

***JOB SATISFACTION, STRESS AND BURNOUT IN THE SOUTH  
AFRICAN POLICE SERVICE: NORTH WEST PROVINCE,  
MMABATHO AND VRYBURG AREA***

***BY***

***NKOANA DAVID MAKGALA***

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SOUTH AFRICAN POLICE SERVICE: NORTH WEST  
PROVINCE, MMABATHO AND VRYBURG AREA**

**BY**

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*Submitted in Partial Fulfilment of the requirement for the*

**MASTERS DEGREE IN INDUSTRIAL PSYCHOLOGY**

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**Date submitted: September 2003**

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<i>NO</i>	<i>DESCRIPTION</i>	<i>PAGE NO</i>
	<i>i. Title page</i>	
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## **ACKNOWLEDGEMENTS**

### ***Praise be to God, most kind, merciful and the beneficent***

*The successful completion of this dissertation would not have been possible without the support and guidance of many people; my deepest appreciation and gratitude are extended:*

- *My family: mother, sisters, brother, and nephews*
- *My loved wife, Dimpho and Oreneile (Daughter)*
- *Professor I. Rothmann for his guidance and assistance throughout this project*
- *Professor E.J.Louw, my supervisor, whose guidance and encouragement has lead to the success of this project*
- *Mrs K.R.F. Mokgele and D. Lesenyeho for their support*
- *Inspector W. Maqosa and Mr E.Kleyn*
- *The financial assistance from the National Research Foundation (NRF)*
- *Lastly, to all those police men and women who participated in this study*

**DEDICATION**

*This work is dedicated to my late father, who did not live long enough to witness this victory: **LUCAS THORO MAKGALA***

*“ May his soul rest in peace ”*

## **ABSTRACT**

*The South African Police Service is seen as inseparable cornerstone of the society. To render effective and efficient service to the communities depends largely on the human source. The satisfaction of police officers with the jobs, will affect the quality of service they render to the general public. In this respect, the question of how satisfied are they with their jobs gains importance. The general aim of this study is to investigate job satisfaction, stress and burnout of members of the South African Police Service in Mmabatho and Vryburg area in the North-West Province.*

*To reach this objective, that is, investigating job satisfaction, stress and burnout of members of the South African Police Service in Mmabatho and Vryburg area in the North-West Province, questionnaires consisting of the following measuring instruments were used: the Minnesota Job Satisfaction Survey (MSQ), Police Stress Survey (PSS), the Maslach Burnout Inventory-General Survey (MBI-GS) and the Utrecht Work Engagement Scale (UWES). Stratified random samples of the police members (N=227) were taken from Mmabatho and Vryburg area of the North-West Province.*

*The results, indicates amongst other things that members of the police are dissatisfied with aspects that are extrinsic to their work, e.g. working conditions and pay. Also experiencing stress emanating from mainly two sources, namely: job demands e.g. increased responsibilities and job resources e.g. lack/inadequate resources to perform their duties. As a result of stress experienced, they feel burned out but engaged to their work.*

## **CHAPTER ONE**

### **ORIENTATION**

#### **1.1 INTRODUCTION**

*Due to the increasing amount of time people spend at work, the field of Psychology is increasingly shifting its focus to the workplace. Industrial Psychology proposes that a satisfying worker-workplace relationship is imperative to high productivity and the well-being of the worker. The reverse is also true: unsatisfying working conditions lead to a decrease in productivity, ill health and a deterioration in psychological well-being. Such a situation could eventually lead to stress and burnout.*

*This chapter introduces a study on job satisfaction, stress and burnout in the South African Police Service in the North-West Province.*

#### **1.2 BACKGROUND TO THE STUDY**

*The South African community is at present reflecting on its newly established democracy. This new order resulted from revolutionary social and political changes, which not only demanded similar radical changes in how the public policing function was executed, but influenced the institutional perceptions and attitudes of police officials as well.*

*Up to the transitional phase, that is before 1994, the South African Police, as it was then called, functioned as a repressive and ideological state apparatus, maintaining a coercive structure of formal social control which was politically directed at the maintenance of "internal order" and supposedly conformed to the principles of jurisprudence (Prinsloo, 1996).*

*Henceforth the name of the public police was changed to the South African Police Service, while the institutional emphasis shifted to a new ethos of tolerance, community service and sensitivity to public expectations and rights. The North West Province was no exception to these changes.*

### 1.3 PROBLEM STATEMENT

*An effective and efficient police service is very important in creating the conditions necessary for economic development in South Africa. The most significant feature of South Africa's transition from a racially divided apartheid government to democracy has been the peaceful nature of the transformation in the form of negotiations as opposed to revolution. However, one of the dominant features of the transformation over the past years has been, and continues to be, crime and violence. The social and psychological effects of violence on a large proportion of the population, as well as of the police force are significant, and continue to have implications for the quality of life of South Africans.*

*In recent years, community policing has been presented as a tool to enable police officers to control crime and to improve police citizen relations (Yates & Pillai, 1996). However, the comfort of long established and traditional roles of police institutions and perceptions of the public may present obstacles to the successful implementation of community policing. The public expects the police to be effective in the services they provide, to offer services in a manner that is equitable and fair to the community, and to make an effort to see that equitable and effective services are provided at a minimal cost to society, i.e. efficiency (Radelet, 1986). If the police are to serve the public effectively and acceptably, a constructive working relationship must exist between law enforcement officials and the community.*

*At the heart of this new model of policing is the empirically supported idea that the police cannot successfully fight crime alone, and must rely on resources in the community to address neighbourhood problems effectively. That's when the concept of community policing came into play. To help with the successful implementation of community policing, it is necessary to determine the opinions of the recipients of police services, namely the public. The study of the public's opinion of the police is important for atleast three reasons: first, because the public is the consumer of police services, it is vital to obtain their evaluation of the police service received (Flanagan, 1985).*

*Second, positive images of the police are necessary for the police to function effectively (Muty, Komanduri, Julian & Smith, 1990). Negative attitudes towards the police, in contrast, results in mutual ill feelings, lack of respect, disorder, and inefficient police functioning (Radelet,1996). Third, the information may yield important insights not only into citizens' confidence in the police, but also into the correlates of their confidence (Hero&Durand, 1985).*

*Little quantitative research has been published on public expectations of and satisfaction with the SAPS. Furthermore, little attention has been paid in the academic literature to the issue of the relationship between the police and the public from the viewpoints of the police clientele and the police themselves (Fosam & Grimsley, 1998). Another important issue, according to Yates and Pillai (1996), is that only a limited number of studies have focused on police officers. That is, on frustration and strain that might affect them.*

*Since the 1980's, however, there has been a growing interest world wide in the police forces (Stearns & Moore, 1993). According to Ainsworth (1995), barely a day goes by without the media having at least one story about crime and the police, causing police officers to increasingly be in the spotlight and their actions increasingly being scrutinized by an ever demanding public. Police officers around the world are being asked to respond to an ever-growing list of new demands and responsibilities, and to become more efficient and effective. Such pressure on the shoulders of police officers may affect satisfaction with their jobs, increase their levels of stress and eventually leading to burnout.*

*From the above, it is clear that little is known about how police officers feel about their jobs. Since police work has been identified as a particularly stressful occupation by Goodman (1990), therefore, stress and burnout within the South African Police Service in the North-West Province will also be examined.*

## **1.4 DESCRIPTIVE HYPOTHESES**

*Based on the above objectives, the hypotheses of this study are as follows:*

### ***Hypothesis 1***

*Perceived job satisfaction/ dissatisfaction is positively related to both stress and burnout.*

### ***Hypothesis 2***

*There are low levels of job satisfaction amongst police officers.*

### ***Hypothesis 3***

*There are high levels of job satisfaction amongst police officers.*

### ***Hypothesis 4***

*Levels of job satisfaction are predictors of burnout.*

### ***Hypothesis 5***

*High levels of stress are related to most of the symptoms of burnout.*

## **1.5 OBJECTIVES OF THE STUDY**

### **1.5.1 GENERAL OBJECTIVE**

*With reference to the above formulation of the problem, the general aim of the study is to investigate the job satisfaction, stress and burnout of members of the S.A.P.S in the North-West Province.*

### **1.5.2 SPECIFIC OBJECTIVES**

*From the above stated problem, the following are specific research objectives:*

- *To conceptualise job satisfaction, stress and burnout from the literature.*
- *To determine the levels of job satisfaction, stress and burnout in the S.A.P.S. in the North-West Province.*
- *To determine the relationship between the stress levels and the symptoms of burnout.*
- *To establish the relationship between job satisfaction, stress and burnout.*
- *To determine whether levels of job satisfaction may be used as predictors of stress and burnout.*
- *To determine how satisfied police officers are with their jobs.*

### **1.6 METHODS OF RESEARCH**

*The study will be conducted through the use of the following:*

#### **1.6.1 LITERATURE STUDY**

*In reviewing literature, a study of both primary and secondary sources will be done with a view of gathering information on the job satisfaction, stress and burnout of police officers in the SAPS (North-West Province).*

## **1.6.2 EMPIRICAL INVESTIGATION**

*The empirical investigation entails the development of questionnaires, interviews, determination of a sample from the relevant population and data analysis.*

### **1.6.2.1 Data gathering methods**

*A questionnaire will be developed and pre-tested. The aim of the questionnaire is to gather information about job satisfaction, stress and burnout levels of police officers. To achieve this, various methods will be used to gather information needed and to research the objectives of the study, namely crime statistics, focus groups, interviews and questionnaires.*

*The following questionnaires will be used to survey the police members :*

- *The Minnesota Satisfaction Survey (MSQ);*
- *The Police Stress survey;*
- *The Maslach Burnout Inventory-General Survey (MBI-GS); and*
- *The Utrecht Work Engagement Scale (UWES)*

### **1.6.2.2 Population**

*The target population consists of police members from various police stations in the Mafikeng and Vryburg areas of the province.*

*The sample of police will be stratified based on the following variables:*

- *Gender*
- *Age*
- *Language*
- *City/Town*
- *Marital status*

*Data on variables other than the basic variables regarding police members will be gathered, namely:*

- *Rank*
- *Years of service*
- *Job classification and*
- *Education/qualifications*

### **1.7 DATA ANALYSIS**

*Data will be analysed through the use of the SAS-PROGRAM (SAS Institute. 2000). Cronbach alpha coefficients, inter-item correlation coefficients and factor analysis will be used to assess the reliability and validity of the measuring instruments (Clark & Watson, 1995). Descriptive statistics (e.g. means, standard deviations, and skewness) will be used to analyse data.*

### **1.8 IMPORTANCE OF THE STUDY**

*The level of job satisfaction contributes to how effectively an individual performs his or her job. Literature indicates that job satisfaction influences the emotional and physical well being of an individual, and job dissatisfaction is associated with stress and burnout. Police officers in the province are being bombarded with a multitude of duties with a new list of demands and responsibilities, sometimes conflicting and unclear, thus making them vulnerable to stress and burnout.*

*This study is important because little research has been undertaken about job satisfaction, stress and burnout of police officers in the province. Valuable information regarding job satisfaction, stress and burnout levels of police officers serving in this province will be gathered, analysed and interpreted.*

*Information of this nature can be used by authorities in the SAPS to improve the psychological well-being of police officers, thus reducing escalating levels of crime and improving the effectiveness of police in the province. Another important aspect of this study is that, little is known about police officers job satisfaction levels stress and burnout.*

## **1.9 LIMITATIONS OF THE STUDY**

*This study will be limited to police officers in the selected areas of the North-West Province. Therefore, the findings are largely limited to Mmabatho and Vryburg area and they cannot be generalised to any other province.*

## **1.10 SUMMARY**

*In this introductory chapter, a brief orientation of the study has been provided, starting with the background to the study, describing the problem to be investigated, objectives of the study, research design and the importance of the study as well as organization of the study.*

*The major focus of the study is to look at the job satisfaction, stress and burnout levels of police officers in the selected area's of the North-West Province.*

*In chapter two, an attempt will be made to support the research topic with the relevant literature. This will be done by looking at available studies on job satisfaction, stress and burnout among police officers.*

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

*Job satisfaction has been a topic that has been frequently researched. Many of the studies focused on the overall level of employee job satisfaction, while others examined variables affecting job satisfaction such as age, gender, community involvement and family stress. Research on job satisfaction traditionally has centred on workers in industrial organizations and during the past years more attention has been given to studying worker job satisfaction in the human services field, but the number of studies still remains low.*

*This chapter will present a review of related research and selected literature that is important to understanding the research topic, that is, Job satisfaction, stress and burnout in the South African Police Services: North-West Province.*

#### **2.2 DEFINITION OF CONCEPTS**

*In reviewing the literature, it becomes apparent that operational concepts such as burnout, job satisfaction and stress should be defined as they can be defined in a number of ways:*

##### **2.2.1 BURNOUT**

*Schaufeli and Enzmann (1998) define burnout as a persistent, negative, work-related state of mind in 'normal' individuals that is primarily characterized by exhaustion, which is accompanied by distress, a sense of reduced effectiveness, decreased motivation and the development of dysfunctional attitudes and behaviours at work.*

*Freudenberg and North (1985), define burnout as a state of physical and emotional depletion resulting from conditions of work. Burnout is also seen as a state of fatigue or frustration brought about by a devotion to a cause, a way of life, or a relationship that failed to produce the expected rewards. It further goes on to say burnout is born out of good intentions, people trying to reach unrealistic goals and end up depleting their energy and losing touch with themselves and others ( [http//. burnout.html](http://.burnout.html)). Maslach describes burnout as "a state of physical, emotional and mental exhaustion marked by a physical depletion and chronic fatigue, feelings of helplessness and hopelessness, and by development of negative self-concept and negative attitudes towards work, life and other people"(R. Croucher/[stress\\_burnout.html](http://stress_burnout.html)).*

*Another interesting definition of burnout " is the gradual process by which a person, in response to prolonged stress and physical, mental and emotional strain, detaches from work and other meaningful relationships (<http://www.Stressdoc.com>). Lastly, Maslach and Jackson (1986), defines burnout as "a syndrome of emotional exhaustion, depersonalisation and reduced personal accomplishment that can occur among individuals who do 'people work' of some kind. The employee disengages him/herself from the clients and the job, the employee thus changes attitude towards the client from caring to indifference (Maslach & Pines, 1977).*

*Burnout is a syndrome that consists of three essential characteristics (Maslach, 1982):*

- **Emotional exhaustion:** describes a reduction in the emotional resources of an individual. Individuals usually feel drained or used up and physically fatigued.
- **Depersonalisation:** is characterised by an increase in negative, cynical and insensitive attitude toward clients/patients, as well as colleagues.
- **Low personal accomplishment:** refers to a feeling of being unable to meet client' needs and to satisfy essential elements of job performance.

### **2.2.2 JOB SATISFACTION**

*Defining and measuring job satisfaction has been a challenging process which has been refined through decades of research and which is still occurring. According to Cranny, Smith and Stone (1992), job satisfaction is an affective or emotional response towards various facets of a person's job, and stems from the incumbent's comparison of actual outcomes with the required outcomes. Locke (1976) described job satisfaction as a positive emotional state resulting from the appraisal of one's job experience. Ivancevich and Donnely (1968) define job satisfaction as "the favourable viewpoint of the worker toward the work role he presently occupies".*

*Job satisfaction is defined as "an individual's reaction to the job experience" (Berry, 1997). A succinct definition given by Spector (1997) states that job satisfaction is simply how people feel about their jobs and different aspects of their jobs.*

*In defining job satisfaction, it is important to distinguish between an overall job satisfaction and satisfaction with the components of a job. It is better to measure specific components and to determine the sum of the general job satisfaction in a specific job, than just to measure general job satisfaction (Coster, 1992). For instance, Basset (1994) indicates that worker satisfaction results from external factors in the work situation. However, internal forces, which are entirely unrelated to the work environment, may also play a role in the satisfactory state of the individual. Some people tend to be satisfied in almost every situation while others are the exact opposite.*

### **2.2.3 STRESS / JOB STRESS**

*According to the Merriam Webster Collegiate Dictionary, stress is "a physical, chemical or emotional factor that causes bodily and mental tension and may be a factor in disease causation".*

*Stress is defined as “our reaction to events, environmental or internal, that tax or exceed our adaptive resources” (Texas Medical Association, 1993). Selye defines stress in terms of the response your body makes to any demand on it. He further indicates that there is good stress (eustress) associated with feelings of joy, fulfilment, achievement and there is bad stress (distress), which is prolonged or too frequent stress (R. Croucher / stress\_burnout.html).*

*On the other hand, job stress can be defined as “the harmful physical and emotional response that occur when the requirements of the job do not match the capabilities, resources or the needs of the worker” (National Institute for Occupational Safety and Health, 1998). Job stress is also defined as a chronic state of disease caused by conditions in the workplace that negatively impact on an individual's job performance and / or overall well being (<http://stress.About.com/>).*

### **2.3 JOB SATISFACTION: A HISTORICAL OVERVIEW**

*The vast body of research done on job satisfaction reflects that various factors contribute to worker's satisfaction with their jobs. Locke (1976), categorized different approaches that have been used to study job satisfaction. In the 1920's, the focus was on physical working conditions, and the physical arrangement of work and pay were emphasized.*

*The human relations aspects of job satisfaction, which explored the social role of the work group and the impact of good supervisory relationships was emphasized in the 1930's. The next trend emerged in the late 1950's and early 1960's and examined the features of work itself that produces job satisfaction. Spector (1997), observes that most researchers today focus on worker's cognitive processes in the study of job satisfaction rather than on the underlying needs.*

*Job satisfaction studies in the United States have their roots in the early explorations of industry's concern with the ways to improve productivity (Gruneberg, 1976). One of the first studies to examine the relationship of the physical environment and worker productivity was carried out by Taylor (1911) at the Bethlehem steelworks.*

*In the late 1920's another important study was done at the Hawthorne works of the Western Electric Company in Chicago. What was begun in 1927 as an attempt to identify the relationship between working conditions and the physical conditions at the plant, ended with the realization that social factors and worker expectations had the greatest impact on job satisfaction. The Hawthorne studies gave way to extensive research on the multiplicity of factors involved in job satisfaction.*

*Truly speaking, it may not be possible to disassociate job satisfaction with other satisfactions in life, i.e. family relationships, health, relative social status in the community and a multitude of other factors may be as important as the job itself in determining what we tentatively choose to call satisfaction. Gruneberg (1979) supports this notion and states that "if the presence of a variable in the work situation leads to satisfaction, then its absence will lead to job dissatisfaction".*

*Bamundo and Kopelman (1980) studied the moderating effects of several variables related to occupation, age and urbanization. The researchers used a global measure of general life satisfaction, a global measure of job satisfaction, and a facet specific measure of job satisfaction in their study of 911 heads of households to examine the relationship between job and life satisfaction and specific variables. The moderating variables chosen for the study were based on the findings of their positive relationship to occupation, age, and urbanisation in other research. They found evidence that the variables studied (which included occupational level, education, income, self-employment, age, job longevity, and residential city size) positively moderated the relationship between job satisfaction and life satisfaction.*

*Although widely studied and discussed in the literature, some researchers believe that the studies linking job satisfaction and life satisfaction are too simplistic. Rain, Lane, and Steiner's (1991) analysis of four literature reviews done in the 1980's on the relationship between job and life satisfaction found that the "spillover hypothesis" was substantially more supported in the studies.*

*Rain et al. (1991) described the spillover hypothesis as job satisfaction and life satisfaction each influencing the other. The researchers maintain that in the majority of these studies a theoretical position is not taken and that job satisfaction is just assumed to affect life satisfaction.*

*The intrinsic features of the job, or how people feel about the nature of the job tasks, have been purported to be instrumental in producing job satisfaction (Herzberg, Mausner & Snyderman, 1959). Among intrinsic factors frequently associated with job satisfaction are acquiring success and recognition, being able to apply or use skills, and feeling worthwhile and involved in the job (Gruneberg, 1979):*

*Other studies have found that external factors or features of the job that are external to the work, influence job satisfaction. A 1991 Gallup Pole of American Workers found that while Americans were more satisfied with the interest level of their work and the amount of contact with other people, many more were dissatisfied with the fringe benefits and opportunities for promotion. This approach argues that job satisfaction comes from the nature of the work or job environment.*

## **2.4 THEORIES OF JOB SATISFACTION**

*Many theories have been proposed to explain the concept of job satisfaction. Early attempts focused on understanding what contributed to worker's job satisfaction in industrial organizations. These theories have been applied to the study of job satisfaction in human relations fields since the middle of the last century. More recent theoretical attempts to explain job satisfaction have focused on workers' dispositional and cognitive traits.*

### **2.4.1 MASLOW'S HIERARCHY OF NEEDS**

*According to Luthans (1998), a person's motivational needs could be arranged in a hierarchical manner. The needs range from the lowest to highest and include basic physiological needs (food, clothing, shelter and comfort), safety and security needs (security for self and possessions), social needs (love and affection), esteem needs (responsibility, recognition and a sense of accomplishment) and self-actualization (reaching one's potential, independence, creativity, and self expression).*

#### **Impact**

*Maslow's hierarchy of needs examines human motivation in terms of met or unmet needs. His premises include that only an unsatisfied need can influence behaviour, that a person will minimally satisfy each level before feeling the need at the next level, and that if need-satisfaction is not maintained at any level it will become a priority again.*

*According to Wilson (1996), an unmet need can frustrate an employee and will continue to influence his or her behaviour until it is satisfied; in this sense managers should effectively work with employees by identifying the level of need which they are trying to satisfy, and by attempting to build into the work environment opportunities that will allow to satisfy their needs.*

### **2.4.2 HERZBERG'S MOTIVATION-HYGIENE THEORY**

*According to Syptak, Marsland and Ulmer (1999), Herzberg indicated that there are two dimensions to job satisfaction: motivators and hygiene issues. Motivators are related to employee's environment and include issues such as achievement, recognition, work itself, responsibility and advancement. Hygiene issues, on the other hand include company policies, supervision, salary, interpersonal relations and working conditions.*

### **Impact**

*Motivation-hygiene theory directly addresses the issues of satisfaction and dissatisfaction on the job. It postulates that factors which produce job satisfaction are intrinsic and separate from factors which produces job dissatisfaction. According to Wilson (1996), job dissatisfaction is caused by the absence of or deficits in “hygiene factors” such as salary, job security, working conditions, company policies, status and quality of supervision. Hygiene factors cannot motivate employees but can minimize dissatisfaction, if handled properly (Syptak et.al, 1999). Rather, according to Herzberg, it is the “motivation factors” intrinsic to a job and related to job content that have the power to increase job satisfaction. Once hygiene factors are addressed, the motivators will promote job satisfaction and encourage production*

### **2.4.3 VROOM'S EXPECTANCY THEORY**

*Vroom's (1964) Expectancy theory of motivation explains motivation as the perceived value of probably outcomes of actions, and the probability that actions will bring about better outcomes that are highly desired. This theory further posits that situational and personality variables combine to produce worker's satisfaction with their jobs.*

*The expectancies are based on the individual's presumption that effort will lead to good performance and good performance will lead to rewards. The difference between what workers actually experience and receive as rewards and what workers expect to receive leads to a discrepancy.*

*In general, the theory thus takes into consideration the intrinsic value that affect job satisfaction and work which research has often found to be at-least equally important more so to job satisfaction than the intrinsic values (Wilson, 1996).*

#### **2.4.4 EQUITY THEORY**

*According to Luthans (1998), equity theory argues that major input into job satisfaction and job performance is the degree of equity (or inequity) that people perceive in the work situation.*

*According to Drenth, Thierry, Willems and Woelf (1987), equity theory is based on the general human tendency to evaluate oneself by means of comparison with one or more others. The idea is shared by Gruneberg (1979), who states that the equity theory is based on the concept of receiving a "just reward" for efforts expended. Because individuals characteristically compare themselves to others, workers feel dissatisfied if they believe that they are getting less than fellow workers. If their rewards and efforts are comparable to that of others, then people feel satisfied. In this sense employees aim at a balance between their inputs and their outcomes compared with the relationship between the two as they perceive it, in comparison to others. The inputs may be: education, experience, intelligence and effort. The outcomes may be: performance, payment, recognition and status.*

*In the case where there is a discrepancy between a person's perception of efforts and rewards compared to others, employees will put less into their work and be less productive. This might also create stress from the employee' side if the situation continues for a very long time.*

#### **2.4.5 ROLE THEORY**

*Although the role theory does not seek to explain job satisfaction directly, it does have implications for workers satisfaction or dissatisfaction with their jobs. Role theory is defined as the occupation of two or more inconsistent and unexpected behaviours for a task. Role ambiguity is defined as a lack of clearly identified information about responsibilities and duties and how they should be accomplished. Role conflict and role ambiguity have been associated with decreased job satisfaction, stress and burnout. Another final job cost variable is rout ionisation, which refers to the extent to which jobs are boring and repetitive. There is a large body of evidence to indicate that employees dislike their jobs when undertaking repetitive work in organisations (Price & Mueller, 1986).*

#### **2.4.6 REFERENCE GROUP THEORY**

*Reference group theory combines the aspects of equity theory with the importance of understanding the with whom the individual identifies (Gruneberg, 1979). The theory speculates that since individuals compare themselves with others to determine if they are being treated equitably, then knowledge of the reference group will facilitate the understanding of worker's job satisfaction. How an individual chooses the reference group or what constitutes a reference group is not clear according to Gruneberg.*

*Example: two people are in the same income bracket in the organization employing them , the one person's income is classed as top level, whereas the other person's income in his organization rates as medium level. These two people are bound to show different levels of satisfaction.*

#### **2.4.7 THE JOB CHARACTERISTIC MODEL**

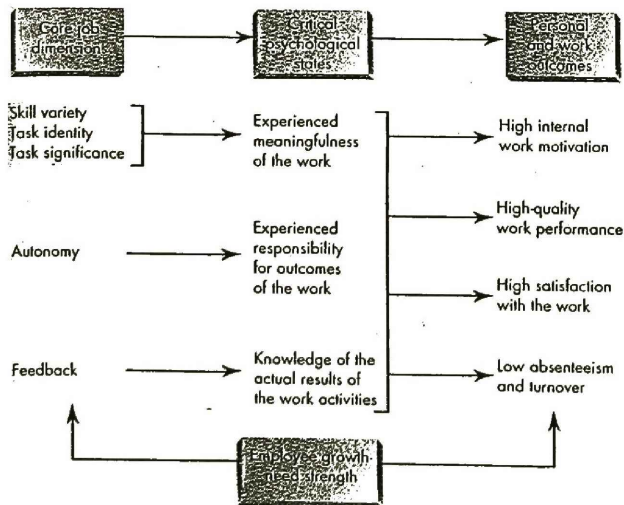
*The job characteristic model proposes that the way workers perceive task attributes, such as having variety in their jobs or autonomy, is associated with job satisfaction (Hackman & Oldham, 1975). If workers perceive task attributes positively, they are more likely to find their work meaningful and be satisfied with their jobs. The job characteristics model is the most dominant framework for defining task characteristics and understanding their relationship to employee motivation, performance and job satisfaction (Robbins, 1997).*

*Further, the model indicates three critical psychological states, namely, increased meaningfulness of the work, experienced responsibility for outcomes of the work and knowledge of the actual results of the work activities. An increase in this psychological states may lead to the following personal and work outcomes: high internal work motivation, high quality work performance, high satisfaction with work and low absenteeism and turnover.*

According to the Job Characteristic Model, any job can be described in terms of five core job dimensions, defined as follows:

- (a) **Skill variety:** the degree to which the job requires a variety of different activities so the worker can use a number of different skills and talent.
- (b) **Task identity:** the degree to which the job requires completion of a whole and identifiable piece of work.
- (c) **Task significance:** the degree to which the job has substantial impact on the lives or work of other people.
- (c) **Autonomy:** the degree to which the job has substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.
- (d) **Feedback:** the degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information about the effectiveness of his or her performance.

**FIG 1: JOB CHARATERISTICS MODEL**



## **2.5. WHAT VARIABLES INFLUENCE JOB SATISFACTION?**

### **2.5.1 GENERAL FINDINGS**

*A number of variables have been found to relate positively to job satisfaction while others have been found to be more of indicators of job dissatisfaction. There is no uniform agreement among investigators about the relative importance or sources of job attributes and experiences.*

*Murray (1995), notes that the variables are interrelated and difficult to determine their impact on each other and overall job satisfaction. A review of literature indicates that most studies have focused on individual differences, namely: age, education, intelligence, sex and occupational level as determinants of job satisfaction.*

*Just as there have been many studies on the factors that determine or contribute to job satisfaction, Robbins (1998), in an extensive review of literature indicates that the more important factors conducive to job satisfaction are mentally challenging work, equitable rewards, supportive working conditions and supportive colleagues.*

*Cranny et.al. (1992), found that job satisfaction is substantially influenced by intrinsically rewarding conditions such as interesting work, challenge and autonomy. To a lesser extent, they found that extrinsic rewards, such as pay and security also influence job satisfaction.*

*The factors which influence job satisfaction and the implications for organizations are discussed below:*

#### **2.5.1.1 OPPORTUNITY FOR ADVANCEMENT AND CHALLENGE**

*According to Robbins (1998), employees tend to prefer jobs that give them the opportunity to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they are doing. These job characteristics make work mentally challenging.*

*According to Bavendam (2000), in addition to challenging opportunities, which bring about satisfaction, employees experience more satisfaction from participating in interesting projects, jobs with a satisfying degree of challenge and opportunities for increased responsibility.*

*Wilson (1996), indicates a study conducted by Vinokur-Kaplan, Jayarame and Chess (1994), which found in studying social workers in public and non profit organizations that perceived opportunities for promotion and job challenge are significantly important influences in job satisfaction. Again employees reported "interesting work" to be the most important possible reward.*

### ***Implications for organizations***

- *Robbins (1998), warns employers that jobs that have too little challenge cause boredom, while too much challenge causes frustration and leads to feelings of failure.*
- *Under conditions of moderate challenge, most employees will experience pleasure and satisfaction.*
- *Another effort to increase satisfaction, is to reward promising employees with roles on interesting projects and divide jobs into levels of increasing leadership and responsibility.*

#### **2.5.1.2 EQUITABLE/FAIR REWARDS**

*According to Robbins (1998), employees want pay systems and promotion policies that they perceive as being just, unambiguous, and in line with their expectations. When pay is seen as fair, based on job demands, individual skill level, and community pay standards, satisfaction is likely to result.*

*Similarly, employees seek fair promotion policies and practices. Promotion provides opportunities for personal growth, more responsibility, and increased social status. Individuals who perceive that promotion decisions are made in a fair and just manner, are likely to experience satisfaction from their jobs.*

### **2.5.1.3 SUPPORTIVE WORKING CONDITIONS**

*Bavendam (2000), indicates that the environment in which people work has a tremendous effect on their level of pride of themselves and of the work they are doing. The idea is supported by Robbins (1998), who indicates that employees are concerned with their work environment for both personal comfort and facilitating doing a good job. Studies demonstrate that employees prefer physical surroundings that are not dangerous or uncomfortable.*

*Additionally, most employees prefer working relatively close to home, in clean and relatively modern facilities, and with adequate tools and equipment. This is likely to increase their satisfaction. Possible sources of dissatisfaction will be old chairs, overcrowding and lack of personal space which could cause tension among employees (Bavendam, 2000).*

### **2.5.1.4 SUPPORTIVE COLLEAGUES**

*For most employees, work also fills the need for social interaction and having friendly and supportive colleagues/co-workers which lead to increased job satisfaction. Studies generally find that employee satisfaction is increased when the immediate supervisor is understanding and friendly (Robbins, 1998).*

*Wilson (1996), found that the level of emotional support is an important factor in job satisfaction for women, and that women perceive that they receive more support from family than from men. In studying public employees when role conflict is high, social support from co-workers and supervisors positively influences job satisfaction and is associated with lower levels of depression.*

### **2.5.1.5 SUPERVISORY PRACTICES**

*Wilson (1996), suggests that supervisors can make a significant contribution to employees job satisfaction by evaluating performance regularly and directly, by giving employees personal attention, by broadening responsibilities as soon as possible, by asking advice, by making their work interesting, and by helping employees to achieve more.*

*According to Syptak et.al. (1999), the supervisory role requires leadership skills and the ability to treat all employees fairly. Supervisors should, in addition to evaluating performance, be taught to use positive feedback whenever possible because this will boost employees morale.*

*Wilson (1996), refer to studies by Fruttell and Johnston, who found that when studying salespeople that manager's leadership behaviour directly or indirectly influences job satisfaction and turnover. Again Medley and Lorachelle, found in studying community hospital nurses, that supervisors leadership style affect job satisfaction. Supervisors who have a "transformational leadership style" (ability to effectively communicate their visions and strategies, to win allies, and to become role models) have staff with higher job satisfaction than those who have a transactional style.*

### **2.5.1.6 LEADERSHIP, MANAGEMENT STYLE AND CONTROL SYSTEMS**

*Bavendam (2000), states that employees are more satisfied when their managers are good leaders. This includes motivating employees to do a good job, striving for excellence or just taking action. Evidence to support this is provided by Wilson (1996), who indicates that a participatory management style and employee empowerment (in which employees significantly participate in decision-making) influence job satisfaction. Also indicated that poorly designed organisational systems that fail to take into account the unique roles played by certain boundary individuals or groups within the organization are counter-productive in their effect upon job satisfaction and efficiency.*

### **2.5.1.7 COMPANY POLICIES AND ADMINISTRATION**

*An organization's policies can be a great source of frustration for employees if the policies are unclear or unnecessary or if not everyone is required to follow them (Bavendam, 2000).*

*Wilson (1996), discusses the need to recognise the unwritten rules that exist in an organization that drive day-to-day behaviour, which can be classified as "motivators" (what employees perceive as rewards and penalties), "enablers" (the people that directly enables employees to get what is important to them, and who are concerned with organizational charts, job descriptions, reporting lines and sign-off responsibilities), and "triggers" (things that cause enablers to grant rewards or impose penalties, such as performance measures and objectives). She suggests the need for managers to examine the unwritten rules in organizations and how these rules may be in conflict with the goals they are trying to achieve.*

*According to Syptak et.al (1999), dissatisfaction with regard to company policies can be decreased by making sure that policies are fair and apply equally to all employees. Also ensure that printed copies of policies and manuals are easily accessible to all members of staff. If there are no written manuals, then they should be created, soliciting staff along the way. If a manual exists, consider updating it, so as to check if particular policies are unreasonably strict or whether some penalties are too harsh, because all this can lead to dissatisfaction.*

### **2.5.1.8 ORGANIZATIONAL CLIMATE**

*According to Wilson (1996), a "caring" organization climate is associated with high levels of satisfaction with supervisors, rather than an "instrumental" (authoritarian and task oriented) climate that has a negative influence on overall job satisfaction as well as satisfaction with promotions, co-workers, and supervisors. She refers to a study by Jones (1996), who found, in studying research and development teams that an innovatory climate is associated with employees beliefs that the organization is a "good" place in which to work.*

### **2.5.9 INTERPERSONAL RELATIONS**

*Part of satisfaction of being employed is the social contact that work offers. Employees should be given a reasonable amount of time for socialization, e.g. over lunch and during breaks. This will help to develop a sense of comradeship and teamwork, thus leading to satisfaction (Syptak et.al,1999). At the same time, crack down on rudeness, inappropriate behaviour and offensive comments. This will have a positive effect on satisfaction.*

#### **2.5.1.10 TRUST**

*According to Wilson (1996), trust in management influences satisfaction. Cranny et.al.(1992), report that trust in management is correlated with acceptance of changes in the job. They hypothesize that trust influences job satisfaction and that trust can be affected by management competence, ethical behaviour, and judicious spacing of changes to address areas of lowest satisfaction first.*

#### **2.5.1.11 STRESS**

*Bavendam (2000), states that when negative stress is continuously high, job satisfaction is low. Jobs are more stressful if they interfere with employees personal lives or are a continuing source of worry or concern. It is important for managers to promote a balance between work and personal lives so as to reduce stress and also ensure that work is distributed evenly among employees.*

#### **2.5.11 GENDER AND RACE**

*Burke and Mckeen, as quoted in Wilson (1996), found, in studying managerial and professional women, that those working in male dominated organizations have lower job satisfaction than those working in organizations with fewer men at the higher levels of management. They speculated that exclusion from the "good old boys network," or the feeling of being an outsider, may be relevant factors.*

*Again Burke and Mckeen, report that an increasing proportion of accountants are women, but that they are obtaining the rank of partner at the same rate (due to child bearing) reported less job satisfaction, less job involvement and less optimistic about their career prospects.*

*Mason (1985), presents a view of job satisfaction which holds that "women are satisfied with jobs in which they interact with others in a supportive and cooperative way, even though the jobs may be minimally challenging and demanding". The basis of this view is that women are socialized into values, attitudes, and behaviours that are communal in nature, whereas men's socialization reflects agentic values and behaviours.*

*Lankau and Scandura in Wilson (1996) , found in studying hospital nurses that Hispanics reported significantly higher job satisfaction than Whites and Blacks. Hispanic employee's perceiving discrimination, reported that it influenced job satisfaction, as well as organizational commitment and work tension.*

## **2.6 THE RELATIONSHIP BETWEEN JOB SATISFACTION AND OTHER WORK-RELATED BEHAVIOURS**

*Extensive research have been conducted about job satisfaction and other work related behaviour such as job performance, productivity, turnover, commitment to the organization, absenteeism, leadership and stress.*

*Satisfied workers tend to be more committed, to have more favourable attitudes, to be more conscientious, to be more likely to help co-workers, to have more greater willingness to report unethical behaviours and to be less likely to leave their jobs than dissatisfied workers.*

*The following is a discussion on the relationship between job satisfaction and other work related behaviour:*

### 2.6.1 JOB PERFORMANCE

*Job performance indicates how well employees perform their tasks. Job performance is a multi-dimensional construct which indicates how well a specific employee is performing his/her job, the initiative they take, the resourcefulness they show in solving problems, the extent to which they complete their tasks, the way they utilize their available resources as well as the time and energy they spend on their tasks (Boschoff & Arnolds, 1995).*

*According to Cranny, Smith and Stone as quoted by Wilson (1996), the methods used by researchers to study job performance and job satisfaction influence the conclusions reached about their relationship. They suggest that correlational studies have shown moderate relationship at best, while intervention research suggests a stronger relationship: in reviewing 207 studies of the effects of psychologically-based interventions on productivity and performance, and reported that 87 percent of the interventions were successful in raising productivity as well as job satisfaction.*

*Intervention studies, which are experimental or quasi-experimental, assess the effects of a manipulated independent variable (such as changes in pay, or benefits), and are believed to take into account better than correlational studies the various mediating factors (such as goal setting, intrinsic and extrinsic rewards, and perceived equity) which could also affect both performance and satisfaction.*

*Drenth .et.al. (1987), recommend a two-fold division on both the theoretical and empirical grounds (about job satisfaction and performance).*

- *Performance causes job satisfaction: this idea corresponds to expectancy theory, as the performance resembles what was pursued, and satisfaction increases (positive correlation). It encourages the individual to repeat that behaviour cycle as much as he can.*

*The relationship may be moderated by several variables connected to the person, the working group, the job and the organisation, hence satisfaction refers to what was achieved. Thus, satisfaction with work-related facets is assumed to be closely related to performance.*

- *Dissatisfaction causes performance: this approach also resembles the nature of equity theory. It is characteristic of someone's motivated behaviour that he seeks to realize needs or motives not yet satisfied. As a consequence he will be dissatisfied to a certain extent. If he expects that he will be able to realize his motives by successful performance, then there is a negative correlation between satisfaction and performance.*

*In line with the opinion expressed by Basset (1994), it is not assumed that a more satisfied employee will be a more productive employee, nor is it assumed that job satisfaction is the result of high job performance.*

## **2.6.2 PRODUCTIVITY**

*According to Robbins (1998) the early views on the satisfaction-performance relationship can be summarized in the statement " a happy worker is a productive worker". This line of thought is supported by Syptak .et.al. (1999), who believe that satisfied employees tend to be more productive, creative and committed to their employer. They also point out to the findings of the recent studies, which show a direct correlation between physician's staff satisfaction and patient's satisfaction. These findings suggests that, physician's staff experiencing job satisfaction provide good service, thereby leading to patient satisfaction.*

*Drenth .et .al (1999) indicates that satisfaction with work related facets is assumed to be closely associated with performance and productivity. Another point of concern in the satisfaction-productivity issue is the direction of the causal arrow. Most of the studies on the relationship used research designs that could not prove cause and effect.*

*Studies that have controlled for this possibility indicates that the more valid conclusion is that productivity leads to satisfaction rather than the other way round. If you do a good job, you intrinsically feel good about it. Additionally, assuming that the organization reward productivity, your higher productivity should increase verbal recognition, your pay level and probability for promotion. These rewards, in-turn, increase your level of satisfaction with the job (Robbins, 1998).*

### **2.6.3 ORGANIZATIONAL COMMITMENT**

*According to Berry (1997), organizational commitment is a result of job satisfaction. The positive indicators of commitment are productivity and health. The more satisfied an employee is with the job, the more they will produce and the healthier they will be. However, studies have also shown that in some cases, high production itself causes high job satisfaction.*

*Other recent studies have discussed the relationship between job satisfaction and job performance. Wilson (1996) quoted De Laninck and Stilwel, found in studying female advertising executives that job satisfaction is a significant predictor of organizational commitment; Becker, Billings, Eleventh and Gilbert found that organizational commitment as targeted at supervisors was positively related to performance.*

*According to Berry (1997) the negative indicators of organizational commitment include absenteeism, sabotage and violence. These factors indicate low commitment towards the organization and low job satisfaction.*

### **2.6.4 TURNOVER**

*Robbins (1998) reports that satisfaction is negatively related to turnover and factors such as labour market conditions, expectations about alternative job opportunities and length of time with the organization are important constraints on the actual decision to leave one's current job. On the other hand, Basset (1994), cites that labour turnover and absenteeism are issues that have been consistently related to employees' expression of satisfaction or dissatisfaction with their jobs. Job satisfaction is consistently associated with higher levels of labour turnover.*

*Robbins (1998) presents evidence, which indicates that an important moderator of the satisfaction-turnover relationship is the employee's level of performance. Specifically, level of satisfaction is less important in predicting turnover for superior performers because organisations make considerable efforts to keep them (e.g. promotions and recognition). He points out that there are a number of factors, besides job satisfaction that have equal or greater impact on whether an employee decides to remain with the organization or take a job somewhere else. Such factors include: length of time on the job, attractiveness of work location and the number of years before retirement.*

### **2.6.5 ABSENTEEISM**

*As stated previously, turnover and absenteeism are issues that are related to employees' expression of satisfaction or dissatisfaction with their jobs. According to Basset (1994), employees who are most dissatisfied, exhibit a higher frequency of absence. Basset further indicates that the most popular explanation for this correlation is the likelihood that people escape, even if only temporarily, from unpleasant circumstances.*

*Robbins (1998), find a consistent negative relationship between satisfaction and absenteeism, but the correlation is moderate (usually less than 0.40). He indicates that it makes sense that dissatisfied employees are more likely to miss work. Other factors may have an impact on the relationship and reduce correlation coefficient.*

### **2.6.6 LEADERSHIP**

*According to Barbara (1999), in a study of the relationship between job satisfaction and perceived leadership style, found that different leadership styles are associated with changes in job satisfaction of subordinates. He suggests a need for studies involving the leader-subordinate relationship, proposing that some leadership styles may be detrimental to the job satisfaction of subordinates. Independent employees are likely to have greater job satisfaction under a democratic or consultative leadership style, than a bureaucratic style.*

*This suggest that a particular style of leadership is likely to affect job satisfaction either positively /negatively depending on the situation.*

### **2.6.7 MOTIVATION**

*Job satisfaction or dissatisfaction are not seen as unitary concepts, but are rather a composite of the individual's assessment of many factors associated with work and workplace (Greene, 1989). According to Makin, Cooper and Cox (1996), employees satisfaction with aspects of their jobs may influence their motivation, which in turn could affect their performance.*

*Herzberg's (1966) dual factor theory suggests that job satisfaction is primarily determined by motivating factors that are intrinsic to the work itself (e.g. personal growth and recognition), while dissatisfaction is primarily affected by extrinsic concerns called "hygiene factors" (e.g. working conditions and salaries). The general argument here is that if the motivational potential of the job increases, so does the internal motivation of employees and the opposite is also true(Greene, 1989). Therefore, it could be argued that there is a positive relationship between motivation and job satisfaction.*

### **2.6.8 JOB STRESS AND JOB SATISFACTION**

*Job stress is caused by the following variables: role ambiguity, work overload and routinisation. As role ambiguity relates to the lack of task-related information and work overload to the undue performance required on a job, they are posited to have a negative impact on job satisfaction (Mueller, Boyer, Price and Iverson, 1994). The final job variable of routinisation refers to the extent to which jobs are repetitive and boring. There is a large body of evidence to indicate that employees dislike their jobs when undertaking repetitive work*

*(Iverson & Deery, 1997). Employees who are predisposed to experience discomfort (negative affectivity) are more likely to dislike their jobs relative to employees who are predisposed to be happy (positive affectivity) (Agho, Mueller and price, 1992).*

*Abovementioned variables are likely to cause stress, frustration and job dissatisfaction but if well taken care-of the opposite is likely to occur.*

## **2.7 RELATIONSHIP BETWEEN JOB SATISFACTION AND LIFE SATISFACTION**

*Researchers, in attempting to explain the linkage between job and life satisfaction, have proposed two theoretical models. These comprise the spill-over, and compensation and segmentation perspectives (Loscocco & Roschelle, 1991). The spill-over model suggests that satisfaction in one domain of an individual's life extends into other areas. This may be from life to job satisfaction or the other way round.*

*A positive relationship between the two is implied in this model. Employees who are satisfied at work are also believed to be happy in their non-work activities, while employees dissatisfied at work are believed to be unhappy in their non-work activities. Current research supports this positive relationship, for example, Tait, Padget and Baldwin (1989), in a meta-analysis of 34 studies, observed the average corrected correlation between job and life satisfaction to be .44. Importantly, the spill-over model implies that the job-life satisfaction and life-job satisfaction causal sequence cannot occur concurrently.*

*The compensatory model, in contrast to the spill-over model, contends a negative relationship between job and life satisfaction (George & Brief, 1990). Specifically, employees experiencing dissatisfaction at work are more likely to compensate by engaging in satisfying non-work activities. Employees in routine and boring jobs seek out interesting and fulfilling non-work roles.*

## **2.8 THE IMPORTANCE OF JOB SATISFACTION**

*The most important evidence which indicates that the conditions of an organization worsened, is the low rate of job satisfaction. The job satisfaction is the condition for establishing a healthy organizational environment in an organization (Kaya, 1995).*

*Individuals want to maintain stature, high rank and authority by giving their capabilities such as knowledge, ability, education, health etc. to their jobs in which they spend most of their time. Individuals who cannot meet their expectations with regard to their jobs become dissatisfied. Thus, this dissatisfaction affects the organization for which he works.*

*Job satisfaction is very important for a person's motivation and contribution to production. Job satisfaction may diminish irregular attendance at work, replacement of workers within a cycle or even the rate of accidents (Kahn, 1973). Robbins (1998:160), highlights four reasons why managers should be concerned about job satisfaction in their organizations:*

- *there is clear evidence that dissatisfied employees skip work more often and are likely to resign;*
- *dissatisfied workers are more likely to engage in destructive behaviours (e.g. sabotage and passive aggression);*
- *it has been demonstrated that satisfied employees have better health and live longer; and*
- *satisfaction on the job carries over to the employee's life outside the job.*

*Rendering effective service to the community depends on the human source. The job satisfaction of police officers, who have an important role to play in the society, will affect the quality of service they render.*

## **2.9 BURNOUT**

*The term "burnout" was traditionally only used with reference to people working in the human services by Maslach et al as quoted by Klopper (2002). These workers experience extreme pressure from within themselves, and from the community outside. They work intensively for long hours with a minimum of financial compensation.*

*Burnout can be considered as a final stage in a breakdown in adaptation that results from the long-term imbalance of demands and resources, thus prolonged job stress (Brill, 1984). A related conceptual distinction between burnout and stress is that the former includes the development of negative attitudes and behaviours towards recipients, the job, and the organisation, whereas job stress is not necessarily accompanied by such attitudes and behaviours (Maslach, 1993).*

*Burnout is related to negative outcomes for both the individual and for the organization employing them. Workers suffering from burnout show lack of commitment and are less capable of providing adequate services, especially along the dimensions of decision making and initiating involvement with clients. They are also depleted to give themselves in a creative, co-operative fashion (Levert, Lucas and Ortlepp, 2000).*

*According to Maslach and Jackson (1986), the consequences of burnout are potentially serious for staff, clients, and the larger institutions in which they interact. They suggested that burnout could lead to a deterioration in the quality of care or service that is provided by staff. It correlates with self-reported indices of personal dysfunction, increased use of alcohol and drugs, marital and family problems. Managers suffering from burnout could hurt the organization because they spread it to their subordinates (DuBryn, 1990). Burnout is a self-perpetuating process that affects the attainment of professional goals and depletes the resources of the individual to cope with the process and symptoms of burnout. Furthermore it appears to be a factor in job turnover, absenteeism, low morale and job dissatisfaction.*

*Three possible levels of the causes of burnout are identified, namely the individual, the work setting and the larger culture and society. According to Burke (2000), considerable evidence exists that the work setting, particularly work stressors, influence psychological burnout. Greenglass (2001), also supports the idea of workplace stressors by indicating that contributors to burnout includes workplace stressors that are many and varied such as those associated with work role itself including excessive amounts of work, role conflict, role ambiguity and the perception of being unfairly treated on the job. Equity theory states that people pursue reciprocity in their interpersonal and organisational relationships.*

## **2.10 STRESS/JOB STRESS**

*According to Greenglass (2001), individuals vary both in the amount of stress they experience at work and in the extent of the coping skills they use. The issues of occupational stress and burnout have been receiving increased research attention. They become significant areas of study because of the amount of time people spend on work-related activities.*

*Stress is defined as “our reaction to events, environmental or internal, that tax or exceed our adaptive resources” (Texas Medical Association, 1993). On the other hand, job stress can be defined as the harmful physical and emotional response that occurs when the requirements of the job do not match the capabilities, resources or the needs of the worker ((National Institute for Occupational Safety and Health, 1998).*

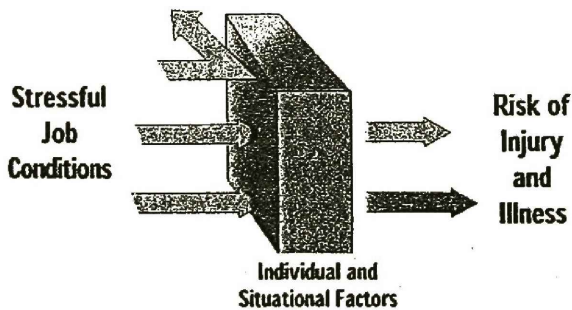
*Stress can have a profound effect on workers. Common effects of stress are burnout, reduced motivation to do the job, cynicism, negativism, a sense of hurt, frustration, feelings of rejection, failure, loss of self-esteem, a sense of hopelessness and reduced ability to function. These clearly indicates a positive relationship between stress and burnout thus contributing to lower performance*

*In other cases, employees reported that they become more and more isolated, and work less and less as part of the team. Their energy level drops, and its difficult to focus clearly on the task at hand. When this happens job performance and productivity are affected negatively (McGhee, 2000). He further indicates a survey, which showed that 64 percent of Scottish workers and 60 percent of English workers were suffering from job stress. The organisation conducting the survey concluded that this increased stress is leading to increased absenteeism and poorer job performance (McGhee, 2000).*

*The concept of job stress is often confused with challenge, but these concepts are not the same. Challenge energises psychologically and physically, and it motivates us to learn new skills and master our jobs. When a challenge is met, people feel relaxed and satisfied. Thus challenge is an important ingredient for healthy and productive work. The situation is different when challenge has turned into job demands that cannot be met, relaxation has turned to exhaustion, and a sense of satisfaction has turned into feelings of stress. In short, the stage is set for fatigue, illness, injury and job failure (National Institute for Occupational Safety and Health, 1998).*

*Causes of job stress: in addition to role ambiguity, work overload and routinisation, National Institute for Occupational Safety and Health (1998), argues that job stress results from the interaction of the worker and the conditions of work (worker characteristics and working conditions). Scientific evidence suggests that certain working conditions are stressful to most people. The excessive workloads and conflicting expectations can cause negative stress.*

**FIG 2: MODEL OF JOB STRESS**



*According to the model, job conditions that may lead to stress can be summarized as follows: the design of tasks, management style, interpersonal relationships, work roles, career concerns and environmental conditions.*

## **2.11 POLICE STRESS, JOB SATISFACTION AND BURNOUT**

*It has long been assumed that police work is the most stressful occupation, but comparative studies of occupational stress have revealed that other occupations, such as business, emergency medical services and correctional work are more stressful than policing (Patterson, 1992).*

*Since police work is classified as one of the most stressful occupations world wide, studies investigating the extent of post-traumatic stress disorder revealed in the SAPS that 36 percent of the riot police and 41 percent of Black police suffered PTSD (Burgers, 1994). More evidence of the increasing distress in the SAPS can be found in the alarming rise in the suicide statistics: an incidence of 60 out of every 100 000, compared to an incidence of 5 out of every 100 000 for the general public in 1991 (Nel & Burgers, 1998). There has also been a dramatic increase in medical boarding - particularly for psychological reasons, as well as a rise in divorce statistics, alcohol and drug abuse (Gulle, Tredoux and Foster, 1998). Gulle et al. (1998) found that the SAPS experiences a higher degree of stress than for a police sample in the U.S.A.*

*The symptoms of police stress may be different, however, for example, the effects are usually delayed, more loosely resembling the symptoms of PTSD or burnout (sometimes called cumulative stress reaction, but burnout a disease of over commitment is the more reversible condition characterized more by temper flare-ups). The symptoms of stress appear one day from "out of the blue" in officers who have not shown even the slightest early warning sign. Research has shown that officers with six to ten years of service usually have the highest mean stress scores (Violanti & Aron, 1995).*

*Another aspect of police stress is that it is "burst stress", which means that there is no steady stressor. Usually officers go from periods of complete calm to periods of high activity in sudden bursts e.g. the flying squad. Terry (1995), coined the term "police stress syndrome" to characterize police stress as special and not due to danger, insecurity or job satisfaction like normal job stress. Others have referred to police stress as "police paradox" (Cullen, Link, Travis & Lemming, 1983) because both the safe and unsafe aspects of the job combine to produce the symptoms.*

*According to Anderson, Litzenberger and Plecas (2000), the literature on police officer stress indicates that stress can lead to a greater likelihood of absenteeism, burnout, job dissatisfaction, early retirement, a weakened immune system with short and long term illness and potentially premature death. Stress generally leads to poor job performance.*

*In middle management, stress comes from all sides, from unsupportive superiors above, and from subordinates below who need to be disciplined. There is some evidence that alcoholism is associated with middle management stress. Detectives experience stress from not having secretaries, working additional hours, seeing the criminal justice system being too lenient, as well as pressure for solving cases quickly. Top executives in the police suffer stress from budgeting, deadlines, program development and resolving complaints.*

*Crank, Hewitt, Regoli and Culbertson (1993), found that the lower the level of education of a top executive, the greater the stress. Both female and minority police officers experience unique types of stress. Females must deal with sexual harassment, public stereotypes, and need to gain acceptance from male officers. Minorities must deal with racial prejudice and their minority groups' dislike for police officers and by association, them. Even the impact of community policing is stressful, most notably on sergeants (Lord, 1996).*

*According to Violanti and Aron (1995), the stressors of police work have been the subject of much effort at categorization. They cite the following causes of police stress:*

- ***Stressors internal to the police organization:*** *Poor supervision, absence of upward mobility, absence of extrinsic reward systems, offensive policies and procedures, excessive paperwork and poor equipment.*

- **Stressors external to the police organization:** absence of career development and lateral entry, an ineffective criminal system, biased press, minority attitudes, derogating remarks, political interference and lack of community resources. Nel (1999), includes socio-political changes in the country, negative public attitudes, lack of trust from the community, limited support for the efforts of the police and poor gun control in South Africa in terms of the society as a whole.
- **Stressors connected with police work:** role conflict and strain, rotating shift work, fear and danger, relinquishing cases to the detective division, victim pain and anguish.

Green (1989) found sufficient evidence to support the notion of a relationship between police stress and the aspects of job satisfaction / dissatisfaction complex. Job satisfaction can be seen as the extent to which people like their jobs and are of importance for several reasons. First, for employees, job satisfaction has ramifications for subjective well-being and overall life satisfaction. Secondly, for organizations, job satisfaction is often considered an important influence on employee behaviour and organisational effectiveness (Hirshfield, 2000).

The responses by the research group, 49,3 percent of SAP members considering leaving the SAPS for the following reasons: poor salary, frustrating working conditions, unfair treatment by seniors, favouritism, red tape, negative attitudes from the public and possible risk (<http://ncjrs.org>) This clearly indicates that both the intrinsic and extrinsic factors of the job are important for optimal job satisfaction and the balancing thereof could result in job satisfaction.

The term "burnout" was traditionally only used within the human services occupations, burnout is predominantly researched in health (33,8%), and teaching professions (26,6%). Law enforcement constitutes only 3.4% of all burnout research on occupations (Schaufelli & Enzmann, 1998). Since the 1980's, however, there has been a growing interest world wide in the police forces (Stearns & More, 1993).

*According to Ainsworth (1995), barely a day goes by without the media having at least one story about crime and the police, causing police officers to increasingly being scrutinized by an ever more demanding public. Police forces around the world are being asked to respond to an ever-growing list of new demands and responsibilities, and to become more efficient and effective.*

*According to Schaufelli and Enzmann (1998), stress should not be confused with burnout. Burnout is a particular multidimensional, chronic stress reaction that goes beyond the experience of mere exhaustion. Burnout is seen as the final step in a progression of unsuccessful attempts to cope with a variety of negative stress conditions.*

*Maslach and Jackson (1984), suggested that burnout could lead to a deterioration in the quality of service rendered by staff. It correlates with various self-reported indices of personal dysfunction, increased use of alcohol and drugs, marital and family problems. Burke (1993), indicates that maladaptive strategies, such as alcohol and drug abuse, anger and withdrawal was found in the police officers. According to Violanti, Marshal and Howe (1985) police officers are typically "symptomatic drinkers" who use alcohol for the relief of psychological strain.*

## **2.12 SUMMARY**

*In order for organisations to be successful, they must continuously ensure the satisfaction of their employees. This notion is supported by Syptak et al. (1999), who indicates that a satisfied employee tend to be more productive, creative and committed to their employers.*

*From the literature, it is evident that job satisfaction or dissatisfaction of employee depends on the work related variables; extrinsic and extrinsic i.e. if this factors are present within the job environment, satisfaction can be expected and the opposite is likely to happen if not present. The literature on job/life satisfaction contends that job satisfaction had a greater influence on life or non-work satisfaction. Further, it was indicated that employees experiencing dissatisfaction at work are more likely to compensate by engaging in non-work activities.*

*Again from the literature, it is indicated that stress and burnout are two different things, for instance job stress is seen as that harmful physical and emotional response that may occur when the requirements of the job do not match the capabilities, resources or needs of the worker while burnout is seen as the final step in progression of unsuccessful attempts to cope with a variety of negative stress conditions. It is reported that this conditions are harmful to both the individual and the organizations employing them in the sense that in all cases they affect performance, productivity and lead to job dissatisfaction. More seriously they affect the psychological well being and health of the individual.*

*The effects of stress and burnout in the SAPS are usually reflected by ever escalating levels of suicide, marriage problems, alcohol and drug abuse. More specifically in the job context, lack of commitment, absenteeism, poor service and turnover.*

*The next chapter, which is chapter three, will report on the research design, explaining in detail the methods used to gather and interpret data, the procedure followed and data analysis.*

## **CHAPTER THREE**

### **RESEARCH DESIGN**

#### **3.1 INTRODUCTION**

*Chapter three outlines the methods of research used in this study. It explains the rationale behind the methodology employed and how the research was conducted. The theoretical framework is provided in chapter two and the purpose of the study as stated in chapter one was a guiding force in this investigation.*

#### **3.2 RESEARCH DESIGN**

*Research design is "a systematic description of all stages of the research process, the sequence of activities necessary to answer the research question" (Chadwich, Bahr & Albrecht, 1984). It can also be defined as " a clear statement of the research problem as well as the plans for gathering, processing, and interpreting the observations intended to provide some resolution to the problem" (Singleton, Straits, Straits, & McAllister, 1988). The research design is, therefore, the entire plan of the research process.*

*A qualitative design (interviews and focus groups) was used to identify items that could be used in questionnaires. A cross-sectional survey design was then used to describe the information on the population collected at that time. This design ( Shaughnessy & Zechmeister, 1997) can also be used to evaluate interrelationships among variables within a population. According to Shaughnessy and Zechmeister (1997), this design is also ideal to describe and predict functions associated with correlative research.*

#### **3.3 POPULATION AND SAMPLE**

*The study population consists of police members (N=227) from police stations in the Vryburg area of the North-West Province. The following formula proposed by Kerlinger and Lee (2000) was used to determine the sample size of this study:*

$$n' = \frac{n}{1 + \frac{n}{N}}$$

Where  $n$  = estimated sample size;  $n$  = the estimated sample size using the formula;  $N$  = the size of the population;  $z$  = standard score corresponding to the specified probability of risk;  $SD$  = standard deviation of the population, and  $d$  = the specified deviation.

### **3.4 DATA COLLECTION**

The methods of data collection are guided by the purpose of the study and the instrument used in the collection of data in this study is a questionnaire.

#### **3.4.1 THE QUESTIONNAIRE**

According to Sommer and Sommer (1991), a questionnaire is a series of written questions on a topic about which the respondent's opinions are sought. The advantage associated with using a questionnaire is that it enables researchers to have a large sample of respondents.

The design of a questionnaire on police opinion included the following sections:

##### **3.4.1.1 BIOGRAPHICAL DETAILS**

Biographical details of police members included the following items:

- Police station (city/town)
- Gender
- Age
- Marital status
- Language

- Education/Qualifications
- Rank
- Time in the current rank
- Job classification

### **3.4.1.2 THE MINNESOTA SATISFACTION SURVEY (MSQ)**

*The Minnesota satisfaction survey (MSQ) indicates how satisfied or dissatisfied respondents are, by asking respondents to rate themselves on 20 questions by using a five-point scale (1= very dissatisfied, to 5 = very satisfied). The survey included questions like: "being able to keep busy all the time", "the chance to be somebody in the community", "the way my supervisor handles his/her workers", and "the praise I get for doing a very good job". A simple factor analyses was used to identify the number of factors for a sample of 227 police members. Two interrelated factors were extracted by using the oblique method with a promax rotation. These factors were labelled intrinsic Job Satisfaction and Extrinsic Job Satisfaction".*

### **3.4.1.3 POLICE STRESS SURVEY**

*The Police Stress Survey (PSS) was developed to measure the job stress of participants. The PSS focuses on common work events that often result in psychological strain. Pienaar (2002) subjected the PSS to a factor analysis of 2500 police members and extracted three factors, namely job demands (17 items), lack of resources (14 items) and police stressors (8 items). The alpha coefficients were 0,92 (job demands), 0,92 (lack of job resources) and 0,89 (police stressors).*

*The questionnaire is divided into two parts: Part A, consisting of 39 stressful job-related events, which focus mainly on the amount of stress . Respondents were asked to rate themselves on a nine-point scale (1- low, to 9 = high). Part B consists of the same 39 stressful job related events as used in part A, but this time the participants were asked to evaluate the frequency of the stressful event in the last six months on a nine point scale.*

### **3.4.1.4 MASLACH BURNOUT INVENTORY - GENERAL SURVEY (MBI-GS)**

*The Maslach Burnout Inventory-General Survey was used to measure burnout. The MBI-GS has three subscales: Exhaustion (Ex) (five items; e.g. "I feel used up at the end of workday"), Cynicism (Cy) (five items; e.g. "I have become less enthusiastic about my work") and Professional Efficacy (PE)(six items; e.g. "In my opinion, I am good at my job"). Together the subscales -of the MBI-GS provide a three-dimensional perspective on burnout. Internal consistencies (Cronbach coefficient alphas) reported by Schaufeli et al (1996) varied from 0,87 to 0,89 for Exhaustion, 0,73 to 0,84 for Cynicism and 0,76 to 0,84 for Professional Efficacy.*

*Test-retest reliabilities after one year were:*

- *Exhaustion (0.65)*
  - *Cynicism (0.60)*
  - *Professional Efficacy(0.67)*
- (Schaufeli et al. 1996)*

*All items scored on a 7-point frequency rating scale ranging from 0 ("never"), to 6 ("daily"). Storm (2002), confirmed the three factor structure of the MBI-GS in a sample of 2396 police members, but recommended that item 13 should be dropped from the questionnaire. They confirmed the structural equivalence of the MBI-GS for different race groups in the SAPS.*

### **3.4.1.5 UTRECHT WORK ENGAGEMENT SCALE (UWES)**

*The Utrecht Work Engagement Scale was used to measure the levels of engagement of the participants. The UWES includes three dimensions, namely Vigour, Dedication and Absorption, which is conceptually seen as the opposite of burnout and is scored on a seven point frequency rating scale, varying from never (0) to every day(6). The questionnaire consists of 17 questions and includes questions like "I am bursting with energy every day in my work" and "my job inspires me".*

#### **3.4.1.6 COVERING LETTER**

*A covering letter explaining the purpose of the study was attached to the questionnaire. Respondents were also assured that information provided will be treated with confidentiality and information will be used for research purposes only. Further instruction were also provided.*

#### **3.5 PROCEDURE**

*This study forms part of a larger project on attitudes towards community policing in the North West Province, was initiated during October 2000 after discussions with the Strategic Management Service of the SAPS in Pretoria. During 2001, the project was planned and funding for the project was obtained from the National Research Foundation.*

*During January, 2002 the Potchefstroom University for Christian Higher Education and the University of North-West implemented the project. The project proposal was presented to the Provincial Commissioner of the SAPS in the North West Province to get the support and collaboration of the SAPS. Literature searches were done and interviews as well as focus groups (including police experts) were conducted to develop measuring instruments.*

*The English questionnaires were developed and thereafter, were presented to members of the police to check for face validity and final changes we made to them. The measuring battery for the police was only done in one language. A total of eight fieldworkers were used to administer the questionnaire.*

*Randomly selected police stations were informed three weeks prior to the date of the fieldwork. Fieldwork took place during October 2002. Randomly selected members of the SAPS on duty that day were included in that study. The data was captured on a computer programme and checked for mistakes. Finally, the data set was prepared for statistical analysis.*

### **3.6 DATA ANALYSIS**

*The data analysis was carried out with the help of the SAS-Program (SAS Institute,2000). Cronbach-alpha coefficient and inter-item correlation coefficients were used to assess the internal consistency of the measuring instruments. Coefficient alpha conveys important information regarding the proportion of error variance contained in a scale. According to Clark and Watson (1995), the average inter-item correlation coefficient (which is a straight forward measure of internal consistency) is a useful index to supplement information supplied by coefficient alpha.*

*Descriptive statistics (e.g. means, standards deviations, skewness and kurtosis) were used to analyse the data. Pearson product momentum correlaton-coefficient were used to specify the relationships between variables. In case were the distribution of scores was skew, spearman correlation coefficients were computed.*

*Canonical correlation was used to determine the relationships between the dimensions of burnout, job satisfaction, stress. The goal of canonical correlation is to analyse the relationship between two sets of variables (Tabachnick & Fidell, 2001). Canonical correlation is considered as a descriptive technique rather than a hypothesis testing procedure.*

### **3.7 SUMMARY**

*This chapter reported on the research design and the following chapter will report on the analysis and interpretation of data.*

## **CHAPTER 4**

### **DATA ANALYSIS AND INTERPRETATION**

#### **4.1 INTRODUCTION**

*The previous chapter described the research design of this study in full. This chapter, therefore, focuses on the responses of participants and the presentation and analysis of data collected from members of the South African Police Services in the Mmabatho and Vryburg area of the North-West Province.*

#### **4.2 PARTICIPANTS**

*A total of 227 participants from the South African Police Services formed part of the sample from two areas, namely Mmabatho and Vryburg.*

#### **4.3 BIOGRAPHICAL DATA**

*The biographical data of the SAPS members included the following items:*

- *Gender*
- *Age*
- *Language*
- *City/Town*
- *Marital status*

*A few more variables were added to the basic variables regarding police members:*

- *Rank*
- *Years of service*
- *Job classification and Education/qualifications*

### 4.3.1 BIOGRAPHICAL DATA ANALYSIS

**TABLE 4.1: AREA**

The following table presents biographical data in respects of the areas from which data was collected. Area codes were also used to describe the area (full description below the table)

AREA	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENTAGE
6	126	55.51	126	55.51
7	101	44.05	227	100.00
TOTAL	227	100	-	-

Where 6 = Mmabatho  
7 = Vryburg

From a sample of 227 participants, 126 (55.51%) were from police stations around Mmabatho area while the remaining 101 (44.05%) were from Vryburg area. It is important to indicate that Mmabatho and Vryburg consists mainly of areas which belonged to the former Bophuthatswana government.

**TABLE 4.2: GENDER**

Presentation of biographical data of both male and female police officers in Mmabatho and Vryburg area as obtained from the questionnaire.

GENDER	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENTAGE
1	127	55.95	127	55.95
2	100	44.05	227	100.00
TOTAL	227	100	-	-

Where 1 = Male  
2 = Female

Table 4.2 indicates that a total of 127 (55.95%) participants were males while the remaining 100 (44.05%) were females. The difference in gender could be ascribed to the fact that traditionally, police work was considered to be a "male job" and females were assigned to mainly secretarial and administrative tasks only.

**TABLE 4.3: AGE**

The following table presents age differences amongst both male and female police officers in Mmabatho and Vryburg area.

TIME	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENTAGE
21-30	49	21.60	49	21.60
31-40	119	52.43	168	74.02
41-50	57	25.1	225	99.2
51-above	2	0.88	227	100
TOTAL	227	100	-	-

Participant's ages ranged between 21 and 63 with the majority being between the age's of 31 and 40 (52.43%). This clearly indicates that majority of our respondents are from a middle age group.

**TABLE 4.4: MARITAL-STATUS**

Presentation of biographical data of respondents in Mmabatho and Vryburg area as obtained from the questionnaire.

MARITAL-STATUS	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENTAGE
1	64	28.19	64	28.19
2	135	59.47	199	87.67
3	22	9.69	221	97.36
4	5	2.20	226	99.56
5	1	0.44	227	100.00
TOTAL	227	100	-	-

Where 1 = Single  
 2 = Married  
 3 = Divorced  
 4 = Widowed  
 5 = Other

From a sample of 227 participants, it emerged that 135 (59.47%) were married, 64 (28.19%) were single, 22 (9.69%) were divorced, 5 (2.2%) were widowed and only 1 (0.44%) indicated other. This indicates that majority of participants are married. The divorce rate in this case could be attributed to work stress that is carried into the marriage situation, thus having a negative effect on marriage.

**TABLE 4.5: LANGUAGE**

*Presentation of language difference amongst police officers in Mmbatho and Vryburg area as obtained from the questionnaire.*

LANG	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENTAGE
1	11	4.85	11	4.85
2	59	25.99	70	30.84
3	149	65.64	219	96.48
4	1	0.44	220	97.36
5	5	2.20	225	99.12
6	2	0.88	227	100
TOTAL -	227	100	-	-

Where 1 = English  
 2 = Afrikaans  
 3 = Tswana  
 4 = Zulu  
 5 = Xhosa  
 6 = Sotho

*Majority of respondents are from Tswana speaking background (65.64%) and this could be attributed to the fact that majority of police stations from which data was collected were from former Bophuthatswana government.*

**TABLE 4.6: QUALIFICATIONS**

*Presentation of respondents differences in terms of their qualifications as obtained from the questionnaire.*

QUAL	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENTAGE
1	4	1.76	4	1.76
2	147	64.76	151	66.52
3	13	5.73	164	72.25
4	61	26.87	225	99.12
5	2	0.88	227	100.00
TOTAL	227	100	-	-

Where 1 = Std 5-9  
 2 = Std 10 (grade 12)  
 3 = University  
 4 = Technikon /College  
 5 = Apprentice

Majority of participants from the SAPS, that is, 147 (64.76%) were in possession of Std 10 or grade 12 as the highest qualification and this could attributed to the recruitment policies used by the former government, followed by 61 (26.86%) which qualified from the college / technikon, only 13 (5.73%) were University graduates, 4 did not reach std 10 and lastly, 2 (0.88%) had apprentice training.

**TABLE 4.7: RANK**

RANK	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENTAGE
1	29	12.78	29	12.78
2	21	9.25	50	22.03
3	139	61.23	189	83.26
4	25	11.01	214	94.27
5	13	5.73	227	100.00
TOTAL	227	100	-	-

Where 1= Constable  
 2= Sergeant  
 3= Inspector  
 4= Captain  
 5= Superintendent

From the police sample, it was noted that majority of participants were occupying inspectors rank 139 (61.23%), this clustering of individuals in one position is a result of thinner chances of advancement within the police system. 29 (12.78%) were constables, 25 (11.01%) were captains, 21 (9.25%) were superintendent's.

**TABLE 4.8: TIME IN THE SAPS**

<b>TIME</b>	<b>FREQUENCY</b>	<b>PERCENT</b>	<b>CUMULATIVE FREQUENCY</b>	<b>CUMULATIVE PERCENTAGE</b>
1	26	11.45	26	11.45
2	61	26.87	87	38.33
3	29	12.78	116	51.10
4	24	10.57	140	61.67
5	14	6.17	154	67.84
6	14	6.17	168	74.01
7	9	3.96	177	77.97
8	14	6.17	191	84.14
9	5	2.20	196	86.34
10	13	5.73	209	92.07
11	3	1.32	212	93.39
12	5	2.20	217	95.59
13	2	0.88	219	96.48
14	1	0.44	220	96.92
15	2	0.88	222	97.80
17	1	0.44	223	98.24
19	1	0.44	224	98.68
20	2	0.88	226	99.56
24	1	0.44	227	100.00

*From the above table, the period as indicated by participants ranged from 1-24 years in the SAPS. It is interesting to note that majority of participants spent less than 10 years in the SAPS, that is, a total of 209 (92.07%) of the sample.*

#### 4.5 ANALYSIS OF RESPONSES

**TABLE 4.5.1: DESCRIPTIVE STATISTICS, CRONBACH ALPHA COEFFICIENT AND INTER-ITEM CORRELATION COEFFICIENT OF THE MEASURING INSTRUMENTS FOR THE SAPS MEMBERS IN THE MMABATHO/VRYBURG AREA.**

VARIABLE	MEAN	SD	SKEWNESS	KURTOSIS	INTER-ITEM	$\alpha$
<b>MSQ</b>						
Extrinsic job satisfaction	31.95	8.71	0.05	-0.48	0.45	0.89
Intrinsic job satisfaction	29.67	5.77	-0.27	-0.13	0.41	0.85
<b>PSS</b>						
Job demands	84.25	25.65	-0.34	-0.20	0.35	0.90
Loss of resources	72.00	23.54	-0.20	-0.34	0.42	0.91
Police stressors	39.64	15.82	-0.15	-0.84	0.43	0.86
<b>MBI-GS</b>						
Exhaustion	14.04	8.74	0.15	-0.99	0.51	0.84
Cynicism	9.97	6.15	0.46	-0.17	0.31	0.64
Professional efficacy	25.92	7.96	-1.02	1.15	0.37	0.78
<b>UWES</b>						
Vigour	26.07	7.26	-0.89	0.95	0.37	0.77
Dedication	24.77	5.51	-1.80	4.31	0.41	0.77
Absorption	26.51	7.53	-0.97	1.20	0.41	0.80

Table 4.5.1 above, shows that acceptable alpha coefficients obtained on all dimensions of the MSQ, PSS, MBI-GS AND UWES, varying from 0.64 to 0.91 (acceptable if alpha coefficients are  $>0.70$ , see Nunnally & Bernstein, 1994). Inter-item correlations coefficients were acceptable within the cut-off point of 0.50 (Clark & Watson, 1995) except for exhaustion (0.51), which is slightly higher.

The results of professional efficacy (-1.02), dedication (-1.08) and absorption (1.20) are relatively skew. Based on the results of Table 4.5.1, it could be inferred that the internal consistencies of the MSQ, PSS, MBI-GS AND UWES are acceptable.

*The correlation coefficients of police members in the Mmabatho/Vryburg area between the MSQ, PSS, MBI-GS and UWES (N=227) are reported in Table 4.5.2. Pearson correlation coefficients were used for different variables, except for professional efficacy, dedication and absorption, because of their skewness as reported in Table 4. 5.1. In case of professional efficacy, dedication and absorption, Spearman correlation coefficients were used.*

*The correlation coefficients of the police members in the Mmabatho and Vryburg area between the MSQ, PSS, MBI-GS and UWES (N=227) are reported in Table 4.5.2. Pearson correlation coefficients were used for the different variables, except for Professional efficacy, dedication and absorption, because of their skewness as indicated in Table 4.5.1. In the case of Professional efficacy, dedication and absorption, Spearman correlation coefficients were used.*

TABLE 4.5.2: CORRELATION COEFFICIENTS OF POLICE MEMBERS IN THE MMABATHONRYBURG AREA BETWEEN THE MSQ, PSS, MBI-GS AND UWES (N=227)

ITEM	EXTRINSIC JOB SATISFACTION	INTRINSIC JOB SATISFACTION	JOB DEMANDS	LACK OF RESOURCES	POLICE STRESSORS	EXHAUST	CYNICISM	PROF. EFFICACY	VIGOUR	DEDICATION
INTRINSIC JOB SATISFACTION	0.68++									
JOB DEMANDS	0.01	0.06								
LACK OF RESOURCES	0.00	0.06	0.75							
POLICE STRESSORS	0.14	0.11	0.63++	0.58++						
EXHAUST	-0.50++	-0.39+	0.13	0.05	0.00					
CYNICISM	-0.17	-0.25	0.15	0.08	0.13	0.51++				
PROF. EFFICACY	-0.01	0.19	0.18	0.15	0.07	0.14	0.23			
VIGOUR	0.09	-0.07	-0.08	-0.11	-0.05	-0.31+	-0.09	0.23		
DEDICATION	0.21	0.13	-0.11	-0.12	-0.05	-0.43+	-0.18	0.22	0.74++	
ABSORPTION	0.14	0.06	-0.02	-0.08	-0.01	-0.20	-0.12	0.23	0.81++	0.73++

+ Correlation is statistically significant ( $p < 0.01$ ) and practically significant  $r > 0.30$  (medium effect)

++ Correlation is practically significant  $r < 0.50$  (large effect)

Table 4.5.2 shows practically significant negative correlation coefficients between exhaustion and intrinsic job satisfaction (medium effect), between vigour and exhaustion (medium effect) and between dedication and exhaustion (medium effect) on the other hand. Significant positive correlations were found between intrinsic and extrinsic job satisfaction (large effect), lack of resources and job demands (large effect), police stressors and job demands (large effect), lack of resources and police stressors (large effect), dedication and vigour (large effect), absorption and vigour and lastly, absorption and dedication (large effect).

Extrinsic and intrinsic satisfaction/dissatisfaction with job related aspects of the MSQ for police members in the Mmabatho and Vryburg area, are reported in Table 4.5.3.

**TABLE 4.5.3: SATISFACTION/DISSATISFACTION WITH ASPECTS OF THE MSQ FOR POLICE MEMBERS (N=227)**

ITEM	ASPECTS	MEAN
	<b>EXTRINSIC JOB SATISFACTION</b>	
MSQ 19	Praise	3.14
17	Working conditions	2.89
13	Pay and amount of work	2.59
14	Chances for advancement	3.01
5	Supervisors	3.63
16	Own methods	3.30
15	Own judgements	3.17
12	Company policies	3.09
18	Co-workers	3.36
6	Competence of supervisors	3.75
	<b>INTRINSIC JOB SATISFACTION</b>	
MSQ 11	Use of own abilities	3.66
3	Do different things	3.66
10	Tell others what to do	3.67
9	Do things for others	3.77
1	Keep busy all the time	3.79
2	Work alone	3.57
7	Don't go against my conscience	3.74
8	Steady employment	3.92

*Table 4.5.3 indicates that police members in the Mmabatho and Vryburg area are dissatisfied with aspects that are extrinsic to their work. Aspects such as working conditions (2.89), pay and amount of work (2.59). They are also relatively dissatisfied with their chances for advancement (3.01) and company policies (3.09). Members of the police appear to be relatively satisfied with the intrinsic aspects such as steady employment (3.92), not going against their conscience (3.74), being busy all the time (3.79) and doing things for others (3.77).*

*Stressful job-related events of the PSS with significant seriousness for police members in the Mmabatho and Vryburg area are reported in Table 4.5.4.*

**TABLE 4.5.4: STRESSFUL JOB RELATED EVENTS OF THE PSS WITH SIGNIFICANT SERIOUSNESS FOR POLICE MEMBERS (N=227)**

STRESSFUL JOB RELATED EVENT	INTENSITY	FREQUENCY	SEVERITY
<b>JOB DEMANDS</b>			
<i>Changes from boring to demanding activities</i>	4.86	4.03	19.58
<i>Meeting deadlines</i>	4.96	4.62	22.91
<i>Increased responsibilities</i>	4.76	4.36	20.75
<i>Critical --on--the-spot decisions</i>	4.69	3.73	17.49
<i>Crisis situation</i>	5.18	4.38	22.69
<i>Insufficient personal time</i>	4.92	4.22	20.76
<i>New or unfamiliar duties</i>	4.71	3.77	17.56
<i>Shift work --</i>	4.77	2.87	13.69
<i>Excessive paperwork</i>	5.33	5.01	26.70
<i>Incidents of domestic violence</i>	5.35	4.33	23.16
<i>Other employee's work</i>	4.81	3.18	15.29
<i>Working overtime</i>	5.14	4.56	23.44
<i>Frequent interruptions</i>	5.18	4.19	20.87
<i>Performing tasks not in the job description</i>	4.98	4.84	25.07
<i>Noisy work area</i>	5.18	3.30	15.11
<i>Changes within the organisation</i>	4.58	3.66	17.89
<b>JOB RESOURCES</b>			
<i>Insufficient personnel to handle an assignment</i>	5.00	3.73	18.65
<i>Poor/inadequate equipment</i>	5.24	4.42	23.16
<i>Lack of recognition</i>	5.19	4.62	23.98
<i>Others not doing their jobs</i>	5.13	4.47	22.93
<i>Inadequate support by supervisor</i>	5.14	3.94	20.25
<i>Negative attitudes</i>	4.78	4.14	19.79
<i>Lack of opportunity</i>	5.17	3.96	20.47
<i>Poorly motivated co-workers</i>	5.19	4.37	22.68
<i>Poor/inadequate supervision</i>	5.03	3.84	19.31
<i>Inadequate salary</i>	5.43	4.32	23.45
<i>Staff shortages</i>	5.88	3.87	22.75
<i>Lack of participation</i>	5.13	3.83	19.65
<i>Competition for advancement</i>	4.94	3.74	18.47
<i>Difficulty with supervisor</i>	4.75	3.75	17.81
<b>POLICE STRESSORS</b>			
<i>A fellow officer killed in the line of duty</i>	5.20	2.43	12.64
<i>Killing someone in the line of duty</i>	4.73	2.12	10.02
<i>Forced arrest/being attacked</i>	4.81	2.77	13.32
<i>Handling large crowds/mass</i>	4.74	2.52	11.94
<i>Racial conflict</i>	5.38	2.91	15.65
<i>Delivering death/bad message</i>	4.89	3.23	15.79
<i>Seeing criminals go free</i>	5.55	4.64	25.75
<i>Dealing with the media</i>	4.32	2.47	10.67

The above table indicates that excessive paperwork (26.70), performing tasks not in the job description (25.07) and seeing criminals going free (25.75), have been reported to be the most stressful job related events for the police members.

The following job related events could be regarded as relatively severe: meeting deadlines (22.91), crisis situations (22.69), incidents of domestic violence (23.16), working overtime (23.44), poor equipment (23.16), lack of recognition (23.98), others not doing their jobs (22.93), inadequate salary (23.45), poorly motivated co-workers (22.68) and staff shortages (22.75).

Results of canonical correlations which were performed between job stress and burnout, job stress and engagement, burnout and engagement and stress and burnout for police officers in Mmabatho/ Vryburg area (N=227) are shown in tables 4.5.5, 4.5.6, 4.5.7 and 4.5.8.

**TABLE 4.5.5: RESULTS OF THE CANNONICAL ANALYSIS; JOB SATISFACTION AND BURNOUT OF POLICE OFFICERS (N=227)**

SET	Variate 1		Variate 2	
	LOADING	COEFFICIENT	LOADING	COEFFICIENT
<b>BURNOUT SET</b>				
Exhaustion	-0.98	-1.09	-0.14	0.17
Cynicism	-0.35	0.23	-0.55	-0.91
Prof-efficacy	-0.17	-0.05	0.61	0.87
Variance	0.37			
Redundancy	0.10			
<b>JOB SATISFACTION SET</b>				
Extrinsic job satisfaction	0.99	0.94	0.06	-0.99
Intrinsic job satisfaction	0.73	0.08	0.69	1.37
Variance	0.76			
Redundancy	0.20			
Canonical correlation	0.51		0.31	

The first canonical correlation was 0.51 (26% overlapping variance). The second canonical correlation was 0.31 with both canonical correlations included  $F(6,444) = 16.61$ ,  $p = 0.0001$  and the second canonical correlation  $F(2,223) = 12.05$ ,  $p = 0.0001$ , which indicates that the two pairs of canonical variates were statistically significant. Total percent of variance and total redundancy indicate that the first pair of canonical variates was moderately related.

With a cut-off correlation of 0.30, the variables in the burnout set that correlated with the first canonical variates were exhaustion and cynicism. Variables of job satisfaction that correlated with the first canonical correlation were extrinsic and intrinsic job satisfaction. The first pair of canonical correlations indicates low levels of Exhaustion (-0.98) and Cynicism (-0.35) can be associated with high levels of Extrinsic and Intrinsic job satisfaction.

Table 4.5.6 indicates the canonical correlations for a job satisfaction and engagement set.

**TABLE 4.5.6: RESULTS OF THE CANNONICAL ANALYSIS; JOB SATISFACTION AND ENGAGEMENT OF POLICE OFFICERS (N=227)**

**Variate 1**

SET	LOADING	COEFFICIENT
<b>ENGAGEMENT SET</b>		
Vigour	-0.55	0.84
Dedication	0.07	0.98
Absorption	-0.15	0.90
Variance	0.11	
Redundancy	0.01	
<b>JOB SATISFACTION SET</b>		
Extrinsic job satisfaction	-0.01	1.00
Intrinsic job satisfaction	0.72	0.69
Variance	0.26	
Redundancy	0.03	
Canonical correlation	0.33	

The first canonical correlation was 0.33 (10% overlapping variance). This canonical correlation included  $F(6,444) = 4.86, p = 0.0001$ . The second  $F$ -test was statistically insignificant. Total percent of variance and total redundancy indicate that the first pair of canonical variates was moderately related.

With a cut-off correlation of 0.30, the variance set in the Engagement set correlated with the first canonical variate was Vigour. Variables of Job satisfaction that were correlated with the first canonical variate was Intrinsic job satisfaction. The first pair of the canonical variates indicates low levels of Vigour (-0.55), can be associated with high levels of Intrinsic job satisfaction (0.72).

Table 4.5.7 indicates the canonical correlations for a job stress and a burnout set.

**TABLE 4. 5.7: RESULTS OF THE CANNONICAL ANALYSIS; JOB STRESS AND BURNOUT OF POLICE OFFICERS (N=227)**

*Variate 1*

SET	LOADING	COEFFICIENT
<b>JOB STRESS SET</b>		
Job demands	0.84	1.26
Lack of resources	0.58	0.03
Police stressors	0.12	-0.70
Variance	0.35	
Redundancy	0.02	
<b>BURNOUT SET</b>		
Exhaustion	0.69	0.65
Cynicism	0.41	-0.17
Professional efficacy	0.81	0.75
Variance	0.44	
Redundancy	0.03	
Canonical correlation	0.24	

The first canonical correlation was 0.24 (0.05% overlapping variance). The other two canonical correlation were 0.15 and 0.08. With the first correlation removed  $F(9,538) = 2.25, p=0.0177$ . Subsequent F-test were not statistically significant. Total percent of variance and total redundancy indicate that the first pair of canonical variates was moderately related.

With a cut-off correlation of 0.30, the variance set in the Job stress set correlated with the first canonical variate were Job demand and Lack of resources. Variables of burnout that were correlated with the first canonical variates were Exhaustion, Cynicism and Professional efficacy. The first pair of the canonical variates indicates high levels of job demands (0.84) and lack of resources (0.58) can be associated with high levels of Exhaustion (0.69), Cynicism (0.41) and levels of Professional efficacy (0.81). Table 4.5.8 indicates the canonical correlations for a burnout and engagement set.

**TABLE 4.5.8: RESULTS OF THE CANNONICAL ANALYSIS; BURNOUT AND ENGAGEMENT OF POLICE OFFICERS (N=227)**

	<i>Variate 1</i>		<i>Variate 2</i>	
SET	LOADING	COEFFICIENT	LOADING	COEFFICIENT
<b>BURNOUT SET</b>				
Exhaustion	-0.74	-0.78	0.64	0.78
Cynicism	-0.34	-0.16	0.10	-0.54
Professional efficacy	0.54	0.71	0.73	0.74
Variance	0.31			
Redundancy	0.08			
<b>ENGAGEMENT SET</b>				
Vigour	0.79	0.34	-0.07	-1.67
Dedication	0.97	1.06	0.21	-0.02
Absorption	0.71	-0.43	0.47	1.90
Variance	0.69			
Redundancy	0.19			
Canonical correlation	0.52		0.22	

*The first canonical correlation was 0.52 (27% overlapping variance). The other canonical correlation was 0.22. With both canonical correlations included  $F(9,538) = 9.96, p = 0.0001$  which indicates that they were statistically significant. Total percent of variance and total redundancy indicate that the first pair of canonical variates was moderately related.*

*With a cut-off correlation of 0.30, the variance set in the burnout set correlated with the first canonical variate were Exhaustion, Cynicism and Professional efficacy. Variables of Engagement that were correlated with the first canonical variates were Vigour, dedication and absorption. The first pair of the canonical variates indicates low levels of Exhaustion (-0.74), and Cynicism (-0.34) can be associated with high levels of Vigour (0.79), Absorption (0.71) and Dedication (0.97).*

## **5. SUMMARY**

*This chapter dealt with the analysis of data collected from the members of the South African Police Services in Mmabatho and Vryburg area of the North-West Province. Descriptive statistics, cronbach alpha coefficients, inter-item correlation coefficients were used to present data. The next chapter will report on the summary, findings and recommendations.*

## **CHAPTER 5**

### **FINDINGS, RECOMMENDATIONS AND CONCLUSION**

#### **5.1 INTRODUCTION**

*Job satisfaction is one of the criteria of establishing a healthy organizational structure in an organization. Police service is perceived to have an important role to play in the community, especially in the changing South African circumstances. In order for the police to render effective and efficient service to the public, depends on the human source. Hence, the objective of this study was to investigate job satisfaction, stress and burnout of the members of the SAPS in Mmabatho and Vryburg area of the North-West province.*

#### **5.2 FINDINGS**

*Hypothesis 1: Perceived job satisfaction/dissatisfaction is positively related to stress and burnout.*

*According to Green (1989), there is sufficient evidence to support the notion of a relationship between police stress and the aspects of job satisfaction/dissatisfaction complex. The results of job satisfaction questionnaire for members of the police in Mmabatho and Vryburg area revealed that these officers are extrinsically dissatisfied with certain aspects of their jobs, aspects such as: working conditions, pay and amount of work. They are also relatively dissatisfied with aspects such as chances for advancement and company policies. Stressful job-related events of the PSS results indicates that there are stressful jobs within the police services. Correlation coefficients results also indicates a high correlation between exhaustion and extrinsic job satisfaction. It could be argued that this hypothesis is valid.*

Hypothesis 2: *There are low levels of job satisfaction amongst police officers.*

*The results of job satisfaction / dissatisfaction questionnaire indicates that police officers are extrinsically dissatisfied with their jobs. Extrinsic referring to external factors to the job. For instance, they indicated dissatisfaction in the following areas : pay and amount of work (2.59), working conditions (2.89) and their chances for advancement.*

Hypothesis 3: *There are high levels of job satisfaction amongst police officers.*

*The results of the Minnesota satisfaction questionnaire revealed that members of the police are highly satisfied with aspects that are intrinsic to their jobs. For instance, they feel satisfied with aspects such as doing things for others (3.77) and not going against their conscience (3.74). The results clearly indicates satisfaction thereby validating hypothesis.*

Hypothesis 4: *Levels of job satisfaction are predictors of burnout.*

*The results of canonical analysis between job satisfaction and burnout indicate that high levels of extrinsic (0.99) and intrinsic job satisfaction (0.73) can be associated with low levels of exhaustion (-0.98) and cynicism (-0.35). This simply means that a person experiencing job satisfaction will be less exhausted and cynical and the opposite is also true.*

Hypothesis 5: *High levels of stress are related to most symptoms of burnout.*

*The results of canonical analysis between job stress and burnout of police officers indicate that prolonged job demands (0.84) and lack of resources (0.58) correlates with high levels of exhaustion (0.69), cynicism (0.41) and professional efficacy (0.81). This implies that a police officer subjected to serious job demands and not supplied with resources will eventually feel burned out. Hypothesis in this case is acceptable.*

*Other findings: results of stressful job-related events of the PSS indicates that police stress in Mmabatho and Vryburg area stem mainly from two sources: job demands and job resources. For instance, poor/inadequate equipment, lack of resources, working overtime and performing duties not in the job description were amongst the most stressful job related events.*

*The results of the canonical analysis between burnout and engagement of police officers indicate that lower levels of burnout (exhaustion and cynicism) can be associated with high levels of engagement. This simply means that a person experiencing lower levels of exhaustion and cynicism will be highly engaged to his/her work and still experience high professional efficacy.*

### **5.3 RECOMMENDATIONS**

*The following recommendations are based on the findings of this study:*

- *Police management should systematically address serious job stressors such as poor/ inadequate equipment and issues of overtime since they impact negatively on service delivery.*
- *Job dissatisfaction issues such as working conditions, pay and amount of work should be addressed. An improvement in the safety and security budget will allow for improvement in the working conditions, pay and additional manpower.*
- *Relative dissatisfaction with their chances of promotion or advancement calls for promotion procedures to be revisited. An effective performance evaluation/ management system is necessary so as to permit the mobility of individuals through the ranks.*

- *The police union (POPCRU) and management should discuss issues related to policies and procedures in the police service as they lead to dissatisfaction. More importantly, there should be participation in decision-making.*
- *Employee Assistance programmes and Health Promotion Programmes should be fully functional for the purposes of identifying troubled employees and motivating them.*
- *Access to counselling should cascade down to police station level on full time basis for resolving daily stressors encountered.*

#### **5.4 CONCLUSION**

*This chapter reported on the most important findings of the study and also provided recommendations in relation to the findings.*

*It is evident from the findings that it is not possible for the members of the SAPS to be effective and efficient without the police management addressing issues related to job satisfaction, stress and burnout faced by its members.*

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# POLICE OPINION QUESTIONNAIRE

## **Purpose of the Questionnaire**

Because of the economic, social and psychological effects of violence and crime on a large proportion of the population in South Africa, an effective and efficient police service is very important for the future prosperity of our country. The Programme in Industrial Psychology at the PU for CHE and the Department of Industrial Psychology at the Northwest University (UNWV), in association with the South African Police Service (SAPS), is undertaking a research project to determine the perceptions and expectations of the SAPS and the community in the North West Province. The information gathered through this questionnaire will be used for research purposes and to increase the effectiveness of community policing. All information will be treated confidentially, so there is no need to be concerned that this information will be distributed or used for other purposes. We function under a code of ethics that forbids this. Your honest response will help to ensure the success of this project.

## **Instructions**

It is expected of you to read each statement thoroughly and to mark your response with a cross in spaces provided for that purpose or to fill in the necessary information where applicable. Please make sure you fill in all the information and remember, this is a questionnaire and not a test. Thus, we would like to stress again that all the information will be handled with care and confidentiality and repeat our request that you please be honest.

**SECTION A**

**Biographical Details**

1. Please state the city/town and police station you are working:

\_\_\_\_\_

2. Are you: Male  Female

3. Your age:

4. Marital status: Singles  Married  Divorced   
Widowed  Other

5. Your home language: English  Afrikaans  Tswana   
Zulu  Xhosa  Other

6. Education /Qualification:

Highest grade/standard:  University   
College/Technikon  Apprenticeship   
Other:

7. Your rank

\_\_\_\_\_

8. Approximate time serving in current tank

\_\_\_\_\_

9. Classification of your job:

Crime prevention  Detective Service and Crime Intelligence   
Administration  Operational Response Service

Others: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**SECTION B****Job satisfaction survey (MSQ)**

Indicate how you feel about the following aspects, ranging from very dissatisfied (1) to (5) very satisfied by crossing out/circling the relevant figures.

1 = Very dissatisfied

5 = Very satisfied

	Very dissatisfied				Very satisfied
1. Being able to keep busy all the time	1	2	3	4	5
2. The chance to work alone on the job	1	2	3	4	5
3. The chance to do different things from time to time	1	2	3	4	5
4. The chance to be 'somebody' in the community	1	2	3	4	5
5. The way my supervisor handles his/her workers	1	2	3	4	5
6. The competence of my supervisor in making decisions	1	2	3	4	5
7. Being able to do things that don't go against my conscience	1	2	3	4	5
8. The way my job provides for steady employment	1	2	3	4	5
9. The chance to do things for other people	1	2	3	4	5
10. The chance to tell people what to do	1	2	3	4	5
11. The chance to do something that makes use of my abilities	1	2	3	4	5
12. The way company policies are put into practice	1	2	3	4	5
13. The relation between pay and the amount of work I do	1	2	3	4	5
14. The chances for advancement on this job	1	2	3	4	5
15. The freedom to use my own judgement	1	2	3	4	5
16. The chance to try my own methods	1	2	3	4	5
17. The working conditions	1	2	3	4	5
18. The way my co-workers get along with each other	1	2	3	4	5
19. The praise I get for doing a good job	1	2	3	4	5
20. The feeling of accomplishment I get from the job	1	2	3	4	5

**SECTION C**

**Police stress survey**

Job stress can have serious effects on the lives of employees and their families. The impact of stressful job events is influenced by both the amount of stress associated with a particular event and the frequency of its occurrence. This survey will determine your perception of important sources of stress in your work. The survey lists 44 job-related items that many employees find stressful. First, (Part A) you will be asked to rate the amount of stress associated with each event. Then, (Part B) indicate the number of times within the last 6 months that you have experienced each event.

In making your ratings of the amount of stress for each stressor event, use all your knowledge and experience. Consider the amount of time and energy that you would need to cope with or adjust to the event. Base your ratings on your personal experience as well as what you have seen to the case for others. Rate the average amount of stress that you feel is associated with each event, rather than the extreme.

Persons rated the first event, ASSIGNMENT OF DISAGREEABLE DUTIES, in a variety of occupations as producing an average amount of stress. This event has been given a rating of "5" and will be used as the standard for evaluating the other events. Compare each event with this standard. Then assign a number from "1" to "9" to indicate whether you judge the event to be less or more stressful than being assigned disagreeable duties.

**PART A**

**- Amount of stress**

Please rate the amount of stress associated with each event.

If the event listed is more stressful to you than the ASSIGNMENT OF DISAGREEABLE DUTIES, circle the number appropriately larger than "5". For example:

2 Working overtime      

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

If the event listed is less stressful to you than the ASSIGNMENT OF DISAGREEABLE DUTIES, circle out the number appropriately smaller than "5". For example:

2 Working overtime      

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

If you make a mistake or change your mind on any item, cross out and circle the correct response. For example:

2 Working overtime

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Stressful job-related events	Amount of stress								
	Low			Moderate				High	
1. Assignment of disagreeable duties	1	2	3	4	5	6	7	8	9
2. Working overtime	1	2	3	4	5	6	7	8	9
3. Lack of opportunity for advancement	1	2	3	4	5	6	7	8	9
4. Assignment of new or unfamiliar duties	1	2	3	4	5	6	7	8	9
5. Fellow workers not doing their job	1	2	3	4	5	6	7	8	9
6. Inadequate support by supervisor	1	2	3	4	5	6	7	8	9
7. Dealing with crisis situations	1	2	3	4	5	6	7	8	9
8. Lack of recognition for good work	1	2	3	4	5	6	7	8	9
9. Performing tasks not in job description	1	2	3	4	5	6	7	8	9
10. Inadequate or poor quality equipment	1	2	3	4	5	6	7	8	9
11. Assignment of increased responsibility	1	2	3	4	5	6	7	8	9
12. Periods of inactivity	1	2	3	4	5	6	7	8	9
13. Difficulty getting along with supervisor	1	2	3	4	5	6	7	8	9
14. Experiencing negative attitudes toward the organisation	1	2	3	4	5	6	7	8	9
15. Insufficient personnel to handle an assignment	1	2	3	4	5	6	7	8	9
16. Making critical on-the-spot decisions	1	2	3	4	5	6	7	8	9
17. Personal insult from customer/consumer/colleague	1	2	3	4	5	6	7	8	9
18. Lack of participation in policy-making decisions	1	2	3	4	5	6	7	8	9
19. Inadequate salary	1	2	3	4	5	6	7	8	9
20. Competition for advancement	1	2	3	4	5	6	7	8	9
21. Poor inadequate supervision	1	2	3	4	5	6	7	8	9
22. Noisy work area	1	2	3	4	5	6	7	8	9
23. Frequent interruptions	1	2	3	4	5	6	7	8	9
24. Frequent changes from boring to demanding activities	1	2	3	4	5	6	7	8	9
25. Excessive paperwork	1	2	3	4	5	6	7	8	9
26. Meeting deadlines	1	2	3	4	5	6	7	8	9
27. Insufficient personal time (e.g. coffee breaks, lunch)	1	2	3	4	5	6	7	8	9
28. Covering work for another employee	1	2	3	4	5	6	7	8	9
29. Poorly motivated co-workers	1	2	3	4	5	6	7	8	9
30. Conflicts with other departments	1	2	3	4	5	6	7	8	9
31. Shift work	1	2	3	4	5	6	7	8	9
32. Too much supervision	1	2	3	4	5	6	7	8	9
33. Delivering a death message or bad news to someone	1	2	3	4	5	6	7	8	9
34. Attending to incidences of domestic violence	1	2	3	4	5	6	7	8	9
35. Reorganisation and transformation within the organisation	1	2	3	4	5	6	7	8	9

Stressful job-related events	Amount of stress								
	Low		Moderate					High	
36. Staff shortages	1	2	3	4	5	6	7	8	9
37. Killing someone in the line of duty	1	2	3	4	5	6	7	8	9
38. A fellow officer killed in the line of duty	1	2	3	4	5	6	7	8	9
39. Racial conflict	1	2	3	4	5	6	7	8	9
40. Having to handle a large crowd/mass demonstration	1	2	3	4	5	6	7	8	9
41. A forced arrest or being physically attached	1	2	3	4	5	6	7	8	9
42. Having to go to court	1	2	3	4	5	6	7	8	9
43. Having to deal with the media	1	2	3	4	5	6	7	8	9
44. Seeing criminals go free (for example because of lack of evidence, court leniency)	1	2	3	4	5	6	7	8	9

**PART B**

**- Frequency of event**

For each of the job-related events listed, please indicate the approximate number of days during the past 6 months on which you have personally experienced the event. For example, if you have experienced the event listed on 4 days in the past six months, circle the "4". If you have not experienced the event to any days during the past six months, circle the "0". If you have experienced the event listed on 9 or more days during the past six months, circle the "9+."

If you make a mistake or change your mind on any item, cross out and circle the correct response. For example:

1A Assignment of disagreeable duties | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9+ |

Stressful job-related events	Number of days on which the event occurred during the past 6 months									
	0	1	2	3	4	5	6	7	8	9+
45. Assignment of disagreeable duties	0	1	2	3	4	5	6	7	8	9+
46. Working overtime	0	1	2	3	4	5	6	7	8	9+
47. Lack of opportunity for advancement	0	1	2	3	4	5	6	7	8	9+
48. Assignment of new or unfamiliar duties	0	1	2	3	4	5	6	7	8	9+
49. Fellow workers not doing their job	0	1	2	3	4	5	6	7	8	9+
50. Inadequate support by supervisor	0	1	2	3	4	5	6	7	8	9+
51. Dealing with crisis situations	0	1	2	3	4	5	6	7	8	9+
52. Lack of recognition for good work	0	1	2	3	4	5	6	7	8	9+
53. Performing tasks not in job description	0	1	2	3	4	5	6	7	8	9+
54. Inadequate or poor quality equipment	0	1	2	3	4	5	6	7	8	9+
55. Assignment of increased responsibility	0	1	2	3	4	5	6	7	8	9+
56. Periods of inactivity	0	1	2	3	4	5	6	7	8	9+
57. Difficulty getting along with supervisor	0	1	2	3	4	5	6	7	8	9+
58. Experiencing negative attitudes toward the organisation	0	1	2	3	4	5	6	7	8	9+

Stressful job-related events	Number of days on which the event occurred during the past 6 months										
	0	1	2	3	4	5	6	7	8	9+	
59. Insufficient personnel to handle an assignment	0	1	2	3	4	5	6	7	8	9+	
60. Making critical on-the-spot decisions	0	1	2	3	4	5	6	7	8	9+	
61. Personal insult from customer/consumer/colleague	0	1	2	3	4	5	6	7	8	9+	
62. Lack of participation in policy-making decisions	0	1	2	3	4	5	6	7	8	9+	
63. Inadequate salary	0	1	2	3	4	5	6	7	8	9+	
64. Competition for advancement	0	1	2	3	4	5	6	7	8	9+	
65. Poor or inadequate supervision	0	1	2	3	4	5	6	7	8	9+	
66. Noisy work area	0	1	2	3	4	5	6	7	8	9+	
67. Frequent interruptions	0	1	2	3	4	5	6	7	8	9+	
68. Frequent changes from boring to demanding activities	0	1	2	3	4	5	6	7	8	9+	
69. Excessive paperwork	0	1	2	3	4	5	6	7	8	9+	
70. Meeting deadlines	0	1	2	3	4	5	6	7	8	9+	
71. Insufficient personal time (e.g. coffee breaks, lunch)	0	1	2	3	4	5	6	7	8	9+	
72. Covering work for another employee	0	1	2	3	4	5	6	7	8	9+	
73. Poorly motivated co-workers	0	1	2	3	4	5	6	7	8	9+	
74. Conflicts with other departments	0	1	2	3	4	5	6	7	8	9+	
75. Shift work	0	1	2	3	4	5	6	7	8	9+	
76. Too much supervision	0	1	2	3	4	5	6	7	8	9+	
77. Delivering a death message or bad news to someone	0	1	2	3	4	5	6	7	8	9+	
78. Attending to incidences of domestic violence	0	1	2	3	4	5	6	7	8	9+	
79. Reorganisation and transformation within the organisation	0	1	2	3	4	5	6	7	8	9+	
80. Staff shortages	0	1	2	3	4	5	6	7	8	9+	
81. Killing someone in the line of duty	0	1	2	3	4	5	6	7	8	9+	
82. A fellow officer killed in the line of duty	0	1	2	3	4	5	6	7	8	9+	
83. Racial conflict	0	1	2	3	4	5	6	7	8	9+	
84. Having to handle a large crowd/mass demonstrating	0	1	2	3	4	5	6	7	8	9+	
85. A forced arrest or being physically attacked	0	1	2	3	4	5	6	7	8	9+	
86. Having to go to court	0	1	2	3	4	5	6	7	8	9+	
87. Having to deal with the media	0	1	2	3	4	5	6	7	8	9+	
88. Seeing criminals go free (for example because of lack of evidence, court leniency)	0	1	2	3	4	5	6	7	8	9+	

**SECTION D**

**MBI Survey**

The purpose of this survey is to assess how you view your job and what your reactions are to your work. The following are statements of job-related feelings. Please read each statement carefully and decide if you ever feel this way about your job. If you never had this feeling, circle or cross out the "0" (zero) in the space next to the statement. If you had this feeling, indicate how often you experience it by circle or cross out the number (from 1-6) that best describes how frequently you feel that way:

SCALE:

0 = Never	1 = A few times a year or less	2 = Once a month or less	3 = A few times a month	4 = Once a week	5 = A few times a week	6 = Everyday
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	STATEMENTS	SCALE						
		0	1	2	3	4	5	6
1	I feel emotionally drained by performing my work.	0	1	2	3	4	5	6
2	I feel used up at the end of the workday.	0	1	2	3	4	5	6
3	I feel tired when I get up in the morning and have to face another day on the job.	0	1	2	3	4	5	6
4	Working all day is really a strain for me.	0	1	2	3	4	5	6
5	I can effectively solve the problem that arise in my work.	0	1	2	3	4	5	6
6	I feel burned out from my work.	0	1	2	3	4	5	6
7	I feel I am making an effective contribution to what this organisation does.	0	1	2	3	4	5	6
8	I have become less interested in my work since I started this job.	0	1	2	3	4	5	6
9	I have become less enthusiastic about my work.	0	1	2	3	4	5	6
10	In my opinion, I am good at my job.	0	1	2	3	4	5	6
11	I feel exhilarated when I accomplish something at work.	0	1	2	3	4	5	6
12	I have accomplished many worthwhile things in this job.	0	1	2	3	4	5	6
13	I just want to do my work and not be bothered.	0	1	2	3	4	5	6
14	I have become more cynical about whether my work contributes anything.	0	1	2	3	4	5	6
15	I doubt the significance of my work.	0	1	2	3	4	5	6
16	At my work, I feel that I am effective at getting things done.	0	1	2	3	4	5	6

**SECTION B**

**Utrecht Work Engagement Sale**

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the "0" (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

Never	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Everyday

1	I am bursting with energy in my work.	0	1	2	3	4	5	6
2	I find my work full of meaning and purpose.	0	1	2	3	4	5	6
3	Time flies when I'm working.	0	1	2	3	4	5	6
4	I feel strong and vigorous in my job.	0	1	2	3	4	5	6
5	I am enthusiastic about my job.	0	1	2	3	4	5	6
6	When I am working, I forget everything else around me.	0	1	2	3	4	5	6
7	My job inspires me.	0	1	2	3	4	5	6
8	When I get up in the morning, I feel like going to work.	0	1	2	3	4	5	6
9	I feel happy when I am engrossed in my work.	0	1	2	3	4	5	6
10	I am proud of the work that I do.	0	1	2	3	4	5	6
11	I am immersed in my work.	0	1	2	3	4	5	6
12	In my job, I can continue working for very long periods at a time.	0	1	2	3	4	5	6
13	To me, my work is challenging.	0	1	2	3	4	5	6
14	I get carried away by my work.	0	1	2	3	4	5	6
15	I am very resilient, mentally, in my job.	0	1	2	3	4	5	6
16	It is difficult to detach myself from my job.	0	1	2	3	4	5	6
17	I always persevere at work, even when things do not go well.	0	1	2	3	4	5	6

**Thank you for your kind co-operation in completing this set of questionnaires.**