

SELF-REPORTED POLICE OCCUPATIONAL STRESS: A STUDY OF
PATROL OFFICERS IN SMALL AND MEDIUM-SIZED POLICE AGENCIES

ABSTRACT

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Albert L. Kakascik

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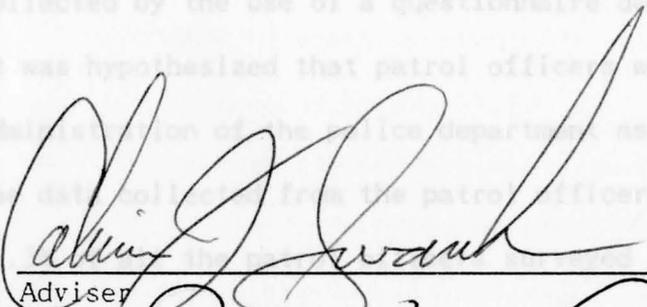
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Criminal Justice Program

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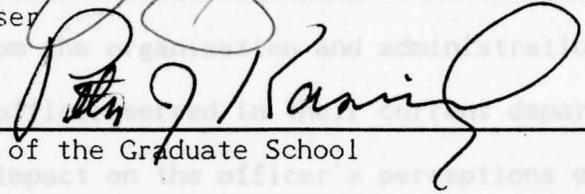
The data also indicated that the number of years a patrol officer had worked for the police department and the number of years he had an impact on the officer's perceptions of sources of stress. Possible implications for the police administrator, patrol officer, and researcher are discussed in the summary.



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Masters Of Science

Youngstown State University, 1993

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CHAPTER I

INTRODUCTION

Work is a normal aspect of life. Adults regularly spend about half their waking hours at some type of employment and it becomes an important part of their existence. Because people occupy a considerable amount of their time by working, it is necessary to identify the factors in a person's occupation that can negatively affect their job performance and their lives outside their job. Once these negative factors are identified, steps can be taken to eliminate them or lessen their effects on the individual (Fain 1988; Elliot 1986; Bocklett 1988; Dunham & Alpert 1989; and Baud 1986).

Police work is no exception. It is not immune to these negative factors, many of which are the result of stress. The stress that police officers experience is a complex phenomena. It is a perceived imbalance between individual and social environments (Violanti *et al* 1983). The individual officer's reactions to occupational stress are a result of the interactions between many individual and organizational variables (Webb and Smith 1980). The officer's personality, emotional development, and coping behavior also effect their ability to manage stress (Fain 1988; and Dunham and Alpert 1989). As a result, the ability of two police officers to effectively deal with a stressful situation may vary significantly (Baud 1986; Kaufmann 1989; and Graf 1986).

Sources of police stress include but are not limited to negative public attitudes toward the police, excessive rules and regulations, poor supervision, boredom, the constant changing of shifts, lack of input in the decision making process, court leniency toward criminals, and the potential for being injured or killed (Cullen 1983; Pogrebin 1991; Weichman 1979; Webb 1980; Terry 1981; and Reiser 1974).

Stress can negatively affect the individual officer by leading to heart attacks, peptic ulcers, insomnia, headaches, high blood pressure, gastrointestinal disorders, and many other physical ailments (Violanti 1986; Stotland 1991; Singleton 1978; and Krietner 1985). It can also affect the police officer's psychological health by leading to an increase in alcoholism, drug abuse, depression, divorce, family troubles, and suicide (Wagner 1983; Violanti *et al* 1985; Dietrich 1986; and Heiman 1975). Stress affects an officer's alertness, physical stamina, and their ability to effectively perform their duties (More 1992). Stress can also negatively affect the police organization itself. It can cause an increase in traffic accidents, absenteeism, aggressive behavior, and officer resignations (Hageman 1982; and Dunham and Alpert 1989).

The quality of life and well-being of the individual police officer, along with the general health of the police organization can be negatively effected by occupational stress. Therefore, it is imperative that the employees of the police organization (administrators, supervisors, and patrol officers), identify the causes of occupational stress and attempt to eliminate them or lessen their effects before they have a significant negative impact on the officer and the organization.

Purpose

In a current study conducted by Crank and Caldero (1991) they demonstrated that most empirical research on the topic of police officer stress has been conducted among large metropolitan police agencies such as the Cincinnati Department of Police, Los Angeles Police Department, and the Portland Police Department. Because of the past research, most of what is known about police occupational stress is based upon data gained from large police departments.

Crank and Caldero (1991) believe that because small (1-49 officers) and medium-sized (50-399) departments encounter serious crime less frequently and that many of these smaller communities have a higher regard for their police than large urban cities, the relevance of the existing literature to small and medium-sized police departments is questionable.

Therefore, the purpose of this study is to empirically examine the self-reported sources of occupational stress among patrol officers in small and medium-sized police agencies in Mahoning, Trumbull, and Columbiana Counties of Ohio. It is also intended to provide the participating departments with useful feedback that can be used to identify the sources of occupational stress in their departments and lessen the effects on the patrol officer and the organization.

Need For Study

This study will attempt to examine the self-reported sources of stress among patrol officers. This research is important for two reasons. First, is a concern for the well-being of the people who are involved in police work. It is important that officers enjoy their work and feel productive. Second, is the fact that patrol officers that have severe stress problems will have a

negative affect on the quality of service provided to the public and will lessen the overall performance of the police organization.

High levels of stress can adversely affect the physical, psychological, and emotional health of patrol officers (Violanti, 1986; Kreitner 1985; Terry 1981; Singleton 1978; and Stotland 1991). Stress disrupts the regulatory functions of the body (the nervous and the endocrine systems). All organs can eventually be affected (Selye 1978). It is thought to cause immunosuppression: a lowered immunity to viruses and cancer causing substances. The normal amounts of adrenalin secreted during stress might reduce the immune capacity of the body and increase susceptibility to malignancy (Fox 1978). This might be the reason a current study has postulated that high stress levels in the police occupation may play a large part in the elevated rate of cancer among police officers (Violanti *et al* 1986).

The findings of several studies show that police officers experience a high rate of stress related illnesses (Singleton and Tehan 1978; Stotland 1991; and Kreitner *et al* 1985). They report that police officers experience higher rates of heart attacks and diabetes than the general public (Guralnick 1963); have an increased mortality risks for colon cancer, liver cancer, and heart disease (Milham 1979; Violanti *et al* 1986; and Kreitner *et al* 1985). The shift work that most patrol officers rotate through creates stress that can lead to erratic diet patterns, lack of exercise, and irregular sleeping cycles (Bocklett 1988; Klinzing 1980; and Jaroszowa 1977).

The psychological and emotional health of patrol officers is also vulnerable to high levels of stress. Divorces, marital problems, family trouble, alcoholism, drug abuse, and suicide can be linked to high levels of stress (Terry 1981; Wagner and Brzezczak 1983; Violanti *et al* 1985; Dietrich

and Smith 1986; Heiman 1975; Hageman 1978; Southworth 1990; and Maslach and Jackson 1979). While these studies do not claim that stress directly causes these maladies, they do offer sufficient evidence that stress can aggravate these preexisting conditions.

The police organization itself can be adversely affected by patrol officers that experience high levels of stress. The quantity and quality of police services provided by these officers will usually reflect the problems that the officer is encountering. Cynicism and deviance are two ways in which officers cope with the stress they are experiencing (Graf 1986). This can result in an increase in citizen complaints against officers which may lower the public trust of the police and damage the reputation of the department within the law enforcement community.

The work performance of patrol officers that experience reactions to long-term stress can be affected. Poor morale, excessive fatigue, and absenteeism are all possible outcomes of stress (Dunham and Alpert 1989). Officer's alertness, physical stamina, and their ability to perform their duties are also affected (More 1992). Since personnel costs usually account for between 60% and 90% of most police agency budgets (Swank and Conser 1983), it is imperative that police organizations achieve the maximum performance from their officers. Rising costs for medical coverage, fringe benefits, and disability compensation are all excellent reasons why police organizations should attempt to reduce the effects of stress on their patrol officers (Stratton 1978).

As stated before, police occupational stress is a complex phenomena. Continued research will help to understand the sources of stress and what can be done to lessen its effects on the patrol officer and the police organiza-

tion. It is the intent of this study to increase the police officer's and police administrator's awareness of the sources of stress that affect patrol officers.

Conceptual Definitions

To comprehend this study, it is necessary to understand certain key terms. The definitions that are intrinsic to this study are listed below:

1. Stress: The definitions for this term vary widely. They range from "any demand that taxes or exceeds an individuals' abilities and resources (Pendleton *et al* 1989)" to "the feeling of being faced with demands that could not be met (Stotland *et al* 1989)." However, most definitions are a result of Mr. Hans Selye's interpretation of stress as "the body's non-specific response to any demand placed on it (Territo and Vetter 1981)." Mr. Seyle also said that stress can be positive (eustress) or negative (distress).

For the purposes of this study, stress is "a perceived imbalance between social demands and perceived response capability; under conditions where failure to meet demands has important consequences (McGrath 1970)." Stress occurs only if the individual perceives that social demands cannot be met. Therefore, stress is "in the eyes of the beholder (Kasl 1978)." It is a personal experience depending on the social and psychological attributes of each person (Violanti *et al* 1983).

2. Organizational Structure: As used here, this refers to the organizational and administrative functions of the police department. It includes the physical structure as well as the administrative hierarchy within the department.

3. Patrol Officer: Defined as a sworn uniformed police officer who is

required to protect life and property; to prevent, detect, and investigate crimes; and to maintain law and order. For the purposes of this study, patrol officers hold no rank and do not serve in any supervisory capacity.

Research Hypothesis

This study will attempted to determine the sources of stress that patrol officers frequently experience. A positive association was hypothesized between patrol officer stress and the organization and administration of the police department. In fact, it was expected that patrol officers would cite problems from this area as the major source of stress. The research hypothesis is restated in testable form in Chapter 3.

Theoretical Considerations

Past research on stress, as well as the police themselves have supported the belief that danger and the fear of death or serious injury was the major cause of stress among police officers (Sewell 1981; Walker 1983; and Pendergrass and Ostrove 1982). The underlying assumption of this study does not support this previous research. The premise herein is that the police organization and administration is the major source of stress for police officers.

Also inherent in this study is the exclusion of police supervisor's and administrator's perceived sources of stress. While they do suffer from the effects of stress, it does not usually originate from the same sources that cause stress for patrol officers (Territo and Vetter 1981). Therefore, it is important to distinguish between the two groups so that the research will only focus on the self-reported sources of perceived stress among patrol officers.

Overview Of The Thesis

The thesis is divided into five chapters, Chapter One, the Introduction, shows the purpose and need of the study.

Chapter Two is a review of the literature pertaining to the sources and reactions to police officer stress. Also included in this chapter is a brief discussion of the possible solutions to reduce stress.

Chapter Three is a discussion of the methodology of the research. It contains information relating to the population and sample of the study.

Chapter Four is an analysis of the research findings and it's impact on the research hypothesis.

Chapter Five is a summary discussion of the thesis and contains recommendations for future research on the topic of police stress.

General Overview Of Stress

One of the central facets of life is work. Many people consider their job the most important part of their life. Because so much emphasis is placed on one's employment, it is important to realize that the individual quality of life, including physical and psychological health, is dramatically affected by the nature of one's employment (Hopkins 1983). Therefore, it is important to be aware of the factors in a person's job that may negatively affect their physical, psychological and emotional health.

Stress is an aspect of employment. Every job produces stress that affects the individual worker. Social scientists and other researchers eventually postulated that if stress and it's effects could be limited, the health and productivity of employees may increase (Territo and Vetter 1981). This realization brought about a concentrated study on the topic of stress and it's influence on the worker (More 1992; Stratton 1973; Webb and Smith 1980;

CHAPTER II

REVIEW OF THE LITERATURE

Substantial amounts of literature exist on the topic of police stress. However, it is difficult to locate a single source that contains a complete overview of the subject. This is why the purpose of this literature review is to provide a thorough examination of the subject of police stress. All of the information will be separated into the following four categories: (a) General overview of stress, (b) Sources of police stress, (c) Reactions to stress, and (d) Possible solutions to stress

General Overview Of Stress

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and Territo and Vetter 1981).

A pioneer in these studies was Dr. Hans Selye, a leading expert in the area of stress. For several decades he has studied the subject, especially it's physiological effects. He defines stress as "anything that places an adjustive demand on the organism" (Selye 1974). Within this definition was a separation between positive stress (eustress) or negative stress (distress). Dr. Selye made this distinction because many stressful events do not cause problems for individuals, rather they provide them with excitement (Territo and Vetter 1981). The parachutist, free fall diver, and athlete all experience stress that may provide exhilaration and challenge. This is stress without distress (eustress). For the purpose of this review, only negative stress (distress) and the impact it has on the individual and organization will be examined.

Davidson and Veno (1980) have concentrated their research efforts on the relationships between stress and physiological, psychological, occupational, familial, and peer/social factors. This research is of limited value because the relationships are influenced by individual differences. Personality characteristics and past experiences all impact on an individual's ability to deal with stress. It is thought that the potential of something to cause stress must be examined in conjunction with individual attributes (Webb and Smith 1980).

The individual attributes that influence a person's ability to deal effectively with stress includes but is not limited to: (A) *momentary states of arousal*: hunger and sexual arousal; (B) *idiosyncratic skills and weakness*: e.g. intelligence, strength, and agility (Webb and Smith 1980), (C) *preparedness*: previous life experiences or training in coping techniques (Blanshard

1974; and Hammerton and Tickner 1968), and (D) *social support*: the availability of love and help found in familial or close relationships (Dean and Lin 1977).

Personality characteristics also influence a person's ability to deal with stress. The types of people that will more likely experience the negative effects of stress are: introverts, people who experience high levels of depression, persons with low self-esteem (Webb and Smith 1980), and people that exhibit unusual levels of competitiveness, aggressiveness, and restlessness (French and Caplan 1970).

There are also several group attributes that may serve as potential sources of stress. These characteristics include: *age*- older people are more susceptible to stress (Webb and Smith 1980); *social status*- lower status is associated with greater stress (Dohrenwend and Dohrenwend 1974); and *sex*- females are believed to suffer more stress than males (Webb and Smith 1980). Family problems, financial difficulties, and life crises also have an impact on job stress (Cooper and Marshal 1976).

However, the most important variable that determines an individual's ability to deal with stress is the person's perception of the situation (House 1974). An event that is stressful to one person may not be for another. Stress is "in the eye of the beholder" (Territo and Vetter 1981). It is the subjective perception of events that decides if something is stressful. Job satisfaction and attitudes toward work may be more predictive of stress than factors such as working conditions or type of job (Webb and Smith 1980).

Sources Of Police Stress

Several authors have grouped the origins of police stress into different

areas. Terry (1981) divides the sources of police stress into four groups: (a) external, (b) internal, (c) task-related, and (d) individual. Police occupational stressors and experienced individual stress are the two groupings used by Violanti and Marshall (1983). These two examples illustrate the subjectivity used to place the sources of police stress into categories. In this study, the classification used will be duplicated from a research model developed by Crank and Caldero (1991). The classification or "domains of content" are: (a) the organization and administration, (b) the task environment, (c) the judiciary (includes stressors from the criminal justice system), and (d) personal and family stressors. These domains of content were selected for two reasons. First, many researchers state that shift work is a task related stressor (Terry 1985). Actually, it should be placed in the category of administration and organization because the shift a person works is decided by an administrative decision. Secondly, the broad groupings used by Crank and Caldero (1991) enable unpredicted sources of stress to be categorized.

The police Organization and Administration are notorious producers of stress. Rules regulating dress, personal appearance, and conduct require the police officer to follow certain standards. Though these problems are also encountered by other people in other organizations, they are especially observable in police departments (Kroes 1980). This occurs because most departments are designed on a quasi-militaristic basis. A former Los Angeles Police Department psychologist, Martin Reiser (1974), stated that:

In the traditional police organization, authoritarian management approaches predominate with relatively little attention or concern being given to individual problems or human factors. Typically, the jackass fallacy is operative. This is based on the carrot and stick approach to personnel management, which assumes that without either dangling a tasty reward in front of someone's nose or beating him with a stick he will not move (Kroes 1980).

The sources of stress from within the administration and organization can be divided into two categories: (a) departmental policy, and (b) administrative and supervisory relationships with patrol officers.

The first classification, departmental policy, consists of stressors that are caused by the informal and formal rules issued by the department for regulating behavior. A frequently cited source of stress in this area is excessive paperwork (Stratton 1978; Crank and Caldero 1991; and Kroes, Margolis, and Hurrell 1974). Many police officers feel that it is probably their major job-related problem (Kroes 1980). Another source of stress is found in departmental training policies (Stratton 1978). Officers stated that the low quality and lack of training did not properly prepare them to deal with some of the situations they encountered. Poor reward systems (Kroes 1980) and offensive policies were also cited (Stratton 1978; Crank and Caldero 1991; and More 1992). Offensive policies contain inconsistent and contradictory rules that serve to undermine the police function. A respondent to Crank and Caldero's (1991) study asserted that:

Rules and regulations... are detrimental when they do not allow you the freedom to do your job according to each situation that arises. Officers who become afraid to do their jobs effectively because of the possibility of overstepping the bounds of the rules and the regulations are of no use to the public that depends on them.

Lastly, the internal discipline system was cited as a common source of stress (Reiser 1974). In this instance, police officers often feel that they are in double jeopardy because they must contend with the possibility of civil and criminal punishment. They are expected to maintain standards of conduct that are higher than the general community (Niederhoffer 1967). The police officer usually assumes an antagonistic stance and expects to be treated and punished unfairly (Reiser 1974).

The second classification, administrative and supervisory relationships, refer to the interactions between police officers and their superiors. These relationships are somewhat adversarial so it is not unexpected to find that many stressors are reported to originate from this area. Probably the largest cited source of stress in this area is the lack of subordinate's involvement in the decision making process (Kroes 1980; Reiser 1974; Terry 1981; and More 1992). This includes the moving of police officers from assignments without soliciting their feelings, or being told to do something "no questions asked", or being ordered to use certain equipment or procedures by superiors that are not familiar or "out of touch" with what is required to get the job done.

Also included in this category is the frustration that an officer experiences when their skills are not being used properly or not being used at all. Many police officers feel that it is not their job to perform such tasks as answering barking dog complaints or opening vehicles that people have locked their keys inside. Police officers also get frustrated when they have certain specialty skills and they are not used. An example of this occurs when the police officer that is experienced and trained in hostage negotiations becomes upset when a hostage situation occurs and they are not used. Typically, the Chief of Police or other high ranking superior comes to the scene and takes over. The superior is often aware that there exists an officer properly trained to handle the situation but decides not to use them. This action causes the police officer to question why they were even trained in the first place and reinforces their belief that their superiors are not concerned with the input of a subordinate.

Another source of stress in this category is the lack of or quality of backing by superiors. This relates to the problems that arise when a officer

makes a decision and is questioned about it by a person of higher rank than their immediate supervisor. In many instances, the officer's immediate supervisor will not support their decision and openly criticize them in front of the higher superior. This causes the officer to lose confidence and trust in their immediate supervisor. Use of force incidents that are encountered by police officers also produce stress in relation to their support by their superiors (Terry 1981). Many of these problems create public disapproval and there is pressure put on the department to deal with the problem. Officers sometimes feel that they are abandoned by their superiors in the interest of public relations (Kroes 1980). This creates a feeling of mistrust among police officers towards their superiors. Because little departmental support is offered, and the officer is blamed for action or inaction, stress is produced (Hillgren, Bond, and Jones 1976). This causes the officer to respond to a situation in a manner that will produce minimum controversy rather than in a manner which solves the problem.

Advancement and assignment are also cited as sources of stress (Malloy and Mays 1984; Crank and Caldero 1991; and Reiser 1974). Limited opportunities for advancement within a department may cause many officers to become frustrated. Also, the procedures used to promote people are sometimes viewed as unfair because they may be dependent on the relationship between superiors and the patrol officer. Many officers also believe that their current or future assignment is dependant upon whether or not they are a "favorite" of their superior (Crank and Caldero 1991). Some officers feel that this concept of favoritism extends to other areas of police work. A respondent in Crank and Caldero's (1991) study stated that:

Favoritism, it is already well known in advance by supervisors which of their buddies they want promoted, and who will be held back regardless of ability. Awards and evaluations are doled out to build or destroy careers...

This feeling extends to the belief that rules and regulations do not apply to all officers and that they are only used when they are detrimental to officers that are not liked by superiors

Shift work is cited as another source of stress. This is a area that is frequently cited (Bocklet 1988; Kroes 1980; Stratton 1978; and Terry 1981). The problem with shift work is that people have trouble adapting their physiological and psychological rhythm to a new and unfamiliar sleep-wakefulness cycle (Kroes 1980). Many of our bodies fluctuate according to a cyclical rhythm. The twenty-four hour rhythm is known as the circadian rhythm. These rhythms are found in the fluctuations of body temperature; urine flow; renal excretion of sodium; and phosphates; metabolism; heart rate; skin conductance; cortical and medullary production of adrenal hormones; sleep cycle; and general mental and physical functioning (Jaroszowa 1977 and Kroes 1980). Over time, a person's physiological system starts to adapt to the new cycle. As soon as this occurs, many officers must then change shifts and the process is once again interrupted.

Another problem with shift work is that it disrupts a officer's social interaction with his family and friends (Kroes 1980). If a officer is single, they will have little time to socialize with others who live according to a normal daylight schedule. If a officer is married, the problems are usually worse. The spouse of a police officer must usually develop separate eating schedule for the officer and the rest of the family. Spouse's also take on the lion's share of the household responsibilities. The officer working shifts is also limited to the amount of time that can be spent with their

children. They may not be able to attend their school and sports functions and participate in their parental responsibilities.

The management styles of supervisors are also shown to be a source of stress (Kroes 1980). Many times an officer will be required to work for different people. Each of these superiors may have different methods of treating subordinates and handling various situations. A given police officer may not be able to remember what each superior expects of them. This creates stress because the officer does not know what to expect. The management style of a supervisor may come into direct conflict with the personality of an officer. Supervisors which are authoritarian may create stress for officers that are used to dealing with a more relaxed and less demanding supervisor.

The last source of stress that will be examined in the area of administrative and supervisory relationships is the stress caused by the political implications of police work (Terry 1981; and Stratton 1978). Police officers may receive pressure to engage in differential enforcement of the law based on political considerations (Sigler, Wilson, and Allen 1991). The pressure that is brought to bear on the officer may affect their career. Job transfer, demotion, and termination can be a result of an officer's decision to arrest or issue a citation to a high-status person (Kroes 1980). Because of the possible negative consequences of dealing with a politically important person, many officers turn their head and do not become involved. Those that do take action may suffer from stress that is produced by their concern for their future in the department and in the profession.

The second category or domain of content that is known to produce stress for the police officer is the Task Environment. This category is very similar to the "task-related" stressors identified by Terry (1985). Probably the most

frequently identified stressors in this classification are the ones dealing with citizen contact (Crank and Caldero 1991; Stratton 1978; Terry 1981; and Kroes 1980). Officers find themselves in situations where they must be polite and civil to people who are treating them unfairly and contemptuously. Police frequently encounter child and wife abusers, rapists, drunks, and "cop haters", and they must attempt to remain polite and control their emotions and actions.

Another problem is that many officers and departments have a negative public image. Large segments of people and certain groups in our society do not like policemen. The result is words and actions directed toward officers that intentionally hurt them. In William Kroe's (1980) book, *Society's Victim-The Policemen: An Analysis of Job Stress in Policing*, he quotes a psychiatrist who was a New York City policeman for seven years:

The job of being a policeman is unique. It is one of the few occupations in which one is feared, sometimes hated, occasionally reviled or even assaulted in the ordinary performance of one's duties: When we consider that most people need and want to be liked, and that a young officer starts their career by seeing themselves as an individual who will help and protect others, we can understand what an emotional strain is placed upon them by the uncooperativeness, antagonism, and hostility of the public which they serve.

Not only do police officers have to face a negative public image at work, they also have to face it at home. Neighbors and family friends may feel uneasy when they are near a police officer. If an officer attends a non-police social function, they are often told some story involving a unfair police officer and a ticket that should not have been issued. All of these situations can create stress for the police officer.

Minority communities and racial situations also cause stress for the police (Kroes 1980; and Stratton 1978). The problems that arise here are from the stereotyping of police officers by subcultural groups. These groups

perceive and interact with the police in a certain way (Kroes 1980). Many people feel that the police do not care about them or their problems. Some also believe that white society will not provide them with real justice. These preconceived ideas set the stage for stressful interactions between the police and minority citizens (Kroes 1980).

The fear of danger or potential danger is another source of stress found in the Task Environment. Most police officers have encountered or will encounter situations that are dangerous. These predicaments produce stress for the officer, especially rookie police officers (Sigler, Wilson, and Allen 1991). However, recent studies have shown that police do not rate the fear of danger or potential danger as a major stressor (Cullen 1983; Sigler and Wilson 1988; Kroes, Margolis, Hurrell 1974; Terry 1981; Kroes 1980; and Crank and Caldero 1991). Many of the respondents in these studies stated that because they are not always worrying about being killed or injured, it is not a major stressor for them. Most officers that were questioned in these studies stated that their greatest amounts of stress came from the administration, not the fear of danger.

However, it is important to note that once an officer is involved in a situation where their life or another's is in immediate danger, the resulting stress can be extremely destructive (Pogrebin and Poole 1991). These circumstances are known as Critical Incidents. The strong emotions that are produced by these occurrences can wreak havoc on the personal and professional life of an officer (Cullen, Link, Travis, and Lemming 1983). Coping mechanisms break down when a person observes a great deal of human misery. The more tragic the incident, the longer the emotional effects last (Kroes 1980). Post-shooting trauma can also be included in this category. It is typically the most

dangerous and traumatic experience that an officer may have to encounter in their career (More 1992). Even if the officer is not injured, serious emotional and psychological problems can develop. Carson (1987) stated that the two most common problems of officers involved in a shooting were the inability to sleep and the rumination about the event. The police officer's family, friends, and fellow officers are also frequently affected by the stress caused by these events. Problems from the shootings may manifest themselves in the behavior that the officer displays towards these significant others (More 1992).

Another area that produces stress in the Task Environment pertains to particular types of calls. This refers to calls that are dispatched as being dangerous but they turn out to be false alarms. One officer in Crank and Caldero's (1991) study stated that: "Stress is when you go to an in-progress call and find out it's bullshit. You have yourself pumped up with no release." Liability concerns were also mentioned as an area of stress (Stratton 1978). This occurs because officers are responsible for the citizens they protect. If they get into a scuffle and a citizen gets injured, they are worried that they might be punished. Also, officers realize that sometimes they may get involved in high speed vehicle pursuits. This causes stress because there is a great potential for innocent bystanders to become injured or killed. The inability to affect crime was also listed as a stressor (Crank and Caldero 1991). Some officers become upset because they cannot control crime in their area and they see their efforts as futile. This creates a sense of hopelessness which effects the other areas of their life. Boredom or inactivity has also been listed as a source of stress for the police officer (White, Lawrence, Biggerstaff, and Grubb 1985; Stratton 1978;

Clinton 1981; and Kroes 1980). This problem is also known as job underload. It may be qualitative and quantitative. Boring, repetitive work is known as qualitative job underload. The boredom arising from physical inactivity is known as quantitative job underload (Kroes 1980). Both are frequent problems for the police officer. Officers deal with the boredom problem by sleeping, engaging in sexual intercourse, and "looking for action" by self-initiated police-citizen contacts (Kroes 1980). While many workers in other occupations experience boredom, they usually confront the stressors as a group, unlike the police officer who is usually alone.

Job overload can also be a source of stress for the police officer. Kroes (1980) believes that when a officer has too much work to do it is known as quantitative job overload and when the individual is given a task that is too difficult to perform it becomes qualitative job overload. The research done by Kroes shows that under conditions of overload, individual workers respond in inefficient ways. They have been known to incorrectly process information, fail to process all of the necessary information, and even to run away from the overload situation. The effects that this stressor can have on law enforcement officers may produce dire consequences for the community.

Moonlighting or the holding down of a second job can also be a source of stress for police officers. While it is not always a stressor, it can become one if it creates fatigue that is carried over into the police officer's primary job and his home life. In a study completed by Kroes (1980), he found that the average working American has only about 5 1/2 hours per day to relax. If an officer works a second job, they have little time for family and social life. The extra job can cut into the proper rest time needed by the officer. If this occurs, the response capability of the officer may become lowered and

they may be unable to cope with the crises and stressors encountered in their normal police work.

The third category of police stress is the Judiciary. Included in this classification are stressors that arise out of the entire criminal justice system. Many police officers believe that judges exhibit a greater concern for the welfare of the defendant than for victims or the community (More 1992). Judges are perceived as being afraid to deal harshly with suspects because they do not want to be portrayed by the media as being unfair. Police officers have also expressed the belief that the courts are too lenient when it comes to prosecuting and sentencing criminals (Hillgren, Bond, and Jones 1976; Terry 1981; White, Lawrence, Biggerstaff, and Grub 1985; and Stratton 1978). Stress develops because an officer sees a conflict between the legislative concept of law enforcement and the court imposed restraints on these activities with the accompanying protection of the offender (Hillgren, Bond, and Jones 1976).

The constant change in criminal laws and their interpretation is also stressful to officers. Quite often the police officer is not aware of these changes until he has appeared in court and is confronted with the change (Ellison and Genz 1983). Probably the most frequently cited source of stress in this area deals with the courts and the methods they use to schedule officers for court appearances (More 1992; Kroe, Margolis, and Hurrell 1974; Sewell 1981; Stratton 1978; and Terry 1981). Officers are told when to be in court and at what time, regardless of their personal needs. The delaying tactics used by the attorneys frequently interfere with the police officer's personal time, work assignment, and sleep schedule. In a study completed by

Kroes, Margolis, and Hurrell (1974), several officers made the following statements:

The last thing courts think about is the policeman.

If I do not show up, the case is thrown out of court, no matter what the inconvenience is to me, but if the lawyer wants to go off on a vacation, he just has the case moved back on the docket.

Also, judges have been known to reprimand officers as if they were children and attorneys show little respect for police officers.

Plea-bargaining and technical rulings also seem to be a source of stress for police officers (White, Lawrence, Biggerstaff, and Grubb 1985). Police officers view these decisions as statements by the courts that they are not concerned about criminals, rather they just want to clear their court dockets.

Lenient sentencing of criminals (Terry 1981), decisions that restrict methods of criminal suppression (White, Lawrence, Biggerstaff, and Grubb 1985), and harassment by past arrestees (Crank and Caldero 1991) are several other instances of sources of stress that are cited by police officers.

The fourth and final domain of content is stressors associated with Personal or Family Concerns. These sources of stress originate in the individual police officer's personal or family life. The most apparent stressor in this area arises out of conflicting values (Sigler and Wilson 1988). Police officers often come from the lower middle class and hold a corresponding value system. They must deal with subcultures and other groups that do not have similar values. This causes conflicting values which in turn creates stress for the police officer. Many officers develop stereotypes about certain people or groups because they do not approve of their behavior. This leads to resentment of the officer by minority groups because they may be unfairly singled out and harassed.

Culture shock also creates stress for many police officers. Culture shock is the reaction a person experiences when they meet people whose behavior deviates from the norm of what one considers correct (Kroes 1980). When a officer sees a person behave in a certain way, they cannot fathom why they act in such a inappropriate manner. Also included in the classification of conflicting values is the problems that officers experience when they are asked to take a bribe or engage in other deviant behavior. Police officers that are confronted with these problems are put under great stress and the situation can torment them. The effect of the predicament can be so great that it may change their entire personality so that taking a bribe is no longer a problem (Kroes 1980).

Family concerns and problems are also reported by police officers to be great sources of stress (Southworth 1990; Maslach and Jackson 1979; Hageman 1978; and Elliot, Bingham, Nielson, and Warner 1986). Sexual problems, identity problems, and difficulty with children all create stress that can affect the work habits of the police officer (Stratton 1978). It must also be realized that police work can create or aggravate these already existing problems. Officers may be very suspicious of people they encounter at work and this skeptical attitude may be brought home. The family comes to resent this distrust of them and voices their resentments. The officer then gets depressed and carries their problem to work (Stratton 1978). It is a cyclical process which feeds on itself.

Role conflict is another problem that creates stress for police officers (White and Marino 1983). Hageman (1978) defines role conflict as a lack of integration among actual role expectations and perceived role expectations between various audience groups and the actual role performance or behavior.

The police officer is expected to assume various roles in life. Audience groups have certain ideas on how the officer should behave. These audience groups include: (A) the press, (B) fellow officers, (C) supervisors, (D) non-police friends, (E) the general public, (F) spouse, (G) children, (H) in-laws, (I) parents, (J) neighbors, and (K) community organizations (Hageman 1978).

Intra-role and inter-role conflict are two forms of role conflict identified by Hageman (1978). Conflicts that arise out of the different expectations about role performance held by various audiences are known as intra-role conflicts. An example of this is the fact that many citizens believe it is the job of the police officer to be on duty twenty-four hours a day. However, many officers feel that they are only on duty when they are scheduled for work and they are receiving compensation. Inter-role conflict occurs when there are demands resulting from the performance of two or more roles. It is usually the conflict between the occupational role and the marital role. If an officer is planning on attending a family function and at the last minute they are ordered to report to work, this creates a conflict between the expectations of their family and of their superiors at work.

The last stressors that will be mentioned in this category relate to specific problems that female and minority officers encounter. While many discriminatory barriers that existed to keep women and minorities out of police work have been eliminated, many of these officers must deal with stressors that are unique to their position (More 1992). Minority officers and especially women, often face disapproval by their white male counterparts. Family members and friends often voice their indignation against their decision to become a police officer. A woman's ability to handle the rigors of police work is sometimes questioned by supervisors, peers, and the

community. This causes many women officers to feel the need to prove themselves, and they often over compensate in their performance because of this (Bullard 1980; and Horne 1975).

More (1992) stated that a recent study by the federal government concluded that minority and women recruits suffered from a lack of tutoring and mentorship. Female police officers stated that this occurred because there was a lack of female role models in the organization. They stated that had these role models existed they would be able to assist the new officers in understanding how the system works. More further stated that a study conducted by the San Francisco Police Department on new recruits showed that women were slightly more stressed by police work than men and had slightly higher burnout scores. Female officers had more headaches, backaches, intestinal problems and more frequent sleeping problems than men (Ellison and Gentz 1983).

Reactions To Stress

A study conducted by Violanti in 1983 attempted to demonstrate that police officers will respond to the stress in their lives differently as they progress through four stages. These transitory stages affect the officer's perception of stress and their reaction to it (Niederhoffer 1967). The first stage is the *alarm stage*. This occurs during the first five years (More 1992). Stress is increased as the young officer is confronted with real life experiences such as viewing deceased and seriously injured people. Many officers experience large amounts of stress in this initial phase (Violanti 1983).

The *disenchantment stage*, the second phase and usually occurs around the sixth year and lasts until twelve to fourteen years. During this stage, there is the realization that the police system is unable to successfully deal with the crime problem. Police officers therefore become disenchanted with an uncaring public and police administration. Many officers become cynical as a means of coping with this dilemma (Niederhoffer 1967). The third stage, the *personalization stage* usually lasts from mid-career to retirement (about twenty years). The police officer in this stage is more concerned with personal goals than organizational goals (Schein 1971). The change in ones values during this stage can often have a decreasing impact on stress (Violanti 1983). The period beyond twenty years is known as the *introspection stage*. Police officers are often able to retire and know that they can leave at any time. This stage is usually the least stressful time in a officer's career.

Police officers typically respond to stress in three ways. Physiologically, psychologically, and emotionally. The responses may be limited to one of these categories or they may include all three. The first classification, physiological, has been thoroughly researched. Probably the most well known of the experts in this area is Dr. Hans Selye (Territo and Vetter 1981). He believed that the stress response was the body's nonspecific reaction to demands made on its internal equilibrium (More 1992). He developed the General Adaptation Syndrome (GAS) to describe how stress can incapacitate an individual (Reiser 1980).

The GAS consists of three stages of physiological reactions. The three stages are (Selye 1982): (a) alarm reaction, (b) resistance, and (c) exhaustion. The alarm stage is characterized by the fight or flight syndrome.

When a threatening situation occurs, the cerebral cortex flashes an alarm to the hypothalamus, a small structure in the brain that connects the brain with the bodily functions. A hormone called ACTH is released in the blood stream and carried to the adrenal gland. ACTH triggers the release of adrenin which produces an energizing effect on the body (Territo and Vetter 1991). The body tenses and the blood pressure and pulse increase (Levi 1967). This reaction is preparing the body to fight or flight. If the threat is removed or lessened, the body returns to its initial state of equilibrium.

However, if the stress continues the body reaches the resistance stage (Reiser 1980). In this stage the body's resources are dealing with the stressors. The symptoms that characterize the alarm stage disappear as the body adapts to the situation (More 1992). When the body encounters prolonged stress, it reaches a point where it is no longer capable of maintaining resistance. This is the exhaustion stage (Territo and Vetter 1991). Defenses break down and many of the symptoms of the alarm stage reappear, often in intensified form. Continued exposure to the stress may lead to total exhaustion or death (More 1992). Even before the last stage is reached, excessive hormonal secretions may result in severe physiological problems that Selye calls "diseases of adaptation (Reiser 1980)." Headaches, insomnia, high blood pressure, gastric and duodenal ulcers, cardio-vascular, and kidney problems represent just a few of the diseases that are believed to be caused or aggravated by the body's faulty adaptation to specific stressors.

Cardio-vascular and circulatory problems are also frequently encountered by physicians when studying police officers (Sigler and Wilson 1988; Violanti, Vena, and Marshall 1986, and Clinton 1981). Fox (1978) stated that the abnormal amounts of adrenalin secreted during stress might actually reduce the

immune capability of the body and increase susceptibility to malignancy. While this relationship is not completely understood, it may explain why many police officers studied have elevated cancer rates (Violanti, Vena, and Marshall 1986; and Sigler and Wilson 1988). Stress may play a part in digestive order cancers. In a stressful situation, the movement to the intestines to digest food is decreased. Under these conditions, food and waste material that contain carcinogens may remain in the digestive tract for longer periods of time increasing exposure and the risk of cancer in that area (Violanti, Vena, and Marshall 1986).

Stress can also cause psychological reactions in police officers. One of the most prevalent psychological reactions to stress is cynicism. It is described as a phenomena which is characterized by "a loss of faith in people, of enthusiasm for the higher ideals of police work and of pride and integrity (Weichman 1979)." It is a coping technique which allows the police officer to discount work demands by disbelieving them (Violanti and Marshall 1983). While it is a reaction to stress, it also serves to increase it (Violanti and Marshall 1983). Increased levels of cynicism reinforce a police officer's belief that they cannot effect the level of crime and that their position in the police organization is not essential. These feelings lead to increased amounts of stress.

Deviance is another method that police officers use to react to stress. It is occupationally based and emerges within the context of everyday police work (Violanti and Marshall 1983). It can be very common because police officers have the opportunity to stray from norms and are influenced by strong peer pressure (Bryant 1974). While deviance is a response to stress, it is

also one of the most overt police coping methods and is usually likely to bring additional organizational pressure (Violanti and Marshall 1983).

One of the most obvious psychological reactions to stress is burnout. It is the final stage of mental and/or emotional exhaustion. It occurs when an individual is unable to cope with the job (Garcia-Brown 1982). Burnout is defined as "a debilitating psychological condition brought about by unrelieved work stress (More 1992)." The symptoms of burnout are: (a) depleted energy reserve, (b) lowered resistance to illness, (c) increased dissatisfaction and pessimism, (d) increased absenteeism and inefficiency at work, (e) diminished sense of humor, (f) skipping of meals and breaks, (g) social withdrawal, (h) increased physical complaints, and (i) working excessive overtime (More 1992).

Such burnout is often caused by difficult and demanding work environments. It is found to have a high occurrence in all the helping professions as well as police work (Pines 1981). More (1992) states that burnout occurs in several stages. The first is the *honeymoon/enthusiasm phase*. It is a positive phase where new employees are reacting to the challenges of the working environment. Phase two is known as the *fuel shortage/stagnation* stage. It is characterized by expending less energy which results in a reduction in enthusiasm. The next phase, *chronic symptoms/frustration phase*, occurs when the police officer has fewer reserves to cope with job frustrations. The fourth stage, *crisis/apathy*, is one where the symptoms reach the critical point by intensifying or increasing in number. The last stage is known as the *hitting the wall/intervention stage*. It is the point where the burnout becomes mixed with other problems such as alcoholism, mental illness, and heart disease. Once an officer is burned-out, therapy or related treatment is the only way to resolve the problem (More 1992).

Finally, it is necessary to mention that the gender of the police officer may help to determine how well an officer is able to handle job burnout. In a study conducted by Leonor Boulin Johnson (1989), she examined over seven hundred police officers that were employed in two major Eastern cities. She grouped her responses into two categories. The first was Internal Burnout and this consisted of items that reflected feelings of being emotionally depleted on the job. External Burnout items included feelings of being emotionally hardened by the job and lacking compassion for citizens (Johnson 1989). She concluded from her research that women's External Burnout rate was lower than men's because their policing style reduced their number of physical confrontations. However, she found that the male subjects experienced lower levels of Internal Burnout. She attributed this to their greater physical stamina and psychological readiness. She concluded from her research that while men and women share similar levels of job burnout, the quality of the burnout differs by gender (Johnson 1989).

The emotional reactions to police stress cannot be placed into distinct categories. This is because many of the reactions are emotionally and psychologically based and it is difficult to differentiate between them. For the purposes of this review, alcoholism, drug use, and suicide are listed as the primary emotional reactions to police stress. Alcohol presents a major problem in police work (Violanti, Marshall, and Howe 1985). While it may not seem as being a great problem, its use among personnel is usually under-reported because of fear of departmental discipline. Stress plays an important part in the police officer's use of alcohol. Officers are usually "symptomatic drinkers," most who use alcohol do so for the relief of psychological strain (Jellinek 1952). Alcohol also is widely used to deal

with stress because of the failure of other defense mechanisms (Violanti, Marshall, and Howe 1985).

In a study conducted in 1986 by Dietrich and Smith, they found that the constant or repetitive exposure to suffering and death places unique demands on the police officer. Their research showed that many officers dealt with their problems by turning to alcohol and/or drugs. They believe that the police officer's tendency to turn to alcohol and/or drugs, coupled with the reinforcement to use them by the police subculture, leads to high incidences of alcoholism and other personal and family problems. Their report further stated that occupational demands lead to a substantial increase in alcohol use which causes more problems with their job performance and their personal life (Dietrich and Smith 1986).

Suicide is another response to stress. It is usually the result of many serious physical, psychological, and emotional problems (Danto 1978). It is an act of hopelessness, despair, and desperation. Suicide occurs when there is no available path that can make for a tolerable existence (Wagner and Brzeczek 1983). Wagner and Brzeczek (1983) stated that the person who chooses such self-destructive behavior is under great psychological stress and there is often a precipitating event. Research conducted by Danto (1978) showed that marital trouble appeared to be the most important precipitating stressful event prior to police officer suicide. While past research has stated that police officers commit suicide at a higher rate than the rest of the population (Friedman 1968; Roberts 1975; Heiman 1975; Niederhoffer 1967; and Dash and Reiser 1978), current research does not make such a clear distinction.

Terry (1981) stated that one of the problems involved in obtaining reliable data concerning police suicides is the fact that many departments do not keep accurate records. Also, Wagner and Brzeczek (1983) found that statisticians and scientists do not have a universal definition of suicide. Therefore what one department classifies as a suicide, another department may list as an accidental death. While researchers may not be able to determine if suicide among police officers is higher than the regular population, they can argue that it is a problem among police officers that must be dealt with (Terry 1981).

Solutions to Reduce Stress

The body of research that exists on the topic of police stress is enormous. Practically every source of stress has been studied and carefully examined. However, most of the research is concerned with identifying potential sources of stress. Current and future analysis of the topic must concentrate on solutions to stress. Attempts must be made by the individual officer and the organization to deal with present stressors. Several authors have recognized the importance of this topic and have developed some possible stress reduction techniques (Kroes and Hurrell 1975; Sewell 1986; and Klinzing 1980). These techniques are divided into two groups: (a) personal methods, and (b) organizational methods.

The first group, personal methods, consists of those actions that can be taken by the individual officer to cope with the stress they are experiencing. Probably the easiest method is control of one's diet. The diets of police officers are often nutritionally deficient because of rotating shifts and job demands (Stratton 1978). Officer's that consume the proper amount of calories will be able to regulate their weight and keep physically fit (More 1992).

Proper diet will also reduce the effects of stress by enabling the officer's body to cope with the demands placed on it (Stratton 1978).

Exercise is another method that can be used to reduce stress and counteract some of the harmful physiological effects of stress (More 1992). Dintiman and Greenburg (1980) found that exercise: (A) improves the performance of the lungs and the circulatory system, (B) slows the degeneration of the body, (C) reduces the pulse rate, (D) tones muscles, (E) improves posture, (F) increases endurance, (G) burns calories, (H) strengthens the heart muscles, and (I) decreases harmful cholesterol. While all types of physical exercise is important, aerobic exercises (swimming, biking, tennis, running and jogging) uses the body's large muscle groups in continuous, sustained movement, which requires oxygen for the production of energy (More 1992). Therefore, if a physical fitness program is to be truly effective, it must be designed around aerobic exercises not typical police athletic activities such as weight lifting and body building.

Another method of individual stress reduction is the use of relaxation training. This consists of activities that are designed to take the person away from the job and its pressures (Stratton 1978; and More 1992). While walking, listening to music, and other hobbies help to reduce stress, there are specific techniques designed to help the individual control and reduce stress (More 1992; Farmer and Monahan 1980). These include biofeedback, transcendental meditation, and self-hypnosis. They allow people to become more relaxed and able to understand the effects of stress on their bodies (Stratton 1978 and More 1992). Once a person is able to recognize their body's response to certain stressors, they can invoke relaxation techniques to control their bodily responses (Stratton 1978).

Organizational methods are techniques used by the police organization to lessen the effects of stress on their officers. In-house psychological units are probably the most popular method used by departments to control stress. Sewell (1986) stated that police psychologists can be used in the selection process, psychological profiling (identifying individuals with psychological problems), job evaluation, and training. They can be used to assist officers and their families in dealing with specific problems that are related to the police officer's job. Peer group counseling is another effective method (Farmer and Monahan 1980). It consists of the use of police personnel to counsel other officers that are having problems. The strength of this method is that all of the people involved have experienced the same problems and can relate to the officer that is having trouble.

Crisis intervention training can also be used to help officers lessen the effects of stress. The training provides officers with the necessary skills to reduce personal stress and to prevent injury in disturbance situations (Reiser 1980). Officers are trained to deal with situations that create enormous amounts of stress (hostage situations, scenes of mass or grotesque death, death of children). Including junior officers in the decision making- process is another way to reduce stress. Officers participating in problem identification, problem solving, performance evaluation, and decision-making, increases the likelihood of job satisfaction which reduces some of the underlying organizational stresses (Kroes and Hurrell 1975). Organizational reform is also a method to reduce stress. Since the majority of the stressors that affect police officers are found in the organization, it only makes sense to change the organization so that some of these stressors will no longer exist (Sewell 1986).

The police organization can also reduce stress among its officers by using the concept of "Person-Role Fit." Basically, this means finding the right person for the right job (Kroes and Hurrell 1975). If an officer is placed in an assignment that causes conflict with their values or beliefs, it will create stress for the individual. An example of this is the young, new officer being placed in the vice division. They may feel very uncomfortable about engaging in behavior that may be necessary for the investigation. These feelings may increase stress which can affect the officer's performance. It is the responsibility of the police department to ensure that officers are placed in assignments that do not conflict with their personal values. The stress that police officers experience dramatically affects their behavior in both their personal and professional life. Stress that is not recognized and dealt with can have disastrous effects on the officer and the organization. Therefore, it is important for all individuals involved in police work to become aware of the sources of stress, reactions to stress, and solutions to reduce stress. Only through the combined efforts of individual officers, supervisors, and administrators, can the debilitating effects of stress be controlled.

Summary

In conclusion, the literature in this chapter presents a collective view of the topic of police stress. The enormity and complexity of the subject demonstrates that future research will be a difficult task. While past researchers have disagreed on the reliability of some of the studies, they have agreed on the need for more investigation on the subject, especially in the area of sources of stress. Continued research on police stress will hopefully result in data that will enable participants in the police

organization to identify stressors and reduce their effects on each officer and the organization as a whole.

The next chapter will consist of a discussion of the respondents and the methods used to collect the data. A review of the questionnaire, the research hypothesis and the procedures used for computerization and statistical analysis is also included in Chapter Three.

This study examined the sources of self-reported job stress by patrol officers. Collected data was mostly descriptive and the analysis was correlational. The description of the subjects, collection of data, instrumentation, the hypothesis, and the methods used for statistical analysis are discussed in this chapter.

Description of Subjects

The group studied consisted of municipal and township patrol officers who carried out patrol duties in Mahoning, Trumbull, and Columbiana Counties of Ohio. Officers surveyed held the lowest sworn rank in the police department (patrol officer) and did not serve in any supervisory capacity. Subjects were selected by the following method. First, all police departments in Mahoning, Trumbull, and Columbiana were grouped according to size. Small (1-49 officers) and medium-sized (50-999 officers). Second, only departments that strictly performed municipal and township police duties were selected. County sheriffs departments, Ohio State Highway Patrol, and Federal or other investigative agencies were not used because they performed different duties than the common patrol officer. Questionnaires were then mailed to all of the patrol officers in the participating departments. The sample obtained consisted of 43 patrol officers from 17 police departments. The individual characteristics of the sample are provided in tables 1 and 2.

CHAPTER III

RESEARCH METHODOLOGY

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Table 1

Individual Characteristics of Sample (Interval/Ratio Variables)					
Variable	M	SD	MIN	MAX	RANGE
Age	36.319	8.615	24.0	60.0	36.0
Children	1.333	1.260	.000	4.000	4.000
Worked	9.854	6.527	1.000	24.000	23.000
Hourwork	35.477	10.930	8.000	60.000	52.000
Otherwrk	15.917	17.723	.000	60.000	60.000
Educat	14.563	1.662	12.000	18.000	6.000

Note: The variables listed above are defined as (A) Age: actual age in years, (B) Children: actual number of children, (C) Worked: years worked in current police department, (D) Hourwork: police hours worked in a week, (E) Otherwrk: other hours worked in a week, and (F) Educat: years of education completed. Also, the above statistics do not include missing values.

The study began by sending letters of intent to the Chiefs of Police of thirty-one police departments in Mahoning, Trumbull, and Columbiana Counties of Ohio. The letters explained the importance of the study and its purpose. A sample questionnaire, which was designed using Dillman's (1978) Total Design Method was also included. The Chiefs of Police were requested to place a letter containing the names of their patrol officers or the number of patrol officers in their department in an enclosed self-addressed stamped envelope.

Table 2

Individual Characteristics of Sample (Nominal Variables)		
Variable	Frequency	Percent
Sex		
Male	46	95.8%
Female	2	4.2%
Marital Status		
Never Married	9	18.8%
Married	33	68.8%
Divorced	5	10.4%
Other	1	2.1%
Employment Status		
Full-Time	34	70.8%
Part-Time	13	27.1%
Reserve	1	2.1%

Note: The above statistics do not include missing values

Collection of Data

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Once permission was received to administer the survey, an envelope containing a letter of intent, the questionnaire, and a self-addressed stamped envelope was mailed to the patrol officers in the participating police departments.

Sixteen Chiefs of Police responded and gave permission to administer the survey to their patrol officers. 183 questionnaires were mailed and 40 were returned resulting in a response rate of 22%. Responses were not received from fifteen Chiefs of Police so a second letter of intent was mailed to them. One department refused to allow the survey to be administered and one department gave permission. 55 questionnaires were mailed to the participating police department and 10 were returned resulting in a response rate of 18.9%. Overall, 238 questionnaires were mailed and 50 were returned. Two of the questionnaires could not be used because one had been completed by a chief of police and one had been completed by a sergeant. This resulted in a return of 48 questionnaires giving a final response rate of 20% for the entire survey.

The procedure for collecting the data was chosen for the following reasons: (A) Anonymity of the patrol officers and the police departments, and (B) the ability to administer the questionnaire to a large group of subjects in a relatively short period of time and at modest financial cost (Dillman 1978).

Instrumentation

Self-reported sources of job stress were measured by a questionnaire that was designed to place the responses to sources of stress into one of four "Domains of Content" or general categories of occupational stressors (Crank and Caldero 1991). These "Domains of Content" are:

1. The Organization and Administration
2. The Task Environment
3. The Judiciary
4. Personal and Family Stressors

The respondents were also asked to rate their sources of stress on a scale of 1 to 5. One being a great sources of stress and five being a lesser source of stress. This questionnaire was designed so that it could be determined what the sources of stress reported by patrol officers are and whether or not they consider them to be greater or lesser sources of stress.

Twenty other questions were asked which pertained to background information about the subject. These included age, sex, marital status, and education level. This allowed the sample to be described and provided information important to the analysis of the responses of the subjects.

The questionnaire used in this survey was designed specifically for this study. All the questions were simple and straightforward. Question #1 asked patrol officers to list their greatest sources of stress in police work and assign each a number of 1 thru 5. One being a great source of stress and five being a lesser source of stress. The responses were then reviewed and the number one reported source of stress listed in each survey was placed into one of the "Domains of Content" (Crank and Caldero 1991).

Question #2 asked the patrol officers to explain why they think the sources of stress they listed in Question #1 were stressful. This question was not used for statistical analysis but it helped clarify some of the responses in Question #1 so that they could be placed into one of the "Domains of Content." Twenty other questions were then asked which were used to

describe the sample.

Nine of the twenty questions were also compared (crosstabulated) with the responses in Question #1 to see if there was a positive association between them. These nine variables are (1) sex, (2) age, (3) marital status, (4) number of children, (5) years worked in current department, (6) police hours worked in a week, (7) other hours worked in a week, (8) employment status in police department (i.e. full-time, part-time, reserve, and auxiliary), and (9) level of education completed.

Because this questionnaire has never been used before this study, the psychometric properties are unknown. However, Chapter 4 will reveal that the questionnaire elicited the necessary data to test the research hypothesis and is adequately reliable.

Hypothesis

While a great deal of past research has said that the fear of being injured or killed is the major source of police stress, current research indicates that police officers report that the organization and the administration of the police department is the major source of stress. This study supports the current research. The null and research hypotheses are shown below:

H(o). The organizational structure of the police department is not a major source of stress for police officers.

H(r). The organizational structure of the police department is a major source of stress for police officers.

Procedures for Computerization and Statistical Analysis

Questionnaire responses were analyzed using the Statistical Package for

the Social Sciences (Klecka, Nie, & Hull 1975). Two patrol officers did not enter the appropriate data for one question in their questionnaire. The missing data was given a code of 99 and was not used in the statistical analysis. Two questionnaires were completed by an officer of supervisory rank so they were also excluded from the analysis. The instructions used to code the data can be found in Appendix B.

The statistic used to assess the association was Cramer's V. This statistic was selected because the variables being measured were nominal and the crosstabulations were conducted with tables consisting of columns larger than the recommended 2x2 size. Cramer's V not only demonstrates that there is an association but it also gives the strength of the association (Healey 1993).

Certain suppositions which are necessary for statistical inference (i.e. normally distributed variables) were believed to have been met for the following reasons: (A) All subjects were patrol officers who performed similar duties in their respective police departments, (B) simplicity of the questionnaire helped to reduce incomplete responses, and (C) normal distributions for the interval/ratio variables were indicated by acceptable skewness figures.

Summary

This Chapter has examined the aspects of the research methodology of this study. A description of the sample was given and various characteristics of the sample were displayed. The method for collecting the data was presented along with the necessary instrumentation to conduct the study. The research and null hypotheses were restated and the procedures for computerization and statistical analysis were studied. The findings of the study are presented in the next chapter.

CHAPTER IV

RESEARCH FINDINGS

The results of the research reveal that the organization and administration of the police department is the most frequently cited sources of stress. A strong association was discovered between marital status and sources of stress. One of the other variables studied demonstrated a moderate degree of association with sources of stress and six variables showed a weak association.

Hypothesized Findings

H(o). The organization and administration of the police department is not a major source of stress for police officers.

The research rejects the null hypothesis and supports the research hypothesis. Table 3 shows the sources of stress and the associated responses. Of the forty-eight patrol officers surveyed, thirty-nine officers (81.3%) revealed that the organization and administration were their greatest sources of stress. Seven of the officers (14.6%) stated that their sources of stress were found in the task environment. Personal and family stressors were chosen by one officer (2.1%) and no officers surveyed listed the judiciary as a source of stress. One officer stated that they had no stress at all. The skewness of the distribution was (3.5) which demonstrated that the sample was positively skewed.

Table 3

Survey Responses of Reported Sources of Stress				
Sources Of Stress	Value	Frequency	Percent	Valid %
Organization/Admin	1	39	81.3	81.3
Task Environment	2	7	14.6	14.6
Judiciary	3	0	0	0
Personal & Family	4	1	2.1	2.1
No Reported Stress	5	1	2.1	2.1

Note: (1) The value column lists the number given the sources of reported stress during the coding procedure, it does not have a bearing on the analysis of the statistics, (2) The Judiciary had no responses so it was not included in the analysis, it is shown here for comparative purposes only, (3) While many respondents listed more than one source of stress on their survey, only the response that was given as their greatest source of stress was analyzed.

Additional Findings

In addition to the hypothesized findings, several variables were identified that had strong associations with sources of police stress. The first of these variables, sex, appeared to have a strong association but a closer examination revealed that the findings were influenced by the small sample size of female police officers. In the survey, thirty-nine male officers identified the organization and administration as primary sources of stress and seven male officers selected the task environment as being the most

stressful source of stress. One female officer cited the area of personal and family stressors as being her greatest source of stress and another female officer stated that she did not believe that she was under the influence of any stressors.

The Cramer's V statistic for this variable is 1.0. This indicates that there is an association between sex and sources of stress and that it is strong (Cramer's V does not demonstrate a correlation, only an association: Healy 1993). However, the true strength of the association is not known because 97.9% of the sample were male officers and 2.1% were female officers. This uneven distribution created a strong association which may not have occurred if the sample was more equally distributed according to sex. This results in the inability to infer any statements regarding the sex of an officer and their reported sources of stress.

The second variable that demonstrated a strong association with sources of police stress was marital status. The Cramer's V for this variable was .73 which shows that there is an association and that it is strong. This statistic was supported by the percentage computations shown in Table 4. Six of the officers that were never married listed the organization and administration as sources of stress and three officers cited the task environment which accounts for 19.1% of all the officers surveyed. Of the thirty-two married officers that answered the survey, twenty-eight listed the organization and administration and four the task environment for a total of 68.1%.

Five divorced officers (10.6% of the respondents) responded with the organization and administration as their greatest source of stress. Only one officer, who listed themselves in the other category, cited personal and family stressors as their greatest source of stress. None of the responding

officers were separated or widowed so these categories were not included in the statistical analysis.

Table 4

Sources of Stress by Marital Status				
Stress	Never Married	Married	Div	Other
Organ/Admin	6	28	5	
Task Environ	3	4		
Personal/Family				1
Column Totals	9	32	5	1
Total	19.1%	68.1%	10.6%	2.1%

Note: There were no responses for the Judiciary and there was one missing observation.

These results confirmed the research hypothesis by demonstrating that irregardless of marital status, the organization and administration is still cited as the most frequent source of police stress.

An association was found to exist between the number of years worked in a current police department and sources of stress. The Cramer's V for this variable was .5 which indicates a moderate association. Once again, the percentage computations support this association (Table 5).

The variables that demonstrated a weak association are shown in Table 6. All of these variables have a Cramer's V rating of less than .29 which means that the associations between the variables and sources of stress are weak.

Table 5

Sources of Stress by Years Worked in Current Department				
Sources of Stress	1-10 Years	11-20 Years	21-30 Years	Under 1 Year
Organ/Admin	28	9	2	
Task Env	4	1		2
Pers/Family				1
Column Total	32	10	2	3
Total	68.1%	21.3%	4.3%	6.4%

Note: The Judiciary has no responses and one observation is missing.

These results seem to indicate that as patrol officers acquire more time on the job, the less they are effected by sources of stress. Also, officers with less than one years experience did not list the organization and administration as sources of stress. This is probably due to the fact that they are more concerned with learning their job and adapting their family life to their new occupation. Once they are comfortable with their ability to perform the job, they will probably start to notice the sources of stress within the organization and administration.

The variables that demonstrated a weak association are shown in Table 6. All of these variables have a Cramer's V rating of less than .29 which means that the associations between the variables and sources of stress are weak.

Table 6

Sources of Stress by Miscellaneous Variables	
Variable	Cramer's V
Age	.20
Children	.27
Hourwork	.23
Otherwrk	.23
Status	.22
Educat	.17

Note: (1) Hourwork denotes number of hours worked per week in department, (2) Otherwrk is the number of hours worked per week at other employment, (3) Status is the officer's current status in their department (i.e. full-time, part-time, reserve, & auxiliary), and (4) Educat is the number of years of education completed.

While the associations between these variables and sources of stress are weak, they do provide some relevant information. The first fact that is apparent is that as a patrol officer gets closer to retirement age, the less they are affected by stress. In this study, 80.4% of the patrol officers who were affected by stress were under 43 years of age. Only 19.5% of the officers were over 44 years of age. This is probably due to the fact that an

older patrol officer is less affected by the organization because they are familiar with it and they are comfortable with their place in the organization. Also, their time is no longer spent worrying about the organization but their plans for retirement.

Another discovery is that patrol officers with children also list their greatest source of stress as the organization and administration. Only one officer stated that his greatest source of stress was from personal and family stressors. This is surprising because the demands of children and family would seem to be more stressful as the number of children increased.

The last item discovered is that as an individual increases their post-high school education level, the less likely they are to be affected by sources of stress. In this study, 53.2% of patrol officers who listed the organization and administration as their number one source of stress were working towards their Associate's degree. 36.2% were working on their Bachelor's degree, and 10.6% towards their Master's degree. This phenomena most likely occurs because as an officer increases their educational level, they are more able to understand why and how things are done in organizations and administrations. This understanding lessens the effects of stress on their lives. Also, as a patrol officer becomes more educated, they are more aware of the methods that are available to deal with sources of stress.

Many of the patrol officers in the study also wrote subjective comments about what they feel were their greatest sources of stress. These replies were mostly concerned with the organization and administration but some were concerned with the task environment, the judiciary, and personal and family stressors. While these statements are subjective they do provide the researcher with a brief insight into the personal feelings of patrol officers.

Following are four examples of these subjective comments:

Patrol Officer #1: (Fifty year old male, divorced, three children, with Bachelor's degree). "It is hard to go out and do your job when you don't feel that the department or the courts are backing you. I feel that the black community puts pressure on the department and the officer in the street (uniform Div) gets the short end of the stick in any type of investigation just to make some group happy (sic). Its not the people out in the street that your worried about its the people that you work for that you have to watch (sic)."

Patrol Officer #2: (Twenty-five year old male, divorced, with Associates degree). "These cause the most problems. I can deal with the problems on the street with little stress. We have captains who worry more If you have your hat on than how you handled a call. These supervisors have been off the streets too long & can't relate to the problems that patrol officers face. There is far more stress with in (sic) the department that I face on the streets."

Patrol Officer #3: (Thirty-seven year old male, married, three children, with Bachelor's degree). "Administration-Make rules to cover the weakest link in the chain of employees instead of dealing with the weakest link. Applying rules and disciplining only to the patrol officers. Subjective interpretation of their own rules. Stressing quantity over quality of performance. Lack of consultation with subordinates. Downplaying potentially hazardous environments in the community that they don't have to deal with and the fact that they don't come out and witness for themselves these environments. Lack of understanding that these environments have changed substantially since they were a street officer. Failing to provide training to deal with stress and

non-physical de-escalation techniques in the field."

Patrol Officer #4: (Twenty-four year old female, engaged to police officer, with Associates degree). "Because of the constant pressure to perform. Everyone watches your every move & you feel like you're not allowed to make mistakes. Also, my fiancée has trouble dealing w/my line of work. So at home we talk about his job, but not mine."

Summary

This chapter examined the findings of the study. The data supported the rejection of the null hypothesis and the acceptance of the research hypothesis. Marital status was found to have a strong association with sources of police stress, the number of years worked in the current department a weak association, and age, number of children, and hours worked during a week at the department a weak association. Hours worked per week at other employment, status in the department (i.e. full-time, part-time, reserve, and auxiliary) and educational level were also found to have a weak association with sources of police stress.

The next chapter provides an overall summary of the study, a discussion of the limitations of the research, and implications for the police administrator and the patrol officer. Also discussed is general implications for future research.

Therefore, it is important to learn what patrol officers think are their greatest sources of stress. Identification of these sources will enable interested patrol officers and police administrators to lessen their impact on the effectiveness of the organization. This will help to produce a police department that is more responsive to the needs of the community and to it's

CHAPTER V

SUMMARY AND CONCLUSIONS

Summary

Police work is a stressful occupation. Stress is produced by a variety of sources such as excessive rules and regulations, the constant changing of shifts, court leniency towards criminals, and the potential for being injured or killed. No matter what produces stress the results are usually the same. A officer's physical condition may be affected by stress which can lead to heart attacks, headaches, gastrointestinal disorders and other ailments. The psychological health of the officer may also be affected which in turn could result in alcoholism, family problems, and possibly suicide.

Even the police organization may be negatively affected by stress. Patrol officers that suffer from undue amounts of stress may be involved in more traffic accidents and have trouble controlling their aggression when dealing with the public. Increased sick time use and officer resignations are also products of stress. These incidents have a negative effect on the quantity and quality of service provided to the public. The image of the police department is lowered which causes more stress within the organization.

Therefore, it is important to learn what patrol officers think are their greatest sources of stress. Identification of these sources will enable interested patrol officers and police administrators to lessen their impact on the effectiveness of the organization. This will help to produce a police department that is more responsive to the needs of the community and to it's

patrol officers.

This study examined the sources of self-reported stress among patrol officers. It was hypothesized that factors from within the organization and administration of the police department would be cited as the most frequent sources of stress. The fear of being injured or killed while on duty was believed to be a less common source of stress.

The patrol officers studied were from municipal and township police departments in Mahoning, Trumbull, and Columbiana Counties of Ohio. All of the police departments were small (1-49 officers) or medium-sized (50-399 officers). Patrol officers held no supervisory rank and performed similar duties. Their mean age was 36.32 years ($SD:8.61$) and 9.85 ($SD:6.53$) was their mean number of years on their current department.

A questionnaire was designed to elicit the necessary responses from the patrol officers studied. The first question asked patrol officers what was their greatest source of stress and to rate it with a numerical value of 1 to 5 (one being a great source of stress and five being a lesser source). The second question asked patrol officers to state why they thought their responses in question #1 were sources of stress. This subjective data was not collected for statistical analysis but to provide insight into why they listed certain items as sources of stress. Twenty other questions were asked such as age, sex, and marital status which enabled the sample to be described.

The questionnaire was mailed to 31 police departments and 17 of them participated in the study. 238 questionnaires were sent out by mail and 50 were returned. Two of the questionnaires could not be used in the survey because one was completed by a Chief of Police and one by a sergeant. This

resulted in 48 questionnaires being used which gave a final response rate of 20%.

Conclusions

Data gathered from the questionnaires supported the research hypothesis. Thirty-nine patrol officers (81.3%) stated that the organization and administration was their greatest source of stress. In addition to this finding, several other variables were found to have an interesting relationship with the sources of stress. The number of years a patrol officer had on their current department had a moderate association with their reported sources of stress (Cramer's V:.5). It appears that as a patrol officer nears retirement age, the less they view the organization and administration as sources of stress.

A patrol officer's educational status also affects their stress level. 53.2% of the patrol officers who were affected by stress were working towards their Associate's degree. 36.2% were working on their Bachelor's degree and 10.6% towards their Master's degree. This seems to indicate that patrol officers with higher levels of education are better able to deal with the stressors they encounter.

Methodological Limitations

This study has several weaknesses. Some of these limitations are a result of the instrument used to conduct the survey and the statistical tools used to analyze the findings. The group of patrol officers studied and the research design itself placed boundaries on the quality and quantity of data obtained during the study.

Probably the most prominent weakness was the small size of the sample.

Only 48 out of 238 patrol officers responded to the survey. This raises questions about the ability to infer characteristics from the sample to the general population of patrol officers. A sample of more patrol officers would enable the researcher to make more positive statements concerning the relationship between the data and the hypothesis.

Another weakness related to the sample was the absence of a significant number of women respondents. Since only two women participated in the survey, very little can be said about what women patrol officers think are their greatest sources of stress. In fact, the data provides so little insight into this aspect that it is unknown what women believe are their greatest sources of stress.

The survey instrument also has weaknesses. Since it was developed specifically for this study, its psychometric properties are unknown. Its validity and reliability have not been established. Future use of this instrument may reveal whether or not it measures what it is supposed to measure. Also, the length of the survey may have contributed to the low response rate. The twenty-two questions which were asked may have discouraged patrol officers from responding because they were too time consuming. Some of the questions which were of a sensitive nature may also have deterred patrol officers from responding.

Finally, the statistical tool used to assess the associations between the variables may have been inadequate. Cramer's V only demonstrates that an association does exist and that it is either strong, moderate, or weak. It does not give a specific statistical figure which represents the strength of the relationship. It was used because it could measure the associations between nominal variables. Future research may attempt to collect data that is

on the interval or ratio level. This would enable other methods of statistical analysis to be employed.

Implications For The Police Administrator

The identification by patrol officers of the organization and administration as being the greatest source of stress has important implications for the police administrator. First, it demonstrates the need for change in the police department. Change which is created by management and patrol officers. This change may include the physical structure of the department or the equipment issued to the patrol officers. It may also include the manner in which supervisors oversee their subordinates.

Police administrators must realize that by lessening the impact of these sources of stress created by the organization, the overall health of the police department is likely to improve. Absenteeism and employee turnover may decrease which would lead to a substantial monetary savings in the areas of health care, overtime, and the financial costs of hiring new patrol officers. Also, employees that experience little stress from the organization and administration are able to spend more of their time concentrating on their work assignments.

Finally, administrators should realize that the more education that an officer has, the better he is able to deal with stress. Educated patrol officers are more aware of the potential sources of stress from within an organization and they are able to cope with the stressors better than uneducated officers. Also, other patrol officers from the organization are likely to observe the educated officer's behavior and try to mimic it. This results in a group of employees that are able to deal with the stress they encounter in a constructive manner.

Implications For The Patrol Officer

Since most of the stress that patrol officers experience comes from within their own organization, it is important that they identify the sources and take steps to deal with it. If they do not it will cause problems in their personal life which will result in more stress. Patrol officers should also be aware of the symptoms of stress related problems (i.e. alcoholism) so they may realize the causes of such behavior. They will also be in a more advantageous position to offer assistance to fellow employees with these problem. An awareness of the problems associated with stress will enable officers to develop positive coping skills which will not aggravate the problem.

Implications For Future Research

This study has concurred with most of the current research on stress and its effect on police officers. It has produced no new information but it has strengthened the ideas that most stress comes from the organization and administration and that officers with higher levels of education are better able to recognize the sources of stress and cope with it in a more positive manner than less educated officers.

Future research should examine the sources of stress from within the organization and administration more closely. An attempt should be made to identify those stressors that cause the most problems and the best way to deal with them. Input should also be sought from the spouses of patrol officers to determine if they have ideas that may be used to lessen the effects of stress on their spouse.

The area of administrative and supervisory stress also needs to be

studied. There are certain stressors that are unique to these positions and data should be collected to determine the impact they have on the officers that fill these positions. Since patrol officers experience a large amount of stress that is created by their supervisors, it may be more important to discover the sources of stress of the leaders of the department. If the amount of stress that affects supervisors can be lessened, then it logically follows that patrol officers will experience less stress.

Hopefully, this study has made police administrators, police supervisors, and police officers more aware of the sources of stress in their lives and the importance of dealing with the stress. Continued research in this area will only result in positive gains for police departments and the criminal justice system.

In your opinion what do you think are your greatest sources of stress in police work? (Please assign each source of stress a numerical value of 1,2,3,4, or 5, One being a great source of stress and five being a low source of stress)

APPENDIX A

Survey Instrument

Why do you think they are sources of stress?

1. In your opinion what do you think are your greatest sources of stress in police work? (Please assign each source of stress a numerical value of 1,2,3,4, or 5. One being a great source of stress and five being a low source of stress)

- 1. male
- 2. female

Q-4 Your present age: _____ (years)

Q-5 Your present marital status: (circle answer)

- 1. never married
- 2. married
- 3. divorced
- 4. separated

2 Why do you think they are sources of stress?

6. other

Q-6 Number of children you have: _____

Q-7 How long have you worked for your current department?

_____ (years)

Q-8 How many hours per week do you work?

_____ (police work)

_____ (other employment)

Q-9 How many police officers work in your department?

_____ (full-time)

_____ (part-time)

_____ (reserve)

_____ (auxiliary)

Q-3 Your sex: (circle answer)

1. male
2. female

Q-4 Your present age: _____ (years)

Q-5 Your present marital status: (circle answer)

1. never married
2. married
3. divorced
4. separated
5. widowed
6. other

Q-6 Number of children you have: _____

Q-7 How long have you worked for your current department?

_____ (years)

Q-8 How many hours per week do you work?

_____ (police work)
_____ (other employment)

Q-9 How many police officers work in your department?

_____ (full-time)

_____ (part-time)

_____ (reserve)

_____ (auxiliary)

2. _____ (personal days)

3. _____ (compensation time)

Q-10 What is your current employment status in your police department? (circle answer)

1. full time (forty hours per week)
2. part time (less than forty hours per week)
3. reserve (employed for special events and emergencies: receives compensation)
4. auxiliary (employed for special events and emergencies: receives no compensation)

Q-11 List police training schools you have attended: (i.e. crime scene analysis, D.U.I. School)

Q-12 Do you plan to work for another police department or other law enforcement agency before you retire?

Q-12 List the assignments you have held as a patrol officer in your current department: (i.e. traffic officer, juvenile officer)

Q-13 When will you be eligible for retirement? _____ (year)

Q-13 The sources of stress that you listed in Question #1 were caused by what assignment in your department? (i.e. traffic officer, patrol officer)

Q-14 How many years of education have you completed? _____ (list number of years)

Q-15 How many working days have you missed in the last six months?

1. _____ (sick days)
2. _____ (personal days)
3. _____ (compensation time)

Q-16 Do you plan to continue in police work until you retire?

1. yes (circle)

2. no

3. maybe

Q-17 If you would retire from police work would it be because of stress?

1. yes (circle)

2. no

3. maybe

Q-18 Do you plan to work for another police department or other law enforcement agency before you retire?

1. yes (circle)

2. no

3. maybe

Q-19 When will you be eligible for retirement? _____ (year)

Q-20 Are you represented by a union or employees association?

1. yes (circle)

3. currently undergoing process to obtain a representing body

2. no

VARIABLE

APPENDIX B

CODING SCHEME

Computer Coding Instructions

ID Number	No special code
Sources of Stress	1= Organization/Administration 2= Task Environment 3= Judiciary 4= Personal/Family Stressors
Why Sources of Stress (?)	
Sex	1= male 2= female
Age	In Years
Marital Status	1= Never Married 2= Married 3= Divorced 4= Separated 5= Widowed 6= Other
Number of Children	Actual Number
Years in Current Department	Actual Number
Hours Worked Per Week(Police Work)	Actual Number
Hours Worked Per Week(Other Employment)	Actual Number
Number of Full-Time Officers in Dept.	Actual Number
Number of Part-Time Officers in Dept.	Actual Number
Number of Reserve Officers in Dept.	Actual Number
Number of Auxillary Officers in Dept.	Actual Number
Current Employment Status	1= Full-Time 2= Part-Time 3= Reserve 4= Auxillary

VARIABLEREFERENCE LIST AND BIBLIOGRAPHY CODING SCHEME

ID Number	No special code
Sources of Stress	1= Organization/Administration 2= Task Environment 3= Judiciary 4= Personal/Family Stressors
Why Sources of Stress (?)	
Sex	1= male 2= female
Age	In Years
Marital Status	1= Never Married 2= Married 3= Divorced 4= Separated 5= Widowed 6= Other
Number of Children	Actual Number
Years in Current Department	Actual Number
Hours Worked Per Week(Police Work)	Actual Number
Hours Worked Per Week(Other Employment)	Actual Number
Number of Full-Time Officers in Dept.	Actual Number
Number of Part-Time Officers in Dept.	Actual Number
Number of Reserve Officers in Dept.	Actual Number
Number of Auxiliary Officers in Dept.	Actual Number
Current Employment Status	1= Full-Time 2= Part-Time 3= Reserve 4= Auxiliary

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