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Burnout in the police officers serving at Krakow Constabulary

Introduction

The notion of burnout was first introduced into psychological literature by Herbert J. Freudenberger (1974) and Christina Maslach (1976) as an attempt to respond to the problems of people working in social professions, which, by nature, carry a heavy physical and emotional burden. The concept of burnout was launched into the language of psychology by Freudenberger to describe the exhaustion of strength due to excessive demands of the workplace. Maslach and her colleagues from the University of Berkeley contributed the most to the development of further insights into burnout. The model of burnout syndrome devised by her was based on the results of empirical research of people working in social service professions. Some of these people, after a long period of time spent assisting others, manifested

emotional exhaustion, felt overloaded with their work, and developed a set of negative attitudes towards themselves and others.¹

Burnout has, therefore, not been derived from some psychological theory or academic inquiry, but has actually emerged as a social issue resulting from the difficult and stressful working conditions experienced by a specific group of people. The pragmatic core of the burnout issue weighed on its development to some extent. This was expressed, among others, by the lack of a universally acknowledged definition of the phenomenon and a clear theoretical approach that could be used to explicate its nature. Maslach and Wilmar B. Schaufeli – pursuing a retrospective approach to the development of research on the burnout syndrome, distinguished two periods: a pioneering one, and an empirical one.²

Admittedly, stress can be triggered by a variety of factors. The very way of managing a particular organisation can be a stressor itself. The division of tasks in an organisational unit, a specific management style, interpersonal communication appropriate for the implementation of specific tasks, the recruitment and selection of staff capable of fulfilling specific roles and tasks – these are just some of the factors that can generate stress.³

Following Maslach, professional burnout is understood as a psychological syndrome epitomised by emotional exhaustion, depersonalisation, and a reduced sense of personal achievement. Emotional exhaustion is understood as the feeling of being emotionally empty, deprived of emotional and physical resources, a kind of feeling that makes it no longer possible to handle daily endeavours, enhanced by a sense of fatigue. The police officers who are intensely experiencing this aspect of burnout feel insignificant, and they do not see the possibility of recovering their energy. Depersonalisation is understood as a reaction of excessive distance and negativity towards customers, which often also includes a loss of idealism. Depersonalisation usually develops as an attempt to face excessive emotional exhaustion and is something of a defence mechanism that can lead to the dehumanisation of the other person. A decrease in the sense of personal achievement in the professional field indicates a decrease in the sense of competence and productivity at work. This conspicuous feeling of insufficient self-efficacy is combined with symptoms of inability to face problems at work. It can be reinforced by poor professional development opportunities, or a lack of social support.⁴

¹ A. Piotrowski, *Stres i wypalenie zawodowe funkcjonariuszy Służby Więziennej*, Difin, Warszawa 2010, p. 9.

² S. Tucholska, *Christiny Maslach koncepcja rozwoju wypalenia zawodowego: etapy rozwoju*, "Przełęcz Psychologiczny" 2001, vol. 44, no. 3, p. 301.

³ J.F. Terelak, *Psychologia organizacji i zarządzania*, Difin, Warszawa 2005, p. 225.

⁴ M. Santinello, *LBQ Kwestionariusz wypalenia zawodowego: podręcznik*, transl. by A. Jaworowska, Pracownia Testów Psychologicznych Polskiego Towarzystwa Psychologicznego, Warszawa 2014, p. 12.

So far, several scholars have looked into the factors that underlie stress at work. Workplace stressors can be classified in different ways. Of the most popular are the subdivisions of stressors put forward by Lennart Levi and Marianne Frankenhauser, Michael T. Matteson and John M. Ivancevich, and Cary L. Cooper & Judi Marshall. For Levi and Frankenhauser, based on their categorisation of sources of stress, they ought to be looked at from the physical and social angle. In fact, they divided stressors into six groups:⁵

- factors inherent in the work performed: qualitative and quantitative overload, time pressure and absolute punctuality, working conditions, shift work, the need to keep up with rapid technological change;
- social relations with superiors, subordinates and colleagues: inability to comply, lack of social support, defective social policy;
- organisational structure and emotional atmosphere: lack of co-responsibility, a sense of loneliness, poor interpersonal communication;
- place in the organisation: role ambiguity and its conflictogenic potential, inadequate responsibility for things and people, too much dependence on middle management;
- extra-organisational sources: family problems, life crises, financial difficulties, conflicts related to the low credibility of institutions, conflicts at work and at home, lack of institutional support;
- professional career: current professional status, incompatible with one's qualifications and aspirations, lack of promotion or other prospects for growth.

Stress at work results from the employees' subjective mismatch with their social work environment. It includes two types of unit and environmental matching. The former is the degree to which human capabilities correspond to the requirements and needs of work. The latter is the degree to which a specific work environment provides gratification value to an employee, i.e. to what extent it motivates him/her to make an effort. Maladjustment of any of these factors is the cause of various stress tensions. According to the theory known as the "person-environment fit" (the P-E fit), discussed here by the author, it reveals the ineffectiveness of all institutional schemes that should address work stress, in which all people are treated equally, i.e. without taking into account the system of needs and values of each member of staff. Therefore, in work environments, so-called social support groups are launched spontaneously, or under the influence of psychologists.⁶

Severe stress intensifies in connection with participation in difficult and traumatic situations, of which many occur during the performance of official duties by

⁵ N. Ogińska-Bulik, M. Kaflik-Pieróg, *Stres zawodowy w służbach ratowniczych*, Wydawnictwo Wyższej Szkoły Humanistyczno-Ekonomicznej w Łodzi, Łódź 2006, p. 34, [quoted after:] J.F. Terelak, *Psychologia stresu*, Oficyna Wydawnicza Branta, Bydgoszcz 2001.

⁶ J.F. Terelak, *Stres psychologiczny*, Oficyna Wydawnicza Branta, Bydgoszcz 1995, p. 333.

police officers, which can cause the accumulation of stress and the tendency to relieve it, often during the performance of their duties, as well as towards family members in their private life.

Chronic stress and experiencing a long-term mental tension can lead to an increase in morbidity. Common diseases include elevated hypertension, stomach ulcers, diabetes, and many other ailments. As a result of lack of concentration, distraction, the risk of causing an accident at work goes up. The basis of one's deteriorating physical and mental health are those stressors that keep occurring in the workplace and are related to the conditions performed at work, frequently along with repetitive activities that cause monotony, whereby work is perceived as dull and uninteresting. Another important factor is excessive workload, i.e. an overload of an employee's task and roles. Dissatisfaction can be caused by work shifts, lack of promotion opportunities and dissatisfaction with the gratuities in the team. These negative effects can provoke ailments and various somatic diseases.⁷

Research methodology

The goal of the article is to discuss professional burnout among police officers on the example of the Krakow Constabulary. The main research problem has been posed in the question concerning the scale of the phenomenon of burnout among police officers, and the level of emotional exhaustion, lack of self-achievement, and depersonalisation found on the force.

The research relies on the ANOVA method of analysis of variance, which is a statistical method devised in the 1920s by Ronald Fisher. A univariate analysis of variance checks whether one independent variable affects the performance of one dependent variable. It consists in comparing the intergroup variance against the intragroup variance. The impact of several intra-group factors on the dependent variable was assessed, i.e. the tables show how the independent variable can cause changes in the dependent variable. The paper uses a standardised research tool – an MBI (Maslach Burnout Inventory) questionnaire, which consists of 22 items and 3 scales: emotional exhaustion, consisting of 9 items; depersonalisation, consisting of 5 positions; personal achievements, consisting of 8 items. The level of burnout corresponds to a high score on these scales. The cut-off points used in the categorisation of the subjects have been obtained empirically: the high level of burnout corresponds to the highest tercile of the distribution of points in the normalisation sample.

The high level of burnout is evidenced by high scores on the “emotional exhaustion”, “lack of a sense of achievement” subscales; in the case of this scale, a high score

⁷ N. Ogińska-Bulik, *Stres zawodowy u policjantów. Źródła – konsekwencje – zapobieganie*, Wydawnictwo Wyższej Szkoły Humanistyczno-Ekonomicznej w Łodzi, Łódź 2003, pp. 25–26.

indicates commitment to work, while a low score on the scale of “lack of a sense of achievement” can significantly contribute to the occurrence of the burnout syndrome, and the last element called “scale of depersonalisation”. Below are the three constituent elements of burnout and the question numbers according to the key describing a given subscale:

1. Emotional exhaustion scale:
Questions 1, 2, 3, 6, 8, 13, 14, 16, and 20.
2. Lack of a sense of accomplishment scale:
Questions 4, 7, 9, 12, 17, 18, and 21.
3. Depersonalisation scale:
Questions 5, 10, 11, 15, and 22.

Characteristics of the respondents

The survey involved 110 respondents, including 68 men and 42 women, of which 34.5% have secondary education, 15.5% have a bachelor’s degree, and 50% have a master’s degree. The survey included quite a diverse length of service, the largest number of police officers serving for 5–10 years – 33.6%, followed by 11–20 years – 31.8%, and the respondents with the lowest seniority (0–5 years) represented 27.3% of the entire group. When it comes to the age of the surveyed police officers, the largest number of respondents were in the age range of 30–40 years (47.3%) and 20–30 years (30%). Therefore, one can claim that looking at the employment record/seniority and age of respondents, they constitute a relatively young group.

Table 1. Respondents’ gender

	Frequency	Percentage	Percentage of valid responses	Cumulative percentage
Man	68	61.8	61.8	61.8
Woman	42	38.2	38.2	100.0
Total	110	100.0	100.0	

Source: authors’ own elaboration.

Table 2. Respondents’ education

	Frequency	Percentage	Percentage of valid responses	Cumulative percentage
Secondary	38	34.5	34.5	34.5
University degree (BA)	17	15.5	15.5	50.0
University degree (MA)	55	50.0	50.0	100.0
Total	110	100.0	100.0	

Source: authors’ own elaboration.

Figure 3. Respondents' employment record/seniority

	Frequency	Percentage	Percentage of valid responses	Cumulative percentage
0–5 years	30	27.3	27.3	27.3
5–10 years	37	33.6	33.6	60.9
11–20 years	35	31.8	31.8	92.7
21–30 years	7	6.4	6.4	99.1
Over 30 years	1	0.9	0.9	100.0
Total	110	100.0	100.0	

Source: authors' own elaboration.

Table 4. Respondents' age

	Frequency	Percentage	Percentage of valid responses	Cumulative percentage
20–30 years	33	30.0	30.0	30.0
30–40 years	52	47.3	47.3	77.3
40–50 years	22	20.0	20.0	97.3
50–60 years	3	2.7	2.7	100.0
Total	110	100.0	100.0	

Source: authors' own elaboration.

Analysis of the research findings

The findings of the study have been illustrated from three perspectives: exhaustion, the value of work, and depersonalisation.

Table 5. Relationship between exhaustion, gender, and education

Education		Exhaustion																Total				
		12	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28		29	30	32	
1	Gender	1	0	1	1	2	3	1	2	2	2	4	1	2	0	1	2		0		24	
		2	1	0	0	0	0	0	2	2	1	1	1	2	2	1	0		1		14	
	Total		1	1	1	2	3	1	4	4	3	5	2	4	2	2	2		1		38	
2	Gender	1	0		1	1	1	3	0			0		0		0	0	0			6	
		2	1		0	0	1	1	2			1		2		1	1	1			11	
	Total		1		1	1	2	4	2			1		2		1	1	1			17	
3	Gender	1	1			3	2	3	3	0	7	3	3	2	4	2	2	1		1	1	38
		2	0			1	1	1	3	2	2	0	0	1	4	0	2	0		0	0	17
	Total		1			4	3	4	6	2	9	3	3	3	8	2	4	1		1	1	55
Total	Gender	1	1	0	1	5	5	7	7	2	9	5	7	3	6	2	3	3	0	1	1	68
		2	0	2	0	1	1	2	4	6	4	1	2	2	8	2	4	1	1	1	0	42
	Total		1	2	1	6	6	9	11	8	13	6	9	5	14	4	7	4	1	2	1	110

Source: authors' own elaboration.

Gender: 1 – male, 2 – female; Education: 1 – secondary, 2 – university degree (BA level), 3 – university degree (MA level).

Looking in more detail at the table 5, it is clear to see that the largest number of respondents has shown a level of occupational exhaustion at the average level. Of these, men predominate among the people with secondary education, women prevail in the group of those with undergraduate (BA level) education, while the men who hold a master's degree are almost twice as likely to manifest symptoms of professional exhaustion. A more careful analysis of the collected material based on cross-tables proves that the most numerous group with a low exhaustion index are the women (12 respondents) with the highest level of education.

Table 6. Relationship between exhaustion, gender, and seniority

Seniority		Exhaustion																																Total	
		12	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	32															
1	Gender	1					2	1	2		2	1	3	2	2	0				0												1		15	
		2					0	0	0		3	1	2	2	4	2																		1	15
	Total					2	1	2		5	2	5	4	6	2																	1		30	
2	Gender	1		0	1	1	1	1	2	1	1	1	3	1	3		2	1	0															1	19
		2		1	0	1	0	1	2	4	0	0	0	0	4		3	1	1																1
	Total		1	1	2	1	2	4	5	1	1	3	1	7		5	2	1																	37
3	Gender	1	1			4	1	4	3	1	4	1	1			2	1	2		1	1										1	1	1	27	
		2	0			0	1	1	2	2	1	0	0			0	1	0		0	0										0	0	0	8	
	Total	1			4	2	5	5	3	5	1	1			2	2	2														1	1	1	35	
4	Gender	1		0				1			2	2			1																				6
		2		1				0			0	0			0																			1	
	Total		1				1			2	2			1																				7	
5	Gender	1					1																											1	
		2																																1	
	Total					1																											1		
Total	Gender	1	1	0	1	5	5	7	7	2	9	5	7	3	6	2	3	3	0	1	1	1	1	1	0								68		
		2	0	2	0	1	1	2	4	6	4	1	2	2	8	2	4	1	1	1	1	0												42	
	Total	1	2	1	6	6	9	11	8	13	6	9	5	14	4	7	4	1	2	1	2	1	1	1	0								110		

Source: authors' own elaboration.

Gender: 1 – male, 2 – female; Employment record/seniority: 1 – 0–5 years, 2 – 5–10 years, 3 – 11–20 years, 4 – 21–30 years; 5 – over 30 years.

Table 6 shows that the police officers with 0–5 years of experience reveal an average level of burnout, a finding that applies to 50% of the men and in 50% of the women subjected to the study. When it comes to the employment record that ranges from 5 to 10 years, the largest number of respondents were found to manifest an average level of professional burnout, and here too there are no significant differences that can be discerned between the sexes. The seniority of 11–20 years of experience in most cases corresponds to the average level of burnout, but here there are certain major gender-related differences (27 men, and 8 women); the same feature was identified in respondents with 21–30 years of service. From the analysis of the collected material based on cross-tables, the largest group with a low exhaustion rate are women (12 respondents) with the highest seniority, i.e. from 21 to over 30 years of job experience.

Table 7. Relationship between exhaustion, gender, and age

Age		Exhaustion																																Total
		12	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	32														
1	Gender	1				1	1	2	0	2	1	3	2	2	0		1		0															15
		2				0	0	0	2	2	1	1	2	6	2		1		1		1													18
	Total				1	1	2	2	4	2	4	4	8	2		2		1		1													33	
2	Gender	1	1	0	1	5	2	4	3	1	3	2	3	1	1	1	1	2	0															31
		2	0	1	0	1	0	2	4	4	2	0	1	0	2	0	3	0	1															21
	Total	1	1	1	6	2	6	7	5	5	2	4	1	3	1	4	2	1																52
3	Gender	1		0		1	1	2	1	3	2	1		3	1	2				1	1												19	
		2		1		1	0	0	0	0	0	0		0	0	1				0	0												3	
	Total		1		2	1	2	1	3	2	1		3	1	3				1	1													22	
4	Gender	1				1	1			1																							3	
	Total					1	1			1																							3	
Total	Gender	1	1	0	1	5	5	7	7	2	9	5	7	3	6	2	3	3	0	1	1												68	
		2	0	2	0	1	1	2	4	6	4	1	2	2	8	2	4	1	1	1	0												42	
	Total	1	2	1	6	6	9	11	8	13	6	9	5	14	4	7	4	1	2	1													110	

Source: authors' own elaboration.

Gender: 1 – male, 2 – female; Age: 1 – 20–30 years, 2 – 31–40 years, 3 – 41–50 years, 4 – 51–60 years.

Looking at the data contained in table 7, it can be seen that women aged 20–30 are slightly more likely to be professionally exhausted than men. The officers aged 31–40 who reported lower levels of exhaustion are mostly men, just as those at the medium level (22 men, and 19 women). However, a big difference can be noticed in the age range of 41–50: here, men clearly prevail (19 men, and 3 women). Within the age range of 51–60, interestingly, the phenomenon in question practically does not occur. Officers over the age of 60 have not been included in the study.

Table 8. Relationship between the value of work, gender, and education

Education		Value of work																Total															
		12	13	14	15	16	17	18	19	20	21	22	23	24	25	27																	
1	Gender	1				1	1	1	4	4	6	3	2		2		0																24
		2				2	0	0	1	1	4	3	1		1		1																14
	Total				3	1	1	5	5	10	6	3		3		1																38	
2	Gender	1			0		1	2	0	0	2	1		0																			6
		2			1		1	0	3	2	2	0		2																			11
	Total			1		2	2	3	2	4	1		2																			17	
3	Gender	1	0	0	1	5	1	4	5	5	4	6	2	3	1	1																	38
		2	1	1	1	0	0	3	3	2	2	1	2	0	1	0																	17
	Total	1	1	2	5	1	7	8	7	6	7	4	3	2	1																		55
Total	Gender	1	0	0	1	6	3	7	9	9	12	10	4	3	3	1	0																68
		2	1	1	2	2	1	3	7	5	8	4	3	2	2	0	1																42
	Total	1	1	3	8	4	10	16	14	20	14	7	5	5	1	1																	110

Source: authors' own elaboration.

Gender: 1 – male, 2 – female; Education: 1 – secondary, 2 – university degree (BA), 3 – university degree (MA).

According to the figures shown in table 8, the feeling of lack of personal accomplishment of the surveyed police officers is at a low level (i.e. one that does not exceed 33), which should be considered a positive thing. The largest number of positive responses was found within the group of respondents with a master's degree, and here this relationship can be seen occurring to a minor extent. When it comes to gender, the largest number of respondents showing a decrease in professional self-esteem were men (68 people), while in the case of women it stood at 42.

Table 9. Relationship between the value of work, gender and seniority

Seniority		Value of work															Total	
		12	13	14	15	16	17	18	19	20	21	22	23	24	25	27		
1	Gender	1				2	1		2	3	3	1	3		0		0	15
		2				1	0		1	2	5	1	2		2		1	15
	Total				3	1		3	5	8	2	5		2		1	30	
2	Gender	1	0	0	0		1	3	3	3	4	3	0	0	2			19
		2	1	1	2		1	0	5	2	2	1	1	2	0			18
	Total	1	1	2		2	3	8	5	6	4	1	2	2				37
3	Gender	1			1	3		3	3	3	4	6	1	1	1	1		27
		2			0	1		3	1	1	1	1	0	0	0	0		8
	Total			1	4		6	4	4	5	7	1	1	1	1			35
4	Gender	1				1	1	1	1			0		2				6
		2				0	0	0	0			1		0				1
	Total				1	1	1	1			1		2					7
5	Gender	1									1							1
	Total										1							1
Total	Gender	1	0	0	1	6	3	7	9	9	12	10	4	3	3	1	0	68
		2	1	1	2	2	1	3	7	5	8	4	3	2	2	0	1	42
	Total	1	1	3	8	4	10	16	14	20	14	7	5	5	1	1		110

Source: authors' own elaboration.

Gender: 1 – male, 2 – female; Employment record/seniority: 1 – 0–5 years, 2 – 5–10 years, 3 – 11–20 years, 4 – 21–30 years, 5 – over 30 years.

Looking at the findings in table 9, it is clear to see that the decrease in satisfaction with one's professional achievements also occurs at a lower level, most often in respondents with 5–10 and 11–20 years of service, and these are most often men.

Table 10. Relationship between the value of work, gender and age

Age			Value of work														Total	
			12	13	14	15	16	17	18	19	20	21	22	23	24	25		27
1	Gender	1				1	1	1	2	2	2	2	3		1		0	15
		2				1	0	0	3	3	4	2	3		1		1	18
	Total					2	1	1	5	5	6	4	6		2		1	33
2	Gender	1	0	0	1	3	0	2	5	2	7	7	1	1	2			31
		2	1	1	2	0	1	3	4	2	4	0	0	2	1			21
	Total		1	1	3	3	1	5	9	4	11	7	1	3	3			52
3	Gender	1				2	1	4	2	5	2	1		1		1		19
		2				1	0	0	0	0	0	2		0		0		3
	Total					3	1	4	2	5	2	3		1		1		22
4	Gender	1					1				1			1				3
	Total						1				1			1				3
Total	Gender	1	0	0	1	6	3	7	9	9	12	10	4	3	3	1	0	68
		2	1	1	2	2	1	3	7	5	8	4	3	2	2	0	1	42
	Total		1	1	3	8	4	10	16	14	20	14	7	5	5	1	1	110

Source: authors' own elaboration.

Gender: 1 – male, 2 – female; Age: 1 – 20–30 years, 2 – 31–40 years, 3 – 41–50 years, 4 – 51–60 years.

When it comes to the relationship between the value of work, gender and age, it should be noted that this is still at the lowest level. It is surprising to note that the phenomenon, although at a low level, is already most commonly found in people aged 31–40 and 20–30. In general, it is most common in men.

Table 11. Relationship between depersonalisation, gender, and education

Education			Depersonalisation											Total			
			7	8	9	10	11	12	13	14	15	16	17		19		
1	M1_Gender	1		1	1	1	3	5	8	1	2	1		1			24
		2		1	1	0	0	3	0	5	3	1		0			14
	Total			2	2	1	3	8	8	6	5	2		1			38
2	Gender	1		0	1	1	1	0	2	1	0						6
		2		1	1	0	2	3	0	2	2						11
	Total			1	2	1	3	3	2	3	2						17
3	Gender	1	1	2	4	1	7	2	9	7	4		1				38
		2	0	0	2	0	4	6	3	1	1		0				17
	Total		1	2	6	1	11	8	12	8	5		1				55
Total	Gender	1	1	3	6	3	11	7	19	9	6	1	1	1	1		68
		2	0	2	4	0	6	12	3	8	6	1	0	0			42
	Total		1	5	10	3	17	19	22	17	12	2	1	1	1		110

Source: authors' own elaboration.

Gender: 1 – male, 2 – female; Education: 1 – secondary, 2 – university degree (BA), 3 – university degree (MA).

Looking at the research findings shown in the table 11, it is clear to see that depersonalisation, i.e. a negative and distanced treatment of other people in daily interpersonal contacts, occurs at the medium and high level, and has been most often found in men who hold a master's degree. On the other hand, at the highest level, this was the case for the respondents with a master's degree (55 people), secondary education (38 people) and a bachelor's degree (17 people). Here, in particular, it is the men who prevail.

Table 12. The relationship between depersonalisation, gender and seniority

Seniority		Depersonalisation											Total		
		7	8	9	10	11	12	13	14	15	16	17		19	
1	Gender	1			1	2	1	2	7	1	1	0			15
		2			0	0	0	5	2	4	3	1			15
	Total			1	2	1	7	9	5	4	1			30	
2	Gender	1		0	2		3	3	5	2	3	1			19
		2		1	3		5	2	1	4	2	0			18
	Total		1	5		8	5	6	6	5	1			37	
3	Gender	1	1	2	3		4	2	7	4	2		1	1	27
		2	0	1	0		1	5	0	0	1		0	0	8
	Total	1	3	3		5	7	7	4	3		1	1	35	
4	Gender	1		1	0	1	2			2					6
		2		0	1	0	0			0					1
	Total		1	1	1	2			2						7
5	Gender	1					1								1
	Total					1								1	
Total	Gender	1	1	3	6	3	11	7	19	9	6	1	1	1	68
		2	0	2	4	0	6	12	3	8	6	1	0	0	42
	Total	1	5	10	3	17	19	22	17	12	2	1	1	110	

Source: authors' own elaboration.

Gender: 1 – male, 2 – female; Employment record/seniority: 1 – 0–5 years, 2 – 5–10 years, 3 – 11–20 years, 4 – 21–30 years, 5 – above 30 years.

Table 12 shows that the situation is similar: depersonalisation occurs at high and medium levels. Worryingly, the phenomenon has been noted already in people with little work experience (0–5 years) (30 respondents), 5–10 years (37 people), or 11–20 (35 people). Such findings should be a cause for concern.

Table 13. Relationship between depersonalisation, gender and age

Age			Depersonalisation											Total	
			7	8	9	10	11	12	13	14	15	16	17		19
1	Gender	1			1	1	1	2	7	1	1	1			15
		2			1	0	0	5	1	6	4	1			18
	Total			2	1	1	7	8	7	5	2			33	
2	Gender	1		2	4	1	5	3	8	3	3		1	1	31
		2		1	2	0	5	7	2	2	2		0	0	21
	Total		3	6	1	10	10	10	5	5		1	1	52	
3	Gender	1	1	0	1		4	2	4	5	2				19
		2	0	1	1		1	0	0	0	0				3
	Total	1	1	2		5	2	4	5	2					22
4	Gender	1		1		1	1								3
	Total		1		1	1									3
Total	Gender	1	1	3	6	3	11	7	19	9	6	1	1	1	68
		2	0	2	4	0	6	12	3	8	6	1	0	0	42
	Total	1	5	10	3	17	19	22	17	12	2	1	1	110	

Source: authors' own elaboration.

Gender: 1 – male; 2 – female; Age: 1 – 20–30 years, 2 – 31–40 years, 3 – 41–50 years, 4 – 51–60 years.

The correlation between the lowering of one’s job satisfaction, gender and age is at the high and medium levels. It has been identified most commonly in men aged 31–40 (52 people, including 31 men), and in the 20–30 age group (33 people, including 15 men and 18 women). The phenomenon practically does not occur in people representing the 51–60 age group.

Conclusions

The research findings featured above indicate that the rates of burnout revealed in police officers are similar to those in professional groups that are traditionally associated with this phenomenon, i.e. professions that are related to the sphere of social services, such as teachers, physicians, nurses or social workers, where close interpersonal contacts, a sense of engagement and emotional exchange play a major role.

The studies that have been conducted have not revealed statistically significant differences in the analysed variables between police officers representing different police divisions, as well as those that depend heavily on gender, age or education, which has entitled the researchers of this paper to make relevant calculations for the entire group of 110 police officers that have been scrutinised. The calculations were made using the ANOVA variance analysis methodology.

The studied group differs in terms of gender, age and seniority, as can be seen in the example given, the oldest of the respondents boasting almost as many years of

service as the age of the youngest respondent, thanks to which young people in the profession can benefit from the experience of older ones. In many similar works, it can be noted that the greater the experience, the greater the burnout, no such relationship was found in the studied group. This result may be influenced by factors such as integration with the group, satisfaction with the service performed, or support of one's relatives and family.

To conclude, the police force is a uniformed unit in which specific rules apply, a group in which the superiors are often younger people with higher ranks, but sometimes younger and with less experience. As can be deduced from the examined group, this fact does not cause a problem in professional or private relations.

The service of a police officer implies a high risk of burnout due to the type of tasks performed, as well as to regular contact with people, their problems and misfortunes that affect them. Often, when providing help to people in need, one can see their dramatic condition, and people often react in a specific way to problems or conflicts, looking for comfort or help – not only physical, but also psychological – which to a large extent can affect the risk of professional burnout of police officers.

To sum up, it is worth highlighting the fact that the well-being and health of an individual is the result of several factors. Workload and one's resources are of primary significance, but they are not the only factors that lie behind one's physical and emotional health; nor are they the only elements that can lead to burnout. Therefore, they are insufficient to provide a comprehensive explanation of the mechanisms that trigger the variety of disorders that are associated with it.

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*Burnout in the police officers serving at Krakow Constabulary**Abstract*

Undoubtedly, serving as a police officer is associated with a high level of occupational stress. The stressfulness of this profession, which keeps increasing every year, results from several reasons, of which the most important ones include frequent participation in difficult and sometimes dramatic situations, endangering one's own life and the lives of others, making quick decisions, bearing the burden of a potentially unjustified use of weapons, and exposure to trauma and other traumatic experiences of other people. The high level of stress related to the profession of a police officer is also associated with other factors, such as low wages, shifts, or paperwork. This paper looks at the notion and consequences of burnout among police officers on the example of the Krakow Constabulary. The study rests on a detailed survey of 110 officers based on the application of the ANOVA method of analysis of variance.

Key words: stress, burnout, the Police, Krakow Constabulary

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