

Performance under Stress: City Police, Pakistan (A Case in Point for Study and Analysis)

Social Sciences and Humanities

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Abstract

Stress and burnout do have impacts on performance of individuals in the organizations. The city police department of Pakistan is facing law and order challenges especially so under the adverse security environments in the country for the last about one and half decade. Security concerns and their subsequent fallouts ultimately land on the police directly and indirectly. Persistence of such an environment has deteriorated the situation where additional measures have to be put in place. How does 'stress and burnout' impact the performance of individuals is the basic theme of this paper. One city district was taken into consideration for the purpose of this research. Data collection was carried out with the assurance of maintaining its confidentiality. It turned out to be fair collection, one cannot claim to be 100% correct; however, its final interpretation and analysis came out to be synonymous to apparent perceptions on ground. Stress and burnout has retarding impacts on the performance of police employees with varying intensity. The paper also suggests remedial measures to overcome the drawbacks.

Keywords: Understanding Stress for Performance Optimization, Pakistan Police

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Introduction

Stress basically refers to any ensuing negative experience due to lack of correlation between job demands and ability of an employee to respond and cope with those demands. When work related demands increase significantly and are difficult to manage, it leads to stress reactions (Schaufeli & Enzmann, 1998). Hans Selye, a pioneer of research on stress, as a student in 1920s, had noted that all patients, no matter what type of illness they were suffering from, looked sick. He saw stress as a response, not as tree environmental stimulus or as a situation where the demand exceeds the individual's abilities to cope. Selye, in 1956, called this response the general adaptation syndrome and identified three stages. He also argued that the body can respond with stress to pleasure as well as pain. Stress can also be defined as a failure to adapt. It occurs when the environment or internal demands exceed an individual's resources to adapt (Lazarus and Launier, 1978).

Police Department of Pakistan is subjected to inevitable stress and burnout conditions largely due to prevailing hazardous nature of employment. It has been observed that efficiency of police force has deteriorated due to series of stress related issues. Policemen are confronted with extra demanding professional commitments which are physically and mentally very strenuous. In our society, police force is often looked down upon and not respected for what they do for the safety of general public. Police is always criticized for what it cannot do or achieve. There is a complete disregard to the hazardous nature of duty they perform which is not only life threatening but also life consuming. The nature of threat posed is directly related to the nature of law and order in a particular city or area. The poorer the state of law and order, higher the stakes are for the policemen and hence higher the stress and burnout levels. This carries a direct effect on police's self-respect and efficiency and impacts its performance.

The bigger city districts (main urban centers) of Pakistan are facing serious law and order situation for past several years. The political, sectarian, and ethnic dilemma remains unsettled bringing tremendous pressure on the police force. While police endeavors to maintain the law and order situation, it is felt that it is not doing enough to arrest the growing lawlessness. The excessive crime rate, frequent acts of terrorism, fatality rate and political misuse of this vital national security force necessitated a reappraisal to assess the factors and gauge the trend as to how the police personnel feel about their work and allied work-related stress and burnout. For the purpose of this

study, City Police of one of the City Districts of Pakistan has been selected. As per data available on official website of the selected City District, the police department is organized into 56 Police Sub Divisions. In every sub division, there are 30-45 police stations. For supervision and mentoring, the human resource has designations like constables, assistant constables, head constables, assistant sub inspectors, station house officers, sub inspectors, inspectors, deputy superintendent of police, assistant superintendent of police, superintendent of police, senior superintendent of police and deputy inspector general of police. Huma Yousuf (2011) in her study on Conflict Dynamics has summarized the entire scenario as given below in point forms:-

- The violence is multi-dimensional which is militant, ethno-political, sectarian, and crime based.
- The crime monsters and militants claim to be affiliated with the political parties. The groups constantly fight for city resources, land mafia and extortion.
- Ethnicity adds another dimension to violence imbedded city district; these groups can be fueled at any time for turning the streets into gun battle grounds. The number of terrorist attacks including target killing have increased considerably.

As per survey estimates of 2014, the estimated population of under-study City District is 24 million which makes it one of the largest cities of the world. In this sea of population, the incidents of looting, mobile phone snatching, armed robberies and target killings are on the increase. One finds every second person has either been robbed, looted or snatched of his valuables (The Dawn, 2013). According to a report filed by City Police to Supreme Court, police has been confronted with strong resistance from the criminals targeted during the ongoing security operation. This signifies the intensity of job hazards that the police force faces. The data of policemen, mostly constables, obtained from website who embraced Shahadat while on duty is reflected below.

Rank	2010	2011	2012	2013	Total
SP / DSP	-	-	1	1	2
SIP/SI /ASI	2	7	35	10	54
HC / PC	65	32	123	45	265
Total	67	39	159	56	321

Genesis of the Issue and Problem Statement

Our national security canvass has been subjected to unprecedented threats which emanate from not only external but internal factors faced by our nation. Lawlessness and terrorism are the core issues which are primarily dealt by the security agencies. Within the ambit, police force is directly facing this threat and targeted by the extremist elements and at the same time subdued as a result of political vendetta amongst the power players. A stressed or perhaps burnt out policeman cannot be fully effective for any assigned task and hence, a counter productive member for the organization. Another major factor that leads to such a stress and burnout is visibly the less strength of police to control the law and order situation. Because of vast gap between population vis-à-vis police ratio, each policeman is over worked and feels over taxed at job. This carries a direct bearing on his work output which is undermined mostly. From an individual to group level and then subsequently as a force, the whole department sinks down in terms of efficiency and quality of work. Lack of such facilities with increased stress to do more compels the policeman on the street to make compromises at some stage. This state of despair and desperation leads him towards mal-practices, corruption and excessive abuse of authority. Reduced levels of stress and burnout can collectively enhance the efficiency graph of the police and make it a visibly more disciplined and productive instrument towards maintaining a good governance for the masses.

With all these adversities, the police department has the responsibility of controlling the criminal elements of society, and protection of masses, under stressful environment. Faced with such odds, when this department reaches burnout stage, it is not in a position to perform their basic duties efficiently. The employees suffering burnout fail to perform their primary functions and consequently undermine the repute and prestige of the department as a whole. Keeping in view the present plight of police in our society, a sense of misjudgement and misappropriation lurks in the minds of the common citizens who do not prefer to get help from police and instead, tend to find ways and means to keep the problem to either themselves or adopt alternate means like Jirga etcetera.

Literature Review

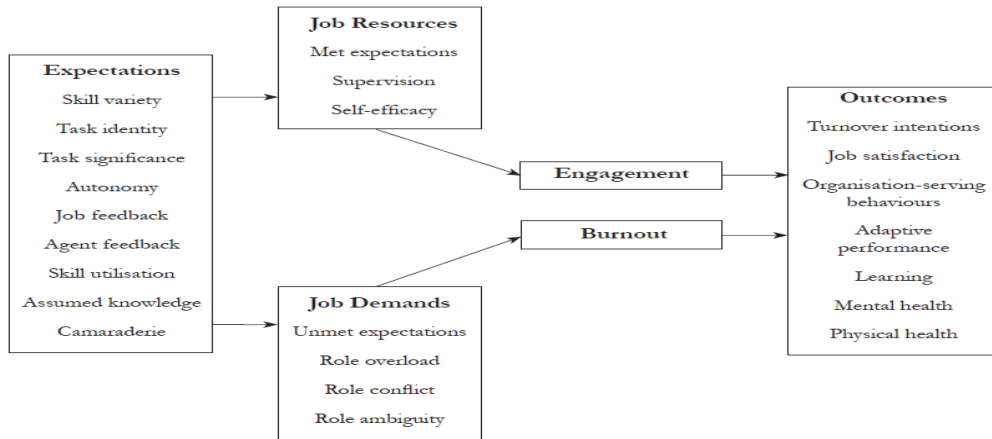
The word 'Stress' did not have any significant recognition before 1920s. It was scholars like Selye (1950) who dilated upon stress and related responses which attracted academic circles dealing with physiology. In 1950s, he introduced the term 'Eustress' which represented positive stress, opposite of 'Distress'. The psychologists in academic circles started adhering to Selye's

concepts to measure stress levels through prominent events in one's life. More research was conducted to understand the relationship between stress and ensuing diseases. By 1970s, the stress became a major concern in the world of medical and research related efforts were widened to understand the phenomenon in greater details. Post-Traumatic Stress Disorder (PTSD) was understood to be an emotional reaction that was consequent of some severe emotional reaction. The circumstances or stressors were established to be situations such as endangerment to life or injuries and psychological trauma. In 1990s, 'Stress' had drawn significant attention of modern research methods.

The phrase 'Burnout' was introduced in 1974 by Herbert Freudenberg in his book 'Staff burnout'. This term represents a condition where a person feels exhausted and gets least interested in his work or life. The basic research work on 'Burnout' was carried out by Maslach (1980) who studied the measurement of 'Burnout', published in her work 'Maslach Burnout Inventory'. She developed a measure which gauged the relationship between emotional stress / exhaustion and diminishing personal interest / accomplishment. The method to measure 'Burnout' became the most authentic tool for measuring the syndrome of burnout. Several theories were developed on 'Burnout' which are related to 'Work Performance' and 'Health' including mental health. In today's world, the work environment for employees has totally changed if we compare it with the past and work-related pressure has increased tremendously on the employees. The employees deal with excessive demands by virtue of their job-related roles. Analyzing and focusing on the productivity of growing demands is extremely essential as it has devastating implications for the standards of a particular organization (Gupchup, Singhal, Dole & Lively, 1998). According to Maslach and Jackson (1986) 'Burnout' is a 'syndrome' 'which is related to emotional exhaustion and it happens to employees who are engaged in work dealing with people. As per 3rd edition of Maslach's Burnout Inventory (Maslach, Jackson & Leiter, 1996), burnout can also be taken as a crisis situation with work environment and not necessarily with people who are at work.

Thereafter, George Halkos and Dimitrios Bousinakis (2009) investigated effects of stress and job satisfaction on the functioning and performance of a company as a case study. It focused on factors such as those which generate stress and disturb the job satisfaction. These are work hours, relationship between employees and management and work related to employees' area of education. The case study used 435 employees as a random sample both for the private and public sectors to gather primary data. Factor and Regression

Analysis was carried out to measure the functions of productivity, stress and satisfaction. It was found that high quality work is associated with personal satisfaction than allied workload. The research concluded that greater the work related stress, lesser is the productivity. On the contrary, increased job satisfaction generates enhanced productivity. When the work interferes with the personal life of employees, the productivity gets negatively affected. If a worker has personal satisfaction related to workplace, the workload can be neutralized and quality in productivity can be achieved. Individuals who are active and willing to perform with energy bring more productivity. It was also observed that a substantial proportion of workers suffer from stress but somehow also expressed their satisfaction with their work or organization. The research also observed that ratio of satisfaction was lesser when it came to system of remuneration and organizational benefits. Schaufeli & Bakker (2004) in their research on 'Job Demands, Job Resources and their Relationship with Burnout and Engagement' concluded that any job can be distinguished or classified with two variables i.e. Demands related to a specific job (Job Demands) and resources allocated for a job by an organization (Job Resources). In case the job demands exceed the capability of a worker, they generate strain or stress. These job related demands can be termed as tasks which are required to be performed by the employee and involve varying degree of physical and mental engagement. Job demands which lead to stress and burnout could be shift work, extreme workload and conflict. Resources which help decrease job demands may include salary and career progression / professional development. This model was tested and termed as Job Demand-Resources Model (JD-R). The hypotheses developed by Schaufeli and Bakker's (2004) were further tested and confirmed. It was concluded that higher the demands at work place, higher the levels of burnout and more serious nature of health issues.



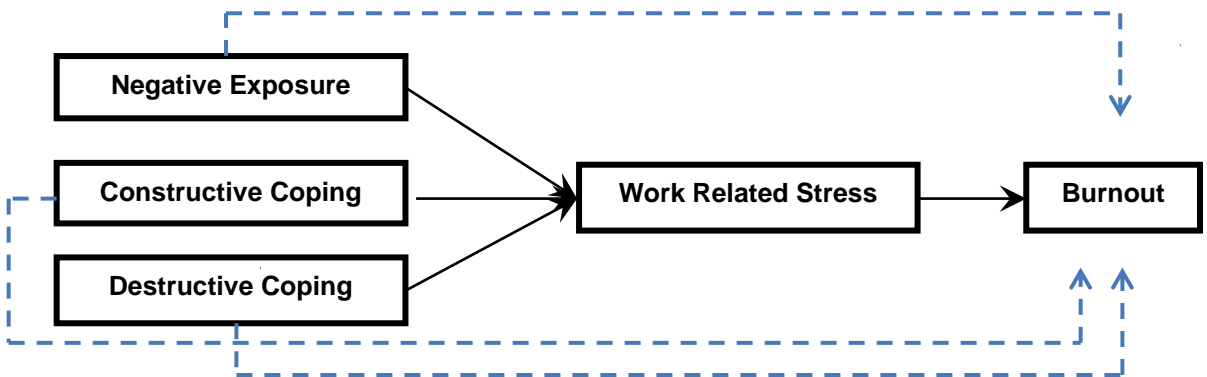
Demand-Resources Model

In 2006, Ronald Burke and Aslaug Mikkelsen conducted work on examining career profiles of police officers. This research work was directed towards studying the career plateau of police officers in Norway Police. It compared police officers who had 15 years of service and got promoted with those who had similar years of service but could not be promoted. The survey was conducted involving 390 police officers and responses with a rate of 63 % were kept anonymous. The statistics showed that the good career profile officers felt more averse to their workplace and showed higher levels of stress. They also felt higher levels of alienation towards their work, were lesser satisfied with their jobs and had greater desire for turnover. Police officers who had better career profiles were younger as compared to the low career profile officers, had better education qualifications and spent lesser time in the police force. Good career profile officers showed increased degree of interest towards their work. However, both groups showed identical levels of mental health which indicated that low career profiling was contributed towards work environment. The research also showed that by the time the police officers were due for their 3rd promotion, the better career profile officers started to spend more time at workplace as compared to their other counter parts. This personal growth was not sought by the low career profile officers who did not spend greater time at their workplace.

In 2012, a study carried out by Waqar Husain & Rahat Sajjad on 'Depression, Anxiety and Stress amongst Married and Unmarried Police Officers' gauged and differentiated the degree of anxiety and depression amongst these two categories in one of the provinces of Pakistan. The study aimed at measuring levels of depression, anxiety and stress among married

and unmarried police officers. The sample comprised of 315 police officers from three different districts. It was based on hypothesis that police officers have higher levels of Stress, Depression and Anxiety. It further hypothesized that police officers who are married have higher levels of Stress as compared to those who are unmarried. The hypotheses were validated and found correct. As per the results of the study, police officers showed varying levels of Depression and Anxiety. Married police officers had significantly higher levels of Depression, Anxiety and Stress in comparison with officers who were unmarried.

Research Framework of Study:



The diagram above reflects relationship of independent variables (Negative Exposure, Constructive Coping and Destructive Coping Development) with dependant variable (Burnout). Work related stress is intermediary variable. An individual faces stress primarily because of growing demands which may not be within his ability (Cox. T, 1978). If there is an imbalance between the demands and ability to meet those demands, the stress is created and hence the need to respond to counter that. An employee's coping strategy directly impacts the stress outcome. Burnout occurs because of excessive or prolonged degree of stress. When individual feels that he is unable to meet the work demands, the state of mental or physical stress increases to a point where he feels burnt out. The individual feels less motivated to continue his role in a particular work place and loses interest in his job. The burnout seriously impacts the productivity as it drains the positive energy out of an employee (Melinda, Segal and Segal, 2014). The main differences between the two conditions are mentioned below.

Comparison Between Stress and Burnout	
Stress	Burnout
Occurs due to excessive engagement	Occurs due to disengagement
Over reactive emotions	Person gets emotionally blunted
Makes person hyperactive and panicky	Makes a person feel hopeless and hapless
Can cause premature death	Takes interest out of life, less worth living

Research Hypotheses

Seven hypotheses have been tested in this study as under:-

- H1: Negative Exposure has significant impact on work related stress.
- H2: Constructive Coping has significant impact on work related stress.
- H3: Destructive Coping has significant impact on work related stress.
- H4: Work Related Stress has significant impact on Burnout.
- H5: Negative Exposure has significant impact on Burnout.
- H6: Constructive Coping has significant impact on Burnout.
- H7: Destructive Coping has significant impact on Burnout.

Research Methodology: Data Collection and Analysis

The proposed research work has been carried out within the scope of police department of a (selected) City District of Pakistan. Research focuses on lower grade officers and policemen to get an echo of stress and burnout quantum to which the police department is currently subjected to. For the sake of convenience and facilitation in handling, non-probability sampling technique has been used for this study. The sample size is based on 180 respondents from different police stations which mean that same number of questionnaires were distributed among policemen of various categories including the retired individuals. Primary data has been collected through a questionnaire survey from different police stations. Secondary data has been obtained from open sources including publications, books and studies conducted in the police force from time to time. The questionnaire for this research has been adapted from a US based joint research work conducted by Brett Garland. The questionnaire has been amended and corrected in accordance with police environment of Pakistan. This study analyzes Burnout as dependent variable. The dependent variable has been examined using a scale of four items. The response on Likert Scale has five items that range from strong disagreement (1) to strong agreement (5). Work Related Stress

has been studied as mediating variable i.e. the adverse reaction people have to excessive pressures or other types of demand asked of them while at work. It reflects responses to various stressors given by police employees while they perform their duties. The mediating variable has been examined using a scale of nine items. The response on Likert Scale ranges from never (1) to always (5). The independent variables like ‘Negative Exposure’ implies being exposed to testing / demanding situations while at work which vary from being life threatening to any other level of putting adverse effect which might be physically or mentally exhaustive and perilous. ‘Constructive Coping’ is a process in which objective learning is taught to different individuals. ‘Destructive Coping’ is a strategy which is counterproductive to stress and the individual is not even aware of what he is doing to address his stress related problems.

The data has been collected by distributing the questionnaire (attached) in different police stations. For this purpose, a necessary liaison / coordination was initiated so that the true spirit behind this study is maintained. To ward off against any misinterpretation, the questionnaire was fully explained to the concerned authorities so that a well comprehended input is acquired from the respondents. Based on the questionnaire which comprised of 28 questions related to different variables, 180 policemen from different areas provided primary data for measuring the stress and burnout. Responses were coded and edited and only 100% complete and acceptable questionnaires were included for data analysis. Descriptive statistics such as maximum, mean, standard deviations and variance were measured for the Likert Scale items from different police stations. The result obtained through SPSS is tabled below:

	N	Range	Min	Max	Mean	Std. Deviation	Variance
Negative Exposure	180	4	1	5	3.42	1.351	1.826
Constructive Coping	180	3	2	5	4.03	.857	.735
Destructive Coping	180	4	1	5	3.21	1.439	2.071
Burnout	180	4	1	5	3.46	.897	.804
Work Related Stress	180	3	2	5	4.21	.614	.376
Valid N (list wise)	180						

Tabel-1

It reflects that the mean value for Work Related Stress (4.21) is the highest whereas for Destructive Coping (3.21), it is found to be the lowest. It indicates that most of the respondents experienced Work Related Stress and a significant number of them are resorting to Constructive Coping Strategy to manage this stress. Proportionately quantum of Negative Exposure to violent

and life-threatening situations during police duties is also significantly high (3.42). It is also noteworthy that most of the respondents preferred Constructive Coping (4.03) as a stress management strategy rather than indulging into Destructive Coping (3.21). However, Destructive Coping Strategy still remains a preferred option towards coping stress. Burnout (3.46) is indicative of the fact that a large number of respondents had reached a stage where they felt burnt out. For question wise descriptive statistics, 28 questions were asked to 180 respondents, details as given in the succeeding paragraphs: -

Under Negative Exposure one feels like shooting someone (Negative Exposure)?

		Frequency	Percent	Valid %	Cumulative %
Valid	Strongly Disagree	48	26.7	26.7	26.7
	Disagree	18	10.0	10.0	36.7
	Neither Agree Nor Disagree	12	6.7	6.7	43.3
	Agree	54	30.0	30.0	73.3
	Strongly Agree	48	26.7	26.7	100.0
	Total	180	100.0	100.0	

Tabel-2

This question was framed to assess the intensity of negative exposure and know to what extent the policemen are endangered because of their job-related stress. Alarmingly, more the half of sample population expressed in affirmative (57 %). The high proportion clearly indicates negative mental state of policemen.

During the condition one is subjected to internal investigation (Negative Exposure)?

		Frequency	Percent	Valid %	Cumulative %
Valid	Disagree	36	20.0	20.0	20.0
	Neither Agree Nor Disagree	24	13.3	13.3	33.3
	Agree	63	35.0	35.0	68.3
	Strongly Agree	57	31.7	31.7	100.0
	Total	180	100.0	100.0	

Tabel-3

This question was intended to know the inner consciousness of policemen when they are exposed to negative exposure during police duties. 66 % agreed to this query. It implies that majority of the sample population wanted to address the stress when faced with negative exposure.

I feel ready to respond calls related to natural disasters (Negative Exposure)?

	Frequency	Percent	Valid %	Cumulative %
Valid Strongly Disagree	21	11.7	11.7	11.7
Disagree	42	23.3	23.3	35.0
Neither Agree Nor Disagree	3	1.7	1.7	36.7
Agree	57	31.7	31.7	68.3
Strongly Agree	57	31.7	31.7	100.0
Total	180	100.0	100.0	

Tabel-4

It indicates that out of 180 policemen, 63 % individuals were willing to respond to averse nature of duty when it came to emergency situations related to natural disasters. However, 34 % sample population did not agree to respond to this situation due to negative exposure envisaged and associated job hazards.

I would readily respond to a bloody crime scene (Negative Exposure)?

	Frequency	Percent	Valid %	Cumulative %
Valid Strongly Disagree	48	26.7	26.7	26.7
Disagree	15	8.3	8.3	35.0
Neither Agree Nor Disagree	3	1.7	1.7	36.7
Agree	57	31.7	31.7	68.3
Strongly Agree	57	31.7	31.7	100.0
Total	180	100.0	100.0	

Tabel-5

63 % population consented which means that despite being negatively exposed, policemen were still willing to perform their duties. However, 35 %

individuals declined to respond to crime scenes.

I will have the same reaction to a personally known victim (Negative Exposure)?

		Frequency	Percent	Valid %	Cumulative %
Valid	Strongly Disagree	45	25.0	25.0	25.0
	Disagree	15	8.3	8.3	33.3
	Neither Agree Nor Disagree	3	1.7	1.7	35.0
	Agree	60	33.3	33.3	68.3
	Strongly Agree	57	31.7	31.7	100.0
	Total	180	100.0	100.0	

Tabel-6

65 % of them agreed that they will not show any discrimination whether a victim was known to them or not. 33 % disagreed towards this particular aspect.

When dealing with a stressful event at work you talk to your spouse, relative or friend about the problem (Constructive Coping)?

		Frequency	Percent	Valid %	Cumulative%
Valid	Strongly Disagree	15	8.3	8.3	8.3
	Disagree	9	5.0	5.0	13.3
	Neither Agree Nor Disagree	15	8.3	8.3	21.7
	Agree	60	33.3	33.3	55.0
	Strongly Agree	81	45.0	45.0	100.0
	Total	180	100.0	100.0	

Tabel-7

When dealing with a stressful event at work you pray for guidance and strength (Constructive Coping)?

		Frequency	Percent	Valid %	Cumulative %
Valid	Strongly Disagree	6	3.3	3.3	3.3
	Disagree	9	5.0	5.0	8.3

Neither Agree Nor Disagree	15	8.3	8.3	16.7
Agree	54	30.0	30.0	46.7
Strongly Agree	96	53.3	53.3	100.0
Total	180	100.0	100.0	

Tabel-8

Religious belief and faith coupled with prayers give strength and inner peace. 83 % policemen agreed that they seek divine guidance and strength to cope with the stress full events at work place.

During such kind of situation you make a plan of action and follow it (Constructive Coping)?

	Frequency	Percent	Valid %	Cumulative %
Valid Strongly Disagree	3	1.7	1.7	1.7
Disagree	18	10.0	10.0	11.7
Neither Agree Nor Disagree	18	10.0	10.0	21.7
Agree	63	35.0	35.0	56.7
Strongly Agree	78	43.3	43.3	100.0
Total	180	100.0	100.0	

Tabel-9

78 % policemen agreed that they do make a coping plan to reduce the stress, 27 % disagreed.

During the course of a stressful work you exercise to reduce tension (Constructive Coping)?

	Frequency	Percent	Valid %	Cumulative %
Valid Strongly Disagree	12	6.7	6.7	6.7
Disagree	15	8.3	8.3	15.0
Neither Agree Nor Disagree	30	16.7	16.7	31.7
Agree	84	46.7	46.7	78.3
Strongly Agree	39	21.7	21.7	100.0
Total	180	100.0	100.0	

Tabel-10

69 % policemen used this as a constructive coping strategy to reduce stress. However, only 15 % disagreed to this practice.

In such a stressful time you rely on your faith in Allah to see you through the rough time (Constructive Coping)?

		Frequency	Percent	Valid %	Cumulative %
Valid	Disagree	12	6.7	6.7	6.7
	Neither Agree Nor Disagree	24	13.3	13.3	20.0
	Agree	75	41.7	41.7	61.7
	Strongly Agree	69	38.3	38.3	100.0
	Total	180	100.0	100.0	

Tabel-11

Seeking divine help is a strong part of our faith. This question was aimed at knowing whether policemen seek divine help and continue to show their resolve under stress full environments. Table above indicates that 80 % policemen relied on their faith in Allah.

When dealing with stressful events at work, you stay away from everyone, you want to be alone (Destructive Coping)?

		Frequency	Percent	Valid %	Cumulative %
Valid	Strongly Disagree	54	30.0	30.0	30.0
	Disagree	12	6.7	6.7	36.7
	Neither Agree Nor Disagree	3	1.7	1.7	38.3
	Agree	48	26.7	26.7	65.0
	Strongly Agree	63	35.0	35.0	100.0
	Total	180	100.0	100.0	

Tabel-12

62 % agreed that's they isolate themselves from others once facing stress full situations. Majority was resorting to destructive coping strategy on this particular aspect. Only 37 % population disagreed to this.

When dealing with stressful events at work, you smoke more to help you relax (Destructive Coping)?

		Frequency	Percent	Valid %	Cumulative %
Valid	Strongly Disagree	48	26.7	26.7	26.7
	Disagree	18	10.0	10.0	36.7
	Agree	63	35.0	35.0	71.7
	Strongly Agree	51	28.3	28.3	100.0
	Total	180	100.0	100.0	

Tabel-13

62 % policemen responded affirmatively to this question and 37 % responded vice versa. More than half of sample population is prone to negative methods of coping stress.

When dealing with stressful events at work, you shout at your spouse, a family member, or a professional (Destructive Coping)?

		Frequency	Percent	Valid%	Cumulative %
Valid	Strongly Disagree	33	18.3	18.3	18.3
	Disagree	30	16.7	16.7	35.0
	Neither Agree Nor Disagree	36	20.0	20.0	55.0
	Agree	45	25.0	25.0	80.0
	Strongly Agree	36	20.0	20.0	100.0
	Total	180	100.0	100.0	

Tabel-14

Only 45 % individuals responded positively to this aspect implying that this particular way of coping stress was not followed by a majority. However, the percentage still remains significant.

When dealing with stressful events at work, you let your feelings out by smashing things (Destructive Coping)?

		Frequency	Percent	Valid%	Cumulative%
Valid	Strongly Disagree	39	21.7	21.7	21.7
	Disagree	21	11.7	11.7	33.3
	Neither Agree Nor Disagree	27	15.0	15.0	48.3

Agree	54	30.0	30.0	78.3
Strongly Agree	39	21.7	21.7	100.0
Total	180	100.0	100.0	

Tabel-15

51 % individuals agreed to the fact that they would show outbursts by breaking and smashing objects around them.

When dealing with stressful events at work, you try to act as if nothing is bothering you (Destructive Coping)?

	Frequency	Percent	Valid %	Cumulative%
Valid Strongly Disagree	54	30.0	30.0	30.0
Disagree	27	15.0	15.0	45.0
Agree	30	16.7	16.7	61.7
Strongly Agree	69	38.3	38.3	100.0
Total	180	100.0	100.0	

Tabel-16

The response to this question reflects that 55 % policemen agreed or strongly agreed to follow the practice of ignoring their stressful situation. Remaining 45 % disagreed to the issue.

I feel like I am on automatic pilot most of the time (Burnout).

	Frequency	Percent	Valid%	Cumulative %
Valid Strongly Disagree	30	16.7	16.7	16.7
Disagree	36	20.0	20.0	36.7
Neither Agree Nor Disagree	45	25.0	25.0	61.7
Agree	45	25.0	25.0	86.7
Strongly Agree	24	13.3	13.3	100.0
Total	180	100.0	100.0	

Tabel-17

This happens when an individual feels that there is nothing that he can do to change his current stressful situation and he lets things happen the way there were going. 38 % individuals faced this dilemma whereas 45 % remained unsure about their situation.

I feel like I need to take control of the people in my life (Burnout).

	Frequency	Percent	Valid%	Cumulative %
Valid Strongly Disagree	6	3.3	3.3	3.3
Disagree	6	3.3	3.3	6.7
Neither Agree Nor Disagree	45	25.0	25.0	31.7
Agree	75	41.7	41.7	73.3
Strongly Agree	48	26.7	26.7	100.0
Total	180	100.0	100.0	

Tabel-18

68 % policemen expressed their desire to take stock of their stress full situation by restoring their control over their prevailing stressful situation. 25 % sample population was however unsure whether to control the situation or not.

I feel burned out from my job (Burnout).

	Frequency	Percent	Valid %	Cumulative%
Valid Strongly Disagree	30	16.7	16.7	16.7
Disagree	9	5.0	5.0	21.7
Neither Agree Nor Disagree	21	11.7	11.7	33.3
Agree	63	35.0	35.0	68.3
Strongly Agree	57	31.7	31.7	100.0
Total	180	100.0	100.0	

Tabel-19

This was the most direct question pertaining to the Burnout. Only 21.7 % declined to accept that they were victim of job related stress. A significant population faced burnout 66.7 %.

I feel like I am at the end of my rope (Burnout).

	Frequency	Percent	Valid %	Cumulative %
Valid Strongly Disagree	12	6.7	6.7	6.7
Disagree	30	16.7	16.7	23.3
Neither Agree Nor Disagree	39	21.7	21.7	45.0

Agree	69	38.3	38.3	83.3
Strongly Agree	30	16.7	16.7	100.0
Total	180	100.0	100.0	

Tabel-20

More than half of the sample population felt that they were at the end of their rope i.e. they had less hope and aspiration to get themselves out of this situation. Majority was under despair and desperation.

I feel tired at work even with adequate sleep (Work Related Stress).

	Frequency	Percent	Valid %	Cumulative %
Valid Strongly Disagree	3	1.7	1.7	1.7
Disagree	9	5.0	5.0	6.7
Neither Agree Nor Disagree	15	8.3	8.3	15.0
Agree	27	15.0	15.0	30.0
Strongly Agree	126	70.0	70.0	100.0
Total	180	100.0	100.0	

Tabel-21

85 % sample population agreed to this question, only 6.7 % did not.

I am moody, short-tempered, or annoyed over small problems (Work Related Stress).

	Frequency	Percent	Valid %	Cumulative%
Valid Disagree	6	3.3	3.3	3.3
Neither Agree Nor Disagree	12	6.7	6.7	10.0
Agree	51	28.3	28.3	38.3
Strongly Agree	111	61.7	61.7	100.0
Total	180	100.0	100.0	

Tabel-22

90 % surveyed population agreed to this question indicating a very high proportion of individuals facing work related stress.

I want to withdraw from the constant demands on my time and energy from work (Work Related Stress).

	Frequency	Percent	Valid%	Cumulative%
Valid Strongly Disagree	3	1.7	1.7	1.7
Disagree	9	5.0	5.0	6.7
Neither Agree Nor Disagree	6	3.3	3.3	10.0
Agree	42	23.3	23.3	33.3
Strongly Agree	120	66.7	66.7	100.0
Total	180	100.0	100.0	

Tabel-23

90 % of policemen agreed to the fact that work related demands were excessive which lead to mental stress and they wanted to withdraw from this situation.

I feel negative, useless, or depressed about work (Work Related Stress).

	Frequency	Percent	Valid %	Cumulative %
Valid Disagree	9	5.0	5.0	5.0
Neither Agree Nor Disagree	9	5.0	5.0	10.0
Agree	57	31.7	31.7	41.7
Strongly Agree	105	58.3	58.3	100.0
Total	180	100.0	100.0	

Tabel-24

90 % population agreed to and only 5 % did not.

I think I am not as efficient at work as I should be (Work Related Stress).

	Frequency	Percent	Valid %	Cumulative %
Valid Strongly Disagree	6	3.3	3.3	3.3
Disagree	3	1.7	1.7	5.0
Neither Agree Nor Disagree	15	8.3	8.3	13.3
Agree	36	20.0	20.0	33.3
Strongly Agree	120	66.7	66.7	100.0
Total	180	100.0	100.0	

Tabel-25

Because of constant work related stress vast majority of policemen felt that they were not so efficient at work place (87.7 %). Only 5 % felt they were productive at work place.

My resistance to illness is lowered because of my work (Work Related Stress).

	Frequency	Percent	Valid %	Cumulative %
Valid Strongly Disagree	6	3.3	3.3	3.3
Disagree	9	5.0	5.0	8.3
Neither Agree Nor Disagree	24	13.3	13.3	21.7
Agree	18	10.0	10.0	31.7
Strongly Agree	123	68.3	68.3	100.0
Total	180	100.0	100.0	

Tabel-26

78 % individuals (141 policemen) felt prone to health issues because of work related stress and expressed that their immunity has reduced because of work related stress. Only 8 % disagreed.

My interest in doing fun activities is lowered because of my work (Work Related Stress).

	Frequency	Percent	Valid%	Cumulative %
Valid Strongly Disagree	9	5.0	5.0	5.0
Disagree	6	3.3	3.3	8.3
Neither Agree Nor Disagree	21	11.7	11.7	20.0
Agree	33	18.3	18.3	38.3
Strongly Agree	111	61.7	61.7	100.0
Total	180	100.0	100.0	

Tabel-27

Out of 180 policemen, 144 felt that they were not interested in recreational activities or their level of interest in such things has decreased due to the nature of police work. Only 15 individuals (8 %) were in disagreement.

I have difficulty concentrating on my job (Work Related Stress).

		Frequency	Percent	Valid %	Cumulative%
Valid	Strongly Disagree	3	1.7	1.7	1.7
	Disagree	12	6.7	6.7	8.3
	Neither Agree Nor Disagree	15	8.3	8.3	16.7
	Agree	33	18.3	18.3	35.0
	Strongly Agree	117	65.0	65.0	100.0
	Total	180	100.0	100.0	

Tabel-28

83 % of the sample population agreed to and 8.4% did not.

For how long have you been serving in this organization (Work Related Stress)?

		Frequency	Percent	Valid%	Cumulative %
Valid	Less Than a Year	27	15.0	15.0	15.0
	1 - 5 Years	57	31.7	31.7	46.7
	6 - 10 Years	66	36.7	36.7	83.3
	11 - 15 Years	27	15.0	15.0	98.3
	16 - 20 Years	3	1.7	1.7	100.0
	Total	180	100.0	100.0	

Tabel-29

Majority was within the service bracket of 6-10 years (36 %). Similarly 31 % policemen were in the service bracket of 1-5 years. Meaning by, in the first 10 years of service, the work related stress is high. From 11-20 years, only 16 % policemen expressed being a victim to work related stress.

Descriptive Analysis of Questionnaire Framed vis-à-vis Responses.

Negative Exposure: To understand the extent and gravity of Negative Exposure, the question; ‘under negative exposure one feels like shooting himself’, more than 56.7 % respondents either agreed or strongly agreed to the feeling of shooting themselves. 6 % remained unsure. Therefore, more than half of the respondents had the tendency to avoid becoming a prey to such negative exposure and preferred to stay away from situations. To the

question, 'I would readily respond to a bloody crime scene', 35 % agreed or strongly disagreed and more than 62 % respondents agreed or strongly agreed to the call of duty under negative exposure. From this it can be concluded that though the negative exposure adversely affects the willingness of policemen to respond to their duties, a large majority of them feel duty bound to react to such situations.

Constructive Coping: To assess whether the policemen are taking into account constructive coping strategies, five questions were asked. 60-70 % respondents agreed to the fact that they do take into account seeking help from their relatives and work mates. Similarly, 80 % respondents agreed that they pray and look for divine guidance. When asked if they prepare a plan to cope with the stress-full events during their work, 75 % agreed or strongly agreed to the idea. It is concluded that while the negative exposure increases, the element of constructive coping also improves and policemen try to deal with stress-full events by resorting to actions. This is an encouraging trend.

Destructive Coping: Five questions were framed to assess the behavior of policemen who are under stress and how negatively they deal with such situations. 61 % respondents revealed that during stress-full events, they tend to stay away from others and tend to be left alone. It implies that policemen endeavor to manage the stress through consultative ways or constructive coping but eventually want to struggle with the stress at their own. 65 % respondents felt like smoking when under stress which is a pure destructive coping method. More than 50 % respondents agreed to the question when asked if they shout at their spouse or work mates. Same desperation was noted when 50 % agreed to smashing things around them under stress.

Burnout: The survey reveals that a large majority of policemen were suffering from burnout. To the question 'I feel burnt out because of my job', 67 % of the respondents replied in affirmative. 55 % of survey population felt that they were at the end of their ropes. The response to the above two questions clearly reflect the state of mind of policemen who feel dragged out at work and are prone to be autopilots, with diminished interest in their job.

Work Related Stress: Nine questions were specifically designed to assess the quantum of work related stress. 75- 95 % respondents felt prone to work related stress. 36 % of the respondents are in the service bracket of 6-10 years. This is the stage where policemen are energetic enough to perform their job enthusiastically. However, the work related stress is being experienced by them equally. Summary of responses to each question is as

under:-

- I feel tired at work even with adequate sleep – 85 %.
- I am moody, short-tempered, or annoyed over small problems- 90 %
- I want to withdraw from constant demands on my time and energy from work – 90%
- I feel negative, useless, or depressed about work - 89 %
- I think I am not as efficient at work as I should be - 86 %
- My resistance to illness is lowered because of my work – 78 %
- My interest in doing fun activities is lowered because of my work – 80 %
- I have difficulty concentrating on my job - 82 %

Reliability Factor

Case Processing summary and Reliability statistics obtained through SPSS are reflected below. All observations are valid (180) and none has been excluded. The Cronbach’s Alpha range for each variable under study is above the prescribed levels i.e. 0.70. Similarly, the combined range for all variables (0.822) is within acceptable limits.

		N	%
Cases	Valid	60	100.0
	Excluded	0	.0
	Total	60	100.0

Tabel-30

Case Processing Summary

Variable	Cronbach's Alpha	N of Items
Negative Exposure	0.942	5
Constructive Coping	0.867	5
Destructive Coping	0.947	5
Work Related Stress	0.819	9
Burnout	0.723	4

Tabel-31

(Variable-Wise Reliability Statistics)

Cronbach's Alpha	N of Items
.822	28

Tabel-32

Hypotheses Testing

Correlation amongst Variables

Based on the statistics obtained through SPSS as reflected above, all independent variables have positive correlation with the mediating variable i.e. Work Related Stress. Similarly, Work Related Stress has a positive correlation with the dependent variable i.e. Burnout.

		Negative Exposure	Constructive Coping	Destructive Coping	Burnout	Work Related Stress
Negative Exposure	Pearson Correlation	1	.068	.027	.260(**)	.164(*)
	Sig. (1-tailed)		.181	.361	.000	.014
	N	180	180	180	180	180
Constructive Coping	Pearson Correlation	.068	1	-.012	-.152(*)	.069
	Sig. (1-tailed)	.181		.435	.021	.178
	N	180	180	180	180	180
Destructive Coping	Pearson Correlation	.027	-.012	1	.019	.117
	Sig. (1-tailed)	.361	.435		.402	.059
	N	180	180	180	180	180
Burnout	Pearson Correlation	.260(**)	-.152(*)	.019	1	.300(**)
	Sig. (1-tailed)	.000	.021	.402		.020
	N	180	180	180	180	180
Work-related Stress	Pearson Correlation	.164(*)	.069	.117	.300(**)	1
	Sig. (1-tailed)	.014	.178	.059	.000	
	N	180	180	180	180	180

Tabel-33

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

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

H1: Negative exposure has significant impact on work related stress.

There is a positive correlation (R: 0.164) between Negative Exposure and Work Related Stress which is also significant at 0.014 level. Therefore we accept H1.

H2: Constructive coping has significant impact on work related stress.

There is a positive correlation (R: 0.069) between Constructive Coping and Work Related Stress which is also significant at 0.178 level. Therefore, we accept H2.

H3: Destructive coping has significant impact on work related stress.

There is a positive correlation (R: 0.117) between Destructive Coping and Work Related Stress which is also significant at 0.059 level. Therefore, we accept H3.

H4: Work related stress has significant impact on Burnout.

There is a positive correlation (R: 0.300) between Work Related Stress and Burnout which is also significant at 0.020 level. Therefore, we accept H4.

H5: Negative exposure has significant impact on Burnout.

There is a positive correlation (R: 0.260) between Negative Exposure and Burnout which is also significant at 0.00 level. Therefore, we accept H5.

H6: Constructive coping has significant impact on Burnout.

There is a negative correlation (R: - 0.152) between Constructive Coping and Burnout which is also significant at 0.21 level. Therefore, we reject H6.

H7: Destructive coping has significant impact on Burnout.

There is a positive correlation (R: 0.019) between Destructive Coping and Burnout which is also significant at 0.402 level. Therefore, we accept H7.

Regression Analysis

Negative exposure, constructive coping and destructive coping have significant impact on work related stress

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.208(a)	.043	.027	.605	1.556

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.905	3	.968	2.643	.051(a)
	Residual	64.480	176	.366		
	Total	67.385	179			

There is a positive correlation (R: 0.208) between the independent variables (Negative Exposure, Constructive Coping and Destructive Coping) and the mediating variable i.e. Work Related Stress. The value of Durbin-Watson statistic (1.556) also falls within the acceptance range therefore indicating that there is no autocorrelation among the variables being studied. Similarly the ANOVA table shows that the F-statistic value of 2.643 is significant at 0.051 level. Therefore, we accept H1, H2, and H3.

Work Related Stress has significant impact on Burnout

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.300(a)	.090	.085	.858	2.100

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.922	1	12.922	17.556	.020(a)
	Residual	131.013	178	.736		
	Total	143.934	179			

Coefficients

Model		Un standardized Coefficients	Standardized Coefficients	t	Sig.
1					

		B	Std. Error	Beta		
1	(Constant)	1.618	.445		3.639	.000
	Work Related Stress	.438	.105	.300	4.190	.020

Dependent Variable: Burnout

It shows that the independent variable (Work Related Stress) can explain a variance of 7.4 % in Burnout. Similarly the Beta value for Work Related Stress (0.300) is significant at 0.020 level.

Negative exposure, constructive coping and destructive coping have significant impact on Burnout

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.311(a)	.097	.081	.859	2.021

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.926	3	4.642	6.284	.000(a)
	Residual	130.008	176	.739		
	Total	143.934	179			

The results indicate that there is a positive correlation (R: 0.311) between the independent variables (Negative Exposure, Constructive Coping and Destructive Coping) and the dependent variable i.e. Burnout. Therefore, we accept H5, H6, and H7.

Dependent Variable: Burnout

According to Maslach and Jackson (1986) burnout is a ‘syndrome’ which is related to emotional exhaustion and it happens to employees who are engaged in work dealing with people. The questionnaire formulated for this study provided the basic template to evaluate the problem of stress and burnout amongst the employees. The questions were designed to extract the best possible mental state of policemen who are continuously employed to

control the deteriorating law and order situation of the city. The job environment and work conditions inclined the respondents to portray the best possible picture of their inner feelings towards police work. Policemen are adversely effected by the negative exposure due to the mere nature of their job. Moreover, they are resorting to both constructive and destructive strategies and struggling to reduce their levels of stress. The conclusion as pointed out in Maslach's Burnout Inventory regarding higher stress levels in law enforcement agencies is also confirmed.

As highlighted by George Halkos and Dimitrios Bousinakis (2009), when the work interferes with the personal life of employees, the productivity gets negatively affected. If a worker has personal satisfaction related to work place, the work load can be neutralized and quality in productivity can be achieved. Physical safety is also essential. Employees must not feel threatened at work and even if the nature of work is life threatening, necessary protective measures must be manifested to provide a sense of safety to the workers. Moreover, an environment which nurtures motivation amongst the employees is highly beneficial which instills a sense of belonging and brings the best of the individuals who incline themselves to work like a team and produce best possible results for the organization.

Conclusions

Stress and Burnout have a serious psychological dimension, akin to any of the diseases that slowly but surely degrade the strength of a person or organization. If timely diagnosis is not carried out, it can generate telling effects on the productivity. In Pakistan, issues pertaining to stress and burnout are not given much weightage and subject is dealt in an inconsiderate manner. Work Related Stress is taken as part of the job package and limited actions are initiated to tone down the stress level at organizational level. The City Police is currently embroiled with multiple issues that generally revolve around the volatile law and order situation. Overall population of the city is growing at a rapid pace. The force authorized to handle the law and order situation is absolutely inadequate. Resultantly, each member of the organization feels under tremendous pressure to perform. Lack of proper human resource management (welfare, incentives and salaries) which impinge on social-eco status of a policeman, particularly at lower cadres.

As a result of the survey conducted and results obtained through statistical analysis, it becomes evident that Work Related Stress is significantly high in policemen who are serving in City Police. All

independent variables (negative exposure, constructive coping and destructive coping) have positive correlation with work related stress. It implies that policemen are suffering from negative exposure exclusively related to job risks. They are also struggling to cope with this stress. Positive as well as Negative coping strategies are being resorted to minimize the stress levels. Work related stress has a positive correlation with Burnout which is in fact the highest. The situation needs development of a requisite endurance, morale and motivation and sense of pride at work place through robust and rugged physical and mental training / grooming. A well-protected policeman on the street is a less stressed person and more confident and productive to provide security to the public. Establishment and availability of formal psychiatrist consultation and subsequent treatment to minimize the damage before it aggravates is essential.

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Research Questionnaire

Independent Variables

Negative Exposure— here refers to exposures to demanding events and situations (e.g. responding to bloody crimes scenes, arresting violent suspects and using deadly force).

Questions: If you have ever experienced any of the following:

- (1) Under negative exposure one feels like shooting someone?

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

- (2) During the condition one is subjected to internal investigation?

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

- (3) I feel ready to respond calls related to suicidal bomb attacks?

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

- (4) I would readily respond to a bloody crime scene?

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

- (5) I will have the same reaction to a personally known victim?

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

Constructive Coping – It is a process in which objective learning is taught to different individuals.

Questions: When dealing with stressful events at work:

- (6) When dealing with a stressful event at work you talk to your spouse, relative or friend about the problem?

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

- (7) When dealing with a stressful event at work you pray for guidance and strength?

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

- (8) During such kind of situation you make a plan of action and follow it?

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

- (9) During the course of a stressful work you exercise to reduce tension?

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

- (10) In such a stressful time you rely on your faith in God to see you through the rough time?

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

Destructive Coping – It is defined as a state of mind where an individual is unaware of the danger in which he is working.

Questions: When dealing with stressful events at work:

- (11) When dealing with stressful events at work, you stay away from everyone, you want to be alone?

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

- (12) When dealing with stressful events at work, you smoke more to help you relax?

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

- (13) When dealing with stressful events at work, you shout at your spouse, a family member, or a professional?

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

- (14) When dealing with stressful events at work, you let your feelings out by smashing things?

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

- (15) When dealing with stressful events at work, you try to act as if nothing is bothering you?

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

Dependent Variables

Burnout - It is a psychological term for the experience of long-term exhaustion and diminished interests.

Questions: Please tick the box that best describes how much you agree with the following statements:

- (16) I feel like I am on automatic pilot most of the time.

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

- (17) I feel like I need to take control of the people in my life.

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

- (18) I feel burned out from my job.

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

- (19) I feel like I am at the end of my rope.

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

Mediating Variable

Work-related Stress - the adverse reaction people have to excessive pressures or other types of demand placed on them at work.

Questions: Please tick the box that best describes how much you agree with the following statements?

(20) I feel tired at work even with adequate sleep.

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

(21) I am moody, short-tempered, or annoyed over small problems.

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

(22) I want to withdraw from the constant demands on my time and energy from work.

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

(23) I feel negative, useless, or depressed about work.

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

(24) I think I am not as efficient at work as I should be.

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

(25) My resistance to illness is lowered because of my work.

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

(26) My interest in doing fun activities is lowered because of my work.

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

(27) I have difficulty concentrating on my job.

1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree

(28) For how long have you been serving in this organization?

1. Less than a year
2. 1-5 years
3. 6-10 years
4. 11-15 years
5. 16-20 years