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**OCCUPATIONAL BURNOUT AMONG POLICE
OFFICERS AS A CHALLENGE
FOR HUMAN RESOURCES MANAGEMENT**

**WYPALENIE ZAWODOWE WŚRÓD FUNKCJONARIUSZY
POLICJI JAKO WYZWANIE DLA ZARZĄDZANIA
ZASOBAMI LUDZKIMI**

Abstract: The aim of the article was to demonstrate that occupational burnout is one of the problems in human resources management. The authors' own research conducted among 99 police officers focused on identifying burnout individuals and determining which sociodemographic factors differentiate the state of burnout. Furthermore, the research attempted to iden-

tify factors related to the workplace, work environment and the lack of social support which may contribute to occupational burnout. The obtained results demonstrated that among the respondents there were people who had reached a high score for burnout. Sociodemographic factors, such as: age, job seniority, and rank influence the level of occupational burnout. On the other hand, the factors related to the workplace and work environment in the form of: low level of remuneration, lack of participation in decision making, sensing lack of recognition and negative assessment by others, might be predictors of this phenomenon. Moreover, based on the evaluation of research results, it was found that police officers felt social support.

Keywords: occupational burnout, police, workplace, work environment

Streszczenie: Celem artykułu było ukazanie, że jednym z problemów dla zarządzania zasobami ludzkimi jest wypalenie zawodowe. W badaniach własnych przeprowadzonych wśród 99 funkcjonariuszy policji skupiono się na zidentyfikowaniu jednostek wypalonych oraz ustaleniu, które czynniki socjodemograficzne różnicują stan wypalenia. Ponadto w badaniach podjęto próbę identyfikacji czynników związanych z miejscem, środowiskiem pracy oraz brakiem wsparcia społecznego, które mogą wpływać na wypalenie zawodowe. Uzyskane wyniki wykazały, że wśród badanych są osoby, które osiągnęły wysoki wynik wypalenia. Czynniki socjodemograficzne, takie jak: wiek, staż pracy, pion i stopień służbowy wpływają na poziom wypalenia zawodowego. Z kolei czynniki związane z miejscem i środowiskiem pracy w postaci niskiego wynagrodzenia, braku udziału w podejmowaniu decyzji, braku poczucia uznania i negatywnej oceny innych mogą być predyktorami tego zjawiska. Ponadto na podstawie analizy wyników badań stwierdzono, że policjanci odczuwają wsparcie społeczne.

Słowa kluczowe: wypalenie zawodowe, policja, miejsce pracy, środowisko pracy

Introduction

In retrospect, the development of civilization has contributed to a faster pace of life as well as to the occurrence of numerous pathologies in the workplace. It forces people to undertake various actions aimed at achieving a measurable result. In the context of management, this endeavour frequently leads to pathological behaviours in the workplace, e.g., rivalry instead of cooperation, applying pressure instead of support, which may result in the emergence of burnout¹. Human resources management in uniformed service is a set of actions of an orderly, hierarchical nature constituting a logical whole. The effectiveness of this process is measured, among others, by achieving the goals of the organization, such as: execution of government tasks by a specific formation in accordance with applicable law, and staff development in terms of improving qualifications and motivating staff to continue profes-

¹ D. Szostek, *Wybrane przejawy patologii w miejscu pracy – doniesienie z badania wśród pracujących studentów WNEiZ UMK w Toruniu*, „Zarządzanie Zasobami Ludzkimi” 2016, nr 1(108), p. 154-155.

sional and reliable performance of tasks². One of the phenomena that may impede the proper operation of the organization and the above-mentioned attainment of goals and staff development is occupational burnout. The concept of *burnout* has been present in the literature since the 1970s. The creator of this concept is thought to be Herbert Freudenberger, who defined it as exhaustion of strength arising from excessive demands in professional work³. Along with the development of the interest taken in occupational burnout, numerous theories addressing this issue emerged. The common denominator of these approaches is the fact that they occur as a result of dedication and emotional over-involvement, which causes exhaustion or frustration in those working with people⁴. Over the years, the view whereby occupational burnout can only affect social professions has been updated by the conclusion that each profession exhibits its characteristic and unique factors, which can lead a person to this condition. However, due to the specificity of certain professions, some professional groups are more exposed to its emergence. These include, among others: doctors, nurses, teachers or uniformed servicepersons.

Uniformed services, playing a number of roles related to ensuring security of the country and its citizens, perform their tasks at risk of health and life. All defence-related situations may be characterized as complex, dangerous and undesirable circumstances for the proper functioning of a human being. Despite the fact that these situations overburden people in excess of standards⁵, they are commonplace among these professions. Due to the difficult working conditions, uniformed services may be classified as a group of professions particularly exposed to occupational burnout.

The researchers of occupational burnout indicate four groups of factors influencing the emergence and development of this syndrome: demographic factors independent of an individual and organization; workplace, i.e., failure to provide appropriate working conditions; the employee's personality and work environment, related to the relations within the organization and the lack of social support⁶. The lack of social support is closely related to the social role of uniformed units. Due to the link between ensuring security and maintaining social order, officers are required to remain in constant readiness, availability and obedience to orders⁷. However, due to the nature of the work, the

² J. Gierszewski, *Polityka zarządzania zasobami ludzkimi i jej wpływ na funkcjonowanie policji*, [w:] P. Majer, M. Seroka (red.) *225 lat policji w Polsce*, Wydział Prawa i Administracji Uniwersytetu Warmińsko-Mazurskiego, Olsztyn 2017, p. 100.

³ A. Piotrowski, *Stres i wypalenie zawodowe funkcjonariuszy Służby Więziennej*, Wydawnictwo Difin, Warszawa 2010, p. 70.

⁴ A.B. Bakker et al., *Burnout and Work Engagement: The JD-R Approach*, „Annual Review of Organizational Psychology and Organizational Behavior” 2014, Vol. 1.

⁵ M. Sidorowicz, *Pozytywne i negatywne role społeczne w zawodach służb mundurowych na przykładzie wybranych grup dyspozycyjnych*, „Acta Universitatis Wratislaviensis” 2009, nr 3096, Socjologia XLV p. 174.

⁶ K. Erenkfeit et al., *Wpływ środowiska pracy na powstanie wypalenia zawodowego*, „Medycyna Środowiskowa” 2012, 15(3), p. 123.

⁷ M. Łoboda, *Czynniki stresogenne w organizacji*, [w:] A. Biela (red.), *Stres w pracy zawodowej – wybrane zagadnienia*, Katolicki Uniwersytet Lubelski, Lublin 1990, p. 76-77.

tasks performed by, among others, the police, depending on the circumstances and social needs, may be perceived both in terms of positive and negative roles (an officer who would punish a citizen for not abiding by the law may be negatively perceived by them, and consequently the police officer may feel a lack of support for their actions)⁸.

Communication based on issuing orders and constant control of activities by superiors is characteristic of personnel management in uniformed formations. Relations based on authoritarian management models between superiors and co-workers often lead to poor information flow among these units, which in turn may cause overload related to professional duties, role ambiguity or their conflict. In the literature, these are called stress factors which can cause the state of occupational burnout⁹. In addition, the working conditions characteristic for uniformed services, associated with frequent organizational and legal changes and the possibility of being made liable to disciplinary action, create tensions which may result in occupational burnout. Arkadiusz Letkiewicz points out that in the police force, the superior shows a higher level of care for the task than for the subordinate¹⁰. Moreover, the orientation towards specific goals causes a strong pressure on the officers who, in the absence of support from their superiors and colleagues and a failure to provide resources necessary to perform their tasks, may feel powerless¹¹. On this account it is impossible to distinguish one decisive factor of occupational burnout. When looking for the causes of the above problem, one should consider it in a broader scope, taking into account physical and social factors, as well as those related to the specificity of the organisation¹².

The main aim of the article is to present occupational burnout as an unfavourable phenomenon from the point of view of human resources management. The author's own research focused on assessing the occurrence of burnout in the group of police officers and checking which factors are key to the existence of this phenomenon.

1. The state of research into occupational burnout in the police force

One of the negative consequences of the policeperson's long-term work-related burdens is occupational burnout. Many tools have been used in order to identify the level of this phenomenon. However, the one used most frequently in studies carried out

⁸ M. Sidorowicz, *Pozytywne i negatywne role społeczne w zawodach służb...*, p. 172.

⁹ E. Sygit-Kowalkowska, M. Weber-Rajek, M. Herkt, R. Ossowski, *Wypalenie zawodowe u funkcjonariuszy służby więziennej. Rola osobowości i wybranych cech zawodowych*, „Medycyna Pracy” 2017, nr 68(1), p. 86.

¹⁰ A. Letkiewicz, *Kierunki i metody doskonalenia organizacji pracy policji*, Oficyna Wydawnicza Politechniki Rzeszowskiej, Rzeszów 2007, p. 151.

¹¹ A. Józwiak, *Potencjalne dysfunkcje i patologie zarządzania zasobami ludzkimi w strukturach hierarchicznych na przykładzie policji*, „Acta Universitatis Lodzensis. Folia Oeconomica” 2013, Vol. 288, p. 213.

¹² A. Springer, *Strategie radzenia sobie ze stresem, wykorzystywane przez pracowników akademickich, i ich znaczenie dla poziomu odczuwanego stresu oraz wypalenia zawodowego*, „Zarządzanie Zasobami Ludzkimi” 2019, nr 2(127) p. 134.

among police officers has been the classic occupational burnout questionnaire by Ch. Maslach (MBI). In this approach, occupational burnout consists of three dimensions: exhaustion related to the emotional overload of an individual; cynicism relating to distancing oneself from people and the environment; and a sense of lacking professional achievements¹³. This approach is of structured character, i.e., the basis of burnout is the exhaustion resulting from excessive demands. In the next stage, there appears a feeling of indifference, resulting in the deterioration of relations with other employees and isolation of the individual. The decline in achievements, in turn, is associated with reduced productivity and the conviction of having no professional competence¹⁴.

In her research, Nina Ogińska-Bulik¹⁵, using the MBI questionnaire, confirms that in uniformed services, excessive workload characterized by making demands beyond the strength of an individual, as well as insufficient remuneration, including the lack of rewards, are the main factors of occupational burnout. In other studies, Ogińska-Bulik¹⁶ indicates that stress factors, i.e., excessive mental workload, lack of rewards, lack of support and the high responsibility of a police officer's work, exert the strongest influence on occupational burnout. Stress at work and the factors which trigger it are primarily responsible for emotional exhaustion and depersonalization. In turn, such factors like a sense of insecurity and lack of control over one's own actions, contribute to the lack of a sense of personal achievement. Moreover, occupational burnout is associated with an excessive sense of duty and expectation of respect occurring in the officer¹⁷. In their research, Agnieszka Bonus-Dzięgo and Anna Królikowska¹⁸ note that some sociodemographic variables also influence the level of occupational burnout in police officers. The results of depersonalisation vary depending on the sector of the service. The highest level of occupational burnout in this dimension is felt by uniformed officers from the criminal police service. By contrast, such variables like age, type of unit and job seniority do not affect the level of occupational burnout.

However, the research on burnout also employs the two-factor model of occupational burnout. It constitutes a response to certain limitations of the Maslach model.

¹³ Ch. Maslach, M. Leiter, *Burnout*, Elsevier Inc. 2007, DOI: 10.1016/B978-0-12-800951-2.00044-3, p. 368.

¹⁴ T. Zbyrad, *Stres i wypalenie zawodowe pielęgniarzek, pracowników socjalnych i policjantów*, Katolicki Uniwersytet Lubelski Jana Pawła II, Wydział Zamiejscowy Nauk o Społeczeństwie w Stalowej Woli, Stalowa Wola 2009, p. 35. S. Tucholska, *Wypalenie zawodowe w ujęciu strukturalnym i dynamicznym*, [w:] T. Zbyrad (red.), *Wypalenie zawodowe służb społecznych*, Katolicki Uniwersytet Lubelski, Wydział Zamiejscowy Nauk o Społeczeństwie w Stalowej Woli, Instytut Socjologii, Stalowa Wola 2008, p. 23.

¹⁵ N. Ogińska-Bulik, *Stres w pracy a syndrom wypalenia zawodowego u funkcjonariuszy policji*, „Acta Universitatis Lodziensis. Folia Psychologica” 2003, nr 7, p. 34.

¹⁶ N. Ogińska-Bulik, *Wpływ spostrzeganego stresu w pracy i radzenia sobie na poziom wypalenia zawodowego w grupie funkcjonariuszy policji*, „Czasopismo Psychologiczne” 2003, tom 9, nr 1, p. 113.

¹⁷ N. Ogińska-Bulik, *Stres zawodowy u policjantów. Źródła – Konsekwencje – Zapobieganie*, Wyższa Szkoła Humanistyczno-Ekonomiczna, Łódź 2003, p. 34.

¹⁸ A. Bonus-Dzięgo, A. Królikowska, *Wpływ wybranych czynników osobowościowych na wypalenie zawodowe policjantów. Raport z badań*, Wydział Wydawnictw i Poligrafii Wyższej Szkoły Policji w Szczytnie, Szczytno 2007, p. 47-51.

The study uses the Oldenburg Burnout Inventory (OLBI) by Demerouti et al. In this approach, burnout consists of exhaustion and disengagement. In contrast to MBI or MBI-GS, exhaustion arises as a result of an intensive workload, connected with not only physical, but also emotional and cognitive requirements at work¹⁹. Within the framework of the adopted model, Job Demands – Resources (JD-R), it was noted that each profession possesses its own specific risk factors, which, when resources are not provided, may contribute to the emergence of occupational burnout²⁰.

In his study, Łukasz Baka²¹ notes a relationship between requirements at work, occupational burnout and the quality of physical health. The great demands faced by the officers in relation to their service may cause the state of burnout, which contributes to deteriorating their health condition. Interpersonal conflicts and organizational limitations, such as failure to provide resources or excessive workload, are related to occupational burnout. In addition, these factors, while causing burnout to worsen, also lead to deepening of the state of depression. Basińska²² et al. point out that exhaustion may be the first factor contributing to the emergence of occupational burnout. The police officers who have a high level of exhaustion are more likely to experience negative emotions related to work, and they also adopt an attitude of distancing themselves from work. However, they point out in their research that the correlation between chronic exhaustion and exhaustion is four times greater than in the case of exhaustion and disengagement from work.

2. Method of proprietary research

The author's own research was conducted in 2019 in a group of 99 uniformed officers from a unit located in Lublin Province, including 12 women. The officers represented various departments of the service, i.e., criminal, prevention, road traffic and one-man positions. What is more, the police officers held various education degrees, professional ranks and job seniority in the police force. The research was of exploratory nature, and its aim was to understand the scale of occupational burnout in the police force. Considering that there exist discrepancies as to the influence of sociodemographic factors on the occupational burnout, the research was aimed at verifying which factors might determine the aggravation of this syndrome (person-

¹⁹ E. Demerouti, A.B. Bakker, I. Vardakou, A. Kantas, *The Convergent Validity of Two Burnout Instruments A Multitrait-Multimethod Analysis*, „European Journal of Psychological Assessment” 2003, Vol. 19, Issue 1, p. 12-23. DOI: 10.1027//1015-5759.19.1.12

²⁰ Ł. Baka, B. Basińska, *Psychometryczne właściwości polskiej wersji Oldenburskiego Kwestionariusza Wypalenia Zawodowego*, „Medycyna Pracy” 2016, nr 67(1).

²¹ Ł. Baka, *The effects of job demands on mental and physical health in the group of police officers. Testing the mediating role of job burnout*, „Studia Psychologica” 2015, 57(4), p. 289-294. DOI: 10.21909/sp.2015.03.700.

²² B.A. Basińska, I. Wiciak, A.M. Daderman, *Fatigue and burnout in police officers: the mediating role of emotions*, „Policing An International Journal of Police Strategies and Management” 2014, nr 37(3), DOI: 10.1108/PIJPSM-10-2013-0105, p. 673-674.

al data notes were used in the analysis of dependencies). Furthermore, the extension of the research, identifying which factors related to the workplace, working environment and the lack of social support may have a decisive influence on the emergence or aggravation of burnout, was proposed. The study used the Oldenburg Burnout Inventory (OLBI)²³ and a survey designed by the author, which concerned burnout factors. The OLBI questionnaire consists of 16 statements identifying the level of occupational burnout in two dimensions: exhaustion and distancing from work, also known as disengagement. Each dimension consists of 8 statements relating to the work. Each subscale includes both positive and negative statements, the result of which was re-coded. The results were calculated using arithmetic means. For the exhaustion component, results below 1.91 signify its low level, results between 1.91-2.74 - moderate level, and above 2.74 - high level of exhaustion. The results for distancing from work below 1.89 signify its low level, 1.89-2.71 a moderate level, and higher than 2.71 a high level of disengagement²⁴. The questionnaire written by the author this study consisted of 18 statements relating to a group of 3 factors capable of causing burnout. The statements took into account the impact of the stimuli characteristic for uniformed services, such as: remuneration, negative assessment by other people, working under time pressure, lack of influence on decisions, excessive level of aspirations related to work, negative assessment by the others, eagerness to gain the recognition of the staff, feeling of being inferior to others, lack of support from relatives, embarrassment related to the help received. Respondents marked their responses on a 4-point Likert scale, where 1 meant agree and 4 do not agree.

3. Results

The results of the survey using the OLBI questionnaire show that 34 officers obtained a high score in the dimension of distancing from work. The police officers whose average score was above 2.72 were classified to the group of people suffering from burnout in the dimension of disengagement. The average result above 2.75, in turn, constituted the criterion for exhaustion. 25 police officers obtained a high score on this scale. Amongst these results, 18 subjects may be distinguished. They achieved a high score in both dimensions, which indicates an advanced stage of burnout (Table 1).

²³ Ł. Baka, B. Basińska, *Psychometryczne właściwości polskiej wersji...*, p. 34.

²⁴ Ibidem, p. 37.

Table 1. Burnout results for the subscales of exhaustion and distancing from work
Tabela 1. Wyniki wypalenia dla podskal wyczerpania i zdystansowania wobec pracy

Range	Exhaustion	Range	Distancing from work (disengagement)
	<i>Number of subjects</i>		<i>Number of subjects</i>
1.00-1.91	22	1.00-1.88	12
1.92-2.74	52	1.89-2.71	53
2.75-4.00	25	2.72-4.00	34
Total	99		99

Source: the author's own elaboration.

Afterwards, using the information in the personal data notes, the manner in which sociodemographic factors affect occupational burnout was analysed. Women obtain a slightly higher average score for exhaustion (2.49), whereas men obtain a higher score for disengagement (2.56). Due to the slight differences between the results of women and men, we cannot clearly conclude whether sex influences the development of burnout results in two dimensions (Table 2). Moreover, when investigating the dependencies between age and the level of occupational burnout (Table 3) one can notice that with age the level of exhaustion and disengagement increases. The value of the exhaustion subscale decreased solely among the respondents aged 41 to 50, only to reach the highest value among the respondents over 50 (2.75).

Table 2. Average results of occupational burnout by gender
Tabela 2. Średnie wyniki wypalenia zawodowego pod względem płci

Subscale	Women	Men
Distancing from work	2.44	2.56
Exhaustion	2.49	2.4

Source: the author's own elaboration.

Table 3. Average results of occupational burnout by age
Tabela 3. Średnie wyniki wypalenia zawodowego z uwzględnieniem wieku

Range	Number of subjects	Distancing from work	Exhaustion
20-30 years	13	2.44	2.2
31-40 years	50	2.44	2.36
41-50 years	31	2.69	2.13
more than 50 years old	5	2.75	2.8

Source: the author's own elaboration.

By analysing the influence of education (Table 4) on the level of burnout, one may conclude that there are no major differences in the results in both components. Police officers with secondary education achieved an average score of 2.5 for exhaustion; while those with higher education 2.55. In the subscale of distancing from work the score in both groups was 2.4.

Table 4. Average results of occupational burnout by level of education

Tabela 4. Średnie wyniki wypalenia zawodowego pod względem wykształcenia

Subscale	Secondary education	Higher education
Distancing from work	2.5	2.55
Exhaustion	2.4	2.4

Source: the author's own elaboration.

However, when using job seniority to analyse the results, one may observe that the disengagement component achieved a higher score in each range. In addition, there is a growing tendency, i.e., the longer the period of job seniority in the police force, the further burnout has progressed (Table 5).

Table 5. Average results of occupational burnout by job seniority

Tabela 5. Średnie wyniki wypalenia zawodowego z uwzględnieniem stażu pracy

Range	Number of subjects	Distancing from work	Exhaustion
0 - 5 Years	19	2.39	2.15
6-15 years	44	2.58	2.37
16-25 years	28	2.53	2.42
over 25 years	8	2.75	2.56

Source: the author's own elaboration.

When analysing the distribution of results in terms of service rank, it should be noted that the senior police officers were the only group to achieve results below 2.0 in two dimensions. Senior aspirants [aspirant is a rank equivalent to warrant officer], in turn, achieved a result above 3.0 for disengagement as the only group. Moreover, the result on the disengagement subscale from the rank of senior aspirant to the rank of commissioner decreased. By contrast in the exhaustion component, the highest average score (3.13) was achieved by officers with the rank of commissioner and Deputy inspector (Table 6).

Table 6. Average scores for occupational burnout by service rank

Tabela 6. Średnie wyniki wypalenia zawodowego z uwzględnieniem stopnia służbowego

Service rank	Distancing from work	Exhaustion
Constable	2.54	2.54
Senior constable	1.31	1.13
Sergeant	2.56	2.06
Senior sergeant	2.36	2.2
Staff sergeant	2.48	2.24
Junior aspirant	2.56	2.69
Aspirant	2.51	2.48
Senior aspirant	3.31	2.59
Staff aspirant	2.69	2.46
Deputy commissioner	2.56	2.53
Commissioner	2.5	3.13
Chief commissioner	2.22	2.34
Deputy inspector	2.38	3.13

Source: the author's own elaboration.

When analysing the relationships between occupational burnout and the sector of the service, it can be noticed that there are slight differences in both components in officers from the Criminal Department and the Preventative Department. The police officers from the Traffic Department obtained higher scores in both components (disengagement 2.9; exhaustion 2.64). Whereas the lowest scores on both scales were obtained by an officer holding a one-person position (Table 7).

Table 7. Average scores for occupational burnout by sector of the service

Tabela 7. Średnie wyniki wypalenia zawodowego z uwzględnieniem pionu służby

Sector	Distancing from work	Exhaustion
Criminal Department	2.55	2.54
Traffic Department	2.9	2.64
Preventative Department	2.48	2.39
One-person position	2.0	2.25

Source: the author's own elaboration.

Moreover, the research demonstrates that factors related to the workplace and the work environment create a risk of the emergence or aggravation of the state of occupational burnout (Table 8). The police officers whose results indicate a high degree of burnout in at least one dimension obtained higher scores than the officers without burnout in statements concerning: low remuneration, lack of participation in decision making, lack of a sense of recognition, lack of influence on reality and

negative assessment by others. Both the officers whose results indicate burnout and those whose results do not indicate it obtained a high average score in statements concerning the necessity of quick action, high responsibility for work, and excessive aspirations related to the service. It is worth noting that none of the statements which obtained a high score is related to the lack of social support. This means that the police officers accept help in their work and that they do not feel inferior to others, which should have a positive impact on their psychophysical state.

Table 8. Average scores for selected factors related to the workplace and work environment among the subjects with and without burnout

Tabela 8. Średnie wyniki wybranych czynników związanych z miejscem i środowiskiem pracy wśród osób wypalonych i niewypalonych

	Factor	Average score Of the subjects whose results indicate high occupational burnout in at least one di- mension	Average score Of the subjects whose results do not indicate occupational burnout
Factors related to the workplace	Low remuneration	3.0	2.74
	Responsibility at work	3.0	3.20
	Lack of participation in making decisions	2.93	2.44
	Necessity of quick decisions	3.22	3.24
Factors related to the work environment	Lack of a sense of recognition	2.2	1.79
	Lack of influence on reality	2.24	1.97
	Negative assessment by others	2.24	1.72
	Lack of professional advancement opportunities	3.2	3.17

Source: the author's own elaboration.

Conclusions and summary

Based on the research conducted among police officers it can be concluded that subjects with occupational burnout can be found in the examined unit. The influence of socio-demographic factors, such as age, job seniority, sector, and rank, was confirmed. However, the influence of education on the degree of occupational burnout was not confirmed. Due to the negligible differences in the results with considerations for the respondent's gender, its influence on the degree of burnout was not confirmed. It is worth paying attention to the possible influence of the workplace and work environment on the emergence of occupational burnout. However, such research is subject to certain limitations. The research is of exploratory character and a deeper verification of the influence of factors on occupational burnout would require using more statistical tools. Secondly, it was only officers from a single police unit that participated in the survey. For this reason, generalizing the results to all uniformed services or all police units is not justified. Moreover, due to the small percentage of women participating in the survey, these results can be more legitimately applied to men. Nevertheless, due to the importance of the problem, it would be justified to continue research on occupational burnout and to search for factors affecting it. Despite the indicated limitations, the obtained research results can be used as a basis for eliminating this phenomenon in this particular police unit.

In summary, there exist various factors of occupational burnout which are both dependent and independent of the organisation. As to the phenomenon of occupational burnout, it may affect any employee, regardless of the type of work performed. From the perspective of management sciences, not only an appropriate workplace, but also appropriate work environment is important. Skilful management of human resources is aimed at avoiding the risks associated with occupational burnout. For this reason, human resources management consists not only in an appropriate selection of employees, but also in delegating a team leader to lower management levels, who will be able to provide substantive, emotional and instrumental support to employees, so as to minimize the risk of burnout affecting the staff. In addition, it is important to appropriately match a person to a workplace which would meet their own expectations and provide opportunities for development. The manager's role is to constantly improve people management processes, including motivating and ensuring appropriate working conditions. HRM means that managers should use effective and efficient motivating systems, minimize tensions and properly manage their subordinates' time. Therefore, the organisation of activities should be based on the culture of support, which contributes to an increase in the productivity of the employee and the entire team. Such team management contributes to reducing the risk posed by the emergence of the occupational burnout phenomenon among employees.

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