

# THE IMPORTANCE OF A WORK-LIFE BALANCE IN PREVENTING **BURNOUT** AMONG POLICE CHIEFS

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- Officers spend a lot of their time in two domains: work and their personal lives.
- In the past few decades, more and more research has uncovered how policing can impact officer's lives outside of work.
- This is problematic considering that out of work social support from family friends is a key factor related to reducing stress and burnout.

## POLICING ON PERSONAL LIVES OF OFFICERS

Family members notice changes in officers' personalities & behaviors over time<sup>1</sup>

Family members absorb work-related stress & emotional distress<sup>2</sup>

Greater stress & work-family conflict negatively impacts marital satisfaction & functioning<sup>3-4</sup>



Stress from family life impacts work-related attitudes/behaviors<sup>5</sup>

<sup>1</sup>Twesky-Glasner (2005); <sup>2</sup>Burke (1993); <sup>3</sup>Minnotte et al. (2015); <sup>4</sup>Tuttle et al. (2018); <sup>5</sup>Boles et al. 2001

Family members play a key role in reducing burnout through social support. Yet, Family members of officers have noticed a change in the officer's personality. Longitudinal studies following police recruits in to the first years of policing have shown that they become increasingly cynical, more paranoid, irritable, more dominant, more depressed, and burned out the longer they were involved in policing (Twesky-Glasner, 2005).

When an officer suffers, so does their family. So much so that studies have identified a spillover effect where officer's family members can vicariously absorb work-related stress and emotional distress that accompanies police work (Burke, 1993). Police families often share the same spotlight as cops and as a result may be put in a position and feel the pressure to be a representative of the officer and the department. Additionally, its not about the stress that come from critical incidents that creates issues in families, it's the stress of the day to day routine of officers (working odd hours caused stress in the relationship; further, they grew resentful that they were required to attend social events on their own, be responsible for most of the household tasks, and had little time for self- care (Montgomery-Drake 2008).

Officers with higher work-related stress are more likely to not be able to leave work at

work, which in turn, negatively impacts marriage satisfaction and functioning (Tuttle et al., 2018).

Time demands, scheduling, and shift work take time away from important family events, which has been noted as one of the top concerns of spouses (Brunner, 1976). Stress from family life, such as dealing with sick or dying relatives, divorce, addiction, trauma, creates issues in the family life which has been found to spill over into the home life. A cyclical effect can occur where the stresses in each domain can spill over and create conflict – adding more and more stress to an already stressful occupation. All of which leads to absenteeism, burnout, depression, suicide ideation....

even if officers consciously engage in behaviors that separate work from home, studies of police officers and their spouses show a disconnect. Spouses notice when their loved one is stressed and the impact of the stress can subconsciously seep into the family life. Just because their husband is tired and doesn't want to talk about it doesn't mean that they aren't impacted by the day. Spouses noticed that they were still on the phone talking to coworkers, coworkers would stop by the house all the time, or that their spouse would be angry.

Agencies lose, on average,

11%

of full-time sworn officers  
each year



Wareham et al. (2013)

Using data from the (LEMAS) Law Enforcement Management and Administrative Statistics (LEMAS) and the Census of State and Local Law Enforcement Agencies (CSLLEA) (2008) , the national turnover rate for officers was 10.8%  
On average, 70% of turnover was voluntary.

Nationally, the total turnover rate was 10.8% in both 2003 and 2008. There was much consistency in turnover rates between survey years. Turnover rates, however, were higher in smaller agencies, municipal agencies, those in southern regions, and those in rural areas.

Rates of officer turnover are higher in U.S. agencies that are...



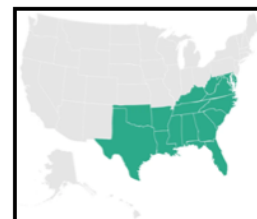
**Smaller**  
( $< 49$  FT sworn)



**Municipal**



**Rural**



**Southern**

Wareham et al. (2013)

Turnover rates, however, were higher in smaller agencies ( $<49$  full-time sworn), municipal agencies, those in southern regions, and those in rural areas.

## TOP FIVE STRONGEST PREDICTORS OF TURNOVER INTENT FOR LAW ENFORCEMENT



Matz et al. (2014)

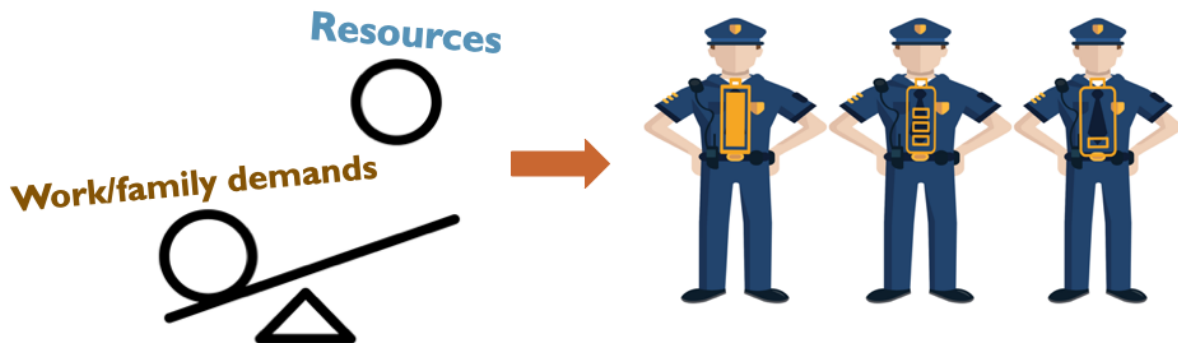
Matz et al. (2014) conducted a meta-analysis of the strongest predictors of turnover intention among law enforcement, correctional officers, and probation/parole. These findings were specific to law enforcement.



# BURNOUT

Chronic form of psychological strain common among helping professionals

Two components: **Exhaustion & Disengagement**



- Chronic form of psychological strain that is increasingly common among professionals who have high levels of emotional interactions with the public
- There are two components to burnout: Exhaustion and disengagement
  - Exhaustion relates to the physical, emotional, and cognitive exhaustion that comes from being overwhelmed with work-related demands and not having enough resources to deal with them. Resources can include time, money, energy, manpower, emotion
  - Disengagement is **police chiefs distance themselves from their work and experiencing negative attitudes toward the work, people who do the work, and/or the industry as a whole**
- Causes of burnout stem from an imbalance of work/family demands and the resources necessary to meet them. Overwhelming work/family demands can significantly decrease job satisfaction and increase burnout, while more resources can increase job satisfaction and reduce burnout. When officers have the resources necessary (e.g., time, equipment, training, manpower, support. Etc.) to meet the work demands, the resources serve as a buffer to the stress and the demands can be more manageable.
- Burnout is like having a small battery in your body and energy is produced from the small battery

- As you expend the energy throughout the day, the power is drained from the battery.
- Through breaks, laughter, somebody bringing donuts, feeling good about your work, compliments, closing a case, feeling supported, etc. your battery is recharged and you continue to function well.
- Burnout would be when there is not enough positive input from work and from life outside or work to recharge your battery

# BURNOUT

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## Personal Consequences

Lower morale/psychological well-being<sup>1, 3</sup>

Family conflicts<sup>1, 2</sup>

Physical & mental illnesses<sup>1, 4</sup>

Negative coping mechanisms (e.g., substance abuse)<sup>1</sup>

## Work-Related Consequences

Increased aggressiveness & use of force<sup>5</sup>

Absenteeism<sup>6</sup>

Low job satisfaction<sup>7, 9</sup>

Turnover intentions & actual turnover<sup>8-9</sup>

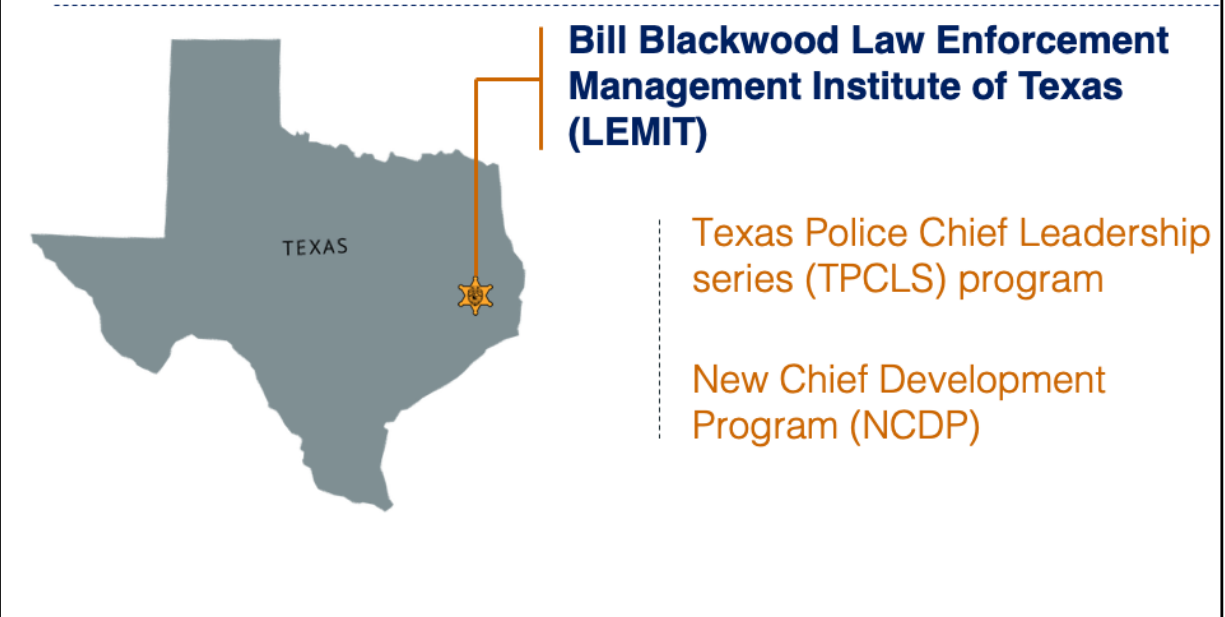
<sup>1</sup>Gershon et al. (2009); <sup>2</sup>Maslach & Jackson (1982); <sup>3</sup>Cherniss (1980); <sup>4</sup>Maslach et al. (2001); <sup>5</sup>Queiros et al. (2013); <sup>6</sup>Travis et al. (2015); <sup>7</sup>Burke et al. (1984); <sup>8</sup>Matz et al. (2014); <sup>9</sup>Brady (2017)

Studies have linked high burnout among officers to a host of negative personal and work-related consequences. This is important for chiefs to pay attention to. Addressing burnout is likely to prevent strain from internal conflicts among officers.

What about police chiefs?

Most of the stress and burnout research has focused on front-line officers. We know almost nothing about police administrators.

## DATA & METHODS



Data for the current study were collected from municipal and special district police chiefs attending one of two programs offered at LEMIT: TPCLS & NCDP

Texas legislature has mandated that every PC in the state of Texas attend the TPCLS program every two years.

More recently, LEMIT has started to offer a new chiefs development program. We have started to survey new police chiefs who have been appointed within the last two years.

## DATA & METHODS

### Texas Chiefs of Police Panel Project (TCPPP)

#### TPCLS

Third wave

Surveys administered during  
12 sessions (9/15 – 7/18)

1,044 participants;

786 completed surveys  
- 75.3% response rate

731 usable surveys

#### NCDP

First wave

Surveys administered during  
5 sessions (6/17 – 11/18)

241 participants;

191 completed surveys  
- 79.3% response rate

185 usable surveys

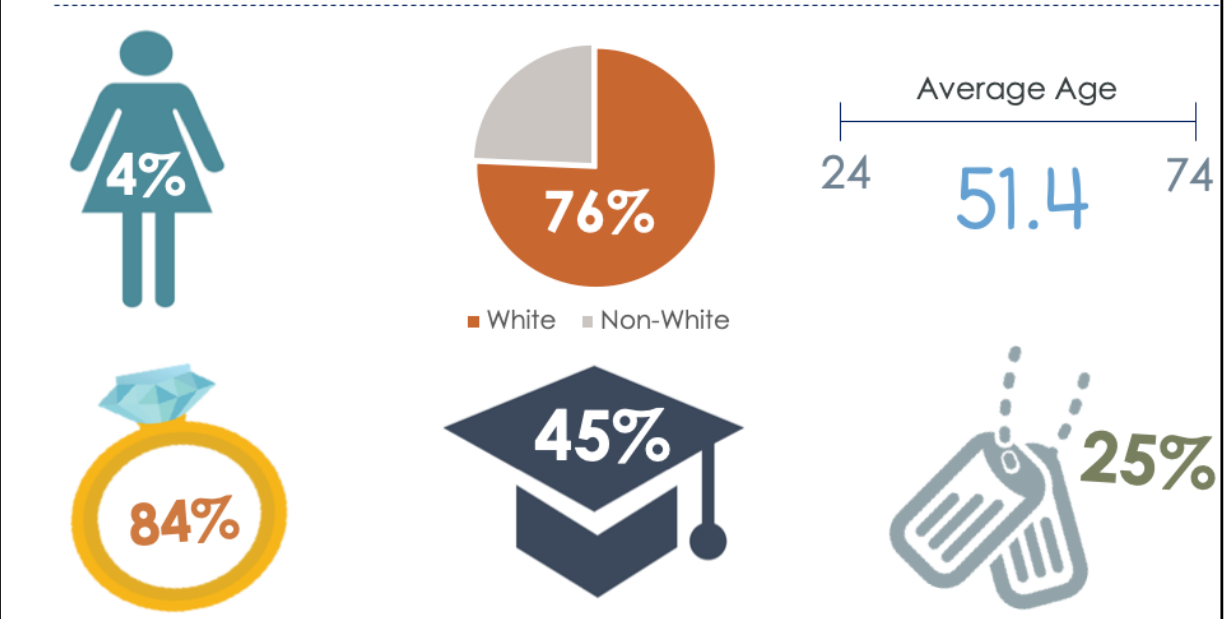
916 chiefs

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graph TD; TPCLS[731 usable surveys] --> Total[916 chiefs]; NCDP[185 usable surveys] --> Total;
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Having access to chiefs attending the leadership programs has sparked the development of the TCPPPP which is an ongoing data collection project where data on vary policing topics are collected from panel participants in the TPCLS program.

Overall, we present findings from 916 Texas police chiefs.

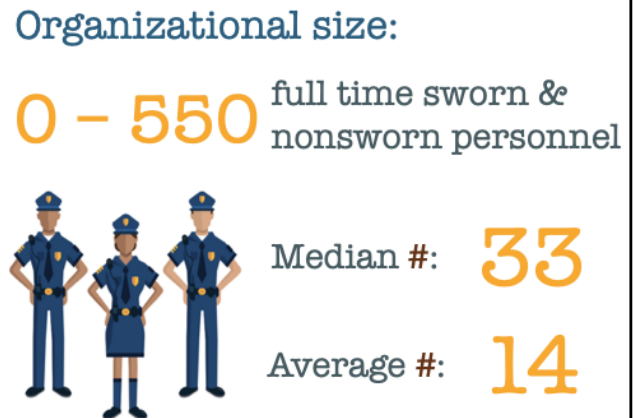
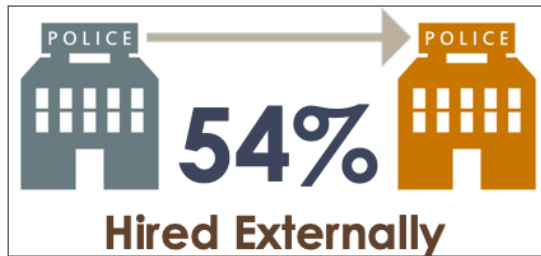
## STUDY PARTICIPANTS (N = 916 CHIEFS)



Overall, our sample was predominantly male, white ranging in age from 24 to 74 with the average police chief being 51 years old.

Most of the sample was married with 45% having a bachelor's degree or higher and 25% having previous military experience

# STUDY PARTICIPANTS

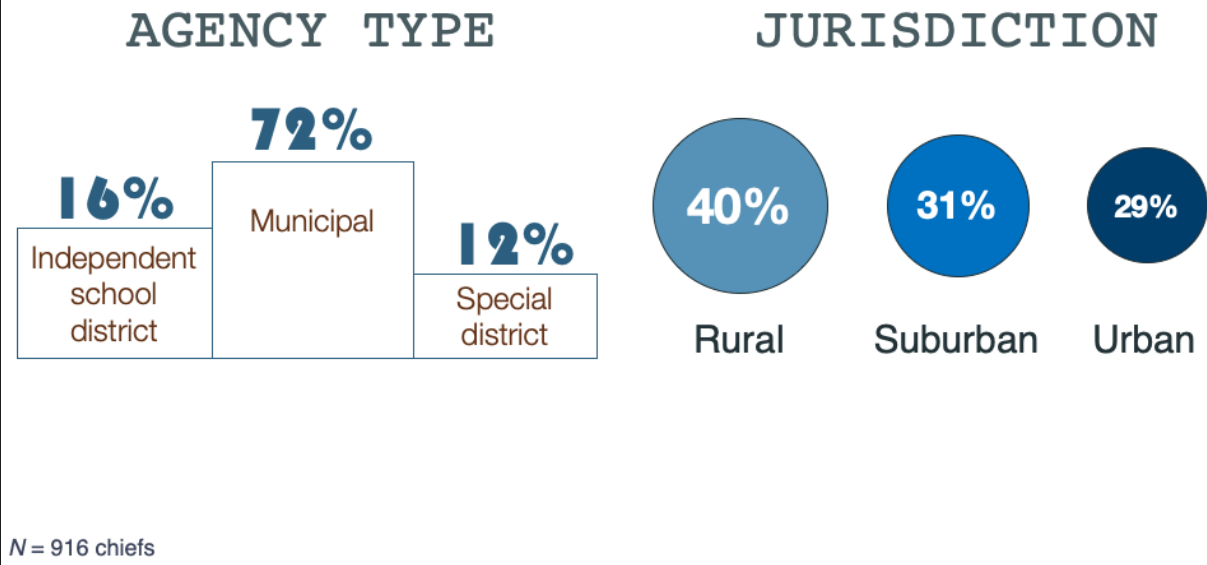


N = 916 chiefs

54% of chiefs were hired externally from another agency. Participants were chiefs of agencies ranging from 0-550 full time personnel. Yet based on the median and average # of FT personnel for their agency, most of them were chiefs of small to medium size police departments.



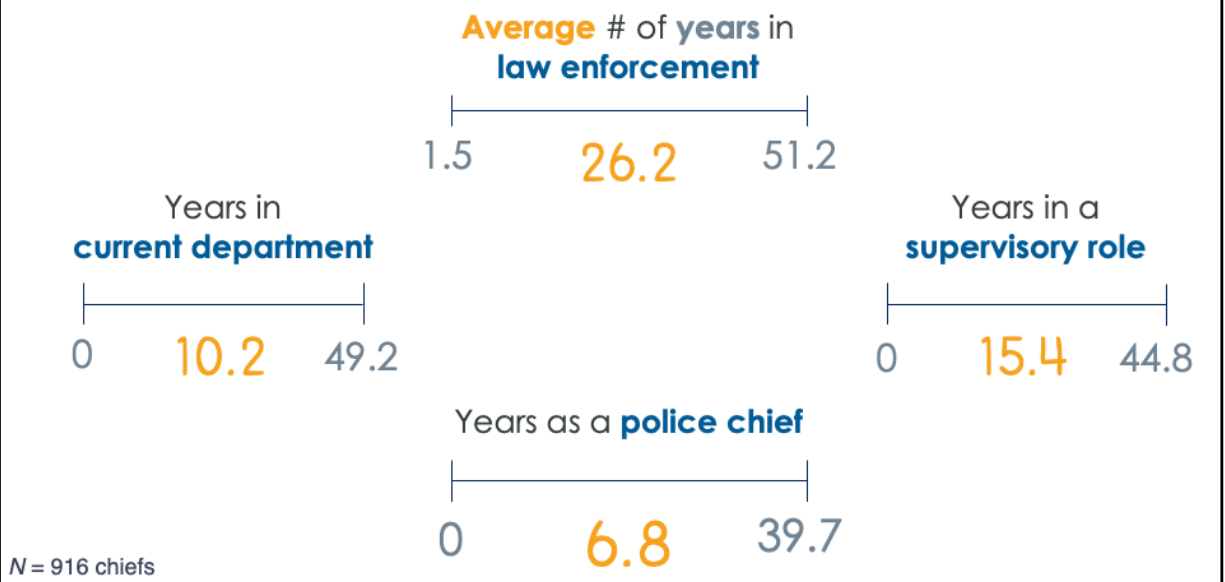
# STUDY PARTICIPANTS



The majority of chiefs were from municipal agencies in rural areas.

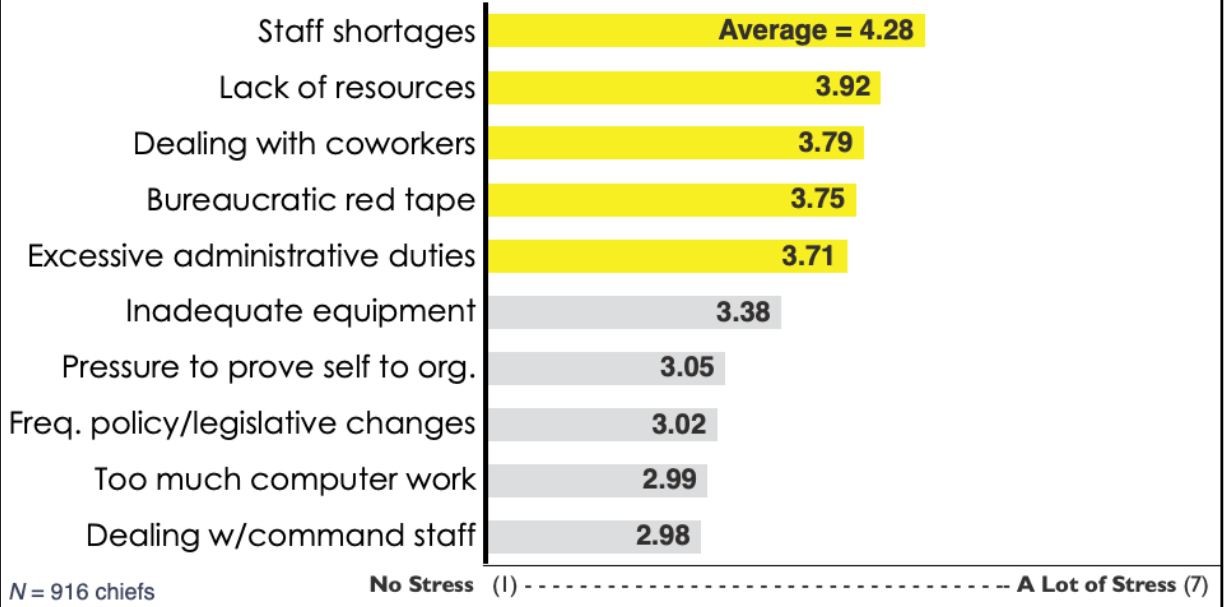
Special district agencies included airport, fish and game, port authority, university police departments.

# STUDY PARTICIPANTS

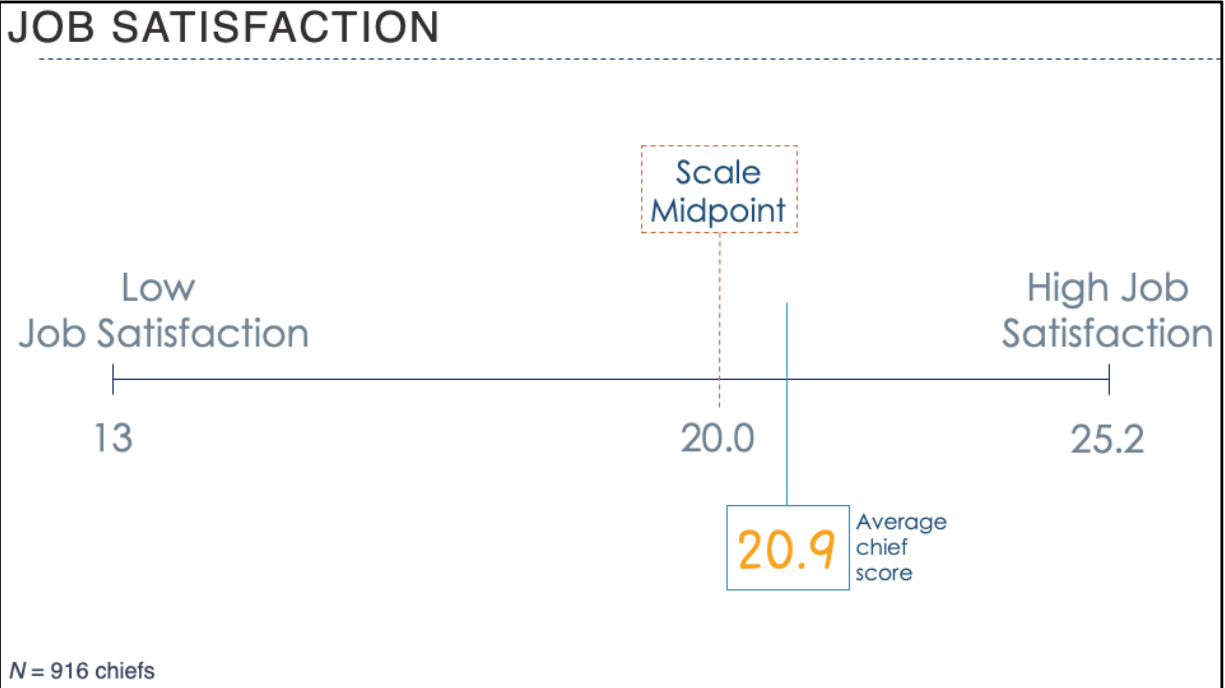


Chiefs, on average, have been in law enforcement 26 years (range in years: 1.5 – 51.2), 10 years in their current department (range 0 – 49), 15 years holding a supervisory role, and a total of 7 years as police chief (includes the total years and months as chief in current department and if they served as chief in a former department)

## TOP ORGANIZATIONAL STRESSORS AMONG CHIEFS



Chiefs were asked to indicate on a scale from 1 to 7 how much stress organizational factors cause for them. These were the top 10 organizational stressors.



JOB satisfaction measure the overall degree to which chiefs enjoyed their job.

- Five items
  - “I find work stimulating and challenging”
  - “I like the kind of work I do very much”
  - “I find a sense of worthwhile accomplishment in my work”

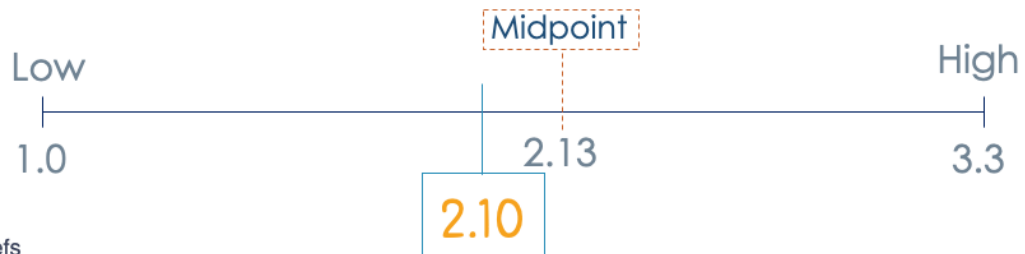
On average, chiefs scored relatively high on job satisfaction – meaning that they like the work they do, feel like its stimulating and challenging, there are opportunities for growth and development, and they feel a sense of accomplishment

## BURNOUT

### Exhaustion



### Disengagement



N = 916 chiefs

Exhaustion encompasses the physical and psychological exhaustion that stems from an imbalance of work demands and the resources to meet the demands. On average, chiefs were slightly exhausted, meaning that they are tired more often, feel the pressures of the job, and may be feeling emotionally drained.

Defined as a consequence of intensive physical, affective, and cognitive strain (i.e., a long-term consequence of prolonged exposure to certain job demands)

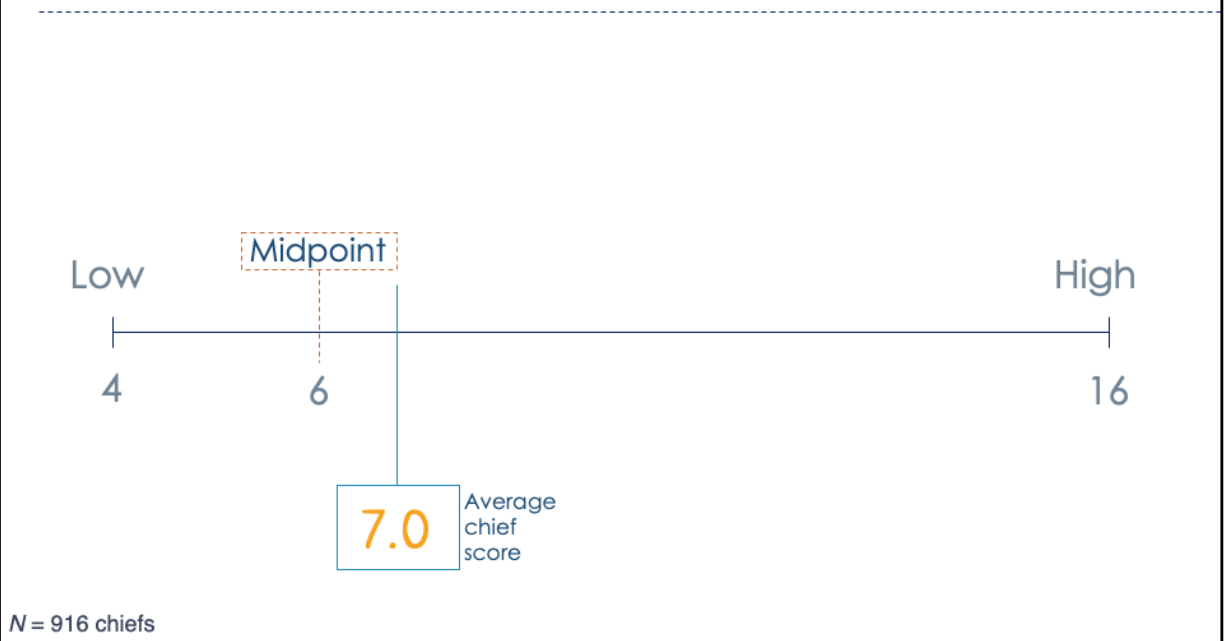
- Example items:
  - “When I work, I usually feel energized”
  - “After working, I have enough energy for my leisure activities”

Disengagement: Defined as the degree to which police chiefs distance themselves from their work and experiencing negative attitudes toward the work, people who do the work, and/or the industry as a whole

- Example items
  - “I always find new and interesting aspects in my work”
  - “I feel more and more engaged in my work”

On average, chiefs were slightly above the midpoint for exhaustion indicating that they are experiencing moderate exhaustion. Additionally, chiefs, on average, scored below the midpoint on the Disengagement scale, suggesting that they are relatively engaged, but not as engaged as they should be. Disengagement relates to being checked out, going through the motions, not being as thrilled with the job as they used to, and becoming more cynical towards the work, others, or the system as a whole.

## TURNOVER INTENTIONS



Chiefs were asked four questions related to whether or not they have thought about leaving within the next six months. Overall, chiefs, on average, scored slightly above the midpoint suggesting that chiefs are at least thinking about leaving, but not absolute about it.

Below is the breakdown of estimates for the four turnover intent questions.

22% indicated that in the past six months, they have frequently or very frequently considered leaving

5% of chiefs indicated that they were likely or very likely to leave in the next six months to pursue another chief's position

7% indicated that they were likely or very likely to leave the job in the next six months for retirement

8% indicated that they frequently or very frequently look for jobs outside of law enforcement

## WHAT INFLUENCES JOB SATISFACTION AMONG CHIEFS?

### Decreases Job Satisfaction



Greater strain-based work-family conflict  
 –  
 Greater family-work conflict  
 –  
 Being married  
 –  
 Longer tenure in *current* police department

### Increases Job Satisfaction



Bachelor's degree or higher  
 –  
 Greater family support  
 –  
 Greater collegial support  
 –  
 Greater commitment to your agency

- *After accounting for jurisdiction, agency type, organizational size, and a host of other important personal and work-related characteristics, the following emerged as some of the key predictors of work-related attitudes among chiefs.*
- **Increases JS:**
- Having a bachelor's degree or higher
- Great family support
- Collegial support
- Organizational commitment (emotional investment, perception that they need to stay, or that they have too much invested in the agency to leave)
- 
- **Decreases JS:**
- Being married
- Tenure in current police department
- Increased family-work conflict (Stress/issues in the family spill over and create issues at work)
  - Particularly when the work demands are unreasonable and when they are tired at work because of the things they do at home.
- Increased strain-based work-family conflict (Stress/strain from the job spill over into the home life and create issues)



- Particularly when chiefs are frequently arguing with their spouse and/or feel like the job doesn't allow them to still have the energy to enjoy family and/or social life;
- ORG commitment, Collegial support, and family support were the three strongest predictors

## WHAT DRIVES **BURNOUT** AMONG CHIEFS?

### Increases Exhaustion



Being married  
–  
Increased family-work  
conflict  
–  
Increased strain & time-  
based work-family conflict  
–  
Greater job stress:  
leadership/accountability-  
related demands

### Decreases Exhaustion



Greater  
job satisfaction  
–  
Greater commitment  
to your agency

- *After accounting for jurisdiction, agency type, organizational size, and a host of other important personal and work-related characteristics, the following emerged as some of the key predictors of work-related attitudes among chiefs.*
- Using complex statistical analysis, these factors emerged as significant predictors of the exhaustion dimension of burnout.

## WHAT DRIVES **BURNOUT** AMONG CHIEFS?

### Increases Disengagement



Greater strain-based work-family conflict

—

Longer tenure in *current* police department

### Decreases Disengagement



Greater job satisfaction

—

Greater commitment to your agency

—

Working for a larger agency

- *After accounting for jurisdiction, agency type, organizational size, and a host of other important personal and work-related characteristics, the following emerged as some of the key predictors of work-related attitudes among chiefs.*
- Using complex statistical analysis, these factors emerged as significant predictors of the disengagement dimension of burnout.

## WHAT INFLUENCES INTENTIONS TO LEAVE?

### Increases Turnover Intent



Greater burnout: disengagement  
—  
Greater job stress:  
leadership/accountability  
-related demands  
—  
Greater  
strain-based work-family conflict  
—  
Longer tenure as a police chief  
—  
Greater collegial support  
—  
Greater family support

### Decreases Turnover Intent



Greater  
job satisfaction  
—  
Greater commitment  
to your agency

- *After accounting for jurisdiction, agency type, organizational size, and a host of other important personal and work-related characteristics, the following emerged as some of the key predictors of work-related attitudes among chiefs.*
- Using complex statistical analysis, these factors emerged as significant predictors of intentions to leave the job within the next sixth months.
- Unlike front line officers who leave due to exhaustion, chiefs are likely to leave due to disengagement. Additionally, chiefs were more likely to leave when they had greater collegial and family support, which could suggest they are more likely to leave when they know their family is good with the decision and that things will be fine within the agency.
- Overall, we see that if chiefs enjoy their job and are committed to their organization (emotional investment/alignment with goals and mission of the org), they are less likely to be burnout and less likely to leave.

## KEY FACTORS INFLUENCING WORK-RELATED ATTITUDES

<b>PERSONAL FACTORS</b>	<b>JOB SATISFACTION</b>	<b>BURNOUT: EXHAUSTION</b>	<b>BURNOUT: DISENGAGEMENT</b>	<b>TURNOVER INTENTIONS</b>
Married	↓	↑		
Education	↑			
Family support	↑			↑
Tenure in current department	↓		↑	
Tenure as chief				↑

Overall, we see that work-related factors explain much of the variation in JS, burnout, and turnover intention. However, some personal factors also matter – particularly longer tenures in current departments and being married.

KEY FACTORS INFLUENCING WORK-RELATED ATTITUDES				
WORK-RELATED FACTORS	JOB SATISFACTION	BURNOUT: EXHAUSTION	BURNOUT: DISENGAGEMENT	TURNOVER INTENTIONS
Family to work conflict	↓	↑		
Work to family conflict	↓	↑	↑	↓
Job stress: Leadership		↑		↑
<b>JOB SATISFACTION</b>		↓	↓	↓
Burnout: Disengagement				↑
<b>COMMITMENT TO AGENCY</b>	↑	↓	↓	↓
Collegial support	↑			↑
Chief of a larger agency			↓	

Across the four work-related attitudes we examined, there were several factors that were consistently related.

Overall, police chiefs will have a better professional quality of life when they have a stronger committed to the organization, enjoy and feel supported by the people they work with, and enjoy their role as a police chief

We also found chiefs personal lives matter. Its important to know that the challenges and emotional toll of police work can be felt by the family as well. When chiefs have greater conflict in the family due to the stress of the job spilling over into the home life, chiefs have lower levels of job satisfaction, and higher levels of burnout.

Additionally, and consistent with the burnout literature, much of the stress that drives burnout stems from bureaucratic stressors: dealing with excessive administrative duties, paperwork, staff shortages,

## KEY FACTORS INFLUENCING WORK-RELATED ATTITUDES

WORK-RELATED FACTORS	JOB SATISFACTION	BURNOUT: EXHAUSTION	BURNOUT: DISENGAGEMENT	TURNOVER INTENTIONS
Family to work conflict	↓	↑		
Work to family conflict	↓	↑	↑	↓
Job stress: Leadership		↕		
Job satisfaction		↕		
Burnout: Disengagement				
Commitment to agency	↑	↓		
Collegial support	↑			
Chief of a larger agency				

The family to work conflict (stress from personal life creating issue at work) and the work-to-family conflict (stress from job spilling over into the homelife) produce a cyclical effect, suggesting that more needs to be done to balance the demands in both the personal and professional domains. These findings are consistent with research on front-line officers, indicating that work-life balance impacts work-related attitudes across the ranks.

## CHIEF FINDINGS

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### Chiefs exhibited...

High job satisfaction

Moderate exhaustion/disengagement

Slightly elevated intentions to leave

- Overall, chiefs scored slightly above the midpoint for job satisfaction, exhaustion, and turnover intentions. In other words, chiefs, on average, are relatively satisfied with their job. However, they experience moderate levels of exhaustion and disengagement and slightly elevated levels of turnover intentions.
- There are some concerns about moderate levels of disengagement considering

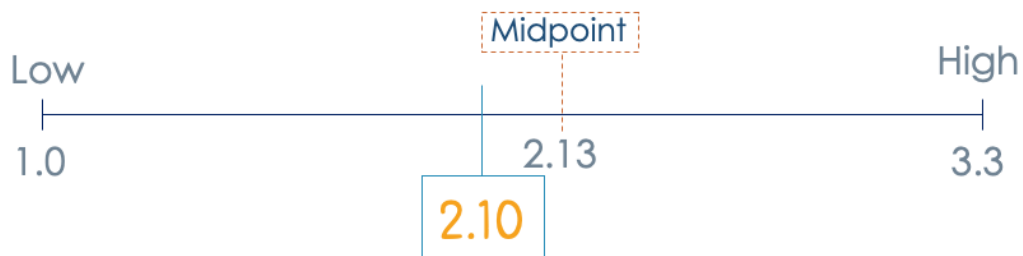


## CHIEF FINDINGS

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Chiefs exhibited...

**Moderate disengagement**



- One could argue that the burnout score being close to the midpoint is alarming considering that on average, police chiefs were moderately disengaged when the leaders of one of the most important municipal agencies should be fully engaged.

## ADDRESSING & PREVENTING **BURNOUT**

### INDIVIDUAL-LEVEL SOLUTIONS

Model self-care/stress management

Adopt a health oriented leadership style

Use resources (EAP programs)

Employ proactive time management skills with family

- We cannot help others unless we help ourselves, first.
- Learn and encourage your fellow officers to use self-care and stress-management techniques starting in the academy. Chiefs need to also be engaging in a routine stress management regime.
- As much as professionals are tired about hearing how they should engage in self-care, this is what the research shows to work
  - When things get stressful, try to build your compassion satisfaction for the work, or what you enjoy about your job – think about why you do this work and remind yourself of the importance of your role and your efforts.
- When chiefs have hobbies outside of work, when they engage in exercise, spend quality time with friends and family, particularly those who do not work in their policing, take breaks, engage in positive thinking and volunteering, they show to have reduced rates of burnout and higher levels of job satisfaction
- Encourage officers to use EAP
  - The research shows that the attitudes and beliefs of the police chiefs can have a positive effect on front line officers if the front line officers feel valued and supported by administrators. One way to model positive behavior is to demonstrate that you are doing what you can to improve your own overall well-being. There continues to be a stigma in law enforcement

about mental health, but we have volumes of research to show that not seeking help or dealing with the emotional toll of the work leads to substance abuse, divorce, obesity, injuries, and other personal and professional consequences. If chiefs regularly support the use of EAP programs and other help seeking resources, as well as use them themselves, it will not only help you, but your subordinates yourself. Which, in turn, may decrease the stress from bureaucratic stressors

- Every so often, whether its after a particularly hard case or critical incident, debriefing, or a shift meeting, help others remind themselves of why they got into this work, why they do it, and what keeps them going
- Having a work-life balance – leaving work at work, having someone to keep you accountable to leave work at work can make all the difference. One of the most consistent predictors of low job satisfaction and high burnout is when chiefs bring the stress of the job home with them because it creates conflict in the home. Having a healthy work-life balance where you actively schedule time to be with your family and friends matters. Yes, things come up and sometimes you have work obligations that you can't get out of, but making a conscious effort to make it up to the ones you love matters to not only your family, but your health as well.

# ADDRESSING & PREVENTING **BURNOUT**

## **ORGANIZATIONAL-LEVEL SOLUTIONS**

### **Administrative/command staff support**

- Awareness/prevention training
- Cultural shift to reduce stigmas

**RESEARCHER/  
PRACTITIONER  
PARTNERSHIPS!**

### **Early warning & intervention protocols**

- Peer support programs
- Employ the right mental health professionals
- Train families from recruitment to retirement

While these are obvious organizational-level solutions, initiatives should really cater to the unique nature and culture of your organizations.

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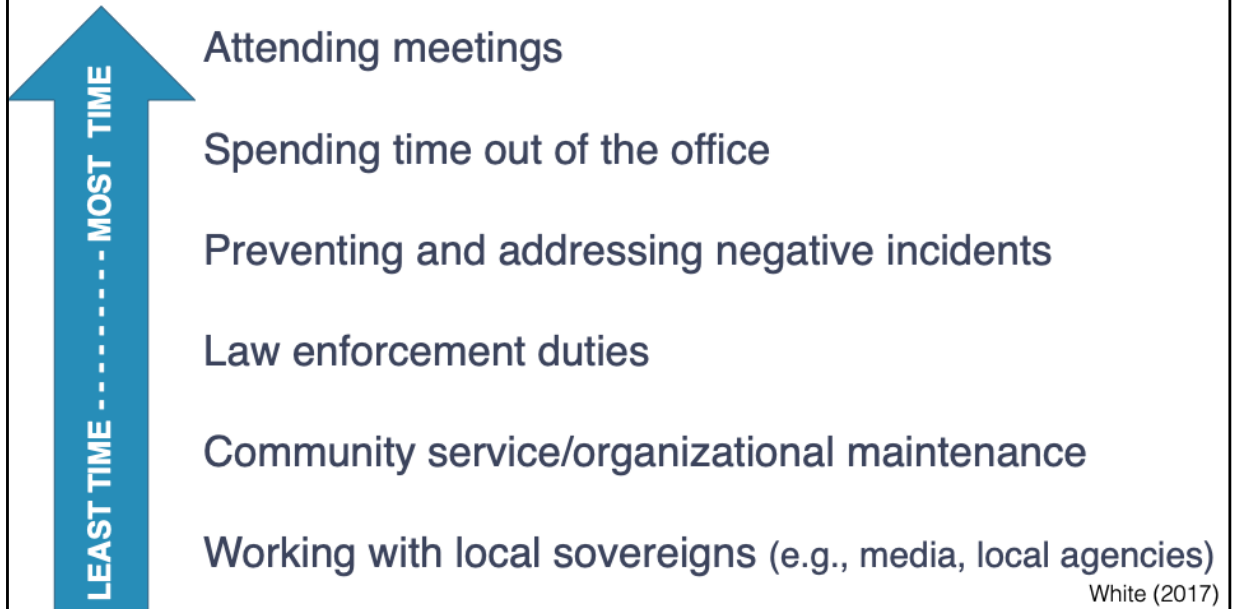
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## HOW DO THESE CHIEFS SPEND THEIR TIME?



### WHAT DO CHIEFS SPEND MOST OF THEIR TIME DOING? (N = 425)

#### Attending meetings (internal and external)

Chiefs of larger agencies spend more time doing this

Chiefs in larger agencies spent more time in meetings with supervisory officers, line officers, than chiefs in smaller agencies

#### Time spent out of the office

#### Preventing and addressing negative incidents

#### Law enforcement duties

More time spent on this if smaller agency

#### Community service/organizational maintenance

Non-white chiefs spend more time doing this

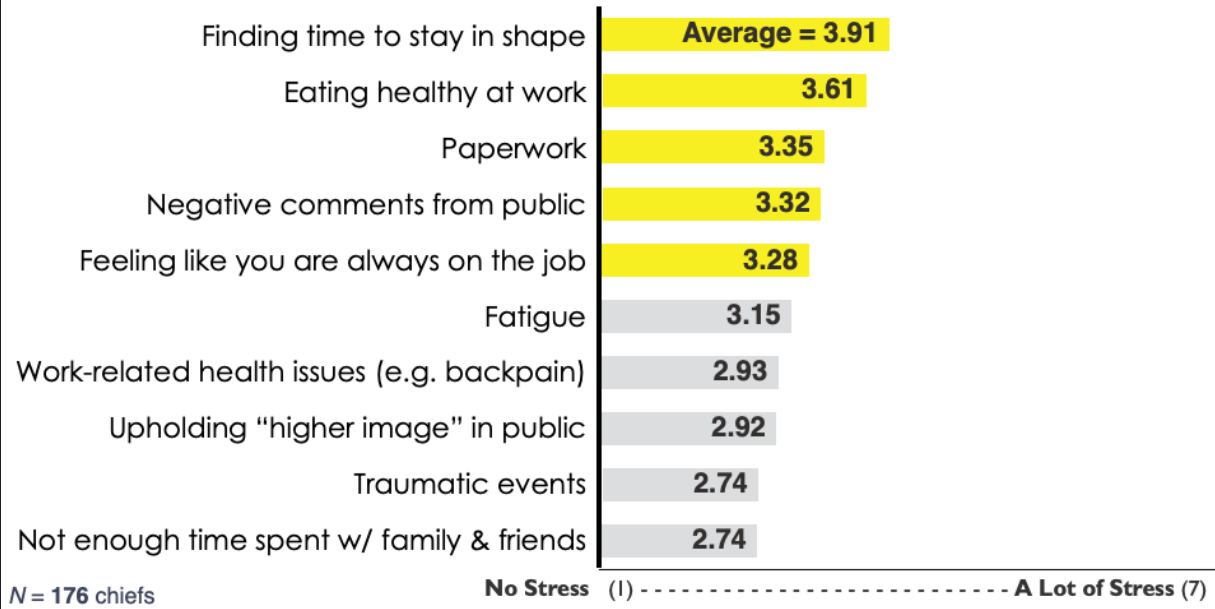
#### Working with local sovereigns (state/federal law enforcement organizational, national/local media, local CJ organizations, medical providers, elected representatives)

Non-white chiefs and chiefs from smaller agencies spent more time doing this

Findings in this study showed that nonwhite chiefs spent more time interacting with local sovereigns, and performing tasks related to community service/organizational

maintenance than did their white counterparts. This could be because non-white chiefs want to gain legitimacy for themselves as the leader of an organization, but also for the organization itself in order to show the community that it can be successful under the leadership of a non-white chief.

## TOP OCCUPATIONAL STRESSORS AMONG CHIEFS



Chiefs were asked to indicate on a scale from 1 to 7 how much stress organizational factors cause for them

From here, we can notice a couple of things – organizational stressors induce more stress among police chiefs.



## INTERNAL & EXTERNAL SOCIAL SUPPORT

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Officers who felt supported by their significant others

Decreased psychological distress<sup>1-2</sup>

Increased resiliency post retirement<sup>3</sup>

**Organizational support** stronger predictor of **work-family conflict** than *supervisor or collegial support*<sup>4</sup>

Supportive *perceptions* matter more than supportive *behaviors*<sup>4</sup>

<sup>1</sup>Davidson & Moss (2008); <sup>2</sup>Evans et al. (2013); <sup>3</sup>Pole et al. (2006); <sup>4</sup>French et al. (2018)

Studies of coping mechanisms among officers showed that those who used the social support of their romantic partners were less likely to suffer from psychological distress (Davidson and Moss 2008) and more likely to be resilient post retirement from law enforcement (Pole et al., 2006)

The best research available shows that support is a two way street – whereby support in both domains is important and the more sources of support officers have, the more they like their job and the better they are able to handle stress.

Yet some of the best research suggests that when looking at sources of support, organizational support has the strongest relationship with work-family conflict and family to work conflict

What is more interesting is that officers who perceive they have support both from the family and the organization had lower levels of work-family conflict versus supportive behaviors.

*OLS Regression Results: Personal and Work-Related Factors Associated with Job Satisfaction (N = 846)*

Variables	<i>b</i>	Robust SE	$\beta$
<b>Personal Characteristics</b>			
White	-0.27	0.19	-.04
Bachelor's degree or higher	0.47	0.17	.09**
Married	-0.45	0.21	-.06*
Hired outside department	0.31	0.20	.06
Family support	0.16	0.04	.15***
Law enforcement tenure (in years)	-0.01	0.01	-.02
Tenure in current department (in years)	-0.03	0.01	-.11*
Chief tenure (log years)	-0.00	0.01	-.01
<b>Operational Characteristics</b>			
Family-work conflict	-0.11	0.04	-.12***
Strain-based work-family conflict	-0.05	0.02	-.12**
Time-based work-family conflict	0.00	0.03	-.01
Job stress: Leadership/accountability	0.16	0.13	.06
Job stress: Insufficient resources	0.04	0.10	.02
<b>Organizational Characteristics</b>			
Collegial support	0.14	0.04	.15***
Organizational commitment	0.33	0.03	.35***
Organization size (log)	0.16	0.17	.04
Chief of ISD	-0.29	0.23	-.04
Chief of special district	-0.43	0.26	-.05
Chief of urban district	0.11	0.20	.02
Chief of suburban district	0.03	0.19	.05
<i>F</i>		21.68***	
Adjusted <i>R</i> <sup>2</sup>		.351	

\**p* < .05; \*\**p* < .01; \*\*\**p* < .001 |

Statistical mumbo-jumbo showing the findings in case anyone is interested.

- = variables that are significant predictors of job satisfaction.
- $P < .05$  means that there is a 5% probability that the relationship between the characteristics and job satisfaction was due to chance. Further, this statistical language implies that the probability of the pattern of findings from the study NOT generalizing across all chiefs in the study is very small — less than 5% (thus,  $p < .05$ ) — with *p* meaning *probability* and *.05* simply meaning 5%.
- \*\*\* =  $P < .001$  means that the 99.9% probability that collegial support, organizational commitment, family work conflict etc. significantly effects JS across the 916 police chiefs. Meaning that there is a .1% chance the relationship is due to chance (VERY small).

OLS Regression Results: Personal and Work-Related Factors Associated with Burnout

Variables	Exhaustion (N = 830)			Disengagement (N = 845)		
	<i>b</i>	SE	$\beta$	<i>b</i>	SE	$\beta$
<b>Personal Characteristics</b>						
White	-0.01	0.02	-0.01	0.03	.03	.03
Bachelor's degree or higher	0.01	0.02	0.01	0.04	.03	.05
Married	0.07	0.03	0.06*	-0.00	.04	-.00
Hired outside department	-0.04	0.03	-0.05	-0.00	0.03	-.00
Family support	0.00	0.01	-0.02	0.01	0.01	.05
Law enforcement tenure (in years)	0.00	0.00	-0.02	-0.00	0.00	-.04
Tenure in current department (in years)	0.00	0.00	0.01	0.01	0.00	.12*
Chief tenure (log years)	0.00	0.00	0.00	0.00	0.00	.05
<b>Operational Characteristics</b>						
Family-work conflict	0.01	0.00	0.06*	0.01	0.01	.06
Strain-based work-family conflict	0.03	0.00	0.40***	0.01	0.00	.15***
Time-based work-family conflict	0.01	0.00	0.07*	-0.01	0.00	-.04
Job stress: Leadership/accountability	0.06	0.02	0.15***	0.03	0.02	.06
Job stress: Insufficient resources	0.01	0.01	0.02	0.01	0.02	.03
<b>Organizational Characteristics</b>						
Job satisfaction	-0.04	0.01	-0.24***	-0.06	0.01	-0.03***
Collegial support	0.00	0.00	0.02	-0.00	0.01	-.12
Organizational commitment	-0.01	0.00	-0.08**	-0.02	0.01	-.12***
Organization size (log)	0.00	0.02	0.00	-0.07	0.03	-.10*
Chief of ISD	0.02	0.03	0.02	-0.01	0.04	-.01
Chief of special district	0.06	0.03	0.04	0.04	0.04	.04
Chief of urban district	0.02	0.03	0.02	0.05	0.03	.06
Chief of suburban district	0.02	0.03	0.02	0.02	0.03	.02
<i>F</i>		43.56***			23.35***	
Adjusted <i>R</i> <sup>2</sup>		.519			.324	

<sup>†</sup>*p* < .10; \**p* < .05; \*\**p* < .01; \*\*\**p* < .001

*OLS Regression Results: Personal and Work-Related Factors Associated with Turnover Intentions (N = 845)*

Variables	<i>b</i>	Robust SE	$\beta$
<b>Personal Characteristics</b>			
White	-0.39	.24	-.05
Bachelor's degree or higher	0.10	.22	.02
Married	-0.49	.26	-.06
Hired outside department	0.35	.25	.06
Family support	0.10	.04	.08*
Law enforcement tenure (in years)	0.02	.01	.07
Tenure in current department (in years)	0.00	.01	.01
Chief tenure (log years)	0.05	.02	.11**
<b>Operational Characteristics</b>			
Family-work conflict	0.02	.04	.01
Strain-based work-family conflict	0.06	.02	.13**
Time-based work-family conflict	0.02	.03	-.02
Job stress: Leadership/accountability	0.69	.16	.22**
Job stress: Insufficient resources	0.17	.12	.07
<b>Organizational Characteristics</b>			
Job satisfaction	-0.16	.05	-.13***
Burnout: Exhaustion	-0.36	.35	-.05
Burnout: Disengagement	1.12	.33	.15***
Collegial support	0.13	.04	.12***
Organizational commitment	-0.28	.04	-.25***
Organization size (log)	-0.19	.20	-.04
Chief of ISD	-0.00	.26	-.00
Chief of special district	-0.04	.33	-.00
Chief of urban district	0.35	.24	.05
Chief of suburban district	0.04	.23	.01
<i>F</i>		21.68***	
Adjusted <i>R</i> <sup>2</sup>		.351	

† *p* < .10; \* *p* < .05; \*\* *p* < .01; \*\*\* *p* < .001