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Police Stress: An Examination of the Effects of Stress and Coping Strategies

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A thesis

presented to

the faculty of the Department of Criminal Justice and Criminology

East Tennessee State University

In partial fulfillment

of the requirements for the degree

Masters of Arts In Criminal Justice and Criminology

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by

Derrick Andrew Kenwright

December 2008

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Keywords: Police Stress, Coping Strategies, Support, Burnout

## ABSTRACT

### Police Stress: An Examination of the Effects of Stress and Coping Strategies

by

Derrick Andrew Kenwright

How police officers deal with stress greatly affects how they carry out their daily lives and how they treat family and friends. In this study 2 police departments were issued surveys to see how the police officers experienced stress. Questions on the survey asked the officers about the sources of stress, sources of support, and which methods they used to alleviate the stress. The surveys were given to the respective departments over a period of 2 months, and 132 surveys were returned. The statistical analysis performed showed danger was a factor when examining stress. Administration support was found to be a source of support.

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## CHAPTER 1

### INTRODUCTION

The lifestyles and experiences that law enforcement officers engage in everyday can only be understood by those who work in law enforcement. Officers' lives are put at risk to save others' lives. As criminals are arrested, society feels justice is served. This justice comes at a price, as some law enforcers experience stress, cynicism, and job burnout.

The lives of the police officers are stressful for several reasons. First, the officers put their lives at risk every day. Second, the officers are involved in events such as domestic issues, witnessing fatalities, and other potentially life scarring events. Stress is a factor, and depending on whether the officer copes with the traumatic events in a positive or negative manner in some cases determines the overall psychological well-being and overall health of the officer.

#### Statement of Problem

How police officers deal with stress greatly affects how they carry out their daily lives and how they treat family and friends. Some officers who cannot cope with stress turn to alcohol and other vices that can lead to family conflict. In extreme cases, suicide is the end result of stress. If departments increased law enforcement officers' options on how to deal with stress, officers might be more likely to seek help and reduce the number of police suicides.

Because aspects of policing can overwhelm officers, signs of depression are possible if coping and general help are not sought out. Olson and Surette (2004) explain the causes and effects of stress in relation to anxiety and depression. In general, people



who become depressed with their jobs also experience a decrease of care in their lives. In their jobs, satisfaction decreases, work days are missed, and more mistakes are made than usual (Bhagat, McQuaid, Lindholm, & Segovis, 1985). Also, while on the job the employee becomes less efficient and may be close to quitting or being fired. Outside the job, the employees may lose interest or withdraw from friends and from their overall support system (Cyranowski, Frank, Young, & Shear, 2000). Because of the stressful environment in which police officers work, there is a possibility they will suffer stress and, therefore, be ineffective. This is important to note because in previous research stress has been correlated with anxiety. However, scant research is available on the relationship between stress and depression.

In Olson and Surrrette's (2004) study, research was conducted on police officers in Massachusetts to test three hypotheses: First, if depression is correlated with anxiety. Second, to see if stress is related to anxiety and, third, if stress is related to depression. The results of the study showed a positive relationship in all three hypotheses. The strongest relation was found between stress and depression. These results indicated how stressful the policing occupation is and how severe the effects of stress can be when examining psychological symptoms such as anxiety and depression.

When discussing police stress and depression, it is important to examine the increasing problem of police suicides. Stevens (2008) notes several interesting findings about police suicides. First, he states that police officers are more likely than workers in any other profession to commit suicide. Second, police officers are two times more likely to die by their own handgun than in the line of duty (Violanti, 1996). Also, police officers are six times more susceptible to suicide when compared to the general

population (Stevens, 2008). An interesting note, Stevens (2008) explains that the officers who commit suicide are often found by their fellow police officers. This causes the statistics on police suicides to be skewed because the police may manipulate the scene in a way that makes it look like the death occurred in a nonsuicidal way to create an alternative scenario for the family's sake.

In further examination of police stress, depression, and suicide, Harpold and Feemster (2002) discuss police stress in relation to sources of stress, history of departmental help, and a project called Project Shield created to further probe police stress. Results indicate a potential to help stressed police officers by acting in a proactive way to better assist police officers in need.

Even though all officers may not be subjected to violence, traumatic events, or high stress levels, many officers experience high stress levels and negative events involving loss of life. Harpold and Feemster (2002) discuss the killing of one police officer and the harm of his surviving partner. The surviving police officer witnessed his partner being killed by the offender but managed to remain alive and escape. This horrific event occurred in 1963. At that time, no type of counseling was available to police officers. A primary reason for not having any programs or counselors on hand to assist the officers with their problems was because of the tough guy image the police officers wanted to be portrayed as. Police also were unable to vent their inner turmoil to other officers. The surviving officer of the negative event developed Post Traumatic Stress Disorder (PTSD) because of the inability to cope with the event and the many years the case spent in court. Thankfully, today help is available to the officers needing help.

In response to this overwhelming need for research on police stress in regards to negative types of stress, a program called Project Shield was created by the National Institute of Justice to probe major law enforcement agencies on the negative sources of stress. Several interesting results were found. This study focused on the emotions, behaviors, and physical and psychological effects of stress. Many of the respondents said they increased their alcohol consumption and hit their fellow officers and family members. Also, many of the respondents said they were more stressed when they attended funerals or when they knew someone who died.

Other results showed that many of the respondents said they had physical problems that could not be diagnosed by a doctor. About 1% claimed they considered suicide and 30% claimed to have health related problems. As for family life, respondents said that work came before family and this caused the respondents to have little time to spend with the family.

### Purpose of the Research

The purpose of this thesis was to examine the amount of job stress police officers perceive. While examining police stress another focus was to see what role danger, peer support, administrative support, coping strategies, and the symptoms of stress play in policing. A plethora of research has been conducted on police stress. This study builds on the stress research of Cullen, Lemming, Link and Wozniak (1985) and He, Zhao, and Ren (2005).

In Cullen's et al. (1985) research the goal was to find out what the sources of stress were for the police officers and also to see what role social support played in protecting the officers from stress. The results of the research showed that danger was

the most significant contributing factor of stress. In contrast, administrative support and family support were found to help reduce stress. Administrative support helped to reduce work stress for the officers, whereas family support helped to reduce life stress and help the psychological state of the officers.

In contrast to Cullen's et al. (1985) research, Kroes, Margolis and Hurrell, Jr's. (1974) findings indicate that danger was not a significant source of stress, whereas administrative support was found to be a stressor. In this research Kroes et al. examined police officers in Cincinnati, Ohio. Questions probed about the sources of stress experienced by the officers and their peers. From these questions, the following were the top five sources of stress: courts, administration, equipment, community relations, and changing shift routine.

Interesting findings from the research of Kroes et al. (1974) are the findings regarding danger and administrative support. First, crucial or dangerous situations were not deemed as stressors for the officers. The researchers claim this may be because the officers may not want to dwell on the seriousness of their job and therefore do not perceive danger as a source of stress. Second, administrative support was found to be a source of stress. Administrative duties were divided into two parts: administrative policy and administrative support. More officers said that their abilities were undermined when they were asked to respond to animal issues or when they acted as a taxi service while on patrol. Another reason was excessive paper work. Officers also said the time spent on completing paper work could be used more efficiently patrolling the streets.

In He's et al. (2005) study, the goal of the researchers was to find out the differences in stress based on gender and race. The results of this study indicated that

race and gender are significant when examining stress. An interesting note from the study was that white, male officers reported experiencing more stress than male, African-American officers. Also, African-American officers were more likely to use constructive coping methods, whereas white officers were more likely to use deconstructive coping methods.

### Research Hypotheses

The goal of this thesis was to examine police stress and how the respondents perceived the amount of danger, stress, and support. The following hypotheses sought to predict the relationship of stress to peer support, administrative support, family support, danger, coping strategies, and symptoms.

H1: Peer support is negatively associated with work stress

H2: Administrative support is negatively associated with work stress

H3: Family support is negatively associated with work stress

H4: Danger is positively associated with work stress

H5: Coping strategies are negatively associated with stress

H6: Various symptoms such as headaches and loss of sleep are positively associated with stress

### Theoretical Framework

The primary theory that is applicable to police stress is Agnew's general strain theory. This theory states that negative emotions of stress can lead to crimes such as violence. Even though this theory is traditionally applied to juvenile crime, it is applicable to police stress especially when examining domestic violence. If the stressed individual cannot cope with stress, negative emotions and actions are probable. Also,

coping is addressed in this theory in the context of family support and this research will address how important it is to have a support system.

### Limitations of Study

The goal of this thesis was to probe the respondents to see how much stress, danger, and support they perceived in their job. With that said, it is important to observe the limitations in this study. This study had several limitations. First, the sample was a local sample and not a state wide sample and thus the results are only applicable to police officers in Northeast Tennessee. Second, extraneous factors may or may not have been present when dealing with the participants who volunteered in the study. An example of a potential extraneous factor is police pressure. The respondents were answering sensitive questions about their job while in the company of peers and superiors. These factors may or may not have affected the respondents' answers. The survey questions probed about the dangerousness of the job, stress in general, family support, administrative support and peer support. The contact person for Kingsport Police Department explained that several of the questions regarding administration and peer support were deemed sensitive by the officers and resulted in a low return rate.

### Terminology

To fully understand the terminology in this study it is pertinent to define the following terms. First, coping is defined by He et al. (2002) as “the conscious use of a cognitive or behavioral strategy that is intended to reduce perceived stress or improve a person’s resources to deal with stress reflects the coping process” (p. 691). The second term danger is defined by He et al. (2002) as the involvement of risk of dying or witnessing a fellow officer die. Another source of danger can be the overall job and the

knowledge that unpredictable events may occur. The third term, peer support is defined by He et al. (2002) as having fellow officers who understand and know what policing is about. Fourth, social support is defined by Stevens (2008): “social support networks provide officers with support, companionship, information and instrumental assistance in returning to a state of mind prior to the incident” (p. 144). The fifth term, stress, is defined by Stevens (2008) as “the wear and tear our bodies and minds experience as we react to physical, psychological, and environmental changes in our daily lives” (p. 30).

Last, administrative support is defined by Stevens (2008) as various supervisory rankings included in the police organization such as the chiefs, lieutenants, majors, and captains. The police hierarchy is like a pyramid. At the top are the chiefs who are in charge of entire department making sure policies are created and carried out. Next are the majors and captains who are above the lieutenants and are known as “mid-level” management. They are responsible for formalizing policies and maintaining the overall system. Next are the lieutenants who are called upon when there is an issue to deal with. The sergeants are ranked under the lieutenants and are in charge of the department and work very closely with the patrol officers and are also known as first line supervisors. Last, at the very core of the pyramid are the police officers who work to keep the streets safe and secure (Stevens, 2008).

## CHAPTER 2

### LITERATURE REVIEW

The role of police officers is seen as a protector and as a civil service official. When people get in car accidents, money is stolen, or when someone generally needs help, the police are called. Compared to emergency medical services and fire rescue services, police endure the greatest amount of stress (Sugimoto & Oltjenbruns, 2001). Because police officers experience traumatic events, the potential for Post Traumatic Stress Disorder (PTSD) is probable. PTSD is described by Sugimoto and Oltjenbruns (2001) as an anxiety disorder that affects people who are exposed to death or situations that involve great harm. People who cannot cope with traumatic events develop PTSD over a period of time and the older a person gets the more likely it will be a lasting trait. Accurately diagnosing PTSD for police officers is difficult for several reasons. The police subculture and the code of silence keep most police officers silent on how they feel about traumatic events. The subculture of police is portrayed as having tough officers and that nothing will harm their overall well being. The officers seeking help are stigmatized as weak or mentally ill.

When discussing the roles of police officers and what types of problems they are exposed to, Sugimoto and Oltjenbruns (2001) note several incidents that one officer witnessed. The police officer mentioned was previously a journalist in his mid-30s and decided to pursue a career in policing to experience firsthand what policing involves. Every stage of hiring a new police official was included, beginning with the preemployment background check, to the academy training, and the weeks spent with the



field training officer. After all the stages were complete, the officer was officially alone on his patrol.

The traumatic events endured by the officer are enough for the average person to feel he or she needs help, let alone the police officer. The police officer had to retire due to PTSD. Just one incident, out of the countless events he endured, is as follows: “A girl was snow-sledding and entered the path of a vehicle which could not avoid striking her. Her head was crushed. First aid and CPR were not feasible” (Sugimoto & Oltjenbruns, 2001, p. 150). This particular police officer said that if he had been briefed after each event that he may have handled the traumatic events in a healthier manner. Also, the officer said that if more police departments offered more help after traumatic events, the police officers could potentially be more effective when doing their jobs.

A second type of stress disorder similar to PTSD is Secondary Traumatic Stress (STS). Sugimoto and Oltjenbruns (2001) explain that STS was first coined by Figley and Kleber. Figley and Kleber describe STS as having the knowledge that a significant other has had something tragic happen to him or her and from this event STS develops. When discussing other types of trauma and witnessing deaths, two forms of trauma are present, primary and secondary. Primary trauma is when someone has a type of attachment or relationship with the person who has expired. Secondary trauma is when the death is witnessed by someone who has no attachment to the person who died; an example could be bystanders in a street who witnessed someone being shot.

Because the environment that police work in is conducive to stress, Stevens (2004) outlines the three stages of stress. The first stage is a state of alarm. This stage involves “a brief period of high arousal of the sympathetic nervous system, readying the

body for vigorous activity” ( p.149). The second stage involves resistance; in this stage the body is alert and ready for any type of stressful situation. The last stage is exhaustion; in this stage the body begins to wear down and the immune system is weakened and no longer efficient. Also, in this stage the body is more prone to sickness and other types of harm (Stevens, 2004).

When the police combine stress and the supreme power that comes with the job as law enforcers, the potential for problems at home is probable. Johnson and Subramanian (2005) explain that some police officers have trouble turning off their authoritative power and in turn abuse their spouses. Because wives are married into the subculture, that automatically makes them a part of the fraternity of policing in a way that the many things that happen at home are kept quiet and policed informally by the husband or other officers. The abused wives are frightened that if they leak out what is happening that matters may turn worse, making the only option to divorce. In contrast, female officers experience stress because of the dual role of being a police officer and a mother. This dual role can further induce stress.

#### Violence, Burnout, and Stress

In a study conducted on police and domestic abuse, Johnson and Subramanian (2005) tested to see why spousal abuse occurs in some police families. The six variables that were tested were external burnout, authoritarian spillover, department withdrawal, alcohol use, spousal violence, and exposure to violence. First, external burnout dealt with how the police officers felt about their job and how they thought people should be treated. Second, authoritarian spillover dealt with how the police officers treated their families when they were not on the job. Did the person treat the family as someone he or

she would encounter on the street or would he or she treat the family with respect? Third, department withdrawal meant that the police officer said he or she wanted to avoid working by not coming in when scheduled or ultimately wanting to quit or retire. Fourth, spousal violence meant that the police officer relied on force in certain situations. Fifth, alcohol use was a variable included to measure the amount of alcohol used and for what reasons. Last, exposure to violence was tested to see if the police officers were ever exposed to violence at any point in their lives.

The results of Johnson and Subramanian's (2005) study showed that 40% of the officers reported abusing their wives. Burnout had the strongest correlation to abuse and second was authoritarian spillover. The remaining variables showed little to no correlation. A few surprising notes were that even though a small percentage of police officers admitted to using alcohol to cope with stress, alcohol was not a contributing factor to spousal abuse. Also, exposure to violence showed no significant correlation to abuse.

### General Strain Theory

When examining police stress, Robert Agnew's general strain theory (GST) is best applicable (Agnew, 1992). Agnew's GST is based on emotions such as anger, negative emotions, and personal relations. Agnew also elaborated on strain by adding three subcategories: failure to achieve positively valued goals, loss of positively valued stimuli, and the presentation of negatively valued stimuli (as cited in Vold et al. 2002). When discussing strain, a clear definition is necessary. Agnew simplifies strain by describing strain as a condition that makes people uncomfortable. This uncomfortable feeling or situation can potentially lead people to engage in crime, but not everyone does

so. How the person reacts to the strain depends on a few variables. First, coping skills play an important role. If people are unable to cope with the strain by communicating how they are feeling, the negative emotions can lead to violence or other types of crimes. The second variable to help insulate a person from crime is family bonds (as cited in Vold et al., 2002).

Gibson, Swatt, and Jolicoeur (2001) use general strain theory and relate it to domestic violence using a survey of Baltimore police officers. Because general strain theory has been traditionally used to examine juvenile crime, the researchers claim this is the first study using general strain in relation to domestic violence. The goal of this study was to measure negative emotion such as depression and anger to measure stress because general strain theory states that negative emotions are evoked in response to strain (Agnew, 1992). Another goal was to measure social support and spirituality as the coping factors and to see if these factors could be correlated in preventing domestic violence. Also, sources of stress such as overall job satisfaction and the overall nature of the job were measured (Gibson et al.). Results of the study showed that social support plays a role in reducing stress but in contrast social support and spirituality were not significant in preventing domestic violence (Gibson et al.).

In another study using general strain theory, Swatt, Gibson, and Piquero (2007) examine police stress in relation to alcohol consumption. In this study the researchers predicted that negative effects of work stress are positively associated with alcohol consumption. The results of the study showed that work stress is positively associated with negative emotions. An interesting finding, female officers were more likely to experience anxiety and depression from work stress than males. As for alcohol

consumption, male, white officers were more likely to consume alcohol to cope with stress, whereas females and non whites did not resort to alcohol in high amounts.

### Gender

When examining police burnout and gender, Martinussen, Richardsen, and Burke, (2007) conducted a study of Norwegian police officers. They found few differences when examining gender and police burnout. Also, the researchers in this study found that exhaustion was linked to age, and when they examined family support they found out that family was a source of support but also a source of strain. The primary variables measured were demographics, job demands, and job resources.

The study on Norwegian police officers examining gender differences and job burnout was compared to similar work groups such as aircraft controllers or “human services professions “(Martinussen et al., 2007, p.240) who experienced high amounts of job burnout. The police officers in this group showed lower burnout rates. Martinussen, et al. explain that it could be due to the 3 years of training the Norwegian police officers have to go through in order to be sworn police officers. A second reason why the burnout level is low is the police officers admit the job of being a police officer is eventful and exciting and catching the fugitives helps alleviate work burnout and cynicism (Martinussen et al.).

Other results of the study showed that burnout affected how the police officers carried out their job. Burnout was linked to health problems and job satisfaction. The more exhausted the officers felt the worse the health problems the officers would experience. Also, burnout was related to job performance. Basically, if the officers are not enjoying their job, they are more likely to lower their job efficiency, which can lead

to quitting their job or wanting to retire. Lastly, interestingly enough the level of responsibility was not correlated with job strain. For example, the members of law enforcement who were leaders did not report higher amounts of burnout than those who were not leaders (Martinussen et al., 2007).

Another study examining stress and gender differences confirms the findings of Martinussen et al. when looking at strain and family conflict. He et al. (2002) conducted a study using second-hand data on police officers from Baltimore, Maryland. This study focused on gender differences due to the lack of research specifically focusing on gender and stress in policing. He et al. (2002) explain that past research has shown that women experience more psychological and physical stress. Increased stress for females has several reasons. First, the overall nature of police work is violent and gruesome and can be too much for females to endure. Second, females endure harassment of different kinds from their male peers and from the overall organization. This environment can lead female officers to a place of isolation, feeling inferior to the male officers, and a low self-esteem. When comparing coping methods among genders He et al. (2002) explain “that females are more likely to use “emotional-focused coping strategies compared to males who are more proficient with problem-focused coping strategies” (He et al., 2002, p.689).

In this study the researchers focused on the five major sources of stress identified by past researchers when measuring stress. The first stress source is the overall environment of police work. Because police work involves dealing with difficult issues, violent people, and rushed judgment in potential life-threatening situations, stress levels can be very high. The second source of stress involves peer support. Without a strong bond between officers, stress is inevitable for many reasons. The primary reason is that

officers depend on each other for protection and emotional support. This can be understood through the analogy that police world is like a brotherhood. Police officers trust each other and know they will back each officer up no matter what happens. The third source of stress involves family support. He et al. (2002) explain that marriage is more helpful for males in alleviating stress and less helpful for females. This shows that without marriage policing can be a very stressful job. The fourth variable involves the structure of police organization. Because police work is bureaucratic and militaristic in nature, the police officers have little input and individuality in their jobs (Violanti & Aron, 1993). These factors cause stress because the police officers exercise substantial discretion but also are supposed to follow departmental policy (Coman & Evans, 1991). Last, coping is the fifth source of stress. There are two types of coping: constructive and destructive. Constructive coping is a positive method such as talking with friends, praying, etc. Destructive coping involves negative methods such as engaging in activities such as drinking, smoking, etc.

Out of the five major stressors of police work, the researchers focused on work environment, family conflict, and coping methods as the independent variables. The results showed that females were more likely to have depression symptoms (He et al., 2002). The work environment variable indicated that males were more likely to experience stress when dealing with negative events and also males showed higher peer support than females (He et al., 2002).

Another difference was found in the coping methods. Females were more likely to use constructive coping than males. The main coping method used was praying. This coping strategy helped reduce the depression experienced by females. In contrast, males

were more likely to externalize their coping methods by relying on peers and family to reduce their stress. Overall the two causes of stress in this study were work-family stress and deconstructive coping (He et al., 2002).

In further research on gender and stress Morash, Kwak, and Haar (2006) conducted research on police stress comparing and contrasting male and female stress. To fully understand the results of the study it is pertinent to examine previous literature regarding gender and stress. First, when examining female stress, traditional stress sources are present. Morash et al. explain that females are more likely to work in larger departments and more likely to work in urban areas. Second, females are more likely to endure stress than males because of their minority status.

When examining males Morash et al. (2006) state that males experience a perceived lack of influence in the department and feel they have little input in their job. An interesting point when comparing police department size is that the size of the department can be a potential source of stress (Morash et al.) because large departments are located in large cities and generally have more problems compared to small, rural departments. The primary difference between the two types of departments is that large departments handle matters formally, whereas the smaller departments handle events or problems informally. Because the rural police departments are in small towns, they have the ability to police informally and lower stress levels can be found.

In this study conducted by Morash et al. (2006) the variables of interest for this thesis are work place problems and social support. Social support can include peers, friends, and family. The findings indicate that females experience more stress than males (Morash et al.). The sources of stress include harassment, underestimation of ability, and



lack of influence (Morash et al.). The primary stress differences indicated that males experienced work place problems and females did not. These finding confirm previous literature in that males perceived they had had little influence or input in their job (Morash et al.). As for females, lack of influence on the job was not a significant source. Also, both males and females perceived sexual jokes or profanity as a source of stress when carrying out their jobs (Morash et al., 2006).

When examining the types of crimes that police encounter such as property crimes, violent crimes, and stress, Morash et al. (2006) found no significance. An explanation of this is that violent crimes do not occur consistently and property crimes can occur frequently, depending on the size of the city. Stress levels may not be high from these crimes because the officers may not perceive a threat often or may expect certain crimes to happen in certain areas of the city. Overall the results of the study corroborate previous findings that stress is correlated with work place problems.

### Coping

Because coping is vital when dealing with stress, Aaron (2000) conducted a study of police officers in Charlottesville, VA that corroborates other results on avoidant coping styles. The purpose of the study was to examine dissociation and the psychological functioning of the officers. In this study, several interesting results were found.

First, dissociation needs to be defined. Aaron (2000) defines dissociation as “the splitting off from the awareness, thoughts, feelings, or memories of a painful or distressing event” (Aaron, p.439). Dissociation is seen as a negative way of coping because the individual is trying to forget about the traumatic event by forcing the memory

away or avoiding the event altogether which is also known as avoidant coping (Aaron). The results of this study showed that the more stressful events the officers experienced, the higher amounts of dissociation the officers experienced. Also, the strongest correlation with dissociation was linked to the officers' perception of events over which they had no control. This shows that traumatic events do not always correlate with stress (Aaron).

Overall, the results of this study show that how police officers handle the different negative aspects of the job greatly influences their psychological well-being (Aaron). If police officers deal with or confront a traumatic event right after it happens rather than forcing the painful event from their memory, then there is a better chance of not having dissociation and instead having a mentally healthy police officer.

In contrast to negative forms of coping, a focus of this thesis is to examine the role of positive coping in relation to police stress. Patterson (2003) conducted a study examining coping strategies focusing on social support. In this study, the researcher sought to find the relationships between work stress, life stress, problem-focused coping and emotion-focused coping. From this study several interesting results were found when examining the types of coping methods implemented by the police officers.

Patterson (2003) first explains the background of social support in relation to problem-focused coping and emotion-focused coping. Previous literature has indicated that problem-focus coping is primarily used during stressful times at work, whereas emotion-focused coping is primarily used to cope with stressful events that occur during life in general (Folkman & Lazarus, 1980). However, other research has shown that

these two coping methods can be integrated in social support form (Folkman & Lazarus, 1991).

When discussing work stress and life stress, Patterson (2003) explains that the source of support is important when examining sources of stress because different types of support have different impacts on stress levels. For example, if police officers receive support from a person at work who is also a source of stress, their stress may increase rather than decrease (Kaufmann & Beehr, 1989). Also, when discussing support and stress, Patterson lays out the model of the main effects and buffering effects of social support and coping. In this model, the researcher explains that the more social support available the more likely stress will be reduced because coping and support methods are combined.

The results of Patterson's (2003) study show that emotion-focused coping and problem-focused coping can be combined as one when seeking social support. Secondly, Patterson's hypothesis is partially supported concerning the prediction that life stress is more stressful because the police officers showed higher stress levels in their life when compared to their work life. This can be inferred because the police officers view events and problems that occur in their lives as taking a higher priority compared to events that happen at work. Other results showed a relationship between emotion-focused coping and life events which confirms previous literature that this coping method is most commonly used for life problems rather than work problems. As for problem-focused coping, it was not correlated with work-related stress events. This indicates that the police officers who used this coping method were unsuccessful or are inefficient when applying this coping method for work stress. Last, the main effect and buffering effect

model showed no direct effect of distress. This means that just because the police officers seek support when dealing with work stress, it may not reduce stress at work.

### Race

He et al.(2005) conducted a study on police officers to examine the effects of stress in relation to race and gender. This study is a rare study because very few studies have specifically focused on stress, gender, and race in police officers. In this study four subgroups were the main focus: white males, African-American males, white females, and African-American females. The types of stress measured were negative exposures, camaraderie, unfairness, and spillover. This study had several interesting results.

First, contrary to the researcher's hypothesis that minority officers would report higher stress levels, the results showed that white male officers reported higher physical symptoms, higher anxiety, and depression levels compared to African-American officers. Second, females reported experiencing more stress than males which confirms past findings. Third, African-American males reported more camaraderie than African-American females. The African-American males and females were also more likely to use constructive methods of coping compared to white officers.

Other results showed that the veteran male African-Americans showed higher levels of depression compared to white officers. In measuring negative exposures, white male officers were more likely to have physical and psychological problems. In contrast, African-American males report psychological problems such as depression but did not report physical symptoms. Overall, white officers reported more stress than African-Americans officers. This study is important because it shows that gender and race play significant roles when examining police stress. (He et al., 2005)

## Personality

Because an important part of stress is linked to how people deal with it, examining types of coping mechanisms and personalities is important. Bishop, Eddie and Diong (2001) identifies five types of personality previously identified by Costa and McCrae (1985). These five types of personalities are neuroticism, extroversion, openness, agreeableness and conscientiousness. Each one of these personalities copes with stress in a unique way. Also, Bishop et al. differentiate between problem-focused coping and emotion-focused coping. The difference between the two is that problem-focused coping is when a problem causes stress, whereas in emotional-focused coping, the emotions evoked from the stress source induce further stress causing even more problems. These two types of coping are also applied to the five types of personalities.

First, neuroticism is the personality in which the individual deals with stressful events in a negative way. Bishop et al. (2001) explains that individuals with this type of personality avoid coping with stress by acting hostile and seek to be alone and generally run away from the problem. Second, the extroversion type personality in contrast is happy and easy-going. Because this individual is an extrovert in nature, he or she relies on emotional support during stressful times. Third, the openness type of personality is similar to extroversion in that the individual seeks social support during stressful times but relies on humor and jokes to cope with stress. Fourth and fifth are conscientious and agreeableness personalities. Conscientious is the type of personality that is goal-oriented and overall a driven individual who designs a plan of action to negate stressful events. Last, the person with an agreeableness personality has a peaceful demeanor or mood.

These individuals use external coping methods by assisting those who are in need of help (Bishop, et al., 2001).

Using the five types of personality explained by Bishop et al. (2001) a study was conducted on Singapore police officers to see how personality is correlated with other cultures. Using a 13-item subscale called Coping Orientation to Problems Experienced (COPE) developed by Carver, Scheier, and Weintraub (1989), Bishop et al. found the most popular types of coping mechanisms used by the officers. The types of coping involved 13 factors of dealing with the problems, avoiding the problems, and accepting the problems in a positive way. Using factor analysis Bishop et al. organized the 13 factors into three categories: problem solving, avoidant coping, and positive reappraisal. The results indicated that problem solving coping methods were the most commonly used methods by the officers and the least used were avoidant coping methods. Other results showed that coping is generally similar to other cultures with the exception of praying.

From these results, Bishop et al. (2001) conclude that because police officers deal with stressful events in different ways, police departments should think about implementing methods that deal with each personality. For example, Bishop et al. state that “officers who are high in Neuroticism may benefit more from training in problem-focused coping, whereas those high in conscientiousness may find it useful to learn different ways in which events may be interpreted differently” (p.371).

In further research on police personality, Harper, Evans, and Thornton (1999) sought to find out if police personality is the same throughout cultures such as Scotland, England, and the United States. A second goal of the study was to add to previous research on police personality and to see whether or not a distinct police personality is

present. The third goal was to see whether police personality is stable throughout the police career or if the personality is shaped and molded during the policing career. From this study, interesting results can be found.

Harper et al. (1999) explain that previous literature on police personality has shown little promise on whether or not a distinct police personality exists. However, research has shown that several traits such as dominance and self-assertiveness are the two most commonly found traits in police officers. These traits were equal across Scotland, England, and U.S. (Butler & Cochrane, 1997). In comparing rookies and veterans, contrasting results show that rookies tend to be extroverted and impulsive, whereas veteran police officers have a type of personality that is somewhat cynical, calm, and not impulsive (Gudjonsson & Adlam, 1983).

In this personality study, officers were surveyed from Scotland, England, and the United States. The survey tool, 16F, was used because of its previous use in determining personality types and its rank as one of the top five personality scales in research. The following traits were measured: warmth, intelligence, emotional stability, dominance, impulsivity, conformity, boldness, sensitivity, suspiciousness, imagination, shrewdness, insecurity, radicalism, self-sufficiency, self-discipline, and tension. The results showed that there is some evidence of a police personality but more evidence is needed. Also, the results showed that police personality is molded during the police career but also shows that policing may attract certain personalities.

As for the types of personality across the three cultures, many of the police officers shared similar characteristics such as warmth, insecurity, dominance, and self-sufficiency. Harper et al. (1999) state that the personality trait dominance was the

strongest personality feature found in all the police officers. When comparing across the cultures, the results showed that the United States was low in imagination in comparison to Scotland and England. However, the United States was higher in intelligence but the differences were not large. The English officers showed higher impulsivity, boldness and sensitivity levels compared to the U.S. The Scottish officers were found to have high levels of tension and intelligence. Harper et al. also explain the different positive and negative qualities that can result from these types of behaviors. For example, the officers in all three cultures ranked high in impulsivity. This is positive because it means the officers can be warm and friendly but this can result in officers acting on impulse when making decisions. Overall, the results indicated that a police personality may exist.

### Police Suicides

Piennar and Rothmann (2005) conducted research focusing on suicide ideation in relation to occupational stress, coping strategies, and personality traits. South African police officers were studied to see if any relationship could be found when testing for the previous variables. South Africa is a unique place for several reasons. First, the rate of suicide is the highest among the police officers in the world and also South Africa has one of the highest crime rates in the world (Pienaar & Rothmann). Also, the country has experienced tumultuous times since 1994 due to the fall of the Apartheid rule which affected the political and economical state (Gulle, Tredouz, & Foster, 1998). Because of the rocky times, the police officers endured stressful times while carrying out their jobs.

To understand the definitions and the results of Piennar and Rothmann's (2005) study it is necessary to discuss the framework of the study. First, suicidal ideation is defined as the act of thinking about suicide and how others will react to the suicide



(Piennar & Rothmann). Second, occupational stress is defined as “the mind-body arousal resulting from the physical and/or psychological job demands” (Piennar & Rothmann, p.248). Piennar and Rothmann explain (as cited in Spielberger, Vagg, & Wasala, 2003) the two components involved in occupational stress. The first component is the overall structure of the police department, that involves communication between everyone from the police officers to the ranks of the administration. The second component is the overall job of the police such as chasing down criminals and dealing with difficult people everyday.

Piennar and Rothmann (2005) compare the stressors of South Africa with the United States and explain that South African police officers perceive lack of administrative skills and police misconduct as a source of stress, whereas police officers in the U.S. perceive the overall job as a source of stress. The results of Piennar and Rothmann’s study show “that police officers at risk for developing suicide ideation had lower levels of approach coping, turning to religion, emotional stability and conscientiousness and higher levels of avoidance coping” (Piennar & Rothmann, p.254). This means that the officers who failed to deal with the problems by avoiding the problem induced further stress and, because they were unable to cope with stress, officers were more likely to think about suicide (Piennar & Rothmann).

Because of the nature of police work and the various elements it entails, an increasing problem of homicide-suicide is occurring in police families. In a study conducted by Violanti (2007) the researcher tried to find out the contributing factors and the overall prevalence of homicide-suicide in police families. From this study more

information is provided to gain a better understanding of the unique nature of police work and what factors cause police to kill their spouses or intimate partners.

The history of homicide-suicide in general indicates that individuals who are prone to homicide-suicide actions are individuals who have a high number of aggressive tendencies. Also, a primary cause of homicide-suicide is when an individual fails to maintain a relationship he or she thought was stable (Palmero, 1994). When examining homicide-suicide in police families, Violanti (2007) explains the contributing factors. First, the overall nature of police work involves violence. When the police officers combine the violence and the power of authority, a spill-over effect at home is potential. Also, because police officers have consistent access to handguns, chances for homicide-suicide have a greater chance of occurring (Pam, 2001). The primary source of homicide-suicide is the result of spousal or partner problems (Violanti, 1997). Also, the victims tend to be women who are divorced or separated (Violanti, 2007). The offenders also are primarily young male officers (Heikkinen & Lonquist, 1992). Lastly alcohol in many of the cases is present during the killings and the police officers involved often work more than 40 hours a week, work the night shift, and many are narcotic officers or correctional officers (Neidig, Russell & Seng, 1992).

In Violanti's study (2007) data were collected from an online source (police\_dv@yahoogroups.com). This online source is a group that focuses on domestic violence. From this group, newspaper articles and other sources were collected from January 2003 – February 2007. Several interesting statistics and conclusions can be inferred from the results gathered in these domestic violence cases. First, the number of homicide-suicide cases doubled from 2005 to 2006. Second, the average age of the

police offender was 39 and the average age of the victim was 33. The majority of the homicide-suicides were carried out by male police officers, only five females killed their husbands. Interestingly enough, three children were killed during homicide-suicide events. The primary choice of weapon was a firearm and most of the killings occurred at the local level. As for the history of domestic violence reported, 70% reported there had been previous incidents of domestic abuse. Last, the primary reasons for the killings and the suicides were because of a divorce or separation and previous domestic violence incidents.

Violanti (2007) also details several cases of homicide-suicide. From these cases, a better understanding of these violent killings is possible. In one case, a county jailer was killed in the middle of the night. The next day police found the car with the offender in the car with a self-inflicted gun shot to the head. This offender later was identified as the ex-boyfriend. In another case, a female detective was brutally stabbed and eventually shot by her husband in front of their three kids. In the end the husband killed himself with the handgun. The wife in this case had previously reported a domestic violence incident but later decided not to pursue any legal action against the husband (Violanti, 2007).

### Summary and Conclusions

In summary, the prevalence of stress in policing is a problematic issue that has to be dealt with. Even though police officers the majority of the time may not have to deal with traumatic events, there will always be a potential for negative events to occur. Also, traumatic events are not always linked to stress. Situations where police officers feel

there is potential for danger and when they cannot control for outside factors can potentially induce stress.

Because policing is one of the most stressful jobs and is unique in nature, it is important for officers to control their emotions on and off the job. Also, how police officers balance their work stress and life stress greatly influences their physical and mental health. Sometimes the officers bring their stress home from work and this further complicates matters. Regardless of the work-family spillover, family and friends are a pertinent component of support; without a support system stress can be a very dangerous enemy to deal with.

When officers encounter a traumatic event, the method they choose to deal with stress is of great importance. Officers who run away from the problem and do not seek help or support from family, friends, or peers can encounter problems that can create physical and psychological problems. The macho man portrayal of policing is partially to blame for officers not seeking help in times of stress. Officers who seek counseling or support are seen as weak or unfit to carry out their job. Negative results of stressed officers are officers who are ineffective and inefficient in carrying out their job. This can also lead to a decrease in life satisfaction. Overall, it is important to realize how stress affects officers and how they alleviate their stress. If officers are given the support they need on and off the job, there is a better chance that the officers will not exercise negative forms of coping and instead have a healthier and happier life by using positive coping mechanisms.

## CHAPTER 3

### METHODOLOGY

This study used survey research methodology. This tool was used to measure job stress for police officers and how they dealt with their stress. The police officers in this study were from northeastern region of Tennessee. Two police departments participated in this research: Johnson City and Kingsport, Tennessee Police Departments. The Johnson City Department employs 150 sworn officers and the Kingsport Department employs 100 sworn officers. All IRB guidelines were followed. Also, both chiefs of the respective departments granted permission for their officers to participate in the study.

The subjects in this study completed the survey while at the police station. The city size that police departments were located in did not exceed a population of 60,000. Combining both police departments, 250 officers were asked to voluntarily participate in the survey process. Out of the 250 officers, 132 questionnaires were returned giving a 53% response rate. From the Johnson City police department 107 surveys were completed. The Kingsport police department returned 25 surveys.

#### Data Collection Procedure

Both police departments were very cooperative in distributing the survey. Because of the unique nature of police work, the supervisors of each platoon were in charge of issuing the questionnaires during roll call or when they had spare time while at the police station. The police officers voluntarily completed the survey without compensation. It was estimated that the survey would take about 10-15 minutes to complete. Each week, over a 2 month period during March and April of 2008, surveys

were collected until it was deemed that all of the officers who wanted to participate in the survey did complete a survey.

### Questionnaire Compilation

The majority of the questions used in the survey were taken from the research of Cullen et al. (1985) and a few questions were taken from He et al. (2005). A few minor modifications were made in deciding what questions to use. Also, not all the questions in Cullen et al. (1985) research or He's et al. research (2005) were used in this thesis. A five-point Likert scale was used in all the questions excluding the demographic questions, coping questions, and the symptoms of stress questions. The following represented the ranking of the scale: strongly agree=1, agree=2, neutral=3, disagree=4, and strongly disagree =5. A four-point Likert scale was used when measuring coping mechanisms and symptoms of stress and the following represented the ranking: 1=(never), 2=seldom(rarely), 3= sometimes(occasionally), and 4 always (everyday). The Likert scale was chosen as the scale of measurement because of the ability to use interval measurements when examining the attitudes of police stress, support systems, and coping mechanisms.

### Measuring Police Stress

The survey issued to the police officers included 52 questions. Multiple questions were used to measure each of the independent variables. The independent variables were designed to measure the dimensions of danger, peer support, administrative support, family support, coping methods, and symptoms of stress. The dependent variable work stress was used to examine how much stress is perceived by the officers.

### Danger

Because the police environment involves threatening and often violent situations, questions 10 through 14 asked about the amount of danger involved in policing. A low score on the danger scale indicates a high sense of danger. Questions 10 and 11 were similar in nature because question 10 asked the respondents if they felt policing was a dangerous job and question 11 asked if they felt policing was a more dangerous job than other jobs. The next set of questions 12 through 14 asked about getting hurt or physically injured on the job. This set of questions is pertinent in the study of police stress because police deal with criminals and see the worst of people on a daily basis not knowing what to expect with each person they meet.

### Peer Support

Because policing is like a brotherhood and because police depend on each other for emotional support, it is important to examine the perception of peer support among police officers. Questions 15 through 19 asked about peer support. A low score indicates a strong support system. Question 15 asked respondents if he or she felt that the respondent's peers complimented them when they did their job. In contrast, question 16 asked if the respondent felt that other officers blamed him or her when something went wrong. The next set of questions, 17 and 18, asked if the respondent felt that his or her peers were encouraged in a way that the respondent felt proud of. Question 18 asked the respondent if they felt that their peers offered encouragement in a way that improved their performance on the job. The last question dealing with peer support asked if the respondents felt their peers spent hardly any time helping the respondent become a better police officer.

### Administrative Support

It is important to examine administrative support when examining police stress for several reasons. First, the police organization is bureaucratic in nature and this can lead police officers to feel overwhelmed and pressured when carrying out their job. Second, the media is a powerful force that can be a double-edged sword because the media glorifies the police when they catch the criminal but also exercises disapproval when the police fail in carrying out policing duties. Second, supervisors sometimes support the police officer's action, whereas the chief in some instances will denounce the same officer when confronted by society and the media. Because of these differences in administrative roles, the same questions are asked involving support from the supervisor and support from the chief.

Questions 20 through 30 addressed administration support. A low score indicates a strong support system. Question 20 asked the respondent if he or she felt that the importance of the job was emphasized by the supervisors. The next questions, 21 and 22 asked if the respondent felt that the supervisor and the chief encouraged better ways of doing the job which had never been done before. The remaining questions, 23 through 30, dealt with job performance, blame when things go wrong, and friendliness of the supervisor and chief when a problem occurred.

### Family Support

Various types of support are available to police officers such as friends, family, and peers. Because family plays a vital role for police officers, questions 31 through 36 asked the respondent if they can depend on their family for support. A low score indicates a strong support system. Question 31 asked the respondents if they felt they had



people in their family they could talk to for support, whereas question 32 in contrast asked the respondents if they felt that no one in their family could understand how tough their job could be. Questions 33 and 34 probed whether or not the respondent felt they could turn to their family for support when they needed to feel better. The last two questions addressed if the respondents had a spouse or girl-friend/boy-friend to alleviate their stress when the respondents felt overwhelmed by the job.

### Sources of Stress

Because policing is one of most stressful occupations, it is important to examine how stress affects the lives of those in law enforcement and the various sources of the stress. Questions 37 through 42 probed how the respondents felt about the stress in their job. A low score indicated a high level of stress. Questions 37 and 38 asked the respondents if they felt tense and if they feel frustrated or angry when on the job. In contrast, 39 asked the respondents if they had little to worry about when on the job. The last three questions examining stress probed if the respondents felt they felt pressure when working, if they felt calm, and if aspects of the job made them feel upset.

### Coping Mechanisms

How an individual deals with stress determines the overall health and vitality of the individual. There are two types of coping methods: constructive and destructive. This thesis focuses on constructive coping mechanisms which are positive ways of dealing with stress. A low score indicates little or no coping for the respondent. Question 43 asked the respondent if they vented to friends, family, or others when dealing with stress. When asking the respondents if they pray or rely on their faith in God, questions 44 and 47 addressed this coping mechanism. The remaining questions examined external

coping methods and asked the respondents if they made a plan of action or if they exercised to reduce tension.

### Symptoms of stress

For individuals who live a stressful life and are unsuccessful in coping with stress, multiple symptoms can occur. The last five questions of the survey addressed the various symptoms. A low score indicated little to no symptoms of stress. Questions 48 and 50 asked the respondents how often they experienced headaches or pains in the chest. The next set of questions asked if the respondent felt dizzy or if they have an upset stomach. The last question asked if the respondent had trouble sleeping at night. All of these questions are ranked on a four-point scale from never to everyday.

### Demographics

The questionnaire also examined the demographics of the respondents. Question 1 asked the respondents the type of religion they identified with. Because of the similarities in religion the groups were listed into three groups: Protestant, Catholic, and other. Another question asked the respondent if they had any military experience and how many years. This question was later recoded into two categories: yes, they had experience and no, they did not have experience. Other questions asked the respondents to identify their gender, ethnicity, household income, education, and police rank.

### Hypotheses

The primary interest of this thesis was to examine the sources of stress for police officers. The main hypotheses predicted positive association with stress:

H4: Danger is positively associated with work stress

H6: Various symptoms such as headaches and loss of sleep are positively associated with stress

The remaining hypotheses predicted negative association with stress:

H1: Peer support is negatively associated with work stress

H2: Administrative support is negatively associated with work stress

H3: Family support is negatively associated with work stress

H5: Coping strategies are negatively associated with stress

### Analyses Methods

The two types of analyses used in this thesis were Ordinary Least Squares (OLS) regression and reliability analysis. OLS was chosen because the survey uses Likert scale measurements which constitutes an interval scale of measurement. OLS is an ideal tool to use because of the ability to control for the effects of several independent variables on the dependent variable. Another benefit of using OLS is the ability to see the strengths, weaknesses, and direction of each variable by looking at the unstandardized and standardized coefficients.

When using reliability analysis the goal is to see the consistency of the answers in the respondents' reports. The Cronbach's Alpha ranges from 0-1, where 1 means the scale contains no error while zero means the scale is completely unreliable. An Alpha level of .70 is a good measure of consistency (Nunnally, 1967). Using OLS and reliability tests, the significance and reliability of the variables tested are presented in the next chapter.

## CHAPTER 4

### FINDINGS

The goal of this research was to see how stressful police officers feel while carrying out their job. While focusing on stress, another goal of this thesis was to see what type of support systems the police officers are equipped with and also what coping mechanisms they implemented when dealing with stress. The primary hypotheses focusing on stress predicted that danger and stress symptoms are positively associated with stress. The more danger the police officers perceive, the more likely they will experience stress and symptoms if they are unable to cope.

#### Demographics

Looking at Table 1, the majority of the respondents were married, white-male, Protestants who are college-educated with some military experience. More specifically the sample was 89.4% male, 98% white, and 75.8% married. The ethnicity information indicates 97.7% Caucasian or White, 1.5% African-American, and .8% Hispanic or Latino. Religion is the next item discussed and was divided into three groups: Protestant, Catholic, other and non-denominational. Eighty-four percent were Protestant-related faith, 6.1% Catholic faith, 8.3% other types of faith and 1.6 % indicated they were non-denominational.

The next item shows the amount of military experience the police officers reported. Two thirds (68%) had no military experience while about one third of the officers reported that they had experience (31.8%). Marital status is the next item discussed. Three quarters of the sample reported being married, 9 % reported being

single, and 13.6% being divorced. Approximately 2% reported being separated or engaged.

The remaining variables reported are education, household income, police rank and the years of service. Concerning education, 9% of the respondents reported having a high-school degree, 32% of the respondents reported some college, and 11% had an associate's degree, 44% had a bachelor's degree, and 4% had a master's degree. The police rankings question indicated that majority of the officers were patrol officers. Fewer than 20% (16.7%) were investigators, 13% were first line supervisors, 3% were second-line supervisors, 4% were mid-management, and 2% were executive management.

Household income levels were divided into six categories. About 4% of the officers reported earning \$30,000 or less and over one third (36.4%) reported earning \$30,001-\$45,000. Almost 13% (12.7%) of the officers reported earning \$45,001-\$60,000. About 15% reported earning \$60,000-\$70,000, 8.3% reported earning \$70,001-\$80,000, and 20% reported income of \$80,001 or more.

Years of service is the last item in the table. The responses indicated a wide range of experience. About 4% of the officers reported having less than a year of experience, about 5% (4.5%) reported 2 years and 2% reported having 3 years. The next category was officers with several years of experience: about 3% reported 4 years, almost 8% (7.6%) reported 5 years, almost 2% (1.5%) reported 6 years, 4% reported 7 years of service and 7% reported having 8 years. Lastly, one quarter of the patrol officers reported serving 10-15 years, 13% reported having 16-20 years and almost one quarter (23.55%) of the officers reported 21 or more years of experience.

Table 1 Demographic Profile

Variable	Frequency	Percent
<u>Gender</u>		
Male	118	89.4
Female	14	10.6
Total	132	100
<u>Ethnicity</u>		
Caucasian/White	129	97.7
African-American	2	1.5
Hispanic, Latino or Chicano	1	0.8
Total	132	100
<u>Religion</u>		
Protestant	112	84.8
Catholic	8	6.1
Other	11	8.3
Total	131	99.2
<u>Military Experience</u>		
No	90	68.2
Yes	42	31.8
Total		
<u>Marital Status</u>		
Single	12	9.1
Married	100	75.8
Engaged	1	0.8
Divorced	18	13.6
Separated	1	0.8
Total	132	100
<u>Level of Education</u>		
H.S. Degree	12	9.1
Some college	42	31.8
Associate's Degree	14	10.6
Bachelor's Degree	58	43.9
Master's Degree	5	3.8
<u>Current Police Rank</u>		
Patrol Officer	75	56.8

Table 1 (continued)

Investigator	22	16.7
1st Line Supervisor	17	12.9
2nd Line Supervisor	4	3
Mid-Management	5	3.8
Executive Management	3	2.3
Other	1	0.8
CPU	1	0.8
K-9 Handler	2	1.5
SRO	1	0.8
Total	132	100
<u>Annual Household Income</u>		
\$30,000 or less	5	3.8
\$30,001-\$45,000	48	36.4
\$45,001-\$60,000	17	12.9
\$60,001-\$70,000	20	15.2
\$70,001-\$80,000	11	8.3
\$80,001 or more	26	19.7
Total	127	96.2
<u>Years of Service</u>		
Less than One	5	3.8
1 year	2	1.5
2 years	6	4.5
3 years	3	2.3
4 years	4	3
5 years	10	7.6
6 years	2	1.5
7 years	5	3.8
8 years	9	6.8
10-15 years	33	25
16-20 years	17	12.9
21 years or more	31	23.5
Total	127	96.2

Table 2 presents mean scores for all the independent variables and for the dependent variable stress. The method of measurement used in this model added the responses of the answers into one total score for each variable. Due to the item coding, each variable is inversely measured. This means a low score actually indicates a high response for each variable. The first variable presented is danger. The average for this variable is 7.8; this score indicates a high sense of danger perceived by the officers. The second variable presented is peer support with the mean of 9.5 which indicates a moderate sense of peer support. The third variable is administrative support with an average of 23.8; this indicates a moderate-high level of support. Fourth, family support is presented with a average of 10.5 which indicates a high level of support for the respondents. Fifth, stress is presented with a mean of 18.3 and has moderate levels of stress. Next coping and symptoms are presented. Coping has a mean score of 15.8 which reflects a low level of coping. Lastly, symptoms has a mean score of 9.5 which reflects a moderate level of stress symptoms.

Table 2  
*Descriptive Statistics*

	N	Minimum	Maximum	Mean	Std. Deviation
Danger	128	5.00	19.00	7.8906	2.87327
Peer Support	126	4.00	20.00	9.5397	2.48403
Administrative Support	132	13.00	46.00	23.8561	5.85595
Stress	132	8.00	30.00	18.3182	4.37606
Coping	130	9.00	20.00	15.8615	2.14496
Symptoms	130	5.00	20.00	9.5154	2.85634



## Reliability Analyses

Tables 3-10 show the results for reliability analyses of the independent and dependent variables. The Cronbach's alpha statistic assesses reliability. It ranges from 0 (no reliability) to 1 (perfect reliability). An alpha of .70 or higher is considered acceptable (Nunnally, 1967).

Table 3 shows the results of a reliability analysis for the 5 danger items. The Cronbach's alpha was .835. The table also shows that any one of the items could be deleted without lowering Cronbach's alpha below .70. This also shows that the questions probing about the dangerousness of the police job are reliable.

The next items discussed are coping and religiosity. Table 4 shows the reliability analysis for coping. An Alpha level of .537 indicates the 5 items in the coping scale are unreliable. However, a few religiosity items from the coping model were taken and used to create a Religiosity model to see if the religiosity items were reliable when separated. Table 5 shows the reliability analysis for religiosity. An Alpha level .816 is presented for the 2 religiosity items. This is an acceptable score for reliability.

Table 6 shows the reliability analysis for symptoms. Cronbach's Alpha of .754 indicates an acceptable reliability score. The reliability cannot be improved if any of the items are deleted. Overall .754 is an acceptable reliability score when measuring the 5 symptom of stress items.

Table 7 shows the reliability analysis for stress. A Cronbach's Alpha of .841 indicates an acceptable score. This score indicates that the 6 items regarding the respondents' answers to the questions regarding stress are reliable. Because stress is the dependent variable, it is critical that the measure is reliable.

Table 8 shows the reliability analysis for family support. The Cronbach's Alpha .903 is an acceptable level. If any of the items were removed it would not enhance the scale reliability. This reliability statistic indicates that the 5 items regarding the respondent's answers to family support are reliable.

Table 9 shows the reliability analysis for peer support. The Cronbach's Alpha is .745 and shows it is reliable and, if many of the 4 items were deleted, the alpha level would dip below an acceptable level. This shows the questions probing about peer support are reliable.

Table 10 shows the reliability analysis for the administrative support items. The Cronbach's Alpha for this variable is the highest of all the variables with .916. This shows that the questions are highly reliable when probing the respondents about the level of support they perceive when working. If any of the 9 items were deleted the Cronbach's Alpha would not change significantly.

Table 3

*Danger Scale*

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I work in a dangerous job	.678	.802
My job is a lot more dangerous than other kinds of jobs	.753	.772
In my job, a person stands a good chance of getting hurt	.857	.741
There is not really much of a chance of getting hurt in my job	.580	.817
A lot of people I work with get physically injured in the line of duty	.477	.879

Table 4

*Coping Scale*

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Talk to your spouse, relative or friend about the problem	.131	.585
Pray for guidance and strength	.543	.324
Make a plan of action and follow it	.273	.498
Exercise regularly to reduce tension	.171	.559
Rely on your faith in God to see you through this rough time	.446	.390

Table 5

*Religiosity Scale*

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Pray for guidance and strength	.689	a
Rely on your faith in God to see you through this rough time	.689	a

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Table 6

*Symptoms Scale*

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Pains or pounding in your heart and chest	.547	.700
Faintness or dizziness	.616	.686
Headaches or pressure in your head	.438	.739
Nausea,upset stomach,stomach pains	.603	.681
Trouble sleeping at night	.444	.746

Table 7

*Stress Scale*

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
When I'm at work, I often feel tense or uptight	.694	.799
A lot of times, my job make me very frustrated or angry	.689	.801
Most of the time when I am at work, I don't feel that I have much to worry about	.536	.830
I'm usually calm and at ease when I am working	.618	.815
I usually feel that I am under a lot of pressure when I am at work	.654	.808
There are a lot of aspects about my job that can make me pretty upset about things	.523	.834

Table 8

*Family Support Scale*

	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
I have people in my family that I can talk to about the problems I have at work	.864	.858
No one in my family can really understand how tough my job can be	.593	.919
When my job gets me down, I always know that I can turn to my family and get the support I need to feel better	.833	.866
There is no one in my family that I can talk to about my job	.784	.877
It's a good thing that I have my spouse (or girlfriend or boyfriend) around when things aren't going well. She or he can really understand me and make me feel better	.737	.886

Table 9

*Peer Support Scale*

	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
My fellow officers often compliment someone who has done his or her job	.511	.702
My fellow officers often encourage each other to do the job in a way that we would really be proud of	.600	.654
My fellow officers often encourage each other to think of better ways of getting the work done which may never have been thought of before	.577	.667
My fellow officers spend hardly any time helping me work myself up to a better job by showing me how to improve my performance	.481	.724

Table 10

*Administrative Support Scale*

	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
The people I work with often have the importance of their job stress to them by their supervisors	.591	.914
The supervisor often encourages the people I work with to think of better ways of getting the work done which may never have been thought of before	.609	.913
The chief often encourages the people I work with to think of better ways of getting the work done which may never have been thought of before	.762	.903
The supervisor often encourages us to do the job in a way that we really would be proud of	.699	.907
The chief often encourages us to do the job in a way that we would really be proud of	.842	.896
The supervisor often encourages the people I work with if they do their job well	.636	.911
The chief often encourages the people I work with if they do their job well	.812	.899
The chief often blames others when things go wrong, which are possibly not the fault of those blamed	.665	.910
When the chief has a dispute with somebody on the force, they usually try to handle it in a friendly manner	.736	.904

Table 11 displays the bivariate correlations for the independent variables with the dependent variable stress. First, the table indicates that danger is a significant correlate of stress with  $r$  (-.363) at the .01 level. Second, administrative support is significant with  $r$  (.244) at the .01 level. Third, family support is a significant correlate of stress with  $r$  (.206) at the .05 significance level. Overall, using bivariate correlations, danger, family support and administrative support showed significant correlations with stress.

Table 11

*Correlation Matrix*

		Stress
Danger	Pearson Correlation	.363 <sup>**</sup>
Peer Support	Pearson Correlation	.170
Administrative Support	Pearson Correlation	.244 <sup>**</sup>
Family Support	Pearson Correlation	.206 <sup>*</sup>
Stress	Pearson Correlation	1.000
Coping	Pearson Correlation	-.076
Religiosity	Pearson Correlation	.080

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

OLS Regression

Table 12 shows the results of an ordinary least squares regression (OLS) with police stress as the dependent variable. Following the hypotheses of this study, the independent variables are danger, peer support, administrative support, family support, coping, and religiosity. Recall that symptoms was not included in the model because of indications of a tautological relationship between stress and symptoms. This dictated that only symptoms was deleted from the model.

Overall, the independent variables explain 21.1% of the variation in police stress. The F value was 4.453 and indicated significance. Only two of the six variables were significant: danger and administrative support. The relationship between danger and stress was inverse. This means that the higher the officer's score on the danger variable, the lower his or her score on the stress variable. Due to the item coding, the actual meaning is that more danger an officer perceived, the higher his or her stress. The relationship between administrative support and stress was positive. This means that the

lower the officer's score on the administrative variable, the lower his/her score on the stress variable. The officers with a low stress score reported a high amount of administrative support. Danger was the stronger of the two variables, as indicated by the higher absolute value of the beta coefficient (-.534) for danger compared to the beta coefficient (.154) for administrative. The variables peer support, family support, coping, and religiosity were not significant.

So this research tested six hypotheses:

H1: Peer support is negatively associated with work stress

H2: Administrative support is negatively associated with work stress

H3: Family support is negatively associated with work stress

H4: Danger is positively associated with work stress

H5: Coping strategies are negatively associated with stress

H6: Various symptoms such as headaches and loss of sleep are positively associated with stress

A question that arises is why only administrative support was significant in the OLS regression when family support was significant at the bivariate level. Recall the correlation table discussed earlier. It appears that a sufficient level of administrative support is enough to reduce stress. In other words, it appears that administrative support reduces the need for family support.



Table 12

*Ordinary Least Squares Regression*

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	19.535	4.297		4.546	.000
	Danger	-.534	.129	-.358	-4.150	.000
	Peer Support	.126	.176	.073	.715	.476
	Administrative Support	.154	.071	.214	2.165	.033
	Family Support	.068	.102	.065	.668	.505
	Coping	-.507	.321	-.243	-1.582	.117
	Religiosity	.741	.499	.217	1.486	.140
	Military Experience	-.281	.850	-.030	-.331	.742
	Police Experience	.063	.105	.052	.599	.550
	Gender	1.146	1.211	.080	.946	.346

a. Dependent Variable: Stress

Summary

Overall the results of the study showed some significance when examining police stress. The majority of the hypotheses were not supported but two did show significance when examining the sources of stress for the police officers. Tests showed most of the measures were reliable in probing the respondents about stressors. Multiple regression found some significance in identifying the sources of stress. Based on these findings, the results and implications are discussed in the next chapter.

## CHAPTER 5

### DISCUSSION

The purpose of this thesis was to examine the sources of police stress. Another goal of this study was to see what types of support the officers used when dealing with stress and how the officers coped with the stress. Also, the symptoms of stress were of interest to find out what side effects of stress affected the officers. Research from Cullen's et al. research (1985) found that danger was a significant factor when examining police stress, whereas administrative support was not a significant factor of stress. This study used the majority of the questions from Cullen's et al. (1985) research.

#### Methodology

A survey was given to the Johnson City and Kingsport, Tennessee police departments during March and April of 2008. The survey included 52 questions probing the officers about how they felt about the element of danger, peer, administration, and family support. Other questions asked about the various coping methods implemented and the types of symptoms experienced due to stress.

The choice of a Likert scale was used because of the ability to measure the respondents' answers at the interval level. The method of statistical analysis used in this thesis is Ordinary Least Squares (OLS) which helps control for several independent variables while assessing these impacts on the dependent variable. The other method of analysis used is reliability tests. The benefit of using this method is the ability to assess the reliability of the various measures. Most of the independent variables examined were reliable with an Alpha level of .916 being the highest. Overall, the analysis methods used

helped to identify the significant sources of stress and the reliability of the respondents' answers.

### Findings

Both statistical methods showed some promise when examining police stress in relation to peer support, administrative support, family support, danger, coping strategies and stress symptoms. However, many of the hypotheses failed in predicting relationships with stress. The hypotheses that were deemed significant did have some interesting results. This thesis examined six hypotheses, namely:

H1: Peer support is negatively associated with work stress

H2: Administrative support is negatively associated with work stress

H3: Family support is negatively associated with work stress

H4: Danger is positively associated with work stress

H5: Coping strategies are negatively associated with stress

H6: Various symptoms such as headaches and loss of sleep are positively associated with stress

As noted in Chapter 4, only Hypotheses 2 and 4 were supported. The others were not supported by the Ordinary Least Squares regression reported in Chapter 4. Research by Cullen et al. (1985) had similar findings, not finding any significance when examining peer support and police stress. This could be because of the strong bond police officers have with each other and the brotherhood-like nature of policing. Policing is a brotherhood in a unique way; only those who work in law enforcement can fully understand the perils and stress that are involved. As for the hypothesis regarding family support, Johnson and Subramanian (2005) indicated that family support can be both a

source of support and strain for police officers. Police officers rely on family for emotional support but at the same time officers may bring home a power controlling-like behavior and this may cause problems at home.

Danger and administrative support are noteworthy variables for several reasons. For example, Harpold and Feemster (2002) show just how tragic and dangerous policing can be when dealing with the most violent offenders. An officer who watched his partner being brutally victimized and eventually killed developed PTSD. Even though help is available today for officers, many officers may be hesitant in provided help or acknowledging their fear of danger. To insulate the police from these dangers, officers are armed with the necessary guns, bullet-proof vests and fellow police officers to help prevent dangerous acts and situations.

Because danger was found to be a significant source of stress, several recommendations can be made to reduce this stress. First, officers can go through rigorous testing and evaluations during the recruitment stages to test their ability in dangerous situations. Second, if the academy could implement better ways of dealing with situations such as crowd control and arresting violent criminals, a hope of reducing stress is potential. Third, dual patrol is an important tool. If police officers have extra protection, a sense of danger may be decreased.

Administrative support can also be improved to help support the officers. This support has a great effect on the overall function of the police departments. If administrators were tested and trained to effectively carry out their role in the department, a chance for a supportive administration is possible.

Concerning the reliability analyses, almost all the measures were acceptable or better. All of the variables danger, religiosity, symptoms, family support, peer support, administrative support, and stress had acceptable Alpha scores. Some had very high reliability scores. Coping was the only variable that had an unacceptable measure of reliability.

Next, concerning the multivariate analysis: hypothesis one stated that the OLS results showed no significant relationship between peer support and work stress. The second hypothesis was significant using OLS when predicting a negative relationship between administration support and work stress. This significance mirrors the research of Cullen et al. (1985). This significance is interesting because of the overall bureaucratic nature of police work. When comparing administrative support such as that provided by immediate supervisors and chiefs, the results can be conflicting. For example, an immediate supervisor may support the officer and the chief in contrast, may not, especially if the media is involved. This was not the case in this thesis. Also, in the bivariate correlation matrix, administrative support indicated significance.

The third hypothesis, concerning family support was not significant when examining stress in the OLS model. However, in the bivariate correlation matrix, family support indicated significance. In the fourth hypothesis, danger was found to be significant. This also again corroborates the findings of Cullen's et al. research (1985).

The fourth hypothesis, concerning danger was significant when examining stress in the OLS model. Danger is a noteworthy variable for several reasons. First, danger can take two forms: potential danger such as crowd control and volatile situations such as pursuing a felony offender. Second, danger is important to examine because of the

overall job of police officers. The officers are protected with bullet-proof vests and trained to kill in extreme situations. In other words, the job invites a sense of danger. The fifth hypothesis is not significant when examining the OLS models. The sixth hypothesis was not included in the OLS model because the item is a tautological variable because stress and stress symptoms are related.

### Limitations

This research has several limitations. First, the sample size is a local sample rather than a state-wide sample and thus the results are only comparable to police officers in the Northeastern part of Tennessee and therefore not applicable to all police officers. Second, because policing is a unique occupation and is also portrayed as a tough guy like job, the questions probing about different aspects of the job such as peer and administration support and the overall danger of the job may have led the respondents to answer in a manner that fits this overall image. Last, the majority of the questions were used from Cullen's et al. research (1985). It is possible that other measures may have resulted in different findings. However, almost all the reliability showed acceptable or better reliability scores.

### Implications

The majority of the hypotheses were not supported in the multivariate analysis when examining the different aspects of policing in regards to stress when controlling for other factors. However, the elements of danger and administration support were significantly related when examining police stress. These two variables mirror the work of Cullen et al.(1985) and are important when researching police stress for several reasons. First, the element of danger is a noteworthy component because policing

involves a sense of potential danger regardless of whether the police officers are prepared for it from experience or from training at the academy. For instance, the research of Violanti and Aron (1993) found that witnessing a partner die can be found a significant source of stress. Other research however, contrasts these findings such as the research of Kroes et al. (1974). These researchers found that danger or a crisis situation was not a significant source of stress. They reasoned that officers expect danger in the job. Overall, it is important to take into the account of the perils of policing and how danger may or may not be a stressor for police officers.

Administrative support is also a noteworthy variable because of the overall bureaucratic nature of police work. In general, police officers are required to follow departmental policy that may contrast with the police discretion in situations where quick judgment is necessary. Even though administrative support was found to be source of support and not stress in this thesis, past research has contrasting results. For example, the research of Kroes et al. (1974) indicated that administrative support was found to be a source of stress. One stressor in the research of Kroe et al. (1974) was the amount of paperwork the officers had to complete. The officers said the paperwork was excessive to the extent that the time officers spent on paper work could be used patrolling the streets. Overall this thesis showed that danger was a source of stress and administrative support reduced stress.

### Future Research

This research indicates that more work needs to be in done in police stress research even though a plethora of research already exists. The results of this study corroborate the findings of Cullen et al. (1985). Because policing is one of the most

stressful occupations, more research is needed in gaining a better understanding behind the factors of stress and how police officers can better cope with job stress, which positive avenues can be used in dealing with the various elements in policing. Even though this thesis only included positive ways to deal with stress, future research should probe police officers' negative coping methods when dealing with stress such as alcohol or other vices. However, negative coping methods would be difficult to probe because many officers may avoid sensitive questions. That is, many officers might not answer or answer accurately questions about negative behaviors such as how excessively they drink alcohol or if they resort to drugs.



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## APPENDICES

### APPENDIX A

#### Informed Consent

***This goal of this research is to study police officer stress and coping strategies. The results of this research will help you to be more aware of the stress induced in your job and what strategies are available to cope with stress. The second goal of this study is to contribute to future research of police stress and coping strategies. This Informed Consent will explain about being a participant in this research study. It is important that you read this material carefully and then decide if you wish to be a volunteer. As a volunteer you may choose not to participate in this study. At any time you may decide to abort the survey. The survey should take approximately 15-20 minutes to complete.***

***You will be asked questions regarding what causes stress in your job. Since some of the questions ask you about stress, you may remember past or present stressful situations. This survey will help you be more aware of stress in your job and how you can reduce this stress by using various coping strategies. The results from this research will help you live a less stressful life and potentially a healthy work life.***

***If you decide to voluntarily complete the survey, please do not put your name or any other identifying marks on the survey. You can also refuse and/or discontinue participation at any time without penalty. Answers to all questions are completely confidential. In no way will any answers that you submit be connected to you specifically. Although your rights and privacy will be maintained, the Secretary of the Department of Health and Human Services, the ETSU IRB, and the personnel in the Criminal Justice Department particular to this research will have access to the study records.***

***This study is examining stress and coping strategies. Please answer each question as honestly and accurately as possible. For privacy protection and because this survey is being taken in a group setting, please refrain from looking at any other person's survey and answer each question on your own.***

***Results of the survey will be used in my thesis as partial fulfillment for my Master of Arts degree in Criminal Justice and Criminology at East Tennessee State University and also help contribute to future research on police stress.***

***It's not anticipated that the survey will cause any negative reactions. The only possible consideration is that it may cause you to be more***

aware of stressors in your job. If you feel that you need to talk to someone about such job stress, the following sources below are available for contact:

**Resources:**

**Johnson City Police Department: (423) 434-6000**

**24- Hour Crisis Intervention Hotline: (423) 926-0144**

**ETSU Department of Public Safety (non emergency): (423) 439-6900**

**ETSU Counseling Center: (423) 439-4841**

**The National Suicide Prevention Lifeline: 1-800-273-TALK(8255) (Toll-Free/24hrs**

POSSIBLE BENEFITS

*There are no direct benefits, however this study may help you be more aware of stressors and also may help you to cope with stress in a healthy manner. A summary of the results will also be distributed to the police department. The summary can help you as well as other officers become more informed about the causes of stress and coping strategies.*

FINANCIAL COSTS

**There are no financial costs of participating in the survey.**

CONTACT FOR QUESTIONS

**If you have any questions about the survey or in the event of a research-related injury you may call (Dr. Whitehead or Dr. Miller) at 423-439-5346. You may call the Chairman of the Institutional Review Board at 423/439-6054 for any questions you may have about your rights as a research subject. If you have any questions or concerns about the research and want to talk to someone independent of the research team or you can't reach the study staff, you may call an IRB Coordinator at 423/439-6055 or 423/439/6002.**

APPENDIX B

Survey Instrument

Please select the appropriate box.

**1. Are you male or female?**

Male

Female

**2. What is your ethnicity?**  Caucasian/White  African-American  
 Hispanic, Latino or Chicano  Asian/Asian American  Native  
American, Indian or Eskimo  Pacific Islander(Not Asian)  <sup>Other</sup>

**3. Religious group which you most identify with:**

Protestant (Non-Evangelical)  Protestant (Evangelical)  Catholic

Jewish  Muslim  Buddhist  None

Other\_\_\_\_\_ (Please list)

**4. What is your marital status?**

Single  Married  Engaged  Divorced  Separated  Widowed

Other\_\_\_\_\_ (Please list)

**5. What is your level of education?**

High School Degree  Some college  Associates Degree

Bachelor's Degree  Master's Degree

**6. Do you have military experience?**

No

Yes\_\_\_\_\_ (Please specify how long)



**7. What is your current police rank?**

- Patrol Officer  Investigator  1st Line Supervisor  2nd Line Supervisor  Mid-management  Executive Management
- Other \_\_\_\_\_ (Please explain)

**8. How many years of service do you have?**

- Less than one  1 year  2 years  3 years  4 years  5 years  6 years  7 years  8 years  9 years  10-15 years  16-20 years  21 or more

**9. What is your annual household income?**

- \$30,000 or less  \$30,001-\$45,000  \$45,001-\$60,000  \$60,001-\$70,000  \$70,001-\$80,000  \$80,001 or more

The following items are statements that might apply to your job or work situation. Please mark if you Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) or Strongly Disagree (SD)

Statement	SA	A	N	D	SD
10. I work in a dangerous job.					
11. My job is a lot more dangerous than other kinds of jobs					
12. In my job, a person stands a good chance of getting hurt.					
13. There is really not much of a chance of getting hurt					
14. A lot of people get physically injured in the line of duty					
15. My fellow officers often compliment someone who has done his or her job					
16. My fellow officers often blame each other when things go wrong					

17. My fellow officers often encourage each other to do the job in a way that we would be proud of.					
18. My fellow officers encourage each other to think of better ways of getting the work done which may never have been thought of before					
<b>Statement</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
19. My fellow officers spend hardly any time helping me work myself up to a better job by showing me how to improve my performance					
20. The people I work with often have the importance of their job stress to them by their supervisors.					
21. The supervisor often encourages the people I work with to think of getting the work done which may never have been thought of before					
22. The chief often encourages the people I work with to think of better ways of getting the work done which may never have been thought of before.					
23. The supervisor often encourages us to do the job in a way that we really would be proud of.					
24. The chief often encourages us to do the job in a way that we really would be proud of.					
25. The supervisor often encourages the people I work with if they do their job well.					
26. The chief often encourages the people I work with if they do their job well.					
27. The supervisor often blames others when things go wrong, which are possible no fault of those blamed.					
<b>Statement</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
28. The chief often blames others when things go wrong, which are possible no fault of those blamed.					
29. When the supervisor has a dispute with somebody on the force, they usually handle it in friendly manner.					
30. When the chief has a dispute with somebody on the force, they usually handle it in friendly manner.					
31. I have people in my family that I can talk to about the problems I have at work					
32. No one in my family can really understand how tough my job can be					

33. When my job gets me down, I always know that I can turn to my family and get the support that I need to feel better.					
34. There is no one in my family that I can talk to about my job					
<b>Statement</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
35. My spouse (or girlfriend or boyfriend) can't really help me much when my job gets me tense					
36. It's a good thing that I have my spouse around when things aren't going well. She/he can really understand me and make me feel better					
37. When I'm at work, I often feel tense or uptight					
38. A lot of times, my job makes me very frustrated or angry					
39. Most of the time when I'm at work; I don't feel that I have much to worry about.					
40. I am usually calm and at ease when I am working					
41. I usually feel that I am under a lot of pressure when I am at work					
42. There are a lot of aspects about my job that can make me pretty upset about things					

When dealing with stressful events at work, how often do you:

N=Never, SR=Seldom (Rarely), SO=Sometimes (Occasionally), or AE=Always (Everyday)

<b>Statement</b>	<b>N</b>	<b>SR</b>	<b>SO</b>	<b>AE</b>
43. Talk with your spouse, relative or friend about the problem				
44. Pray for guidance and strength				
45. Make a plan of action and follow it				
46. Exercise regularly to reduce tension				
47. Rely on your faith in God to see you through this rough time				
48. Pains or pounding in your heart and chest				
49. Faintness or dizziness				
50. Headaches or pressure in your head				
51. Nausea, upset stomach, stomach pains				
52. Trouble sleeping at night				

VITA

DERRICK ANDREW KENWWRIGHT

Personal data:

Date of Birth: March 5, 1984

Place of Birth: Memphis, TN

Marital Status: Single

Education:

Cordova High School, Cordova, TN 2002

University of Tennessee at Martin

B.S. Criminal Justice and Criminology, December 2006

East Tennessee State University

M.A. Criminal Justice and Criminology December 2008

Professional Experience:

Graduate Assistant

Department of Criminal Justice/Criminology, 2007-2008

Loss Prevention

Best Buy

Johnson City, TN 2007-2008