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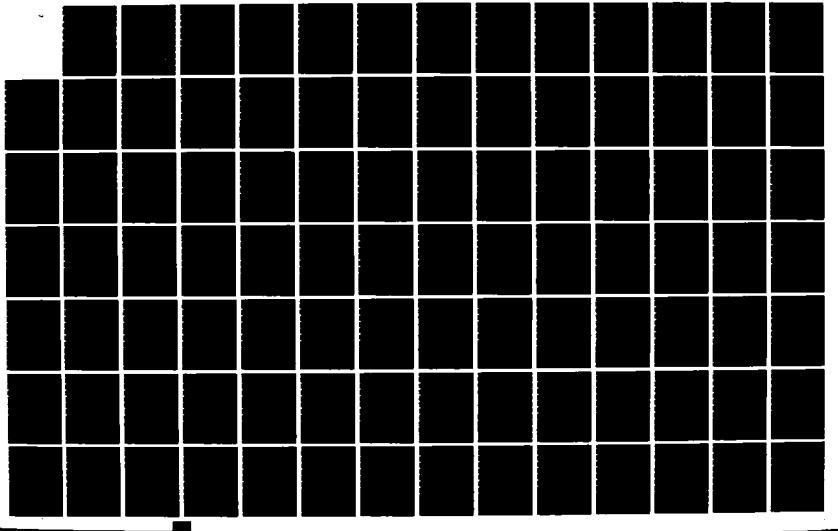

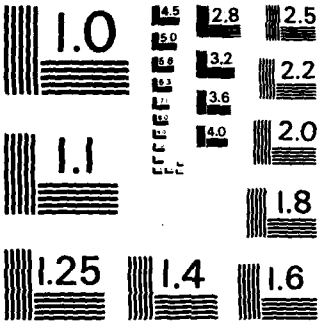

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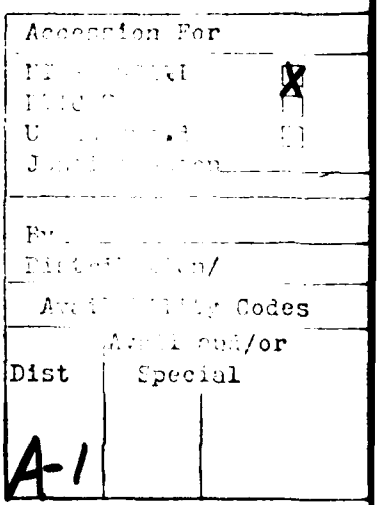

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A Thesis

by

Charles Lee Tompkins

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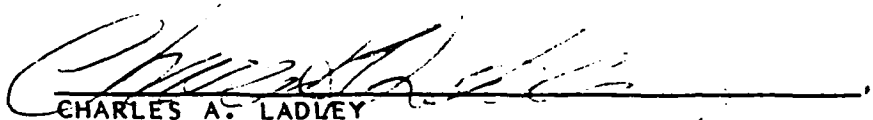

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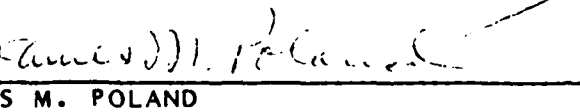

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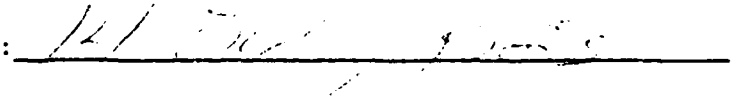
DATE: 

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ABSTRACT

of

THE ORGANIZATION AS A STRESSOR:
A POLICE PERSPECTIVE

by

Charles Lee Tompkins

Statement of Problem

Within the police profession the stress imposed by the physcial hazards of the job are well documented. However, the problem is that police officers are inclined to rate the physical hazards of policing as less stressful than the organizational aspects of the job. This study will determine to what degree police officers perceive organizational demands and practices impacting their ability to effectively cope with the stress of their everyday job.

Sources of Data

Data for this study was collected from several different sources. A comprehensive review of pertinent literature regarding the concept of stress, stress models, police stressors, the organization as a stressor, and police cynicism was accomplished. This review included books, journals and government reports. In addition, a survey questionnaire was administred to members of the South Sacramento Area California Highway Patrol (CHP) Office. The questionnaire presented pertinent questions regarding the organization as a stressor. Finally, data was critically analyzed and interpreted.

Conclusions Reached

The result of this study clearly revealed that police officers perceive their job to be more stressful than other professions. Furthermore, the study provided strong evidence that organizational demands and practices are perceived to be stressful to the police officer. Within the scope of these organizational demands and practices certain traditional procedural dimensions were found to have a significant impact on a police officer's ability to effectively cope with the psychological stress of their everyday

job. Some of the more significant dimensions identified through analysis were: statistical procedures (i.e. arrests and traffic tickets), preparation of performance evaluations, lack of administrative support concerning police and personal matters, and lack of work independence or autonomy while performing law enforcement duties. The overall conclusions suggest that certain dimensions within organizational demands and practices are rather offensive, threatening and often unreasonable to police officers. They are perceived to provoke unnecesasry psychological stress.

Committee Chair's Signature of Approval

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Throughout an academic career, students learn from many sources. I consider myself fortunate in this respect, having gained my knowledge of Criminal Justice in my specialty of police stress from the faculty at California State University at Sacramento. I extend my personal thanks to all of them for their understanding and knowledge they shared with me.

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CHAPTER ONE

THE ORGANIZATION AS A STRESSOR: A POLICE PERSPECTIVE

Introduction

Since about 1960, a great deal of attention has been given to the police in our society. A majority of this attention, however, focused primarily on police improprieties. Specifically, research on brutality, corruption, and unfair treatment is common in academic journals.

During the middle 1970's, the perspective on the police profession dramatically changed. Many researchers began to view police officers as individuals, subject to the same social influences as others. As part of this "new look" at the police, the subject of stress became an underlying theme. Studies by William H. Kroes, and the writings of Hans Seyle, substantiated the idea that police officers were adversely affected by job-related stress.

The reasons behind the present study are many. First, the researcher found that many of the stressors identified in policing need not be; they are not inherent in the nature of police work and can be alleviated.

Next, there are few major empirical studies that actually examine the complexities of job-related stress. Noticeably absent in such research is the impact of organizational demands and practices as a stressor on the police

officer. It is presumed by this researcher that police officers would be better able to cope with the emotional stress inherent in the everyday job if there were fewer organizational pressures from above.

At the present, there are well over 450,000 sworn police officers in the United States. The possible effects of stress on such a large occupational group points out the need and importance for further investigation. Perhaps the present study will contribute some additional awareness and increase the potential for needed solutions.

Statement of the Problem

Within the police profession the stress imposed by the physical hazards of policing are well documented. However, the problem is that police officers are inclined to rate the physical hazards of policing as less stressful than the organizational aspects of the job.[1] Furthermore, the existing research on organizational demands and practices as a perceived stressor is, for the most part, devoid of carefully controlled, empirical research methods.

The problem will be to examine to what degree police officers perceive organizational demands and practices impacting their ability to effectively cope with the stress of their everyday job.

Purpose of Study

The purpose of this study is to determine to what degree, if any, police officer perceive organizational demands and practices as impacting their ability to effectively cope with the stress of the emotional hazards of their job. Specifically, this study will investigate through a survey whether or not the police organization is a source of stress to police officers.

Importance of the Study

The importance and need for this study is based on a firm theoretical framework that police officers are at the upper end of the spectrum when stressful jobs are measured.[2] Also, within the framework of this study, administrative support is extremely important. William H. Kroes contends:

> An officer is better able to cope with the stress he faces if he feels that his superiors know and understand his problems and are in his corner.[3]

Hence, while it is certainly true that the dangers of the job may be stressful, police officers experience severe physical and psychological maladies as a result of other stressors including organizational demands and practices. For example, in a survey conducted by William H. Kroes, and associates of 100 Cincinnati police officers regarding their perceptions of job-related stress, organizational demands were considered to be more of a factor underlying stress in

the police officer than the everyday life-threatening physical hazards of policing.[4]

In comparison to other occupations, police officers manifest unusually high rates of stress-related symptoms.[5] Furthermore, occupational mortality studies place police at or near the top of the list for heart disease, alcohol abuse and suicide. Guralnick found that out of 149 listed occupations, none exceeded the police in stress-related illnesses.[6] In comparison with occupations listed as professional (physicians, lawyers, professors), police ranked highest in heart disease and diabetes, and almost twice as high in suicides. To emphasize the psychological dangers of police work, Guralnick notes that police suicides far outnumbered police homicides (94 suicides as compared to 54 homicides).[7]

Lahovitz and Hagedorn, in their analysis of suicide rates for males in various occupations, found police ranked second highest among thirty-six occupations (47.6 per hundred thousand). Only self-employed managers and proprietors had higher rates.[8] Similarly, Richard and Fell ranked police third highest in suicide among one hundred and thirty occupations (69.1 per hundred thousand). Laborers (81.7) and pressmen (71.0) were the only occupations with higher rates.[9]

Although suicide is the most dramatic instance of

police breakdown, it is not as common as divorce, coronary heart disease, alcohol abuse and other psychological problems affecting the police.[10] For instance, in 1976, 1500 police officers in the New York City Police Department received psychiatric treatment due to stress-related problems.[11] In a related study of mental health problems, Colligan et al. ranked "public relations" peoples to include police as the sixth highest type admitted to mental institutions.[12]

Kroes et al. found that 100 percent of their police sample believed their job adversely affected health and as well as family life. Digestive disorders were reported by 32% and 24% reported frequent headaches as compared with only 14% of a civilian control group.[13]

Grencik reported that 15% of the police tested had cholesteral levels twice the level required to render them serious coronary: heart disease risks. Some 56% of the officers were overweight, with 28% more than 20 pounds overweight. A coronary heart disease index ranked 11% of the police as low risk, 61.9% as average risk, and 27.1% as high risk. Some 86% of the police sample performed little or not regular exercise.[14]

The police officer is especially vulnerable to alcohol abuse in view of the high amount of stress experienced by its members. For example, in a study conducted by Kroes et

al. involving 1500 workers (including police), they found that overall job stress was significantly related to alcohol use.[15] Skolnick reports that police officers are by no means abstainers from alcohol and that usage often leads to a dilemma in enforcing alcohol related laws. He also adds that police officers are generally pushed together when they drink in order to avoid public as well as organizational criticism.[16]

Unkovic and Brown, in a survey of occupations noted for heavy drinking, found that 8 percent of all heavy drinkers in the sample were police officers.[17] Another study by Van Raalte showed several significant relationships between alcohol and police work. In this study, a majority of police officers indicated that their drinking varies with shifts and that the evening shift has the highest rate of alcohol use. Reasons for drinking vary from social (68%) to stress (17%). A surprising 67% of the police officers surveyed admitted that they drank on duty, and gave 'socializing' as the reason.[18]

In 1975, Jerome Jacobi conducted an examination to evaluate Los Angeles P.D. Workers Compensation claims. The results revealed that 200 workers compensation claims were submitted in Los Angeles (minus the P.D.) in one year. In contrast, over 3,000 claims were submitted alone by members of the L.A.P.D. in a two and a half year period. This

figure is equivalent to six times the rate of non-sworn employees.

He further revealed that 30% of police claims were concerned with lower back pains, with about one-third of these involving physical manifestations due to psychological problems. Also, some 50% of all claims involved high blood pressure, an early indication of coronary heart disease.[19]

Stress has several ramifications and can produce many varied psychophysiological manifestations as illustrated by the above statistical data. Clearly, the physical and emotional well-being of the police officer is an issue of humanitarian concern. Therefore, the need for this study is important for two reasons. One, a failure to deal with job-related stressors can have a profoundly negative effect upon the total operation of the police organization. Second, police departments cannot afford losing large numbers of police officers because of stress leave, early retirement due to coronary heart disease or suicide.

Operational Definitions

The following terms will be used throughout the thesis with additional terms being defined as they specifically relate to a chapter discussion.

Stress

Despite the volumes of research published on stress,

the phenomenon remains poorly defined.

Hans Seyle defines stress as:

> Anything that places an adjustive demand on the organism. Identified as the body's non-specific response to any demand placed on it, stress may be either positive or negative.[20]

He maintains stress is simply 'the rate of wear and tear on the body.'

William Kroes defines stress as 'the occupational pressures or burdens which adversely affect workers.'[21]

Webster's New World Dictionary defines stress as 'mental or physical pressure.'[22]

Hillgreen, Bond and Jones define stress as:

> *The unpleasant subjective experience resulting* from repeated confrontations with ambiguous situations requiring a response from several possible alternatives in which the individual perceives himself incapable of performing adequately.[23]

As illustrated, definitions are numerous and generally suited to the research at hand. However, a working definition of stress is simply the 'demand placed on a system.'[24]

Organizational Demands and Practices

Organizational demands and practices are defined as those policies and procedures or rules and regulations considered offensive and viewed as threatening and/or unreasonable to the individual police officer; also, poor supervision and lack of participation by police officers in decision making; and lack of administrative backing by the

organization and excessive red tape.[25]

Police Cynicism

Cynicism is defined as a loss in faith of people, of enthusiasm for the higher ideals of police work, and of pride and integrity. Cynicism is a coping response designed to reduce the effects of organizational stress. Further, it is a defense mechanism or attitude designed to absorb the shock of failure, frustration or disillusionment as a result of demands exhibited by a police organization. In short, cynical attitudes displayed by police officers are generally aimed at the police system itself which includes *organizational demands and practices.*[26]

Organization of Subsequent Chapters

Chapter II of the thesis provides a comprehensive literature review of stress in the police profession. Specifically, it will explore the methodological and definitional problems relative to the concept of stress. Next, important stress models are examined for their psychological and social implications. Then, an overview of primary stressors will be discussed as they relate to the police work role. Next, an examination will be conducted of recent studies of the perception that organizational demands and practices are a source of stress for the police officer. Finally, the chapter concludes with an in-depth

review of police cynicism as it relates to organizational stress.

Chapter III will encompass the methods of applied research used for the present study, including any expected problems.

Chapter IV will include the specific data analysis obtained from the police survey.

Chapter V will include a summary of the present study, conclusions and recommendations for subsequent research in the field of police stress.

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CHAPTER TWO

LITERATURE REVIEW

Introduction

Many police officers are in trouble today and need help. The trouble is caused by stress overload, and the need is as urgent as the patrol car broadcast requesting assistance. Current literature on the police profession is full of articles discussing police personal problems, such as divorce, alcoholism, and suicide. For example, the April, 1978 issue of The Police Chief is devoted to an examination of the 'Pitfalls of Policing'.

Its editorial declares:

> The impact of psychological stress appears to be reaching crisis proportions and manifests itself in forms of behavior ranging from reduced job effectiveness to suicide, an act constituting the ultimate loss for the officer's family as well as for the department and the community.[1]

In order to understand the significance of this problem relevant literature was reviewed to establish a theoretical basis for the present study.

In the first section of this chapter, research concerning the important issues of stress is reviewed. Specifically, methodological and definitional problems are discussed relative to the concept of stress. The chapter will then examine important stress models for their

psychological and social implications. Next, an overview of stressors afflicting the police officer will be discussed relative to the work role. Then the area of organizational demands and practices as a perceived stressor is examined. This area is important to the present research as it emphasizes the fact that organizations may very well be a potential stressor bothersome to police officers. Finally, an in-depth review of police cynicism will be conducted as it relates to the stressor, organizational demands and practices.

The Concept of Stress

The concept of stress has not yet found a scientific ground. There are numerous definitions, and generally most are suited to the research at hand. For the most part, the term "stress" is vague and puzzling.[2]

Moss argues that undefendable assumptions within the field of stress research provokes considerable confusion.[3] For example, the Basowitz model contains the implicit assumption that what is stressful for one must necessarily be stressful for another.[4] Also, Seyle maintains the applications of "nonspecific" stressors to social situations has led to such conclusions as: (1) viewing all unpleasant situations as stressful; (2) seeing all individuals as similarily affected by those situations; and (3) noting

these situations as always remaining stressful to individuals.[5]

Others, such as Wolff, assume that anything perceived as stressful will necessarily produce consequences of detrimental performance.[6] However, Moss argues that this assumption is false. He cites Seyle's general adaption syndrome, which often results in positive consequences.[7] Similarily, Mechanic notes that individual adaption can lead to stress reduction.[8] Further, Croog points out that stress research rarely considers the positive consequences of stress.[9]

The restriction of stress research to narrow dimensions has contributed to the confusion. For instance, Payne mentions that contradictions are common when parts are studied without some regard to the whole.[10] Scott and Howard maintain that the stress definitions inadequately conceptualize stress throughout the different levels of study. Instead, they contend definitions isolate the stress phenomena at the physiological, psychological, or sociological levels.[11]

Many stress concepts also tend to restrict the onset of stress; where everyday stress is often reduced to traumatic events. For example, Basowitz' conception of stress applies only to situations that a majority of persons are likely to find threatening,[12] and Seyle deals almost entirely with

traumatic stimuli.[13] Scott and Howard argue that both everyday and traumatic experiences are stressful in that they both produce similar responses in individuals.[14]

Another common source of confusion in stress research is the cyclical nature of stress measurement. In many cases, it is difficult to distinguish the dependent variable 'stress' from the independent variable 'stressor.' Kasl labels this a 'triviality trap'.[15] He suggests that researchers not rely on the same individual for data about both stress and stressors.

Discussion of the term 'stress' only demonstrates the methodological problems which burdens stress research. Precisely how to analyze, or integrate, or 'come to grips' with conceptualization remains a problem.[16] Mason suggests the term 'stress' be abandoned in the study of social, psychological, physiological relations.[17] Moss argues that research has outgrown the concept of stress. However, he believes the term has considerable subjective connotations and will remain part of our common vocabulary.[18] Payne and Cooper comment:

> If stress, or more accurately strain, can be said to arise from overstimulation, then the bombardment we have suffered from books, magazines, television, and radio about the stressfulness of modern society must in itself have contributed to the condition.[19]

McGrath suggests three strategies for the conceptualization of stress:

> One strategy is to abandon the concept, or rather the term. Another is to define the concept rigidly, thus ruling out by definitional list much that has been labeled stress in the past. A third is to accept the concept as a general rubic, or focal concept, with heuristic value, as a basis for connecting diverse areas; but at the same time to recognize that is not a rigorous scientific concept with hypothetic, deductive power.[20]

Clear disagreement seems to exist over the concept of stress. Often, definitions of stress are made to fit situations under study, allowing researchers a stress 'concept' of their own. Under these conditions, McGrath's idea of using stress as a 'connecting point' for diverse areas of study appears to offer the field a sensible solution to the stress concept problem.

Stress Models

For all its present vogue, the 'concept of stress' has led to considerable confusion. Lazarus has noted that defining stress and related concepts makes for rather dull reading.[21] However, discussion of different stress models is necessary for two reasons. First, stress concepts provide an evaluation of important stress research. Second, concepts provide a broad theoretical base on which to build the present research study.

Hans Seyle's Stress Model

Perhaps the early work of Hans Seyle, the Austrian-born founding father and pioneer of stress research is most

responsible for bringing the concept of stress to the scientific community. Seyle's model is basically concerned with an analysis of stress at the physiological and biochemical levels of human functioning. Stress is defined as "the state manifested by a specific syndrome which consists of all the nonspecifically induced changes within a biologic system."[22]

In Seyle's definition, stress is not a syndrome; rather it is a "state" which is seen as a result of a specific syndrome. Seyle names this syndrome the "general adaption syndrome" or G.A.S.; it consists of physiological processes and states. The G.A.S. is "specific"; it occurs in the same form no matter how "nonspecific" the stimuli may be. Seyle refers to the effects of these "non-specific stressors as: "Essentilally the rate of wear and tear caused by life and is the outcome of a struggle for self preservation of parts within the whole." Presumably, if no such "struggle" exists, no G.A.S. and, therefore, no stress will occur.[23]

Seyle's general adaptation syndrome is essential to his conception of stress. He sees it as a three-stage process: alarm, resistance, and exhaustion. These phases are physiological adaptations to external stressors; they limit this stress to the functioning of the organ system best able to handle it. The first, or alarm stage, incorporates almost the entire body in reaction to the stressor. During

the second (resistance) stage, adaptation narrows to the bodily organ best able to handle the stressor. The third (exhaustion) stage occurs when the organ system handling the stressor becomes exhausted and breaks down. As exhaustion progresses, alternate organ systems are selected to take over the task of the strained system. This process continues until the stressor's effect is controlled, or until the body can no longer adapt. "Diseases of adaptation" occur when this back-up system fails or breaks down.[24]

Since the development of the stress model involving the "general adaptation syndrome" by Seyle, much controversy concerned his concept of "specific" responses. Many scientists have found that Seyle failed to account for the subjective mediation of individuals in response to stressors. For example, Mason suggests that the primary mediator underlying response to stressors may be the psychological apparatus involved in reactions to threatening factors in the life situation. He further points out that subjective mediation is the missing link between physiological and psychological stress.[25]

According to Stanford Neurochemist Jack Barchas stress provokes a number of even subtler chemical changes in the body that may have profound effects on health. Also he maintains there is a constant interwining of stress systems.[26]

Wolff's Model

In an effort to relate social psychological situations to stress, Wolff proposed the concept of 'protective reaction patterns'. According to this pattern, when the body experiences a threat to its physiological integrity, a 'protective reaction' seals off and rids the body of this threat. This reaction may be set off by symbolic or physical threats.[27]

Wolff defines stress as:

> The external or resisting force brought into action in part for external forces. Stress becomes the interaction between external environment and individual with past experience of the individual as a major factor.[28]

Wolff emphasizes that individuals do not always respond correctly to stress situations. 'Physiological defenses' are seen as of no practical use against social sources of threat. These responses are simply symbolic of what the individual would like to do about the threat.[29]

An important part of Wolff's model is his recognition of individual perception. He maintains individuals respond to stress based on their 'past experiences and current definition' of the situation. Also, Wolff contends that similar attitudes in individuals may accompany similar reaction patterns. Regardless of external conditions, the individual is always partially responsible for determining responses.[30]

According to Wolff, all bodily organ systems may be involved in the protective reaction pattern. In such 'overall protective' mobilization, there is an increased heart rate and tightening of muscles; both leading to impaired cardiovascular functioning. Over time, Wolff sees such reactions as leading to significant heart problems.[31]

Mechanic's Stress Model

Mechanic formulated a stress model based on psychological adaptation. His early work involved the responses of students preparing for and experiencing examinations. Mechanic defines stress as 'the difficulties experienced by *individuals as a result* of perceived challenges.'[32] In subsequent research , Mechanic adds that 'stress is a discrepancy between demands impinging on a person and the individual's potential responses to those demands.'[33]

Mechanic sees his model as one of adaptation. Adaptation consists of two distinct entities: (1) coping, or dealing with the situation, and (2) 'defense', or dealing with one' own feelings about the situation. In essence, Mechanic argues that one must first learn to deal with oneself in order to more effectively deal with external situations. It is the so called 'defense mechanisms' that reinforce the coping process.

According to Mechanic, most situations encountered by individuals do not tax capabilities. He adds that practice, experience, and familiarity on how to cope with the situation is the basis of adaptation. Once a situation is mastered, individuals may often 'reverse' the effect of stressful situations. 'Reversibility' depends directly on an individual's ability to cope with a situation.

Mechanic notes that society often provides the means for adapting to stress, but it is the individual who must initiate learning processes. Therefore, the amount of stress experienced depends on the nature of society and the capability of the individual to learn adaptation methods. Mechanic concludes that individuals are 'active agents who mold and effect to some extent the conditions to which they will be exposed.'[34]

Lazarus' Model of Psychological Stress

Lazarus developed a model of stress in which cognitive processes play an essential role. The focus of the model is on two concepts: 'threat' and 'appraisal'.[35] Threat implies a state in which the individual anticipates meeting a harmful condition of some sort. A 'harmful condition' in this case is one that the individual perceives as blocking motives. Whether or not the individual is threatened also depends on prior anticipation of the condition.

The process of 'appraisal' evaluates the actual harmfulness of the condition. Appraisal depends on: (1) the balance of power between the situation and the individiual's resources to deal with it; (2) on the location or nearness of the harmful condition; and (3) on the degree of ambiguity associated with the situation.

Lazarus is careful to point out the differences between 'appraisals' and 'coping' processes. Appraisal must necessarily come first; then, reduction or elimination processes (coping) are set into motion.[36] Coping depends on a 'secondary appraisal', as distinguished from the threat determining 'primary appraisal'. Secondary appraisal determines coping based on: (1) the degree of threat; (2) the location and characteristic of the harmful situation, including alternate route of escape; and (3) the cost involved in choosing a particular coping response.

Lazarus points out that the coping process selected is a 'reflection' of the observable aspects of threat appraisal. He argues that there exists specific, observable patterns for various coping alternatives, and that those alternatives can be identified by such patterns. Lazarus offers a general 'coping reaction pattern' classification from his stress model: (1) direct actions (attack - avoidance patterns); (2) defense appraisals; and (3) anxiety reaction patterns.

Overview of Stressors in Police Work

Until recently, police work was commonly conceived as stressful simply because it was dangerous:

> Police are the only peace-time occupational groups with a systematic record of death and injury from gunfire and other weaponry. Certainly, when one thinks of a police officer, one thinks of danger, getting hurt, or being shot at. Part of the job of being a cop is getting involved in dangerous life-threatening situations.[37]

While it is certainly true that danger may be stressful, the police experience other equally stressful situations. For example, Kroes, et al., reveal that the most frequently mentioned 'stresses' by police officers deal with administrative issues and the judicial system.

Direct life-threatening situations are less frequently mentioned.[38] Along similar lines, air traffic controllers are also thought to experience stress because of huge responsibilities for people. However, Smith revealed that the most frequently disliked aspect of the job involve administration, pay, and shift work.[39]

This section will examine some stressors in police work. The list is by no means comprehensive. It does, however, provide an example of how police officer are affected by the stress of their occupation.

Work Load

Stress at work, as an imbalance between person and

environment, depends heavily on the magnitude of work load.[40]

In addition, work load can be classified as quantitive or qualitative in accordance with individual capabilities.

Job Overload. Individuals are said to experience overload when they have simply had too much work to do. Qualitative overload implies an inability to fulfill a specified task.

In the former case, the individual possesses necessary skills to complete the task but not the time to complete them. In the latter, no matter how much time individuals are given, they simply *do not have* skills to do the task at an acceptable level.

Occurrences of quantitive overload are common in police work. However, they may vary from one department to another. For example, some police beats are 'hotbeds' of activity, while others are relatively quiet. In general, however, quantitive overload appears in most police agencies:

> In practically every police agency, caseloads are too heavy to allow follow through on more than a small percentage of cases.[41]

Qualitative police overload is a result of unreasonable expectations on officers by society; expectations which no individual can realistically attain.[42]

Kirkham states:

> Society demands too much of its police officers. Not only are they expected to enforce the law, they must be curbside psychiatrists, marriage counselors, social workers, even ministers and doctors.[43]

Many officers feel that the demands of police work are simply too much for them. Kroes, in a survey of urban police, found that 70% felt stressed by excessive demands of the public and police administration.[44]

Police officer must continually adjust to complex changes in the environment. They must contend with fluctuating values, changing law, and conflicting ideologies. If officers fail to keep peace, they experience overload and subsequent stress.[45]

Job Underload. Job underload is opposite of overload. McGrath suggests that underload may be as stressful a condition as overload.[46]

Police officers experiencing underload may actually seek increased demand or even generate their own input. For example, Rubin and Cruse, in examining job boredom and inactivity in police, discovered officers 'looking for action' as the shift progresses. Officers self-initiated citizen contacts, conduct horseplay in the streets, and slept on duty. In addition, fatigue was found to be directly related to shifts with little activity.[47]

Recent emphasis on training and education may create

stress for the police. There may be a perception by police officers of being over-qualified for the everyday routine of police work. Research in this area has demonstrated that work too boring or simple for highly-qualified individuals may lead to stress. For example, Daubs analyzed suicide rates for related fields of opthamology and optometry, both of whom must possess M.D. degress. In contrast to opthamologists, optometrists performed work considered boring and repetitive. When data revealed higher suicide rates for optometrists, Daubs found that perception of overqualification and unfulfillment were to blame.[48]

Rubin compared the amount of perceived stress on grounded pilots and radar officers. While both tasks were subject to the same combat danger, the grounded pilots indicated higher stress scores. Rubin attributes this to the highly specialized task of flying as opposed to radar operation. The situation of possessing flying skills and not using them lead the pilots to experience greater stress.[49]

Responsibility for Others

Police officers are frequently required to make decisions that have consequences for the lives of others.[50] For example, Reiser maintains that although the police role today involves several dimensions, it is estimated that

peacekeeping and service responsibilities to the public occupy approximately eighty percent of the police officer's total time.[51] This includes mediating family distrubances, looking for lost children, taking reports, giving directions, etc.

Even in situations where a decision is clear, the responsibility for others bears a heavy weight. Trying to prevent a suicide or protect others from a dangerous person requires actions where failure may result in tragedy.[52]

Young people are a concern for the police. Often, the police are forced into the role of both the youth's parents and society because they have failed in their job with young people. Knowing the consequences of entrance into the criminal justice system, the police are often hesitant to arrest youths. In some cases, they may be the only support for young people. Kroes points out that contrary to public opinion, many police officers symphathize with youngsters in trouble.[53]

Responsibility for fellow human beings leaves the police in a ready state of tension. Frequent anxiety is associated with decisions affecting lives and welfare of others. To the police, the correctness of that decision is the only method that relieves this anxiety.

Criminal Justice System

Kroes argues that "the bang of the gavel puts more stress on the police officer than the bang of the gun."[54] In essence, he interprets the court system as more stressful to police than the dangers they face. Kirkham, reflecting on his own police experiences, concludes that society allows the law to be turned into a mockery of justice; a tool to be used against society by law violators. The court system is a tough adversary for police:

> It is the smugness and complacency of courts and legislators, which spin out a hopelessly entangling web of procedural restraints upon persons charged with the awesome responsibility of protecting our society.[55]

Courts are also stressful to police because they challenge the police conception of punishment. Many officers prescribe to the retributive idea of punishment, i.e., those who break the law deserve to be punished without justification.[56] Additionally, police tend to arrest mostly for flagrant violations of the law.[57] Therefore, they feel that anyone who has been arrested certainly deserves punishment.

The saliency of plea bargaining in American justice has led to a frustrating blockage of police ideals of punishment. Considered a necessity by judicial personnel and defense attorneys, plea bargaining is seen as the only means available to avoid chaos in the present court system.

From 85 to 90% of cases are resolved through plea bargaining.[58]

So, it is not incomprehensible, then, that after so many different instances of frustration connected with the judicial system, in which the police officer's efforts are seldom appreciated, much less recognized, that many officers feel hostility toward that system.[59]

Other Stressors

As stated earlier, not all of the stressors in police work have been examined in this section. A more comprehensive analysis may be found in William Kroes' Society's Victim - The Police Officer. Below is a list of job stressors taken from the work of Kroes.

TABLE II-1 POLICE STRESSORS[60]

JOB STRESSORS	
Administration	
Job Conflict	
Second Job	
Inactivity	
Shift Work	
Inadequate Resources	STRESS
Inequities in pay and status	
Organizational Territorality	
Job Overload	
Responsibility For Others	
Courts	
Negative Public Image	
Conflicting Values	
Racial Situations	
Line of Duty/Crisis Situations	
Job Ambiguity	
Etc.	

Purposely omitted from this section was a discussion on organizational demands and practices as a perceived stressor. This subject is an important part of the present research and will be discussed in the next section of this chapter.

Organizational Demands and Practices as a Perceived Stressor

Considering the nature of police work which is fraught with contradictions and inconsistencies, it is no wonder police officers are frustrated and disillusioned by the myriad of stressors confronting them. Specifically, this section will focus on previous studies which have been done

on the perception that organizational demands and practices impact the police officer's ability to effectively cope with the stress of their everyday jobs.

Kroes maintains though the problem of administration is faced by many frontline workers in nearly all organizations, it is exceptionally significant for the policeman.[60]

Lourn Phelps of the University of Nevada identified 58 areas of stress related to administration within the criminal justice field. They apply to most of the human service fields (i.e. folice profession) and include such areas as: policies and procedures, excessive paperwork and redtape, relationship with supervisors, and inconsistency among supervisors. Phelps maintains most of the stress, frustration, and irritation experienced by police officers is blamed on administrators.[61]

Kroes subdivides the problem of administrative or organizational stress into two sub-categories:. (1) administrative policy concerning work assignments, procedures, and personal conduct and (2) lack of administrative backing and support of patrolman, including the relationship and rapport between patrolmen and their administrators.[62] With regard to this stressor, Kroes maintains there are three problems which deserve special attention: (1) red tape or bureaucratic paperwork; (2) lack of say in decisions, and; (3) backing of policemen by

supervisors.[63]

Kroes reveals an officer is better able to cope with the stress he faces if he knows that his superiors know and understand his problems, and are in his corner.[64]

In contrast, it should be noted that others feel the administration or organizational stressor to be so important that they separate it into several distinct stress categories. For example, Terry Eisenberg, based on his own experience as a police officer, identified 30 sources of psychological stress, five of which (poor supervision, lack of career development, inadequate reward/reinforcement system, offensive administrative policies and practices, and excessive paper work) Kroes groups under the administration stressor.[65]

French's research examines the stressors contained in a number of occupations and is one of the very few studies that compares police work with other occupations. For instance, after questioning 2,010 men, including 211 police officers and 12 sergeants and captains, he discovered that lack of participation in decision-making was one of five areas to be particularly stressful to police officers in their work.[66] This finding supports Kroes' work.

Kroes, et al., found that the chief organizational stressor, as reported by 100 Cincinnati police officers, was the department's administration. In particular, they were

troubled by offensive policies, lack of participation in decision-making, adverse work schedules, and lack of administrative support (especially where an officer became involved in a serious incident involving the use of firearms).[67]

In a later study, Kroes revealed the negative feelings by police officers were directed largely toward administrative policies rather than toward a lack of administrative support.[68] However, in a more recent article by Kroes and Gould, it was reported that of 108 persons who felt that administration was a major stressor, 103 individuals reported that lack of support lay at the root of this problem.[69]

Martin Reiser outlines the concept of police stress within the organizational context. He argues it is the police organization itself which leads to significant levels of stress among its officers.[70] He contends that in the traditional police organization, authoritarian management approaches predominate, with relatively little attention or concern being given to individual problems or human factors.[71] As a result, if a police officer successfully survives the multiplex influences from within the organization he will be better able to cope with the subsequent stress and function more effectively as a professional.

In 1978 Lawrence conducted a study of the measurement

and prediction of police job stress. His sample consisted of 104 police officers from three metropolitan police departments in Texas. He hypothesized that a measure of police job stress would show that stress due to court appearances, judicial decisions, and administrative policies and procedures are stressful to policemen. The results of his study supported the hypothesis.[73]

Gordon conducted a similar study in 1981 on the organization as a stressor. His study investigated the police organization as a source of stress. Specifically, he surveyed 114 police officers in three suburban police departments of Michigan to determine their perception of certain stressors within their departments. The results revealed that the police organization is perceieved as a primary source of stress.[74]

In short, based on the previous studies there is a strong perception that organizational demands and practices are bothersome to police officers. However, it is difficult to determine how great an impact there is upon police officers due to the limited amount of empirical data available.

Police Cynicism

Historically, the police have been labeled with many characteristics when referring to their attitudes.

Lefkowitz, for example argues that police officers are 'authoritarian, suspicious, courageous, cynical, conservative, loyal, and secretive.'[75]

Among the most commonly explored of the police attitudes is cynicism; originating with the research of Niederhoffer, who describes police cynicism as 'a loss of faith in police, of enthusiasm for the higher ideals of police work, and of pride and integrity.'[76]

Cynicism appears to develop within the social context of police work rather than as result of a self-selection process. This is Niederhoffer's basic assumption. He notes that two types of police cynicism exist -- directed against life, the world and people in general; the other aimed at the police system itself. The occurrence of cynicism may also be separated into specific patterns which, according to Niederhoffer, are related to a police officer's age and length of service. The preliminary or 'pseudo cynic' stage is prevalent among police recruits in training school. At this stage, the young officer 'barely conceals his idealism and commitment beneath the surface.'[77] The second, or 'romantic' stage of cynicism, is reached within the first five years of police service.' The most idealistic young officers are precisely the ones who are most disillusioned by actual police work, and the most vulnerable to this type of cynicism.'[78] The third, or 'aggressive' stage of

cynicism, corresponds to open resentment and hostility towards all aspects of police work and is most noticeable at the ten year point of service.

The police response to cynicism is not constant. The police officer generally responds in one of three ways: (1) by reducing commitment to the social system and simply dropping out; (2) by becoming involved in a delinquent subculture within the police department, dedicated to the philosophy of cynicism; or (3) by overcoming cynicism and recommitting to the ideals of the police profession.[79]

Niederhoffer in his study points to three areas of his cynicism hypothesis. For the purpose of this study, the researcher will focus on the third area, that cynicism may occur as a result of frustration by police officers with the police organization.

Niederhoffer maintains that cynicism may be an indication of frustration experienced within the police system. However, he makes no attempt to elaborate on this point; he simply states that: 'Men in lower ranks have more reason to feel frustrated than do their superiors.'[80]

This idea may be examined further within the context of defensive police organizations. Within the context of this study, it may be revealed that police organizations use defensive demands (i.e. policies and procedures, lack of support), which may be stressful to individual officers.

The question is: Is cynicism actually an indication of frustration, as Niederhoffer contends, or is it an attempt by police officers to deal with stress? The latter would seem more feasible -- that cynicism is a coping response designed to reduce the effects of organizational stress.

In short, although cynicism in police work is a probable response designed to cope with stress, it may be in the long run ineffective as a stress reducer in the police situation. This is true because most police organizations have the ability to control undesirable responses in its members. In fact, being overly cynical in police work may actually increase the stress problem for officers.

Summary

This chapter focused on the methodological and definitional problems relative to the concept of stress; some important stress models and their psychological and social implications; an overview of police stressors inherent in the nature of their work; an examination of previous studies that organizational demands and practices are perceived by police officers as a primary source of stress; and, finally, cynicism in relation to a police officer's frustration with the police organization.

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CHAPTER THREE

METHODOLOGY

Introduction

This chapter is concerned with methods and designs o s applied research for this study.

The first section discusses some problems in police research. Many such problems result from intentional police resistance to "outsiders". Difficulties include gaining access to police personnel, who in most cases distrust both researchers and police administration.

The remainder of this chapter outlines the actual procedural design used to perform this study.

Problems in Police Research

There are several problems in police research. The majority of these problems result from the police conception of outsiders -- those who are not police. Outsiders are generally thought of as those who seek to expose, exploit, and discredit the police organization. The police subculture, and the police system in general, often resist any attempts to infiltrate and analyze police practices. Past research indicates this closed stance of the police, but often fails to state the reasons for such action. Bell comments on this issue:

> A closed system is created and maintained by the

> police officers and administrators in an effort to prevent public scrutiny and reduce criticism of their decision making, policies, and practices. This is accomplished by design, not by accident.[1]

In many respects, Bell's analysis demonstrates the defensive nature of police organizations: the intentional effort to remain free from external scrutiny.

Another problem with police research is its acceptance at lower, informal organizational levels. Often, the informal police substructure is at odds with the formal organization both in policies and values. The officer on the street has difficulty accepting any research programs which originate with higher administrative approval. Yet, an outside researcher cannot gain access to officers without first gaining such approval from administration. The solution to this problem would appear to be a "psychological separation" of administration and an informed police organization. This may be accomplished by securing permission from the administration, but then isolating it from the officers who are the subjects of the research. Perhaps the best way to accomplish this is to assure the confidentiality of the officers involved. Officers do not want the administration to know how they feel towards police work. This is an indication that police officers attribute power to the formal organization, power they believe can adversely affect them.

Another effective method of isolating formal and informal organization is to ensure police officers that 'you are on their side' when it involves administration. This is difficult to do, since many officers distrust outsiders and academic research in general. However, if the officers believe the research will help them individually as police officers, the battle is half won. This, of course, requires a considerable degree of tact, for as Bell maintains:

> The attempt to explain 'scientific research' to any individual who was socialized in an organization that is not research oriented, and in many cases debases the need for research in the police field is akin to attempting to 'feed a starving man philosophy'.[2]

In short, research in police organizations is difficult and often disappointing. The problem requires more consideration than it has received in the past. This researcher believes that effective police research must move in the opposite direction. It must originate inside the police organization and move out to knowledgeable resources. This first step is essential to realistically deal with the problems encountered by our police in society.

Research Design

Original Design

The original intent of this researcher was to conduct a survey questionnaire of police officers assigned to the Sacramento City Police Department. The purpose of this

survey was to determine to what degree police officers perceive organizational demands and practices impacting their ability to effectively cope with the stress of their everyday job.

The survey population - or that aggregation of elements from which the survey sample was to be actually selected was composed of 505 police officers from the Sacramento City Police Department.[3]

The "sampling frame" was to be the actual list of police officers assigned to the department from which the survey sample was to be selected.

The "sampling unit" or "unit of analysis" was to consist of only street-level police officers performing law enforcement duties. "Street-level" is defined as those officers involved in everyday, routine functions of public contact police work. These officers are at or near the bottom of the organizational hierarchy -- they are the patrol persons holding no rank who daily enforce the law.

The initial procedure in selecting participants was to conduct a random sample of police officers. A random selection of 200 officers was determined to be a workable representative sample. Of the 200 officers that were to be selected, 100 were to be used specifically for the survey, while the other 100 were to be designated as specific alternates to the 100 officers originally selected.

The following method was to be used to ensure a random selection of police officers for this study:

1. Since the department consisted of 505 officers, and only a portion of street-level officers were to be selected for research:

   a. A list was to be obtained from the Chief of Police of all police personnel assigne x to street patrol;

   b. A number was to be assigned to each of these police officers; and

   c. Using random number tables, officers were to be selected.

2. This sampling procedure would result in the selection of 100 participating police officers and X00 designated alternates.

3. In order to reduce possible sampling error and insure those selected are representative of the total population, probability sampling would have been used.

After tentative approval had been received to conduct this survey the researcher encountered what Bell calls "the defensive nature of police organizations." The study was halted and selection of officers to practicipate was never initiated. The department was "administratively reluctant" to continue the research study on police stress.

As was addressed in the first part of this chapter, the police organization became defensive and resisted any attempts by this researcher to infiltrate and analyze the

police practices as was initially intended. Furthermore, no explanations or reasons were offered by the department for such evasive action. In short, this researcher was denied access for the purpose of conducting an important research study.

Bell's analysis of maintaining access to organizational research found that police organizations are generally closed to external scrutiny. This situation appears to support Bell's analysis in that access by 'outsiders' for the purpose of conducting academic research was unquestionably denied.

The department's 'administrative reluctance' may in fact be indicative of a larger problem within the organization. This problem may stem from the department's historically strict socialization practices which has contributed little, if any, to professional research orientation. Hence, any attempts by 'outsiders' to conduct academic research in police organizations that intentionally restrict external scrutiny, truly inhibits the enhancement of effective academic police research.

However, though this researcher was denied access under the original design, prudence was exercised and an alternate design was established using the California Highway Patrol to complete this study.

Alternate Design.

A survey questionnaire of police officers assigned to the California Highway Patrol (CHP), South Sacramento Area Office was conducted in May, 1983. The purpose of this survey was to determine to what degree police officers perceive organizational demands and practices impacting their ability to effectively cope with the stress of their everyday job.

Due to the limitations (administrative reluctance, denied access, etc.) placed on this study under the original design, it was inappropriate to conduct a random selection for participation in the alternate design.

The 'sampling unit' or 'unit of analysis' was selected using a training roster provided by the CHP Training Officer. A total of 55 officers were selected from 69 officers assigned. Table III-1 indicates the organizational breakdown of officers assigned.

TABLE III-1

SOUTH SACRAMENTO AREA ORGANIZATIONAL
BREAKDOWN OF CHP OFFICERS

POSITION/RANK	NUMBER (N)
Captain	(1)
Lieutenants	(2)
Sergeants	(6)
Street-level officers	(60)
TOTAL	(69)

*60 — 5 Desk Jobs
8 Motorcycle Officers
47 Vehicle Patrol Officers

Source: South Sacramento Area Office of the CHP

The 55 available street-level officers selected are assigned duties as motorcycle officers, vehicle patrol officers, or desk positions. They ensure traffic patrol enforcement for the southern half of Sacramento County which encompasses over 1,000 road miles south of the American River.

Once the list of participants and final approval to administer the survey questionnaire was received, implementation of the survey was coordinated and accomplished.

Implementation and Administration of Questionnaire

The next step was to forward questionnaires to those selected for the study. Although this was a tedious matter, due to the diversity of policing and shift work, the problem was easy to solve. The researcher attended two separate training sessions which were conducted at the South Sacramento Area Office Training Facility. The first session was conducted on May 18, 1983 and included 30 CHP officers. The second session was conducted on May 25, 1983, and included 25 CHP officers. At these sessions, officers were given self-administered questionnaires and were instructed by the researcher as to the purpose of the study. The officers were then asked to complete the questionnaires and return them the following day by depositing them into a box designated by the training officer. Implementation of the

questionnaire took two weeks and surveyed 55 CHP officers.

Development of Questionnaire Format

A survey questionnaire was replicated from a previous design conducted by John Mario Violanti in his dissertation on Police Stress and Coping. This study was done in 1981 through the State University of New York at Buffalo. The questionnaire format and selected questions used in this study were based on Violantis' study.

Questionnaire Pre-test

Questions used for this study were pretested and validated by John Violanti in his 1981 study on police stress and coping. Statements taken from police literature were assumed to be reliable. However, statements not previously used were pretested using randomly selected police officers. As a result, the chances of error due to ambiguous, irrelevant, or difficult questions are greatly reduced . At the same time it increases the probable validity and generalizability of the present study.

Research interest in the questionnaire will focus on the feelings, perceptions, and cynical attitudes of the (unit of analysis) the individual CHP officers selected for the study. To test these qualities, a police questionnaire was designed for use. The questionnaire format includes a personal background section and three parts. Part I

includes questions referring to overall psychological well being which is designed to reflect certain levels of stress symptoms caused by (for purposes of this study) organizational demands and practices; Part II includes questions designed to measure the degree organizational demands and practices impact a police officer's ability to cope effectively with stress; Part III is designed to measure police cynicism which may result from frustration, disillusionment, and/or resentment to organizational demands and practices. Items referring to personal background are open-ended questions and will be measured using frequency distribution. Selected items in Part, I, II, and III will include closed-ended questions. Respondents will be asked to select an answer from a list with a one-to-five range, using Likert Scaling (strongly agree [5] to strongly disagree [1]). Equal intervals will be assumed.

Technique of Measurement

The researcher will operationalize all variables from questions used to measure police stress. Table III-II outlines the major variable to be operationalized in the present study.

TABLE III-II

MAJOR INDEPENDENT, DEPENDENT
AND INTERVENING VARIABLES

INDEPENDENT VARIABLE	DEPENDENT VARIABLE
Organizational Demands and Practices policies and procedures rules or regulations poor supervision lack of administrative backing excessive red tape	"Stress" symptoms

INTERVENING VARIABLE
Police Cynicism frustration disillusionment resentment

The Dependent Variable: Stress. To measure stress, a 26 item test of psychological well being was used, (Part 1, Items 1-26). The test was composed of items that relate both to psycho-physiological and withdrawal symptoms. Originally developed by Langner, the test was modified to make each statement answerable in terms of a five-point scale, ranging from "strongly agree" to "strongly disagree", instead of the "yes-no" categories of the original.[4]

The Independent Variable: Organizational Demands and Practices. To measure this variable a 17 item questionnaire was designed to measure the perception that organizational demands and practices impact a police officer's ability to cope with the stress of their everyday job, (Part II, Items 1-17).[5]

Intervening Variable: Cynicism

To measure police cynicism an 11 item questionnaire was used, (Part III, Items 1-11). Cynicism is seen as a police coping response used to reduce stress. Items in this scale were taken from Niederhoffer's police cynicism scale, used widely in police research.[6]

Introductory Letter

As a method of introducing the purpose of this study and reassuring police respondents of confidentiality, an

introductory letter was attached to the front of the survey questionnaire. This letter informs respondents that their participation will be held strictly confidential and without departmental involvement. Also, this method helps in countering any negative attitudes officers may have toward the research study.

Techniques of Data Analysis

Data analysis was accomplished by using the Control Data Corporation (CDC) Cyber system and the Statistical Package for Social Sciences (SPSS).

Descriptive Statistics

Initially, descriptive statistics were obtained on personal background data and all variables in Part I, II, and III of the present study. They serve to map the characteristics of the selected CHP officers and provided an overall picture of data. Key variables were then selected for correlational analysis.

Statistical Analysis

Variables were correlated using bivariate relationships.

CHAPTER THREE NOTES

[1]Daniel Bell, "Maintaining Access to Organizational Research: A Comment on the Police," Criminology 17 (1979): 112-115.

[2]Bell, p. 114.

[3]Earl R. Babbie, The Practice of Social Research (Belmont: Wadsworth Publishing Company, Inc., 1979), pp. 166-167.

[4]Thomas S. Langner, "A Twenty-two Item Screening Score of Psychiatric Symptoms Indicating Impairment," Journal of Health and Social Behavior 3 (1962): 269-276.

[5]C. Mettlin and Woelfel, "Organizational Influence and Symptoms of Stress," Journal of Health and Social Behavior 15 (1975): 311-319.

[6]Arthur Niederhoffer, Behind the Shield - The Police in Urban Society (New York: Anchor, Doubleday, and Company, 1967), p. 201.

CHAPTER FOUR

ANALYSIS OF DATA

Introduction

Frequently in research projects of this type, the researcher sets out to analyze as many variables as might prove relevant. In this pursuit for thoroughness, many researchers collect more data than are necessary. Considering the nature of the present research, the intention is to limit variables to those relevant to the study, and those that can be treated meaningfully as quantitative.

Data was processed through the computers of the California State University, Sacramento, Computer Center. It was then formated to comply with the Statistical Package for the Social Sciences (SPSS). SPSS is a collection of statistical computer programs written for the analysis of social science research. SPSS allows the researcher to use the contemporary methods of computerized data analysis. The purpose of the data analysis in the present study is twofold:

(1) To initially obtain descriptive statistics (frequency distribution) or specific variables including vital demographic information of all participants. This serves to map the characteristics of all participants for an overall picture of data.

(2) To examine significant bivariate correlations

from crosstabulations of the independent and dependent variables. These variables were considered statistically significant at .05 using the chi square statistical test.

Questionnaire Response Rate

Police respondents were given a self-administered survey questionnaire for completion. Respondents were asked to deposit completed questionnaires in a designated drop box for pick-up by the researcher.

The response rate was 73%, or 40 of 55 CHP officers.

Descriptive Statistics

TABLE IV-1

AGE OF CHP OFFICERS

AGE (YEARS)		
	(N)	%
20-35	(13)	32.5
36-40	(14)	35.0
41-45	(10)	25.0
46-55	(3)	7.5
TOTAL	(40)	100%

MEAN: 37.15

AGE

The average age of CHP officers in the study was 37.15 years. Table IV-1 indicates the majority of officers fall in the 36-40 year group or 35% of all officers surveyed.

TABLE IV-2

MARITAL STATUS OF CHP OFFICERS

MARITAL STATUS		
	(N)	%
Single	(1)	2.5
Married	(31)	77.5
Separated	(1)	2.5
Divorced	(7)	17.5
TOTAL	(40)	100.0

MARITAL STATUS

Table IV-2 illustrates that 77.5% or 31 CHP officers are married. This may appear to indicate that the family relationship is a positive influence on the CHP officer in respect to their work problems.

TABLE IV-3

NUMBER OF YEARS AS A CHP OFFICER

LENGTH OF POLICE SERVICE (YEARS)		
	(N)	%
1-5	(1)	2.5
6-10	(13)	32.5
11-15	(13)	32.5
16-20	(11)	27.5
21-25	(2)	5.0
TOTAL	(40)	100.0

MEDIAN: 12.500
MEAN: 13.025

LENGTH OF POLICE SERVICE

The mean or average number of years as a CHP officer is 13.025 years. This figure is an indication that CHP officers in the South Sacramento Area Office are fairly well-established and content with their duties as law enforcement officers.

TABLE IV-4

EDUCATION LEVEL OF CHP OFFICERS

EDUCATION (YEARS)		
	(N)	%
10-12	(6)	15.0
13-14	(24)	60.0
15-16	(8)	20.0
17-18	(2)	5.0
TOTAL	(40)	100.0

MEDIAN: 14.00
MEAN: 14.00

EDUCATION LEVEL

Table IV-4 illustrates that 60% or 24 CHP officers have attained an education of between 13-14 years. This indicates that more than half of the officers have at least the equivalent of a two-year college degree.

TABLE IV-5

SOCIAL CLASS OF CHP OFFICERS

SOCIAL CLASS		
	(N)	%
Low Middle	(16)	40.0
Middle	(20)	50.0
Upper Middle	(4)	10.0
TOTAL	(40)	100.0

SOCIAL CLASS

Fifty percent of all CHP officers surveyed as shown in Table IV-5 indicated they were from middle income backgrounds.

TABLE IV-6

STRESS AND LAW ENFORCEMENT

STRESS		
	(N)	%
Yes	(38)	95.0
No	(2)	5.0
TOTAL	(40)	100.0

STRESS

Table IV-6 illustrates that of all CHP officers surveyed, 38 or 95% of them felt their job in law enforcement was more stressful than other professions. This factor will be further analyzed in the next section on statistical correlations.

TABLE IV-7

ORGANIZATIONAL DEMANDS AND PRACTICES:
STATISTICAL PROCEDURES

STATISTICAL PROCEDURES		
	(N)	%
Strongly Agree	(18)	45.0
Agree	(20)	50.0
Uncertain	(2)	5.0
TOTAL	(40)	100.0

STATISTICAL PROCEDURES

There is a strong perception that specific dimensions within organizational demands and practices are considered a stressor bothersome to police officers. For example, Table IV-7 indicates that 38 or 95% of all CHP officers surveyed revealed their department routinely used statistics such as arrests and traffic tickets to make itself look good. Additional dimensions of organizational demands and practices will be analyzed in the next section on statistical correlations.

TABLE IV-8

ORGANIZATIONAL BACKING: POLICE AND PERSONAL MATTERS

ORGANIZATIONAL BACKING		
	(N)	%
Strongly Agree	(1)	2.5
Agree	(1)	2.5
Uncertain	(2)	5.0
Disagree	(20)	50.0
Strongly Disagree	(16)	40.0
TOTAL	(40)	100.0

ORGANIZATIONAL BACKING

CHP officers indicated in Table IV-8 that they cannot confide in their superiors on all police and personal matters. This perception reveals that 36 or 90% of all CHP officer surveyed felt they receive little or no support by their superiors on police or personal matters. This organizational dimension will be more closely analyzed in the next section on statistical correlations.

TABLE IV-9

SUMMARY OF DEMOGRAPHIC DATA, MEANS, AND STANDARD DEVIATIONS

VARIABLE	MEAN	STANDARD DEVIATION	RANGE	(N)
Age	37.150	.944	20-55	40
Police Service (year)	13.025	4.440	5-25	40
Education (year)	14.000	1.240	12-17	40
Social Class	2.700	.648	Low Middle to Upper Middle	40
Marital Status	2.200	.516	Single Married Separated Divorced	40
Stress	4.200	.687	Yes-No	40
Statistical Procedures	4.400	.591	Strongly Agree to Strongly Disagree	40
Organizational Backing	1.775	.862	Strongly Agree to Strongly Disagree	40

SUMMARY OF DEMOGRAPHIC DATA, MEANS, AND STANDARD DEVIATION

The purpose of Table IV-9 is to illustrate the various demographic characteristics of specific variables used to

survey CHP officers. This analysis provides a preliminary description of perceptions revealed by the unit of analysis (CHP officers). In order to obtain a more precise analysis, statistical correlations through cross-tabulations was necessary.

STATISTICAL CORRELATIONS

The purpose of this section is to examine the bivariate relationship between the independent variable (organizational demands and practices) and the dependent variable (stress). The process of cross-tabulation will be used. Specific bivariate correlations of variable relationships will be considered statistically significant at .05 using the Chi square test.

TABLE IV-10

STRESS VS. PERFORMANCE EVALUATIONS

STRESS	PERFORMANCE EVALUATIONS											
	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		TOTAL	
	N	%	N	%	N	%	N	%	N	%	N	%
NO			1	2.5	1	2.5					2	5.0
YES	4	10.0	14	35.0	11	27.5	8	20.0	1	2.5	38	95.0
TOTAL	4	10.0	15	37.5	12	30.0	8	20.0	1	2.5	40	100.0

$X^2 = 1.05$ sig. @ .05
C = .16

STRESS VS. PERFORMANCE EVALUATIONS

The cross-tabulation of stress vs. performance evaluations is shown in Table IV-10. Data indicates that almost half the respondents (18 or 45.0%) who agreed their jobs were more stressful than other professions, also disagreed that performance evaluations or "ratings" are conducted fairly by their department. Furthermore, even though 11 or 27.5% of the respondents felt their job was stressful, they were uncertain about performance evaluation practices in their department.

TABLE IV-11

STRESS VS. WORK INDEPENDENCE
WITHOUT SUPERVISION

	WORK INDEPENDENCE WITHOUT SUPERVISION											
STRESS	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		TOTAL	
	N	%	N	%	N	%	N	%	N	%	N	%
NO							2	5.0			2	5.0
YES	2	5.0	5	12.5	6	15.0	10	25.0	15	37.5	38	95.0
TOTAL	2	5.0	5	12.5	6	15.0	12	30.0	15	37.5	40	100.0

$X^2 = 4.91$ sig. @ .05
C = .33

STRESS VS. WORK INDEPENDENCE WITHOUT SUPERVISION

Table IV-11 suggests that police officers should be able to work independently without continuous supervision. For example, while the majority of respondents indicated their jobs were more stressful than other professions, 25 or 52.2% of them agreed independence without supervision was an important factor in completing their tour of duty. Furthermore, the data indicates a potential negative feeling by officers due to possible conflict in demands by supervisors, thus giving way to additional stress. Also, conflict may arise between what the "top brass" expects and what the immediate supervisor expects.

TABLE IV-12

STRESS VS. VIOLATING RULES
AND REGULATIONS

STRESS	VIOLATING RULES AND REGULATIONS											
	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		TOTAL	
	N	%	N	%	N	%	N	%	N	%	N	%
NO							2	5.0			2	5.0
YES	1	2.5	5	12.5	6	15.0	21	52.5	5	12.5	38	95.0
TOTAL	1	2.5	5	12.5	6	15.0	23	57.5	5	12.5	40	100.0

$X^2 = 1.55$ sig. @ .05
C = .19

STRESS VS. VIOLATING RULES AND REGULATIONS

Whenever a police officer does something wrong or illegal, all police officers are blamed for his/her actions. Table IV-12 indicates that 26 or 65.0% of the respondents perceived they were directly blamed when another officer was involved in a wrong or illegal activity or decisions. For instance, enforcing controversial laws that an officer personally questions may lead to a significant degress of stress as indicated by the table.

TABLE IV-13

STRESS VS. RIGHT OR WRONG SITUATIONS

STRESS	RIGHT OR WRONG SITUATIONS											
	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		TOTAL	
	N	%	N	%	N	%	N	%	N	%	N	%
NO			1	2.5	1	2.5					2	5.0
YES	1	2.5	10	25.0	3	7.5	15	37.5	9	22.5	38	95.0
TOTAL	1	2.5	11	27.5	4	10.0	15	37.5	9	22.5	40	100.0

$X^2 = 5.07$ sig. @ .05
C = .33

STRESS VS. RIGHT OR WRONG SITUTATIONS

Table IV-13 indicates that 48 or 60% of the respondents surveyed agree or strongly agree that according to the department there are only two sides to any situation a police officer deals with: right or wrong. This may refer to a situation where an individual is caught between discordant expectations. This may be either a conflict in demands placed on the officer by others or a conflict between his/her own needs and those of others. The bottom line is stress.

TABLE IV-14

STRESS VS. POLICE ARE NUMBERS
TO DEPARTMENTS

STRESS	POLICE ARE NUMBERS TO DEPARTMENT											
	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		TOTAL	
	N	%	N	%	N	%	N	%	N	%	N	%
NO			1	2.5					1	2.5	2	5.0
YES			8	20.0	5	12.5	17	42.5	8	20.0	38	95.0
TOTAL			9	22.5	5	12.5	17	42.5	9	22.5	40	100.0

$X^2 = 2.57$ sig. @ .05
C = .24

STRESS VS. POLICE ARE NUMBERS TO DEPARTMENTS

The relationship between stress and police officers are nothing more than numbers to the department is illustrated in Table IV-14. It shows that 25 or 62.5% of the officers perceived they are nothing more than numbers to the department causing additional stress.

TABLE IV-15

STRESS VS. RULES AND REGULATIONS
IN DANGEROUS SITUATIONS

STRESS	RULES AND REGULATIONS IN DANGEROUS SITUATIONS											
	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		TOTAL	
	N	%	N	%	N	%	N	%	N	%	N	%
NO	2	5.0									2	5.0
YES	16	40.0	18	45.0	3	7.5	1	2.5			38	95.0
TOTAL	18	45.0	18	45.0	3	7.5	1	2.5			40	100.0

$X^2 = 2.57$ sig. @ .05
C = .24

STRESS VS. RULES AND REGULATIONS IN DANGEROUS SITUATIONS

Table IV-15 indicates that if an officer follows the rules and regulations of their department to the letter in crisis situations, nothing will happen to them. The majority of officers (34 or 85%) responded negatively to this question. The implication here is that in certain crisis or dangerous situations an officer may have to occasionally "stretch" or "violate" rules and regulations in order to protect themselves or an innocent person. The end result is a situation which is very stressful to police officers.

TABLE IV-16

STRESS VS. VIOLATION OF REGULATIONS
DURING A TOUR

STRESS	VIOLATION OF REGULATIONS DURING A TOUR											
	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		TOTAL	
	N	%	N	%	N	%	N	%	N	%	N	%
NO					1	2.5	1	2.5			2	5.0
YES	1	2.5	7	17.5	4	10.0	17	42.5	9	22.5	38	95.0
TOTAL	1	2.5	7	17.5	5	12.5	18	45.0	9	22.5	40	100.0

$X^2 = 3.27$ sig. @ .05
C = .27

STRESS VS. VIOLATION OF REGULATIONS DURING A TOUR

Table IV-16 supports Table IV-17. Officers responding to this question reveal regulations definitely create a problem in that, it is difficult to complete a tour of duty without violating some rules or regulations. Twenty-six or 65% of the respondents agreed it was essential to occasionally violate rules and regulations in order to complete their jobs. Also, there is a strong perception that following the rules to the letter results in higher stress.

TABLE IV-17

STRESS VS. DEPARTMENT STATISTICAL PROCEDURES

STRESS	DEPARTMENT STATISTICAL PROCEDURES											
	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		TOTAL	
	N	%	N	%	N	%	N	%	N	%	N	%
NO							1	2.5	1	2.5	2	5.0
YES					2	5.0	19	47.5	17	42.5	38	95.0
TOTAL					2	5.0	20	50.0	18	45.0	40	100.0

$X^2 = 1.16$ sig. @ .05
C = .053

STRESS VS. DEPARTMENT STATISTICAL PROCEDURES

Table IV-17 illustrates that 36 or 90% of the respondents surveyed perceived the department frequently uses statistics such as arrests and traffic tickets to make itself look good to the public. This situation may present a potential conflict where the pressure to inconsistently enforce the law as directed by superiors results in negative public opinion and job conflict. Most officers also perceive increased stress due to this situation.

TABLE IV-18

STRESS VS. IMPORTANCE OF NUMBERS
TO DEPARTMENTS

STRESS	IMPORTANCE OF NUMBERS											
	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		TOTAL	
	N	%	N	%	N	%	N	%	N	%	N	%
NO					1	2.5			1	2.5	2	5.0
YES			4	10.0	5	12.5	17	42.5	12	30.0	38	95.0
TOTAL			4	10.0	6	15.0	17	42.5	13	32.5	40	100.0

$X^2 = 3.02$ sig. @ .05
C = .26

STRESS VS. IMPORTANCE OF NUMBERS
TO THE DEPARTMENT

Insomuch as the use of statistics was revealed in Table IV-17, 29 or 72.5% of the officers in Table IV-18 agreed nothing was more important to the department than "numbers". The assumption here is that as long as the public feels the job is being done through "numbers" a positive image of the police is achieved. Also, it can be assumed by this comparison that officers bcome more frustrated by having to spend more time on less serious cases which results in increased stress.

TABLE IV-19

STRESS VS. ORGANIZATIONAL SUPERVISORY SUPPORT

STRESS	ORGANIZATIONAL SUPERVISORY SUPPORT											
	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		TOTAL	
	N	%	N	%	N	%	N	%	N	%	N	%
NO	1	2.5	1	2.5							2	5.0
YES	15	37.5	19	47.5	2	5.0	1	2.5	1	2.5	38	95.0
TOTAL	16	40.0	20	50.0	2	5.0	1	2.5	1	2.5	40	100.0

X^2 = .263 sig. @ .05
C = .08

STRESS VS. ORGANIZATIONAL SUPERVISORY SUPPORT

Table IV-19 indicates that 34 or 85% of officers surveyed felt they were unable to confide in their superiors on all police or personal matters. Thus, in several ways the individual officer perceives his/her own administration as failing to address their problems. Kroes supports this and maintains:

> An officer is better able to cope with the stress he faces if he feels that his superiors know and understand his problems and are in his corner.[1]

Another important aspect of the stress due to lack of support may center around differences of opinion between the police officer and his/her superiors.

AD-A139 462 THE ORGANIZATION AS A STRESSOR: A POLICE PERSPECTIVE 2/2
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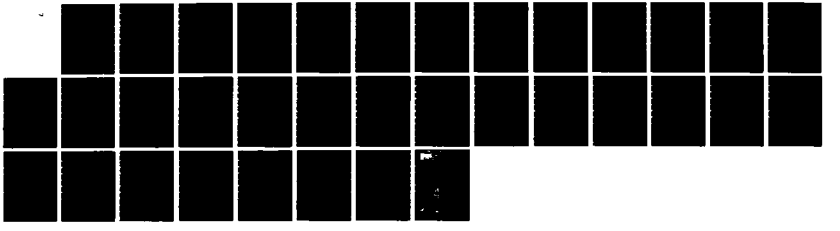
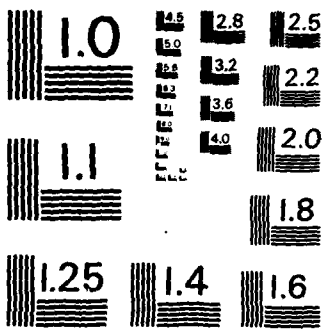




MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS - 1963 - A

TABLE IV-20

STRESS VS. DEPARTMENTS' EMPHASIS
OF NUMBERS OVER RULES

	DEPARTMENT'S EMPHASIS OF NUMBERS OVER RULES											
STRESS	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		TOTAL	
	N	%	N	%	N	%	N	%	N	%	N	%
NO							2	5.0			2	5.0
YES	2	5.0	5	12.5	12	30.0	17	42.5	2	5.0	38	95.0
TOTAL	2	5.0	5	12.5	12	30.0	19	47.5	2	5.0	40	100.0

$X^2 = 2.32$ sig. @ .05
C = .25

STRESS VS. DEPARTMENT'S EMPHASIS OF NUMBER OVER RULES

Table IV-20 illustrates a strong perception that officers could possibly follow all the rules and do things properly if the department did not emphasize numbers. Almost half the officers (19 or 47.5%) concluded that "numbers" imposed on them by the department interferes with more serious problems they deal with and also creates more stress.

TABLE IV-21

STRESS VS. DEPARTMENT'S EMPHASIS
ON TICKET WRITING

STRESS	DEPARTMENT'S EMPHASIS ON TICKET WRITING											
	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		TOTAL	
	N	%	N	%	N	%	N	%	N	%	N	%
NO			1	2.5			1	2.5			2	5.0
YES	2	5.0	4	10.0	3	7.5	20	50.0	9	22.5	38	95.0
TOTAL	2	5.0	5	12.5	3	7.5	20	52.5	9	22.5	40	100.0

$X^2 = 3.10$ sig. @ .05
C = .27

STRESS VS. DEPARTMENT'S EMPHASIS ON TICKET WRITING

Officers surveyed in Table IV-21 revealed that their department places continuous pressure on them to produce tickets, arrests, etc. For example, 29 or 72.5% of the officers felt pressured to write tickets and make arrests. This administrative practice or policy contributes to constant stress to the officer. Furthermore, Table IV-21 supports Table IV-17 regarding the perception made by officers that the department frequently uses statistics such

as arrests and ticket writing to make itself look good.

SUMMARY OF CROSS-TABULATIONS

This portion of the study is both valuable and noteworthy. Specifically, it identified several organizational dimensions which were perceived to contribute a relatively strong relationship to increased stress.

The data analysis in this chapter consistently revealed that police officers perceived specific organizational demands and practices as a stress bothersome to them. Specifically, several correlations illustrated that overly reestrictive rules and regulations concerning ticket writing and arrests, unfair performance evaluation or ratings, lack of administrative support by superiors on police and personal matters, and offensive policies and procedures such as: the importance of numbers and statistical procedures by the department were perceived to be the primary factors that were stressful to the police officer.

The above analysis of data closely supports previous studies that have been conducted in the area of the organization as a stressor.

For instance, Kroes, et al., found that the chief organizational stressor, as reported by 100 Cincinnati police officer, was the department's administration. In particular, they were troubled by offensive policies, lack

of participation in decision-making, and lack of administrative support on police and personal matters.[2]

In a 1978 study of Lawrence, administrative policies such as: supervisory support, offensive procedures, and lack of decision-making were considered to be most bothersome to policemen.[3]

Gordon conducted a similar study in 1981 on the organization as a stressor. His study revealed that the police organization and its practices is perceived as a primary source of stress.[4]

In short, it would appear from the analysis of data conducted in this study that certain dimensions of organizational demands and practices are directly related to stress in police officers. Furthermore, within this framework, the researcher assumes an officer would be better able to cope with the stress of the everyday job, if less pressure and more understanding and support were received from the organization.. Some recommendations in this area will be made in Chapter Five.

In Chapter Five, the researcher will provide some overall conclusions and recommendations for the present study, and address some ideas about the needs for future research in the area of stress in law enforcement.

CHAPTER FOUR NOTES

[1]William H. Kroes, Society's Victim - The Policeman: An Analysis of Job Stress in Policing (Springfield, Illinois: Charles C. Thomas, 1976), p. 12.

[2]William Kroes, B. Margolis, and B. Hurrell, Jr., "Job Stress in Policemen," Journal of Police Science and Administration 2 (1974): 145-155.

[3]Richard A. Lawrence, "The Measurement and Prediction of Police Job Stress", Dissertation Abstracts International, Vol. 42 (8-B), Oct. 1979, p. 4007.

[4]Thomas J. Gordon, "The Organization as a Stressor: A Police Perspective", Dissertation Abstracts International, Vol. 42 (6-B), Dec. 1981, p. 2599.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The objective of this study was to examine the problem to what degree police officers perceive organizational demands and practices impacting their ability to effecitvely cope with the stress of their everyday job. In orde o to determine the scope of this problem, and bring it into perspective, a comprehensive review of prior literatu e was necessary. It enabled the researcher to obtain a firm theoretical understanding of stress as it relates to the problem identified in this study.

Chapter II encompassed the literature review and focused on the methodological and definitional problems relative to the concept of stress. Specifically, theories and models of stress were found to vary greatly in their basic theoretical approaches as well as in their definitions of stress. Problems with these definitions were determined to occur because of the difficulty in measuring stress and of predicting what types of stress reactions will occur in individuals.

Next, specific stressors having a significant impact on the police officer were reviewed. Although it is certainly true that the hazards of policing may be stressful, the

police experience other psychologically stressful situations. Some of them examined here were: work load, responsibility for others, and the criminal justice system. Purposely omitted from this section was a discussion on organizational demands and practices as a perceived stressor. This subject was an important part of the present study and was discussed under a separate heading.

During the literature review on organizational demands and practices only a few empirical studies were found to have been actually conducted to substantiate it as a perceived stressor. For example, studies by Kroes, Reiser, Phelps, Eisenberg, French, Lawrence, and Gordon were reviewed because of their specific relevance to the problem within the scope of this study. As a result, it was determined that each of these studies reviewed substantiated the fact that specific organizational demands and practices were perceived to be a stressor bothersome to the police officer. In short, based on the findings revealed in these previous empirical studies, strong evidence suggests that the organization may provoke more psychological stress on the police officer than is necessary.

Finally, Chapter II examined police cynicism. The researcher reviewed prior literature dealing with the development of cynical attitudes by police officers which may occur as a result of frustration caused by organiza-

tional demands and practices. Information on this area was found to be vague and limited in depth of material. To date, the only commonly explored research study on cynicism originated with the research of Arthur Niederhoffer.

Chapter III encompassed the research design for the present study. Based on previous studies conducted, a self-administered questionnaire was set-up to measure the organization as a perceived stressor. The technique of measurement included a background section and three parts. The questionnaire was administered to 40 of 55 California Highway Patrol Officers assigned to the South Sacramento Area Office. The response rate of the survey was 73%.

Chapter IV examined relationships between specific variables using descriptive statistics and statistical correlations. Critical analysis of data was obtained using cross-tabulations and the chi square statistical test.

Although insufficient statistical data precluded analysis of the intervening variable cynicism, correlations using the dependent and independent variables yielded several important findings. However, due to the short-term nature of this study and the relatively small sample population, interpretation of these findings should only be accepted as generally valid. Also, the findings may only be representative of other departments of equal size located in similar geographical regions.

First, the data from the findings support the perception made by police officers that their job is more stressful than other professions. This finding was correlated to the number of negative experiences perceived to have an impact on a police officer during their career. Furthermore, it was discovered that many of these very negative experiences are a direct result of traditional police organizational demands and practices. For instance, police officers viewed work independence to be essential while conducting their daily jobs. However, data revealed work independence was not always possible due to continuous supervision. A strong implication, as a result, suggests that the individual officer perceives himself/herself as a professional; yet by virtue of circumstance, they often feel the administration fails to treat them as one.

Another finding suggests that certain statistical procedures such as arrests and traffic tickets are conducted to make the organization look good. It would appear from this finding that officers are expected to perform on duty and one method of demonstrating that performance is by making arrests.

A further finding suggests and supports findings in previous studies that police officers are frequently frustrated by what they feel is a lack of administrative support. Specifically, police officers found it difficult

to confide in their superiors on all police and personal matters. This situation suggests while being expected to deal with any situation, police officers are subject to extreme pressure and judgmental standards from their organization, resulting in little administrative support.

Next, the study indicated that whenever a police officer does something wrong or illegal, all police officers are blamed or held accountable for his/her actions. This perception might suggest that it is a fact within a police organization, that when an accusation or intimation of wrongdoing arises for an officer, a 'wait and see' attitude at best, is assumed by the organization. This attitude can be psychologically devastating to the average officer.

Another finding in the study indicates the perception by police officers that performance evaluations or ratings are conducted unfairly by the department. This perception may suggest the fact that opportunities for promotion to a higher rank is limited and the promotional process itself ordinarily lacks fairness and objectivity; this fact alone generates substantial frustration, more commonly cynicism.

Another significant finding in the study was that if the department did not emphasize 'numbers', police officers could possibly better follow all the rules and regulations while performing everyday routine details. Specifically, the data illustrates quite frankly that rules and

regulations may provoke and encourage the development and growth of psychological stress among police officers, particularly patrol officers. In this category, it is particularly important to distinguish bitching and griping which may be considered in some way healthy in a morale sense from serious sources of frustration and, in the larger context; stress. In spite of these reservations the above findings are assumed to represent legitimate sources of psychological stress.

The overall conclusion based on the findings in this study strongly suggests that specific dimensions of traditional organizational demands and practices (i.e. performance evaluations, administrative support, department statistical procedures, etc.), are rather offensive, threatening, and often unreasonable to police officers. Also, the results of this study closely support findings made by researchers in previous studies on the organization as a perceived stressor. However, within the scope of this study, several new dimensions of organizational demands and practices were identified and perceived as offensive and/or threatening to a police officer's well-being. In short, these specific dimensions of organizational demands and practices would appear to relate directly to increased rates of stress in police officers. Furthermore, the researcher assumes from the conclusions made in this study that an

officer would be better able to cope with the stress of the job, if less pressure and more understanding were received from the organization.

Recommendations

This study was undertaken as an effort to provide statistical data concerning the organization as a stressor. The following recommendations are based on the observations in this study.

First, increasing administrative support by the organization towards personal and police matters will most likely reduce stress. For example, opening up the lines of communication between the decision-making echelon and patrol officers may increase confidence in the organization and decrease stress.

Second, the organization should take some pressures off their people instead of creating new ones. It is clear that to some extent patrol officers feel let down by the administration due to additional pressures. If the officers feel the superiors know and understand their problems and needs, coping with the everday emotional stress of the job will be much easier.

Third, participation in organizational decisions on certain policy and procedure decisions affecting officer needs is recommended. Participation can increase the amount

and accuracy of information police officers have about organizational demands. Also, it may help limit distortion in perceiving those demands, and may, therefore, reduce stress associated with them.

Fourth, officers need to be given some degree of autonomy over their work status. Participating in decisions is one thing; being unable to carry them out because of the para-military structure is another. Autonomy and participation are synergistic; one is useless without the other.

In sum, stress is ultimately going to be experienced by the patrol officer. However, for any organization to reduce stress, it must employ a method of individualization; of involving the individual in organizational processes. Participation, autonomy or independence will most likely give the patrol officer a perceptual stake in the job, a feeling of involvement and some control. This is an important step in the reduction of organizational stress.[1]

Need for Further Research

Stress research in the police profession is relatively new. In fact, this thesis has shown there is a definite need for further research because there have been only a few major empirical studies conducted to give the subject a firm theoretical base. As a result, it was the objective of the

present study to provide critical data analysis identifying several new dimensions of traditional organizational demands and practices that may be considered strong predictors of psychological stress. However, though the results of this study made a contribution to the field of police stress, they have only touched the surface of this growing problem.

There is a definite need to concentrate on a longitudinal study of the organization as a stressor. Specifically, further studies should encompass several different police organizations in similar geographic regions. Data should be computer analyzed to determine if any significant correlations exist between other organizational dimensions and psychological stress in police officers.

Although the present study did not provide any data analysis on length of police service and the organization as a stressor, further investigation into this area is recommended. It appears from the present study that a strong correlation between length of police service and the organization as a stressor may impact stress over a period of time. Perhaps a cross-sectional study should be used to determine if there is any statistical significance.

Another critical area needed for further research is an empirical study on police cynicism. For some time now there has been an intensive effort by police scholars to determine

the attitudes of law enforcement personnel. However, to date, there has only been one attempt to investigate police cynicism using an index and that has been Arthur Niederhoffer. As a result, further research should concentrate on specifying which dimensions of the occupation officers are likely to become cynical. Specifically, cynicism should be examined as a coping response to organizational demands and practices.

In conclusion, the police occupation offers a fertile area for stress research. In police work, there exists both traumatic and mundane stress due to the hazards of the job and the organization. The future of research in policing looks promising, because the police have become increasingly aware of their problems. With this awareness, perhaps police organizations will "open up" to research and realistically deal with some of the stress problems such as the one identified in this study.

CHAPTER FIVE NOTES

[1]William H. Kroes, Society's Victim: The Policeman: An Analysis of Job Stress in Policing (Springfield, Illinois: Charles C. Thomas, 1976), p. 105.

APPENDIX

POLICE SURVEY

QUESTIONNAIRE

Fellow Officer:

Thank you for participating in this study on police stress. Through random selection you have been chosen to answer certain questions concerning the stress of police work.

If you have been in police work awhile, you can understand what an officer faces each day of his career. The objective of this study is to isolate problems in policing and then hopefully eliminate some of them. Your cooperation is essential if this worthwhile objective is to be reached.

Please don't be concerned about confidentiality and anonymity. The design and distribution of the questionnaire makes it virtually impossible to identify anyone participating.

Please answer every question carefully and as best you can. If you should feel uncertain about a particular question, mark the one which most closely corresponds to your feelings.

Again, thank you for your cooperation and honesty. The results will be important for all of us, and hopefully someday our job as police officers will be easier as a result of this study.

BACKGROUND INFORMATION

1. Age: _____

2. Sex: Male _____ Female _____

3. Race: White _____ Black _____ Hispanic _____
   American Indian _____ Asian _____ Other _____

4. Marital Status: Single _____ Married _____
   Divorced _____ Separated _____ Widowed _____

5. Number of Children: _____(If none, enter 0)

6. *Are you on special detail?* Yes _____ No _____

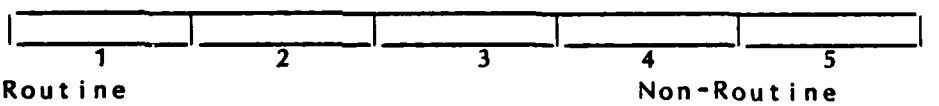
7. How many years have you been a police officer in this Department? _____

8. Education (Number of years) _____

9. Which social class background would you say that you come from? Lower _____ Lower-Middle _____
   Middle _____ Upper-Middle _____ or Upper _____

10. Have any of your parents or close relatives ever been police officers? Yes _____ or No _____

11. On the following scale, mark the position which best describes how routine or non-routine your everyday work is:



12. Over the past year, how often have you appeared in court? _____

THERE ARE QUESTIONS ON BOTH SIDES OF EACH SHEET

PART I

The following questions deal with your overall well-being. Please read each question carefully and check the response which most closely corresponds to your own feelings. There are three parts.

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1. I feel weak all over much of the time.					
2. I have had periods of days, weeks and/or months when I couldn't "get going."					
3. In general, most of the time I am in high spirits.					
4. Every so often I suddenly feel hot all over.					
5. I have been often bothered by a rapid heart beat.					
6. My appetite is good.					
7. I have periods of such great restlessness that I cannot sit still for very long.					
8. I am the worrying type.					
9. When I'm not exercising or working I'm bothered by shortness of breath.					
10. I am bothered by nervousness irritable, figety, tense.)					
11. I have had fainting spells lost consciousness).					

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
12. I have had trouble getting to sleep or staying asleep.					
13. I am often bothered by acid (sour) stomach.					
14. My memory seems to be all right (good).					
15. I am bothered by "cold sweats".					
16. My hands tremble enough to bother me.					
17. Most of the time there seems to be a fullness (clogging) in my head and nose.					
18. I have personal worries that get me down physically.					
19. I feel somewhat apart even among friends (isolated, alone).					
20. Nothing ever turns out for me the way I want it to.					
21. I am often troubled with headaches.					
22. I sometimes can't help wondering if anything is worthwhile anymore.					
23. I have used alcohol to relieve the tensions of everyday police work.					
24. Physical activity (sports, etc.) helps me to relieve the stress of police work.					

25. Do you feel that a police officer's job is more stressful than other professions?

    Yes _____ No _____

26. To the best of your recollection, mark down the number of what you consider 'positive' and/or 'negative' experiences in your police career.

    a. # of positive _____ b. # of negative _____

PART II

The following questions deal directly or indirectly with organizational/administrative practices and performance demands which may be placed on you as police officers. Please read each question carefully and check the response which most closely corresponds to your feelings.

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1. To what degree do you feel that each of these people trust you in dealing with the public?					
Fellow officer(s)					
Immediate supervisor					
Lieutenant					
Capitain (if applicable)					
Major or Inspector (if applicable)					
All of those above (if applicable)					
Chief					
2. Police officers should be able to work independently without supervision.					
3. Whenever a police officer does something wrong or illegal, all police officers are blamed for his/her actions.					
4. According to the department, there are only two sides to sides to any situation a policeman deals with: Right or Wrong.					

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
5. Police officers are nothing more than numbers to the department.					
6. Performance evaluations or 'ratings' are conducted fairly by my department.					
7. If an officer follows the rules and regulations of his/her department to the letter, nothing can happen to them in dangerous situations.					
8. It is true that departmental rules cannot be followed in dangerous situations.					
9. If an officer gets injured in any situation, it's because they don't follow the rules and regulations.					
10. The rules and regulations of my department are fair and and sensible in regulating conduct off and on duty.					
11. Regulations create a problem in that it is very difficult to complete a tour of duty without violating some rule or regulation.					
12. The department often uses statistics such as arrests and traffic tickets to make itself look good to the public.					
13. Nothing is more important to the department than 'numbers'.					
14. A police officer can confide in their superiors on <u>all</u> police of personal matters.					

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
15. Police officer's could possible follow all the rules and do things properly if the department didn't emphasize 'numbers'.					
16. My departmental practice is:					
a. With 'non-serious violations, keeping the peace is more important than making an arrest.					
b. To follow the path of at least resistance and 'keep my nose clean'.					
c. To strictly enforce the law down to the letter.					
d. To place officers under pressure to 'produce' (tickets, arrests, etc.)					
e. To take action on all complaints but don't arrest unless absolutely necessary.					
f. To make community relation an important part of my job.					
g. To handle all juvenile offenders 'officially' through the system.					
17. The majority of special assignments in the police department depend on whom you know, not on merit.					

PART III

The following questions deal with the cynical attitude or dissillusionment you may have toward organizational/ administrative practices and performance demands. Please read each question carefully and answer honestly.

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1. It's of no consequence that an officer follows the rules; the court will throw out or reduce the charge in any event.					
2. The average police superior is mostly concerned with his/her own problems.					
3. The average arrest is made because the officer could not avoid it without getting in trouble.					
4. The average departmental complaint is a result of the pressure on supervisors from higher authority to give out complaints.					
5. When you get to know the department from the inside, you begin to feel that it is a wonder that it does one-half as well as it does.					
6. Police Academy training of recruits might as well be cut in half. The recruit has to learn all over when he/she is assigned to the street.					

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
7. When an officer appears for a departmental hearing, he/she probably will be found guilty regardless of his/her defense.					
8. The average police officer is just as interested in promoting private interest as they are in performing police work.					
9. The majority of special assignments in the police department depend on whom you know, not on merit.					
10. Police department summonses are issued by police because they know they must meet a certain quota, even if this is not official.					
11. Police officers have a peculiar view of human nature because of the misery and cruelty of life which they see everyday.					

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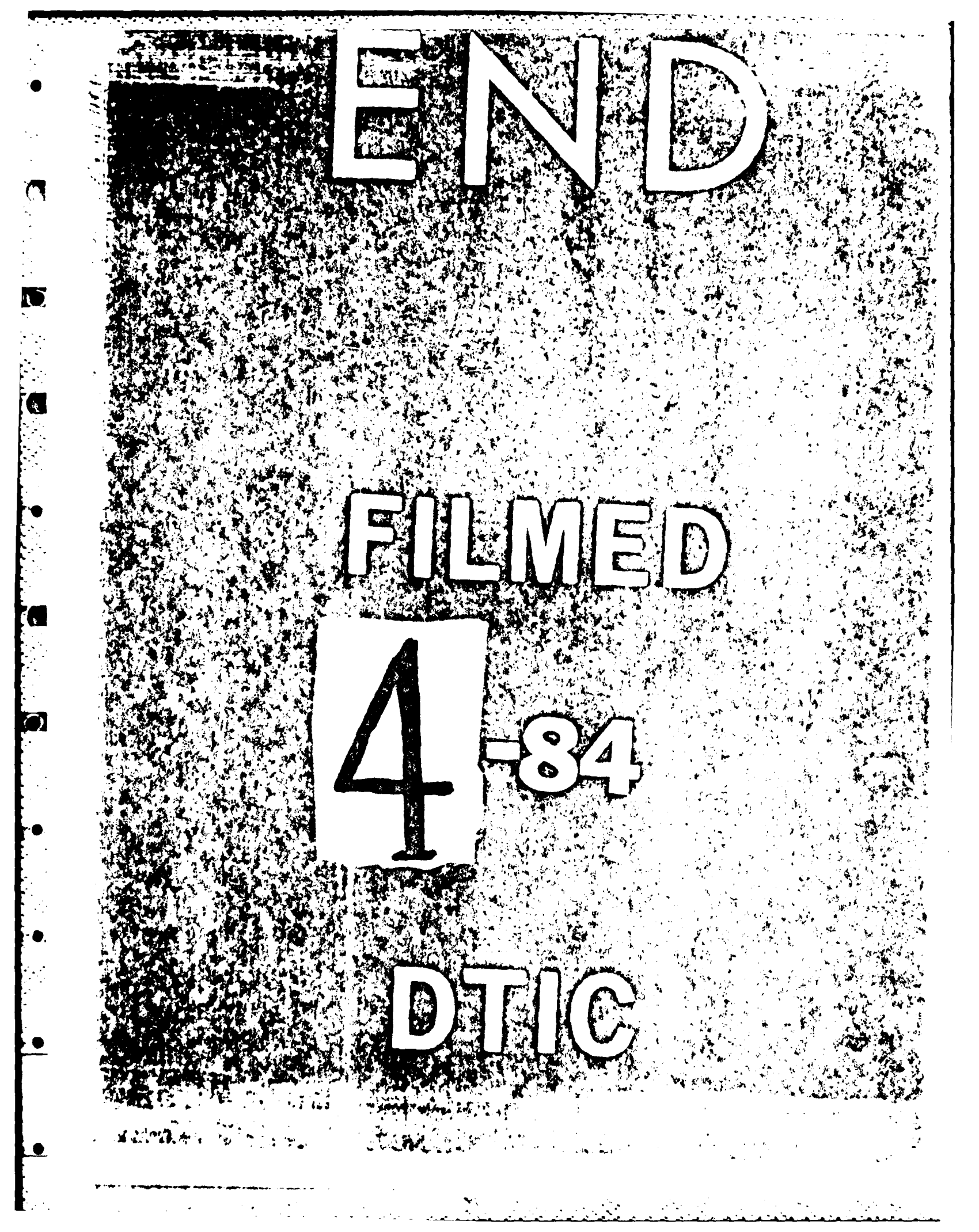
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