STRESS AND POLICE PERFORMANCE: A STUDY OF POLICE OFFICERS’ PERCEPTION IN TAIWAN

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Abstract

Most prior research projects in the correlation of stress and police performance were conducted in the United States, a setting of decentralized policing. Several studies in this topic had published in Taiwan, a setting of centralized policing, but not explicitly differentiate individual and organizational stresses. To shed some highlight on this issue, the present study examined police officers’ perception in stress and performance by employing a dataset collected from officers serving with the New Taipei City Police Bureau in 2011. The OLS model showed that police officers who have higher level of personal adjustment of stress are more likely to perform well in work; in contrast, police officers who have higher level of organizational stress are less likely to perform well. It is worth to note that organizational stress has more influence over police performance than personal stress. The findings of this study are expected to provide certain baselines for comparative policing and the reduction of police work stress.

Keyword: organizational stress, individual stress, police performance, policing
Introduction

Several police officers in Taiwan committed suicides in 2010. A female officer shot herself in a dorm of police station in a late evening in January. It was the first suicide case involved female officers in Taiwan (The China Post, 2010a). Ten days later, a male officer killed himself on duty after an argument with his fiancé (The China Post, 2010b). Four months later, another male officer committed suicide by using his on-duty pistol during a quarrel with his precinct chief in a parking lot (The China Post, 2010c). Those unfortunate incidents might be caused by varied reasons, but all pointed to a common factor—the adjustment to stressful workloads.

Being a police officer has been recognized as a highly stressful job (Bittner, 1990). The stress from works is reasonably expected to affect officers’ performance and even causes officers to have difficulty coping with their mandates and assignments (Anshel, Robertson, & Caputi, 1997). Prior research has resulted in mixed results on the relationship between work stress and police performance. One group indicates that work stress and job performance are negatively correlated; police officers who perceive more work stresses are more likely to be evaluated as lower performance levels (Chen, 2009; Shane, 2010). On the other hand, Shen and Wang (2007) found that job stresses yield a better performance of police officers.

Kappeler and Potter (2005) pointed out that police stress is related to a number of controversial factors. The individual adjustment to the occupation (e.g., tasks and mandates) is one of the primary stressors in the work environment (Dawis, Lofquist, and Weiss, 1968). In contrast, Collins and Gibbs’s (2003) argued that organizational culture
and workload were the primary causes of police stress. In other words, organizational issues rather than individual adaptations were the main causes of police work stress.

Most prior research projects in the correlation of stress and police performance were conducted in the United States, a setting of decentralized policing. Several studies in this topic had been published in Taiwan (e.g., Chen, 2009), a setting of centralized policing, but not explicitly differentiate individual and organizational stresses. In addition, it has not been determined whether organizational factors are more influential than the personal adjustment factor or vice versa. To fill this gap, this study examined a data set of officers’ perception of stress in Taiwan. This data set was collected in 2011 by surveying 1,200 officers who served with varied police precincts and stations in New Taipei City, the largest city in Taiwan. The Ordinary Least Squares (OLS) regression model was employed to test following hypotheses:

- Police officers who have a higher level of personal adjustment of stress are more likely to perform well.
- Police officers who have a higher level of organizational stress are less likely to perform well.
- Organizational stresses have more influences over police performance than that of personal adjustment of stress.

The findings of this study are expected to provide certain baselines for comparative policing. Also, policy recommendations were provided regarding the reduction of work stress and the improvement of police work performance. In the next section, stress and police work as well as policing in Taiwan were reviewed.
Literature Review

Stress and Police Work

Stress can be defined as individuals’ psychological and biological response to perceived changes of environmental conditions (Chen, 2009). In this sense, stress is an emotional reaction to perceived difficulties and barriers or the inability to overcome tension and to fulfill the demands of required responses (Hickman, Fricas, Strom, & Pope, 2011). A stressor is a stimulus that causes stress, which could be any internal (e.g. personal problem) or external (e.g. environment) factor in one’s daily life or workplace (Brown & Campbell, 1994; Zhao, He, & Lovrich, 2002). Stress could be beneficial or disruptive, depending on how individuals perceive, react, and deal with stress on different levels of mental, emotional or physical adjustment and adaptation (Selye, 1956).

From a criminological perspective, stress lays a role in deviant behaviors (Agnew, 2001). Contemporary strain theory (Agnew, 1992, 2006; Agnew & White, 1992) emphasizes how individuals cope with the negative influence from failure, avoidance, and frustration when a positive goal is blocked. In this case, stress and pressure may foster deviant behavior (Manzoni & Eisner, 2006; Williams & McShane, 2010). Agnew (1992:75) argued that most individuals under strain may not necessarily turn to deviant behavior because such pressure “may prove useful in devising strategies to prevent delinquency” through coping mechanisms and adaptation processes even with negative emotions. Adopting the broader scope of Agnew’s theory provides certain explanations to police work stress and adjustment of stress on various aspects of police work (Bittner, 1990), police officers may become stressed when they:

- Fail to accomplish expected work objectives and goals
• Lose valuable and priceless things or persons (e.g. facing the death of partners or loved ones)

• Encounter negative stimuli or experience noxious situations in the workplace (e.g. use of force, physical assaults, violence, victimization) (Manzoni & Eisner, 2006).

Examining stressful occupations in the U.S., the police career is ranked the top five, after enlisted soldiers, firefighters, pilots, and military generals (Little, 2012). According to the Bureau of Labor Statistics (2012), the police job is the third fatal occupation with a high number of work injuries. Policing is an obviously stressful job because law enforcement officers deal with various crime situations involving split-second decisions (Perman, 2012). Different controversial factors have been found to be related to police stress. Those factors may be distinguished into two categories: individual adjustment abilities to law enforcement work (Brown & Campbell, 1994; Stevens, 1999; Violanti & Aron, 1994) and organizational problems that police officers perceive and confront (Shane, 2010).

**Individual Adjustment Ability**

Individuals are capable to adjust themselves to facilitate the nature of work environment and the needs of job for successful performance (Dawis et al., 1968). Police officers reported a significant amount of stress when they could not cope with work-related situations, such as dealing with victims, handling criminal cases, using of force, accidentally shooting a civilian, and losing a partner (Ellison & Genz, 1978). The maladaptation on certain assignments was not only related to situational stress (Hickman et al., 2011) but also caused psychological risks to police officers (Ellison & Genz, 1978).
Band and Manuele (1987) found that competent performance is significantly associated with police officers’ self-coping capabilities and self-adaptive efficacies toward stress. On the other hand, poor stress coping mechanisms affected police officers’ performance in the field (Anshel, 2000).

**Organizational Problems**

Reiser (1974) pointed out that the most powerful stress sources for police officers were generated from the administration and organization of police department structures. Organizational problems include frustration and dissatisfaction with departmental culture and administration style, lack of internal support, poor relationships with colleagues and supervisors, and perceived unjust workload and promotion (Band & Manuele, 1987; Collins & Gibbs, 2003; Ellison & Genz, 1978; Hickman et al., 2011; Shane, 2010). These organization-related stressors were considered having a profound influence upon police officers’ stress (Jaramillo, Nixon, & Sams, 2005). A survey across 11 police departments found that organizational problems were a strong predictor of police stress (Morash, Haarr, & Kwak, 2006). Another research revealed that police officers with higher levels of organizational stress were less likely to be satisfied with their work and to perform well (Manzoni & Eisner, 2006).

Stresses occur when police officers believe that they are perceived negatively or they do not receive enough attention and support from their department. As a result, their self-image and sense of organizational membership cannot be consolidated. This results in fragile and weak employee-organizational relations that may diminish the strength of performance commitment (Byrne & Hochwarter, 2008; Ferris, Bowen, Treadway, Hochwarter, Hall, & Perrewé, 2006). A study in South Korea found that police officers
who maintained a good relationship with supervisors and perceived their internal needs being consistent with organizational goals are more likely to have positive organizational commitment and work productivity (Crow, Lee, & Joo, 2012).

**Policing in Taiwan**

Taiwan was colonized by Japan from 1895 to 1945. The *Koban* system, a form of community policing, has prevailed in Taiwan since colonial era (Alarid & Wang, 2000). To date, Taiwan not only embraces professional policing but also carries out a community policing philosophy at district and neighborhood levels. It is worth noting that the structure of policing in Taiwan is a centralized system, which contrasts with the theoretical decentralized structure suggested for implementing community policing (Bayley, 1976). There are more than 60,000 officers within 154 police precincts, 1,604 police stations, and 18,174 police beats under the supervision of the National Police Agency (NPA) (Cheng, Chu, Chang, Chang, & Chuang, 2008). In 2010, the officer ratio in Taiwan is about 285 officers per 100,000 of population (NPA, 2011). This number is higher than most industrialized countries, including the USA (227.1), the UK (251.8), Canada (203.6), and Japan (203.9) (United Nations on Drugs and Crime, 2012). On average, an officer serves 415 citizens in Taiwan (NPA, 2011). Police stations and police beats reside with local neighborhoods and this geographic connection help police to investigate cases and to collect information effectively (Cheng et al., 2008).

Confucianism is a core philosophy of Chinese culture, which emphasizes the values of harmony in society. Chinese philosophy infuses Taiwanese culture with attachment to social obligations, social bonds, collective responsibility and loyalty, and community cohesion. Those values facilitate the role of the police officer in Taiwan
particularly in regards to keeping close contact with the local community, building confidence and developing rapport with residents (Chu & Sun, 2007). In everyday policing, officers patrol on the streets, visit households and business settings, as well as chat with neighbors. Police officers can provide immediate service to and respond to citizens’ needs, and assist communities in solving crime or non-crime problems.

However, the emphasis of community relationship likes a two-edged sword. Chu and Sun (2007:81) noted that “Taiwanese police have been historically viewed as part of the community, deployed closely to the people they police, and given the responsibility of performing a wide array of social functions.” This explained why public expectations and perceptions of police performance would cause pressure for police officers (Weng, 2002). This perspectives goes along with another western study that “police services are a public service that, like many other public services are under pressure for greater efficiency and better performance….because of pressure from citizens and interest groups” and internal organizations (Singh & Duque, 2012, p. 238). This illustration may also apply to Taiwanese police officers as they have the same stressful issues from the burden of police services. Indeed, the inherent nature of police work is also the main type of stressor in Taiwan (Wu, 1995).

Traditionally, police officers in Taiwan play dual roles (i.e. being a crime fighter and a social “nanny”), which causes a lot of stress for police officers (Cheng & Hsieh, 2005). The second type of stressor comes from the internal structure of the agency. For instance, Wu (1995) indicated that higher demands on work performance and organizational commitments create a stressful work environment. On the other hand, Chen, Tang, Ho, and Jehng (2007) argued that police stress as a product of the
individuals’ personality and adjustment problems might not necessarily lead to poor performance. They indicated that the “conscientious” personality type is associated with an elevated sense of personal responsibility which contributes to job involvement and job performance. This type of person possesses the ability to adapt to and organize work challenges. Even under stress, they execute their duties with professional accountability.

Methodology

Data

This study explored the issue of work stress and police officers’ performance. To gain more insights into this topic, this study examined a data set of officers’ perceptions of stress in Taiwan. This data set was collected in 2011 by using questionnaire surveys of 1,200 police officers (N=1,200) with the New Taipei City Police Bureau (NTCPB). New Taipei City has 3.9 million populations and is the largest city in Taiwan. NTCPB has 11,068 sworn officers and is the largest metropolitan police department in Taiwan. The survey was randomly distributed to police officers in the department. The respondents came from 16 police precincts and 78 police stations, which reflected and fit the demographic characteristics of the entire police department. This data set includes such variables as police officers’ gender, age, years of service, and their perceptions of the issues of stress and performance.

Hypotheses and Analytic Technique

The purpose of this study is to examine the relationship between work stress and police performance. The Ordinary Least Squares (OLS) regression analysis was employed to test three hypotheses as below:
H1: Police officers who have a higher level of personal adjustment of stress are more likely to perform well in work.

H2: Police officers who have a higher level of organizational stress are less likely to perform well in their work.

H3: Organizational stresses have more influence on police performance than personal adjustment of stress.

Variables and Measures

Table 1 presents the descriptive statistics of this study. Approximately 95% of respondents are male officers and about 49% are married. Roughly 80% of samples hold the rank of “patrol officer” and the remainders with higher ranks such as sergeants, lieutenants and captains (coded as “supervisors”). More than half of the subjects have served less than 10 years. Police officers tend to evaluate themselves as having performed well on job assignments and agree they have an overall positive work outcome (Mean = 20.74). Police officers experience moderate level of individual stress (Mean =

<table>
<thead>
<tr>
<th>Variables</th>
<th>Level of Measurement</th>
<th>Range</th>
<th>% / Mean(SD)</th>
<th>% Missing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Performance Index</td>
<td>Ordinal</td>
<td>5-25</td>
<td>20.74(.14)</td>
<td>0.20</td>
</tr>
<tr>
<td>Individual Stress Index</td>
<td>Ordinal</td>
<td>6-30</td>
<td>19.87(.10)</td>
<td>0.00</td>
</tr>
<tr>
<td>Organizational Stress Index</td>
<td>Ordinal</td>
<td>4-20</td>
<td>12.47(.09)</td>
<td>0.00</td>
</tr>
<tr>
<td>Gender</td>
<td>1 = Male</td>
<td>---</td>
<td>95.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>0 = Female</td>
<td></td>
<td>5.00</td>
<td></td>
</tr>
<tr>
<td>Marital Status</td>
<td>1 = Married</td>
<td>---</td>
<td>49.10</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>0 = Not Married</td>
<td></td>
<td>50.90</td>
<td></td>
</tr>
<tr>
<td>Rank</td>
<td>1 = Officer</td>
<td>---</td>
<td>80.10</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>0 = Supervisor</td>
<td></td>
<td>19.90</td>
<td></td>
</tr>
<tr>
<td>Years of Service</td>
<td>Interval</td>
<td>---</td>
<td>1.67(.03)</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>3 = Above 20</td>
<td></td>
<td>23.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2 = 10-20</td>
<td></td>
<td>21.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1 = 10 and below</td>
<td></td>
<td>56.0</td>
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</table>
19.87) and organizational stress (Mean = 12.47) from either inherent work content or internal department policies or management.

**Dependent Variable**

Work performance refers to “all behaviors involved in accomplishing a given job, including effectiveness and outcome of each behavior” and can be tested by assessing an individuals’ overall satisfaction with their job outcomes (Chen, 2009, p.1343). Police work performance includes outcomes that officers confront the nature of police work in the context of receiving assignments, encountering situations, and providing services. It can be evaluated in several ways, including observations at the police work environment, internal files, reports, and documents, or individual officers’ perceptions and self-report regarding their work activities (Bayley, 1985).

The dependent variable used in this study is the police officers’ level of satisfaction regarding their work performance—how police officers feel about or evaluate their competence with respect to police work outcomes (Band & Manuele, 1987). The variable Work Performance index is a composite of five items from the questionnaire, including:

- My team and I have a higher assignment achievement rate and meet the goals of job demands.
- My team and my assignments are accomplished in an effective and efficient way.
- Overall, my and my team’s performance generates positive outcomes for the situations I/we handled.
• My and my team performance outcomes in terms of the results of assignments completed and responding to calls is satisfying.

• Overall, my team and I are confident about our fieldwork performance and are competent to perform well on mandates.

All these items were measured by a Likert scale from “1” (strongly disagree) to “5” (strongly agree). Hence, the work performance index ranged from 5 to 25. The higher the index, the better an officer perceived his or her performance to be.

**Independent Variables**

There are two independent variables in this study. The first one is the *Individual Stress Adjustment* index, which measures individual adjustment of stress. This index was composed of six questions as follows:

• I feel stress and encounter difficulties in coping with work mandates and the missions/assignments.

• I feel stressed over the inherent nature of police work and especially the dual roles to being a crime fighter and a public servant.

• I cannot seem to find a way to balance my work and personal life (e.g. familial responsibilities, private space).

• I felt stress because I think about my assignments and work performance outcomes all the time. Sometimes it is hard for me to adjust to problems and stresses.

• I felt stress because my family cannot understand the nature of police work.

• It is hard for me to discuss and communicate job content with my family.
All above items were measured by a Likert scale from “1” (strongly disagree) to “5” (strongly agree). Hence, the individual stress adjustment index ranged from 6 to 30. The higher the index, the less capacity of stress adjustment of an officer is.

The second independent variable is the Organizational Stress index. This index measures police stress towards the job context setting and pressures that come from the internal organization and administration of the department. This index was composed of four questions listed as follows:

- I feel stressed by a heavy workload while my department pressures me to be accountable on performance appraisals which emphasize outcomes.
- I feel stress when communicating with my supervisors who do not provide a useful communication channel.
- I feel stress when I am not fully supported by my colleagues/supervisors on fieldwork or other assignments.
- I feel stress when rules are applied inconsistently to different scenarios/people and sometimes these rules conflict with my personal principles.

All above items were also measured by a Likert scale from “1” (strongly disagree) to “5” (strongly agree). Hence, the organizational stress index ranged from 4 to 20. The higher the index, the higher the organizational stress an officer is perceived. Prior research indicated that “the measurement of police stress has typically revolved around self-report scales consisting of a series of statements with Likert-type response options…to quantify perceptions of work-related stress” (Hickman et al., 2011, p. 231). The use of composite measurement for individual stress adjustment and organizational stress should be appropriate.
**Control Variables**

Four demographic variables were used as control variables in this study. *Gender* (Male = 1, Female = 0), *Marital Status* (Married = 1, Not Married = 0), and *Rank* (Officer = 1, Supervisor = 0) were dichotomous and dummy coded. The last variable *Years of Service* was interval level.

**Findings**

Table 2 is a zero-order correlation matrix presenting the bivariate statistics of this study. The results indicated that most variables are significantly associated with the dependent variable except *male*. The coefficients of *married* ($r = .095$) and *years of service* ($r = .156$) show a positive correlation with *work performance*. It suggests that married and veteran officers are more likely to perceive a better performance in work. On the other hand, the coefficients of *individual stress* ($r = -.104$), *organizational stress* ($r = -.300$), and *rank* ($r = -.137$) reveal a negative correlation. It implies that patrol officers and those who perceived higher individual and organizational stresses and may associate poor performance. The correlation coefficients may also be used to examine the issue of multicollinearity in regression models. There is no scientific rule to decide the criterion of multicollinearity; but the higher the coefficient is, the higher the threat exists. The results indicated that marriage status and years of service are highly correlated ($r = .063$). It suggests that veteran officers are more likely to be married. It also reminds that the interpretation in the regression model should be more cautious in this regard.
Table 2 Correlation Coefficients of Police Work Performance

<table>
<thead>
<tr>
<th></th>
<th>Y1 Work Performance</th>
<th>X1 Individual Stress</th>
<th>X2 Organizational Stress</th>
<th>X3 Male</th>
<th>X4 Married</th>
<th>X5 Rank</th>
<th>X6 Years of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X1</td>
<td>-104**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X2</td>
<td>-0.300***</td>
<td>0.578***</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X3</td>
<td>-0.020</td>
<td>0.051</td>
<td>0.045</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X4</td>
<td>0.095**</td>
<td>-0.048</td>
<td>-0.153**</td>
<td>0.055</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>X5</td>
<td>-0.137**</td>
<td>0.114**</td>
<td>0.210**</td>
<td>-0.008</td>
<td>-0.345**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>X6</td>
<td>0.156**</td>
<td>-0.067**</td>
<td>-0.190**</td>
<td>0.063*</td>
<td>0.653**</td>
<td>-0.439**</td>
<td>1</td>
</tr>
</tbody>
</table>

* p < .05, ** p < .01

Table 3 presents the OLS regression model of police work performance. The determinant coefficient ($R^2$) indicated that about 10% of the variation of police work performance was explained by the independent variables of this model. The $F$-test (3.46; d.f. = 6) implied that this model was significant at critical level 0.01. The $t$-test revealed that in this OLS model three independent variables’ partial slope coefficient ($b$) were significant, including *individual stress, organizational stress,* and *years of service.* The partial slope coefficient indicated that the linear relationship between police work performance and each independent variable. The results of standardized coefficient (Beta) suggest that organizational stress has the largest explanatory power in this model.

Table 3 OLS Model of Police Work Performance (N = 1200)

<table>
<thead>
<tr>
<th>Variables</th>
<th>b</th>
<th>Beta</th>
<th>t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Stress</td>
<td>0.140</td>
<td>0.100</td>
<td>2.813**</td>
</tr>
<tr>
<td>Organizational Stress</td>
<td>-0.507</td>
<td>-0.334</td>
<td>-9.185***</td>
</tr>
<tr>
<td>Male</td>
<td>-0.302</td>
<td>-0.014</td>
<td>-0.495</td>
</tr>
<tr>
<td>Married</td>
<td>-0.295</td>
<td>-0.032</td>
<td>-0.846</td>
</tr>
<tr>
<td>Rank</td>
<td>-0.516</td>
<td>-0.045</td>
<td>-1.388</td>
</tr>
<tr>
<td>Years of Service</td>
<td>0.559</td>
<td>0.101</td>
<td>2.524</td>
</tr>
<tr>
<td>Constant</td>
<td>24.101</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes: Adjusted $R^2 = .104^{**}$  d.f. = 6  
* p < .05, ** p < .01, *** p < .001

In sum, the regression analyses confirm all hypotheses of this study. Specifically, police officers who have a higher level of personal adjustment of stress are more likely to
perform well (H1). Police officers who have a higher level of organizational stress are less likely to perform well (H2). Organizational stresses have more influence on police performance than personal adjustment of stress (H3).

**Discussion and Conclusion**

This study explored the issues of police stress, both on personal adjustment abilities and organizational problems, which may affect police officers’ performance in Taiwan, a centralized policing setting. This study found that both individual and organizational stress affect police performance, but organizational stress exerts more influence on police officers’ performance outcomes compared to individual adjustment stress.

In the era of community policing, the role of police officers has been dramatically changed. Police officers are not only playing the traditional role of “crime fighter” but also a new role of loyal “public servant” to deliver social services (Ericson, 1982). Police are often summoned to deal with “something that ought not to be happening” and “about which something had better be done now” (Bittner, 1990, p. 249).

As the police officers’ burden become heavier due to their dual roles, their stress could be reasonably expected to increase accordingly (Aaron, 2000). Moreover, the structure of police departments is considered to be quasi-paramilitary (McCullocah, 2001) that inevitably produces more bureaucratic strains to police officers in the workplace (Zhao et al., 2002). From the administration perspective, it is worth to enhance police officers’ ability to adapt to stress for achieving better performance. Police departments should consider implementing certain emotion management training programs. Those programs should be different from traditional psychological therapies or stress
management programs (Roger & Hudson, 1995; LeScanff & Taugis, 2002), which send officers who already have a psychological disorder, stressful syndrome or who perform special force and tasks (e.g. SWAT) to receive treatment. In other words, those programs are proactive, by which police officers can understand and be prepared for the potential psychological risks they may face in advance. In addition, police administrators should maintain an open and clear employee-supervisor communication channel. A monthly face-to-face forum could be a useful approach in this context. The forum provides an opportunity for police administrators hearing the voices from varied levels and divisions in the organization. This effort may reduce officers’ organizational stress and increase their individual stress adjustment.

Furthermore, this study found a positive correlation between year of service and work performance. As police officers’ work experiences accrue, they may become more confident and perceive themselves being able to control situations, which would make them less likely to feel stress in the workplace (Patterson, 1992). After years of service in a police department, an officer may develop a more collective-oriented personality (Wu, 2010). However, before police officers can accumulate enough experiences, the police administrators are required to develop a better working environment for retention. How to build a sound working environment is beyond the scope of this study. However, the proactive emotion management training program and monthly face-to-face forum should definitely be included in this effort.
References


