9.16	12.00	7.09	25.40	10.54	1.10	2.23
										15.60	7.82
										19.00	7.33

\*"7"- Existential, "6"- Sociocentric, "5"- Manipulative, "4"- Conformist, "3"- Egocentric,  
 "2"- Tribalistic

TABLE III

## THE VALUE DIFFERENCES BASED UPON RACE

Group	Number	Levels of Psychological Existence*									
		7		6		5		4		3	
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
1	284	18.41	8.91	22.97	8.88	14.08	7.24	23.29	10.80	1.75	3.06
2	12	14.25	6.84	21.42	8.52	14.08	8.90	22.50	10.11	9.92	17.11
										15.76	7.83
										13.83	7.48

\*"7"- Existential, "6"- Sociocentric, "5"- Manipulative, "4"- Conformist, "3"- Egocentric,  
 "2"- Tribalistic

value differences based upon race was discovered in the law enforcement organization. There appears to be a tendency that white officers are more existential and tribalistic, but these results do not support the view that black and white officers significantly differ with regard to their values in law enforcement.

#### The Value Differences Based Upon Years of Law Enforcement Experience

Table IV demonstrates the various differences in levels of psychological existence according to a police officer's years of experience in police service.

The following breakdown represents the years of law enforcement experience:

Group One	Zero to one years of service
Group Two	Two to five years of service
Group Three	Six to ten years of service
Group Four	Eleven years of service or over

These data demonstrate significant differences above the .01 level of confidence on all levels with the exception of egocentrism. The more law enforcement experience an officer has, the more his tendency to move in the directions of tribalism and sociocentrism and away from manipulation and existentialism. It also demonstrates a significantly high level of conformity throughout. This defined police populace has fifty-five percent officers with less than six years of experience.

THE VALUE DIFFERENCES BASED UPON YEARS OF LAW ENFORCEMENT EXPERIENCE

\*"7"- Existential, "6"- Sociocentric, "5"- Manipulative, "4"- Conformist, "3"- Egocentric, "2"- Tribalistic



The Value Differences Based Upon  
Law Enforcement Rank Profile

Table V illustrates the differences in levels of psychological existence according to law enforcement rank profile.

The law enforcement rank profile consisted of nine different categories. They were

1. Patrol officers
2. Corporals
3. Sergeants
4. Detectives
5. Lieutenants
6. Captains
7. Assistant Chiefs of Police
8. Chiefs of Police
9. Public Safety officers (crash-fire rescue related)

These data indicate there are significant differences above the .01 level of confidence on all levels of existence with the exception of egocentrism. The more rank one achieves the more his tendency to move in the directions of conformity and tribalism and away from existentialism. The levels of manipulation and sociocentrism are significantly constant in all ranks.

The Value Differences Based Upon  
Law Enforcement Rank Groupings

Table VI illustrates the differences in levels of psychological existence according to law enforcement officers,

TABLE V  
THE VALUE DIFFERENCES BASED UPON LAW ENFORCEMENT RANK PROFILE

Group	Number	Levels of Psychological Existence*											
		7		6		5		4		3		2	
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
1	156	18.91	9.08	22.66	9.13	14.87	7.84	22.16	11.23	2.19	3.74	15.65	7.53
2	11	21.36	12.36	22.73	7.11	18.64	8.52	22.27	8.83	1.91	2.55	9.09	6.33
3	45	15.80	7.66	24.84	8.34	11.87	5.19	26.07	9.79	1.02	1.51	16.60	7.04
4	20	18.00	9.39	24.30	8.32	14.20	4.80	24.55	11.55	1.10	1.62	13.85	8.45
5	15	16.87	8.53	23.27	11.92	13.93	7.23	22.93	10.81	0.67	1.23	18.33	9.17
6	8	17.75	9.94	17.63	6.91	15.38	10.42	25.50	15.17	1.38	2.33	18.38	12.11
7	2	19.00	2.83	18.50	0.71	8.50	0.71	32.00	8.49	0.0	0.0	19.00	2.83
8	4	21.25	5.74	23.50	6.95	16.25	5.56	18.50	4.51	0.50	1.00	16.00	5.10
9	36	18.03	8.14	21.89	8.20	11.44	6.59	24.14	8.93	4.53	10.49	16.00	8.08

\*"7"- Existential, "6"- Sociocentric, "5"- Manipulative, "4"- Conformist, "3"- Ego-centric, "2"- Tribalistic

TABLE VI

THE VALUE DIFFERENCES BASED UPON LAW ENFORCEMENT RANK GROUPINGS

Group	Number	Levels of Psychological Existence*											
		7		6		5		4		3		2	
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
1	167	19.07	9.30	22.66	8.99	15.12	7.91	22.13	11.07	2.17	3.67	15.22	7.62
2	20	18.00	9.39	24.30	8.32	14.20	4.80	24.55	11.55	1.10	1.62	13.85	8.45
3	75	16.57	7.83	23.75	9.21	12.75	6.35	25.17	10.39	0.92	1.51	16.99	7.99

\*"7"-Existential, "6"-Sociocentric, "5"- Manipulative, "4"- Conformist, "3"- Egocentric,  
 "2"- Tribalistic

detectives and supervisors.

The following is a breakdown of the three groups:

Group One      Officers    (includes patrol officers and corporals)

Group Two      Detectives

Group Three    Supervisors   (includes sergeants through chiefs of police)

These data indicate there are significant differences above the .01 level of confidence on the sociocentric and manipulative levels. The Officer group shows a higher manipulative level and the lowest sociocentric level. The Detective group shows a higher sociocentric level and the next highest manipulative level. The Supervisor group shows the lowest manipulative level and the second highest sociocentric level of existence.

#### The Value Differences Based Upon Marital Status

Table VII illustrates the differences in levels of psychological existence based upon the individual's marital status.

Group One represents married officers, Group Two represents single officers, and Group Three represents divorced officers.

These data indicate a significant difference above the .05 level in the area of conformity, with the married police officers having the significantly higher score.

#### The Value Differences Based Upon Level of Educational Attainment

The differences in levels of psychological existence according to educational attainment are illustrated in Table VIII.

TABLE VII

THE VALUE DIFFERENCES BASED UPON MARITAL STATUS

Group	Number	Levels of Psychological Existence*											
		7		6		5		4		3		2	
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
1	257	18.19	9.06	22.55	8.93	14.04	7.17	23.75	10.91	2.11	4.91	15.65	7.84
2	20	20.85	8.12	25.10	7.64	14.20	6.99	19.35	9.47	1.20	1.76	15.40	6.71
3	19	16.68	6.32	25.47	8.51	13.68	9.94	21.05	9.27	2.37	4.57	16.68	8.94

\*"7"- Existential, "6"- Sociocentric, "5"- Manipulative, "4"- Conformist, "3"- Egocentric, "2"- Tribalistic

TABLE VIII

THE VALUE DIFFERENCES BASED UPON THE LEVEL OF EDUCATIONAL ATTAINMENT

Group	Number	Levels of Psychological Existence*											
		7		6		5		4		3		2	
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
1	39	16.28	7.78	24.15	10.16	12.92	9.17	21.79	11.11	2.92	9.66	17.92	9.14
2	8	17.00	7.01	22.75	8.58	10.63	6.90	26.38	8.26	1.25	2.82	18.00	7.56
3	69	16.36	8.05	21.93	8.55	13.99	7.51	25.17	9.45	2.35	4.14	16.32	6.43
4	49	17.88	8.24	23.33	8.70	13.86	6.12	23.82	8.56	1.96	3.01	15.22	8.23
5	67	19.03	9.16	22.96	8.37	13.79	6.98	24.49	14.35	1.46	2.17	15.22	7.84
6	58	20.53	9.72	22.71	9.02	15.50	7.24	20.50	8.09	1.95	3.66	14.81	8.09
7	6	25.67	12.67	19.83	6.34	17.17	5.53	19.00	11.66	3.67	7.55	10.67	3.56

\*"7"- Existential, "6"- Sociocentric, "5"- Manipulative, "4"- Conformist, "3"- Egocentric, "2"- Tribalistic

These data indicate that the greater amount of exposure the police officer has to higher education, the less likely he is to be tribalistic in his values. He will also move away from the sociocentric and conformist levels and develop a higher existential value framework.

The level of significance exhibited by these data on the existential, sociocentric, conformist, and tribalistic levels is greater than .01.

Chapter V will provide conclusions of this study and implications for further research in the area of law enforcement.

## CHAPTER V

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The purpose of this study was to describe the various value clusters that exist within law enforcement organizations in Texas. The research instrument utilized in this study was based on the Levels of Psychological Existence as formulated by Clare W. Graves. The five law enforcement organizations that were studied were selected because of their availability to supply a wide range of law enforcement/public safety officers found throughout the state.

The research instrument used in the investigation was developed by the researcher and refined by Don Edward Beck and Christopher C. Cowen. The test was designed so that it would effectively indicate an individual's value system as a correlate to the major issues confronting a police officer. Eight major "Value Issues" were chosen.

#### Description of the Value Levels in the Defined Law Enforcement Organizations

The following results were found through the Value System Analysis of five law enforcement organizations.

1. The younger the police officer, the higher his manipulative score, and the older he is, the more he moves in the direction of sociocentrism.



2. Female police officers tend to exhibit significantly higher conformist and tribalistic levels than their male counterparts. The males displayed more sociocentric and manipulative value levels.
3. No significant data was discovered to support the view that black and white officers differ with regard to their values involving law enforcement.
4. The more police service an officer has, the more he moves in the direction of sociocentrism and tribalism and away from manipulation and existentialism. Conformity remains high throughout.
5. The officer group exhibits higher manipulative and the lowest sociocentric levels, while the detective group exhibits higher sociocentric scores and the supervisor group exhibits the lowest manipulative levels of existence.
6. The data indicated that the greater exposure a police officer has to formal education in his personal training, the less tribalism and sociocentrism he exhibits and the more existential values he develops.

#### Value System Analysis and Its Relation to Law Enforcement

When a person considers the nature of a law enforcement organization, and the growing trends of largeness, complexity, demand for greater efficiency, and so on, one conclusion is eminently clear: today's law enforcement organization requires 'communication performance' at an unprecedented level of excellence. And chief among the demands made upon police organizations is the increasing necessity for an organizational climate compatible with the 'psychic needs' of the organization's members.

Despite prodigious progress in the technical aspects of message transmission, storage, and reception, much remains to be learned about what happens "inside people" as they engage in communication. Value System Analysis is a necessary ingredient for learning the psychic needs and reactions of the organization's members and, as well, citizens of the community in which police serve. In consequence, the law enforcement organization requires greater competence on the part of its supervisors and key personnel than ever before in history. Every human situation exists in the police officer's organizational environment. The importance of the police chief's knowledge and understanding of this communication environment is obvious. The law enforcement supervisor who understands the environment of events in which he works has a foundation of knowledge for understanding the human problems of business in general. The police chief executive should be open and receptive to the interpersonal communication processes in and around his organization.

Value System Analysis could be used in the initial selection, placement, and management of police personnel. Also, it could be in administrative communications so that police directives would communicate more effectively to all six value levels, not just the conformist and sociocentric. An awareness of the value systems operating within a law enforcement organization's communication could produce overwhelming results.

### Implications for Further Research

By no means is this study conclusive; therefore, further research should be conducted in the law enforcement community with Value System Analysis. This thesis is the initial phase in applying the process. Further research is needed to clarify any apparent inconsistencies mentioned and to further validate the Values for Law Enforcement questionnaire. The following offers a few suggestions.

Longitudinal studies should be conducted to observe value systems over a period of time; similar studies of a larger population should be conducted with law enforcement organizations in various parts of the United States as well as in Texas; a study should be conducted to identify the possible different value sets in municipal, county, state and federal law enforcement organizations; Value System Analyses on police recruit training depots; a study should be conducted to determine the impact college instructor's value sets have on their students in police science programs; and investigations that take into account such variables as community size, political atmosphere, ethnic background, and the socio-economic environment would be of extreme value .

Graves' Levels of Psychological Existence provide a broad comprehension of human values applicable to a variety of areas. Value System Analysis is a useful instrument for

determining human values and needs and, thus, increasing greater awareness of ourselves and others.

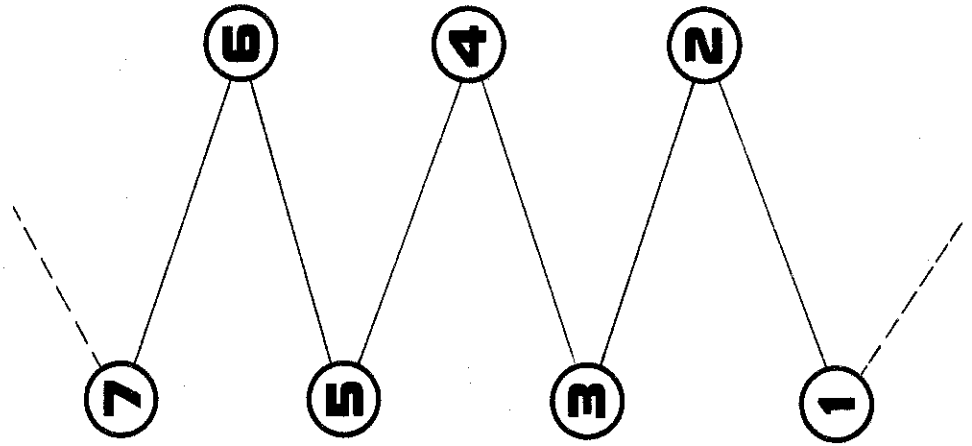
A police officer's workday may include many contacts in a variety of situations. His day fluctuates between periods of calm and periods of intense pressure. He is forced to make decisions during encounters involving conflict. A police officer often sees people at their worst and seldom at their best. He deals with all six value levels throughout the day. Value System Analysis represents a new and innovative approach to understanding human behavior and to the development of effective and practical strategies to use in coping with the diverse value clusters that exist in our society. This fact alone should merit additional research and analysis. Few people involved in the management of organizations would deny the importance of improving interpersonal communications to organizational performance and productivity.

## APPENDIX A

### VALUE SYSTEMS USED IN VALUE SYSTEM ANALYSIS

# VALUE SYSTEMS USED IN VSA\*

\*Based on the theoretical concepts of Clare W. Graves, Union College, New York, and adapted by the Center for Values Research, Box 5156 NTSU Station, Denton, Texas 76203.



## EXISTENTIAL

A personal activist who seeks to live within society's constraints while enjoying his maximum individual freedom. Tends to be inner-directed and self-motivating. Readily accepts ambiguity in people and situations. This value system is quite tolerant, but, at the same time, expects high levels of performance of itself and others. Responds to reasons, not to rules, and is managed through competence, not status or position. May be expressed by dropping out of society in order to pursue individualistic interests and alternative life-styles.

## MANIPULATIVE

Achievement-oriented, self-serving, and aggressive — but within the constraints of society. Enjoys wheedling and dealing, engaging in various forms of competition, and demonstrating his ability to motivate, attain goals, and get ahead in life. Manipulation may be either concealed and private or it may be open, above-board, and displayed. Designed to produce evidence of success, accomplishment, and winning. This mode of adjustment will be found in abundance in politics, management, and in sales and marketing professions.

## EGOCENTRIC

Unabashed, self-centered assertiveness. Aggressiveness takes many forms as he rebels against authority figures, norms, rules, and standards. Somewhat flamboyant in behavior in order to gain attention. Often brash, rough, brazen, abrasive, and even uncouth. May appear "paranoid" — feels that the world is a hostile and alien place. May internalize the impulses into an angry, embittered, and bristling personality. Manifests itself positively in creativity, willingness to break with tradition, and dogged determination.

## REACTIVE

Functions at the physiological level — reacts to stimuli such as hunger, pain, cold, warmth, and sleep in order to obtain the immediate satisfaction of basic human needs. Pure Reactives are virtually value-less — concerned only with survival. Seen in new-born infants, profoundly retarded, severe stroke victims, and the senile elderly. Can be either a temporary state (like a person on drugs or in a state of emotional or physical shock) or a permanent state of existence.

Note that these value systems are essentially **modes of adjustment** used by individuals and even cultures to cope with their perception of the reality of their world — and help to explain where man is, where he has been, and where he is going. Each **mode of adjustment** contains a set of assumptions about the nature of man, methods of learning, modes of thinking, preferred motivational strategies, and total life-styles. Some individuals may assume single modes of adjustment; others may develop **clusters of several value systems**. An individual lives in a potentially **open system** of needs, values, and aspirations, but may settle into a **closed system** — depending on his genetic and psychological make-up, as well as the conditions within his life-space. Clare W. Graves has formulated an exciting and highly perceptive theory of human values that speaks to the issues that confront our society today — and the kinds of **value systems** that will most likely emerge in the future.

## SOCIOCENTRIC

Personalistic concern for self-discovery, acceptance, human dignity, and the uniqueness of each person, as well as the inherent worth of people as a whole. By finding basic value in people and humanity in general, a **SOCIOCENTRIC** individual will spend his time and/or energy working in behalf of social causes. **SOCIOCENTRICS** are opposed to the manipulative use of people, as well as the mindless punitiveness of rigid conformity systems. Reflected in the "helping" professions and new theories and methods of personal introspection.

## CONFORMIST

Finds structure, security, and predictability in systems of various types rooted in directive design. Strongly committed to what he considers to be the "right way." Promotes clearly-defined social roles — prefers order, structure, patterns, and sequential time-frames. Somewhat "rigid" in responding to diversity and ambiguity. Likes a "cut and dried" kind of world and is prone to impose his system, concepts of right and wrong, rules, and procedures on others. Places a premium on sacrifice, discipline, and adhering to the established norms of society.

## TRIBALISTIC

Seeks safety and security in a threatening world by fixating on power, chieftains, clans, rituals, or superstition. Strong reliance on chieftain(s) (parents, teachers, coaches, supervisors, etc.) or the norms established by a clan (family, work-unit, team, or tribe). Depends on the mystical forces inherent in life and tends to be both superstitious and ritualistic. Needs to find some way to explain the unexplainable. Expressed in highly-visible group affiliation and preference for "paternalistic" atmospheres.

APPENDIX B

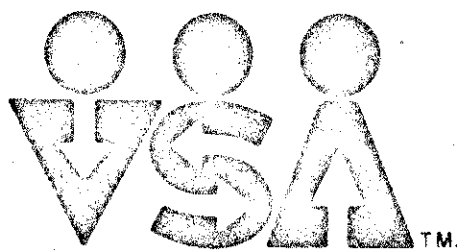
VALUES FOR LAW ENFORCEMENT QUESTIONNAIRE

# VALUES for LAW ENFORCEMENT\*

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\*Questionnaire designed by R. Neal Rieke, Don Edward Beck, and Christopher C. Cowan, Center for Values Research.

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Center For Values Research  
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This VALUES FOR LAW ENFORCEMENT questionnaire represents an initial attempt to develop an instrument which will reflect the value clusters of law enforcement personnel. It is important that you understand that there are no "right" or "wrong" answers. Only your answers are "right" for you. A PERSON'S ANONYMITY WILL BE PROTECTED.

52

There are eight separate questions with six options under each. You will have a total of 12 (twelve) points to distribute among the set of options in any way you please. For example, you may choose to put all 12 points on a single statement, divide the points between just two statements, or break up the 12 points in any other distribution you find appropriate. Just be sure the total set adds up to 12.

#### Personal Data

AGE \_\_\_\_\_; SEX \_\_\_\_\_; RACE \_\_\_\_\_; TOTAL YEARS SERVICE \_\_\_\_\_; RANK \_\_\_\_\_; \_\_\_\_\_ P.D.  
(Please check if civilian employee \_\_\_\_\_)

MARITAL STATUS: Married \_\_\_\_\_; Single \_\_\_\_\_; Divorced \_\_\_\_\_; Widowed \_\_\_\_\_

EDUCATION LEVEL: High School Diploma \_\_\_\_\_; Trade School/Professional School \_\_\_\_\_ mos/  
yrs; Junior/Community College \_\_\_\_\_ yrs, Associate Degree-Yes-No; University \_\_\_\_\_ yrs,  
Degree-Yes-No, If Yes: B.A.-M.A.; FIELD(S) OF STUDY \_\_\_\_\_

#### 1. PEOPLE ENTER THE FIELD OF LAW ENFORCEMENT FOR DIFFERENT REASONS. I CHOSE THIS PROFESSION BECAUSE . . .

- D \_\_\_\_\_ . . . it offers me many varied experiences while on the job and the personal freedom to do other things I like to do while I'm on my own time.
- C \_\_\_\_\_ . . . it allows me to participate directly in the maintenance of law and order to protect our way of life and insure equal justice for all citizens.
- B \_\_\_\_\_ . . . it lets me be where the real action is and gives me the power and equipment to get the job done as I see fit.
- E \_\_\_\_\_ . . . it makes me part of a closely-knit group of people like me who work to insure safety and security for the public as well as each other.
- A \_\_\_\_\_ . . . it involves me directly in helping people cope more effectively with their personal problems and, in a broader sense, to make our community a better place in which to live.
- F (12) \_\_\_\_\_ . . . it provides me the opportunity to take charge of situations in order to exercise necessary control and, at the same time, advance my own personal career.

#### 2. PUBLIC RELATIONS HAS BEEN A CONCERN OF LAW ENFORCEMENT AGENCIES IN RECENT YEARS. TO ME, PUBLIC RELATIONS MEANS . . .

- E \_\_\_\_\_ . . . doing what the chief or supervisor expects each officer to do in promoting good relations with the public so that our department will be protected from irresponsible attacks.
- B \_\_\_\_\_ . . . that somebody is always looking for an excuse to get in our way and will be against us no matter what we do--worry about public relations is one big crock!
- C \_\_\_\_\_ . . . that we should be aware of the reactions for different groups in our society so that we can develop and administer consistent law enforcement rules that apply equally to all citizens.
- F \_\_\_\_\_ . . . that we must constantly be on the alert to influence the opinions of people so that we will be able to achieve some individual as well as departmental goals.
- A \_\_\_\_\_ . . . the fair and just treatment of all citizens as people by dealing with them through genuine and helping human relations in fulfilling our obligation "to protect and serve."
- D (12) \_\_\_\_\_ . . . that we should respect the diverse interests, points of view, and legitimate concerns of particular groups and welcome their input in forming departmental policies and procedures.

3. DIFFERENT OFFICERS PREFER DIFFERENT KINDS OF SUPERVISORS. TO ME, A GOOD LAW ENFORCEMENT SUPERVISOR IS ONE WHO . . .

53

- A \_\_\_\_\_ . . gets us working together in close harmony by participating with us as a team and is as much a friendly person as a supervisor.
- D \_\_\_\_\_ . . gives me access to the information I need and lets me do my job in my own way by encouraging competency instead of simply following rules or rank.
- B \_\_\_\_\_ . . is tough and lets me know where he stands--but allows me to be just as tough and doesn't try to boss me around.
- C \_\_\_\_\_ . . makes the decisions that his job calls for and isn't always changing his mind but sees to it that everyone else follows the rules as well.
- E \_\_\_\_\_ . . tells me exactly what to do and how to do it, then lets me know when I have done what he expects of me--I need to be able to depend on him.
- F (12) \_\_\_\_\_ . . gives me a lot of opportunities to make my own decisions in my job, while encouraging me to work toward my goals and advance my own career in law enforcement.

4. THE MEANING OF THE LAW DIFFERS AMONG LAW ENFORCEMENT OFFICERS AS WELL AS IN THE GENERAL PUBLIC. TO ME, THE LAW IS . . .

- F \_\_\_\_\_ . . basically a positive force in our society but the officer still needs to understand how to bend it a bit here and there in order for our system to work effectively.
- B \_\_\_\_\_ . . is a pretty good thing for most people but I take charge of myself and do what I have to do in order to make it.
- C \_\_\_\_\_ . . necessary to keep the order in society, determine what is right and wrong in preserving our traditions, and the rules should be obeyed by everyone equally.
- E \_\_\_\_\_ . . what binds us together, reflects the wisdom of our forefathers, and protects us from people who would take advantage of us--tells us the specific things we are to do or not do.
- A \_\_\_\_\_ . . a humane concept if it creates a wholesome environment for everyone in society and focuses on human dignity instead of depersonalizing the individual through blind conformity or punitiveness.
- D (12) \_\_\_\_\_ . . a set of guidelines which should provide realistic constraints to maintain social stability while providing maximum freedom for individuals, as well as groups.

5. DIFFERENT OFFICERS LIKE TO WORK IN DIFFERENT UNITS. TO ME, A GOOD LAW ENFORCEMENT UNIT IS ONE WHERE . . .

- D \_\_\_\_\_ . . the supervisor provides a framework for the officers to meet their personal needs while achieving the goals of the unit--where a lot of different viewpoints are considered.
- B \_\_\_\_\_ . . nobody can tell you what to do and where you are not forced to do somebody else's job.
- E \_\_\_\_\_ . . the members stick together and help each other out when the going gets tough--with the support of their supervisor.
- C \_\_\_\_\_ . . the regulations are well-defined and members are rewarded for their loyal service and hard work.
- F \_\_\_\_\_ . . officers are allowed to move ahead and achieve their career goals without anyone's holding them back--where performance and achievement are recognized.
- A (12) \_\_\_\_\_ . . personal needs and feelings of officers in the unit are considered equally with the unit's policies and procedures.

TURN THE PAGE AND CONTINUE

6. NOT ALL LAW ENFORCEMENT OFFICERS HAVE THE SAME ATTITUDES TOWARD RANK. TO ME,  
RANK IN LAW ENFORCEMENT . . .

- C \_\_\_\_\_ . . is necessary because it helps to clarify who has what jobs and responsibilities within the law enforcement structure--and rewards seniority. 54
- B \_\_\_\_\_ . . doesn't make a whole helluva lot of difference--we all put our pants on the same way.
- D \_\_\_\_\_ . . doesn't really have much impact on me one way or the other; although higher rank means more money and status, other things are more important to me in my life.
- A \_\_\_\_\_ . . is an artificial discriminator that keeps people apart and, in many ways, depersonalizes us and causes lots of friction and disharmony.
- E \_\_\_\_\_ . . is important, because it clarifies the fact that some people will inevitably lead and others will follow.
- F (12) \_\_\_\_\_ . . is OK for a lot of people, but often holds me back and stands in the way of my personal advancement.

7. IN DEALING WITH CRIMINAL BEHAVIOR, A LAW ENFORCEMENT OFFICER SHOULD . . .

- F \_\_\_\_\_ . . develop the skills necessary to out-think, out-con, and out-manuever the criminal in order to control crime and put both the department and the officer in a good light.
- C \_\_\_\_\_ . . rely on the laws and criminal justice system to provide for the right punishment of law breakers in order to maintain our society, as we know it.
- B \_\_\_\_\_ . . meet force with force and not have to put up with any crap or defiance--as far as the officer is concerned it's got to be "him" against "them."
- D \_\_\_\_\_ . . cope with the complexity of criminal behavior as well as the inherent ambiguity of situations--and attempt to apply highly individualized enforcement and rehabilitation systems.
- E \_\_\_\_\_ . . follow the policies set down by his superiors and work to insure the safety and protection of his fellow officers, department, and citizens as well.
- A (12) \_\_\_\_\_ . . consider the differences between the person and that person's behavior and be able to take into account the human and social factors that produced the criminal behavior.

8. THERE ARE VARIOUS WAYS TO REWARD A LAW ENFORCEMENT OFFICER FOR HIS WORK. TO ME, THE BEST KIND OF REWARD IS . . .

- A \_\_\_\_\_ . . when there is a good feeling among us and our cooperative teamwork and accomplishments are recognized by the rest of the department and by the community.
- E \_\_\_\_\_ . . when I am assured by my supervisor that he is pleased with my work and that I am guaranteed job security and make the money I need to keep myself and my family going.
- D \_\_\_\_\_ . . when I feel like I have done the best job I can do and that I have enough money to do the things I want to do on my own.
- B \_\_\_\_\_ . . when I get paid on time and supervisors don't screw around with me.
- F \_\_\_\_\_ . . when many opportunities come my way for advancement and I am paid based on my performance and have access to incentive pay and other individual awards.
- C (12) \_\_\_\_\_ . . when the department recognizes my dedication and loyalty in doing my job as it should be done and my pay is appropriate to my seniority and rank.

THANK YOU. BEFORE HANDING IN, PLEASE CHECK TO BE SURE THAT EACH TOTAL SET ADDS UP TO 12 POINTS.

## APPENDIX C

### MEAN LEVELS OF PSYCHOLOGICAL EXISTENCE

MEAN LEVELS OF PSYCHOLOGICAL EXISTENCE  
(ALL GROUPS--297 RESPONDENTS)

Value System	Mean	Standard Deviation
Existential	18.26	8.53
Sociocentric	22.89	8.84
Manipulative	14.04	7.32
Conformist	23.28	10.74
Egocentric	2.08	4.74
Tribalistic	15.71	7.82

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