A STUDY OF BURNOUT IN RELATION TO OCCUPATIONAL STRESS, SELF EFFICACY, HARDINESS AND COPING STRATEGIES AMONG POLICE OFFICIALS

Executive Summary

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EXECUTIVE SUMMARY
A STUDY OF BURNOUT IN RELATION TO OCCUPATIONAL STRESS, SELF EFFICACY, HARDINESS AND COPING STRATEGIES AMONG POLICE OFFICIALS

One of the crucial issues before the organizations today is occupational stress. It has been observed by researchers that certain occupations especially those involving contact with people in need, such as medical, nursing, teaching, police services and social work are highly stressful. The effects of stress have a negative impact not only on the employees but also on the economic costs of the organization. The police services as we all know play a significant role in maintaining law and order in the society. Both the society as a whole and the individual citizens set very high standards and expectations for the job of the police officials, as they are expected to ensure security to the citizens and protect their legal rights. The mission of the police officials is mainly to prevent and fight against violation of laws. Dehumanizing working conditions, task pressures, lack of proper training and professional training as well as personal obligations produce anxiety and mild to severe stress among these officials. The rapidly changing environment of professional and social life and increased specialization of police work has increased the level of stress among police officials. Anion (2006) reveals two major categories of potential stressors, that are inherent in the police work and have the potential to be psychologically and physically harmful such as physical threat, violence, exposure to danger, crime, and facing the unknown and secondly organizational stressors such as management styles, poor equipment, excessive work, poor training and inadequate salary. In view of the specific nature of their job these police officers also possess overly high expectations themselves, sometimes even unrealistic expectations from their job and job related stress. When these expectations are not fulfilled, they are demotivated in their work and may even experience burnout.

Burnout may be the result of unrelenting stress, but it is not the same as too much of stress. Burnout means feeling empty, devoid of motivation and beyond caring. Stress is characterized by over engagement, burnout is characterized by disengagement. Emotions during stress are over reactive, but during burnout emotions are blunted. Stress produces urgency and hyperactivity, whereas burnout produces helplessness and hopelessness. A person during stress
may feel loss of energy; on the other hand person during burnout may feel loss of motivation, ideals and depression. Primary damage in stress is physical and in burnout is emotional. People experiencing burnout often do not perceive any hope of positive change in their situations. If excessive stress is like drowning in responsibilities, burnout is being all dried up. Other differences between stress and burnout are that people are usually aware of being under a lot of stress, but one does not always notice burnout when it occurs. Stress leads to anxiety disorders; whereas burnout leads to paranoia, detachment and depression. It takes several months to recognize the symptoms of burnout. The knockout punch comes from a combination of exhaustion and cynicism resulting in a sense of inadequacy that saps a person’s strength and spirit. If stress continues to operate at full scale for an extended period of time, there is an increased risk of burnout.

Burnout is a stress syndrome resulting from the individual’s inability to deal with occupational stress. It mainly refers to an extreme state of psychological strain and depletion of energy resources arising from prolonged exposure to stressful situations that exceed the person’s resources to cope, particularly stressors associated with human resource professions, although it may also develop in other occupational groups. Caring for others and care giving environments are generally considered to be the primary source of burnout syndrome. Human service workers and professionals especially who are highly conscientious are vulnerable to burnout because of the nature of their work which is characterized by emotional contacts and which play a significant role in determining the extent of burnout (Van Dierendonck et al., 2001). Burnout basically is a three dimensional syndrome of Emotional Exhaustion, Depersonalization of others and perception of reduced Personal Accomplishment. The concept of burnout has received considerable attention from both systematic researchers as well as the news media. The use of the term burnout began to appear with some regularity in the 1970’s in the United States, but the importance of burnout as a social problem was identified by both practitioners and social commentators long before it became a focus of systematic study of researchers. The term burnout was derived at first as non-scholarly “pop psychology” and this non academic origin was more of the liability than an advantage, but given the subsequent development of theoretical models and numerous empirical studies, there emerged a conceptualization of job burnout as a psychological syndrome in response to chronic interpersonal stressors on the job.

The past 25 years of research has established the complexity of the construct and burnout has been defined in many ways. According to Fruedenberger (1974) “Burnout is a state
of chronic fatigue, depression and frustration brought about by devotion to a cause, way of life and relationship that not only fails to produce expected rewards but also ultimately leads to a lessened job involvement as well as lowered job accomplishment." Christina Maslach and her colleagues (1982) "conceptualized burnout as having three core components: emotional exhaustion, depersonalization and lack of personal accomplishment." Pines and Aronson (1988) describe burnout as "a state of physical, emotional, and mental exhaustion caused by long term involvement in situations that are emotionally demanding". According to Brill (1984) "Burnout is an exceptionally mediated, job related dysphonic and dysfunctional state in an individual without major psychopathology, who has (1) functioned for a time at adequate performance and affective levels in the same job situation and who (2) will not recover to previous levels without outside help or environmental rearrangement". Maslach and Leiter (1997) rephrased burnout as an erosion of engagement with the job. They saw burnout as usually the result of a bad job situation; or by developing superhuman motivation. Further a definition of burnout that includes both state as well as process characteristics of burnout was proposed by Schaufeli and Enzmann (1998) "Burnout is a persistent, negative, work- related state of mind in 'normal' individuals that is primarily characterized by exhaustion, which is accompanied by distress, a sense of reduced effectiveness, decreased effectiveness, decreased motivation, and a development of dysfunctional attitudes and behaviours at work. This psychological condition develops gradually but may remain unnoticed for a long time for the individual involved. It results from a mitfit between intentions and reality at the job. Often burnout is self- perpetuating because of inadequate coping strategies that are associated with the syndrome". According to Leiter and Maslach (1988), there are three dimensions of psychological burnout which are emotional exhaustion, depersonalization and lack of personal accomplishment. Leiter and Maslach suggest that first appears exhaustion, because chronic excessive work demands, drain individual's emotional resources. Emotional exhaustion is characterized by a lack of energy and a feeling that one's emotional resources are used up. The depersonalization or cynicism component typically occurs after emotional exhaustion which refers to a negative, callous or excessively detached response to various aspects of the job. It is described as the unconcerned and impersonal attitude which professionals develop while dealing with the clients. The final component of burnout, diminished personal accomplishment or reduced efficacy, represents the self- evaluation dimension of burnout, which refers to feelings of incompetence and a lack of achievement and productivity at work.
Pestonjee (1999) defined burnout as the end result experienced, but not properly coped with, resulting in symptoms of exhaustion, irritation, ineffectiveness, discounting of self and others and problem of health.

More recently Miller and Smith (2007) have described five stages of burnout. According to them the potential for burnout increases dramatically depending on, who you are, where you work and what your job is. Burnout proceeds by stages that blend and merge into one another so smoothly and imperceptibly that the victim seldom realizes what happened even after it’s over. These stages include:

1. The honeymoon stage: During the honeymoon phase one is delighted and highly satisfied with the job, co-workers and the organization.

2. The Awakening stage: During this stage, the honeymoon stage wanes away and the awakening stage starts with the realization that one’s initial expectations were unrealistic. One is unable to satisfy all the needs; where the co-workers and the organization are less than perfect; and rewards and recognition are scarce. As a result disillusionment and disappointment grows. Although one works harder but working harder does not change the system and one becomes increasingly tired, bored and frustrated. At this point one starts loosing self-confidence.

3. Brownout: As brownout begins, the early enthusiasm and energy give way to chronic fatigue and irritability. One’s eating and sleeping patterns change and may indulge in escapist behaviors such as absenteeism, drinking, drugs, partying or shopping. One becomes indecisive and least productive. If not corrected brownout slides into later stages such as depersonalization and lack of personal accomplishment.

4. Full Scale Burnout: During this stage unless one wakes up and interrupts the process or someone intervenes, brownout drifts remorselessly into full-scale burnout. Despair is the dominant feature of this final stage. This may take several months, but in most cases it involves three to four years.

5. The Phoenix Phenomenon: One can arise Phoenix, but it takes time. First of all one needs to rest and relax and readjust aspirations and goals for themselves.

The arrays of symptoms associated with burnout are extensive. These symptoms are classified as physical, psychological, and behavioral. **Physical symptoms** are characterized by actual changes in physiological body functions such as physical exhaustion, fatigue, insomnia,
headaches, gastrointestinal problems/ulcers, hypertension, high cholesterol, coronary disease and impaired speech. Psychological symptoms show themselves in the attitudes and feelings of the individual such as loss of flexibility, apathy, cynicism, emotional exhaustion, low morale, loss of patience, inability to cope with unwanted stress, feelings of anger, reduced self-concept, dehumanizing, frustration, inability to make decisions, feeling of powerlessness, paranoia, feelings of failure, depression, alienation, increased worry, over confidence, stagnation, mood swings, general uneasiness etc. Behavioral symptoms reflect those actions or behaviors manifested as a result of burnout such as low job satisfaction, decreased communication, high job turnover, increased absenteeism, loss of enthusiasm for job, increased drug and alcohol use, increased marital and family conflict, accident proneness, forgetfulness, poor concentration, workaholics.

There could be many factors that could lead to burnout among employees; in this context Cordes and Dougherty (1993) have grouped the correlates of burnout into three major categories: Organizational factors, job related factors and individual factors.

Organizational factors

The influence of organizational factors in the development of burnout has received considerable attention from researchers. For instance Shultz et al. (1995) suggested that management processes play a vital role in either creating or alleviating burnout among employees. Where individuals are involved in decision making related to their job and can determine important work processes, burnout may be less likely to occur. On the other hand, inflexible and rigid organizational rules and policies may increase burnout levels (Gaines and Jermier, 1983).

Research in the area of organizational climate has illustrated the relationship of organizational variables and employee burnout. O'Driscoll and Schubert (1988) found that lack of communication between organizational levels and influence processes used by managers were strongly related to burnout among social workers, whereas participation in decision making was associated with reduced levels of burnout. Transactional and transformational leadership processes enhance the development of positive work attitudes by contributing to employee – organization goal congruence, job clarity, and work satisfaction, all of which are linked to reduced burnout (Schulz et al, 1995). Schaufeli and Buunk (1996) noted the importance of the social environment of the workplace for the development of burnout. This environment includes not just
the recipients of services (e.g. clients) but also co-workers, supervisors, and subordinates. Several studies provide evidence for a negative relationship between social support and levels of burnout among employees. For example Eastburg et al. (1994) found that both support from supervisors and peer cohesion contributed to decreased emotional exhaustion in a nursing sample. In a meta-analysis of 61 burnout studies Lee and Ashforth (1996) obtained significant negative correlations between social support and the frequency of emotional exhaustion and of supervisory support with emotional exhaustion and depersonalization.

**Job related factors**

Research on job characteristics related to burnout has focused particularly on role demands, including role ambiguity, role conflict, and role overload. Numerous studies have demonstrated positive links between each of these variables and burnout, especially emotional exhaustion and depersonalization (Burke and Richardson, 1993; Schaufeli and Buunk, 1996). Role conflict in particular appears to be very salient in the development of emotional exhaustion. Role conflict occurs when conflicting demands at the job have to be met.

Zohar (1997) used hierarchical regression to examine the relative contribution of these three role demands after controlling for age, tenure, negative affectivity, and social support. A significant incremental contribution for the role variables was obtained. A significant incremental contribution for the role variables was obtained. Zohar further demonstrated that recently encountered hassles on the job also contributed to burnout, even after the role demand variables had been taken into account. This suggest that recurring demands or hassles may be as important in the etiology of burnout as the more general role demands investigated in job stress research. Also of considerable relevance to burnout among helping professionals is client caseload, which can be divided into quantitative and qualitative dimensions (Jackson et al., 1986). The quantitative aspect of caseload is equivalent to role overload in the general stress literature and has been observed by several researchers to induce burnout (Jackson et al., 1987; Koeske and Koeske, 1989; Lawson and O'Brien, 1994; Reilly, 1994). The effects of qualitative overload may be more complex. The nature of client difficulties also contribute to burnout. Maslach (1978) suggested the type of client problems (e.g., seriousness of an illness), the personal relevance of the client's problem to the helping professional (e.g., professional's possible over identification with the client), and the approach taken by the client (e.g. passive
dependency, aggressive hostility) can have a large impact on the human service professional's burnout level.

A further issue that warrants attention in relation to burnout is the degree of autonomy available to the person in his or her job. The ability to determine one's work methods, work schedules, and even issues such as breaks and vacations would be expected to have an ameliorating impact on burnout. Jackson et al. (1987) included it as one element of job conditions but did not describe the specific relationship between autonomy and burnout dimensions.

Another issue which requires systematic attention in research on burnout is the perennial problem of common-method variance. Typically, this research uses self-report questionnaires that ask respondents for their perceptions of their work environment including job factors, and at the same time gather self-ratings of burnout levels. Such methodology introduces a potential confounding due to response bias. Research using multi-method approaches to data collection would be valuable to a certain objective relationships between environmental factors on the job and employee burnout levels as well as to establish the ecological validity of the burnout construct.

**Individual Factors**

Personality variables have also been explored in relation to burnout. Individual differences may play a major role in the relationship between work-related stressors and psychological strain. A number of studies have examined personality differences in the experience of stress and burnout. One of the variables is Type A behavior style, which is characterized as aggressive, ambitious, hard-driving, impatient, seeking to control, and expressing time urgency (Cooper and Bramwell, 1992). The Type A behavior pattern is an interesting dispositional characteristic, since it may lead to both positive effect i.e. high performance and negative effect i.e. high strain and possibly burnout outcomes. Another dispositional variable which may have a significant bearing on the stress-strain relationship is negative affectivity, a construct which overlaps to some extent with neuroticism, and which reflects a relatively stable tendency to experience low self-esteem and negative emotional states (Watson and Clark, 1984). Individuals who are very high in negative affectivity are more susceptible to stressors and experience more strain than their low-negative affectivity counterparts. Many of the personality variables (e.g. hardiness) have been incorporated into the more general stress literature. Garden (1989) contended that individuals denoted as “feeling
types*, characterized by a high need for affiliation and nurturance, are more likely to experience burnout than “thinking types” and the former are more likely to be found in the human service professions.

Self-esteem is also found to be negatively associated with emotional exhaustion and depersonalization. Anderson and Iwanicki (1984) found lack of self esteem in teachers was correlated significantly with emotional exhaustion and depersonalization. Similarly, Malonowski and Wood (1984) found that teachers whose need for self-actualization and the need for self-esteem were not fulfilled were more likely to experience burnout. Research has demonstrated that the moderating effects of self esteem (Mossholder et al., 1981, 1982) as well as a general sense of competence on burnout (Bhagat and Allie, 1989). In general, these studies are less detrimental when individuals have more positive self-perceptions. Self-efficacy or one’s belief in personal competence has a significant effect on the experience of stress and burnout. In an investigation on army soldiers, the results revealed that respondents with strong self-efficacy reacted less negatively in terms of psychological and physical strain to long work hours and work overload than did those reporting low levels of self-efficacy. In addition respondents with high levels of self-efficacy responded more positively in terms of job satisfaction to tasks with high significance than did those with low efficacy. Hughes (1987) found that teachers who have highly positive self-concept and who feel competent in their professional functioning deal better with stressful events, and experience less burnout. Kobasa (1979) found that the high stress/low illness executives showed significantly greater personality hardiness than the high stress/high illness executives.

Further as compared to internals, externals are more emotionally exhausted, depersonalized, and experience reduced feelings of personal accomplishment. Various studies show that external locus of control explains about 10% of the variance of emotional exhaustion and about 5% of depersonalization and reduced personal accomplishment (Glass and McKnight, 1996).

Tyssen et al. (2007) showed that a specific combination of personality traits can predict medical school stress. The combination of high neuroticism and high conscientiousness is considered to be particularly at high risk. When controlled for age and gender, low extraversion, high neuroticism, high conscientiousness were at risk of experiencing more stress, whereas high extraversion, low neuroticism, low conscientiousness were more protected against stress.
Despite the obvious relevance of personality issue relatively little attention has been given in empirical research and evidence for their association with burnout is inconclusive.

Considerable attention has been given to attitudinal variables such as job involvement, job satisfaction and commitment to the organization. Lee and Ashforth (1996) reviewed studies that explored the relationship between Maslach’s burnout dimension and the three work attitudes. Their meta-analysis revealed negative relationship between emotional exhaustion and organizational commitment, and between depersonalization and both satisfaction and commitment. Job involvement on the other hand was not significantly linked with any of the three burnout components. Several studies have reported a substantial relationship between burnout and job dissatisfaction (Cordes and Dougherty, 1993) with the inference that high levels of burnout lead to reduced satisfaction with one’s job. Linkages between organizational commitment, such as absenteeism and turnover intentions have been consistently demonstrated (Mathieu and Zajac, 1990; Shore et al., 1995) hence, the relationship between commitment and burnout is of considerable interest. Kalliath et al. (1998) argued that high levels of commitment may in fact shield an individual from the impact of stressful working environments, hence leading to a reduction in burnout.

While studying the relationship with performance, Garden (1991) noted that it is important to distinguish between perceived and actual job performance when assessing the impact of burnout on employees’ behavior. It seems that burnout has potential deleterious effects of burnout on individual’s job performance and ultimately organizational productivity. Empirical research on this relationship is relatively insufficient.

Although there has been some research on physiological correlates of strain generally very little attention has been given to the relationship between burnout and physiological responses. This reflects a significant gap in our understanding of the burnout phenomenon and its manifestations. Melamed et al. (1992); Melamed et al. (1999) and Shirom et al. (1997) has illustrated connections between burnout levels and white blood cell aggregations, cholesterol levels, and salivary cortisol levels. However systematic investigations of physiological mechanisms are needed to enhance our knowledge of the biological pathways associated with burnout.

Demographic variable (such as age and gender) represent examples of variables studied at the individual level. Gender has been frequently investigated as a correlate of burnout. Early
studies suggested that females may exhibit higher levels of burnout than males. Pines et al. (1981) found that women experience higher levels of burnout due to greater overload and inter role conflict, between job and family. More recent research, however, does not support this argument (Burke and Richardson, 1993; Lieter and Harvie, 1996; Pretty et al., 1992). There is some evidence that males report higher scores on the depersonalization subscale of the MBI (Schaufeli and Buunk, 1996).

Few studies have observed a consistent link between age and burnout (Leiter and Harvie, 1996). Younger human service professionals may be more prone to burnout than older ones (Schaufeli and Buunk, 1996), but as with gender the results need to be interpreted cautiously because older workers who have experienced burned out may have changed their job for something less strain inducing. Burnout is associated with higher levels of education (Maslach et al., 1986). This is quite remarkable since most stress-related problems seem more prevalent among workers with low status and poor education (Fletcher, 1988). Finally, most studies show that singles have an increased risk of burning-out as compared to those who are living with a partner (Maslach and Jackson, 1985).

In the light of the above discussion it may be observed that research evidence associated with the correlates of psychological burnout although substantial is not very conclusive. A lot of research has been conducted in the area of occupational stress and burnout however, further research is necessary in the area of personality characteristics and burnout. Moreover keeping in view the stressful nature of police work it is necessary to identify the potential stressors inherent in the work environment as well as personality characteristics of police officials which make them prone to stress and burnout. The present investigation is therefore an attempt in this direction. The problem of the study is therefore stated as follows:

OBJECTIVES OF THE STUDY

In view of the specific nature of the job of police officials the present investigation was undertaken with the following objectives in view:

SECTION-I

1. To find out significant differences between high burnout and low burnout group of police officials on the indices of occupational stress, self-efficacy, hardiness and coping strategies.

2. To study the relationship between the various indices of occupational stress and burnout.
3. To study the relationship between self-efficacy, hardiness and psychological burnout.
4. To investigate the relationship between coping strategies and burnout.
5. To identify the main predictors of burnout among police officials.

SECTION-II

6. To find out significant differences between police officers and police constables on all the measured variables.
7. To identify the distinguishing features of police officers and police constables with reference to burnout.
8. To locate the structural correlates of burnout among police officers and police constables separately.

SECTION-III

9. To identify the basic problems of police officials on the basis of descriptive analysis.

HYPOTHESES

In the light of the theoretical perspective and review of literature, the following hypotheses have been set for the present study:

1. There shall be significant differences between the high burnout and low burnout group of police officials:
   a. The high burnout group will score higher on all the indices of occupational stress.
   b. The high burnout group may score low on self efficacy.
   c. It is expected that the high burnout group shall score low on all the three dimensions of hardiness i.e. Control, Commitment and Challenge.

2. There shall be no significant differences between the two groups of police officials on coping strategies.

3. There will be significant positive correlations between the indices of occupational stress and burnout.

4. There will be a significant negative correlation between self efficacy and burnout.

5. There will be a significant negative correlation between hardiness and burnout.
6. There will be significant correlations between coping strategies and burnout.

7. Occupational stress shall be the main predictor of psychological burnout.

8. Personality characteristics such as self efficacy and hardiness may buffer the effect of stress on burnout.

9. Emotion focused and problem focused coping strategies may equally have an effect on burnout.

10. There shall be significant differences between police officers and police constables on all the indices of burnout and occupational stress.

11. It is expected that there will be no significant differences between police officers and police constables on perceived self efficacy and hardiness.

12. It is also expected that there will be no significant differences between police officers and constables on coping strategies.

13. The factorial structure of variables shall differ in case of police officers and police constables.

SAMPLE

The present investigation was conducted on a dense sample of 500 Police Officials (250 Constables and Head constables and 250 Police officers) which include (Assistant Sub Inspectors, Sub Inspectors and Inspectors) from Police Academy, Phillaur and from Police lines, Ludhiana, Punjab. The age of the sample ranged between 28-56 years with a mean and standard deviation of 43.8 and 7.72 respectively. Their work experience ranged from 10-38 years with a mean and standard deviation of 18.3 and 6.91 respectively.

RESULTS AND DISCUSSION

The results of this study have been presented and discussed in three sections. Section I is devoted to the total group of police officials, Section II is devoted to the two group police officers and police constables and Section III presents the qualitative analyses of the biographical data and job experiences of police officials.

SECTION I

COMPARISON OF MEANS
On the basis of the scores on the dimension of burnout for the total sample, two groups were identified: the high burnout group (upper quartile N=125) and the lower burnout group (lower quartile N=125). On comparing the means of the two groups a number of significant differences were obtained. The high burnout group has scored significantly high on most of the occupational stressors such as role overload, role ambiguity, role conflict, unreasonable group & political pressures, responsibility for persons, under participation, intrinsic impoverishment, strenuous working conditions and unprofitability. These occupational stressors mainly result in overall stress and burnout among this group of police officials. Thus, there is qualitative difference in the overall degree of stress and burnout experienced by the high burnout group. Further, as compared to the low burnout group, the high burnout group is found to be low on self efficacy. High burnout group of police officials are also low on control, commitment, challenge and hardiness. Thus the two groups of police officials differ significantly on personality dimensions of self efficacy and hardiness. As far as coping is concerned the high burnout group of police officials generally use the problem focused coping strategies such as planned problem solving and positive reappraisal along with escape/ avoidance as they have scored high on these strategies.

**CORRELATIONAL ANALYSIS**

The raw scores of 500 subjects on all the measured variables were further analyzed with the help of Pearson’s Product Moment Correlations after ascertaining that the data met more or less the main requirements of Pearson’s ‘r’. Emotional exhaustion as one of the indices of burnout is positively correlated with role overload, role conflict, unreasonable group & political pressure, responsibility for persons, intrinsic impoverishment, strenuous working conditions and overall occupational stress. However, emotional exhaustion is negatively related with the two main indices of hardiness especially challenge and commitment. It may be inferred that lack of challenge and poor commitment results in emotional exhaustion. Emotional exhaustion does not have significant relationship with any of the coping strategies. The second dimension of burnout i.e. Depersonalization also has significant positive relationship with role overload, role ambiguity, role conflict, unreasonable group and political pressure, poor peer relation, intrinsic impoverishment, low status, strenuous working condition and overall occupational stress. Further, it is also evident from the correlation matrix that depersonalization has significant negative relationship with hardiness, control and commitment. This clearly indicates that degree of
depersonalization among police officials is significantly related with the degree of hardy personality i.e. the higher the hardiness the lower will be depersonalization. Further, it has significant negative relationship with designation, experience, education and age. The third index of burnout, lack of personal accomplishment has significant positive relationship with role overload, responsibility for persons, under participation, powerlessness, intrinsic impoverishment, strenuous working conditions and low status and significant negative correlation with of designation, experience and age which reflects that police officials who are younger in age, with less experience and lower in designation experience higher degree of burnout.

STEPWISE REGRESSION ANALYSIS

To study the effect of independent variables on the dependent variable i.e. burnout, stepwise regression analysis was computed. The main predictors of burnout have been identified as role conflict a situation in which an individual is confronted by divergent role expectations, role ambiguity is created when role expectations are not clearly understood and the employee is not sure what he or she is to do at the job, role overload is experienced when the employee is expected to do more work than the time permits, and underparticipation when employees perceive that they are not adequately involved in job activities. These are the main causes of burnout among police officials. Lack of commitment and positive reappraisal are also the predictors of burnout to some extent among these police officials.

SECTION II

COMPARISON OF MEANS

In order to find out the significant differences between police officers and police constables on all the measured variables the t-test was applied. The results reveal that police constables have significantly scored higher on emotional exhaustion, depersonalization, lack of personal accomplishment and overall burnout. Further they have also scored higher on occupational stress such as role overload, role ambiguity, role conflict, unreasonable group/political pressures, responsibility for persons, powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous working conditions and on overall occupational stress as compared to police officers. Hence the police constables experience higher degree of occupational stress and burnout as compared to police officers. Police constables significantly
scored low on self efficacy and on the two dimension of hardiness i.e. commitment and control as compared to police officers who scored high on self efficacy and hardiness which indicates that police constables do not perceive themselves as highly capable and competent to meet the challenging tasks of police work. In case of coping strategies the police constables are high on all the coping strategies and they use both the problem focused or emotion focused coping strategies. It is generally agreed that while under stress people use both the problem focused or emotion focused coping strategies. On the other hand police officers mainly emphasize on emotion focused coping strategies.

DISCRIMINANT ANALYSIS

Discriminant coefficients clearly imply that in case of group I (police officers) the main distinguishing features of this group are age, designation, Hardiness, control, self efficacy, experience, commitment and challenge. The significant coefficients reveal that police officers have a keen sense of self competence and are ready to accept responsibility and challenge. This may be due to their age, experience, education, and designation. Whereas in case of group II (police constables) the distinguishing features associated with occupational stress are role ambiguity, role conflict, poor peer relations, low status, role overload, responsibility for persons, unreasonable group and political pressures, strenuous working conditions, intrinsic impoverishment, unprofitability, powerlessness and under participation, result in higher degree of burnout among police constables. Hence, occupational stress is the main predictor of burnout among constables. The important coping strategies adopted by these constables are escape avoidance, distancing, self controlling, planful problem solving, positive reappraisal, confronting coping seeking social support and accepting responsibility. The discriminant coefficients on all the coping strategies mainly determine that police constables use both problem and emotion focused coping strategies.

FACTOR ANALYSES

Two separate correlation matrices and their respective factor matrices for police officers and police constables were separately presented. In case of police officers 9 main factors were obtained and in case of police constables 10 main factors were obtained which explained 67.91% and 65.61% of the variance respectively.
In order to obtain a meaningful comparison between the factor patterns of police officers and constables the Tucker's coefficient of congruence was applied between all the rotated factors. Only two mutual pairs of factors emerged for police officers and police constables. The two similar factors are “Occupational Stress” and “Coping Strategies”. The rotated specific factors for police officers are Intrinsic Impoverishment, Hardiness and Burnout, Occupational Stress and Burnout, Avoidance Strategies and Unreasonable Group / Political Pressures, Depersonalization and Under participation, Self Efficacy and Coping Strategies, Role Ambiguity and Low Commitment. The specific factors for constables are Low status and Role ambiguity, Hardiness, Low Self efficacy and Burnout, Profitability and Self controlling, Coping strategies and Self Efficacy, Role conflict and Lack of hardiness, Lack of control and group/political pressure, and Lack of personal accomplishment.

The nature of the specific factors reveal that there is a qualitative difference in the personality dynamics and orientation towards work between the two groups which further affects the extent of stress and burnout experienced by them respectively. Although the two groups perceive their job as stressful however, the constables undergo a higher degree of stress and burnout due to role ambiguity, role conflict, under participation, unreasonable group/ political pressure and lack of personal accomplishment, low self efficacy and lack of hardiness.

SECTION III

DESCRIPTIVE ANALYSES

The descriptive analyses of the biographical data as reported by the police officials clearly reveals that 54% of them have undertaken this job by personal choice, 26% under family pressure and 20% under peer pressure.

As far as difficulty of the job is concerned 30% of the cases find their job to be very difficult, whereas, 46% reported considerable hardships at the job and only 24% find it moderately difficult. As far as job satisfaction is concerned 75% of the police officials are overall satisfied with their job, 16% are dissatisfied and 9% are highly dissatisfied. However, almost all the police officials i.e. 100% claim that their job is highly time consuming as they have to perform their duties at odd hours almost 16 to 24 hours a day as a result they do not find sufficient time for their family and personal work. The promotional opportunities are also few and irregular because 92% of the police officials seem to be highly dissatisfied with promotional opportunities at their job. Only 8% were neutral.
HEALTH PROBLEMS

Keeping in view the stressful nature of the job it was found to be necessary to identify some of the health problems experienced by these police officials. The data reveals that 42% of police officers and 10% of police constables suffer from hypertension and are under regular medication. 47% of police officers such as inspectors and sub inspectors undertake treatment for migraine. 47% of constables and 38% of police officers experience back pain. Cervical pain is also prevalent among these police officials 38% of police officers and 1.3% of the constables experience cervical pain and undertake treatment. Diabetes is also prevalent among 40% of these police officials among which 23% are police officers and 17% are police constables. Finally, 86% of the constables are overweight and 14% of police officers are overweight.

The above data highlight the physical health problems prevalent among police officials which need to be taken care of because ill health of the employees is also a burden on the organization.

IMPLICATIONS

The nature of the results imply that the organizational climate for the police officials needs to be improved so as to reduce role stressors such as role ambiguity, role conflict, role overload, strenuous working conditions, under participation, unreasonable group / political pressures and intrinsic impoverishment. It is necessary that lower level police officials especially police constables and head constables need sufficient training in personality development, leadership and communication skills (self efficacy belief in one’s capability to perform a specific task or reach a specific goal) and (hardiness they should be trained to control the situation, face the challenges of the job) as this will promote the level of job satisfaction and commitment towards their job. Finally, it is also necessary that they should be trained to adopt more situation specific coping strategies. These results therefore have clear implications for personnel selection and placement as well as training and development. Overall the results clearly imply that there is a need to improve the quality of work life of these police officials.

Suggestions

➢ It is important to note that improved working conditions and work environment would help to reduce the occupational stressors.
➢ Adequate training in personality development, communication and leadership skills can help to improve self-efficacy and hardiness among police officials as this would make them more effective.

➢ A healthy mind with a healthy body is also essential; hence proper facilities and health programs may be organized for physical fitness and wellbeing of the police officials.

➢ It is therefore essential that in order to sustain the motivation of the police employees and to prevent burnout it is necessary to improve the overall quality of work life of the police manpower.

**Suggestions for Future Research**

➢ Today women are also recruited in the police services; hence a comparative study can also be conducted on women because women experience unique stressors when compared to their male counterparts.

➢ In the light of the above implications it is further suggested that pre and post training research may be conducted as follow up studies to find out the impact of training on future performance.

As observed personality characteristics play a significant role in predisposing the police officials to psychological burnout. It is necessary to further investigate the role of personality factors as assessed by Big Five Model such as Neuroticism, Extraversion, Openness to Experience, Conscientiousness and Agreeableness. The impact of emotional intelligence has also been observed on the performance and wellbeing of employees in various organizations. This can be further investigated among police officials.

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