

Table 1: Variables and Descriptive Statistics for Sworn Officers (n = 15,236) and Law Enforcement Agencies (n = 88)

Variables	Mean (SD)	N (%)
Dependent		
Job satisfaction	2.89 (0.65)	
Fair treatment of employees	3.00 (0.89)	
Independent		
<i>Level- 1 (Individual)</i>		
Discipline	2.55 (0.74)	
Supervision	3.79 (0.93)	
Autonomy	2.51 (0.86)	
Gender		
Male = 0		11,391 (74.8)
Female = 1		1,726 (11.3)
Supervisor		
No = 0		9,765 (64.1)
Yes = 1		4,555 (29.9)
Education		
Some college (no degree), and lower = 0		4,582 (30.1)
AA degree, and higher = 1		8,804 (57.8)
Race/ethnicity (Reference: White)		
African American		1,029 (6.8)
Hispanic		971 (6.4)
Other		641 (4.2)
Age	41.82 (8.93)	
<i>Level-2 (Agency)</i>		
Community representativeness- Af. Americans	0.69 (0.51)	
Community representativeness- Hispanics	0.52 (0.33)	
Community representativeness- Women	0.24 (0.09)	
Agency leadership representativeness- Af. Americans	1.08 (3.31)	
Agency leadership representativeness- Hispanics	0.53 (1.78)	
Agency leadership representativeness- Women	0.72 (1.30)	
Concentrated disadvantage	10.95 (3.55)	
Agency total sworn	471.17 (479.77)	
Agency type		
Municipal police department = 0		69 (78.4)
Sheriff's office = 1		19 (21.6)

Table 2: Hierarchical Linear Model Results for the Effects of Community Representativeness on Job Satisfaction and Perceptions of Fairness

Variables	Job satisfaction		Fair treatment of employees	
	<i>b</i>	Std. error	<i>b</i>	Std. error
<i>Level- 1 (Individual)</i>				
Discipline	0.38*	0.01	0.39*	0.02
Supervision	0.13*	0.01	0.18*	0.01
Autonomy	0.12*	0.01	0.12*	0.01
Gender	0.02	0.01	-0.19*	0.03
Community rep.- Women [^]	-0.11	0.17	0.10	0.27
Supervisor	0.06*	0.01	0.17*	0.02
Education	<-0.01	0.01	-0.03*	0.02
African American	0.10*	0.02	-0.24*	0.04
Community rep.- African Americans [^]	-0.01	0.06	-0.02	0.10
Hispanic	0.05*	0.02	-0.02	0.03
Community rep.- Hispanics [^]	-0.06	0.08	0.16	0.12
Other race/ethnicity	<-0.01	0.02	-0.06	0.03
Age	<-0.01*	<0.01	<0.01	<0.01
<i>Level- 2 (Agency)</i>				
Community representativeness- African Americans	<-0.01	0.03	-0.01	0.04
Community representativeness- Hispanics	-0.01	0.06	-0.06	0.08
Community representativeness- Women	-0.08	0.16	-0.03	0.21
Concentrated disadvantage	-0.01	0.01	-0.02*	0.01
Agency total sworn	<0.01	<0.01	<0.01	<0.01
Agency type	0.02	0.03	0.02	0.04
Constant	2.87*	0.02	3.01*	0.03

* $p < .05$

[^] Cross-level interaction

Table 3: Hierarchical Linear Model Results for the Effects of Agency Leadership Representativeness on Job Satisfaction and Perceptions of Fairness

	Job satisfaction		Fair treatment of employees	
Variables	<i>b</i>	Std. error	<i>b</i>	Std. error
<i>Level- 1 (Individual)</i>				
Discipline	0.38*	0.01	0.39*	0.02
Supervision	0.13*	0.01	0.18*	0.01
Autonomy	0.12*	0.01	0.12*	0.01
Gender	0.02	0.01	-0.19*	0.03
Agency leadership rep.- Women^	-0.01	0.17	0.03	0.02
Supervisor	0.06*	0.01	0.17*	0.02
Education	<-0.01	0.01	-0.03*	0.02
African American	0.10*	0.02	-0.24*	0.04
Agency leader. rep.- African Americans^	<0.01	<0.01	0.03*	0.01
Hispanic	0.05*	0.02	-0.02	0.03
Agency leadership rep.- Hispanics^	-0.01	0.01	-0.01	0.02
Other race/ethnicity	<-0.01	0.02	-0.06	0.03
Age	<-0.01*	<0.01	<0.01	<0.01
<i>Level- 2 (Agency)</i>				
Agency leadership rep.- African Americans	<-0.01	<0.01	0.01*	<0.01
Agency leadership rep.- Hispanics	-0.01	0.01	<-0.01	<0.01
Agency leadership rep.- Women	0.01	0.01	<-0.01	0.01
Concentrated disadvantage	-0.01	0.01	-0.01	0.01
Agency total sworn	<0.01	<0.01	<0.01	<0.01
Agency type	0.01	0.03	0.04	0.05
Constant	2.87*	0.02	3.01*	0.03

* p < .05

^ Cross-level interaction

Appendix

Composite Scale Construction

Job Satisfaction (alpha = .73)

1. Rate overall satisfaction with your job assignment.
2. Rate overall satisfaction with the agency as a place to work.
3. Rate overall satisfaction with your career prospects.

Responses: Very satisfied (1), satisfied (2), dissatisfied (3), very dissatisfied (4).

Categories for all items have been reverse coded in the current study.

Fair Treatment of Employees (alpha = .87)

1. Employees are treated the same regardless of gender.
2. Employees are treated the same regardless of race.

Responses: Strongly agree (1), agree (2), disagree (3), strongly disagree (4)

Categories for all items have been reverse coded in the current study.

Discipline (alpha = .86)

1. For minor mistakes, department helps officers with coaching and counseling.
2. Officers are treated with respect during disciplinary investigations.
3. In this agency the disciplinary process is fair.

Responses: Strongly agree (1), agree (2), disagree (3), strongly disagree (4)

Categories for all items have been reverse coded in the current study.

Supervision (alpha = .90)

1. How often supervisor makes clear what is expected.
2. How often supervisor encourages input when decisions made.
3. How often supervisor decisions are fair and consistent.

4. How often supervisor stands up for employees when done nothing wrong.

Responses: Always (1), often (2), sometimes (3), rarely (4), never (5)

Categories for all items have been reverse coded in the current study.