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“I CAN HAZ APPLICANTS”: AN ANALYSIS OF POLICE RECRUITMENT AND
MARKETING THROUGH SOCIAL MEDIA

by

Kelly Lee Helldorfer

A Thesis
Submitted to the Graduate School
and the School of Criminal Justice
at The University of Southern Mississippi
in Partial Fulfillment of the Requirements
for the Degree of Master of Arts

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ABSTRACT

“I CAN HAZ APPLICANTS”: AN ANALYSIS OF POLICE RECRUITMENT AND MARKETING THROUGH SOCIAL MEDIA

by Kelly Lee Helldorfer

December 2016

In recent decades, the Internet has flourished with the advancement of social media: apps, blogs, social networking, multimedia sources, podcasts, and more. Consequently, the Millennial Generation has grown up immersed in both the Internet and social media networks differently than previous generations. Due to the rapid expansion of social media outlets and their effects on future employees, police departments must consider their agency “brand” and how effectively they market their departments to this generation for the purpose of recruitment both on the Internet and with social media platforms.

This research analysis employed a netnography to examine 500 police websites and their additional social media presence. In general, this study found police departments are not using websites or social media as recruitment tools. An agency’s size, budget, and having a departmental website are predictors of total social media recruitment. Further, those elements influence a jurisdictional website’s online effectiveness, or overall quality, but do not impact departmental websites effectiveness because they are already of a high quality. This analysis supports the idea that police departments generally are not maintaining an online presence or actively recruiting online.

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DEDICATION

To Mom and Dad, who instilled in me the virtues of determination and accountability, and always encouraged me to do my best.

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CHAPTER I - INTRODUCTION

The current landscape of police recruitment is bleak, as many police departments are experiencing challenges regarding their personnel recruitment strategies. For example, some police agencies have experienced as much as a fifty percent decrease in job applications in the recent decades (Kanable, 2001). Additionally, smaller police departments generally have more difficulty recruiting applicants than larger departments, let alone those who are qualified for the position (Kanable, 2001). Furthermore, police agencies in smaller and rural areas have fewer incentives to offer, such the salary and flexibility of the job compared to larger police departments in urban areas (Kanable, 2001; Orrick, 2008). Recruitment and retention are major obstacles encountered by all types of law enforcement agencies.

Previously, police departments did not have difficulty with recruitment or attracting applicants (Kanable, 2001). Law enforcement agencies used to be in great demand. For example, an editor for the International Association of Chiefs of Police (IACP) stated that in the past, “departments used to only have to put out an announcement once a year or once every other year and they would have thousands of people apply” (Kanable, 2001). Today, police departments are experiencing a recruitment crisis because applicants have more options than in the past (Kanable, 2001; Orrick, 2008; Wilson et al., 2010). The nature of the job is more stringent, fewer individuals are passing the background tests, and educational requirements have become stricter (Kanable, 2001). Law enforcement agencies are also receiving applications from candidates who are not as qualified as they once were (Wilson, Dalton, Scheer, & Grammich, 2010). This is in part due to the added skill requirements for the job.

Additionally, attracting qualified employees is problematic due to the “increasing levels of illicit drug use, of obesity, and of debt [which] have led to decreases in the qualified applicant pool,” (Wilson et al., 2010). There are challenging trends among generations that need to be addressed in order to effectively recruit future police officers (Orrick, 2008; Wilson et al., 2010). Police departments must be willing to transform their recruitment strategies in order to solve the issue of attracting and retaining desirable applicants (Wilson et al., 2010).

To engage with the Millennial Generation, one of the top cited influential platforms is the Internet (Castaneda & Ridgeway, 2010). Social networking sites have developed in recent years and are “growing at an exponential rate, with most of the sites being free to join and, importantly, giving organizations an effective means of attracting today’s Generation Y (Millennials) workforce” (Doherty, 2010). Now, organizations are using social media networks as a means of attracting and recruiting younger candidates (Doherty, 2010). The Internet and social media applications are powerful methods for reaching out to applicants (Castaneda & Ridgeway, 2010). By utilizing social media, businesses, police departments, and other organizations are able to demonstrate that they are abreast of the current trends and marketing their department to potential applicants (Doherty, 2010). Additionally, if a police department has an online presence, applicants are able to research the department, aspects of the job, salaries, as well as other items of interest. Applicants can also establish a relationship with a police department, which may be beneficial in obtaining employment with that agency. The police department can also use social media platforms as a means of interacting and building rapport with the

community it serves. It is essential that police departments create an online presence to stand out among competing agencies and attract and retain the best recruits.

Where We Can Gain Information

In the corporate world, it is vital for companies and businesses effectively market themselves and their products or services to the general population. To do so, organizations must establish a “brand” or corporate image they want to maintain (Heilmann, 2010). Heilmann describes a brand image as being “the image of the organization as it is experienced by various stakeholders,” (Heilmann, 2010). A brand is significant to a company because not only does it give the organization a name, logo, or even an identity, it appeals to their target audience as well (Kalyankar et al., 2014). A business’s target audience is not always a consumer; sometimes the brand is tailored to fellow or future employees. Regardless of the target audience, it is critical for companies to establish and preserve their brand image. According to Kalyankar et. al. (2014), a successful business brand has “an identified product, service, person or place, augmented in such a way that the buyer or user perceives relevant unique, sustained added value that matches their needs most closely,” (Kalyankar et al., 2014). Essentially, the organization needs to productively communicate the brand to the consumer, or its brand may suffer or even dissipate.

Businesses and companies strive to effectively market their brand or image to potential customers, employees and recruits for their workforce (Dawar & Bagga, 2015). Employers need to ensure that their brand is effective in terms of marketing their company in many respects, and social media outlets are pragmatic for accomplishing that goal. An organization’s website has become a primary resource for obtaining

employment information as well as recruiting a future workforce (De Goede et al., 2011). If a company is not marketing its brand effectively, employers risk losing the ability to attract, recruit, and retain desirable candidates (Kalyankar et al., 2014).

Businesses and agencies must compete with one another in order to appeal to their future applicants. The traditional model for recruiting employees typically consists of general employment information, benefits for working at the organization, and financial compensation (Hiernonimus et al., 2005). However, research has demonstrated that giving attention to other aspects, specifically “intangible, emotional associations,” is just as influential as the traditional recruitment method (Hiernonimus et al., 2005). For example, if an applicant feels that the company or business is an enjoyable place to work, then he or she is more likely to pursue employment at that organization. Moreover, if a business advertises its strengths to an applicant, they can become better informed about that organization as well as making any decisions regarding competing companies (Hiernonimus et al., 2005). Marketing a brand image that encompasses both traditional and emotional attachments will be more beneficial in acquiring desired employees.

Additionally, it is crucial that an applicant is a good fit with a company. An employee needs to be both qualified for the job position as well as match the overall personality of the organization (De Goede et al., 2011). If an applicant does not share the company’s views, it is likely to lead to job dissatisfaction and other problems. This furthers the notion that employers need to successfully market their brand to attract applicants who are qualified and hold values consistent with those of the company (De Goede et al., 2011).

In addition, organizations risk spending more money on hiring applicants or having a high employee turnover rate (Kalyankar et al., 2014). An accurate and productive brand decreases the costs of recruitment and any fees further into the job application process (Wallace et al., 2014). This is attributable to having more open communications and establishing expectations and guidelines for potential applicants (Wallace et al., 2014). This suggests that a strong brand leads to improved job performance as well as job satisfaction among employees. Thus, quality employees and an impressive brand will attract and retain applicants who are outstanding in their job field (Kalyankar et al., 2014).

Organizations also risk losing their target audience by failing to market their brand in a proficient manner (Wilden et al., 2010). Social media is an essential component of employee recruitment because it provides open communication between employer and employee (Wolf et al., 2015). By creating a social media webpage for an organization, employers will be able to interact directly with potential applicants (Doherty, 2010). This allows applicants to receive information in a more informal manner while also providing an opportunity to establish rapport and relationships with a company (Doherty, 2010). Having a relationship with an employer or business may increase the likelihood of obtaining employment when a position becomes available. Social media can also be useful in establishing the legitimacy and effectiveness of an organization's brand (Doherty, 2010).

Differences Among Generations

Many issues plague police departments and affect their recruitment and retention rates. For example, some agencies may have to downsize as a result of budgetary

constraints. Also, increased retirement requires replacement of older employees. Another issue is that younger employees are more likely than older employees to change jobs to correspond with their interests (Orrick, 2008; Wilson et al., 2010). Furthermore, more educated applicants are more desirable, adding to the competition police departments experience. Lastly, departments have been largely unsuccessful in utilizing technology in their recruitment efforts (Wilson et al., 2010).

Although there have been disagreements among scholars regarding the definitive beginning and ending dates for the Millennial Generation, the general consensus is that Millennials are individuals who were born during the 1980's and 1990's (Borges et al., 2006; Howe, & Strauss, 2000; Lenhart et al., 2010; Oblinger, 2003; Worley, 2011). According to this research, Millennials are typically better versed in the Internet than their predecessors (Sherry & Fielden, 2005). Additionally, Millennials are often called the 'Net Generation' because they are continuously exposed to digital means and media (Howe & Strauss, 2000; Tapscott, 1988). Millennials and subsequent generations evolved during the progression of the Internet and other technologies. Furthermore, the development of the Internet has led to the creation and advancement of numerous social media outlets. Examples of popular social network applications include websites such as Facebook, YouTube, Twitter, Instagram, LinkedIn, and others. Research has demonstrated that teens and young adults, who constitute part of the Millennial Generation, are more likely to use social media networks than older adults (Lenhart et al., 2010). Given that social media is exceptionally prevalent in the business landscape, it is imperative that employers utilize these networks in an effective manner.

Transformations in Social Media

There are many interchangeable terms to refer to social media, such as social media websites, social networking websites, social media networking websites, social networking platforms, etc. Social media use has accelerated with the Millennial Generation, and as a result, transformed the way employers and organizations recruit potential employees. Akande (2008) describes Millennials as being “Internet savvy, phone-addicted, opportunistic, and digitally conscious” (p. 3). Social media plays a crucial role in terms of product marketing and linking information to Millennials. Thus, employers need to ensure that their ‘brand’ or image is effective in terms of marketing their company to their target audience. A way to accomplish that is through the use of social media outlets.

With regard to police departments, employers should consider social media networks for various reasons. For example, police departments can develop their brand and maintain the image they want to present to the public, use social media to attract new recruits, and reach out and build relationships with the communities they serve. In a brand, police departments are compelled to market their image in order to recruit future employees (Kanable, 2001). Police departments compete with other law enforcement agencies in attracting potential recruits to work at their department. Additionally, the job application process has evolved with technology. Due to certain marketing techniques, some recruitment strategies are no longer adequate. For example, distributing flyers or placing advertisements in newspapers is no longer the only effective method for recruitment. This method may be successful for smaller police departments; however, a majority of employment advertisements are displayed through digital means (Kanable,

2001). Many police departments and agencies advertise their job openings on their website, but some law enforcement websites post available job positions on the national level as well (Kanable, 2001). Applicants utilize social media to seek employment, which furthers the idea that social media has changed the way police agencies recruit.

In addition to using social media networks for employment purposes, social media makes it possible for police departments to connect with the communities they serve. For example, police departments may use the social media application Twitter for a variety of reasons: to disperse information about the department, upcoming events, traffic reports, safety awareness, and crime prevention (Heverin & Zach, 2010). With a social media presence such as Twitter, police departments can interact and build rapport with the general population. Also, utilizing social media can shape the public's perception of the police (Kilburn & Krieger, 2014). The mainstream media can influence the public's attitudes towards law enforcement in either a positive or negative manner (Kilburn & Krieger, 2014). With the use of social media applications, the general public constructs their viewpoints of the news and displays that to the Internet. Therefore, it would benefit law enforcement agencies to use social media networks in order to create and build relationships with members of their communities.

Another benefit of police agencies creating a social media presence is to control what information is revealed to the public. This allows citizens to be presented with the facts straight from the police department rather than other influential forms of media such as television. Additionally, controlling the material presented to the community can enhance the brand or image the police department desires to achieve (Heverin & Zach, 2010). Police departments and other law enforcement agencies accomplish this via

interactions on social media which affects the way communities perceive the department and their brand.

Little empirical research has been conducted regarding recruiting police applicants, police department websites, and additional social media networks. This research assumes that police websites and other social media will significantly impact the way applicants perceive police agencies. One factor that can influence the quality of social media networks is budgetary constraints (Kilburn & Krieger, 2014). For example, smaller police agencies may not have the amount of funding of larger departments; therefore, their websites may not be as well developed. Some police agencies have a public relations committee that specifically handles police websites and social media networks (Kilburn & Krieger, 2014). Having a public relations unit is beneficial because its members are trained to handle interactions with the community. Another consideration is the technical expertise of the individual or group managing the website and other forms of social media. If a person or unit lacks certain technological skills, their websites will not be as effective in recruiting for future applicants (Kilburn & Krieger, 2014). The research project will address how police organizations are using their web presence, both in terms of websites and social media, to attract and recruit applicants.

CHAPTER II – LITERATURE REVIEW

The major social network sites began to materialize in the late 1990's, and many technological advances have been made since then. Social network websites are defined as:

Web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system. (Boyd & Ellison, 2008, p. 211)

Since their inception, social media and networking websites have appealed to millions of users, most of whom visit these sites daily (Boyd & Ellison, 2008). Examples of social networking sites that have emerged throughout the years include MySpace, LinkedIn, Facebook, Twitter, and Instagram. Social media networking websites have grown exponentially in terms of both popularity and number of users (Patchin & Hinduja, 2009). Social networks intrigue users because they allow for individuals to “construct personal profile pages to represent themselves and easily interact with others” (Patchin & Hinduja, 2009).

There are various reasons why social network sites are so prominent in today's society. For example, they can be used to make work-related connections, establish romantic relationships, link individuals together based on common interests, or even the college population as well (Ellison et al., 2007). Moreover, they are gaining momentum due to a change in society and the importance of “various social processes, such as information processing, distributed search, and diffusion of social influence” (Kossinets & Watts, 2006).

Types of Social Media Networking Sites

Facebook

The social media application Facebook was developed in 2004 for students who were attending Harvard University (Boyd & Ellison, 2008). The original intent of Facebook was for fellow Harvard University students to communicate and exchange information regarding university events (Ross et al., 2009). In addition, Facebook allowed Ivy League university students to establish social connections as well (Ross et al., 2009). Social media networks became more widespread around the years 2003-2004. As a result, Facebook went from being strictly a social networking website for Harvard University students to one geared towards all university students. In order to access Facebook, users were required to sign up with a university address that ended in 'edu' (Ross et al., 2009). Two years after Facebook was launched, the number of users had increased to 1.2 million, and by 2007, it broadened to 21 million users by increasing the types of users who could access the social networking site (Ross et al., 2009). The number of users on Facebook is anticipated to reach over 200 million by the year 2019 (Statista, 2016).

As of February 2016, Facebook is the top social media networking website in the United States (Statista, 2016). Facebook accounts for “42.4% of all social media site visits” (Statista, 2016, para. 1). In addition, the Facebook app and Messenger app are two of the top rated social media apps (Statista, 2016). Given that Facebook is one of the top rated social media applications and continues to attract millions of users, it is vital that organizations consider the impact their presence on Facebook may have on recruitment efforts.

Twitter

Twitter, another popular social media application, differs from other forms of social networks. Although Twitter is considered to be a form of social media, it is also a form of microblogging (Kwak et al., 2010). Microblogging is “a new form of communication in which users can describe their current status in short posts distributed by instant messages, mobile phones, email or the Web” (Java et al., 2007).

Microblogging also contrasts from traditional blogging because it is faster due to the shorter post limits, making it easier for users to post more frequently (Java et al., 2007). Twitter was launched in 2006. It is unique from other forms of social media because it gives users the option whether to follow other users (Kwak et al., 2010). Other social networking sites provide the opportunity to become friends with other users, whereas Twitter gives you the option to follow someone but not allow them to follow you or vice versa (Kwak et al., 2010).

Twitter also differs from other social networking applications with its 140-character limit (Kwak et al., 2010). The 140-character limit was designed with a texting or SMS format in mind (Dorsey, 2009). Sending SMS messages became extremely popular around 2006, and one of Twitter’s creators wanted to develop a social media application with a similar format (Dorsey, 2009). The rationale for the 140-character limit was because SMS messages allowed for 160 characters before it split the message into two separate messages (Dorsey, 2009). Twenty of the 160-character limit is dedicated to the individual’s user name, resulting in the 140-character limit (Dorsey, 2009). This made the messages, or “tweets,” easier to read and as well as eliminating the inconvenience of the communication being broken up into multiple messages. Despite these differences

from other social networking sites, Twitter still ranks in the top five social media websites (Statista, 2016). In fact, Twitter accounts for five percent of social media site visits among all social media platforms in the United States (Statista, 2016). Bottom line: Twitter is a prominent social media application among other social media platforms and is relevant for employers in establishing a social media presence.

Instagram

Another noteworthy social media application is Instagram. Instagram is a social media outlet that is used for “mobile photo (and video) capturing and sharing service” (Hu et al., 2014, p. 1). Instagram was introduced in 2010 as a byproduct of Burbn, a social media application that allowed users to use their GPS to check in to places and share that with other users (Weilenmann et al., 2013). The creators of Instagram took Burbn’s concept and added photography to the GPS sharing application (Weilenmann et al., 2013). Additionally, Instagram makes it possible for its users to tag other users and locations, write comments, and add filters to the photos before they are uploaded (Weilenmann et al., 2013). In fact, Instagram currently offers its users approximated forty filter selections.

Instagram is distinct from other photo editing apps, such as Flickr or Picassa, because it allows users to edit the photo and apply filters before being uploaded to the app (Weilenmann et al., 2013). Traditionally, photographs are taken, and then uploaded to a computer or photo editing service. Instagram makes the process instant and effortless. Furthermore, the photo editing apps (Flickr, Picassa, and others) are typically web-based, making it more challenging to upload to primarily mobile-based Instagram (Weilenmann et al., 2013). While not as popular as Facebook or Twitter, Instagram is the

sixth most used social networking application (Statista, 2016). Additionally, Instagram is the third most popular form of social media among college students in the United States (Salomon, 2013). Since Instagram appeals to so many users who will soon graduate and seek employment, companies should strive to market to those individuals they wish to recruit.

LinkedIn

LinkedIn, a social networking website established in 2003, is considered to be more professional and work-related than other social networking websites (Boyd & Ellison, 2008). While not as prevalent as other social networking sites, LinkedIn accounts for 1.5 percent of all social media sites visits (Statista, 2016). LinkedIn concentrates on professional information, allowing users to publish their résumés and curriculum vitas (CV) (Skeels & Grudin, 2009). LinkedIn differs from other social networking sites because its profiles list “little to no information about hobbies, political or religious affiliations, favorite music, books or movies included” (Skeels & Grudin, 2009). Instead, LinkedIn allows professionals to network with one another, offering critiques and recommendations based on their résumés and curriculum vitas (Skeels & Grudin, 2009).

Additionally, LinkedIn gives users the option of making connections with those in their current or potentially future job field. Users are authorized to message others through LinkedIn; however, personal contact information, such as an email address, is not readily available for individuals to access (Skeels & Grudin, 2009). Users can explore their contacts’ connections as well. Furthermore, users can network and construct groups, which can include “networks of alumni, employees in a particular company, and a professional organization or interest group” (Skeels & Grudin, 2009). In addition,

LinkedIn offers more resources, including job position listings, should an individual decide to pay a fee (Smith & Kidder, 2010). Employers and organizations utilizing social networking sites such as LinkedIn, can market themselves and their brand “in order to stay in touch with past employees who might rejoin the organization as well as to reach potential new employees” (Wallace et al., 2014).

Social Media and Marketing

Establishing a brand is vital for any organization in order to gain an advantage over companies with whom they are competitive (Chapleo et al., 2011). As such, it is necessary to recognize the importance of brand management and its overall level of effectiveness (Chapleo et al., 2011). For decades, the traditional forms of media, including “newspapers, magazines, books, radio programs, television programs, movies, and sound recordings were distinct technologies that fostered equally distinct consumer behaviors and brand marketing strategies” (McDowell, 2006). Presently, many of these forms of media overlap. As a result, their consumers are now extended along the different media platforms. For example, some media platforms used to be strictly television programs; now, some of them may include the Internet, apps, blogs, and other media outlets. Since the perimeters surrounding the media are more obscure, it is increasingly challenging for organizations to manage their brand (McDowell, 2006). Before, a business only had to market their brand to consumers of one type of media platform. This is no longer the case due to the transformation of media in recent years.

Word of mouth marketing is a different approach from the traditional style of marketing, yet it appears to be powerful and effective (Trusov et al., 2009). Word of mouth marketing is described as “the intentional influencing of consumer-to-consumer

communications by professional marketing technique” (Kozinets et al., 2010). Additionally, word of mouth marketing is commonly referred to as social media marketing (Kozinets et al., 2010). “Word of mouth communication strategies are appealing because they combine the prospect of overcoming consumer resistance with significantly lower costs and fast delivery - especially through technology, such as the Internet” (Trusov et al., 2009). Since the Internet and social media have become so popular in recent years, it is important to recognize the impact word of mouth marketing has on consumers. “The Internet provides numerous venues for consumers to share their views, preferences, or experiences with others, as well as opportunities for firms to take advantage of word of mouth marketing” (Trusov et al., 2009). Given that the word of mouth marketing strategy is extremely influential, organizations such as police departments, need to provide an appealing brand to future applicants and advertise their image via social media.

Previous research has focused on branding between a corporation, its products or services, and its consumers (Oladipo et al., 2013). “It was taken for granted that a strong brand requires efficient employees who work seamlessly to actualize the brand’s vision” (Oladipo et al., 2013). Now, the challenge for employers is how to diplomatically appeal to and engage employees who embrace the goals of the company while also ensuring the advancement of the brand (Oladipo et al., 2013). A police department’s brand and identity is the message it displays to its applicants and employees (Wilson, 2014). One example of such a brand is as follows:

In the first episode of the LAPD’s Internet-based recruitment video series, a variety of images designed to present information to recruits include a black

female police sergeant, a diverse workforce of Hispanic and Asian officers, and fast-paced and adventurous police work. (Wilson, 2014)

This example of branding emphasizes the emotional attachment and values of the department: this department is diverse and provides opportunities for minorities to advance (Wilson, 2014). Branding is critical in policing, as it sells and/or creates positive perceptions of police work, and can inspire those who want to be in a field where they can assist people (Wilson, 2014). Corporate branding is equally important for applicants and employees because it affects their perception of the company as an employer. In turn, this can impact the likelihood of applying to work for or continuing to work for that organization (Heilmann, 2010). Furthermore, it is imperative that police departments ensure that their brand is current; otherwise, police agencies risk not attracting employees (Doherty, 2010). In addition, police departments will not be engaging with the top candidates as they will be more attracted to working for a better police agency (Chowdhury & Chowdhury, 2012). “Branding must be sincere and emotionally consistent with police work or the department risks appearing out of touch with its audience” (Wilson, 2014). Thus, it is vital that police departments create a powerful employer brand for recruitment purposes.

Police Recruitment and Social Media

Two major obstacles currently in policing are recruitment and retention (White & Escobar, 2008). Research regarding police recruitment strategies has focused on the viewpoint of the recruiter or the police agency rather than the perspective of the potential applicant (Castaneda & Ridgeway, 2010). However, research that focuses on the role of the potential applicant provides an important insight into police recruitment. One research

study revealed that having family members or friends in law enforcement was extremely influential in an applicant seeking employment with a particular agency (Castaneda & Ridgeway, 2010). Having a family member with experience in a police setting offers applicants and recruits a more realistic insight into the nature of policing (Wilson et al., 2010). Moreover, having family and friends working in law enforcement can demonstrate to applicants its effects on the family (Wilson et al., 2010). For example, police work can be stressful at times and that may cause anxiety for individuals who know someone in the policing field. Additionally, police officers often work long hours, which can take a toll on family members (Castaneda & Ridgeway, 2010). Knowing someone in law enforcement can provide a more accurate or candid portrayal of the nature of the job.

Beyond having friends and family members working in law enforcement, the Internet was reported to be a powerful tool in influencing recruits and potential applicants to apply to a given agency (Castaneda & Ridgeway, 2010). “The Internet has grown exponentially in terms of applications and websites, so additional data on what recruits actually do when they are online may help law enforcement agencies make the most of what typically are limited recruiting funds” (Castaneda & Ridgeway, 2010). Given that Millennials are heavily involved with the Internet and social media, it would be wise for police agencies to develop their own websites and engage in social media in order to attract more recruits.

Some police agencies have begun to experiment with using social media due to an increased demand from the general public (Crump, 2011). This allows for police departments to more easily interact with the public, improve rapport, and dispense information with their communities. Crump’s research “has attributed to social media a

central role in effective communication, and hence in increasing public confidence” (Crump, 2011). If police departments choose not to develop a web presence, they are hindering their recruitment efforts. Why would a potential applicant apply to an agency if they do not have a website in a technology-based society? As one researcher stated, “if we don’t engage with people via social media they will move on without us and we will miss the opportunity to influence them” (Crump, 2011). Therefore, it should be a high priority for law enforcement agencies to have a website in addition to a social media presence.

The Leicestershire Constabulary advises the following to its staff regarding the use of social media:

Good use of social media can help the police to better understand, respond to and attract the attention of specific audiences. Used in the right way by the organization, social media enables real two-way communication with people interested in engaging with the police. (Crump, 2011)

Essentially, this furthers the notion that social media promotes greater communication between the public and the police. Good communication between the general population and their police departments will foster a reciprocal relationship in which both parties will assist one another. Twitter was utilized by one police department to inform the public about general safety concerns, allow for two-way communication where the public could ask questions and the police department would respond, post links to pictures and videos, among other information (Crump, 2011).

The use of social media among police departments has been met with some criticism and concerns. For example, many believe that law enforcement agencies should

not post certain information as it could compromise security. However, a counter argument is that the public feels involved in the policing process and may have information that could assist the police. One study revealed that Twitter was more beneficial for police departments distributing information to the public than establishing a dialogue between law enforcement agencies and the public (Crump, 2011). Either way, this confirms that having an effective social media presence is a step towards building rapport between the police departments and their communities.

One concern that smaller, rural law enforcement agencies may encounter regarding police recruitment is resources (fiscal, technological, or other) of larger departments. A research study discovered that in 2008, only 42.5% of law enforcement agencies managed a website (Rosebaum et al., 2011). The pervasiveness of police departments' websites decreases as the population the agency serves decreases (Rosebaum et al., 2011). "The percentage of agencies with a website drops sharply to only 52.7% for agencies serving populations between 2,500 and 9,999 and to 14% for agencies with populations of less than 2,500" (Rosebaum et al., 2011). Rosenbaum's (2011) study revealed that police departments that maintained a website were more likely to "provide foot, bike, or horse patrol, have recruits trained in community policing, encourage officers to engage in problem-solving activities within specific geographic areas, and hold regular meetings with community groups" (Rosebaum et al., 2011). These findings reaffirm that agencies with websites have more resources to allot towards other areas as well. However, most social media websites, such as Facebook, Twitter, LinkedIn, and others, are either free or are offered at a low-cost (Castaneda & Ridgeway,

2010). Therefore, if police departments effectively employ their social media platforms they are bettering their recruitment efforts and applicant pools by proxy.

Castaneda and Ridgeway's (2010) analysis of police recruits revealed that while the Internet was one of the most influential methods, "newspaper ads, career fairs, billboard, television ads, posters, radio ads, mass mailings," and other means of distributing employment information also motivated applicants to seek employment with police departments (Castaneda & Ridgeway, 2010). Police departments should continue to advertise job listings through means outside the Internet since some police recruits expressed those methods were effective too. However, it may be more beneficial to promote their agency through websites and social media networks to Millennials. Furthermore, Castaneda and Ridgeway's (2010) research indicates that over 50% of recruits used the Internet daily, which suggests that police departments need a web presence to recruit (p. 55). In addition, 55% of the recruits admitted to administering online job searches (Castaneda & Ridgeway, 2010). While there are other methods of recruiting Millennials as police applicants, the Internet appears to be the most advantageous for law enforcement agencies.

Law enforcement agencies also need to acknowledge the disparities of women and minorities within the policing field. There are concerns that "the profession is failing to market itself to a new generation of workers" (Wilson et al., 2010). Research reveals that one in five law enforcement agencies specifically employs methods to attract women and minority applicants (Wilson et al., 2010). The use of websites and social media are powerful for recruitment purposes, but for women and minority groups, direct contact appears to be more influential (Wilson et al., 2013). Given that police departments are

generally viewed as being a racist institution regarding minority groups, it is critical that police agencies make greater attempts to recruit and retain women and minorities (Wilson et al., 2013). Recruiting more women and minorities will further police legitimacy and assist in creating better relationships with these minority communities (Wilson et al., 2013). Social media would be beneficial for targeting the Millennial Generation because millions of individuals have already incorporated visiting social media websites into their daily routines. Potential recruits who are not involved with social media or lack Internet resources will either suffer or be excluded from viewing job listings through social networks (Wilson et al., 2013).

Furthermore, lacking a diverse police agency results in certain communities, namely minorities, who will suffer, feel they are not understood, or perceive that their needs are being unmet. As societies become more diverse, it is vital that police departments become representative of the communities they serve. Otherwise, they tend to have poorer relationships with their respective communities. Wilson et al. (2013), offers insight into why women and minority candidates are needed in policing:

As the diversity and breadth of the communities that agencies serve expands, agencies might face difficulties in recruiting officers for positions that are increasingly complex, require new competencies, or require interaction with communities whose needs they do not always know or understand (Wilson et al., 2013).

Some law enforcement agencies have instilled affirmative action policies to attract and recruit females and minorities (White & Escobar, 2008). However, police departments cannot employ lesser-qualified individuals on the basis of race or gender (White & Escobar, 2008). The best method for police departments is to recruit

underrepresented applicants directly in order to ensure the agency is diverse (White & Escobar, 2008). Despite that, social media can be a beneficial tool in reaching out to women and minority recruits.

Future Police Recruitment Research

Police departments are expected to undergo massive technological growth in the next decade (Jensen III & Graves, 2013). In fact, technology is proceeding at an accelerated rate. “So we won’t experience 100 years of progress in the 21st century—it will be more like 20,000 years of progress (at today’s rate)” (Jensen III & Graves, 2013). These rapid advances in technology will change policing. For example, computers will likely be “smarter,” which will have a direct impact on crime prevention and crime control (Jensen III & Graves, 2013). In another example of changing technology a New Jersey police department established “virtual patrols,” which allows police officers to patrol areas through fused camera systems (PERF, 2014). These virtual patrols can also be used to focus in on a location and surrounding areas when a gunshot has been detected (PERF, 2014). Research suggests that in the future, police officers might even be able to obtain wearable computers and contact others through speech (Jensen III & Graves, 2013). Such advancements in technology will allow officers to be utilized in areas in which they are most proficient.

Generally, the future of policing is expected to be similar to today’s police departments. However, there will be differences, such as hiring more individuals with computer skills to tackle the issue of cyber-crime (Jensen III & Graves, 2013). It is also suggested that the number of non-sworn personnel in police departments will expand. Furthermore, as a result of previous generations reaching retirement, law enforcement

agencies may have to rely on volunteers to prevent their resources from declining (Jensen III & Graves, 2013). In the future, police departments will have to recruit candidates who excel in areas such as “science, technology, engineering, and math (STEM),” in order to keep up with the changing of technology (Jensen III & Graves, 2013). It would seem beneficial to have technological training for older generations or those who lack expertise in those areas (Jensen III & Graves, 2013).

The next generation of police officers will be recruited through nontraditional means (Jensen III & Graves, 2013). While trends change, social media is here to stay. To be effective in their recruitment strategies, police departments need to utilize social media applications to be competitive and attract the best recruits (Jensen III & Graves, 2013). “Police departments are using social media for a variety of reasons for two basic purposes: disseminating their own messages to the public, and gathering information from social media platforms to prevent and investigate crimes” (PERF, 2014).

A review of the literature reveals that law enforcement agencies need to effectively market their brand if they want to attract, recruit, and retain the most talented applicants. To do this, police departments must recognize that one of the best recruitment strategies for the Millennial Generation is to utilize their websites (if they have one) and maintain an active presence on social media platforms (Castaneda & Ridgeway, 2010). This research will investigate available police departments’ websites and record any social media networks. Then, a scalar analysis of websites and social networks will be examined to determine whether they are of a high quality. Assuredly, this finding can impact police agency-community relationships.

CHAPTER III - METHODOLOGY

This research examines 500 police department websites and documents what, if any, forms of social media are being used. It uses a *netnography*, an examination of available online communities marketing techniques to obtain an understanding of a product and its consumers (Kozinets, 2002). Hopefully, this project will provide insights into police departments and their recruitment and marketing strategies and how to market them more effectively. In addition, this project reveals information regarding police departments and their relationship with the community through their use of social media websites. To accomplish this, three research questions are posed regarding the websites and social media:

Question 1: To what extent are police agencies using social media and other websites as a significant recruiting tool?

Hypothesis 1: It is anticipated that police agencies will not be using social media and their social media networks as a significant recruiting tool.

Question 2: What elements are related to whether an agency uses social media and other websites in their recruiting efforts?

Hypothesis 2: An agency's size, budget, and having their own website will be positively associated with their website quality and social media presence.

Question 3: To what degree are those factors important in terms of those agencies' online effectiveness?

Hypothesis 3: It is anticipated that those factors will have a significant positive impact on their online effectiveness.

As a first step, participant agencies were randomly selected from a dataset comprised of police departments in the United States. The 2013 Law Enforcement Management and Administrative Statistics (LEMAS) was chosen as the dataset because it collects information from thousands of police departments of all sizes across the nation. The LEMAS dataset is traditionally used as the basis for police organizational research (King, 2000). It is the most current collection of data available to the general public and contains the number of uniformed police officers a police agency employs. The number of employed uniform police officers is crucial because this research compares differences in the social media networks utilized by small and large police departments. Two thousand eight hundred and seventy-five police agencies that employed uniform police officers are included in the LEMAS dataset. However, after eliminating state police agencies from the dataset as well as police agencies having one or fewer sworn full-time police officers, the total number of police departments is reduced to 2,799. Tribal police departments were eliminated from the dataset file because they fall under a different jurisdiction and utilize differential hiring processes. After these exclusions, the resultant number of police departments is 2,727.

The next step is to establish what constitutes a “small” police agency and “large” departments. For purposes of this study, small police agencies have between two and ninety-nine uniformed officers; large police departments have one hundred or more uniformed officers. Nationwide, police departments employ between 2 and 35,000 uniform police officers. The total number of law enforcement agencies in the resulting dataset with two to ninety-nine uniform police officers is 1,883; the total number of police agencies with one hundred or more uniform police officers is 800.

Small and large police departments were then separated into two different Microsoft Excel files so each strata could be sampled. A uniform random number technique was generated using SPSS and 250 agencies were sampled from each strata (based on size). Then, each law enforcement department's website was examined and documented whether it had a social media presence. It is important to note that there are distinctions about whether police departments have their own website, a jurisdictional website (one through the city's main website), or just a proprietary directory such as COPS or USA (these were excluded because they only contained contact information). The social media networks that were logged consisted of: Facebook, Twitter, Instagram, and LinkedIn; if any other social media network was available, it was noted as well.

A final step in the research project was to create a scale to evaluate the police departments' websites in addition to their social media usage, which is broken down below in Table 1. To analyze the police agencies' websites, they were organized into two categories – presentation and content. To assess the presentation, three characteristics were examined – organization, user-friendliness, and up-to-date information. Each of these three items have components that were investigated and modified from Huang and Benyoucef's (2013) research. Each of these components were given a score on a 1-5 Likert scale, representing strongly disagree to strongly agree.

In order to evaluate organization, three components were examined. Simplicity, consistency, and functionality of the police agencies' websites were given a score on a 1-5 Likert scale in order to represent whether police applicants would agree that the website is effective in terms of organization. Simplicity was assessed with the following statement: "The website provides simple structures and functions (Huang & Benyoucef,

2013).” In addition to that, simplicity was further analyzed by checking to see if the websites had a straightforward layout and design. Consistency was evaluated with the statement “The website keeps the same design features throughout the site” (Huang & Benyoucef, 2013). Lastly, functionality was measured with “The website provides adequate functions” (Huang & Benyoucef, 2013).

The next section that was evaluated was user-friendliness, which was broken down into ease of use, understandability, and the help function. The ease of use was assessed as “The website was made easy to use and operate” (Huang & Benyoucef, 2013). Understandability was coded with “The website makes content easy to understand” (Huang & Benyoucef, 2013). The help function was determined with “The website offers help and documentation” (Huang & Benyoucef, 2013). The help function was further evaluated by checking whether or not the police websites have a frequently asked questions link, emails and contact information, in addition to a chat with a law enforcement officer.

Analyzing the up to date information aspect of the websites encompassed their completeness, accuracy, and accessibility. Completeness was concluded based on “The website provides complete information” (Huang & Benyoucef, 2013). If websites were missing information or posted out of date information, they received lower scores. Accuracy was assessed with “The website provides accurate information” (Huang & Benyoucef, 2013). If police agencies presented inaccurate information, they were given lower scores. Lastly, accessibility was determined with “The website was made accessible for all users” (Huang & Benyoucef, 2013).

For the content portion of this analysis, the following criteria were examined: contact information, application process, mission statement, pay and benefits, and photos and videos. Unlike the presentation section, these were not evaluated on a Likert scale. These were analyzed based on whether or not the police agencies had that information listed on their websites. So, if they did not provide that information, they received a “0,” and if they listed that information, the police departments were given a “1.” Examples of highly rated and poorly rated websites can be found in Appendix A.

Table 1

Operationalization of Variables

Variable Type	Variable	Variable Source	Potential Responses	Level of Measurement
Independent	Size	Size of agency	Small = 0, Large = 1	Ordinal
	Operational Budget	Budget of agency	Amount in dollars	
	Own Website	Have departmental website	No = 0, Yes = 1	Ordinal

Table 1 (continued).

Variable Type	Variable	Variable Source	Potential Responses	Level of Measurement
	Prevalence of Use of SM Recruit	Using SM to recruit	Never = 0, rarely = 1, monthly = 2, weekly = 3, bi-weekly = 4, daily = 5	Ordinal
Dependent	Total SM Recruit	All social media recruit combined	Possible 1-20	Ordinal
	Total Add. OwnWeb	Additive index for all qualities of own website		Scale
	Total Add. JurisWeb	Additive index for all qualities of juris website		Scale

Table 1 (continued).

Variable Type	Variable	Variable Source	Potential Responses	Level of Measurement
	Juris Website	Has jurisdictional website	No = 0, Yes = 1	Ordinal
	Simplicity	Website provides simple structure	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal
	Consistency	Website keeps same design features through site	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal

Table 1 (continued).

Variable Type	Variable	Variable Source	Potential Responses	Level of Measurement
	Functionality	Website provides adequate functions	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal
	Ease of Use	Website made easy to use and operate	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal

Table 1 (continued).

Variable Type	Variable	Variable Source	Potential Responses	Level of Measurement
	Understandability	Website makes content easy to understand	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal
	Help Function	Website offers help and documentation	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal

Table 1 (continued).

Variable Type	Variable	Variable Source	Potential Responses	Level of Measurement
	Completeness	Website provides complete information	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal
	Accuracy	Website provides accurate information	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal

Table 1 (continued).

Variable Type	Variable	Variable Source	Potential Responses	Level of Measurement
	Accessibility	Website accessible for all users	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal
	Contact Info	Contact info listed	No = 0, Yes = 1	Ordinal
	App Process	Application process listed	No = 0, Yes = 1	Ordinal
	Mission Statement	Mission statement listed	No = 0, Yes = 1	Ordinal
	Pay & Benefits	Pay & benefits listed	No = 0, Yes = 1	Ordinal

Table 1 (continued).

Variable Type	Variable	Variable Source	Potential Responses	Level of Measurement
	Photos & Videos	Have photos & videos	No = 0, Yes = 1	Ordinal
	Juris Simplicity	Website provides simple structure	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal
	Juris Consistency	Website keeps same design features through site	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal

Table 1 (continued).

Variable Type	Variable	Variable Source	Potential Responses	Level of Measurement
	Juris Functionality	Website provides adequate functions	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal
	Juris Ease of Use	Website made easy to use and operate	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal

Table 1 (continued).

Variable Type	Variable	Variable Source	Potential Responses	Level of Measurement
	Juris Understadabilit y	Website makes content easy to understand	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal
	Juris Help Function	Website offers help and documentation	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal

Table 1 (continued).

Variable Type	Variable	Variable Source	Potential Responses	Level of Measurement
	Juris Completeness	Website provides complete information	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal
	Juris Accuracy	Website provides accurate information	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal

Table 1 (continued).

Variable Type	Variable	Variable Source	Potential Responses	Level of Measurement
	Juris Accessibility	Website accessible for all users	Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5	Ordinal
	Juris Contact Info	Contact info listed	No = 0, Yes = 1	Ordinal
	Juris App Process	Application process listed	No = 0, Yes = 1	Ordinal
	Juris Mission Statement	Mission statement listed	No = 0, Yes = 1	Ordinal
	Juris Pay & Benefits	Pay & benefits listed	No = 0, Yes = 1	Ordinal

Table 1 (continued).

Variable Type	Variable	Variable Source	Potential Responses	Level of Measurement
	Juris Photos & Videos	Have photos & videos	No = 0, Yes = 1	Ordinal
	Having SM	Number of SM platforms	None= 1, One SM = 2, Two SM = 3, Three SM = 4, Four or More SM = 5	Ordinal
	Using SM	How often SM is used	Never = 0, rarely = 1, monthly = 2, weekly = 3, bi-weekly = 4, daily = 5	Ordinal

The first step in evaluating police department’s social media use was to determine if they even had social media networks. To accomplish this, a scale ranging from 1-5 was created. If a law enforcement agency did not have any social media, they received a score of a “1.” If police departments had one form of social media, they were given a “2,” and

if they had two social media networks, they received a “3.” Law enforcement agencies that use three social media platforms obtained a “4,” and those that had four or more forms of social media acquired a “5.”

The second step was to see if police agencies were actively using social media, and the third step was to determine whether they were using it to recruit new applicants. In order to assess these items, another scale was created. For this scale, all of the police agencies’ social media platforms (Facebook, Twitter, LinkedIn, and Instagram) were examined over a six-month period ranging from February 2016 to July 2016. To determine how often police agencies were using social media, every post a police department made in that span of time was counted then divided by twenty-six, which is the number of weeks in six months. Additionally, the number of posts law enforcement agencies made regarding recruitment were counted and also divided by twenty-six. The resultant number is on a 1-5 scale measuring how often police departments are using social media: 1 = rarely, 2 = monthly, 3 = weekly, 4 = bi-weekly, and 5 = daily or more. Once the scale is created and used, further analysis will proceed using SPSS. Overall, this analysis serves as a basis for future research regarding police use of social media and brand marketing.

CHAPTER IV – RESULTS

Question 1

The literature states that many police departments do not have websites or social media. Since many agencies do not have an online presence, it is presumed that police departments in general are not recruiting via websites and social media. To assess this, the extent to which police agencies are using social media and other websites as a significant recruiting tool was asked. It was hypothesized that police agencies will not be using social media and other websites as a significant recruiting tool. To test that question, multiple frequency tables were generated using SPSS. Of the 500 police departments, 154, or 30.8%, had their own police website, whereas the majority (69.2%) of law enforcement agencies only had a jurisdictional website. In Rosebaum et al.'s (2011) study, 42.5% of police agencies maintained a website. Rosebaum et al. (2011) also used a LEMAS dataset to obtain a similar sample size of 666 police agencies. The use of the Internet by police departments appears to have decreased in recent years.

Table 2 is a frequency table demonstrating the differences between jurisdictional websites and departmental websites, in addition to their scores on the quality measures outlined in the methodology. Their qualities were assessed on a 1-5 Likert scale ranging from strongly disagree to strongly agree. After the Likert scale items, the data was coded "0" or "1" based on whether or not agencies have that content. In addition, N represents the number of agencies that received those scores. Next to that, the percentage of agencies that obtained that score is shown.

Table 2

Frequencies Between Jurisdictional and Departmental Websites

Variable	Jurisdictional Website		Departmental Website	
	N	%	N	%
Simplicity				
Strongly Disagree	2	0.4	1	0.2
Disagree	6	1.2	1	0.2
Neutral	109	21.7	15	3
Agree	106	21.3	48	9.5
Strongly Agree	97	19.3	85	16.9
Consistency				
Strongly Disagree	2	0.4	1	0.2
Disagree	6	1.2	1	0.2
Neutral	73	14.5	13	2.6
Agree	94	18.7	27	5.4
Strongly Agree	146	29	109	21.7
Functionality				
Strongly Disagree	22	4.4	3	0.6
Disagree	30	6	1	3.3
Neutral	75	14.9	23	4.6

Table 2 (continued).

Variable	Jurisdictional Website		Departmental Website	
	N	%	N	%
Agree	71	14.1	24	4.8
Strongly Agree	124	24.7	96	19.1
Ease Of Use				
Strongly Disagree	5	1	2	0.4
Disagree	11	2.2	1	0.2
Neutral	79	15.7	17	3.4
Agree	119	23.7	55	10.9
Strongly Agree	108	21.5	76	15.1
Understandability				
Strongly Disagree	3	0.6	1	0.2
Disagree	3	0.6	1	0.2
Neutral	42	8.3	6	1.2
Agree	119	23.7	37	7.4
Strongly Agree	155	30.8	106	21.1
Help Function				
Strongly Disagree	60	11.9	9	1.8

Table 2 (continued).

Variable	Jurisdictional Website		Departmental Website	
	N	%	N	%
Disagree	43	8.5	17	3.4
Neutral	112	22.3	46	9.1
Agree	76	15.1	36	7.2
Strongly Agree	31	6.2	43	8.5
Completeness				
Strongly Disagree	34	6.8	3	0.6
Disagree	45	8.9	13	2.6
Neutral	85	16.9	24	4.8
Agree	107	21.3	62	12.3
Strongly Agree	51	10.1	49	9.7
Accuracy				
Strongly Disagree	3	0.6	0	0
Disagree	3	0.6	0	0
Neutral	4	0.8	4	0.8
Agree	9	1.8	6	1.2
Strongly Agree	303	60.2	141	28

Table 2 (continued).

Variable	Jurisdictional Website		Departmental Website	
	N	%	N	%
Accessibility				
Strongly Disagree	4	0.8	1	0.2
Disagree	0	0	0	0
Neutral	0	0	0	0
Agree	1	0.2	0	0
Strongly Agree	317	63	150	29.8
Contact Info				
	0	4	0.8	0
	1	318	63.2	30
App Process				
	0	170	33.8	7.8
	1	152	30.2	2.3
Mission Statement				
	0	104	20.7	8.3
	1	218	43.3	21.7

Table 2 (continued).

Variable	Jurisdictional Website		Departmental Website		
	N	%	N	%	
Pay & Benefits					
	0	257	51.1	98	19.5
	1	65	12.9	53	10.5
Photos & Videos					
	0	123	24.5	30	6
	1	199	39.6	121	21.4

The frequencies of providing photos and videos for departmental and jurisdictional websites are shown in Table 2. More than half (39.6%) of jurisdictional websites posted photos and videos whereas the majority (21.4%) of departmental websites posted photos and videos. It makes sense that more websites presented photos and videos because doing so makes a website appear more attractive and complete. Additionally, photos and videos are opportunities to demonstrate how diverse the police agency is. Law enforcement agencies that did not provide pictures and videos may not have had the space to do so. Another explanation could be that jurisdictional websites do not have as much control over what content is allowed on the website.

In terms of having social media platforms, 85.5% of police departments had one or more social networking sites. Table 3 is a frequency table breaking down how many police departments are using various social media networks. The most common social

media applications in law enforcement agencies are Facebook and Twitter, as shown in Table 3. This makes sense since those are the two most popular social media platforms. However, the table also demonstrates the lack of social media presence excluding Facebook.

Table 3

Frequency of Social Media Use

Variable	N	%
FB Website		
0	95	18.9
1	405	80.5
TW Website		
0	248	49.3
1	252	50.1
LI Website		
0	392	77.9
1	108	21.5
IG Website		
0	484	96.2
1	16	3.2

Of the law enforcement agencies that recruited applicants through social media, 78.8% were recruiting monthly or less (on average), as indicated in Table 4. This table breaks down how often police departments recruit using social media based on the scale outlined in the methodology. The range for Table 4 is 0-20 because the highest possible score for the social media platforms is a five and four social networking applications were examined in this analysis. However, on the 0-20 range, the highest score obtained was a 7 because police departments were not recruiting frequently on all of the social media forms examined. In addition, 32.4% of those police departments were recruiting monthly; 31.8% were recruiting less frequently. These results are consistent with the hypothesis that law enforcement agencies are not using websites and social media networks as a significant recruiting tool.

Table 4

Total of Social Media Recruiting

Range	N	%
0	71	14.2
1	159	31.8
2	162	32.4
3	66	13.2
4	28	5.6
5	7	1.4
6	6	1.2
7	1	0.2
Total	500	100

Question 2

Prior literature (Kilburn & Krieger, 2014) suggests that an agency's size, budget, and commitment would influence police departments' online recruiting efforts. For the purpose of this analysis, commitment was measured based on whether law enforcement agencies had a departmental website. To attempt to answer that, the second question was addressed: What elements are related to whether an agency uses social media and other websites in their recruiting efforts? The hypothesis states that size of the police agency, operational budget, and having their own websites are the elements related to whether an agency uses social media and other websites in their recruiting efforts. In order to address this, multivariate statistical analysis was suitable. Given that the interest was in examining relationships between size, budget, and website presence, all measured at the continuous level, Ordinary Least Squares (OLS) regression was appropriate. Table 5 shows the standard multiple regression that was produced between the total amount of social media recruitment (dependent variable) and size, operational budget, and having a departmental website (independent variables). The Residual and P-Plot for this table is found in Appendix B.

Table 5

Regression of Size, Budget, and Own Website on Total Social Media Recruitment

Variable	B	Std. Error	Beta	T	sig
Constant	1.014	0.069		14.621	.000
Size	0.922	0.099	0.370	9.323	.000
OPBudget	0.00000001	0.000	0.270	6.801	.000
OwnWebsite	0.404	0.100	0.150	4.026	.000

n= 498 R²= .332 Adj. R²= .328

Table 5 shows each of the three independent variables were significant predictors of total social media recruitment, $R^2 = .332$, adjusted $R^2 = .328$, $(3, 494) = 81.804$, $p < .000$. This model explains about one-third ($R^2 = 33.2\%$) of the variance in total social media recruitment. While the operational budget and having a departmental website have an impact on recruitment via social media, the size of the agency is a more important factor. This means that larger agencies are more likely to recruit using social media. Again, the operation budget and having a departmental website are also predictors of social media recruitment, but the agency's size is the strongest influence.

Question 3

Previous literature also suggests that a police departments' size, budget, and departmental website would influence their online and recruitment efforts. Therefore, it was suggested that those variables would influence the quality of agency's online effectiveness as well. The final research question was: To what degree are those factors

important in terms of those agencies' online effectiveness? The hypothesis was that the size of the agency, operational budget, and the prevalence of use of social media recruiting will have a significant impact on their online effectiveness. Two separate Ordinary Least Squares (OLS) regression models were generated, as in Question 2, because there are multiple variables all measured at the continuous level. Size, budget, and prevalence of use of social media will assess the dependent variables, the total qualities of agencies with their own website and those with a jurisdictional website. These were created by using an additive index which combined the scores of each agencies' website for a cumulative total. Table 6 shows the relationship between the additive index for departmental websites and size, operational budget, and prevalence of social media recruiting. The Residuals and P-Plots for these models are presented in Appendices C and D.

Table 6

Regression for Additive Index for Own Website

Variable	B	Std. Error	Beta	T	sig
Constant	41.12	2.13		19.304	.000
Size	0.284	1.041	0.025	0.273	.785
Opbudget	.00000001	0.000	0.127	1.463	.146
Prev of SM recruiting	1.786	2.274	0.067	0.785	.434

n= 149 R²= .026 Adj. R²= .006

The regression results show that each of the three independent variables were not significant predictors of the additive index for an agencies' own website, $R^2 = .026$, adjusted $R^2 = .006$, $(3, 145) = 1.274$, $p < .286$. This model explains 2.6% of the variance in total qualities of departmental websites. The variables that were significant predictors of recruiting through social media platforms were anticipated to also be significant predictors of determining the quality of departmental websites. None of the independent variables were significant, which was surprising and inconsistent with the hypothesis.

In order to create a second regression model, an additive index for the total quality of police agencies with a jurisdictional website (as opposed to agency websites) was created. Once the jurisdictional additive index was produced, the relationship between that scale, size, operational budget, and prevalence of use of social media recruiting were examined, as shown in Table 7 below.

Table 7

Regression for Additive Index for Jurisdictional Website

Variable	B	Std. Error	Beta	t	sig
Constant	34.56	0.958		36.075	.000
Size	1.917	0.856	0.135	2.239	.026
Opbudget	0.00000002	0.000	0.118	2.026	.044
Prev of SM					
recruit	3.995	1.087	0.205	3.674	.000

n= 318 $R^2 = .111$ Adj. $R^2 = .102$

Table 7's results indicate that size, operational budget, and the prevalence of use of social media recruiting were significant predictors of the additive index for jurisdictional website, $R^2 = .111$, adjusted $R^2 = .102$, $(3, 314) = 13.067$, $p < .000$. This regression model explains 11.1% of the variance in total qualities of police agencies with a jurisdictional website. Contrary to the first regression model, the variables in this model were significant and consistent with the hypothesis. This means that size, budget, and prevalence of use of social media are indicators of the quality of jurisdictional websites.

CHAPTER V – DISCUSSION

This study attempted to determine whether police departments are using websites and social media to recruit applicants, what variables were associated with their online presence, and whether those variables are important to the organizations' overall effectiveness. For the purpose of this analysis, the variables that were examined included the size of a police agency, its operational budget, and whether agencies have a departmental website. Multiple frequency tables, correlation matrixes, and regression models were generated to attempt to answer these questions.

First, a frequency table was used to answer how often police departments are using websites and social media to attract applicants. When examining Table 2, the scores for each variable are broken down by jurisdictional and departmental websites. Interestingly, consistency was higher for jurisdictional websites than those that have departmental websites. One possible explanation is that there may be a specific format or layout that jurisdictional websites have to follow. This would make sense because typically, the jurisdictional websites encompassed many other government organizations as well. It also could be argued that departmental websites have more control over how their website is organized. Therefore, they may not have to have a certain layout or appearance with how their website looks, whereas jurisdictional websites may not have a say in that area. This could explain why the jurisdictional websites appear to have higher rates of consistency.

Further, if police departments with a jurisdictional website lack control over the content allowed on the site, their brand is hindered. The brand is imperative to law enforcement agencies' ability to attract and retain desired applicants (Wilson et al.,

2013). The lack of control over web presence could indicate the brand is ineffective, which could impact recruitment success. Additionally, Table 2 indicates there are both departmental and jurisdictional websites that do not provide photos and videos, which can hurt an agency's brand as well. Photos and videos provide insight into what the police department actually looks like. So, if they are accessible, applicants can view that brand. For example, if law enforcement agencies do not have minorities in any pictures or videos, it will likely eliminate certain applicants from seeking employment with that department. Likewise, if pictures and videos are not displayed, individuals may be deterred from applying with that agency.

Also, Table 2 indicates that departmental websites scores were steadily higher than jurisdictional websites regarding their website's ease of use. This result is particularly surprising, given that jurisdictional websites were higher scores of consistency. This suggests that although jurisdictional websites appear to be more consistent in design and layout, the departmental websites are easier to use. This is reaffirmed when looking at correlation matrixes for departmental and jurisdictional websites. For departmental websites, there was a moderate, significant correlation ($r = .331, p < .000$) between consistency and ease of use. However, for jurisdictional websites, there was a weak, significant correlation ($r = .256, p < .000$) between consistency and ease of use. Perhaps an explanation for this could be that police departments have more input into the content and presentation of their website. Additionally, they may know how to better market themselves to applicants. For example, law enforcement agencies may have a better understanding of what applicants are looking for when considering a police agency. Therefore, departmental websites may

have information presented in a way that is easier to use than jurisdictional websites. Although most of the police departments had a jurisdictional website, the scores for departmental websites are consistently higher whereas the jurisdictional scores are more scattered. This suggests that law enforcement agencies that take the time to invest in an online presence are committed to making sure it is complete and successful. Again, agencies with a departmental website are probably branding themselves more effectively because they are taking the time to do so. These agencies are keeping their target audience in mind (the Millennial Generation), by creating their own website and developing an effective image.

Frequencies indicated that for police agencies that maintained their own website, the lowest collective score received with the 1-5 Likert scale items was the use of the help function ($M = 3.576$), whereas the highest Likert scale measure was accessibility ($M = 4.974$). Additionally, law enforcement agencies obtained the lowest score for reporting their pay and benefits ($M = .351$) and the highest score for providing their contact information ($M = 1.000$). Police agencies that only had jurisdictional websites also had the lowest mean score for use of help function ($M = 2.922$) and the highest mean score with accessibility ($M = 4.947$). Similar to police agencies with their own websites, police departments with jurisdictional websites acquired the lowest average score with listing pay and benefits ($M = .230$) and the highest score for detailing contact information ($M = .988$).

Regardless of the type of website, agencies had the lowest quality means for the help function and listing pay and benefits, and they had the highest quality means for accessibility and providing contact information. This indicates that police departments

with either website are making them easily accessible to the public. Additionally, most of the law enforcement agencies appeared to recognize the importance of providing their contact information to the public. However, police agencies need to improve their help function and providing their pay and benefits to applicants, regardless of whether they have a departmental or jurisdictional website. Wilson et al. (2014) suggest that law enforcement agencies may not have the salaries and benefits to offer police officers. Since there is trouble nationwide recruiting applicants, it would make sense that some police agencies would leave out that information, especially if they cannot provide competitive pay and benefits. However, that may be a significant factor for applicants deciding whether to join any given law enforcement agency.

A reason the help function and listing pay and benefits are the lowest scores could be that police departments are still relatively new at using the Internet, which is consistent with the literature (Wilson et al., 2014). Because website and social media are newer platforms for recruitment for police agencies, this may explain why police departments are stronger in some areas and weaker in others as indicated in Table 2. However, given that the means for the police departments with their own websites were higher than those with a jurisdictional website, this further suggests that the police agencies departmental websites appear to be more effective overall.

From Table 3, it was clear that the police departments engaging in social media predominantly used Facebook (80.5%). Given its prevalence, it was not surprising that it was the most popular social media platform used. This could be because Facebook is one of the most prominent forms of social media, it can be operated at no cost, and it is user-friendly. The second most used social media network by law enforcement agencies was

Twitter (50.1%). LinkedIn (21.5%) and Instagram (3.2%) were the least popular social media platforms used by law enforcement agencies, which makes sense given that they are not quite as popular as Facebook and Twitter. Since nearly all police agencies in this analysis have Facebook and half of them have Twitter, it suggests that ‘technology’ may not be the issue. For example, many law enforcement agencies have outdated technology or do not have the budget to upgrade their technology systems. While that is problematic for some agencies, it does not appear to affect whether they have social media networks. Additionally, this suggests that police departments have the ‘manpower’ to maintain an online presence via social media, regardless of size of the agency. However, that could mean that some police agencies may have the right employees operating the social media networks. For instance, they may have a more technologically savvy person or a public relations employee managing social media use. Additionally, some agencies may have younger recruits who are more familiar with and know how to use social media platforms.

Table 4 demonstrates how often police departments are recruiting through social media platforms. The scale ranges from 0-20, however the highest score was a 7. This indicates that police departments are not recruiting via social media frequently or on many platforms, which is consistent with the first hypothesis. However, that being said, many law enforcement agencies may not need social media or recruit through it. For example, smaller police departments could have all their positions filled and not need to actively recruit via social media platforms. There is a national crisis regarding recruitment (Wilson, 2014), but that does not mean that all agencies are experiencing troubles with recruitment. Additionally, police agencies may not be recruiting through

social media platforms because they may be resistant to change. Police departments may defer exploring social media recruitment due to a generational difference. Maybe older employees do not believe recruiting through social networks would be beneficial or necessary. Furthermore, police agencies may be reluctant to recruit through social media because they simply may not know how to do that effectively. This could be attributable to the generational perspective or they might lack the confidence in their abilities to do so in an effective manner. Whatever the reason, police departments recruiting through social media platforms have departmental websites.

Based on suggestions of prior research (Kilburn & Krieger, 2014; Wilson et. al., 2010), size of the police agency, its operational budget, and whether an agency had dedication, a departmental website in this case, were the elements used to explore the effectiveness of police departments in their recruitment efforts. Size being the most prevalent factor makes sense because the larger the agency, the more resources available for establishing online presence. Larger agencies will have more financial resources to allocate to hiring a public relations specialist who is trained to successfully operate their website and social media presence. In turn, the resources can be used to maintain the website. While having a departmental website and financial resources are beneficial, size is the most significant variable because larger agencies are more likely to have those elements for recruitment purposes.

Additionally, it was hypothesized that police departments' online effectiveness would be predicted by size, operational budget, and having a departmental website. The regression analysis revealed that for the total additive index for departmental websites, the variables were not significant in terms of online effectiveness. However, the standard

regression analysis for the total additive index for jurisdictional websites indicated that size, budget, and prevalence of total social media recruitment were significant to those agencies' online effectiveness. This was surprising because it was anticipated that the independent variables would be significant for police agencies with departmental websites. Instead, the variables were significant for jurisdictional websites, which had overall lower scores than the departmental websites.

As demonstrated in the histograms below, departmental websites exhibit less variance because overall they were consistently of a higher quality (Figure 1). Those that were dedicated to an online presence, or had a departmental website, received consistently higher scores in terms of their overall quality. The variables were significant for jurisdictional websites because their scores were unpredictable when compared to departmental websites (Figure 2). This means there was more variance in terms of quality among agencies that did not control their own websites. Essentially, this suggests that law enforcement agencies committed to having an online presence ensured that it was effective. If they had a departmental website, it tended to be presented well and be of high quality.

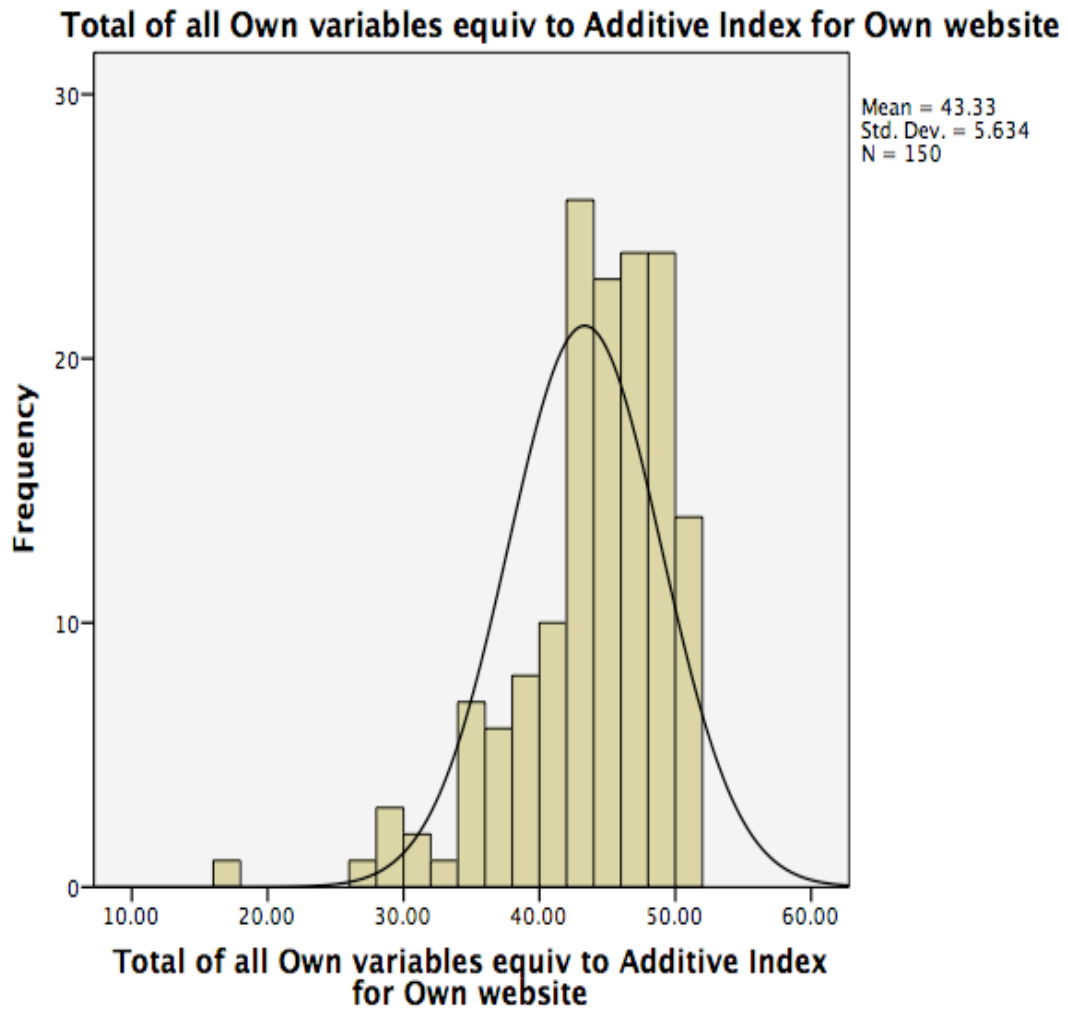


Figure 1. Departmental Additive Index Histogram

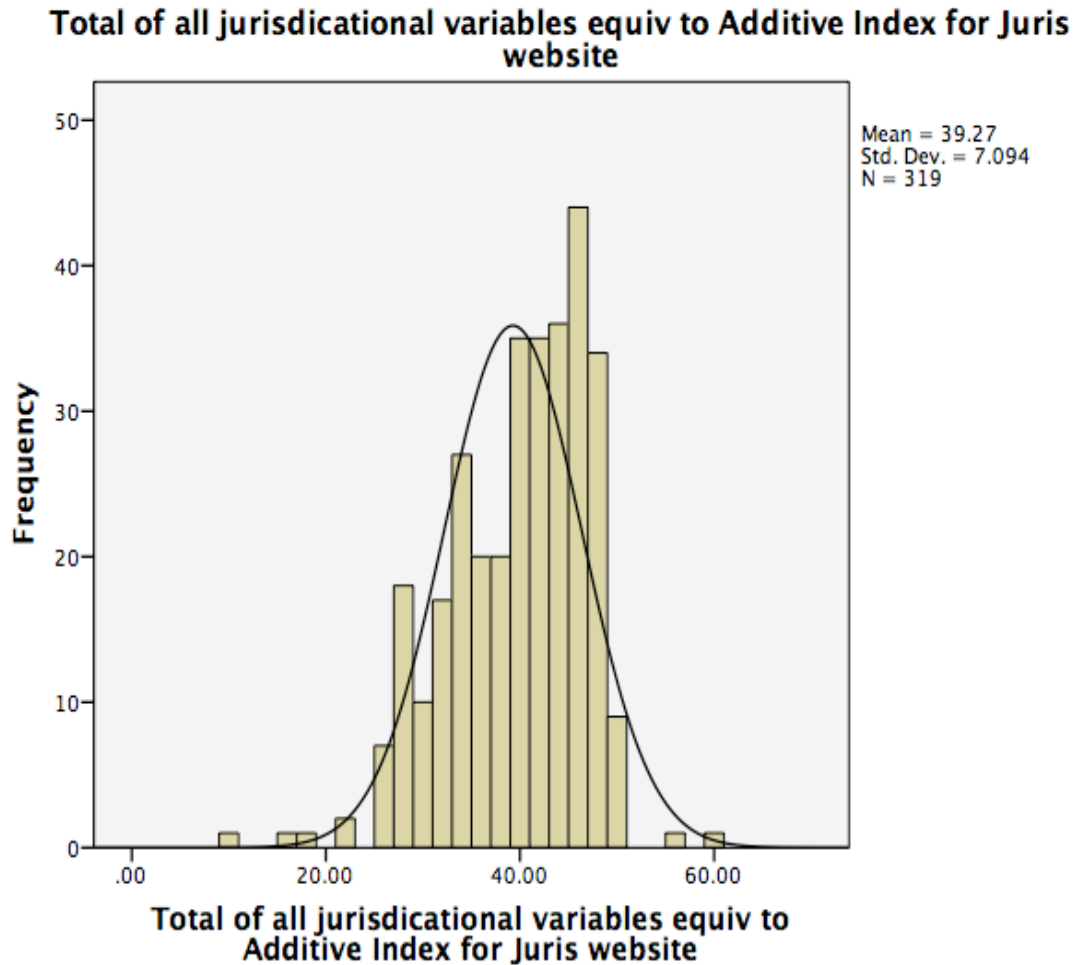


Figure 2. Jurisdictional Additive Index Histogram

Overall, this analysis revealed that many law enforcement agencies (69.2%) are not using departmental websites, which represents their dedication, because the majority of websites in this sample were jurisdictional websites. This is consistent with prior research and suggests that many police agencies are not committed to having and maintaining an online presence (Rosenbaum et al., 2011). In addition, police departments do not appear to be utilizing social media platforms other than Facebook and Twitter

much in general, let alone for recruitment purposes. However, those police agencies that did have a departmental website were more likely to use and recruit through social media.

This research also examined whether police departments' size, operational budget, and having their own departmental website were significant predictors of total social media recruitment. Standard regression illustrated that all three variables were significant predictors when examining total social media recruitment. However, a police agency's size was the strongest predictor. This suggests that larger agencies are more likely to have social media and utilize it for recruitment. This makes sense because they probably have more resources (more time, more employees, etc.) to ensure they are maintaining an online presence. Another possible explanation why police departments are not recruiting using social media platforms could be Everett Rogers' diffusion of innovation theory. The diffusion of innovation theory states "the source of the message must be more knowledgeable and more expert than the receiver," (Rogers & Shoemaker, 1971; Singhal, 2016). In the context of this research, social media is still a new concept. Therefore, agencies are still in the early stage of adopting this change, and if they are successful, more police departments may decide to use social media.

After performing regressions using the size of the law enforcement agency, its operational budget, and prevalence of use of social media between departmental and jurisdictional additive indexes, there were significant differences between the two models. None of the variables were statistically significant when applied to the total additive index of those who had their own websites. However, all of the variables were significant when they were administered to the total jurisdictional additive index. These differences are demonstrated in the histograms above. This can be stated succinctly:

police agencies that make an effort to maintain a departmental website are doing it very well. They received consistently higher scores in their overall quality, which explains why those variables were not significant. On the other hand, they were significant predictors for the total additive index for jurisdictional websites because their scores were scattered and not as high as they were for departmental websites. Also, the interpretation of the regression suggests that if a department has its own website, it is the most important factor in determining social media presence. Size and operational budget essentially do not matter as long as a police department has its own website. This reaffirms that police agencies that are dedicated to an online presence by maintaining their own website, are doing it well and are more likely to be using and recruiting via social media.

Reflections on Use of Social Media

While the departmental and jurisdictional websites are important, the use of social media by police departments also has an effect on recruitment and appeal to the public. Many of the police departments provided similar content. For example, one thing nearly all law enforcement agencies posted on social media, specifically Facebook and Twitter, were weather updates. The major difference was the frequency in which they were provided. Some police departments reported the weather daily, whereas others only cautioned their communities if the weather was severe. This may be helpful to the public if the weather is quickly turning severe but posting the weather hourly or daily is not necessary given that most cell phones provide the weather. Additionally, many cell phones also alert individuals if the weather is severe.

Another common theme police departments posted on social media are crime updates. Crime updates were mostly provided through Facebook, and the frequency of the updates were different among departments. Nearly all of the law enforcement agencies that produced crime updates did so weekly. Some police agencies used Facebook strictly to post these updates. While it could be beneficial for recruits to look at crime updates to get better insight into the occurrence of crime, this should not be the only thing police departments are providing to the public. Facebook and other forms of social media are tools that can be used to recruit applicants and engage with the community. If agencies only post crime updates, they are missing opportunities to reach out to the community and build relationships. This is valuable for establishing rapport between police officers and the community they serve.

Additionally, social media was useful for investigating the types of relationships police departments have with their community. For example, some police agencies did not actively use Facebook, and the members of the community left comments on their pages informing the police departments how awful they were. While not using Facebook was not the reason for the “bad reviews,” neglecting social media is not beneficial for attracting applicants. Some police agencies refused to allow any comments on Facebook, which is interesting because one of the purposes of social media is to engage with the community. By taking away their option to comment or provide feedback, community members lose the prospect to ask questions or feel connected with the police agency. Other police departments chose to moderate the language and any arguments between members of the community, some agencies did not.

Many law enforcement agencies appeared to have excellent relationships with their communities. For example, those that were actively posting community activities, such as “Coffee with a Cop,” and charity events around town, seemed to have stronger ties to their community. Also, a common item police departments provided via social media platforms was a “pet of the week.” Surprisingly for some law enforcement agencies, this was the only item they would post on social media. The researcher also observed solidarity among police departments nationwide. For instance, all police departments that were actively using social media posted messages of support for the Dallas shooting. Many agencies posted about officers and K-9’s who were killed in the line of duty as well. This was another example of building relationships with the community and other police agencies as well.

In essence, police departments appear to be posting the same types of content on social media, regardless of size or location of the agency. However, there are more effective ways police agencies could be using social media platforms. First, police departments should be using them on a regular basis, otherwise there is no point in having one. Only posting a “pet of the week” or a weather update a few times a month is unnecessary. Also, law enforcement agencies should be recruiting on social media, as it is easily accessible to younger generations. In addition, police agencies should post community events because that strengthens the relationship between agency and community. Police departments should not restrict all comments from members of the community because that is eliminating their voice, which is one of the purposes of social media. The best approach appears to be to moderate social media, so that individuals are allowed to express positive and negative things in a respectful manner. Overall, police

departments should keep in mind that social media has an important appeal to the public, and if the methods used are not effective, it reduces the potential pool of applicants as well as interest in the department.

CHAPTER VI - CONCLUSION

In conclusion, many law enforcement agencies are having difficulty recruiting new applicants. In previous decades, police departments did not have to struggle with recruitment. Issues that plague police recruitment and retention are: the nature of the job becoming more demanding, applicants are not as qualified as they were in previous decades, there are stricter educational requirements, etc. (Kanable, 2001). To alleviate these concerns, police agencies should improve their online presence to appeal to more members of the Millennial Generation, who are currently or are about to enter the workforce (Castaneda & Ridgeway, 2010). Since the Millennial Generation is Internet and technologically savvy, police departments should strive to embrace social media and other websites as a way of connecting with their target audience.

The purpose of this analysis was to examine police departments' websites and their additional social media outlets, to determine (1) to what extent police agencies are using social media and other websites as a significant recruiting tool, (2) what elements are related to whether an agency uses social media and other websites in their recruiting efforts, and (3) to what degree are those factors important in terms of those agencies' online effectiveness. Overall, the results were consistent with the hypotheses as well as the literature in that many law enforcement agencies are not utilizing the Internet and social media as tools to appeal to applicants. The literature (Kilburn & Krieger, 2014) also states that the size of the police agency, its operational budget, and its commitment to an online presence are all significant and influential factors pertaining to police recruitment, which was reaffirmed in this study. The most surprising find was that size, operational budget, and prevalence of use of social media did not significantly impact the

total additive index of all variables for departments with their own websites. However, they were significant for the total additive index of all variables for jurisdictional websites. The results indicate that police departments that commit to having an online presence are doing it effectively. However, there is variance among jurisdictional websites, which is why those variables are significant. Additionally, jurisdictional websites overall were not as effective as the departmental websites were.

Limitations

This analysis had multiple limitations, which should be addressed in future research. One limitation is that the scale used has room for multiple interpretations. Therefore, more concrete definitions should be used for further analysis. In addition, due to time constraints, only one graduate student was able to test the reliability of the scale. This student's scores, along with the initial scores provided by the researcher were tested using Krippendorff's alpha to determine inter-rater reliability. Most of the measures achieved an acceptable level of agreement score, but some of the variables scores were questionable with a low Krippendorff's alpha of .44. With a longer time frame, the measures could have been adequately developed and validated.

Another limitation to this study is that recruitment efforts to reach out to women and minorities were not examined. Again, police departments need to be representative of the community they serve. Therefore, if women and minorities are not being recruited, it will be harmful to the relationship between the police and members in those communities. This research also lacks a measure to examine how consistently police agencies are branding their websites and social media platforms. An effective brand is

how a police agency markets themselves to applicants. Having a measure to examine the consistency of the brand could impact recruitment efforts.

Future Research

There was little empirical research on recruiting police applicants, police department websites, and additional social media networks, so future studies should explore other possible variables that may have a significant impact on police recruitment and social media presence. One variable worthy of further investigation is age of the officers. The Millennial Generation recognizes the importance of using the Internet and social media. Therefore, if law enforcement agencies have younger officers it could impact their overall online presence and recruitment. Further, future research should address whether agencies that are actively using social media already have younger recruits who know how to use the platform.

Different questions should be asked in future studies since this analysis did not answer how police departments are recruiting. Smaller agencies may not need to recruit via social media. Also, Castaneda and Ridgeway (2010) discovered that there is no ineffective way to recruit applicants, only that some efforts are more effective than others. It would be beneficial to learn how successful law enforcement agencies are in their online recruitment efforts. Some police departments may not be recruiting online because they are not experiencing recruitment challenges. So, it would be constructive to address how agencies are recruiting and whether they have been successful in their efforts.

In addition, the recruitment methods for women and minorities could be explored further. Since women and minorities are underrepresented in police departments, it is

important to examine recruitment methods for these groups. For example, the literature states that for minorities, recruiting in person is the most effective method but using the Internet is also sufficient (Castaneda & Ridgeway, 2010). Therefore, it would be valuable to develop a measure to examine recruiting of both women and minorities. Also, future research should create a method to determine whether police agencies were consistent with their brand among their websites and social media. This could provide insight into how effective they are in their website quality or in their recruitment efforts. For instance, the police agencies with departmental websites may be more consistent with their brand and maybe that is why their overall quality is better than jurisdictional websites.

Lastly, it would be interesting to see the differences in quality of those who have both departmental and jurisdictional websites. For agencies that had both, only departmental websites were examined based on the assumption that police departments would have more control over departmental websites. Future research could explore that assumption. .

APPENDIX A –Website Examples

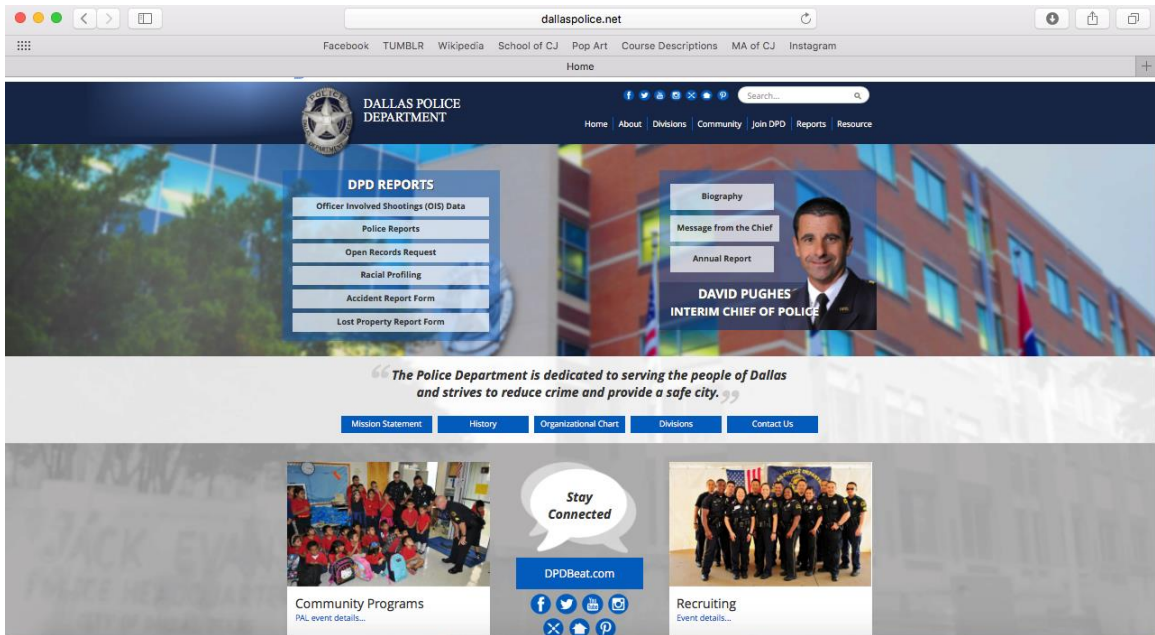


Figure A1. Good Website Example

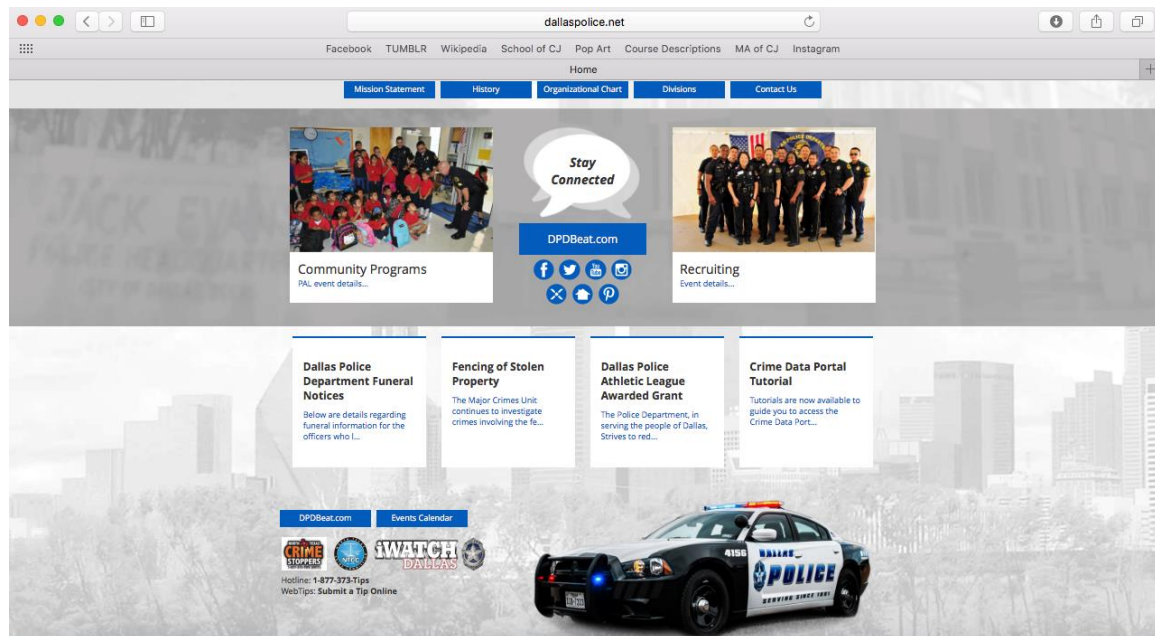


Figure A2. Good Website Example Continued



Figure A3. Bad Website Example

APPENDIX B – Regression Diagnostics for Question 2

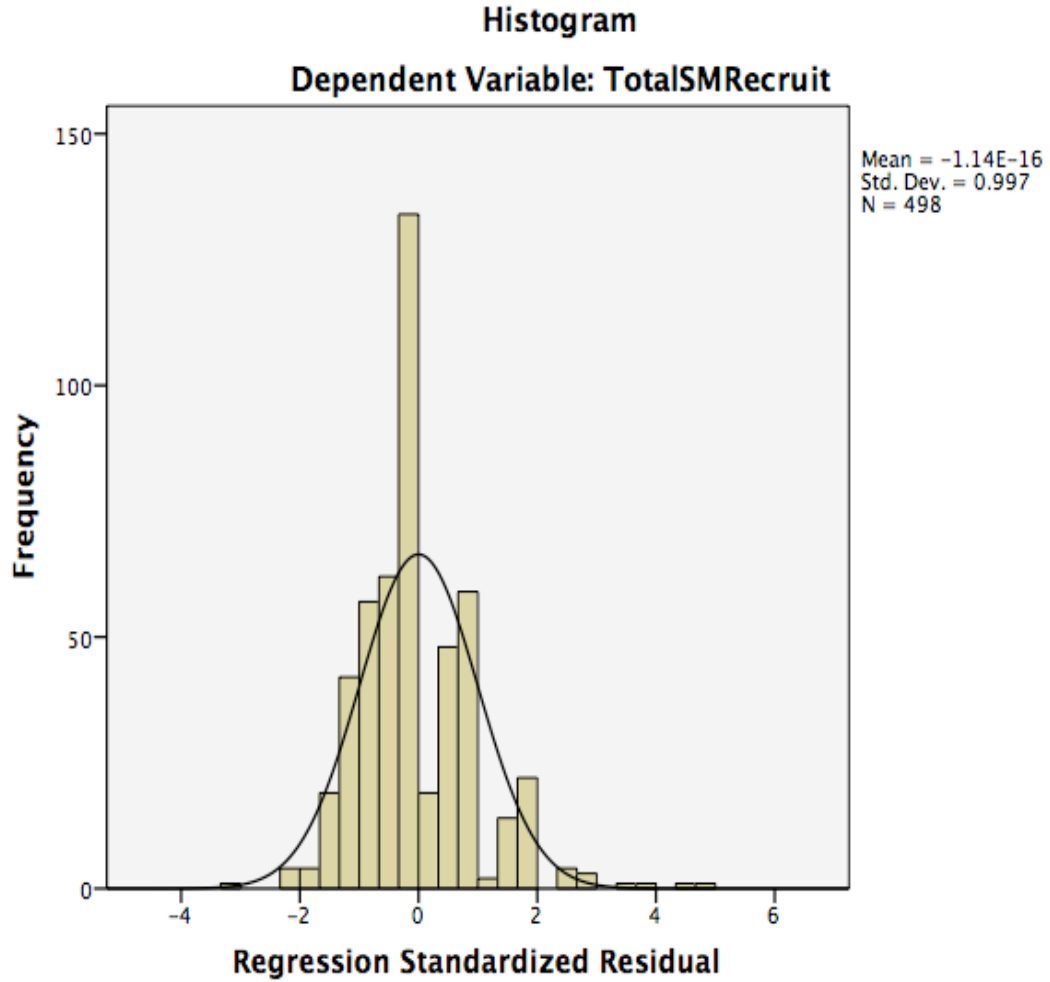


Figure A4. Regression Standardized Residual

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: TotalSMRecruit

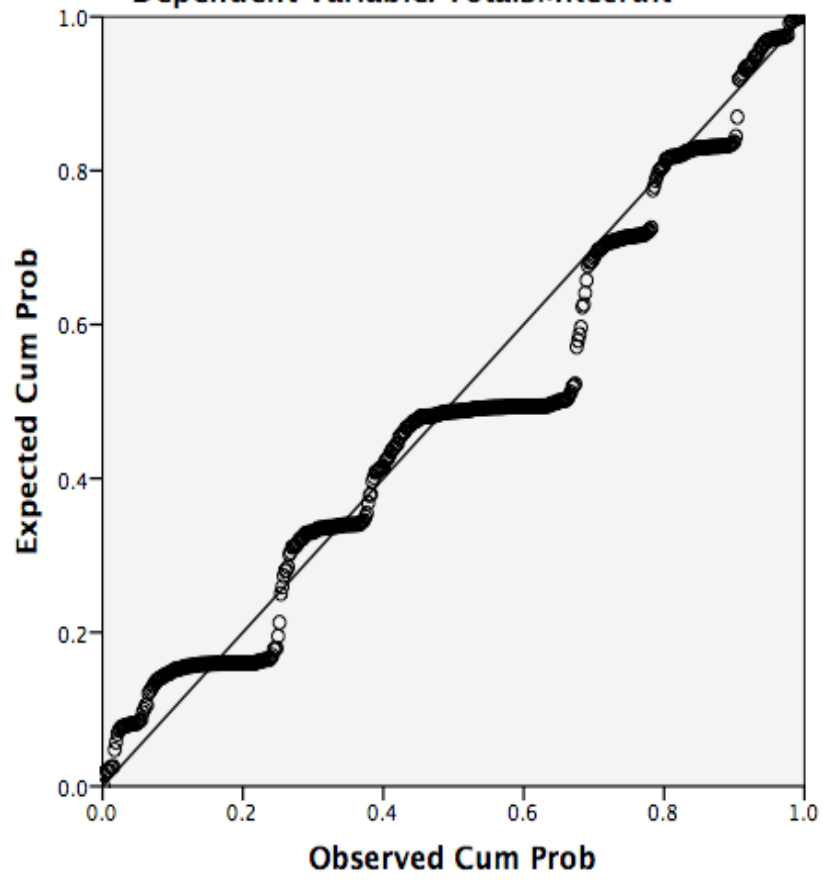


Figure A5. P-Plot of Standardized Regression Residual

APPENDIX C – Regression Diagnostics for Question 3 (Part 1)

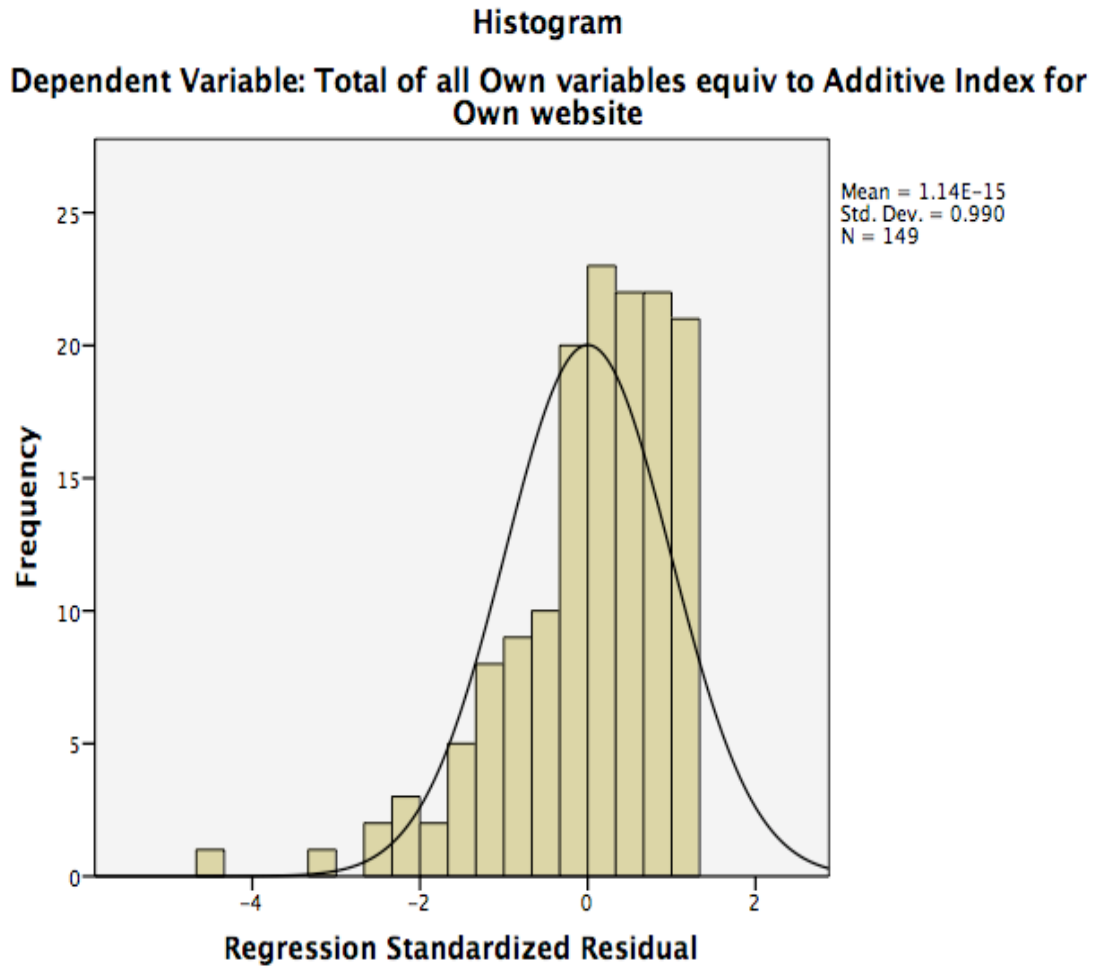


Figure A6. Regression Standardized Residual

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Total of all Own variables equiv to Additive Index for Own website

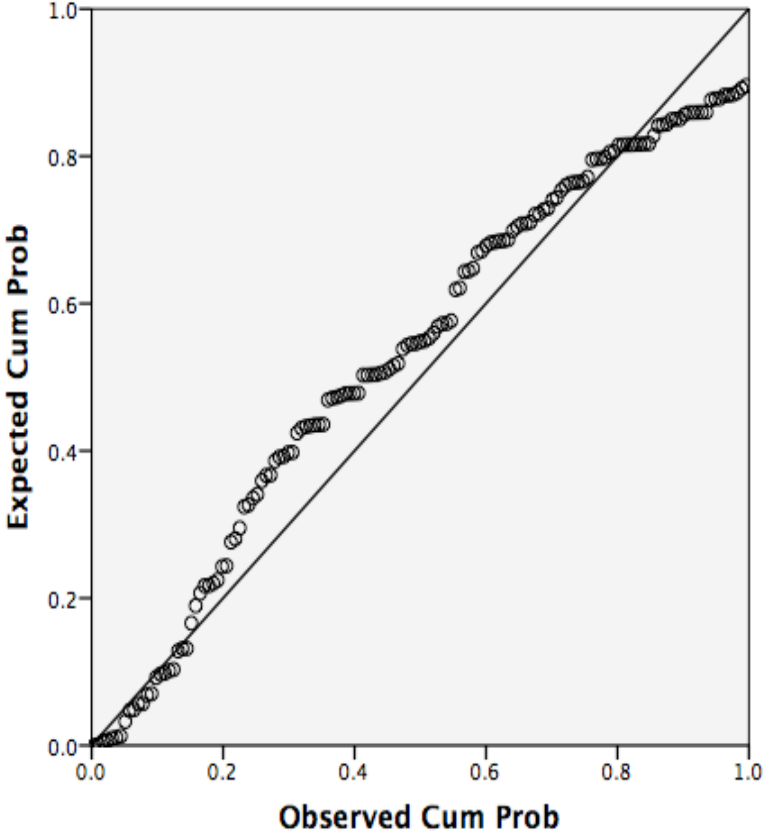


Figure A7. P-Plot of Standardized Regression Residual

APPENDIX D – Regression Diagnostics for Question 3 (Part 2)

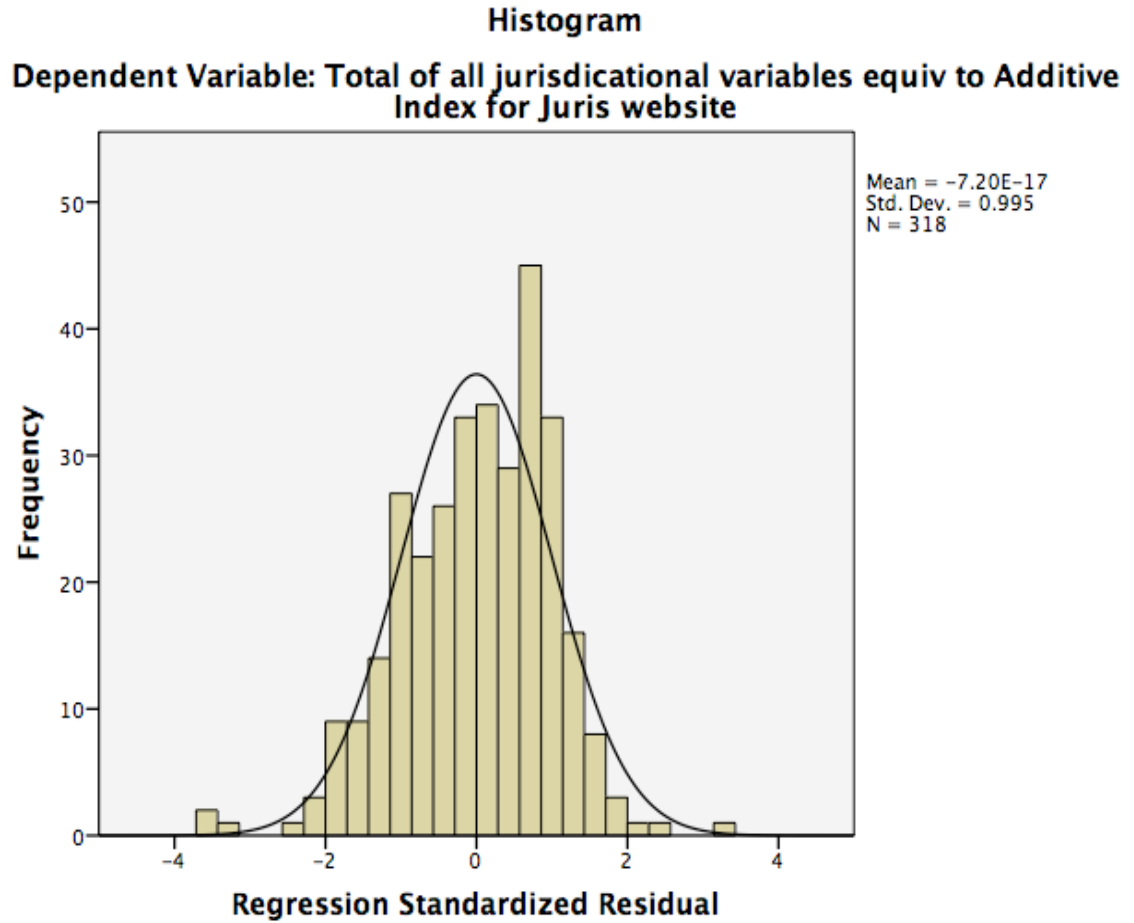


Figure A8. Regression Standardized Residual

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Total of all jurisdictional variables equiv to Additive Index for Juris website

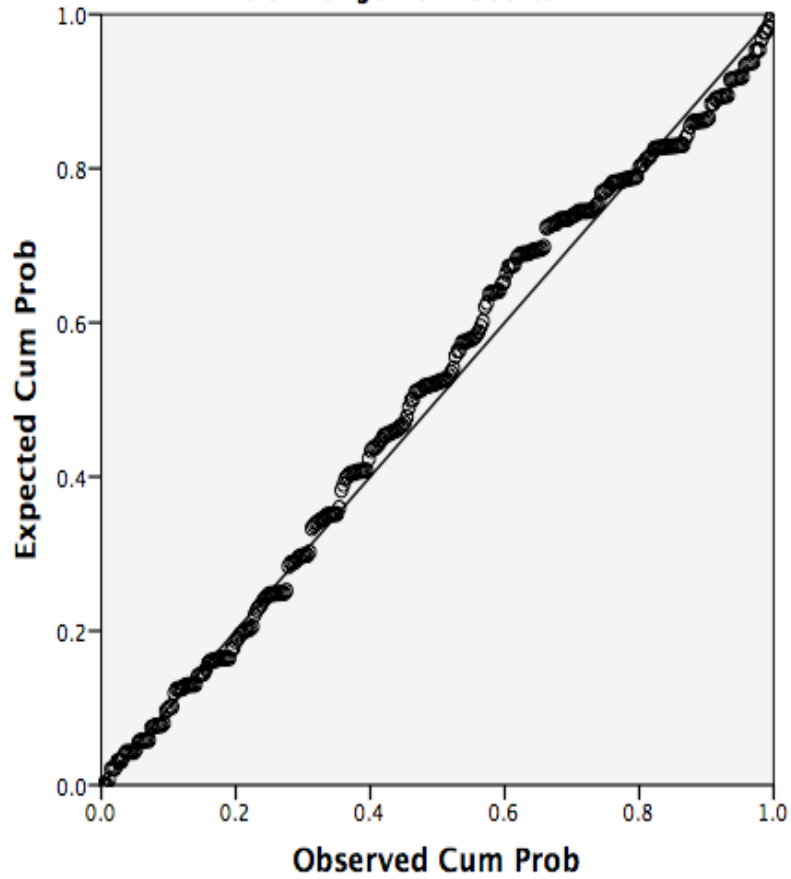


Figure A9. P-Plot of Standardized Regression Residual

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