An Overview of Attrition in the Jamaica Constabulary Force

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Abstract

Introduction: For decades, the Jamaica Constabulary Force (JCF or Force) experienced high attrition rates among its members. An author in The Jamaica Gleaner quoted Major General Antony Anderson, a former Commissioner of the Jamaica Constabulary Force, on June 3, 2023, indicating that the Force was "facing the loss of approximately 450 JCF members annually." The departure of over 450 members annually will lead to a loss of experienced officers, which can affect the Force's overall performance and ability to maintain public safety. The Economic and Social Survey of Jamaica for 2022 supported the Gleaner report. A 2023 report by the Private Sector Organization of Jamaica (PIOJ) showed that 336 officers left the JCF in 2022, with resignations accounting for 43.7% (146 officers), while 39.1% (131 officers) retired, and ten (10) officers died tragically. During the same period, 564 persons (452 males and 112 females) joined the Force, 28 fewer than in 2021 (Economic and Social Survey of Jamaica, 2022).

Objectives: This research aims to analyse career development opportunities as determinants of attrition among the JCF, investigate external societal perceptions and economic conditions that may contribute to attrition within the JCF, and assess the impact of job satisfaction on attrition rates within the JCF.

Methods and Materials: A standardised web-based questionnaire was used to collect data from members of the Jamaica Constabulary Force using data from January 2016 to December 2019, as well as an interview schedule to obtain qualitative data.

Conclusion: Culture, compensation, satisfaction, and demographic factors are all determinants of attrition in the JCF. Attrition amongst males is more prominent than among females.

Keywords: Attrition, Culture, Satisfaction, Opportunity, Determinants of Attrition.

Introduction

According to Yearwood (2023), the relationship between job satisfaction and the working environment is complex, which has attracted much scholarly interest from various professional

domains. This review focuses on this dynamic relationship, explicitly highlighting its ramifications for law enforcement, specifically concerning the Jamaica Constabulary Force (JCF). According to Lynch & Tuckey (2004), given the particular stresses and difficulties associated with police, it is imperative to comprehend how an officer's decision to continue or terminate their employment is influenced by their work environment.

Law enforcement organisations provided solid, long-term employment for many years. Numerous police chiefs could overlook the significance of recruitment due to the abundance of workers. Orrick (2008) states that employers around the country, including police agencies, need help finding and keeping enough competent workers. Several internal and external reasons for the organisation's state of affairs are causing this. The most frequently cited reason by police executives of why officers leave is salary. There are several reasons for this claim. Yearwood (2023) supports this argument by highlighting the wages, benefits, and working conditions offered by local and state governments, including those in the private sector or nearby agencies. There are prospects in a general organisation. However, some authors, like Perry (2023), contend that employees need to meet the qualifications. This issue is the case; shockingly, the JCF is losing members drastically. Officers often cite limited opportunities to grow or 'move up' as a reason for leaving their current position Wood (2000, 2002). This matter is particularly true for millennial employees. Despite a significant recruitment campaign in recent years, the Jamaica Constabulary Force (JCF) still needs more members. In recognition of Wilson (2007), more and more officers leave the Force annually. Therefore, asking, "What are the determinants of attrition?" in the JCF makes sense. This issue is essential since it is a foundation for implementing policies to counteract the loss of important members.

Statement of the Problem

The Jamaica Constabulary Force (JCF) experiences job separation owing to retirement, resignation, and dismissal. On reviewing the statistics from the JCF, studies have yet to emerge due to the absence of information on the matter of Determinants of Attrition, which makes it difficult for policymakers to plan the staff complement effectively. The JCF is expected to police the Jamaica landscape, which members must do; hence, not having information makes it difficult to service its customers. This problem has existed for years, and the current study will provide insight into this phenomenon.

Significance of the Study

This study's significance is divided into four (4) categories.

1. The research will aid in developing internal policies to address attrition in JCF.
2. Create plans to raise workplace satisfaction, increase retention rates, and resolve structural problems that lead to attrition.
3. To close the gaps in the literature review regarding the factors contributing to attrition in the JCF.

Purpose of the Study

Studies such as Baker (2020) have shown a significant decline in JCF members annually and an increased recruitment rate. Ultimately, the research will broaden our understanding of the dynamics of human resources within the organisation and lay the groundwork for evidence-based policymaking, organisational changes, and the creation of procedures that promote the organisation's efficiency and the welfare of its valued members.

Rationale for the Study

Based on a review by Ap (2018) on the increased pressure faced by the police organisation about attrition points, this suggests a need for an in-depth examination. The results indicate that, although there are several other unknown factors, salary may be a generalised pathway cause. In light of this, the general research topic below is the focus of this work.

General Research Question

What are the determinants of attrition in the Jamaica Constabulary Force? This paper offers more details by looking at relevant research issues from the literature.

Related Research Questions

1. Are workplace environment and job satisfaction contributing factors to the attrition rate of the JCF?
2. Will compensation, benefits, and career development influence JCF members' decision to leave the Force?
3. How do organisational culture and community relations impact their decision?
4. How significant are demographic and personal factors to the decision of members?

Definition of Terms

The glossary provides a concise overview of critical keywords or terminologies used in this study. They facilitate a straightforward reading of the material and help to make sense of the several primitive concepts that are employed. The definitions of the essential terms are as follows:

Attrition: The term "attrition" describes the slow but intentional decline in the number of employees when workers depart from an organisation without being replaced (Hayes, 2023). For the study, this definition will be used as is.

Determinants: A determinant is a cause or a factor that directly influences a decision or causes something to happen. Few changes have been made to the word determinant from its Latin origins, which means "determining." It can be used as a noun or adjective to decide or determine something (Schankerman, 1984). For this study, the definitions are as follows:

INDECOM: Independent Commission of Enquiry

JCF: The branch of the Ministry tasked with upholding law and order, stopping and identifying criminal activity, looking into allegations of illegal activity, defending people and their property, and enforcing all criminal laws as specified by the Jamaican penal code.

Turnover rate: Employee turnover is the number of workers who leave a company in a specific time frame, usually a year. It is computed by multiplying the result by 100 after dividing the number of departing employees by the average number of employees (Kelly, 2022).

Organisational Culture: The term organisational culture" refers to a company's attitudes, values, and beliefs and how these affect personnel's behaviour-organisational culture impacts how people perceive it (Watkins, 2013).

Limitations of the Study

This study determined two (2) limitations. The research design was limited to a small number compared to the large population. This matter may impact the validity of the hypothesis based on the population of resigned members vs. sample size. The sampling technique also reduced the number of participants based on the specific characteristics needed to execute (Nikolopoulou, 2022).

Delimitations of the Study

This study determined three (3) delimitations. Only JCF officers who have left the Force voluntarily will be included in the survey; officers separated for disciplinary reasons will not participate. Additionally, the study will only include officers who departed the organisation within a predetermined time window. Since the JCF needs a central database on employee turnover, the data availability is the study's main limitation, as there will be few resigned members. The researcher will also have time and resource constraints for the study.

Review of Literature

This literature review provides valuable insights into the multifaceted issue of attrition within the Jamaica Constabulary Force (JCF) and other police organisations. Herzberg's Two-Factor Theory is the theoretical framework chosen for this study. Areas covered are organisational culture, environment and job satisfaction, compensation benefits and career developments, and demographic and personal factors contributing to JCF attrition.

Theoretical Framework

Herzberg's Two-Factor Theory guides this aspect of the literature review. Behaviouralist Frederick Herzberg proposed the motivator-hygiene theory, a two-factor theory, in 1959. According to Herzberg, some elements of a job lead to contentment, while other aspects of a job shield against unhappiness. According to this theory, job satisfaction is influenced by both motivators (intrinsic factors such as recognition, achievement, and growth opportunities) and hygiene factors (extrinsic factors such as salary, working conditions, and supervision (Figure 1). The presence of motivators leads to higher levels of job satisfaction, while the absence of hygiene factors can cause dissatisfaction. Considering intrinsic and extrinsic factors, this

theoretical framework comprehensively explains the relationship between workplace environment and job satisfaction.
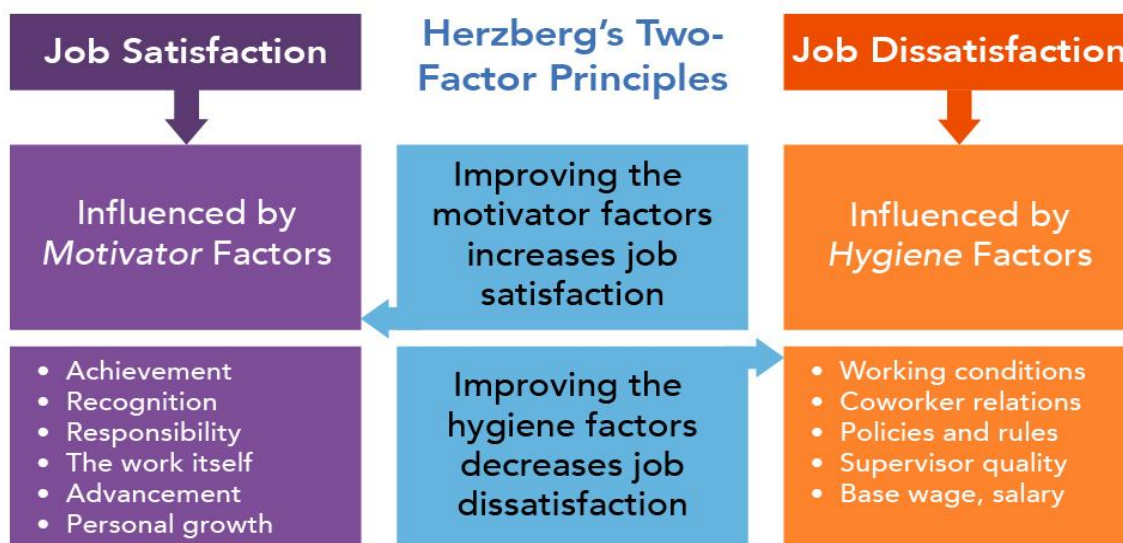

Figure 1: Herzberg's Two-Factor Theory

Furthermore, Malik and Naeem (2013) argued against this theory based on gender-based exceptions. The researchers know the argument against the framework and other continuous research. Nonetheless, the researchers chose Herzberg's Two-factor theory for this theoretical framework.

The relationship between job happiness and the work environment is critical, particularly for high-stress occupations like law enforcement. Herzberg's Two-Factor Theory aptly captures the essence of the interaction between extrinsic hygienic elements and inner motivators in determining an officer's level of professional satisfaction (Herzberg et al., 1959). Managing stress and burnout, leadership, supervision, organisational commitment, and other factors are essential to improving job satisfaction and lowering attrition rates.

In addition, pay and professional advancement are critical elements in the conversation about police turnover. Adam's Equity Theory emphasises the significance of perceived justice in remuneration (Taylor, 2017; see Figure 2). It is clear that while financial considerations are essential, non-financial advantages and chances for career advancement are also crucial for keeping officers on staff. The differences and requirements for fair and competitive compensation structures are highlighted when comparing the JCF's benefits package to those of other regional police divisions.
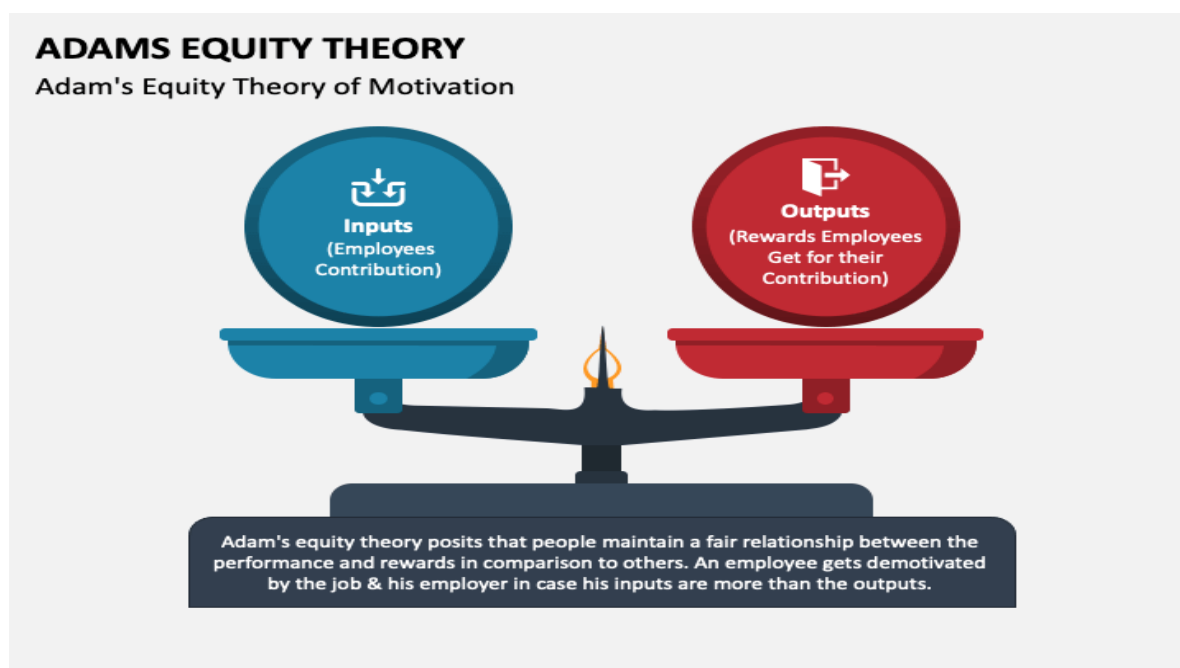
Figure 2: Adam's Equity Theory

Moreover, it is impossible to overestimate the influence that organisational culture has on police performance and behaviour (Mastrofski et al., 2000; Zhao et al., 2018; Terrill &Mastrofski, 2002). Research on diverse international settings, such as the JCF, demonstrates the significant impact of deeply ingrained cultural norms and beliefs on an officer's professional path and how they handle stress at work. To decrease administrative costs and increase job satisfaction, efforts to reform police culture, such as civilianising specific roles, are commendable.

Lastly, a thorough picture of the difficulties faced by police forces worldwide is painted through the investigation of attrition's demographic, personal, and professional aspects, supplemented by international comparisons. An officer's decision to stay or resign can be influenced by various factors, including personal wellbeing, organisational commitment, ethical atmosphere, and leadership quality (Cordner & Scarborough, 2019; Pauline& Terrill, 2017).

Combating police attrition calls for an all-encompassing strategy that includes enhancing the working environment, providing equitable and competitive pay, fostering a positive organisational culture, and comprehending the nuanced reasons-personal and professional-why officers choose to leave the Force. To effectively execute the law and ensure community safety, police departments must seek to retain dedicated, motivated, and stable. personnel

The work environment significantly influences employees' well-being, productivity, and job satisfaction. To better understand the relationship between workplace environment and job satisfaction, this section of the literature review will concentrate on three main sub-themes: (a) studies on job satisfaction and how it affects police officer attrition; (b) the importance of organisational commitment, leadership, and supervision in fostering a positive work environment; and (c) factors that affect stress burnout and overall job satisfaction within the Jamaica Constabulary Force. It also explores the significance of leadership, supervision, and

organisational commitment in fostering a healthy work environment (Smith & Crank, 1996; Skogan & Frydl, 2004; Katsampoukas & Karkoulian, 2012; Paoline & Terrill, 2019).

Theme 1: Workplace Environment and Job Satisfaction

(a) Studies on Job Satisfaction and its Impact on Police Officers' Attrition

Many studies have examined the relationship between work satisfaction and business turnover rates. Higher job satisfaction has been linked to a lower intention of employees to leave, according to prior studies (Skogan & Frydl, 2004; Paoline & Terrill, 2019). In a study done in a comparable situation, Smith (2015) discovered, for example, that police officers with higher work satisfaction levels had lower intentions to leave.According to Brown et al. (2018), police officers' decisions to leave their companies are significantly influenced by their level of job satisfaction. Several studies have repeatedly associated low job satisfaction with a greater desire to leave the workforce (Lee & Lim, 2018). These studies emphasise the significance of elements influencing job satisfaction levels in law enforcement agencies, including compensation, opportunity for professional growth, recognition, and work-life balance.

(b) The role of organisational commitment, leadership, and supervision in creating a positive workplace environment

A favourable work environment primarily depends on organisational commitment, leadership, and supervision (Mastrofski et al., 2006). Lower police officer turnover rates have been associated with organisational commitment, defined as a person's psychological attachment to their organisation (Meyer & Allen, 1991). According to Fasolo (2017) research, police officers who exhibited a greater degree of organisational commitment were shown to have lower turnover rates. The work atmosphere is also significantly impacted by leadership styles. Job satisfaction has increased with supportive leadership styles (Thompson, 2016). Strong leadership and efficient supervision have reduced employee turnover and improved business work satisfaction (Paoline & Terrill, 2017).

(c) Factors contributing to stress burnout and overall job satisfaction within the Jamaica Constabulary Force

Officers frequently witness or participate in violent incidents, which increases stress levels and causes emotional weariness. As a result, exposure to violence is a significant stressor (Terrill & Mastrofski, 2002). In addition, a lack of resources-such as insufficient tools and little opportunity for training-hinders their capacity to perform their jobs well and raises stress levels (Mazerolle et al., 2013). According to Cochrane et al. (2020), the taxing nature of police work-which includes long hours and high-pressure situations-also adds to an excessive workload, which causes weariness and lowers job satisfaction.

Inadequate social support networks can also cause emotional distress and loneliness, which harm job satisfaction (Paoline et al., 2018). The need for initiatives to lessen these consequences, enhance officer wellbeing, and improve work satisfaction cannot be overstated (Jameson, 2019).It is crucial to emphasise the relationship between corporate culture and job satisfaction

and how attrition rates are affected by it (Mastrofski et al., 1995; Paoline& Terrill, 2016). A positive workplace culture prioritising professional growth, equity, and employee wellbeing has been discovered to increase job satisfaction and lower turnover. Procedures for Recruiting and Choosing: Notably, attrition rates may be impacted by the recruitment and selection procedures used by the Jamaica Constabulary Force. According to Paoline et al., 2010; DeLisi et al., 2019, choosing applicants with the right abilities, motivations, and attitudes can help increase work satisfaction and decrease attrition.

Enhancing job satisfaction and lowering police officer turnover rates are benefits of a healthy work environment contingent upon organisational commitment, leadership, and supervision. The results also indicate that encouraging commitment and loyalty among officers, helpful leadership approaches, and efficient oversight can significantly enhance job happiness and retention in the JCF. Nevertheless, more studies in this field may examine the precise methods of supervision and leadership that work best to increase organisational commitment and lower attrition rates. It also looks into how other elements, such as company culture and employee involvement, affect workers' job satisfaction and retention. Undertaking longitudinal research to evaluate the enduring impacts of these variables would yield significant knowledge for establishments aiming to enhance their work environment and lower employee attrition.

Theme 2: Compensation Benefits and Career Developments Within the Jamaica Constabulary Force

Adams (1958) proposed the Equity Theory, which offers a thorough compensation account. This idea strongly emphasises the sense of relationship workers get from their income and their contributions to the company. It proposes that people evaluate their pay by contrasting it with the pay and contributions of other people. Put another way, compared to others, people assess their compensation packages and their input or the work they produce. He continued that there may be problems with motivation if workers feel their pay needs to be more fair and think someone else is getting paid more for doing the same amount of labour. Employees may decide to depart the company due to this perceived unfairness, or they may choose to put in less effort or input overall. Wilson (2007) contended that remuneration includes a fair wage and benefits, feasible career ladders, sufficient training and tools, and the belief that policing can lead to a fulfilling life. It is noteworthy that the primary pay components that impact employee turnover in police departments are salary and benefits.

According to research done in North Carolina by Yearwood and Freeman (2004), approximately half of the agencies in the state blame compensation problems for at least 70% of their attrition. These problems frequently motivate officers to look for possibilities in other departments or fields. Inadequate pay may also result in emotions of devaluation, which may, in turn, develop into stronger motivations to quit, according to Branham (2005). According to Rostker, Hix, and Wilson (2007), low pay increases the impact of other elements, including procedural justice and promotion chances, in addition to affecting attrition. This matter is confirmed by research done in 2006 by Lee with 20,000 workers in 18 different businesses, which discovered that 80 to 90 per cent of people quit their jobs for non-paying reasons-in a particular investigation of the New Orleans Police Department, Rostker, Hix, and Wilson (2007) hypothesised that wage increases

and the lack of possibilities for advancement had a detrimental impact on the motivation and retention of officers. According to Orrick (2008a), career chances can be more important to younger workers who are concerned with instant gratification. Similarly, Buzawa et al. (1994) suggest that a shortage of options for advancement may eventually cause a rise in job discontent.

Edwards (2007) proposed that equitable remuneration, as opposed to monetary value, is a more significant factor in employee retention. He maintained that dedication and devotion to a business, especially among younger people, cannot be "bought" and that financial pay alone is insufficient to engage all generations of employees (Brand, 1999; M. Fischer, 2006; McCafferty, 2003). The difficulty is in creating non-cash ways to inspire and involve employees. Offering benefit flexibility or a cafeteria-style approach is one strategy many businesses have adopted; it provides options while keeping costs down (Edwards, 2007). Officers may become discouraged due to inadequate training and professional development opportunities. Officers today anticipate frequent training opportunities to improve their skills; with such training, their confidence may stay strong (Orrick, 2008a).

Many police view their equipment as a form of "compensation." In light of the limited resources available for recruiting, the chief of the Pittsburgh Bureau of Police observed that offering officers modern equipment can aid in both attracting and keeping them on the Force (Wilson & Grammich, 2009a). According to Jordan et al. (2009), another factor contributing to the rise in law enforcement turnover is the lower salaries of police officers compared to those in the private sector. Other factors include competition from military recruiters, the public's unfavourable opinion of law enforcement, and younger Americans' disinterest in policing upon entering the workforce (Pomfret, 2006; Egan, 2005; Tulgan, 2000).

These macro-social trends and their effect on the police profession are made worse by the premature retirement of an increasing number of police personnel (Jordan et al., 2009). According to Frost (2006), there is cause for concern regarding the low levels of career and organisational commitment among American police officers. This tendency is also noted in Australia and New Zealand (Lynch & Tuckey, 2004). According to Frost (2006), leaving an organisation voluntarily is frequently preceded by low organisational commitment.

Officer pay occasionally falls short of what other institutions are willing to pay for the same staff. According to a 2003 survey in the Americas, municipal police officers' average entry-level starting salaries were $35,500 (Hickman & Reaves, 2006a), and deputies' average starting salaries were $32,200 (Hickman & Reaves, 2006b). The average yearly salary for all municipal police and sheriff's patrol officers is $52,480, comparable to other public sector careers, according to 2008 Bureau of Labor Statistics statistics. Nonetheless, they lag behind other possible professions such as physical therapists ($74,410 annually), jobs in the physical and social sciences ($64,280), landscape architects ($64,000), electrical engineers ($85,350), jobs in computer science ($74,500), and construction management ($89,770) (BLS, 2009).

The issues that the Jamaica Constabulary Force (JCF) faces include those related to career development and benefits. According to a Daily Gleaner report from November 22, 2020, the Jamaican government launched a new compensation evaluation mechanism in April 2023. A

newly minted police constable's base pay under this system is $173,056.63 gross per month, with annual raises and pay increases upon promotion. The base pay for the highest-ranking constable is $210,852.70. Paying a constable with six years or more service starts at $200,000 monthly. The service salary of senior-level constables is higher.

Additionally, an overtime system enables officers to get additional pay for working longer than planned shifts. Police officers may also be qualified for allowances based on where they work, their skills and competencies. Driving expenses, clothing allowances, technical allowances, etc., are some examples of these allowances. Except for allowances and other seniority remunerations, the initial monthly primary wage ranges for various federated ranks of the JCF can be seen in the figure below:

Table 1: JCF salary is based on rank (in Jamaican Dollars)

RANK	SALARY
Corporal	$221,527 - $269,909
Sergeant	$283,404 - $345,301
Inspector	$414,361 - $504,859

The monthly minimum starting basic pay for the gazette ranks of the JCF, not including allowances and other seniority remunerations, are as follows:

Table 2: JCF salary for the Gazetted Ranked Officers (in Jamaican Dollar)

RANK	SALARY
Assistant Superintendent:	$457,868
Deputy Superintendent	$518,035
Superintendent	$646,955
Senior Superintendent	$788,252
Assistant Commissioner	$960,409
Deputy Commissioner	$1,113,780
Commissioner of Police	$1,558,160

On May 21, 2018, the Virgin Islands Police Department (VIPD) increased the base pay of its officers from $30,715 to $40,953. Additionally, officers making less than the new base salary saw a raise. This comparison offers insight into the salary ranges that police officers receive in various areas. The Virgin Islands' police officers are paid according to the following scale:

  i. Police Recruit Starting Pay: $35,000.00
 ii. Police Officer: $40,953.00 - $76,296 Career Incentive Pay includes:
iii. A 3% increase for ten-semester hour credits or equivalent in quarter units earned toward a baccalaureate or an associate degree.
 iv. A 6% increase for 25-semester hour credits or equivalent in quarter units earned toward a baccalaureate or an associate degree.
  v. There is a 10% increase for 40-semester hour credits or their equivalent in quarter units earned toward a baccalaureate or an associate degree.
 vi. A 15% increase for an associate degree.

vii.   A 20% increase for a baccalaureate degree.

viii. A 30% increase for a postgraduate degree.

The Caribbean Society for Human Resource Professionals (CSHRP) gathered information from 117 businesses across 15 Caribbean nations for its PayPulse 2023 survey. With 53.3% of the positions surveyed paying more than market value, Barbados had the most significant number of employers paying salaries over value. With 16.7% of jobs earning more than the market value, Antigua and Barbuda took second, followed by Jamaica in third place with 13.3%. By contrast, the most significant percentage of enterprises paying less than market value was found in St. Vincent and the Grenadines, where 73.3% of salaries were less than the average within the area. As the region's most thorough and up-to-date resource, the study lists thirty job titles from 26 industries across 15 nations.

Theme 3: Organisational culture and community relations

Many members left the organisation because of this intangible aspect of the JCF and ISCF merger, which needed to be adequately addressed and caused many members to feel detached. Needle (2004) states that organisational culture is the collective values, beliefs, and principles of organisational members and is a product of such factors as history, type of employees, management style, habits, beliefs, and national culture. Due to their actions, the JCF and its auxiliary organisations are set up in bureaucratic structures that typically need better organisational function, low generational competence, insufficient supervision and leadership, and a lack of transparency. Employee turnover is strongly predicted by organisational health, policies, and culture, which are negatively impacted by mishandling these dynamics. According to Auten (1981; see also Fry & Berkes, 1983), this rigid organisational structure hinders the personal growth of individuals and organisations, leadingto frustrations that increase turnover, particularly among younger officers. Fry and Berkes (1983) trace the influence of this management style on policing from the industrial age.

Nonetheless, the senior management structure remains paramilitary due to the Constabulary Force Act of 1962 and more than 152 years of experience. This bureaucratic management system heightens members' frustration, insufficient resources for members to provide skilled, high-quality service, and managers' unfulfilled expectations. This frustration stems from significant cultural differences intended to train a more "modern" kind of police officer. However, organisational processes differ, creating a mismatch between youthful, educated, and well-trained police officers. Orrick (2008) has also identified economic issues as potent exogenous variables influencing organisational turnover decisions.

In the 1950s, sociologist William Westley carried out a ground-breaking ethnographic study of the Gary, Indiana Police Force, and he identified two primary factors-organisational and occupational-that impacted police culture (Westley W, 1950). Further research on these two factors-Occupational: Environment Danger Coercive Authority and Organisational: Supervisory Scrutiny Role and Responsibility-and their interactions was done in 1995 by Peter K. Manning (Manning P 1995). The following coping strategies/prescriptions were also noted by him:

keeping a sharp edge, hiding out/being a CYA crime fighter, orientation, outcomes, social isolation, and loyalty.

The National University of Public Service (Johana et al. Faculty of Law Enforcement, 2020) conducted a study in July 2020 that found that police organisational culture is influenced by norms, values, rules, procedures, symbols, and beliefs that have become ingrained in police departments' psyches and behaviours over time. In some instances, these behaviours are specific to a given police department.It may have a favourable or harmful effect on their performance and behaviour. People may be inspired by the culture to pursue advancement and higher positions. However, they may also be dissuaded from serving because of cultural prejudice in terms of benefits or promotions in general. They also proposed that culture exists on many levels, some invisible but crucial to comprehend since they impact police officers' lives, particularly in light of the pressures associated with their line of work. According to the research, many administrative and human resources duties in Hungary have been civilianised, which has relieved police officers of paperwork (Sallia/Farkas, 2020).

A 2020 study by Hilal S. Litsey, "Reducing Police Turnover," involved interviews with 36 retired police officers from the Midwest of the United States. Semi-structured interviews were employed in this exploratory study to summarise whether they had left earlier than intended, voluntarily or involuntarily. The study looked at organisational and occupational cultures and how they affected separation differently.Three stages were considered in the questionnaire design: the changeover point, the experience gained before becoming a police officer, and the knowledge gained during the police career. A snowball sampling technique was employed because no known public list was available. Thirty-six participants-25 men and 11 women-were interviewed in person and over the phone. Their average age upon arrival was 27, and their average age at departure was 44. The majority, or n=28, involved phone interviews. 2001 (n = 5) was the median category year of entry, and 2017 (n = 5) was the year of departure. Four were married to other police officers, and twenty-four were married or committed. Notably, 21 spouses encouraged their chosen career path. Most parents' children believed their occupation was calm, proud, or something they loved. However, One child said, "All my friends are afraid of you." In many cases, the culture of an organisation can contribute to the attrition rate on a long-term basis.

Theme 4: Demographic and Personal Factors as Determinants of Attrition in the Jamaica Constabulary Force (JCF)

Research on personal and demographic attrition characteristics in the Jamaica Constabulary Force (JCF) has been limited. A current study led by Ms. Paulette Baker, a Deputy Superintendent of Police in the JCF, was released in 2020. Baker 2020 employed a qualitative methodology with a sample size of thirty (30) individuals. This sample consisted of ex-police officers assigned to the Kingston and St. Andrew divisions and ranged in age from 19 to 45. Former police officers who had earned the grades of Sergeant, Corporal, Constable, and District Constable were among the available population. The researcher stated that extensive information from police officers who quit was expected to be obtained from the sample despite its small size.

A deliberate, non-random sampling technique was used. Thus, the researcher was able to select cases that were pertinent to the research question.

Considering the researcher works in law enforcement and selects respondents using "special knowledge or expertise," purposeful sampling techniques were used. Only those respondents who could satisfactorily address the research questions were chosen through purposive sampling. The selection of interview subjects was contingent upon their desire and ability to participate in the research. Men and women gave similar reasons, on average, for leaving the service (Baker, 2020), including low pay, unpleasant working conditions, the nature of the work itself, a lack of resources, issues with management and leadership, a lack of staff support, organisational culture, feelings of not being valued by the Force, problems with relationships with superiors, a lack of recognition, personal reasons, a lack of job satisfaction, the chance for further education, migration, dissatisfaction with placement, and a lack of career opportunities. However, she did note that it was notable that a significantly higher proportion of women than men reported that having domestic responsibilities was one of the first reasons they considered leaving the service.

Most participants said they left the JCF for various reasons, mainly unfair management practices, poor working conditions, and inadequate compensation. Several quotes with participant opinions are included below:

"It was in the best interest of me, my family, and the company as a whole to leave at the time that I did due to inadequate salary, unfavourable working circumstances, and personal events that conflicted with my continued employment." Orrick (2008) recommended that departments maintain conditions to lessen the "push" of their agency and to decrease the "pull" from outside the profession to oppose alternative chances. More research is necessary to assess the total influence of external economic trends on attrition in the JCF.

Additionally, "there was little vision for growth and development, which was becoming a problem for personal development. I was, therefore, starting to lose motivation." "Better salary, less stressful lifestyle and working conditions," added a second participant. "When promotions and other job chances arose, management would ensure their cronies received them, which contributed to the views of poor management, leadership, and prejudice." Moreover, there have also been cases where policy decisions and high-level administration have weakened the standing of others.

The participants emphasised how risky and challenging being a police officer is, which they say significantly raises their stress levels. This matter was in line with the findings of Anderson et al. (2002), who believed that law enforcement is the most emotionally and physically risky profession due to the constant stress that comes with looking into cases of rape, murder, child abuse, violence, accidents, and disasters. In addition to driving officers to look for less hazardous work elsewhere, these stressful circumstances also lead to stress-inducing factors, including alcoholism, marital issues, poor health, trauma, and fatalities, including suicide.

Baker 2020 noted in their discussion of the results that Lee and Mitchell (1994) maintained that voluntary termination is a "complex process" and that there is no one comprehensive explanation for why members go. This position has been maintained throughout the monograph. Her study's

conclusions demonstrated a relationship with the opinions of the participants. It was clear that the main reasons given by the participants for quitting were low pay, unfavourable working conditions, the nature of the work itself, a lack of resources, problems with management and leadership, a lack of staff support, a disregard for employees' welfare, organisational culture, being undervalued by the Force, problems with relationships with superiors, a lack of recognition, a lack of promotion, personal reasons, a lack of job satisfaction, additional educational opportunities, migration, dissatisfied with placement, lack of career opportunities, and poor health. Participants' views regarding personal reasons for leaving similarly agree with Lee and Mitchell (1994), where an assessment of employee turnover indicates that voluntary turnover is a complex process whereby individuals assess their feelings, personal situation, and work environment to inform decisions about staying or leaving an organisation.

According to Lynch and Tuckey (2004), all of the elements above, while not equally, contributed to voluntary termination. Furthermore, most human resource management research supports that work dissatisfaction leads to voluntary termination and discourages organisational commitment. The results showed that, on the whole, men and women gave comparable explanations for leaving the JCF; numerous reasons for leaving were insufficient pay, unfavourable working conditions, a lack of resources, and problems with administration and leadership.

Members of the JCF have long had concerns about salaries. The harsh reality of the economy undoubtedly contributes to workplace stress, particularly after a long day of work and when dealing with trauma on the streets, in addition to other job unhappiness. Interestingly, Fielding and Fielding's (1987) research supports the participant's salary opinions by showing that instrumentalism is a significant factor in police decisions to remain on the job or quit. Instrumentalism refers to attitudes towards irrelevant aspects of the job, including pay, status, or security. Indeed, the findings led to the acceptance of Lee's (2006) notion that "pay is usually a symptom of other things not going well." When employees complain about pay, they usually indirectly indicate unhappiness with their work situation. Pay is a 'lightning rod' issue as it is more tangible than poor management and lack of appreciation. Although the issue of compensation is paramount to understanding sources of employee turnover, it can distract from other substantive and more deeply embedded issues, such as organisational culture, leadership, and employee engagement.

Baker (2020) stated that the law enforcement organisations within Jamaica, namely the JCF that merged with the Island Special Constabulary Force (ISCF), have experienced varying levels of attrition. It was essential to capture the different perspectives of police officers who have (have or had?) served the ISCF and to evaluate if the merger contributed to their reasons for resigning from the JCF.

Attrition Trends in the Jamaica Constabulary Force (JCF) and Comparative Insights

An account of the number of members who left the organisation and the reasons behind their departure can be found in the 2018 JCF Annual Report. One hundred fifty-seven people, or 48% of the 325 separated individuals, did so by resignation (JCF Annual Report, 2018). The 2017

Economic and Social Survey, which revealed that 497 members had left the JCF, shows a clear trend. Only 335 people (260 men) joined that year, marking a 47.9% decrease in recruits from 2016. As of December 31, 2017, the JCF has 11,389 members, 19.2% fewer than the size that had been set, down from 20.3% in 2016. Resignation (317 or 63.8%), retirement (145 or 29.2%), and death (30 or 6.0%) were the leading causes of attrition (Economic & Social Survey, 2017). According to the data, the number of members voluntarily resign and leave the JCF is steadily declining. Three hundred seventeen members left in 2017, a notable amount compared to 157 in 2018 and 146 in 2022. Over the three years, 51% of the members who left the organisation on average resigned (JCF Annual Report, 2018; Economic and Social Survey, 2017).

Several research conducted outside of Jamaica were examined to determine the primary causes of members' disengagement from law enforcement agencies. According to Hilal et al. (2019), law enforcement is a vocation that provides long-term employment, but only some people who enter the field plan to stay in it until they retire. Finding strategies to lower police turnover is crucial since hiring a police officer can have substantial costs for the company and the person hoping to enter and stay in the law enforcement field. To determine what agencies might do to retain officers over the long term. This study documented the experiences of officers who left the Force early, whether of their own volition or another's. The results showed several common themes law enforcement organisations should address, such as increased emphasis on personal wellbeing, permanent light-duty assignments, leadership development, clear and transparent procedures, and shift flexibility (Hilal et al., 2019).

Why individuals join or leave an organisation has long been a research topic. Reitz and Anders (2011) contend that turnover and retention are not always mutually exclusive and that there are times when one group leaves for another. However, studies have indicated that the primary predictive variables are organisational commitment and work satisfaction (Reitz & Anders, 2011). Police officers who are content and dedicated to their work have a lower turnover rate, according to another study. Furthermore, the inverse relationship between professional commitment and job satisfaction and intention to take a leave of absence is reinforced by other employment alternatives (Ahmad, 2018).

According to another study, there has been a sharp rise in the number of police officers in Wales and England who have left the Force voluntarily in recent years (Charman et al., 2021). Despite this trend, this issue has received little attention from organisations or academic institutions. The study analysed a survey given to police officers from one English force who had voluntarily resigned between November 2014 and June 2019 using the organisational commitment framework. The results showed that police officers quitting their jobs place high importance on their line of work, the nature of their work, the chance to realise their goals of serving the public and the fulfilment that comes from working as a team with other law enforcement professionals.

In the end, though, they get irritated by what they see as the organisation's incapacity to handle the demands placed on them as well as by a feeling of "injustice" within the organisation that stems from feelings of a lack of "voice," leadership, autonomy, and support. This issue weakens the managers' and officers' exchange-based working relationships, lowering practical organisational commitment. As a result, these elements negatively affect their connections and

care obligations outside of the workplace and their physical and mental health (Charman et al., 2021).

According to Matz et al. (2014), the variable that impacts a person's decision to quit is their job attitude. The broad categories of stress, work satisfaction, and organisational commitment are all included in these variables. The small body of published research in this field indicates that police officers who experience high levels of stress, strain, and low morale, along with weak organisational commitment and low job satisfaction, are most likely to leave the organisation voluntarily or indicate that they intend to do so (Brough & Frame, 2004; Jones et al., 2005; Allisey et al., 2014; Boag-Munroe et al., 2017). More than half of police leavers who participated in a Police Federation poll said they left because of low morale (Police Federation, 2018).

Research reveals that several factors are also associated with job satisfaction, such as organisational commitment (Cantarelli et al., 2016; Saridakis et al., 2018), trust (Cantarelli et al., 2016), self-confidence (Rajender et al., 2017), income (Gazioglu & Tansel, 2006), promotions (Kosteas, 2011), ethical climate (Schwepker, 2001), and access to internet technology (Castellacci & Vinas-Bardolet, 2019). According to Wareham et al. (2015), there is an 11% police turnover rate in the United States, with more excellent rates in smaller agencies, the south, rural areas, and towns. According to Orrick (2008), the expense of losing a competent applicant might be as much as one to five times the employee's pay. Compared to other organisations, the expenditures incurred by the police are more significant (Wareham et al., 2015). According to studies, officers' reasons for leaving the Force included personal needs for change, practical concerns, lack of opportunities following an accident, nepotism, and a general lack of satisfaction (Howes & Goodman-Delahunty, 2015). One study examined job satisfaction through a relationship with organisational justice, or the equity with which direct and sector leader supervisors handled their subordinates (Wolfe et al., 2018).

According to research, law enforcement personnel are more likely to feel psychologically confused about their work, making fairness crucial. The findings indicated a positive link for officers dealing with uncertainty, including unfavourable press and general workplace uncertainty (unpublished data). Distributive justice (fairness in results) and procedural justice (fairness in procedures) are two other subcategories of organisational justice that are linked to a sample of law enforcement officers' job satisfaction and organisational commitment (Qureshi, 2017). Interactional justice is another aspect of organisational justice that deals with how a supervisor's choices affect how an employee is treated.

This issue can be lessened when a supervisor acts with respect (interpersonal justice) and provides sufficient information and justification for the decisions (informational justice) (Yean & Ysof, 2016). According to the study's findings by Hilal et al. (2019), most separations from the Force were voluntary. However, respondents gave a variety of reasons for doing so. Eleven of these were due to personal factors, such as emotional and physical exhaustion, a need for a change, or a desire for various types of employment. If the voluntary departure was not due to a personal issue, it was due to a professional one, such as a lack of opportunities inside the organisation or a disagreement with the leadership.

Based on all literature, it is evident that the organisational culture and salary played an essential part in the increased attrition of individual members. It is the notion that low wages influence the work ethic of individual members and how they perform their duties. Similarly, the organisation's culture overlooks its employees and undermines individual rank. It is critical to note that other factors have contributed to their resignation. These include better job opportunities, burnout, and leadership styles, all of which Baker (2020) supports.

Methods and Materials

This study explores the convergent (mixed method) research design, consisting of qualitative and quantitative research, by wanting to create a generalisable framework of attrition in the Jamaica Constabulary Force (JCF).

Study Setting

The Jamaica Police Force comprises 190 stations, four recruiting centres, 5 area headquarters, 19 divisional headquarters, and 190 stations. Geographically speaking, these are dispersed over the island. In this treatise, however, the context consists of resigned JCF members and inspectors who had performed exit interviews throughout their employment within the 19 divisions.

Figure 3: 19 Divisional Headquarters of the JCF

Research Approach

This study uses a hybrid methodology that combines quantitative and qualitative techniques. As a result, this study specified the variables, established appropriate scales and data collection tools, evaluated the literature, recognised a problem, and selected a suitable theoretical model. In addition, a validated online instrument was used for data collection, and the sample size was established. The paper utilised thematic analysis (Crosley, 2021) to analyse data gathered from the research tools. Information was collected from a broad spectrum of JCF's 19th division inspectors. In addition to departing personnel from the Force. The goal of the current study is to

respond to the main research question and evaluate the following very encouraging assertions (or hypotheses):

General Research Question

What are the determinants of attrition in the Jamaica Constabulary Force? This study looks at four (4) related research areas that stem from the primary research issue. These are the following:

1. Are workplace environment and job satisfaction contributing factors to the attrition rate of the JCF?
2. Will compensation, benefits and career development influence the decider's decision on the Force?
3. How do organisational culture and community relations influence their decision?
4. How significant are demographic and personal factors to the decision of members?

Research Protocol

It has been observed for years that the Jamaica Constabulary Force (JCF) has been posting flyers in need of recruits to join the Force. The business process outsourcing BPO sector, in general, has always needed employees to fill the gap of their vast market. It is, however, strange that the Jamaica Constabulary Force (JCF) is competing with the BPO industry in employee outsourcing. The JCF has successfully recruited quite several members based on the literature review. The problem here is now the rapid rate of attrition in the Force. Therefore, a critical question is: What are the exact factors leading to the rapid job turnover rate for the JCF? This problem is not recognised as a premature issue but a mature issue that needs to be addressed and rectified.

Research Procedure

The researcher started by reading the literature on the factors influencing attrition based on the identified problem. Hence, recording the outcomes and compiling the data required to understand the reasons behind attrition in the JCF and globally. These problems gave the research paper its focus and served as the foundation for its methodology, theoretical viewpoint, and scientific data collection techniques. To collect the data, the researcher used a survey research methodology. The JCF's current inspector rank officers and those who had resigned from the organisation made up the target group. This issue made it possible for the researcher to calculate sample size, collect data from the sample, measure and test factors directly, and compare general viewpoints using identical respondent data.

Establishing the Information Base

After determining the scope of the study based on the problem, the researcher collected data on the topic from online books, journals, article reviews, and the JCF database. Additionally, the JCF admin played a crucial role in supplying information that contributed significantly to the research. Past inspectors, who wish not to be mentioned, provided guidance that steered the research theoretically. Only a few authors focused on the attrition of the JCF members; as such, contrasting global police organisations from several authors was necessary.

Planning the Execution of the Survey

In light of the nature of the study, which was a mixed-method approach, the researcher drafted a questionnaire based on the literature reviewed. The researcher first created a draft of a declaration form to be signed by the participants. This issue was proofread and corrected based on identified grammatical errors. Furthermore, the researcher obtained information from the JCF administration to support inspectors across the various divisions. Most people the researchers could contact by giving telephone numbers were already known based on their profession. Researchers then formally contacted past JCF members based on personal contact or relationship with them. A general outline along with the study's topic, research problem and significance was produced in an outline draft to educate participants.

Data Collection

The researcher utilised experienced investigators based on profession (Police Officer) in the data collection phase of this study. The research team distributed surveys to potential participants through WhatsApp. Likewise, the second round of data collecting started with the same number of prospects for the members who resigned. WhatsApp was used as the same media. Each investigator contacted the participants to inform them concerning the survey and then again to express gratitude for their participation. Based on the nature of the research, only the research investigators had access to viewing responses. This issue is to ensure the validity of the information.

Reporting the Results

Reporting the results is the stage at which the data collected will be presented to the audience (McMurray, 2002). The results are presented using graphs and tables generated using Microsoft Excel. These graphs were selected based on the thematic analysis approach.

Population

Thomas (2023) explains that the entire group or set of people, things, or events that have particular qualities and are of interest to the researcher is referred to as the research population, sometimes called the target population. It stands for the broader population from which a sample is taken. The researcher used purposive sampling to complete this dissertation. The researcher obtained information on the estimated number of persons leaving the Jamaica Constabulary Force (JCF) from Robinson (2023). Based on the findings, approximately 400 individuals leave the JCF yearly, with an unidentified gender dictation. On the other hand, the total number of inspectors across the 19 divisions of the JCF was obtained through the JCF admin. The results suggest there are a total of 490 inspectors active across the divisions.

The following were the study's inclusion and exclusion criteria:

➢ Persons who resigned from the JCF. - **Included**
➢ Persons who were fired from the JCF.-**Excluded**
➢ Persons who hold the rank of inspector- **Included**

- ➢ Persons pending investigation or disciplinary action, etc).-**Excluded**
- ➢ Persons on contract breaks (vacation).-**Excluded**
- ➢ Inspectors who have done exit interviews- **Included**

Sample Size

One of the most critical aspects of the study approach is the sample size. A sample design was developed based on the demographic and the projected 400 individuals that leave the JCF each year. This issue was carried out with a 1% population proportion, a 95% confidence level, and a 5% margin of error. Figure 4 reflects a sample size of 15 participants who have left the JCF. On the other hand, with a population of 490, a 1% population proportion, a 95% confidence level, and a 5% margin of error, a sample size of 28 was achieved for inspectors. Figure 5 presents this information. As a result, there are 43 individuals in the population total sample size. The online sample size calculator was used to determine the sample size for each. After determining the sample size through a two-step process, it is justified to employ a purposive technique.

Figure 5: Sample size calculator. https://www.calculator.net/sample-size-calculator.html?type=1&cl=95&ci=5&nn=1&ps=400&x=Calculate

Sampling Technique

Purposive sampling was used to address the research topic in this study. Data was gathered from individuals who satisfied the requirements based on the details given in the previously described population. In qualitative research, purposeful sampling chooses a particular set of people or units for study. Not at random, but "on purpose," participants are selected. It is sometimes called selective or judgmental sampling (Hoagwood, 2015).Purposive sampling involves the researcher

choosing the sample with a specific goal. As a result, the traits or qualities the researcher is interested in researching are considered when selecting the sample. These traits included the rank of an inspector and resigned members.

Instrumentation

The survey for this research consisted of two questionnaires. One questionnaire was constructed for retired JCF members. This questionnaire comprised eight (8) questions and two (2) demographic questions. The second questionnaire was constructed for currently ranked inspectors of the JCF who conduct exit interviews. This questionnaire consisted of ten (10) questions, one (1) of which was a demographic question. Both surveys contained open-ended and close-ended questions to facilitate the mixed quantitative and qualitative data method.

Processing and Analysing the Data

The team called all participants to confirm the completion of the surveys. After this, the inspector's questionnaire was checked based on a reliability question. Persons were asked to verify if they conducted exit interviews. This knowledge is needed to understand why persons are leaving the JCF. After reviewing, ten (10) participants who selected no were flagged. These persons will be included in the pictural findings but were omitted from the analysis to ensure reliable and accurate data. The information was exported into Microsoft Excel for thematic analysis. Responses to the qualitative questions were coded into culture, compensation, demographic and environmental factors. These were then used to score points about the reason for leaving.

Pilot Testing and Retesting of Instrument(s)

The survey (questionnaire) went through a pilot phase as part of our reliability testing procedures. To directly understand any potential risk or issues with the instrument, the researchers conducted a pilot test amongst the five (5) group members. As such, the surveys were dispersed via WhatsApp. Each team member was asked to confirm receipt of the instrument to begin execution. Completing the study opened the researcher's eyes to two significant issues. Firstly, not all participants could see all the survey options. This issue was analysed and was mitigated with a change of device. The second issue highlighted was privacy. All participants were able to see responses from other participants. This issue could result in biased information or unreliable data. The fix for this solution was to change the privacy settings for the instrument admin.

Surveys

According to McCombes (2023), in-person interviews, telephone interviews, mail-order surveys, and online surveys are ways that surveys are conducted. As with other parts of survey design, the choice is contingent upon the researcher's objectives and the available funds. However, because of its flexibility, higher completion rate, and guarantee that instructions were followed, the research team for this research paper chose to employ online surveys. Additionally, in-person

assistance was given to complete the survey. These improved the quality and objectivity of the data that was gathered.

Validation Strategies

As a process, validation involves collecting and analysing data to assess the accuracy of an instrument (Sahaj, 2022). Pilot testing was utilised to ensure accuracy in evaluating the instrument. According to Williams (2023), rehearsing your research study allows you to test your research approach with a few test participants before conducting your main study. A small sample of five (researchers) members was used to test the research instrument. This pilot test was used to identify any potential risks associated with the study and take steps to mitigate them. Reliability was assessed based on Sopris' (2023) approach to the test-retest technique.

Test retesting is a method that administers the same instrument to the same sample at two different points in time (Vilagut, 2014). This approach aided in justifying whether the instrument is reliable or not. Validity and reliability must be proven to guarantee credibility. As such, the survey platform was critically assessed.

Ethical and Legal Issues

Informed Consent and Confidentiality

According to Bhandari (2023), a set of guidelines that direct your research ideas and procedures are known as ethical considerations in research. Scientists and researchers must always follow a code of conduct when gathering information from subjects. Understanding real-life occurrences, researching effective therapies, examining habits, and enhancing lives in other ways are frequently the objectives of human research. There are important ethical considerations in what you choose to research and how you conduct that research. Research projects involve several moral issues. Protecting human participants, ensuring the wellbeing of animal subjects, managing personal data, and upholding intellectual property rights are crucial (Barrow et al., 2022). In adhering to the Economic and Social Research Council (ESRC) Framework for Research Ethics (see Figure 6), the research team employed several methods to maintain confidentiality and privacy. These methods include:

Before beginning the exercise, participants signed an informed consent form that they had received. Individuals who filled out the form without turning in the Consent Form were assumed to have given their approval for the study to proceed.

The respondents were informed of their responsibilities and rights as potential participants. They were also told that leaving the activity early has no repercussions and that they can leave anytime.

The study did not request personal information that can be used to identify an individual, such as name, church, address, phone number, and names of spouses, children, and other relatives.
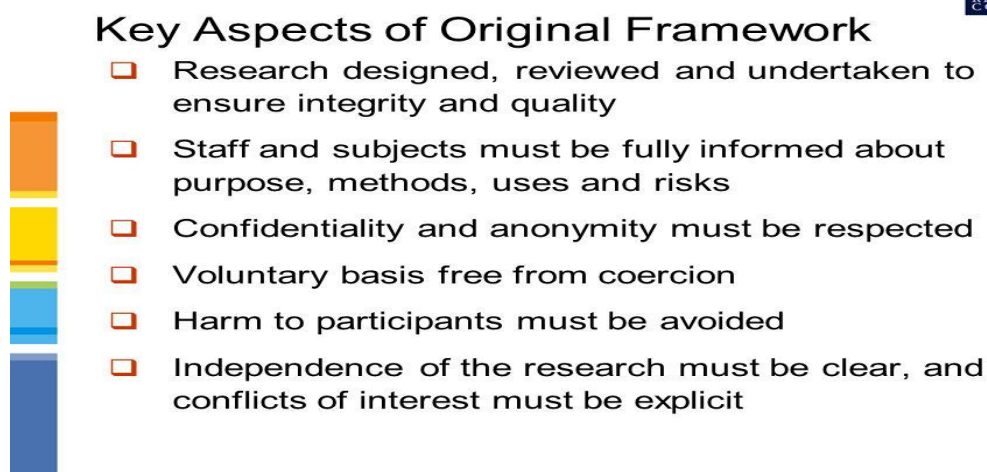
Figure 6: ESRC Framework for Research Ethics

Findings

Demographic Characteristics of Resigned Respondents

Figure 7 represents the demographic characteristics of resigned respondents based on their ranks. Of the total resigned participants (n=15), the majority were Sergeant (40%, n=6). An equal number of Constables (27%, n=4) and Corporals (27%, n=4) have resigned from the JCF. Figure 8 represents the ranks of present members of the JCF who participated in the survey. It illustrates that inspectors (100%, n=28) were the only rank. Thus, the total number of inspectors ranked as individuals was 29.
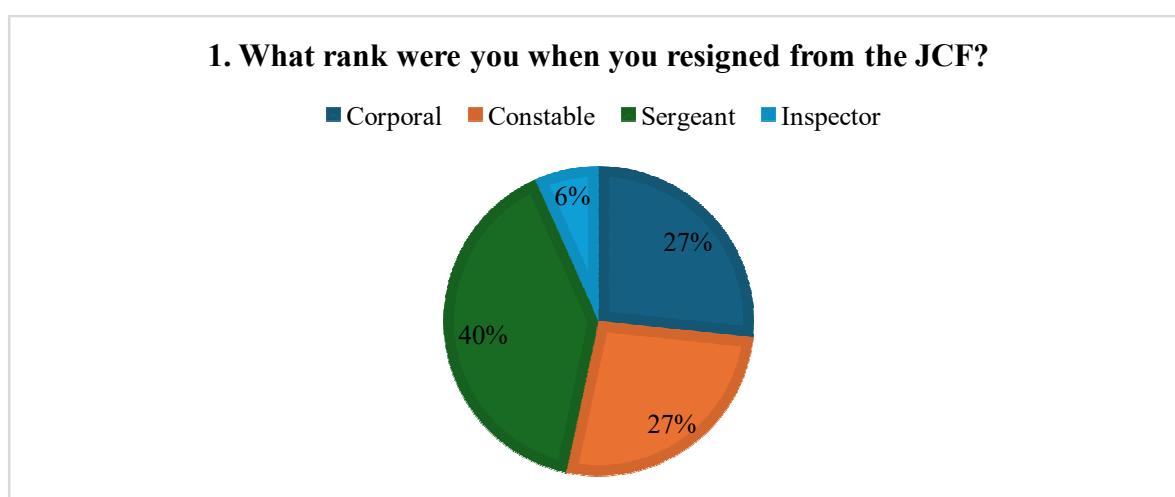

Figure 7: Ranks of resigned respondents

Figure 8 represents the ranks of present members of the JCF who participated in the survey.

1. Are you an Inspector in the Jamaica Constabulary Force (JCF)?
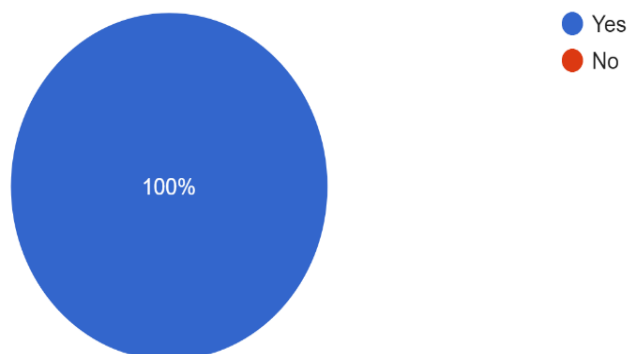28 responses

Figure 8: Ranks of current JCF respondents

Figure 9 represents the age group of respondents who resigned from the JCF. The majority (50% or n=7) resigned between the ages of 41 and 45, followed by those 31-35 (22%) and 36-40 years old (14%).
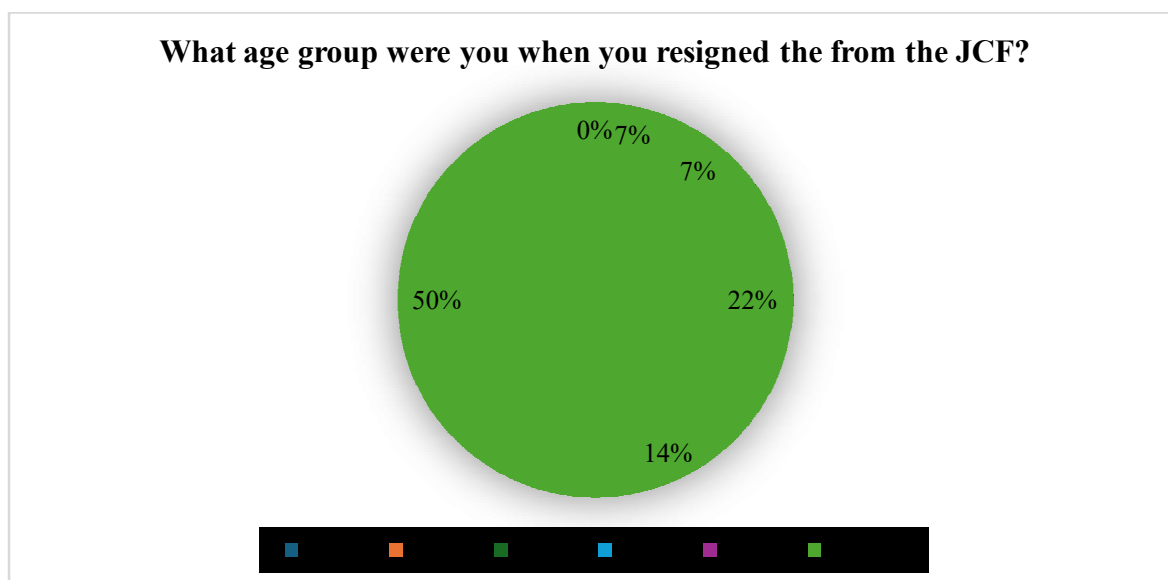

Figure 9: Age of resigned JCF

Figure 10illustrates the years of service of respondents before they resigned. The highest years of service recorded was 35 years, followed by 23 years and seven months. The least number of years recorded were 7.5 years and eight years. The average number of years of service before exit is 13.84 years.

Figure 10: Years of service for resigned JCF members

Figure 11 represents the number of present JCF inspectors conducting exit interviews. Most of the resigned members of the JCF did complete an existing interview (64.3%, n=18).
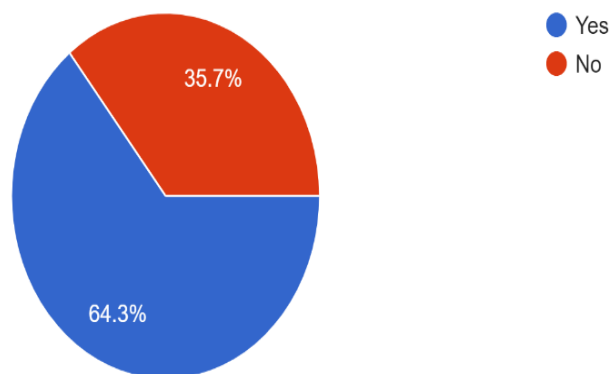

Figure 11: Inspectors conducting exit interviews

Table 3 presents a thematic analysis of the top four (4) reasons why individuals leave the JCF based on conducted exit interviews. The research team used the number of responses to each option to determine the reason that influenced officers' decision to leave the JCF. The maximum possible score is 15, so compensation is a leading issue for leaving the JCF, followed by work environment, culture, and personal demographic factors.

Table 3: Thematic analysis of the top 3 reasons for leaving the JCF

RESPONSE	C-Culture	B-Compensation	DP- Demographic/Personal	Work Environment
Low wages (B) Lack of Promotion (C)Not Being Appreciated (W)	1	1		1
Better wages (2) Promotional incentives (3) working conditions		1		1
Salary, Lack of promotion, Migration	1	1	1	
Low Salary, Career growth and better opportunities	1	1	1	
Low wages, bad treatment and frustration		1	1	1
Lack of Promotion, Salary and Demotivation of members	1	1	1	
Insufficient Salary, Lack of Promotion and unfair treatment	1	1		1
Salary, Promotion, Job Opportunities with less stress	1	1		1
Promotion, Salary, Work Pressure	1	1	1	1
New opportunity, Welfare and Inequity		1		1
Total	7	10	5	7

Figure 12 illustrates the Likert scale response of job satisfaction as a source of attrition from the JCF. Most participants strongly agreedthat job satisfaction was why they decided to leave the JCF (57.1% or n=16). Almost 4% (n=1) were neutral on job satisfaction, accounting for the reason for leaving the JCF.

4. Is job satisfaction considered a source for attrition in the JCF?
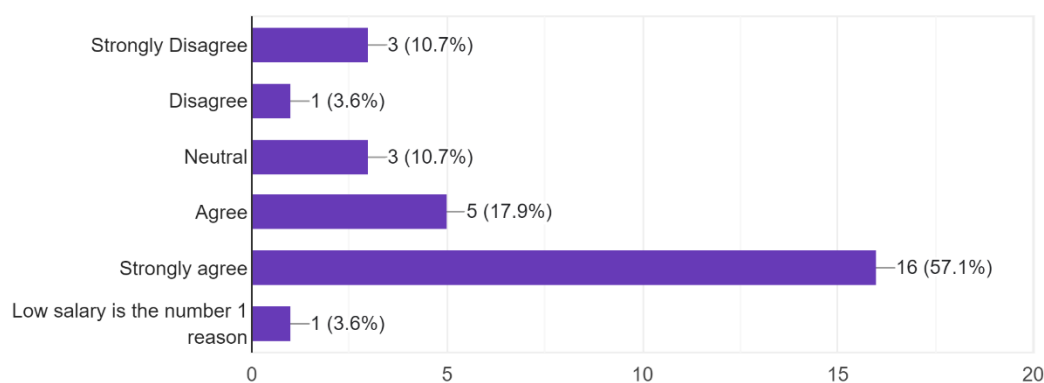28 responses

Figure 12: Job Satisfaction source of attrition

Figure 13 identifies a Likert scale response to whether demographic factors influence attrition. Most participants (42.9%, n=12) strongly agreed that demographic factors account for reasons to leave the JCF, while 28.6% (n=8) agreed.

7. Can economic/demographic factors be considered an influence towards attrition in the JCF?
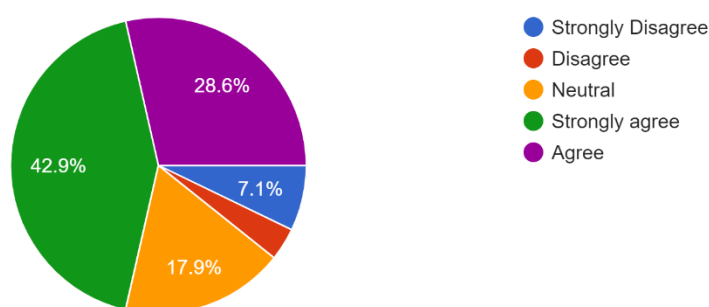28 responses

Figure 13: Demographic influence on JCF attrition

Figure 14 illustrates the ratio of resigned participants who had issues with the culture. Most participants believe that the culture differs from why they decided to leave the JCF. The problem is that of the 15 resigned employees, marginally less indicated that the culture is the central issue for them deciding to leave the JCF.

5. Did you have any concerns about the culture or policies within the agency before resigning?
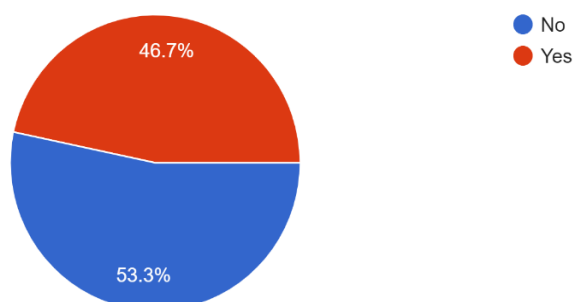15 responses

Figure 14: Issues with JCF culture

Figure 15 illustrates the response based on promotion and job opportunities.

6. Are career developments (promotion/opportunities) determinants of attrition in the JCF?
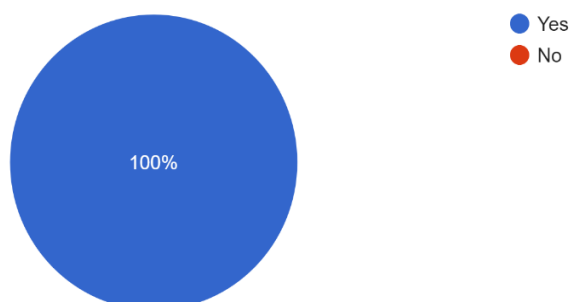28 responses

Figure 15: Promotion as a factor of attrition in JCF

Sixty-seven per cent (n=10) of the participants indicated they explored promotion opportunities after deciding to leave the JCF (Figure 16).

6. Did you explore opportunities for advancement or lateral moves within the agency before resigning?
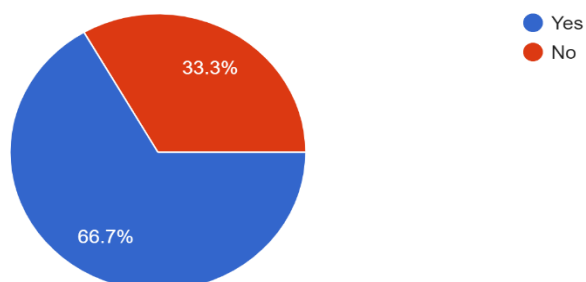15 responses

Figure 16: Explored advancement in the JCF

Table 4 reflects data on Gender in the classification of dismissal, resignation and retirement. Over the last 11 years, there have been 5 216 dismissals, resignations and retirements of members of the Jamaica Constabulary Force, with 80.16 per cent being male officers (4,187) and 19.85 per cent female officers (1,035). Those figures mean that the gender attrition ratio in the JCF is 4:1 (male: female officer). Resignations of police officers constituted 63.13 per cent (3,293) of all dismissals, resignations and retirements, followed by retirement (26.46%, n=1,380), deaths (5.43%, n=283) and lastly by dismissals (4.98%, n=260).

Of the resignations (n=3,293), males accounted for 78.14 per cent (n=2,573) and females (21.86%, n=720). The highest resignations occurred in 2022 (446 officers), followed by 2016 (437 officers). In 2016, the male-to-female ratio of resignations was 350:87 or 4: 1. In 2022, the male-to-female ratio of resignationswas 347:99 or 3.5:1.

For the 11-year studied period, there were 283 deaths of police officers in the JCF, with 83.04 per cent being male officers (n=235) and 16.96 per cent (n=48) being female officers.The most deaths of members of the JCF occurred in 2017 and 2015 (n=31). However, 2019 recorded the highest percentage of male deaths among members of the JCF (91.3%, n=21), followed by 2017 (90.32%, n=28). On the other hand, the most deaths of female officers occurred in 2020 (31.03%, n=9), followed by 2014 (24.0%, n=6) and 216 (21.74%, n=5).

There have been 260 dismissals of police officers from the JCF, with 90.38% being male officers (n=235) and 9.62% of female officers (n=25). Table 4 indicated that 2021 saw the highest number of dismissals of police officers from the JCF (n=60), with 88.33% being male officers (n=53) and 11.67% being female officers (n=7). However, in 2016 and 2023, all the dismissed officers were males; in 2022, the figure was 96.15% (n=25). In 2017, 95% of the dismissed police officers were males, and a minor percentage of dismissed male officers occurred in 218 (75%, n=9), followed by in 2015 (78.57%, n=11). Male officers are primarily greater than females in attrition within the JCF, which indicates that Gender is a determinant of attrition in the JCF.

The summary of the findings is as follows:

1. Age: Age is a factor or determinant of attrition in the JCF.
2. Rank: Rank is a direct factor of attrition,
3. Promotion: 64% of participants agreed that promotion is a determinant factor of attrition.
4. Culture: 64%, or n=18, represents a correlation based on the majority. 66.7%, or n=10, made efforts to achieve it
5. Demographic/Personal: A coded score of 5 was the total based on the thematic analysis.
6. Satisfaction: 42.9% suggest that satisfaction influences their decision to leave the JCF.
7. Gender: There is a higher attrition rate among males than among females.

Table 4: Rate of attrition by Gender in the JCF

Year	Working strength	Resignation		Total	Retirement		Total	Dismissal		Total	Death		Total	Overall total		
		Male	Female		Male	Female		Male	Female		Male	Female		Male	Female	Total
2013	9,740	117	31	148	85	27	112	33	2	35	23	5	28	258	65	323
2014	11,773	176	60	236	44	7	51	19	3	22	19	6	25	258	76	334
2015	11,807	320	89	409	73	19	92	11	3	14	26	5	31	430	116	546
2016	11,556	350	87	437	105	21	126	18		18	18	5	23	491	113	604
2017	11,389	274	63	337	107	18	125	19	1	20	28	3	31	428	85	513
2018	11,790	211	75	286	131	19	150	9	3	12	16	3	19	367	100	467
2019	11,890	218	44	262	103	17	120	21	3	24	21	2	23	363	66	429
2020	11,778	131	38	169	110	25	135	24	2	26	20	9	29	285	74	359
2021	12,018	179	42	221	113	24	137	53	7	60	24	4	28	369	77	446
2022	12,498	347	99	446	132	27	159	25	1	26	21	3	24	525	130	655
2023	12,740	250	92	342	135	38	173	3		3	19	3	22	407	133	540
TOTAL		2,573	720	3,293	1,138	242	1,380	235	25	260	235	48	283	4,181	1,035	5,216

Discussion

Compensation is a critical factor in the attrition of JCF and other force members globally. Though there were limited authors from the literature, the Theory (Herzberg et al., 1959) supports the notion of achievement and reward as a motivating factor. This issue correlates with the findings that people need compensation as motivation. It is consistent with Wilson's (2007) beliefs that just compensation should include equitable pay and benefits, realistic career ladders, adequate training and equipment, and the conviction that policing can result in a happy life. Findings suggest that police feel they are being underpaid based on their work consumption and that other persons are being treated better. Adams (1958) from the literature supported this by suggestingthat individuals assess their compensation by comparing it to the compensation and contributions of others. Stated differently, individuals evaluate their pay scales and contributions, or the labour they generate, about others. The findings also support Orrick (2008), who implies.

Career chances can be more important to younger workers who are concerned with instant gratification. However, Brand's (1999) notion should have been justified based on the age ranges of the person who resigned. He maintained that dedication and devotion to a business, especially among younger people, cannot be "bought" and that financial pay alone is insufficient to engage all generations of employees. Studies suggest that people also view promotion as a point of attraction.

Promotion or job enhancement was another justifiable determinant of attrition. Buzawa et al. (1994) suggested that a shortage of options for advancement may eventually cause a rise in job discontent. Statistics from the findings showcased several persons trying to advance in the JCF, yet they still resigned. This issue suggests that the New Orleans Police Department, Rostker, Hix, is justified. They hypothesised that the lack of possibilities for advancement had a detrimental impact on the motivation and retention of officers. Adding to this notion was Baker (2020), who referred from numerous participants about being unable to advance. It is, however, questionable, as suggested by Lynch and Tuckey (2004), whether job a simple promotion or compensation can stop attrition. Comparing the findings, Lee and Mitchell (1994) assert that voluntary termination is a "complex process" and that there is no one comprehensive explanation for why members go. As such, a promotion or increased salary may prevent attrition. On the contrary, external opportunities can come after promotion and still lead to attrition. This issue supports Lynch and Tuckey's (2004) notion of complexity.

Thirdly, the factor of culture is considered to have correlated with the hypothesis of being a determinant. Very little literature was available on this notion. However, findings were able to justify Berkes (1983). He suggested that organisational structure hinders the personal growth of individuals and organisations, leading to frustrations that increase turnover, particularly among younger officers. Organisational culture speaks to the organisation's overall processes and individual interaction. Orrick's (2008) main arguments centred around the structure and management of organisations. However, the findings needed to provide precise data to compare such notions. Furthermore, limitations, such as removing 10 participants, constituted too limited data to justify other literature.

Lastly, demographic or personal factors also scored low in the findings. It also had substantial literature to support its claims. Take, for example, Baker (2020), whose discussion illustrated that external factors such as better opportunities and migration are factors for migrating. She, however, listed the key reasons as salary, culture, and lack of promotion. This issue, however, correlates with the findings that registered a low score in demographics as a determinant of attrition.

Conclusion

Culture, compensation, satisfaction, and demographic factors are all determinants of attrition in the JCF. Attrition amongst males is more prominent than among females. Each determinant has a more substantial impact on the organisation. This impact is solely based on individual challenges faced. As such, Lynch and Tuckey's (2004) theory of voluntary attrition being a complex process is justifiable. The recommendations below can serve as a guide to lessen the complexity gaps. However, it isessential to remember that addressing attrition is a complex and ongoing process that requires continuous engagement.

Recommendations

The dissertation's findings have quantitatively proved the JCF attrition determinants of salary, culture, and satisfaction. These findings are significant as they provide a clear understanding of the factors contributing to attrition in the JCF. Based on the findings, the following recommendations are proposed for the JCF:

1. **Increase Salary:** The JCF should consider doing a budgetary analysis of its benefits package. The Force's incentives, bonuses, and pay raises should all be included in this analysis. For instance, we are implementing a program that gives its members an annual raise in keeping with inflation. Using KPI-based remuneration for monthly performance is another tactic to generate additional income.

2. **Promote Organisational Justice**: Ensure fairness in outcomes, procedures, and organisational interactions. This issue includes transparent decision-making processes, respectful treatment of employees, and adequate information sharing. There is a notion that people are promoted ahead of others based on management power. However, a system should be in place that promotes persons based on their work ethics and years of service. This issue can be solved by creating specific criteria.

3. **Increase Research Programme**- Comparable to the cross-examination procedure used in exit interviews, the JCF should fund initiatives that gauge workers' job contentment. Either a monthly or quarterly basis can be used for this. This goal is to understand the difficulties or variables that might or might not cause attrition. The program should be directed at both genders; however, more effort should be placed on males. Therefore, actions can be taken to lessen the difficulties beforehand.These suggestions are meant to improve officer retention in the JCF by addressing the major causes of attrition. It is crucial to remember that these suggestions must be customised to the unique requirements and setting of the JCF and its officials. More investigation and routine evaluation are also essential to guarantee the efficacy and applicability of these tactics.

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Appendix

Section A: Inspector questionnaire

Please select the most appropriate answer based on the given answers.

1. Are you an Inspector in the Jamaica Constabulary Force (JCF)?
   - Yes
   - No

2. Do you conduct exit interviews with members who resign from the JCF?
   - Yes
   - No

3. What are the top three (3) reasons observed for increased attrition in the JCF?

   _____

4. Is job satisfaction considered a source of attrition in the JCF?
   - Strongly Disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly Agree
   - Other (specify):_____

5. Explain from your experience how job satisfaction has impacted the attrition rate in the JCF.

   _____

6. Are career developments (promotion/opportunities) determinants of attrition in the JCF?

   - Yes
   - No

7. Can economic/demographic factors be considered an influence towards attrition in the JCF?

   - Strongly Disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly Agree

8. Based on your response to number 7, explain why or why not?

   _____

   _____

9. Do you believe the JCF can implement projects to mitigate the challenge of attrition?

➢ Strongly Disagree
➢ Disagree
➢ Neutral
➢ Agree
➢ Strongly Agree

10. What strategies have the JCF implemented to combat this challenge?

_____

_____

Section B: Resigned JCF member questionnaire

Please select the most appropriate answer based on the given answers.

1. What age group were you in when you resigned from the JCF?

    _____

2. What rank were you when you resigned from the JCF?

    _____

3. What were your years of service when you resigned from the JCF?

    _____

4. Can you explain what prompted your decision to resign from law enforcement?

    _____

5. Did you face any specific challenges or difficulties in your role that influenced your decision to leave?

    _____

6. Did you have any concerns about the culture or policies within the JCF before resigning?

    _____

7. Before resigning, Did you explore opportunities for advancement or lateral moves within the JCF?

    _____

8. What could the JCF do differently to retain employees like yourself?

    _____