

Running head: POLICE BURNOUT

Understanding Resistance to Police Burnout: A
Salutogenic Approach

By

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95

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Submitted to the Faculty of Graduate Studies
in Partial Fulfillment of the Requirements
for the Degree of

MASTERS OF ARTS

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A Thesis submitted to the Faculty of Graduate Studies of the University of Manitoba
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Abstract

The present study was an attempt to add to the growing body of knowledge on work place stress by looking at the correlations between social support, personality types, demographic variables, and self reported burnout of police officers. The design is based on the salutogenic idea of focusing on subjects that appear to be functioning normally despite adverse conditions. In this study the low burnout subjects were contrasted against subjects reporting high and average burnout. The subjects were 63 police officers from the urban police department of Winnipeg. The subjects completed three versions of the Maslach Burnout Inventory, as well as the Social Provisions Scale, the Myers Briggs Type Indicator, and the Police Demographic Questionnaire. The hypotheses were: subjects self reporting low burnout will have stronger emotional social support, be male, and show a lower preference for Extraverted, Sensing, Thinking, and Judgement, than those officers self-reporting high burnout. The hypotheses were not supported by the findings. However, Social Integration (SI) and Reassurance of Worth (RW) were found to be negatively correlated with burnout. SI was the only significant predictive variable, accounting for 9.5% of the variance. It is recommended that any future research conducted include the entire 1122 members of the Winnipeg Police Service regardless of rank.

Understanding Resistance to Police Burnout: A
Salutogenic Approach

In the past few years the occupation of a police officer has come increasingly under the scrutiny of the public and politicians. Tied in with the increased interest in how officers and departments conduct themselves is a concern with how the job affects those working in this occupation. The focus of the concern has centered on the popularized idea of stress within the work place and its effects on the employees.

Physiological Effects

As researchers began investigating stress within policing a disturbing finding appeared. It was demonstrated that police officers in the United States experienced a higher degree of stress than most other occupations (Perrier & Toner, 1984; Kroes, Margolis, & Hurrell, 1974; Goolkasian, Geddes, & DeJong, 1986; Violanti, 1983; Hageman, 1982; Sigler & Wilson, 1988). In a study conducted by the National Institute for Occupational Safety and Health in the U.S., findings indicated that police officers suffer from a high degree of occupational stress (Perrier & Toner, 1984). The findings suggested that the reactions to the high levels of stress tended to be manifested both psychologically and physiologically.

Researchers argued that police officers suffered higher than the normal rates of psychological disorders, suicide, marital difficulties, substance abuse, cardiac disorders, and diabetes mellitus (Malloy & Mays, 1984; Kroes, Margolis & Hurrell, 1974; Dietrich & Smith, 1986; Territo & Vetter, 1981; Butler & Cochrane, 1977; Ely & Mostardi, 1986; Wyatt, 1986). Hans Selye, an original researcher of stress, had demonstrated empirically that

physical and psychological manifestations of stress usually appeared in organisms that had been subjected to chronic long term stressors (Selye, 1983).

What is it about the job of policing that subjects those involved in it to experience the chronic stress? Are the factors that cause the increased stress level inherent in the occupation and thus unavoidable, or caused by the reactions of the multitude of personalities involved in the profession (Lester, 1982)? The answers to these questions have been the driving force behind most of the research in the area.

Self-Reported Stressors

Kroes (1972) began focusing on the relationship of police and stress, and carried out a study using 100 subjects from the Cincinnati Police Department. The research involved interviewing officers regarding their views on what caused them the most stress. The answers obtained were placed into the following categories: courts, administration, equipment, community relations, shifts, supervisors, non-police work, bad assignment, isolation/boredom, pay, and other.

Researchers commonly believed that stress experienced by police was due to the dangerous nature of the job (capturing criminals, being shot at or stabbed, etc.). The findings of Kroes et al.'s research came as a surprise; findings suggested that officers perceived courts, and administrations (police executive etc.), as producing the most stress (Kroes, Hurrell & Margolis, 1974).

The studies in the subsequent years attempted to either support or refute the findings of Kroes et al., (1972). Most of the research focused on the external factors that were hypothesized as creating the stress and

conducted limited investigations on individual coping strategies and personality factors. Investigators either ignored or belittled the concept that not all persons subjected to the same stressor will react in the same manner. Lazarus had postulated that how a person copes can control how they react to a stressor (Lazarus, 1983). Lazarus was not alone in this regard, many other researchers looked at other personality factors that influence the susceptibility to stress. Some of these theories concentrated on Capability/Demand Imbalances (Mikhail), Hardy personalities (Kobasa), and other internal processes. Why had the research into police stress not looked at these important variables?

The studies in the past decade have attempted to isolate the main factors that police officers themselves identified as stressful. The factors seem similar if not identical with Kroes' original categorizations. The factors include Physical/Psychological Threat, Evaluation System, and Lack of Support (White, Lawrence, Biggerstaff and Grubb, 1985; Stotland & Pendleton, 1989). Another key component put forward has been Police Occupational Demands, which breaks down into; Depersonalization and Authoritarianism (Robert & Adlam, 1982; Violanti & Marshall, 1983). Both depersonalization and authoritarianism are positively correlated with increased job stress. Depersonalization increases the stress by creating a conflict between "objectified" and supposedly "real" human emotion (Violanti & Marshall, 1983). Authoritarianism increases job stress as it restricts the range of the officer's behavioral repertoire in work situations (Violanti & Marshall, 1983).

Personality Factors

People who become police officers do not live in a vacuum before joining the occupation. Police officers bring with them preconceived notions, biases, and their individual personalities. Therefore, studies have attempted to determine if there is a personality type or types that is/are more suited to the demands of policing and therefore less likely to suffer from job stress? Studies which looked at the personality traits of police officers concluded that it was inappropriate to try to develop a single police personality (Tifft, 1974). Lawrence (1984) concluded that there were certain personality traits that would aid an officer in dealing with the stress of police work. The personality traits were: being reserved, detached, and critical; conscientious and persistent; practical; socially aware; and self sufficient.

Studies conducted by Burke et al. (1990) indicate that the career orientation an officer has affects the amount of job stress and perceived burnout. Burke identified four career orientations: Self-investors, Social activists, Careerists, and Artisans. Self-investors refers to persons more focused in their lives outside work. Social activists are persons who hope to change the status quo through their work. Careerists seek satisfaction and success through their work. The Artisan career orientation refers to those persons who find intrinsic value to their work and are less concerned with the material gains or prestige. The research findings suggested that the career orientation of Artisan was the best orientation for police work. Officers with the Artisan orientation reported the least amount of job stress and burnout. Burke argued that the reason that the Artisan orientation was correlated with low stress and burnout was that it provided a good match between the person and their

work environment (Burke, 1990).

Other studies have adopted a more Jungian orientation. These studies have researched personal preferences of police officers regarding perception and judgement. Briggs Myers & McCaulley (1988) while conducting tests of their psychonomic measure, Myers-Briggs Type Indicator (MBTI), tested police officers for their preferences of the 16 MBTI types. The results indicated that the MBTI type of Extraverted, Sensing, Thinking, and Judgement (ESTJ) was the most frequently found preference. The ESTJ accounted for 21.94% of preferences reported (Briggs-Myers & McCaulley, 1988). Preference based solely on chance would be 1 in 16 or 6.25%.

The literature reviewed does not indicate which preferences are correlated with low or high burnout. Based on the findings that most police officers suffer from a high degree of stress (Perrier & Toner, 1984; Kroes, Margolis, & Hurrell, 1974), and the most common MBTI preference of police officers is the ESTJ, it is postulated that the ESTJ preference is correlated with high burnout.

Coping and Social Support

As Lazarus had indicated in his research, how a person copes influences their eventual stress reaction (Lazarus, 1978). Two forms of coping that appeared common among police officers, were cynicism (Tiffitt, 1973) and deviance (Violanti & Marshall, 1983). Cynicism involved the officer "simply discounting work demands" (Violanti & Marshall, 1983, p.390), and disbelieving the public. Deviance was work related and involved straying from the regulations and rules regarding conduct and duty. Although these two coping strategies were employed by many officers, both are counterproductive and aggravated the strain on the officer

(Violanti & Marshall, 1983; Chandler & Jones, 1979).

Coupled with the concept of coping, is social support (Zeidner & Hammer, 1990). It is commonly believed that the more social support a person receives, the better they will be able to deal with stress. Research on the effects of social support as a stress buffer or moderator has been conducted in the social psychology field. The exact effect that support has on stress is still contentious at best. Some studies contend that social support has a negative correlation with stress (Graf, 1986; Jacques & Mutchnick, 1979; Maynard & Maynard, 1982). Other researchers found that neither the amount of perceived social support nor the type had any significant effect on the stress/illness relationship (Cutrona, 1986; Kaufman & Beehr, 1986; Ganster et al., 1986; Etzion, 1984).

Studies that broke down the social support into more precise categories concluded that certain variables affected the degree to which social support buffered stress. In a study by Etzion (1984) work burnout (not specifically police work) for men was moderated by supportive relationships in their work environment. The same was not true for women. The supportive relationships for men consisted of supervisors and co-workers. Women turned to more life sources such as family or friends to moderate work stress (Etzion, 1984).

It appears that gender is not the only factor influencing the buffering effect of social support. Cummins (1989), concluded that locus of control played an integral part. The research demonstrated that social support did buffer the effects of occupational stress for those subjects classified as being "internals" in locus of control (Cummins, 1989).

Some studies of the police population concluded that

in certain cases social support either had no significant effect on stress or had the opposite expected effect, causing more problems (Kaufman & Beehr, 1989). Other researchers such as Jacques & Mutchnick (1979), Kannady (1986), and Maynard & Maynard (1982), corroborate the social support buffer theory. The findings of several of these studies have pushed some U.S. Police departments into taking a more proactive approach to problems affecting the officers' families. These departments recognized that the family can play a crucial role in social support (Maynard &, 1982; Jacques & Mutchnick, 1979; Kannady, 1986; Graf, 1986).

Recently studies conducted in Canada, have looked at the social support buffering theory. Research conducted on R.C.M.P. Officers in Saskatchewan supported a positive correlation between a specific social support area and higher rates of burnout (Crassweller et al., 1990; Stearns & Stark-Adamec, 1990). The studies concluded that married officers reported higher frustration and burnout rates than did single officers. The study did not provide a specific explanation for their findings but suggested that the extra demands of the family increased the perceived burnout.

Female Officers

With the movement of women into the traditional male occupation of police work, additional research has been directed toward the stress experienced by female officers. It appears that the female officer may suffer from the combined stress of the occupation and her intrusion into the herculean-like working environment of police work (Brewer, 1991). Police work is still viewed by both the public and those in the profession as a masculine occupation. Brewer (1991) found the police work environment

contained off-color sexist humor, and women were seen as sex objects.

In recent studies conducted in Ireland, it was observed that policewomen in an attempt to interact with their male counterparts adopted either a "hippolyte" or "amazon" type persona (Brewer, 1991). The hippolyte type is characterized by an exaggerated attempt at maintaining their femininity and a seeming acceptance of the female stereotype held by the male officers. The amazon on the other hand represents a total rejection of the female stereotype and can be thought of as an overexaggeration of the machismo attitude (using foul language, being physically aggressive, and overuse of alcohol) (Brewer, 1991). Both types of personae are counterproductive as neither increased the females acceptance by fellow officers (Brewer, 1991).

The added stress of working in a male dominated occupation was correlated with higher burnout rates among female officers than their male counterparts (Pendergrass & Ostrove, 1984; Stearns & Stark-Adamec, 1990; Crassweller, Stearns, Alfano, & Stark-Adamec, 1990). Several reasons for the higher burnout rate have been postulated. Women in policing are overrepresented in low prestige and low income positions, and underrepresented in high prestige and high income positions (Pendergrass & Ostrove, 1984). This might lead to job frustration and thus the higher burnout (Pendergrass & Ostrove, 1984).

Psychologists noted that policewomen are more authoritarian and cynical than the male officers (Davis, 1984). The authoritarian & cynical attitude of officers (regardless of sex) may result from the burnout or the cynicism may lead to the burnout syndrome (Violanti & Marshall, 1983).

Prison Guards

Research on other human service oriented occupations such as prison guards has yielded similar findings to police studies. Swedish researchers found that prison guards in Sweden believed that occupational stress buffers consisted of: proactive management, satisfaction with job performance, and a supportive psycho-social climate (Harenstam et al., 1988).

British researchers using British prison guard subjects concluded that low job satisfaction, little control over decisions, and poor morale contributed to high occupational stress levels (Rutter, & Fielding, 1988).

Present Study

The majority of research in Canada has used the R.C.M.P. as subjects. Most of the officers are in rural policing duties. The current study was in a manner, a replication of a study conducted with the R.C.M.P. in Saskatchewan, Canada, by Crassweller et al., of the University of Regina in 1990. The current study, however, looked at the officers from the urban police department of Winnipeg in Manitoba, Canada.

The present study was exploratory in design. The purpose of this investigation was to move away from the pathogenic orientation which views all stressors as risk factors, to a more salutogenic approach. The salutogenic orientation derives from Antonovsky's work on the Sense of Coherence theory. Antonovsky was interested in the off-quadrant subjects that invariably occurred in stress research. The term off quadrant referring to that group of subjects whose scores were vastly different from the other subjects. The off quadrant subjects would be exposed to exactly the same stressors as the other subjects, yet would

not manifest the same negative stress reactions (Antonovsky, 1988). Antonovsky theorized that by focusing on the off quadrant subjects, a better understanding of the stress reactions could be obtained.

The salutogenic orientation includes understanding the life history of the subject. The approach considers the location of persons on the "ease\disease" continuum (Antonovsky, 1988). It leads researchers to focus more on factors promoting movement toward the healthy end of the continuum. Antonovsky (1988) summed up the salutogenic orientation by stating, "It derives from the fundamental postulate that heterostasis, senescence, and increasing entropy are core characteristics of all living organisms" (p.12).

The fundamental postulate leads to six axioms. The first axiom rejects the pathogenic approach of characterizing people as either sick or healthy, and places people on an ease/disease continuum. The second axiom proposes searching for the total history of the person as opposed to concentrating on the etiology of a specific disease. The third axiom deals with those factors that will allow the person to at least maintain their place on the continuum, if not move to the healthy end. The fourth assumption considers stress to be constantly present in a person's life. The stress may not always be negative though. The fifth axiom stresses the importance of studying all sources of negative entropy that may assist the person to adapt to their environment. The last axiom urges researchers to look beyond the raw data obtained in the traditional pathogenic method, by concentrating on exceptions to the normal (Antonovsky, 1988).

The axioms laid out by Antonovsky act as guidelines for conducting research. The overall emphasis of the

salutogenic orientation is research directed at those factors that move the person toward the healthy end of the ease/disease continuum. Research adopting Antonovsky's view concentrates on those persons who are coping well while others are floundering.

Within the area of social psychology research has focused on those variables that are conducive to successful coping. Boyce et al. (1983) looked at the different routines of the family and developed the family routines inventory. The inventory was based on Antonovsky's approach of focusing on the means by which the individual is resistant to disease despite being exposed to chronic stress. Boyce et al. concluded that families with more routinization were correlated with fewer illness within the family during times of stress.

Other psychologists have urged researchers to look at positive environmental factors and dynamics which promoted human adaptation and growth. Moos (1984) considered growth promoting environments an integral part of community psychology. He concluded that by clarifying the dynamics of the environmental system psychologist would have a better understanding of health and illness (Moos, 1984).

Natural history studies have also embraced the salutogenic approach. Werner & Smith (1992) conducted a natural history study on the people of Kauai, in the Hawaiian islands. The research traced back the life history of several inhabitants from birth to adulthood (age 30). Werner et al. were interested in examining how children growing up in a less than ideal environment could mature into normal or above normal functioning adults. The focus was on variables correlated with positive development. The findings of the study indicated that parental competence, "easy going" childhood temperament, positive parental

interactions, scholastic competence, & parental educational, were all correlated with successful adaptation to adult life (Werner & Smith, 1992).

The current study adhered to the salutogenic orientation of focusing on subjects who are coping well despite adverse conditions. The study focused on the demographic variables, personality types, and the social support systems of subjects rating of burnout. The research compared and contrasted these variables with those subjects reporting high, average, and low levels of burnout on the Maslach Burnout Inventory.

Burnout can be described as emotional exhaustion. The individual suffering from burnout no longer feels that they can psychologically handle their tasks. It often manifests itself in a callous, cynical, and depersonalized attitude toward the people that the "burned out" worker comes into contact with in their occupation (Maslach & Jackson, 1990). Burnout can cause the individual's work performance to decrease, and can also lead to an increase in complaints by the public who become the targets of the cynical, callous attitude.

Burnout is a manifestation of chronic stress. According to Selye's General Adaptation Syndrome or G.A.S. the third and last stage of the stress reaction is exhaustion (Selye, 1985). It is in this phase that the organism's adaptation energy becomes depleted due to either the intensity or the duration of the stressor (Selye, 1985). Burnout is an indicator of the person suffering from chronic emotional stress and thus the person is considered to be in the third stage of the G.A.S. namely exhaustion (Maslach & Jackson, 1990).

The burnout syndrome affects almost all professions, but seems to have a high rate among the legal services

occupations, into which the role of a police officer falls (Maslach & Jackson, 1990). By looking at those subjects that appear to be "exceptions to the rule" (little or no burnout) and comparing them to other subjects, a clearer picture of what characteristics and resources aid the subject in dealing with the stress of the job will be discovered (Antonovsky, 1988). This better understanding of positive coping will aid E.O.S.H., (Employee Occupational Safety and Health) programs (Paradise, 1991; Rogers, 1991).

Hypotheses

There was no direct manipulation of the independent variables in the current study. The independent variables in the study were: preferences on the Myers Briggs Type Indicator, total scores on the Social Provisions Scale, and self reported categories on the Police Demographics Questionnaire. The dependent variable was the self rated burnout level based on the Emotional Exhaustion (EE) subscale of the Maslach Burnout Inventory.

The following hypotheses arise from the literature reviewed;

- (1) Officers with strong emotional social support will report less burnout than officers with weak social support.
- (2) Male officers will report less burnout than female officers.
- (3) Officers who indicate a lower preference for Extraverted, Sensing, Thinking, and Judgement will report significantly lower burnout rates than officers indicating a high preference.

Method

Participants

The subjects were police officers below the rank of Sergeant II (as this is a supervisory/administrative position, and the study was concerned with street personnel), employed with the city of Winnipeg and with a minimum of 1 year service with the department. The answering of the questionnaires was totally voluntary. The n was 63.

Instruments

Maslach Burnout Inventory (MBI)

Part of the questionnaires distributed was the Maslach Burnout Inventory (MBI), which is both a valid and reliable measure of stress and burnout. The reliability for the subscales is .90 for Emotional Exhaustion .79 for Depersonalization, and .71 for Personal Accomplishment (Maslach & Jackson, 1986). In studies involving police populations the external validation was .34 which is significant at $p < .01$ two-tailed. The MBI is a 22 question Human Services Survey, with each question scored on a 7 point scale (from 0=never, to 6=every day). The MBI is broken down into three independent subscales that are as follows: (1) Emotional Exhaustion (EE), (2) Depersonalization (DP), and (3) Lack of Personal Accomplishment (PA).

The three subscales have come under attack for not being salient burnout constructs (Garden, 1987). Several studies have concluded that the subscale of Emotional Exhaustion (EE) is the only subscale that can be considered to be a valid burnout measure and can be used by itself (Garden, 1987). Therefore EE was the used as the indicator of burnout. A high burnout level was assigned if the EE

score was in the upper third of the normative distribution table. A medium burnout level was assigned if the EE score was in the middle third of normative distribution table. A low burnout level was assigned if the EE score was in the lower third of the normative distribution table. The normative distribution table is provided with the MBI (see Table 1).

There were three versions of the MBI administered, MBI(A), MBI(B) and MBI(C). The three questionnaires were identical in all regards, with the exception that in MBI(A) the term "RECIPIENT" refers to the general noncriminal public, in the MBI(B), "RECIPIENT" refers to that portion of the public considered perpetrators of crime. In the MBI (C) "RECIPIENT" is not defined (see Appendix A). The reactions of the officers to the public are assumed to be different from the reactions toward perpetrators of crime.

Police Demographic Questionnaire (PDQ)

The Police Demographic Questionnaire (PDQ) classifies the officer into various demographic categories. The categories considered in this study were as follows: age, sex, marital status (Married, Commonlaw, Single, and Divorced/Separated), number of years of service, general patrol (GP), community based (CB), or specialty unit (SU) (see Appendix B).

For this study GP referred to uniformed divisions engaged in routine policing excluding designated community officers. In Winnipeg there are six such divisions. SU referred to uniformed and plain clothes divisions engaged in specific policing areas. The Winnipeg Police Service (WPS) categorizes these as: Crime divisions, Identification division, Vice division, Youth division, Canine division, Community relations, Internal investigations, Academy

division, Personnel division, and Traffic division.

Myers-Briggs Type Indicator (MBTI)

The MBTI form G was administered to subjects and was contained in the questionnaire package handed out. Form G consists of 50 items and is designed to provide an inventory of basic personality preferences (Briggs Myers & McCaulley, 1988; Murray, 1990). The MBTI is a self report self administered questionnaire and assigns preferences onto 4 dimensions: Extravert-Introvert (E-I), Sensation-Intuition (S-N), Thinking-Feeling (T-F), Judgement-Perception (J-P). The MBTI allows for combining the scales into 16 types. A subject is characterized through their preferences, as one of the 16 types (e.g. ESTJ). The MBTI has been demonstrated empirically to be both a reliable and valid measure (Murray, 1990; Briggs Myers & McCaulley, 1988). The internal consistency reliability of the MBTI is .70 (Stricker & Ross, 1963), with item correlations of .92 (Briggs Myers & McCaulley, 1988).

Social Provisions Scale (SPS)

Social support was assessed using the SPS. This instrument has a high internal consistency rate of .85 to .90 over a variety of populations (Cutrona, 1986). The SPS is a self report measure that asks subjects to rate the degree to which they believe their social relationships are supplying each of the following six relational provisions: (1) Attachment, (2) Social integration, (3) Reassurance of worth, (4) Reliable alliance, (5) Guidance, (6) Opportunity for nurturance.

Table 1

Categorization of MBI Scores

Subscales	Range of Experienced Burnout		
	Low (lower third)	Average (middle third)	High (upper third)
Occupational Subgroups			
Teaching (K-12)			
EE	≤16	17-26	≥27
DP	≤ 8	9-13	≥14
PA	≥37	36-31	≤30
Post-Secondary Education			
EE	≤13	14-23	≥24
DP	≤ 2	3-8	≥ 9
PA	≥43	42-36	≤35
Other (Police)			
EE	≤16	17-27	≥28
DP	≤ 5	6-10	≥11
PA	≥40	39-34	≤33
Medicine			
EE	≤18	19-26	≥27
DP	≤ 5	6-9	≥10
PA	≥40	39-34	≤33
Mental Health			
EE	≤13	14-20	≥21
DP	≤ 4	5-7	≥ 8
PA	≥34	33-29	≤28

Note. From Maslach Burnout Inventory Manual (p.3) by C. Maslach and E. Jackson, 1990, California: Consulting Psychologists Press

Each provision is assessed by four items, two that describe the presence and two that describe the absence of the particular provision. The total score (SPSTOT) is formed by adding the six individual provision scores (see Appendix C).

Design

The introduction of the MBI(A), MBI(B), and MBI(C) questionnaires was an attempt to reduce any confounding factors that may arise because officers deal with two distinct types of "RECIPIENTS": public and perpetrators.

Procedure

The questionnaire packets (containing the four questionnaires) were distributed to the officers before the start of their respective shifts, and filled out at home. The packets had the presentation order of the questionnaires varied randomly. A written instruction sheet accompanied each questionnaire (see Appendix D). Subjects were administered either the MBI(A), the MBI(B), or the MBI(C). Once completed the questionnaires were returned in a sealed envelope to the researcher. A written debriefing detailing the aim of the study was also provided after the session (see Appendix E). It was made clear in the instruction sheet that completing the questionnaire was voluntary and results were confidential.

The completed questionnaires were scored and then assigned to either HIGH, AVG or LOW burnout group. Once assigned, the PDQ, MBTI, and SPS, of subjects in the three groups were analyzed.

The Police Service was sent a copy of the completed study, and according to standard police procedure the results were posted in each of its divisions for the

information of the officers.

Results

350 survey packages were sent to members of the Winnipeg Police Service. 83 survey packages were returned. Of the 83 survey packages returned 20 were either not fully completed or not completed at all. Therefore the resulting n was 63. Probable causes of the relatively small n will be examined later.

Descriptive Statistics

The demographics of the responding officers was 54 males (85.7%) & 9 females (14.3%). The number of years of service ranged from 1 yr. to 26 yrs with a mean of 13.48 yrs. of service. The age of the responding officers ranged from 25 to 48 yrs with a mean of 37.11 yrs. 85.7% of the respondent officers were married, 7.9% were single, 1.6% were in a commonlaw relationship, and 4.8% were divorced. 57.1% of the respondent officers were engaged in General Patrol duties, 9.6% were engaged in Community Based policing duties, and 33.3% were assigned to Specialty Units. The number of dependents ranged from 0 to 5 with a mean of 1.714. The mean reported Emotional Burnout (EE) score was 20.08. The mean Social Support Scale total score (SPSTOT) was 79.60 (see Table 2).

Table 2

Descriptive Statistics

Variable	Mean	SD	Variance	Min	Max
DEPENDS	1.71	1.30	1.69	0	5
ASSIGN	1.76	.93	.86	1	3
RW	12.78	1.93	3.72	7	16
GUIDNCE	13.13	2.49	6.21	5	16
NUTRNCE	13.41	2.11	4.44	7	16
YRS	13.48	6.28	39.41	1	26
RA	13.52	2.07	4.29	7	16
SI	13.54	1.63	2.67	10	16
ATTN	13.68	2.23	4.99	7	16
EE	20.08	12.38	153.17	0	49
AGE	37.11	6.03	6.03	25	48
SPSTOT	79.60	9.92	98.40	59	96

The MBTI preference of ESTJ accounted for 30.2% of the reported preferences (see Table 3). The break down of returned and usable survey package categories based on recipient type was 33.3% Public, 30.2% Criminal, and 36.5% Neutral.

Table 3

<u>MBTI Frequencies</u>				
Preference	Frequency	Percent	Valid Percent	Cum Percent
ESTJ	19	30.2	30.2	30.2
ISTJ	14	22.2	22.2	52.4
INTJ	5	7.9	7.9	60.3
ENTP	5	7.9	7.9	68.2
ESTP	4	6.3	6.3	74.5
ISTP	4	6.3	6.3	80.8
ISFJ	3	4.8	4.8	85.6
ESFJ	3	4.8	4.8	90.4
INFP	2	3.2	3.2	93.6
ISFP	2	3.2	3.2	96.8
ENFJ	1	1.6	1.6	98.4
ENFP	1	1.6	1.6	100.0
Total	63	100.0	100.0	

Population Demographics

The participant demographics are consistent with the specific population demographics. In the Winnipeg Police Services the total number of police officers at the rank of constable is 880. The Female officers account for 8.18%, male officers 91.82%. Constables engaged in Community Based policing account for 4.32%. Constables in General Patrol account for 69.89%. Constables in Specialty units account for 17.39% (see table 4). The remaining 8.4% are involved in administrative duties. The police service could not provide information on marital status, or number of dependents.

Table 4

Population vs Sample WPS Demographics

<u>Category</u>	<u>Population</u>	<u>Sample</u>
Female	8.18	14.30
Male	91.82	85.70
Community Police	4.32	9.60
General Patrol	69.89	57.10
Specialty Unit	17.39	33.30

Note: numbers represent %

Source: Winnipeg Police Service Personnel Dept. 1994

Hypothesis Testing

The first hypothesis that officers with strong emotional social support would report less burnout was tested by conducting an Analysis of Variance (ANOVA) with SPSTOT and EE. The results indicated that there was no significant difference between subjects scoring higher on

the SPSTOT and those subjects scoring lower at the specified $p < .05$ level (see Table 5). The first hypothesis was not supported based on SPSTOT.

Table 5

Analysis of Variance EE by SPSTOT

Source	D.F.	Sum of Squares	Mean Squares	F Ratio	F Prob.
Between Groups	29	4414.5698	152.2265	.9885	.5096
Within Groups	33	5082.0333	154.0010		
Total	62	9496.6032			

Note. No two groups are significantly different at $p < .05$

The second hypothesis that male officers would report less burnout than female officers was tested by conducting an ANOVA with the variables EE and SEX. No significant difference was found between male and female officers reported EE at the $p < .05$ level (see Table 6). The second hypothesis was not supported.

Table 6

Analysis of Variance EE by SEX

Source	D.F.	Sum of Squares	Mean Squares	F Ratio	F Prob.
Between Groups	1	6.881	6.881	.0442	.8341
Within Groups	61	9489.722	155.569		
Total	62	9496.603			

Note. No significant difference at $p < .05$

The third hypothesis that officers indicating a lower preference for ESTJ would report significantly lower burnout rates was tested using an ANOVA with MBTI scores and EE. No significant difference was found at the $p < .05$ level (see Table 7). The third hypothesis was not supported.

Table 7

<u>Analysis of Variance EE by MBTI</u>					
Source	D.F.	Sum of Squares	Mean Squares	F Ratio	F Prob.
Between Groups	11	1531.9360	139.2669	.8918	.5542
Within Groups	51	7964.6672	156.1699		
Total	62	9496.6032			

Note. No two groups are significantly different at $p < .05$

Correlations

The purpose of the study was to obtain a clearer picture of the relationship of certain variables to burnout. A Pearson Bivariate Correlational Analysis was conducted and the results indicated that scores on the Social Integration (SI) and Reassurance of Worth (RW) subscales of the SPS were significantly negatively correlated with EE. The obtained correlation coefficient was $-.3083$ for SI, and $-.2606$ for RW, both were significant at the $p < .05$ two tailed level (see Table 8).

Table 8

Pearson Correlational Coefficients

VARIABLE	EE
MBTI	.0229
NUTRNCE	.0581
RA	-.0898
RCPTNT	.0183
RW	-.2606*
SEX	.0269
SI	-.3083*
SPSTOT	-.1897
ATTN	-.0755
GUIDNCE	-.2210
AGE	-.0364
M. STATUS	.1212
YRS	-.0129
ASSIGN	-.1387
DEPENDS	.0044

Note. *p < .05

In order to study the effects of variable interactions a Stepwise Multiple Regression Analysis was conducted with EE as the dependent variable (see Table 9). SI was factored out as the only significant variable for the model. SI accounted for 9.5% of the variance, $R^2 = .0951$, $F = 6.4075$ which was significant at the $p < .05$ two tailed level.

Table 9

Stepwise Multiple Regression AnalysisVariable(s) Entered on Step Number 1
SI

Multiple R	.3083
R Square	.0951*
Adjusted R Square	.0802
Standard Error	11.8694

Analysis of Variance

Source	DF	Sum of Squares	Mean Squares	F Ratio	F Prob
Regression	1	902.7162	902.7162	6.4075*	.0140
Residual	61	8593.8869	140.8834		

Variables in the Equation

Variable	B	SE B	Beta	T	Sig T
SI	-2.3344	.9222	-.3083*	-2.531	.0140
(Constant)	51.6867	12.5758		4.110	.0001

Note. *p < .05.

A summary of variables not in the equation was also calculated (see Table 10).

Table 10

<u>Variables not in Stepwise Multiple Regression Equation</u>					
Variable	Beta In	Partial	Min Toler	T	Sig T
AGE	-0.043384	-0.045594	0.999492	-0.354	0.7249
ASSIGN	-0.169417	-0.177294	0.991041	-1.395	0.1680
ATTN	0.124342	0.110566	0.715539	0.862	0.3923
DEPENDS	-0.044061	-0.045766	0.976309	-0.355	0.7239
GUIDNCE	-0.067450	-0.058309	0.676278	-0.452	0.6526
MBTI	0.019800	0.020812	0.999896	0.161	0.8724
M.STATUS	0.093826	0.098219	0.991679	0.765	0.4476
NUTRNCE	0.237311	0.224580	0.810453	1.785	0.0793
RA	0.107994	0.095584	0.708921	0.744	0.4599
RCPTNT	0.003597	0.003777	0.997714	0.029	0.9768
RW	-0.126847	-0.109992	0.680431	-0.857	0.3947
SEX	0.113176	0.115015	0.934585	0.897	0.3734
SPSTOT	0.092390	0.064511	0.441210	0.501	0.6184
YRS	-0.008440	-0.008871	0.999786	-0.069	0.9454

Recipients

The effect, if any, that the 3 different classifications of Recipients had on the answering of the MBI was conducted using an ANOVA with the Recipient class (RCPNT) and question number 22 (Q22) on the MBI. The results indicated that there was no significant difference at the $p < .05$ level (see Table 11).

Table 11

<u>Analysis of Variance Q22 by RCPNT</u>					
Source	D.F.	Sum of Squares	Mean Squares	F Ratio	F Prob.
Between Groups	2	8.9481	4.4741	1.02	.3661
Within Groups	60	262.7027	4.3784		
Total	62	271.6508			

Note. No two groups are significantly different at $p < .05$

Discussion

The current study sought to explore the relationship of certain variables to job related burnout. The variables selected included age, sex, years of service, marital status, number of dependents, assignment, Myers-Briggs Personality preference, and Subscales of the Social Provisions Scale.

The mean for EE was 20.08, which indicated officers were reporting medium burnout levels. This confirms the findings of other researchers that police officers experience moderate to high job related stress (Perrier & Toner, 1984; Kroes, Margolis, & Hurrell, 1974; Goolkasian, Geddes, & DeJong, 1986; Violanti, 1983; Hageman, 1982; Sigler & Wilson, 1988, Stearns, Stark-Adamec, 1991).

The results did not confirm the three hypotheses. In the first hypothesis the term strong emotional support may have been too vague and a more specific break down of the support may have yielded a different finding (this will be discussed later).

The second hypothesis predicted male officers would experience less burnout than female officers. The findings indicated that there was no significant difference. The lack of a significant difference could be the result of other factors not directly measured by the study. The factors could include such variables as alternative coping strategies.

The lack of support for the three hypotheses may also be affected by the small sample size. Although a n of 63 is large enough to properly analyze using basic inferential and descriptive statistics, the relatively small sample size causes the tests to be conservative. A larger sample size would make the tests more liberal and may reveal a truer picture of the interactions of the variables.

Although neither of the three primary hypotheses were supported by the results, when SPSTOT was broken down into its components SI and RW were found to be significantly correlated with EE (see Table 8). The direction of correlations were negative indicating that a higher score on the SI and RW correlated with lower burnout.

The negative correlation between Reassurance of Worth (RW) and burnout supports the findings of studies conducted with prison guard subjects in Sweden and Britain. In these studies the guards reported that satisfaction with job performance was a stress buffer (Harenstam et al., 1988; Rutter & Fielding, 1988). Job satisfaction is a component of RW. RW includes recognition of one's competence, skills and values (Cutrona & Russell, 1987).

Intuitively RW being a stress buffer is not a surprising finding. Everyone likes to believe that whatever they are doing is important and they are competent at it. Positive feedback from employers or co-workers can make the work place a more positive psycho-social environment (Harenstam et al., 1988).

The nature of burnout is such that examining single variables independently, may be completely artificial. To obtain a more precise understanding, the variables have to be studied in interaction with each other. From this standpoint, SI was found to be a significant variable for prediction purposes. The Multiple Regression Analysis found that SI was the only model variable with $R^2 = .0951$ (indicating that SI accounted for 9.5% of the observed variance).

The finding that SI was a significant predictor of burnout confirms findings of Cutrona & Russell (1987). The study found that SI was the only significant predictor of postpartum symptoms which included several burnout like

factors (Cutrona & Russell, 1987).

Social Integration (SI) includes the aspect of having other persons with whom to participate in social activities. The nature of police work is such that the US versus THEM attitude is readily fostered (Rogers, 1991). This attitude tends to limit the number of acquaintances with whom an officer can interact. It may be the case that officers who expand their acquaintances outside of the police realm increase their feelings of social integration and thus decrease the job related burnout.

The findings of the study have several policy implications. The study while exploratory in nature emphasizes the importance of including some type of psychological testing at the recruitment phase. It is important to build a reliable database of officers in order to more fully understand the effects of police work.

The literature reviewed clearly indicated that some of the stress encountered by police officers is related to factors within the work place (e.g., shifts, equipment, etc.). Attempts should be made by administrators to reduce the factors if possible.

The research indicates that certain factors can influence how well a person will potentially fit with his or her occupation. Officers with low social integration can be identified. Social integration is a skill not a trait, therefore programs to assist the officers improve their social integration can be undertaken.

The cost of such programs would be offset by the reduction in stress and burnout symptoms (e.g., sick time), among the officers. Yearly, large police departments lose thousands of dollars on employee sick time and injuries. Dollars and cents aside, such programs would greatly increase the quality of the working environment.

It is speculated that the low return rate of the surveys may be a result of the cynical attitude of many officers (Violanti & Marshall, 1983). Despite the fact that written assurances were provided to the officers that the police executive would not be provided with any raw data, many officers still declined to participate (see Appendix C). The backing of the female officers association was requested as a way to isolate the study from any misperception of being connected to the police administration. The backing was not forthcoming and no sufficient explanation was provided. The attitude of the officer on the street to the administration may have influenced their decision on whether to participate in the study or not.

The argument that the participants in the study were not a true reflection of the average officer can be responded to on several grounds. The demographics of the participants is similar to that of the population. Officers studied reported EE scores in all three categories, with the mean being 20.08 (moderate burnout). The sample doesn't appear to be skewed.

In summary the salutogenic approach to the study of police burnout has led to the finding that social integration is a significant variable in predicting burnout. The finding that there was a significant negative correlation between SI, RW, and burnout should not be confused with any assumption of causation.

Future research with police populations should attempt to isolate the study from the perception of being an "in house survey" for the executive of the police. It would be interesting to see if the same correlations between SI, RW, and burnout would be found in a study using all 1122 police officers regardless of rank.

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Appendix A

MBI (A)

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MBI (B)

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MBI (C)

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Appendix B

POLICE DEMOGRAPHIC QUESTIONNAIRE

Please answer the following questions as they pertain to you.

- (1) Age _____.
- (2) Sex _____.
- (3) Number of years of service _____.
- (4) Married (fill in M), Common Law (fill in C), Single (fill in S), Divorced/Seperated (fill in D) _____.
- (5) Number of dependents _____.
- (6) General Patrol (GP), Community Based (CB), or Specialty Unit (ie: Div. 24, Ident. but excluding crowd control/underwater) (SU). _____.

Appendix C
Social Provisions Scale

<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>
1	2	3	4
1.	There are people I can depend on to help me if I really need it.		_____
2.	I feel that I do not have any close personal relationships with other people.		_____
3.	There is no one I can turn to for guidance in times of stress.		_____
4.	There are people who depend on me for help.		_____
5.	There are people who enjoy the same social activities I do.		_____
6.	Other people do not view me as competent.		_____
7.	I feel personally responsible for the well-being of another person.		_____
8.	I feel part of a group of people who share my attitudes and beliefs.		_____
9.	I do not think other people respect my skills and abilities.		_____
10.	If something went wrong, no one would come to my assistance.		_____
11.	I have close relationships that provide me with a sense of emotional security and well-being.		_____
12.	There is someone I could talk to about important decisions in my life.		_____
13.	I have relationships where my competence and skill are recognized.		_____
14.	There is no one who shares my interests and concerns.		_____
15.	There is no one who really relies on me for their well-being.		_____
16.	There is a trustworthy person I could turn to for advice if I were having problems.		_____

Strongly Disagree

Disagree

Agree

Strongly Agree

1

2

3

4

- 17. I feel a strong emotional bond with at least one other person.
- 18. There is no one I can depend on for aid if I really need it.
- 19. There is no one I feel comfortable talking about problems with.
- 20. There are people who admire my talents and abilities.
- 21. I lack a feeling of intimacy with another person.
- 22. There is no one who likes to do the things I do.
- 23. There are people I can count on in an emergency.
- 24. No one needs me to care for them anymore.

Appendix D
Pretest Instructions

The participation in this study is completely voluntary. The anonymity of the subject completing the following questionnaire is very important, please do not enter your name or badge number on the questionnaire. The results from the study will not be used to identify officers or provided to the executive for that purpose.

Please answer questionnaire (A) keeping in mind that "RECIPIENT" in this case refers to the general public. Answer questionnaire (B) keeping in mind that "RECIPIENT" here refers to criminals.

Upon completion of the questionnaires please take a copy of the DEBRIEFING SHEET provided.

Please fill out the accompanying 4 Questionnaires, following the instructions included with each. When completed seal in provided envelope and return to supervisor.

Thank you for your cooperation in this study.

Appendix E

DEBRIEFING SHEET

The study you have participated in was designed to examine the relationship between police burnout rates and various demographic variables.

Once the study has been completed and the data analyzed, a copy of the study and its results will be forwarded to the office of the Chief of Police. Other copies will be forwarded to all divisions for the information of all officers.