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Career Goals for Joining Law Enforcement and Subsequent Stress

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Walden University
2015

Abstract

Career Goals for Joining Law Enforcement and Subsequent Career Stress

by

Earl S. Riggins

MS, Eastern Kentucky University, 2004

BA, Golden Gate University, 1988

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Human Services

Walden University

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Abstract

Police officers experience stress from operational and organizational demands which are extrinsic in nature. Officers may also experience stress from not being able to attain their personal goals for becoming a police officer, which is referred to as goal negation. The purpose of this mixed model, exploratory study was to examine if stress from goal negation is an intrinsic moderating factor of police officers' overall experience of career-related stress that may be adding to the health risks of the profession. The framework for the study included the concept of goal negation and the theory of operational and organizational or intrinsic and extrinsic stressors. The study was conducted in a Southern state with a sample of 52 acting police officers with 1 to 6 years of field experience. Two online survey questionnaires were modified from McCreary and Thompson's PSQ-Org and PSQ-Op and used to measure organizational and operational stressors. In-depth interviews added to the exploration of the lived experiences of officers in assessing their personal goal attainment. Results from the exploratory multivariate factor analysis of variance (MANOVA) of operational and organizational survey scores indicated that goal negation played a significant role in moderating stress for police officers in their duties. In addition, the content analysis of the interviews revealed a theme of conflict between police officers' personal goals and the operational role of police in the public context today. The results of this study will contribute to social change by informing police agencies, police training centers, and mental health treatment facilities of possible job sources of stress for new hires and career-oriented police personnel.

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Dedication

This dissertation is dedicated to my mother, Josie Riggins, who, when I was a child, exclaimed to me, before my grandmother, while we sat on my grandmother's porch, that I would someday be a doctor. I have never forgotten that day as you reached out to me and my soul with your hope and desires for me to be somebody who would make a difference in the world. Although the road to my degree has been long and challenging, your words kept me going and it is because of your words I am where I am today. I love you mother and I thank you for your vision of hope.

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Chapter 1: Introduction to the Study

Introduction

Work can contribute to the cumulative stress that people experience daily (Morrow, 2011). Workers in certain occupations are more likely to experience a higher degree of stress, such as medical interns, dentists, and police officers (Mehr & Kanwischer, 2008; Page & Jacobs, 2011). Some authors have concluded that police officer stress is mainly caused from the extrinsic factors of operational and organizational demands (McCreary & Thompson, 2006; Oliver & Meier, 2009; Page & Jacobs, 2011; Shane, 2010; Summerfield, 2006).Stress from such demands may cause police officers to succumb to health disorders that include heart disease, gastrointestinal problems, posttraumatic mental issues from duty events (such as the murder of a partner), and physical burnout (Charles et al., 2007; Waters & Ussery, 2007).

However, the inability to achieve personal goals, due to the interference of operational and organizational demands (referred to as goal negation) may also lead to police office stress. Though limited in research, stress from goal negation involving intrinsic factors, which I will provide in detail later in the chapter, may moderate stress among police officers (Pagon, Spector, Cooper, & Lobnikar, 2011; Somunoglu & Ofluoglu, 2012). The purpose of this study was to explore whether intrinsic factors may lead police officers to experience stress when an agency's extrinsic factors interfere with its police officers' personal goals. In this chapter, I provide an overview of the study. I will describe the purpose of the study, the problem statement, the research questions, and the significance of the study.

The Experience of Stress from Operational and Organizational Demands

The work environment of police officers has been somewhat explored in recent years. McCreary and Thompson (2006) provided information about police officers' work environment. McCreary and Thompson used the Operational Police Questionnaire (PSQ-Op) and the Organizational Police Stress Questionnaire (PSQ-Org) to examine the support provided to police agencies and other researchers of police officers' stress. McCreary and Thompson developed the PSQ-Op and the PSQ-Org instruments from an occupational stress study in order to provide police agencies with a means to assess police officer health in the work environment. Stress, as experienced by police officers, was perceived as occurring from two categorical job events: operational and organizational demands. According to McCreary and Thompson, stress from operational demands occurs from conditions associated with social events, including working without a partner at night, organizing life after work, and coping with public animosity. Stress from organizational demands occurs from conditions associated with agency needs, such as counseling police officers to correct adverse behavior, policy changes, and attending court appointments (Cose, 2000; Duke, 2000; McCumber, 2007; Ray, 1995).

Defining Stress

Stress has become an integral part of daily life for many people (Bellman, Forster, Still, & Cooper, 2003; Crum, Salovey, & Achor, 2013; Zhao, He, & Lovrich, 2002). Researchers have focused on ways to reduce stress during the last 3 decades (Somunoglu & Ofluoglu, 2012). The number of practicing psychologists who assist patients with stress reduction has increased (Nash & Watson, 2012). In addition, in the United States,

90% of police agencies have increased psychological measures for treating officers who experience stress (Page & Jacobs, 2011). According to Campbell-Sills, Barlow, Brown, and Hofmann (2006) stress occurs as a result of an outside stimulus leading an individual to experience moderate levels of anxiety. Arsenault and Dolan (1983) provided seminal research on external stimuli moderating stress, and Furnham, Eracleous, and Chamorro-Premuzic (2009) claimed that there are intrinsic and extrinsic factors that lead to increased stress. Extrinsic factors that lead to stress may include organizational policies and the work environment, while intrinsic factors that lead to stress include a lack of personal motivators and the inability to achieve a goal (Furnham & Henderson, 1982). When operational and organizational demands interfere with an individual's personal goals for becoming a police officer, that individual may experience frustration, depression, and job dissatisfaction, which increases personal stress. In this study, I explored alternative ways to study police officer stress.

Problem Statement

Social scientists mainly report ratings and frequencies of police officer stress related to extrinsic factors with little or no interest in intrinsic factors that are personal in nature and may lead police offers to experiences stress when these factors are not satisfied. For example, on the PSQ-Op, McCreary and Thompson (2006) asked the participants to rate working alone at night as a stress factor. McCreary and Thompson did not present a context in which the officer may not experience stress when working at night (Kroll, 2010). As such, there was no foundation as to when an officer may base an experience of stress for working alone at night. Such an experience with stress may be

stated as being moderated by an intrinsic factor. For the purposes of this study, such a moderating factor exists operationally as a goal negation of which a personal attachment is involved.

Researchers have addressed how goal negation is related to stress and have recommended further research on goal negation. Downie, Koestner, Horberg, and Haga (2006); Segerstrom (2001); Sellers and Neighbors (2008); Sideridis (2007); and Downie et al. (2006) implied that there is a relationship between the inability to pursue goals and conflict acting as stress. Downie et al. addressed goal motivation as an intrinsic factor where progress conflict may lead to moderated stress. Segerstrom (2001) stated that goal conflict or negative affectivity, with optimism as a moderating factor, may lead to stress. Sellers and Neighbors (2008) stated, "Although many scholars have theorized about how responding to the stress of blocked opportunities can affect the well-being of Black Americans, few scholars have empirically examined the relationships between striving efforts, personal goals, and mental health among Black Americans" (p. 92). Although goal negation may lead to the experience of stress, its occurrence and relation to stress has not been explored among certain occupations, such as police officers. Sideridis purported that stress from goal negation may lead to episodic depression and such depression may be associated with certain predisposition factors. Predisposition factors addressed in the present study included having prior service goals. Such goals are personal and may motivate an individual into becoming a police officer to boost his or her self-esteem. However, when such goals become unachievable, stress may occur.

Goal negation is a contemporary topic but additional studies are needed. Downie et al. (2006), Segerstrom (2001), Sellers and Neighbors (2008), and Sideridis (2007) also purported that there is a need for further investigation of stress and goal negation. There is limited information on intrinsic factor conflicts that address personal goal negation as a moderating factor of stress when operational and organizational demands interfere. However, such a gap may be filled through this study that will add to the available literature.

Purpose of the Study

The purpose of this study was to explore whether police officers may experience job-related stress from not being able to achieve their personal goals and to determine if personal goals, as intrinsic factors, have a relation to individual stress (Arsenault & Dolan, 1983; Furnham et al., 2009). The intent of this study was to determine if police officers experience stress when operational or organizational demands (extrinsic factors) interfere with officers' personal goals or intrinsic factors.

Nature of the Study

In this mixed models, exploratory, cross sectional study, I used descriptive statistics to analyze data from administering existing and previously validated survey questionnaires and content analysis of data from interviews with participating volunteer police officers to determine whether police officers experience stress from not being able to achieve their personal goals. The quantitative portion, using McCreary and Thompson's (2006) PSQ-Op and PSQ-Org questionnaires, preceded the qualitative portion of the study. The qualitative portion consisted of an exploration of participant

perceptions of common service goals depicted as service, interest in the career field, money, and power to clarify if intrinsic factors may lead to police officer stress. Hypotheses for the study reflected whether or not police officers experienced stress from the negation of intrinsic factors and are further delineated below.

Research Questions

This study has two research questions (see Appendix D).

RQ1. How is stress related to operational and organizational demands interfering with the achievement of personal goals associated with a job?

RQ2. What factors are potentially involved in moderating stress when accomplishing operational and organizational demands?

Research Hypotheses

$H_0$1a: There is no correlation between stress and the negation of intrinsic factors.

$H_1$1a: There is a correlation between stress and the negation of intrinsic factors.

$H_0$1b: There is no correlation between stress and the negation of the goal of service.

$H_1$1b: There is a correlation between stress and the negation of the goal of service.

$H_0$1c: There is no correlation between stress and the negation of the goal of career interest.

$H_1$1c: There is a correlation between stress and the negation of the goal of career interest.

$H_0$1d: There is no correlation between stress and the negation of the goal of money.

$H_1$1d: There is a correlation between stress and the negation of the goal of money.

$H_0$1e: There is no correlation between stress and the negation of the goal of power.

$H_1$1e: There is a correlation between stress and the negation of the goal of power.

These hypotheses are operationalized in Chapter 3 in the discussion of the methodology for the study.

Theoretical and Conceptual Framework of the Study

In examining police stressors, a theory that can take into account both extrinsic and intrinsic factors needs to be considered. . Arsenault and Dolan (1983) found that individuals may experience stress from a conflict between their personal beliefs, their environment, and job demands. Such stress, as described by Furnham et al. (2009), is experienced from the involvement of extrinsic and intrinsic factors. According to Hundersmarck (2009) and Ichniowski, Shaw, and Prenushi (1997); intrinsic factors pertain to the method a person uses to apply the training and resources his or her company has provided to perform duties. Extrinsic factors pertain to the expectations that an organization has that a person must work within to satisfy job requirements (Arsenault & Dolan, 1983). Arsenault and Dolan claimed that intrinsic and extrinsic factors may lead to increased stress when the negation of goal achievement acts as a moderator from the interference of personality, job occupation, and the atmosphere of an organization. For example, a police officer's personality to accept additional office work, may lead to the experience of stress from goal negation when such work prevents the officer from desired road time, which may involve making arrests or participating in community

service functions; police duties requiring responses to situations with unknown consequences, such as domestic violence or burglaries where the suspect may still be on the premise, may lead to the experience of stress from goal negation due to longer work hours interfering with family time or attending school after work; and, where job environments are biased in sexual preference in promotions or sexual harassment in the work area, affected individuals may experience stress from goal negation from the inability to work in a non-hostile environment.

Personality, an intrinsic variable, may interfere with job goal achievements when a person's interests are in conflict with job requirements. According to Furnham et al. (2009), personality accounts for 30% of determining job satisfaction. Job occupation, an extrinsic variable, which may affect intrinsic emotions, may interfere with goal achievements when a person believes he or she has chosen the wrong profession to pursue a career in (Arsenault, 1983). The atmosphere of an organization, extrinsic, may interfere with goal achievements if it becomes hostile to an individual. For example, work environments that condone sexual harassment and demeaning and threatening relationships may lead a victim of such practices to feel alienated, which can increase stress (Goffman, 1977; Lundy-Wagner & Winkle-Wagner, 2013; Mainiero & Jones, 2013). Intrinsic and extrinsic factors play a role in job satisfaction. When such factors conflict with job opportunities, stress may occur, causing an individual to stop pursuing his or her goals. Such stress may be identified as goal negation.

Both intrinsic and extrinsic factors fall under the category of occupational demands when observing stress. However, McCreary and Thompson (2006) separated

occupational demands into two categories of operational and organizational demands and have theorized that these separate events are the main cause of police officer stress. Although McCreary and Thompson stated that operational and organizational demands are related to stress among police officers, McCreary and Thompson did not examine intrinsic and or extrinsic factors as entities that may lead police officers to experience stress. As such, neither observations nor verbal declarations of police officers' reaction to their inability to achieve personal goals from the interference of operational and/or organizational demands as leading to the experience of stress were recorded. As such, a need for this study existed to explore officers' responses to their inability to achieve goals.

Operational Definitions

The following terms are defined and operationalized for the purpose of this study.

Achievement: The action taken to reach a goal (Ahmed & Ahmad, 2011; Myers, Willise, & Villalba, 2011; Poelmans & Beham, 2008).

Event: A present or past matter that appears as mentally or physically real as having occurred (Anderson & Galinsky, 2006).

Extrinsic factor: A factor in the content category of occupational demands that may lead to the experience of stress (Arsenault & Dolan, 1983; Furnham & Henderson, 1982; Furnham et al., 2009).

Goal: A desired personal standing that has not been achieved (Carraro & Gaudreau, 2011; Rudolph, Abaied, Flynn, Sugimura, & Agoston, 2011).

Goal negation: The inability to achieve an expected planned actualization (Nissim et al., 2012; Segerstrom, 2001).

Indicative of stress: Psychological and or physical signs of symptoms of stress (Page & Jacobs, 2011; Zhao et al., 2002).

Interference of goal achievement: For the purpose of this study, events that prevent a person from achieving a goal act as interference of goal achievement (Lindberg & Wincent, 2011).

Intrinsic factor: A factor belonging to the contextual category of occupational demands that may lead to the experience of stress (Arsenault & Dolan, 1983; Furnham & Henderson, 1982; Furnham et al., 2009).

Job content: A work stressor that involves a conflict with organizational rules, duty responsibility, and participating with employees (Arsenault & Dolan, 1983).

Job context: A work stressor that involves a conflict with career planning, role acceptance, and demand difficulty (Arsenault & Dolan, 1983).

Moderate: Average or within a dimension of being tolerated (Baron & Kenny, 1986).

Moderated stress: Stress that is tolerable and requires coping skills as it is experienced. Moderated stress is average; however, an individual is aware of its presence.

Normal stress: A reaction by the body from an external event (Morrow, 2011).

Occurrence of stress: Normal stress as occurring from an outside demand (Reiser & Geiger, 1984; Waters & Ussery, 2007).

Police officer: For the purpose of this study, a police officer is a person in the Western world serving in the legal capacity to enforce the laws of a province, city, state, or federal government (Smith, 2012).

Police officer stress: For the purpose of this study, police officer stress is stress that affects police officers (Oliver & Meier, 2009; Stevens, 1999).

Predisposition occupation: The state of mind or mindset a person has prior to becoming an employee at a job. For the purpose of this study, a person with predisposition occupation has set conditions or goals for a specific job before becoming an employee at job. A person may have an emotional attachment to the conditions or goals he or she has set for a specific job (Sideridis, 2007).

Predisposition occupation negation: For the purpose of this study, a predisposition occupation negation is the inability of person to achieve his or her prior employment goals (Sideridis, 2007).

Prior service goal: A standard or condition a person desires to achieve (Tillery & Jourdan, 2012).

Stress: For the purpose of this study, stress is an emotional and or physical condition that affects a person's normal behavior or ability to perform work; it is an experience occurring from an outside demand on the body, which may also involve the use of mental faculties to engage in an accomplishment that may require meeting a set of standards (McCreary & Thompson, 2006; Morrow, 2011; Waters & Ussery, 2007).

Assumptions

Five assumptions were made for this study. I assumed that participants volunteered to take the McCreary and Thompson (2006) police operational and organizational stress questionnaires and answered them honestly. Participants had personal goals for becoming police officers. All police officers taking the McCreary and Thompson police operational and organizational stress questionnaires also participated in the interview portion of the study. All participating police officers had at least 1 year in the field. All participants were U.S. citizens who were working as regular duty officers.

Limitations

This study did not include a generalization of police officer stress. Rather, I explored what may occur among police officers who experience stress. The negation of prior service goals as the cause of police officer stress was beyond the resources and available time span for completing this study.

The number of police officers volunteering to participate in the study was limited due to availability. Although I am a U.S. citizen, I provide services to the Department of State from overseas. I had to travel to the United States to conduct the study as I was not readily available in the states.

The instrument employed for the quantitative portion of the study was an Internet questionnaire. Some officers may not have been familiar with an Internet survey and may not have desired to participate.

Significance of the Study

In their study of police officer stress, McCreary and Thompson (2006) found that police officers view their experiences with stress from an operational and organizational demand perspective rather than from an occupational demands perspective, as purported in other studies of police officer stress (Cooper, Mallinger, & Kahn, 1978; Selokar, Nimbarte, Ahana, Gaidhane, & Wagh, 2011; Steiler & Cooper, 2004). Officers' operational demand views tended to center on role strain (Goode, 1960) and the social aspects of the job of being a police officer, such as getting promoted, managing work with family life, staying fit for work, and handling stressful events from the job (Cogbill, 2009; Corcoran, 1924). Officers' organizational demand views tended to center on the processes for accomplishing the job, such as continuous training, following instructions, and completing orders in a timely manner as given by supervisors (Berger, 2000; Bertrand & Schoar, 2003; Carrick, 2000). From these perspectives, McCreary and Thompson developed and validated an Operational and Organizational Police Stress Questionnaire. Police officer stress is mainly experienced from operational and organizational demands (Burchfiel, Anderson, & Straka, 2011; Hellman, 1997; Mazzola, Schonfeld, & Spector, 2011; Oliver & Meier, 2009; Tett, Hafer, Lees, Smith, & Jackson, 1992).

Summary

Operational and organizational demands are the main causes of police officer stress. Police officers may join the force knowing that operational and organizational demands are necessary to accomplish the duties of a police officer. Police officers also

may expect to experience stress when accomplishing operational and organizational demands. However, as the research on operational and organizational demands does not involve intrinsic or extrinsic factors that moderate stress, the purpose of this study was to explore the possibility that such factors may be involved in stress. This research is important in that it may add to the police officer stress research field, thus allowing other researchers to expand on determining which conditions of stress may occur.

In Chapter 1, I defined the framework, problem, and purpose of the study. Chapter 2 will provide a review of the literature associated with the study, including the conceptual and theoretical foundations for goal negation.

Chapter 2: Literature Review

Introduction

Information concerning the negation of intrinsic factors, such as goals moderating stress, is limited in social science. The purpose of this study was to explore whether police officers may experience job-related stress from not being able to achieve their personal goals and to determine if personal goals, as intrinsic factors, have a relationship with individual stress (Arsenault & Dolan, 1983; Furnham et al., 2009).There has been research into police officer role-related stress due to operational and organizational demands (McCreary & Thompson 2006). However, scholars have not specifically identified the intrinsic factors of personal fulfillment goals related to the experience of stress. Arsenault and Dolan (1983) and Furnham et al. (2009) agreed that intrinsic factors influence stress among police officers when carrying out occupational demands, which involves operational and organizational demands. The intrinsic factor that was the focus of this study is personal career goals that may lead to the experience of stress if not fulfilled (Lindberg & Wincent, 2011). Common personal goals motivating a community citizen to become a police officer include opportunity for service, field of interest in law enforcement, money, and opportunity for power. Guthrie (2004); Mattos (2010); Pelfrey (2007); and Scheider, Chapman, and Schapiro (2009) defined service as the operations of a police agency, such as being on patrol and responding to incidences. Clark (2011); Gratton (2011); Malär, Krohmer, Hoyer, and Nyffenegger (2011); and Natarajan and Annamalai (2011) defined a field of interest as a desired job with a career possibility. Lucarelli (2010), O'Brien (2007), Ponnuru (2011), and Shapiro (2007) defined money as

a resource that provides status. Fox (2010); Greer and van Kleef (2010); Handgraaf, Van Dijk, Vermunt, Wilke, and De Dreu (2008); and Howard, Gardner, and Thompson (2007) defined power as having the ability to control others. Such goals; according to Burchfiel, Anderson, and Straka (2011) and Waters and Ussery (2007); when not achieved may moderate stress.

Operational and organizational demands are the main cause of police officer stress. In the PSQ-Op and the PSQ-Org, McCreary and Thompson (2006) listed stressors that may be intrinsic and, as such, may be separated into another questionnaire to observe and analyze statistical information related to stress. Using McCreary and Thompson's PSQ-Op and PSQ-Org, the purpose of this study was to explore whether the intrinsic factor, of the negation of personal career goals related to joining the police, may lead police officers to experience stress. The findings of this study may provide social science researchers with a foundation to research police officers experiencing occupational stress.

Literature Search Strategy

I gathered background information for this study on the relationship between operational and organizational demands and police officer stress from peer-reviewed articles using the Walden University Library search engines. I accessed the following databases: Academic Search Complete/Premier, Criminal Justice Periodicals, Education: A SAGE Full-Text Collection, Education Research Complete, ERIC – Educational Resource Information Center, PsycARTICLES, and SocINDEX with Full Text. At the databases, the keywords *police*, *socialization*, *operational demands*, *organizational demands*, *career*, *motivation*, *achievement*, *depression*, *police training*, *police*

performance, *police-job risks*, *police stress*, *stress*, *burnout*, *recruitment*, *psychological stress*, *physical stress*, *posttraumatic stress*, *job satisfaction*, *human services*, *money*, *service*, and *power* were used to search for information related to police officer stress.

Seminal literature research on methodology included Creswell (1998, 2007, 2009), Creswell and Plano Clark (2008), Frankfort-Nachmias and Nachmias (2008), Patton (1990, 2002), Tashakkori and Teddlie (1998, 2010), and Yin (2003). Such resources were read to gain information on research approach and study design. Creswell and Plano Clark informed my decision to approach the study from a sequential, exploratory perspective and formed the basis for using a mixed-model design with an influence on the qualitative portion. I used Frankfort-Nachmias and Nachmias' information to structure the quantitative portion of the design, with an emphasis on using a descriptive analysis for observing and reporting statistical results. Patton's view of the mixed-model design was used to bridge the two designs. Tashakkori and Teddlie's findings were used to formulate the sequential, exploratory, mixed-models approach with the philosophy of using deduction, induction, dialectics, and opinion as a lens when gathering information. I used Yin's definition of the case study approach to determine the top three approaches to conduct the study.

Scope of Literature

The literature under research spans from 1951, with seminal author Goffman's role theory, to 2013, which consisted of peer-reviewed article authors Crum, Salovey, and Achor addressing the mindset of individuals experiencing stress. The types of literature mainly involve those concerning police officer stress related to operational and

organizational demands. In addition, peer-reviewed articles, mainly from Walden University's library, involving police culture, psychological and mental symptoms from stress, and job satisfaction are included in the research to clarify the paradigm of police officer stress. Additional articles, which were cited from online sources, were used to clarify areas of the research to include job satisfaction, stress related to job professions beyond police officers, and goal research. The research design of this study was a mixed-method comparative (Creswell, 1998, 2007, 2009; Creswell & Plano Clark, 2008; Nachmias & Nachmias, 2008; Tashakkori & Teddlie, 1998, 2010). While research design support for the qualitative and quantitative portions of the study was provided by Creswell, Creswell and Plano Clark, and Tashakkori and Teddlie, the research design support for the quantitative portion was mainly guided by Nachmias and Nachmias methodology.

Conceptual and Theoretical Foundation

In conducting a study on police officer stress, McCreary and Thompson (2006) observed that the occupation of being a police officer may contribute to the experience of moderate stress.. According to Arsenault and Dolan (1983) and Liberman, Best, Metzler, and Fagan (2002), personnel working in high risk jobs, such as police officers, often perceive occupational demands as the cause of duty-related stress. Arsenault and Dolan further observed that stressors from occupational demands may be placed into the subcategories of job content and job context. Examples of job content stressors as experienced by police officers are (a) contact with law violators; (b) decision making in dangerous situations, such as the use of weapons when innocent bystanders are near; and

(c) seeking promotion opportunities. Examples of job context stressors experienced by police officers are (a) standards of behavior, (b) agency pay reduction and layoff plans, and (c) policy changes. While job content stressors relate to the person's responses to others as a human being who has emotions and feelings on the job, job context stressors pertain to the atmosphere or conditions of the work environment. Such perceptions of job content and job context stressors as derived from occupational demands are based on concepts as set forth and measured in field survey questionnaires evaluating stress, such as McCreary and Thompson's (2006) PSQ-Op and PSQ-Org.

McCreary and Thompson (2006) developed the PSQ-Op and PSQ-Org from a study involving police officers who depicted their perceptions of factors believed to cause stress. Originally, the stressors were placed into one category of occupational demands; but, upon interviewing police officers, the stressors were divided into two categories: operational and organizational demands. As a result, two questionnaires were designed to reflect the observations of stressors related to police officer duties. McCreary and Thompson then administered the questionnaires to police officers from the Ontario, Canada area and, in observing reliability that operational and organizational demands were the main causes of police officer stress, McCreary and Thompson developed instruments for future researchers to observe construct validity in stress and frequency among police officers with the interference of job demands as a factor in goal negation leading to the experience of moderate stress.

Moderating factors of stress may be perceptive. However, according to Furnham et al. (2009) and Waters and Ussery (2007), although individuals may perceive job

content and job context as causes of stress, other intrinsic and extrinsic factors, when present, may moderate the experience of stress. Such moderating factors of stress may be overlooked if they are not observed as occurring as a part of the event of stress. McCreary and Thompson (2006) stated that there are possible stressors related to what they characterized as goal negation intrinsic factors (see Appendix C). However, these factors were not separated in their work to determine their role in the cause of stress. It was the purpose of this study to explore goal negation as an intrinsic factor that may moderate stress experienced by police officers in the performance of their duties related to operational and organizational demands. As the central theme of this study involved the exploration of the effect of goal negation as an intrinsic factor in the experience of stress, extrinsic factors were not a part of this study as an operating source of stress. Key concepts of the study are detailed here below.

The Concept of Professional Socialization

Professional socialization involves learned social skills prior to being hired. According to Miller (2010), professional socialization is a process involving training and experience that starts prior to a person obtaining a job and continues upon being hired and beyond. This concept is similar to achieving prior service goals where an individual starts mentally planning how he or she will physically and mentally prepare for job fitness before being hired. The concept of professional socialization was originally applied to the social work field to depict the process by which a social worker develops and applies skills to carry out his or her various duties in accomplishing the job (Miller, 2010). Ideally, a trained social worker should be prepared to accomplish operational

and/or organizational demands (Miller, 2010). In the case of police officers engaged in professional socialization, agencies expect police officers to use their specific police training and experience to execute demands on order and to resolve problems with the least supervision necessary (Fielding, 1984; Rokeach, Miller, & Snyder, 1971; van Maanen, 1975). Police socialization starts when police officers attend their formation for the day to obtain information on specific duties, such as focused patrolling, expected crime areas, and search areas for criminals (Boetig, 2007; Corcoran, 1924; Shockey-Eckles, 2011). It continues when officers are dismissed into the field where they patrol to conduct traffic enforcement and respond to crimes in progress (Guthrie, 2004). It ends when police officers are relieved from duty by other police officers taking over their duties (Buerger & Jarvis, 2010).

However, as workers engage in professional socialization, situations may occur that they are not prepared for mentally and or physically due to a lack of training or experience. Examples of situations occurring that officers may not be prepared for due to lack of training or experience involve seeing their partner die from a gunshot, hand-to-hand combat, and or handling verbal insults from suspects (Caro, 2011; Page & Jacobs, 2011). It is during such situations that a police officer may experience stress (Crum et al., 2013; Golparvar, Kamkar, & Javadian, 2012; Nash & Watson, 2012). In addition, formal agency employee accountability activities, such as employee reduction notices, receiving a subpoena for court appearance, and not being selected for promotion (Ahmed & Ahmad, 2011; Belasco, 2000; Prout, 2010) are situations that may not be suspected and

may lead to anxiety that moderates stress from the perception of goal negation(Pagon et al., 2011; Somunoglu & Ofluoglu, 2012).

Operationalizing Normal and Moderated Stress

Operational and organizational demands may cause police officers to experience what would be normal stress. Such stress may be normal in that an officer is reacting to an outside stimulus that resulted in a change from routine behavior (Liberman et al., 2002; Morrow, 2008). However, when a change in behavior from a demand is extended, and prevents the satisfaction of an intrinsic factor that is of personal importance, it generates a goal negation, which may cause an officer to experience a moderating effect to stress (Dowler & Arai, 2008; Nash & Watson, 2012; Pagon et al., 2011; Reiser & Geiger, 1984; Waters & Ussery). It is from such moderating stress that an officer may acquire physical and behavioral problems that are not the same as when experiencing stress that occurs as normal (Belasco, 2000; Chermak, McGarrell, &Gruenewald, 2005; Mills, 2004; Sheely-Moore& Bratton, 2010; Somerville, 2009; Wilson, 2002). For example, constant attention and heightened awareness to their surroundings and wearing belts with a weapon, handcuffs, and flashlight tightly around their waist for 8 to 12 hours a day, police officers experiencing verbal and physical abuse from suspects and who may witness their partner or others being killed may deviate from their normal physical and behavioral patterns due to experiencing stress. According to McCreary and Thompson (2006), such a change in physical and behavioral problems in police officers may occur from operational and organizational demands.

When police officers experience stress that may be affecting them physically and behaviorally, they may find subcultures as an avenue to vent and resolve such stress (Chan, 2011; Falcone, Wells, & Weisheit, 2002; Guthrie, 2004; Joyner & Basile, 2007; Lord, Kuhns, & Friday, 2009; Mattos, 2010; Schein, 1983). Such subcultures may form from classmates from cadet training classes, bowling league associates, and from partners and the friends of partners (Stojkovic, Kalinich, & Klofas, 2002; Tennenbaum, 1994; Weston, Lixia, & Soriano, 2002; Wester, Arndt, Sedivy, & Arndt, 2010). Without belonging to such subcultures, goal negation may continue to moderate stress with the police officer having to cope with such stress using his or her own coping skills (Burchfiel et al., 2011; Crum et al., 2013; Scheider et al., 2009).

The negation of intrinsic factors leading to the experience of moderating stress was the central theme of this study. The central theme was supported by determining whether the interference of operational and organizational demands, defined as goal negation, may lead police officers to experience moderate stress, through sources from seminal authors, peer-reviewed articles, and online data with a time span from 1951 to 2013. The concepts of service, becoming a police officer as a field of interest, money, and power are the four intrinsic factors related to the experience of stress discussed in the study. Although there may be other goals that are extant as prior service goals, observing the four aforementioned goals with contextual information pertaining to the personal and emotional inability to achieve them was consistent in the literature and those are detailed here below.

Intrinsic Factors in Goal Satisfaction

Key goals motivating a community member into joining the police force may include public service (Alpert et al., 2004; Boetig, 2007; Ejiogu, 2010), field of interest or enjoyment working as a police officer (Buerger & Jarvis, 2010), compensation or pay (Vartanian et al., 2011; West, Sweeting, Young, & Robins, 2006), and power (Côté et al., 2011; Maner & Mead, 2010; Schafer, 2009). If the achievement of these goals becomes unattainable due to operational and or organizational demands, stress may occur (Waters & Ussery, 2007). I found limited literature concerning the relationship between goal negation and stress, and to overcome this, I included literature about personal interests and job satisfaction theories in the database search**.**

Goals as Intrinsic Factors

It is common to search for a job that reflects individual personality and abilities (Joyner &Basile, 2007). In addition, people may try to find jobs that offer opportunities for self-growth or self-realization (Ahmed & Ahmad, 2011; Malär et al., 2011; Myers et al., 2011; Orth, Trzesniewski, & Robins, 2010). Individuals entering law enforcement may also seek jobs that offer and promote self-edifying programs, such as special patrol functions, family time, or off duty educational opportunities (Finn, 2006; Grabin, 1993; Lambert, Hogan, & Altheimer, 2010; Marks, 2008). Such programs may increase individual satisfaction, which makes them less inclined to abuse alcohol or to be absent from their job as a means to relieve stress (Orth et al., 2010). In addition, such programs may provide personnel status to the officer in his or her community or family as role models (Bullmore, 2011; Goffman, 1951; Gourley, 1962; Shockey-Eckles, 2011). A

community member may become a police officer for these personal gratification reasons (Barton, 2011). A further detailed examination of the literature on personal gratification goals that have been identified as intrinsic for this study is presented here below.

Public Service Goal

Civilians may join the police force for public service. Pelfrey (2007) determined that service involves an individual attempting to gain another's respect by offering his or her ideas for commodity use. The individual receiving the respect accepts the act by offering a service that is needed. It is a form of exchange. In the theoretical view of service, Goffman (1983) related that service is an interactive engagement that involves a person using his or her talents to fulfill a need. A person may exchange his or her ability to protect others for pay or other needs he or she may wish to have fulfilled. Service may be a means to exchange talents and abilities to satisfy a need for those who may benefit from such talents and, as such, be a conduit through which an individual contributes to society (Buerger & Jarvis, 2010; Orth et al., 2010). Police officers may believe that they can exchange their talents and abilities in policing to gain respect in return, and thereby satisfy intrinsic factors while they support the society they serve in achieving its goals (Eijogu, 2010; Goode, 1960; Sharp, 2010; Sousa & Kelling, 2010).

Field of Interest or Becoming a Police Officer Goal

Civilians may seek being hired as a police officer out of interest in the job. According to Archboldet al. (2006), Tilden (2011), and Weibren (2011), individual identity, self-esteem, and self-image play a role in an individual's decision and desire to pursue a certain field of interest. Gratton (2011) related that when a person transfers his

or her own values and beliefs into a job of interest that has real, as opposed to ideal values, emotional branding occurs. Emotional branding is the impact of a desire to achieve a goal consistent with the interest of the individual (Myers et al., 2011; Natarajan & Annamalai, 2011; Orth et al., 2010; Rose, 2005; Van Zyl, Deacon, & Rothmann, 2010). When an individual is hired into a job that allows him or her to pursue his or her goals and build self-esteem, frustration and stress may be avoided (Clark, 2011). I stopped reviewing here. Please go through the rest of your chapter and look for the patterns I pointed out to you. I will now look at Chapter 3.

According to Malär et al. (2011), a person wants his or her job to be interesting, challenging, valuable, and free of harassment or retaliation from supervisors and those who he or she may come in contact with on the job. If these desires become negative, a person may become frustrated from stress, confused, or doubtful as to whether they want to continue in the job (Flynn, 2010; Franklin & Frick, 2008; Naidu & Ramesh, 2011). As an individual enters the work force, he or she strives to be emotionally satisfied and, as such, attempts to cope with normal stress (Waters & Ussery, 2007). However, Dowler and Arai (2008) found that females who enter the police field with a pre-existing service goal may experience moderated stress. Dowler added that female police officers may account for a minority of around 10% of an organization's officers and that "Gaining acceptance in a traditionally male-dominated field has been onerous" (p. 124). In addition, Dowler and Arai purported that as sexual harassment and gender bias occurs on the job, female police officers experience psychological and physical stress, leading to alcoholism, heart attacks, and suicide. While Dowler and Arai examined operational and

organizational stress, there was no accounting for the possible moderation factor in the negation of prior objective service goals.

Remuneration as a Goal

Children and teens not only see the respect and authority police officers receive, but they also seethe duties and actions police officers perform as heroic (Haugaard, 2010; Rafilson, 2008). Such an observance by children and young adults may be in part due to the media romanticizing police officers (Chermak et al., 2005; Guthrie, 2004; Lichtenberg & Smith, 2001; Manning, n.d.; Soulliere, 2004; Tate, 2000). Youth may make the decision to choose to work as a police officer in their adulthood due to these romanticized media images (Deci & Ryan, 2008; Diseth & Kobbeltvedt, 2010; Gardarsdóttir, Dittmar, & Aspinall, 2009; Li, 2001;Ryan & Deci, 2000; Sauer, 2011).

Civilians may also wish to become a police officer for economic reasons (Lucarelli, 2010; West et al., 2006; Xin-an & Qing, 2010; Xinyue, Vohs, & Baumeister, 2009). However, police officers in different jurisdictions and forces receive a wide range in compensation, and due to pay cuts, layoffs, injuries that may keep a police officer from the job, and economic depressions some may not make enough money for an individual to sustain him or herself (Christopher, Marek, & Carroll, 2004; Gardarsdóttir et al., 2009; Kahn, McAndrews, & Roberds, 2004; Knudsen&Wærness, 2009; Schoenberger, 2011; Troisi, Christopher, & Marek, 2006; Vohs, Mead, & Goode, 2008). An officer may experience high levels of stress when experiencing financial constraints (Liberman et al., 2002).

Officers with compensation complaints who are complacent in attitude towards accomplishing duties may apply coping skills to deal with stress (Jacobson & Mathur, 2010; Kaelberer, 2007;Knudsen, 2009; Leung & Cohen, 2011; Lewis, 2007; Phillips, 2011; West et al., 2006; Wils, Saba, Waxin, & Labelle, 2011). When economic difficulties arise, stress may prevent an officer from achieving his or her goals for money (Hart, 2007). In 2010, according to the United States Department of Labor (2010), the annual wages for police officers and sheriffs, coded as 33-3051, was between $31,700 and $83,510. According to Phillips (2011), the Fair Labor Standards Act and the Living Wage regulation required that the minimum wage requirements for *nonfarm production* employees, such as that of police officers, to be at $19.04, $7.25, and $12.13 per hour, respectively. With the 2010 median U.S. household annual income ranging between $46,326 to $55,000, and police officers' annual income pay ranging between $31,700 and $83,510, a police officer's pay may be an incentive for individuals (Jasky, 2010; U.S. Census Bureau, 2003). However, as police agencies must meet the governing state's policies and demands for reduced budget requirements increase, police officers' pay may become less attractive as a prior goal.

According to Grawitch et al. (2010), police officers joining the force for remuneration may experience stress during layoffs and economic crisis that result in reductions to their pay. In addition, during agency reductions or layoffs, police officers joining for pay may develop negative psychological and or physical symptoms from ongoing stress (Gil, 2000; Joyner & Basile, 2007). As field pay is cut below the desired prior service goal amount, an officer may become distressed from not being able to

sustain his or her socioeconomic status (Chiang-Tai, Klenow, &Forthcoming, 1999; Citi-Data.Com Forum, 2012; Nykodym, Patrick, & Toussaint, 2011). As operational and/or organizational limitations interfere with the sustainment of pay, officers who joined for pay may become stressed. As such, goal negation for police officer pay may be a moderating factor for stress during periods of operational and/or organizational restrictions.

Not all will be affected; individuals who become officers due to the pay incentive may fulfill their duties without experiencing traumatic or posttraumatic stress (Burchfiel et al., 2011; Fink, 2011; Waters & Ussery, 2007). Other goals may be satisfied. The individual may feel value and self-worth in making a police officer's pay while protecting citizens from crime (Forman, 2004; Flynn, 2010; Kaelberer, 2007; Phillips, 2011; Prout, 2010; Ramsey, 2009; Sauer, 2011; Somerville, 2009; Sousa & Kelling, 2010; West et al., 2006; Wilson, 2002).There is one more factor to consider, which is the influence of being in a position of power.

Power as a Prior Service Goal

In a job setting, power may be described as an individual's ability to accomplish operational and/or organizational demands through the influence he or she has over others (Dijke & Poppe, 2004; Reith, 2010; Shapiro, 2007). Such power may be dispositional or positional (Chen, Langner, & Mendoza-Denton, 2009). Dispositional power is based on personality influence, which is how a person is perceived by others as being friendly or hostile (Bonilla-Silva, 2012; Howard et al., 2007; Markham & Chiu, 2011; Mast, Jonas, & Hall, 2009; Overbeck & Park, 2001). Positional power is based on

roles, rules, and/or orders a person must enforce upon others (Galinsky, Gruenfeld, &

Magee, 2003; Overbeck & Park, 2001; Schwartz et al., 2010). Individuals who become

police officers for power may use dispositional and/or positional power to establish

control over the people whom they may come in contact with while on duty (Dallaire,

2007; Dyer, 2005; Lopez, 2007; Mesoniene, 2009; Wilson, Gonzalez, Romero, Henry, &

Cerbana, 2010). Although the definition of dispositional and positional power depends on

the personality (Weick & Guinote, 2008)and the way in which an individual enforces

rules, an individual's interpretation of the use of power may lead to abuse (Bahr,

Armstrong, Gibbs, Harris, & Fisher, 2005; Brown & Frank, 2005; Dijke & Poppe, 2004;

Eddy et al., 2008; Keltner, Gruenfeld, & Anderson, 2003; Mesoniene, 2009). According

to the theory of objectification, individuals who seek power see humans as objects of

control to satisfy his or her need for power (Gruenfeld, Inesi, Magee, & Galinsky, 2008).

According to Torelli and Shavitt (2010), the concept of power is important to the

successful operation of agencies, such as police departments. It provides strength to an

agency's personnel to carry out their duties without interference (Guinote, 2008;

Lammers & Stapel, 2009; Todd, Spanierman, & Aber, 2010). However, while power may

be helpful, it can also be abused (Denord, Hjellbrekke, Korsnes, Lebaron, & Le Roux,

2011). Such an abuse of power by a police officer may occur when profiling or enforcing

the law upon a certain group of people, such as women, teenagers, or African Americans

(Meek, 2001). As abuse of power may occur, power should be scrutinized in whom it is

entrusted to preserve its effectiveness for positive social control and to maintain positive

progress in a work environment (Handgraaf et al., 2008). Police who are disciplined for abuse of power may experience stress (Howard et al., 2007).

Golparvar et al. (2012) related that stress may occur when a police officer becomes unable to attain his or her prior service goal of becoming a police officer for access to power. Golparvar et al. claimed that an individual experiencing stress from the negation of power as a prior service goal may affect his or her organization as a whole. Individuals experiencing stress from power negation may affect their organization by behaving in a deviant manner at work or by becoming less productive.

In discussing police officers' goals, there is also a link needed to understand how researchers have explored the culture of policing and the role of professional socialization in contributing to stress levels.

Studies Related to Research Concepts

During the research of the literature for stress related to goal negation, I found that peer-reviewed articles, quality designs of approach and or methodology, and frameworks of theoretical and/or conceptual support of the topic were lacking. Researchers such as Vagg and Spielberger (1998), McCreary and Thompson (2006), and Weiss et al. (2010), who have conducted studies on job stress, mainly based their information on questionnaires that provided descriptive statistics analyzing perceptions of stress, which the authors described as stressors.

Professional Socialization and Goal Negation

In conducting the Job Stress Survey to assess the critical nature and frequency of occupational stress in the general work environment, Vagg and Spielberger (1998) observed that work demands set the foundation to experience stress. Vagg and Spielberger believed it necessary to divide work into two categories to reflect the perspectives of employees' experiences with stress in the work environment. The two categories observed were reported as specific and general. These categories described organizational requirements as specific and routine duties as general. Overall, Vagg and Spielberger listed both categories as occupational. Although Vagg and Spielberger's description of occupational stress did not include goal negation or personal interests as intrinsic factors, the authors' depiction of certain stressors was similar to goal negation and intrinsic factors. For example, based on the research of the present study, such items, as listed by Vagg and Spielberger, contributed to occupational stress: low pay, unplanned duty interruptions, and being placed into jobs not related to being hired. These stressors also may lead to goal negation due to the interference of operational and/or organizational demands. Such related studies appear to infer goal negation from the interference of operational and/or organizational demands as leading to the experience of moderated stress, but do not directly credit such stress from goal negation. A similar study that does not present goal negation from the interference of operational and/or organizational demands as a means to experience moderated stress was conducted by McCreary and Thompson (2006).

During a stress study among police officers, McCreary and Thompson (2006) observed that occupational stress, when separated into the categories of operational and organizational demands, provided a more actual representation of perceived stress experienced from duty, or professional socialization, as reported by police officers. Using a mixed-methods design, the qualitative portion of McCreary and Thompson's study consisted of focus groups, which were composed of police officers from the Ontario, Canada area. The focus groups were formed from the Central, Eastern, North-East, North-West, and Western regions of Ontario and the Greater Toronto Area. The quantitative portion of the study consisted of findings from descriptive analyses that allowed the observation of the frequency of perceived stressors. Originally, as did Vagg and Spielberger (1998), McCreary and Thompson decided to observe and report the experience of stress from an occupational perspective only. However, as the study progressed, McCreary and Thompson decided to divide occupational stress into two categories composed of operational and organizational demands. McCreary and Thompson stated that "general occupational stress measures do not tap the operational aspects of policing that are stressful (e.g., traumatic events, trying to eat healthy and exercise, feeling like you are always on the job)" (p. 533). As such, additional areas of occupational stress, such as operational and organizational demands, were explored.

In dividing occupational stress into two categories, the development and validation of the PSQ-Op and the PSQ-Org was made possible. Although the analyses of the two questionnaires did not include a description of stressors as occurring from goal negation, McCreary and Thompson's set of stressors in both questionnaires have qualities

of intrinsic factors that appeared to be from the experience of goal negation. Examples of such stressors included, from the operational questionnaire, traumatic events, such as job injuries that interfered with the ability to work; excessive paperwork that took away from service time; and family and friends not wanting to associate with an officer who was their friend, which limited the officer's power over others. From the organizational questionnaire, examples of such stressors included being passed over for promotion to earn more income, consistent changes in policy that interfered with learning a job to achieve job success, and dealing with supervisors' ratings that interfered with the possibility of being given better assignments. Such examples are highlighted in Chapter 3 and have been placed in questionnaires to observe responses for goal negation.

Weiss et al. (2010) also used the Critical Incident History Questionnaire as an instrument to measure the frequency of stress as perceived by police officers during professional socialization. Weiss et al. used terms such as traumatic, posttraumatic, and severe to describe negative experiences of stress as perceived by participating police officers in the study. In observing negative stress results from a general (which included over 700 police officers from police agencies in New York, Oakland, and San Jose, California) to a specific (which involved case studies) focus, Weiss et al. related that such stress occurred modestly, negatively correlating ($r_s = -.61$) with frequency. The frequency of negative stress was not as expected. In addition, a new study could include goal negation as a moderating factor of stress to aid in observing frequency characteristics. Weiss et al. highlighted stated that "a clear understanding of the consequences of using only frequency information, only severity information, or a combination of the two, is

lacking" (p. 735). In this study, I explored the possibility of goal negation as a moderating factor of stress, which, although inferred to in the Vagg and Spielberger (1998), McCreary and Thompson (2006), and Weiss et al. (2010) studies, may occur from operational and/or organizational demands during professional socialization.

Professional Socialization as the Goal of Organizations

To ensure proficient, acceptable, and responsible performance of police officers, police agencies manage their police officers through professional socialization (Caro, 2011). From cadet training to becoming a sworn-in police officer, and in the performance of field operational and/or organizational duties, police officers are given goals, set as standards, by their organization to achieve and maintain during employment (Punch, 2000). In accepting and pursuing the goals of agencies, officers receive respect from their superiors (Lindberg & Vincent, 2011). Police officers show their acceptance of their organization's goals by their timely arrival at work, good performance, and team work. Overall, a police officer pursuing the goals of the agency is a trusted member of the organization by supervisors and management personnel.

Individuals who choose to pursue their own goals do so from the motivation of self-determination and with the understanding that such a pursuit may lead to obstacles, such as the lack of property equipment on the job, employee or supervisor conflicts, promotion opportunities, and pay cuts or layoffs (Carraro & Gaudreau, 2011; Gahm et al., 2012; Lindberg &Vincent, 2011; Nissim et al., 2012; Orehek, Kruglanski, Mauro, & van der Bles, 2012).Such obstacles may become evident when an individual chooses to pursue his or her goals and others, such as their organization's goals, office personnel's

goals, or his or her community's goals, simultaneously (Carraro & Gaudreau, 2011). For example, when a conflict of interest arises from an individual pursuing his or her goals along with the organizational goals, the personal goals may become compromised or unachievable. The job may become challenging, and the individual may be faced with the choice of continuing with the job or quitting (Pagon et al., 2011). During such a conflict of interest, the individual may experience stress (Lindberg &Vincent, 2011; Nissim et al., 2012;Tillery&Jourdan, 2012).However, when an individual's goals are within the framework of his or her organization's goals, the individual may feel an increased sense of self-esteem and job satisfaction and may, as a result, be capable of accomplishing operational and/or organizational demands without emotionally stressing him or herself (Ahmed & Ahmad, 2011; Portoghese et al., 2011).

Methodological Approaches

Because the central topic of this study involved police officer stress related to the inability to achieve goals during the interference of operational and organizational demands, it was important that I use a practical approach to assist agencies in the planning of aiding personnel. In using a mixed model, sequential, exploratory approach and design, information may be managed to present the problem, purpose, and theories of the study within the parameters of the conceptual framework. Other approaches considered, but not used, were case study, grounded theory method, and phenomenology.

The case study is a tool used to conduct research within the parameters of a phenomenon. The aim of the qualitative case study is to simplify the exploration of a phenomenon with various data sources (Coffey & Atkinson, 1996; Gordon, 2011). A

detailed exploration of the topic and a review of the subject matter of the case study are required. The first step in using a case study is to define the process, which involves determining what subject matter or criteria will be used. Both novice and experienced researchers are required to identify the research question or a set of research questions (Davidson, 2000). The most commonly encountered mistake at this stage is the failure to define the scope of the questions (Yin, 2003). If this omission is perpetrated, the outcome of the study can be affected (Moustakas, 1994). The second step in composing an effective case study is to set the limits of the study and to ascertain what aspects will not be reviewed in the case study. The research problem must not be formulated too broadly or there may be too many objectives for a particular case. If the researcher defines the topic of the case study too broadly, the results may be misinterpreted by the researcher because the scope of the research tools will not cover the peculiarities of the research topic.

The aim of the grounded inquiry method is to substantiate a theory or a hypothesis. However, the main difference from the rest of the methods is that grounded research is reverse in its nature (Pidgeon & Henwood, 1996). The first step is data collection, followed by the grouping of the collected data into categories; the final step is the inference of the theory on the grounds of the collected, proceeded, and evaluated information. Police community researchers have claimed that, under the grounded theory, it is difficult to anticipate the formulation of a theory. Therefore, the application of the grounded theory is relevant for research where the proof of a hypothesis is not the paramount task, but where the main objective is to analyze the data and draw conclusions

on the available information (Stones, 1988). This research method is applicable only when the researcher is required to create a new theory or a new hypothesis (Van Manen, 1977).

Phenomenological research includes the following steps. First, an assumption is made. Second, this assumption is formulated in a thesis statement. Then, the thesis statement is substantiated and supported by the empirical research, personal experiences, and personal reflections obtained as a result of direct communication with objects of a research study or with informational sources (Jasper, 1994). The phenomenological strategy is used to address the disadvantages of research that arise if it is conducted in accordance with normative rules (Creswell, 1998). Phenomenological researchers use personal experiences and reflections to accentuate provisions of research (Davidson, 2000). Research outcomes obtained from phenomenological research have been disputed in scientific and police communities because the basis for the findings are personal reflections and personal experience (Turner, 1981). In this study, this method was not used.

The mixed models design was used in this study to explore police officer stress related to the inability to achieve goals during the interference of operational and organizational demands. Using such a design assisted with presenting the problem, purpose, and theories of the study within the parameters of its conceptual framework.

The research method I used for the study was a sequential, exploratory, mixed models approach (Creswell, 1998, 2007, 2009; Nachmias & Nachmias, 2008; Tashakkori & Teddlie, 1998, 2010). The quantitative portion of the study preceded the qualitative

portion. This strategy is patterned after Tashakkori and Teddlie's (1998) "Type VI Mixed design: Exploratory investigation, quantitative data/operations, qualitative analysis and inference" (p. 165). Methodology will be discussed in detail in Chapter 3.

The quantitative section consisted of the PSQ-Op and the PSQ-Org, which are questionnaires designed by McCreary and Thompson (2006). The questionnaires were used to observe the statistical findings of three variables formed from the purpose of the study, which was to observe whether stress was moderated, among police officers, when operational and or organizational demands interfere with their personal goals. Moderated stress was a dependent variable based on goal negation, which was a dependent variable based on the interference of personal goals by operational and/or organizational demands, which was an independent variable. Variables were not used to manipulate findings for observation. In addition, there was no treatment or intervention plan for participating volunteers to observe as results from findings. This study was designed to analyze a group of people's responses to the experience of stress from goal negation, and as such, I did not use variables such as age, race, gender, or time in service to separate responses into item scores to observe and report analyses as significant to the study. However, the common personal goals of service, career interest, money, and power were factored in as independent variables leading to the experience of stress, a dependent variable. Chapter 4 will consist of the findings of the three variables, in relation to the purpose of the study, in detail.

According to Tashakkori and Teddlie (2010), research questions play a role in gathering data for the research "particularly the decision to use a mixed models approach.

The mixed models literature is uniform in its position that mixed models research is appropriate when a study's purpose and research questions warrant a combination of quantitative and qualitative approaches" (p. 276). The PSQ-Op and the PSQ-Org questionnaires were used as their findings were reliable (alphas > .90; corrected item-total correlations between .40 and .60) and each questionnaire correlation was positive (r = .50 or less) as related to other measures of stress observed (McCreary & Thompson, 2006). The PSQ-Op and the PSQ-Org each consist of 20 items, which may be viewed in Appendix G.

Descriptive statistics were used to evaluate the questionnaires. The questionnaires were approved for use by McCreary and Thompson (2006). I received approval to use the article and its contents on September 12, 2011 from the American Psychological Association (see Appendix A). I used an interview approach for the qualitative phase of the study to compare the goal negation questions, provided in Chapter 3, with questions from the questionnaires. Questions from the questionnaires that rate high may involve a moderating factor. I observed similarities from the goals questions and questions from the questionnaires in order to isolate goal negation as a possible moderating factor between operational and/or organizational goals and stress.

In using a sequential, exploratory, mixed models design, I was able to approach the problem of the study from asocial view that focuses on the purpose and need for the study. According to Creswell and Plano Clark (2008), using a sequential design allows a researcher to transform a mixed models approach beyond the qualitative and quantitative portions to illuminate the importance of the study.

Importance of Approach

Tashakkori and Teddlie (2010) stated that the "pragmatic justification for mixed methods research is fairly unproblematic—it simply relies on an argument for the utility of research means for research ends" (p. 96). Creswell (2009) related that the mixed models research design is not just for collecting information that satisfies the research models of both approaches; rather, it is composed of the two so that the total nature of the study may transcend either model as one meaningful study. The exploratory mixed models approach was meaningful to this study as it affords a researcher the opportunity to observe, weigh, and report the flow of events with equity. The mixed models approach allows the researcher to remain focused on a means to resolving the problem that prompted the study (Campbell & Roden, 2010; Ring, Gross, & McColl, 2010). Though such an approach to research is used to capture transcending themes to clarify the purpose of a study, it may also allow a researcher to recommend further studies using the same design or either design individually (Neuman, 2000). Other research inquiry methods, such as a phenomenological method, grounded theory, case study, or narrative may have been used to complement the mixed model. However, according to Creswell, the mixed model study or mixed methodology design "represents the highest degree of mixing paradigms…. The researcher would mix aspects of the qualitative and quantitative paradigm at all or many…steps" (as cited in Plano Clark & Creswell, 2008). In combining qualitative and quantitative designs into a mixed model study, I closed a gap in social science literature concerning goal negation as a moderating factor in police officer stress.

Summary

The occupation of being a law enforcement officer may cause officers to experience stress (Stevens, 1999; Weiss et al., 2010). Researchers (McCreary & Thompson, 2006; Pagon et al., 2011) have claimed that police officers experience stress more from operational and organizational demands than any other event. However, such stress may have a moderating factor. Police officers may experience stress from operational and/or organizational demands due to such stress being moderated by goal negation.

The parameter for exploring the concept of goal negation consisted of a mixed models approach. The methodology for the approach will be addressed in Chapter 3.In addition, in Chapter 3, I will describe the reasons for choosing a mixed model research design for the study, the instrument and data collection strategy, the sample for the study, the means to analyze data, and the ethical practice applied to maintain participants' protection.

Chapter 3: Research Method

Introduction

The purpose of this mixed models study was to explore whether negative intrinsic factors, operationally defined in this study as goal negation, moderate stress when operational and/or organizational demands interfere in the achievement of personal goals as well as police officers' views of stress from their duties.

The intent of this chapter is to provide the methods and procedures I used in this study. This chapter also includes sections on the setting, research design and rationale, role of the researcher, methodology, threats to reliability and validity, issues of trustworthiness, and ethical procedures.

Setting

The focus of this study was on goal negation as a moderating factor in the occurrence of stress among police officers. The sample participants of the study were drawn from sworn police officers who have completed probation and have had at least completed 1 year of field duty. These conditions for the study were chosen so that the officers will have had enough time to have experienced operational and organizational demands with the agency where they are employed. Police officers voluntarily participating in this study were recruited from a location in North America. The selected police department had over 300 police officers.

The cooperation of the police agency was relevant to the study as it was the employment location of the individuals involved in the study. Recruiting participants for the study at the agency involved led to better access to the participants and increased

cooperation to participate in the study, recruitment of volunteers, interviewing police officers who volunteer for such sessions, and presenting feedback to those who participated in the study (Creswell & Plano Clark, 2008). Another location to conduct the study was in the field where police officers are involved in operational duties of law enforcement, such as responding to incidents and enforcing laws. However, such field locations were beyond the scope of this study as such locations may incur stress among the participants (Waters & Ussery, 2007). Because I was not be able to provide police officers locations to participate in the questionnaire portion of the study, I allowed police officers to take the questionnaires online during their off duty time.

Research Design

This study had two research questions (see Appendix D).

1. How is stress related to operational and organizational demands interfering with the achievement of personal goals associated with a job?

2. What factors are potentially involved in moderating stress when accomplishing operational and organizational demands?

Central Concept of the Study

The central concept of the study was that the negation of goals may lead a police officer to experience stress. In a study related to police officer stress, McCreary and Thompson (2006) claimed that stress is caused mainly from operational and organizational demands. In this study, I explored an alternative to the occurrence of stress through the moderating intrinsic factor of goal negation. This experience with stress may occur as a result of negative emotional feelings, doubt, and confusion from the belief that

the attainment of self-esteem may not be possible (Caro, 2011; Orehek et al., 2012; Zychinski & Polo, 2012). There is a need for further research into police officers' experience with stress. As literature on the negation of intrinsic factors as a moderating factor in police officers' experience with stress from operational and or organizational demands was limited, this study provided police officers additional ways of coping with stress.

Design Justification

The research design chosen for the present study was an exploratory, mixed-model, comparative design. The design flowed from quantitative to qualitative. This strategy allowed me to explore informative analytical data with volunteering human participants (Committee on Science, Engineering, & Public Policy, National Academy of Sciences, National Academy of Engineering, & Institute of Medicine, 2009) about their experiences with stress when performing operational and organizational demand duties. Such duties have a history of causing police officers to experience stress (Reiser& Geiger, 1984; Roberts & Levenson, 2001; Selokar et al., 2011). Although such historical data are limited, a mixed-model design allowed me to study police stress and compare analyzed data with qualitative information from police officer interviews to observe the presence of other factors involved with the experience of stress from operational and organizational demands.

The present study used a mixed-model design to observe and combine transcending quantitative and quantitative themes to provide a clear understanding of the purpose of the study. According to Patton (2002), in using the mixed-methods design, the

qualitative data may "add depth, detail, and nuance to quantitative findings" (p. 220).

Although qualitative and quantitative designs may differ in strategies, logistics, and

purposes, it is common to combine the two in a purposeful study (Patton, 2002). In part,

the mixed-model design was chosen in order to be able to discern theoretical statements

concerning police officers' experience with stress, such as that of operational and

organizational demands being the main source of police officer stress (McCreary &

Thompson, 2006). Understanding knowledge from discernment was as important to the

present study as "Artistotle's reliance on deduction, induction, dialectics, and opinion as

potentially complementary approaches to understanding" mixed model designs

(Tashakkori & Teddlie, 2010, p. 73). As there was not a vast amount of material for

reporting the relation between goal negation and the experience of stress, keeping focus

on the purpose of the study, through the use of the mixed-method design as a foundation,

prevented presenting too many details possibly making the study to appear too broad in

the matter of police officer stress moderated from the inability to achieve goals. Thus, in

researching the subject matter it was important to determine impact information for

quality reporting.

In choosing the mixed-model design with a comparative element, I was able to

explore police officers' beliefs in how they construe the occurrence of stress in relation to

operational and organizational demands. Such an exploration provided a foundation for

further research into moderating factors of stress to aide in the prevention or reduction of

police officer stress. I chose a mixed-model, comparative design to support the purpose

of the study. As pointed out by Patton (2002), in using a qualitative design, the

framework of a study permits the researcher to explore the purpose of the study. In addition, the quantitative element of the design allows for the analysis of statistical aspects of a study through a survey questionnaire measurement tool (Kurtoğlu, 2010). In this study, I used the PSQ-Op and PSQ-Org (see Appendix B) designed by McCreary and Thompson (2006) to explore how goal negation may act as a moderating factor in police officers experiencing stress. Further discussion of the PSQ-Op and PSQ-Org are in the section on instrumentation.

Design Rationale

I used prior service goals from the literature, including service (Guthrie, 2004; Mattos, 2010; Pelfrey, 2007), becoming a police officer from interest (Scheider, Chapman, & Schapiro, 2009), receiving police officer pay (Lucarelli, 2010; O'Brien, 2007; Ponnuru, 2011; Shapiro, 2007), and power (Fox, 2010; Greer & van Kleef, 2010; Handgraaf, Van Dijk, Vermunt, Wilke, & De Dreu, 2008) to explore the occurrence of stress when such goals become unattainable from the interference of job demands. According to Frankfort-Nachmias and Nachmias (2008), when contextually explaining concepts such as service, field of interest, money, and power, the introduction of theories may also be used to clarify thought. The intended audience may view theories bridging career service, field of interest, money, and power as common goals for entering law enforcement, as templates for other negation of goals moderating the experience.

I chose a mixed-models research design because it allowed me to best answer the research questions. In addition, it allowed me to proceed with either approach (quantitative or qualitative) first. In this study, I began with quantitative collection and

proceeded to qualitative data collection to determine police officers' perceptions of stress from having to meet operational and/or organizational demands. I compared police officers' perceptions of stress related to operational and/or organizational demands when an individual's focus is on accomplishing the themes of service, interest, money, and power. The rationale for the approach and strategy of this study was informed by Tashakkori and Teddlie (1998).

Research Strategy

The mixed-models design, when used with an exploratory approach to inquiry, may further transform the quantitative and qualitative aspects of a study into one report. Tashakkori and Teddlie (1998) used the exploratory, mixed-models strategy to observe the improvement of eight matched paired schools and referred to the methodology involved as *qualitizing*. According to Tashakkori and Teddlie, in qualitizing, an author converges or transforms the quantitative or qualitative data into the other so that both models become one in clarifying the need and purpose of the study. I implemented this strategy to bring both the quantitative and qualitative portions of data together. Through observing the results of the descriptive statistical analysis of the PSQ-Op and the PSQ-Org, and pairing similar concepts from the questions with prior service goals, I was able to determine whether stress as experienced from the interference of operational and/or organizational demands was moderated from the negation of achieving such goals.

Integration of data between the quantitative and qualitative portions of the study occurred in the quantitative portion of the study from the analysis of the survey data. Context clarifying police officers' experience with stress from operational and

organizational demands from the moderating factor of goal negation was presented to bridge the study into a conceptual whole. The mixed-models design allows for the integration of the quantitative and qualitative portions of the study, which may include offsetting the strengths and weaknesses of the quantitative and qualitative portions of the study to capitalize on the strengths of each, using one to explain the other (Creswell & Plano Clark, 2008). By using schemes to integrate the quantitative and qualitative portions of the study, it was possible to determine if goal negation was a moderating factor in stress from operational and/or organizational demands.

To explore the central concept, a mixed-models design was chosen. It was the best, among designs such as the grounded study, case study, phenomenological, qualitative or quantitative alone, or narrative to use for the strategy of the study. The strategy of the design was to proceed from quantitative to qualitative to explore the research questions with extant data with using an interview session to collect data to compare with the analysis of the extant data. The interview session was used to integrate the two portions as the questionnaires designed to apply in the quantitative portion of the study was used to compare with information received in the interview session.

Role of the Researcher

I was a law enforcement and security police member in the armed services of the U.S. military for over 24 years. I am currently working in security as a supervisor, but as a civilian. My primary role as a researcher was to obtain information pertaining to police officer stress concerning operational and organizational demands and to explore the relationship between goal negation and stress occurrences among police officers. I did

not use my experiences to judge participants when observing and interpreting data from the police officers. The interviews were guided by the hypotheses, inquiring as to whether stress was experienced from goal negation as interfered by operational and/or organizational demands. Interviews were recorded on a voice recorder and were provided to a transcript service. The information from the transcripts was contextualized and given to the participating police officers to approve for inclusion in the study.

Interview Questions

There were four interview questions (see Appendix F for detailed listings).

IQ1: Tell me about your career goals prior to your joining the force.

IQ2: What if anything has changed in your goals?

IQ3: Where, if at all, do you feel stress in day to day duties in relation to those goals?

IQ4: How do you see your goals in relation to your feelings about the job today?

Methodology

The sample design for the study was a nonprobability convenience sample (Creswell & Plano Clark, 2008; Frankfort-Nachmias & Nachmias, 2008). I focused on areas of North America with law enforcement resources having 170 police departments and an average of 2,000 members (Bailey, 2013). The minimum operational and organizational duties encompassed program missions such as executive direction and business support, criminal investigations and forensic science, criminal justice information, and criminal justice professionalism (Bailey, 2013). Such activities provided enriched resources for possible participants in the study. I defined police officers as men

and women sworn into office to enforce the laws of a state by the authorities of the

government of the state.

In deciding to conduct a power analysis for the study to yield a sample size,

certain considerations were made. In Study 1 of McCreary and Thompson's (2006)

research, the number of participants was set at a maximum of 10 to be involved in focus

groups to explore the theory that operational and organizational demand stressors are the

main cause of police officer stress. There were no descriptive statistics involved; the

intention of the authors was to gather information towards designing questionnaires. In

Study 2, the total population (*N*) was 47 active duty police officers. The average PSQ-Op

stress rating was 3.47 (*SD* = 0.92) and the average PSQ-Org stress rating was 3.80 (*SD* =

0.92). Using a probability value of < .008, a paired-samples *t*-test was used to find the

means analysis of the PSQ-Op and PSQ-Org at $t(46) = 2.76$, which showed that

organizational demands were more stressful than operational demands. McCreary and

Thompson supported their hypothesis that operational and organizational demand

stressors are the main cause of police officer stress. However, the study was conducted on

focus groups of volunteers to provide reliability of designed questionnaires from Study 1

using the Cronbach's coefficient alpha to further the study to generalizability, which

eventually involved 197 participants in Study 3. Due to resources and time constraints, I

used a nonprobability convenience sample population. I explored goal negation as a

moderating factor in the experience of stress and did not scale large groups of participants

to reach generalization. Therefore, I reported my observations at an exploratory level

with the number of participants available. From this study, a power analysis was made to

provide a sample population number to attain the significance level of the study. Although a basic power analysis is not yet established for any study in general, using an alpha = 0.05 and using a 50% power for a sample of the population of police officers at each agency is common as a probability in rejecting the null hypothesis(McDonald, 2009). I also used alpha = .008 to compare the results of the present study with the results of the McCreary and Thompson study. The sample population was set at $N = 45$ with 15 officers from each agency.

The population for this study included police officers who had completed at least a year of service. As the present study was based on a convenience sample, at least 6 months of service would be allowed. The established criteria for the participants were checked with the consent portion of the study.

Instrumentation

The data collection instruments for the study consisted of modified questionnaires from McCreary and Thompson's (2006) PSQ-Op and PSQ-Org design (see Appendix B). The questionnaires were modified in that both, with a total of 20 stressors each, contained 10 stressors that are related to and not related to intrinsic factors. As such, the PSQ-Op was modified into two questionnaires. With 10 questions each, one contained stressors not related to intrinsic factors, and one contained stressors related to intrinsic factors. The same modification was done to the PSQ-Org.

With a convenience sample of police officers used for the sample, available police officers were asked to take four surveys. The questionnaire without questions similar to intrinsic factors was administered as group A; the questionnaire with questions similar to

intrinsic factors was administered as group B (see Appendix B). In addition to the
questionnaires as an instrument, I used a handheld voice recorder and pen and notebook
to record notes during interviews. Permission for the use of the PSQ-Op and PSQ-Org
was received on 12 September 2011(see Appendix A). I signed the approval on 17
September 2011.

McCreary and Thompson's (2006) original instruments may be found online at
http://spartan.ac.brocku.ca/~dmccreary/psq-op.pdf. A brief history on the development of
the questionnaires may be found in Appendix B. Content validity for the questionnaires
was already been established by McCreary and Thompson during previous application of
the surveys on several regions of the Ontario, Canada's police agencies.

As the responses to the questionnaires were analyzed and compared with the
corresponding goal(s), I was able to observe and contextualize the police officers'
perceptions of stress from goal negation as a moderating factor when operational and/or
organizational demands act to interfere with achieving such goals. In comparing the two
questionnaires, I observed that the intrinsic factor questionnaire may have higher
frequencies of stress occurrence than the nonintrinsic factor questionnaire. In order to
further provide strength for the existence of goal negation as a moderating factor of
stress, it was necessary to bridge the questionnaire section with an interview process
involving volunteering participating officers. A convenience sample of available police
officers was used to conduct the interviews during the qualitative portion of the study.
The modified McCreary and Thompson (2006) questionnaires were given to all
volunteering participating police officers with the group A questionnaires given to

observe nonintrinsic factors and the group B questionnaires given to observe intrinsic factors. I stopped reviewing here. Please go through the rest of your chapter and look for the patterns I pointed out to you. I will now look at Chapter 4.

Analysis from the results of the questionnaires was used to illuminate how police officers perceived their experience with stress from the interference of operational and/or organizational demands when pursuing prior service goals. I used the services of SurveyMonkey.com, which is an Internet service that provides customers with an online site to take part in questionnaires.

Recruitment

Police officers were recruited from a police department in North America. Officers with at least 1 year of time on force formed the selection pool. Police officers at each chosen department had to complete a year on probation to satisfy hiring completion. I chose a 1-year time frame because the participants should have an awareness on how they are doing with achieving their goals. Using the informed consent letter of Walden University, I e-mail the volunteers the form to obtain an electronic signature.

Participation

Participation was on a voluntary basis with a memorandum for each officer to read and acknowledge, stating that the officer may withdraw from participation at any time (Appendix E). I explained to the officers that they may participate in one or both portions of the qualitative method for the study. The first portion consisted of going online to SurveyMonkey.com and completing the modified versions of the PSQ-Op and the PSQ-Org questionnaires; the second portion was the interview session given at a

location near the work environment. The location for the interviews depended on management directions.

Data Collection Plan

Using the informed consent letter of Walden University I e-mailed the volunteers the form to obtain an electronic signature. Data were collected by using an online questionnaire for results compilation using SPSS software and interview sessions.

To exit the study, I provided my e-mail address to the volunteer participants who could contact me at any time during the study. After the interviews, a transcript company was contacted to transcribe the information from the recorder. The information was presented to the participants for their approval to use. Upon completion of the study, I contacted the agencies to provide results to all participants and to inform the participants of the appreciation of their participation. Interview clarification was conducted on spot for wording and concept clarification.

To observe questionnaire quantitative measurements to collect data, I modified McCreary and Thompson's (2006) questionnaires into two groups: group A and group B. group A consisted of PSQ-Op and PSQ-Org nonintrinsic stressors, while group B consisted of PSQ-Op and PSQ-Org intrinsic stressors. The modified McCreary and Thompson's questionnaires were given to all volunteering participating police officers.

First, with a convenience sample of police officers used for the sample, available police officers were asked to take four surveys. The questionnaire without questions similar to intrinsic factors was administered as group A, and the questionnaire with questions similar to intrinsic factors was administered as group B (see Appendix B). In

addition to the questionnaires as an instrument, I used a handheld voice recorder and pen and notebook to record notes during interviews.

Second, the PSQ-Op from each group was compared for ratings; then, the PSQ-Org from each group was compared for ratings. Lastly, the PSQ-Op and PSQ-Org, within groups, were compared for ratings. Stressors on each questionnaire were rated by participants using a 7-point scale within categories listed as *no stress at all*, which may be rated as 1, 2, or 3; *moderate stress*, which may be rated as 4; and *a lot of stress*, which may be rated as 5, 6, or 7 (McCreary & Thompson, 2006).

I used SPSS to apply a multivariate descriptive analysis of variance to obtain ratings of each stressor on the questionnaires to observe, interpret, and compile scores. This allowed me to determine whether any stressor was higher than the other, and make comparisons between questionnaires to determine whether there was a relation between operational and organizational demands and subsequent stress. In addition, the frequency ratings between the questionnaires allowed me to contextually explain variables as they related to the research questions of the study, and as to whether the null hypothesis was to be rejected or retained.

For the qualitative portion of the study, the data collection plan consisted of conducting interviews. To conduct interviews, I used locations designated by the officer's agency. The instrument for collecting data during the interview session was a small handheld voice recorder and a pen and paper. The information on the voice recorder was downloaded to a file on a personal laptop; attached to an email, the information was then sent to Transcriptionpuppy.com transcription services. The returned scripts were

reviewed and presented to the participants to receive their approval for inclusion of their information into the study. Any information in the transcripts needing to be clarified or deleted was done at the discretion of the participant. I acted on behalf of the participant to ensure the integrity of the study was maintained without bias.

During the interview, a pen and paper was used for clarifying information. Any information written down was presented to the participant to prevent participants' skepticism and the appearance of false reporting. The interview questions, found in Appendix F, were the focus of the interviews. There were four interview questions:

IQ1: Tell me about your career goals prior to your joining the force.

This open-ended statement was made to observe whether his or her goals were similar to either of the common goals of service, career field interest, money, or power.

IQ2: What if anything has changed in your goals?

This question was asked to observe whether there had been conflicts, delays, or abandoning of goal pursuits, which may constitute goal negation, due to operational and/or organizational demands.

IQ3: Where, if at all, do you feel stress in day to day duties in relation to those goals?

This question was asked to discover themes of stress associated with the job and the effort to achieve goals.

IQ4: How do you see your goals in relation to your feelings about the job today?

This question was used to probe for positive self-esteem and job satisfaction due to goal success or negative feelings about the job due to the inability to achieve goals.

Positive information may imply that the individual is complacent with his or her current situation, but may be or may not be pursuing personal goals. In not pursuing personal goals, the individual may have elected to pursue other goals to de-conflict their current situation to cope with moderating stress. Negative information may imply goal negation and that the individual may have experienced moderated stress.

Information from the questionnaires and interviews was compared as to the purpose of the study whether the interference of operational and/or organizational demands moderate stress among police officers. Findings will be reported in Chapter 4. Themes addressing social change, recommendations to agencies, and closing gaps between social science and police-officer stress will be addressed in Chapter 5.

Data collection for this study involved volunteering participants to complete two online questionnaires and to participate in an interview session. The questionnaires, consisting of four modified versions of McCreary and Thompson's (2006) PSQ-Op and PSQ-Org, were automatically linked into SPSS. As such, when completed by the participants, descriptive statistics were ran to observe the ratings for each stressor. Each stressor was analyzed for attribute rating. The participant were able to rate each stressor on a 7-point scale using three attributes to include *no stress*, *moderate stress*, and *a lot of stress* (McCreary & Thompson). The total scores for each question formed the basis for comparing operational and organizational stressors in relation to goal negation. The interview sessions, conducted with the use of a handheld voice recorder and a pen and paper, were handled as ethically as possible, with the information from the voice recorder being transcribed by a transcribing company and reviewed by me with each participant

for approval to include in the study. After the interviews, the voice recorder, and writing

paper, will be kept in my home. The purpose of the interviews was to collect data on

stress relating to goal negation and to compare the information from the interviews with

the data from the questionnaires to compile the two portions of the study into one whole

presentation.

Data Analysis Plan

As the null hypothesis of the present study proposes no relationship between the

independent and dependent variables, I used SPSS multivariate analysis of variance

(MANOVA) general linear model design feature for descriptive statistics to avoid Type I

and II errors in rejecting or retaining the null hypothesis. The general linear model

computes eta square (η^2) to analyze effect size statistics for a one-way MANOVA. Green

and Salkind (2011) explained that, in η^2 as the quantity of variance, the dependent

variable is relative to the factor. In conducting a one-way MANOVA, the general linear

model defines a unit of analysis as having a factor and two dependent variables (Green &

Salkind, 2011). The focused variables of the present study included operational and/or

organizational demands, which was the independent variable; operational and/or

organizational demands interfere with the pursuit of goals, which was a dependent

variable; and the interference of personal goals moderates the experience of stress, which

was a dependent variable. The population (N) variables consisted of police officers.

There are approximately 920,000 police officers in the United States (National

Law Enforcement Officers: Memorial Fund, 2014). According to Key, James' (1997)

Research Design in Occupational Education chart, using a probability value of +/- .05

and a confidence level of 95%, when $N = 100,000$, $n = 384$. This stated population and sample size may generalize the findings of studies or provide results capable of representing populations of studies as a whole; however, populations of such sizes or greater were not feasibly within my budget, available resources, and time to work with. As such, the present study did not generalize findings, which I will detail in Chapter 4. To obtain a viable sample for the present study, I relied on the exploratory nature of the study using a convenience sample.

According to Frankfort-Nachmias and Nachmias (2008), in using an exploratory research, a researcher may use a nonprobability approach to sampling. However, in using a nonprobability sampling, which includes using a convenience sample, "there is no way of specifying the unit, [that is, each police officer of a population], has some chance of being included" (Frankfort-Nachmias & Nachmias, 2008, p. 267). The population for the study initially involved three police departments located in North America. According to the records from these three police departments, one police department had 265 police officers; one had 23 police officers; and one had 26 police officers. Thus, $N = 324$. For n, referring to the Key's Research Design in Occupational Education chart, using a probability value of +/- .05 and a confidence level of 95%, $n = 175$. However, due to operational and organizational demands during the data collection portion of the present study, only one of the three police departments participated. This did not lead to major changes to methodological approach to the study. To maintain the exploratory nature of the study and to work within my budget, available resources, and time to accomplish the

purpose of the study, I used a convenience sample, which allowed me to use small numbers of volunteer participation.

Using SPSS as software for data analysis, the information obtained from the questionnaires was used as depicted by $H_0 1$ and $H_1 1$ to draw conclusions about the relationship of the variables to the study. Bridging the quantitative portion of the study to the qualitative portion of the study was the interview sessions. The interview questions, found in Appendix F, were guided by the null and alternate hypotheses and are a reflection of the variables involved in the study. A synopsis of the information from the interviews was narratively written into the study. This information was based on how the participants perceived stress and not on any participant's medical history (Miles & Huberman, 1984; Mitchell, 1989; Turner, 1981).

There will be no experimenting on or testing of participants during the study. Results were confined to descriptive statistics with participants coded with common titles such as P1 for Participant 1, P2 for Participant 2, and continuing with such a scheme. I operationalized the parameters with a 7-point Likert scale, with 1 *equating to no stress*, 4 *equating to moderate stress*, and 7 equating to *the experience of much stress* by the participant. I set the significance level at a .05% chance of the observation of the hypothesis as being true. Observations for results were for the means and standard deviation of the population to determine whether there was no correlation between stress and the negation of intrinsic factors.

$H_0 1$: There is no correlation between stress and the negation of intrinsic factors as measured by SPSS descriptive statistics for multivariate analysis.

$H_1$1: There is a correlation between stress and the negation of intrinsic factors as measured by SPSS descriptive statistics for multivariate analysis.

This hypothesis will follow the pattern of $H_0$1 with observations for results for the means and standard deviation of the population to determine whether there is a correlation between stress and the negation of intrinsic factors. Each hypothesis will follow these patterns based upon the results of the questionnaires.

$H_0$2: There is no correlation between stress and the negation of the goal of service as measured by SPSS descriptive statistics for multivariate analysis.

$H_1$2: There is a correlation between stress and the negation of the goal of service as measured by SPSS descriptive statistics for multivariate analysis.

$H_0$3: There is no correlation between stress and the negation of the goal of career interest as measured by SPSS descriptive statistics for multivariate analysis.

$H_1$3: There is a correlation between stress and the negation of the goal of career interest as measured by SPSS descriptive statistics for multivariate analysis.

$H_0$4: There is no correlation between stress and the negation of the goal of money as measured by SPSS descriptive statistics for multivariate analysis.

$H_1$4: There is a correlation between stress and the negation of the goal of money as measured by SPSS descriptive statistics for multivariate analysis.

$H_0$5: There is no correlation between stress and the negation of the goal of power as measured by SPSS descriptive statistics for multivariate analysis.

$H_1$5: There is a correlation between stress and the negation of the goal of power as measured by SPSS descriptive statistics for multivariate analysis.

Threats to Reliability and Validity

In this mixed model design, I used questionnaires to support the quantitative

portion of the study. As such, threats to the reliability and validity of the questionnaires

were addressed. McCreary and Thompson (2006) observed the reliability and validity of

the PSQ-Op and the PSQ-Org in two parts. In the first part, 197 police officers completed

the two questionnaires. Each questionnaire had 20 items to complete. Upon completion of

the questionnaires, McCreary and Thompson observed that both questionnaires were

reliable (alphas > .90; corrected item–total correlations between .40 and .60) with

positive correlations ($r = .50$ or less) in relation to additional stress measures taken. In the

second part, 188 different police officers completed the two questionnaires, and

McCreary and Thompson found the results to be reliable for the PSQ-Op and the PSQ-

Org (alphas > .90; with corrected item-total correlations between .40 and .60). However,

McCreary and Thompson related that when the PSQ-Op and the PSQ-Org were

correlated with Spector's Job Satisfaction Survey (JSS) and Van Katwyk, Fox, Spector,

and Kelloway's Job-related Affective Well-being Scale (JAWS), the scores were

negatively correlated with "self-ratings from the JSS (-.19 to -.56) and the positive work-

related emotions subscale from the JAWS (-.20 to -.25), but were positively correlated

with scores from the negative work-related emotions subscale from the JAWS (.27 to

.34)" (pp. 511-512). In short, the PSQ-Op and the PSQ-Org's reliability and validity are

practical for using for observing stress frequency and for the purpose of this study.

In addressing the reliability and validity of the sample, according to Patton

(2002), "the sampling strategy must be selected to fit the purpose of the study, the

resources available, the questions being asked, and the constraints being faced. This holds true for sampling strategy as well as sample size" (p. 242). Due to possible operational and/or organizational demands, or the preference of police officers not to participate in the present study, the previously stated $N = 324$ and $n = 175$, which, from the Key's Research Design in Occupational Education chart (2014), reflects a confidence level of 95% with $H0$ having less than a .05 chance of being correct to observe each variable input finding, was lower. A police department, with $N = 265$, provided 19 ($n = 19$) volunteers to participate in the data collection portion of the study. With this n I was able to avoid having unreliable and invalid findings for the study. It allowed me to proceed with data collection using a nonprobability sampling strategy from conveniently available police officers. According to Creswell (2007) and Patton (2002), though the least desired, convenience sampling is common and may be successful in an exploratory mixed model design where findings may promote further research and close gaps.

Issues of Trustworthiness

Tashakkori and Teddlie (1998) related that suspicions are raised when the topic of the research designs is focused on either quantitative or qualitative methods. Quantitative research is statistical in nature, with a pattern of inquiry based on the probability of a finding by chance (Tashakkori & Teddlie, 1998). Qualitative research is selective in nature when presenting findings in that "no simple data reduction method is available for reporting" (Tashakkori & Teddlie, 1998, p. 169). According to Tashakkori and Teddlie, the concerns about quantitative and qualitative research methodologies might be

answered by using a mixed model design to evaluate the internal validity and
trustworthiness of the study.

As internal validity refers to legitimacy in reporting, trustworthiness refers to a
researcher's provisions to clarify the methodology in obtaining and validating results for
his or her study (Tashakkori & Teddlie, 2010). In explaining trustworthiness, Lincoln and
Guba purported that, in persuading an intended audience, the findings of a research are of
concern to them in that a foundation of trust has been established. Such trustworthiness
assuages the presentation for arguments and invoking criteria (Lincoln & Guba as cited in
Tashakkori & Teddlie, 2010).

To establish credibility, or that of internal validity, I used triangulation,
reflexivity, and peer review. Tashakkori and Teddlie (1998) related that to control for
credibility in a mixed methods study, the author may use nine types of legitimation,
including integrating samples, minimizing weaknesses of combining the methods, and
using the appropriate sequence of the methods. The integration of samples occurred while
comparing data from the questionnaires and interviews with police officers. To eliminate
weaknesses in the quantitative portion of the study, I used the services of
SurveyMonkey.com to channel source information from the questionnaires to provide
descriptive statistics for the designed questionnaires as they are presented. Information
was based on a scale of 1 to 7, with 1 *being minimum stress* and 7 *being a lot of stress*
(McCreary & Thompson, 2006). These values were associated with each police officer's
perception of stress from the negation of intrinsic factors as being interfered from
operational and/or organizational demands. These values were observed and reported to

allow for transferability of the information. I minimized the weakness of the qualitative portion of the study by ensuring that inferences were controlled by citing peer-reviewed or seminal sources where concepts need foundation.

In choosing to follow Tashakkori and Teddlie's (1998) guide for an exploratory mixed models study, I controlled for bias by observing each portion to provide a smooth flow of information for comparing and combining the two methods into one study (Creswell, 1998). To control for credibility, I used multiple sources in triangulation to confirm the focus of the study (Creswell & Plano Clark, 2008). Sources included quantitative and qualitative designs, use of peer-reviewed articles, and questionnaires compared to interviews.

In examining the trustworthiness of the PSQ-Op and the PSQ-Org, McCreary and Thompson (2006) stated that the findings of the study "showed that both forms of the PSQ were reliable" (p. 494). The issues of trustworthiness of the present study are based on the baseline use of the PSQ-Op and the PSQ-Org by McCreary and Thompson among the Ontario, Canada Police officers. McCreary and Thompson examined the trustworthiness of the results of the study by identifying limitations in the research data and limitations in the instrumentation to gather information concerning police stress. In addition, McCreary and Thompson measured how being a police officer affected families. This quantitative measure was conducted because contemporary police officer stress literature is focused on job-related issues. McCreary and Thompson believed that including the police-family concept would add depth to the qualitative portion of the study.

Ethical Procedures

To ensure that participants do not encounter risks during research, ethical logic was practiced throughout portions of the study where participants are engaged. According to Tashakkori and Teddlie (2010), ethics in research may be modeled after the codes that lead the mental scope of ethical review boards. Such codes include respect, beneficence, and justice. Respect is applied through obtaining volunteers who consent to participate in a study; beneficence is observed through making the most of resources while minimizing harm without exploiting participants' perceived outcome of the benefits of volunteering. Justice is applied by ensuring that the benefits of the study are provided to those who participated (Tashakkori & Teddlie, 2010).

To ensure that there is no risk to participants in the study, participants were selected on a voluntary basis only. Participants were asked to participate in two portions of the study: the quantitative portion, which consisted of the PSQ-Op and the PSQ-Org; and the qualitative portion, which consisted of interviews. Any declination to participate was not considered negatively. Information were provided to the participants to make a decision to participate in each portion of the study (Stewart, Hess, & Nelder, 2011). Participants were informed that their names will remain anonymous and the information they provided will be used to assess stress among police officers in an exploratory study of prior goal negation. Demographics relating to age, gender, agency of employment, and how long a police officer has served as a sworn police officer were used as a standard to report commonality and experience level of the police officers. Interviews were voice

recorded and reviewed for contextual rich information in exploring police-related job stress. The information was not identified as that of any participant.

Summary

The purpose of this mixed models comparative design was to explore whether police officers may experience stress from the interference of operational and/or organizational demands with prior service goals, which was conceptually referred to as goal negation. Goal negation acts as a moderating factor of stress when the personal goals for becoming a police officer become unattainable due to operational and/or organizational demands. Prior service goals are set in order to maintain self-esteem and self-importance during service (Campbell & Roden, 2010). The mixed model design, composed of both qualitative and quantitative designs, was chosen as it not only allowed for the exploration the purpose of the study through a conceptual framework, but it also allowed informative analytical data on the topic of goal negation to be retrieved from volunteering human participants (Committee on Science, Engineering, & Public Policy, National Academy of Sciences, National Academy of Engineering, & Institute of Medicine, 2009).

When comparing statistical probability sampling and qualitative purposeful sampling, qualitative and quantitative designs may differ in strategies, logics, and purposes. It is common to combine the two in a purposeful study to ensure that not one type of study is prevalent (Patton, 2002). When I chose the mixed model design, Patton's (2002) information that qualitative data may "add depth, detail, and nuance to [the] quantitative findings" (p. 220) was reassuring. My overall objective for using a mixed

method design was to support the purpose of the study. As pointed out by Patton, the qualitative design allowed me to remain open and flexible during research. Using a quantitative element for the study allowed me to use the analytical aspects of police officer stress from the instrument of the study to explore the concept of the study. The mixed model design was used to highlight stress related to goal negation as a moderating factor from the interference of operational and/or organizational demands.

In proceeding from a quantitative to a qualitative approach to research, information concerning stress from operational and organizational demands was available to use during the interview sessions, which was used to explore goal negation as a moderating factor in stress relative to the interference of operational and/or organizational demands. In Chapter 4, I will present the findings of the study. It is hoped that the present study may provide information leading to helpful police officer stress knowledge to motivate social change among agency hiring and field support programs.

Chapter 4: Results

Introduction

The purpose of this mixed-model, exploratory study was to determine whether the inability to achieve personal goals, operationally defined as intrinsic factors, moderated stress among police officers accomplishing operational and or organizational demands, operationally defined as extrinsic factors (Arsenault & Dolan, 1983; Furnham et al., 2009). I list here two research questions (see Appendix D) used to explore the purpose of the present study:

RQ1. How is stress related to operational and organizational demands interfering with the achievement of personal goals associated with a job?

RQ2. What factors are potentially involved in moderating stress when accomplishing operational and organizational demands?

In this chapter, I provide the findings of the study. I will present quantitative analysis first and then qualitative observations during data collection for the study. In addition, I will integrate both the quantitative and qualitative portions of the study to highlight the social change implications of the study.

Setting

The setting for the study was addressed in Chapter 3 as occurring at a police department location in North America. Participants volunteering to take part in the study were from various operations attached to the department, and operational elements participating in the study consisted of command level, supervisory, Sheriff's Office task force, day shift, and evening shift personnel. However, organizational and personal

conditions influencing the interpretation of the study may have existed during data collection—this was due to supervisory personnel having limited work hours to manage participant and interview room availability and current media highlights of police-citizen fatal confrontations.

Demographics

In consideration of the volunteering participants of the present study, the demographic information was limited to their occupation; nondemographic information supported dependent and independent variables. According to Lee and Schuele (2013), demographic information is analyzed as data to observe results for generalization purposes. According to Creswell (2009), a researcher may use nondemographic independent and dependent variables in a study when such variables are not used to predict the outcome of events for the purpose of the study. Within this study, I use service, career interest, money, and power as common independent variables that are nondemographic for employment as a police officer. In addition, within this study, I use goal negation as a nondemographic dependent variable to indicate moderate stress from operational and or organizational demands. Goal negation is a condition of the inability to achieve personal goals associated with job employment and, as such, reflects a behavior as experienced from moderated stress.

The nature of this study was exploratory and was not intended to generalize demographics and findings. My intention was for this study to motivate other researchers to generalize the research presented regarding law enforcement career goals and subsequent stress.

Due to personnel varying schedules, different department elements, local events, holidays, and human power, I used a convenience sample of available police officers. Nineteen police officers volunteered to participate in this mixed-model study. Consent forms (see Appendix H) and URLs for the online surveys (see Appendix G) to participate voluntarily in the study were sent electronically using a Walden University e-mail account to the chief of the participating police department to disseminate to police officers desiring to volunteer. Consent forms, for acknowledgement and signatures, were also on hand during the interview sessions. Participants responded to surveys anonymously with the understanding, as stated: "note that while anonymity is preferred, it only applies in studies in which no one, not even you as the researcher knows who participated, i.e. a survey with consent implied through completion of that survey" (see Appendix H) on the document; participants were informed that taking the surveys was a form of consent for the quantitative portion of the study. Participants who took the surveys had to have 1 years' time in service as a sworn police officer. In the quantitative portion, there were four sections of 10 questions each. The questionnaires were modified from McCreary and Thompson's (2006) PSQ-Org and PSQ-Op questionnaires and titled Group A Organizational Police Stress Questionnaire (group A PSQ-Org), Group B Organizational Police Stress Questionnaire (group B PSQ-Org), Group A Operational Police Stress Questionnaire (group A PSQ-Op), and Group B Operational Police Stress Questionnaire (group B PSQ-Op). Eighteen police officers participated in the group A PSQ-Org , 15 police officers participated in taking the group B PSQ-Org , and 19 police officers participated in taking the group A and B PSQ-Op.

In the qualitative portion of the study, there were four interview questions:

IQ1: Tell me about your career goals prior to your joining the force.

IQ2: What if anything has changed in your goals?

IQ3: Where, if at all, do you feel stress in day to day duties in relation to those goals?

IQ4: How do you see your goals in relation to your feelings about the job today?

Five police officers volunteered to participate in the interview portion of the study. Each police officer had at least 2 years of service as a sworn police officer. One officer was from the Sheriff's Office task force, one officer was from the day shift watch, one officer was from the evening shift watch, and two officers were command level supervisors. Interview sessions were managed around participants' work schedules. Fifteen minutes were allowed for each interview. However, participants were not interfered with when answering questions. No participant interview lasted past 9 minutes and 1 second.

Data Collection

This mixed-methods model consisted of a quantitative portion and a qualitative portion. The quantitative portion consisted of four online surveys supported by SurveyMonkey.com. Nineteen police officers participated in taking the online surveys. The surveys were designed using McCreary and Thompson's (2006) PSQ-Org and PSQ-Op questionnaires.

In McCreary and Thompson's (2006) questionnaires, I observed the possibility that each questionnaire was composed of nonintrinsic and intrinsic goal-oriented

concepts. As listed in Appendix G, the PSQ-Org and PSQ-Op each had 10 questions that

I determined were nonintrinsic (operational and organizational demand) oriented and 10

questions that were intrinsic (goal) oriented. As such, I modified the questionnaires into

four questionnaires containing 10 questions each. The questionnaires containing the

nonintrinsic concepts were titled with a group A identifier; the questionnaires containing

the intrinsic goal-oriented concepts were titled with a group B identifier. Thus,

volunteering police officers were asked to take four online surveys: group A and group B

nonintrinsic-oriented questionnaires and group A and B intrinsic goal-oriented

questionnaires. However, due to the exploratory nature of each survey, the volunteers

were not given this information. As such, I could manage the questionnaires in

determining whether McCreary and Thompson's questionnaires did contain goal-oriented

stress factors. Nineteen volunteers completed the group A and group B PSQ-Op, 18

completed the group A PSQ-Org, and 15 took the Group B PSQ-Org.

 The qualitative portion of the study consisted of conducting an interview session

with volunteering police officers. With 19 overall participants taking the survey portion

of the study, I had hoped that the same participants would volunteer for the interview

session portion. However, only five police officers volunteered to be interviewed.

 Police officer interviewees represented various elements of the location visited for

data collection. Each of the five volunteers completed the consent form confirming that

they met the requirements for the study. Day and evening shift volunteering police

officers were able to participate. The interviews took place in a general room setting

designated by the chief of the police department. There was no pedestrian traffic near the room; interviews were conducted free of noise and interruptions.

Data from the interviews were collected using a small handheld voice recorder. On hand, I had pencil and paper to use for clarifying information. The information on the voice recorder was transferred electronically to Transcriptionpuppy, an online transcription company and returned electronically to my Walden University student e-mail account. The information from the interviews will be stored in a file on my laptop with a secure password. The voice recorder will be stored in an alarmed area in my home. My limitations in the study included the lack of participation and a need to use a convenience sample to draw comparative observations from descriptive statistics to report whether concepts involving stress related to goal negation were included in McCreary and Thompson's (2006) questionnaires. It was the intent of this study to provide quantitative results to allow researchers to further such innovative concepts in a separate comprehensive research project. No other variations occurred, and no unusual circumstances were encountered during data collection.

Data Analysis

It was intended, in using a mixed-model design, to support and expand on McCreary and Thompson's (2006) research on police officer occupational stress by bridging both numerical and narrative aspects of stress related to law enforcement career goals and subsequent stress. Data analysis as discussed in Chapter 3, for the quantitative portion of the study, consisted of four online surveys, and for the qualitative portion of

the study, consisted of face-to-face interviews. Results of each portion are presented next in the quantitative and qualitative results sections, respectively.

Quantitative Results

As discussed in Chapter 3, I decided to explore the quantitative portion first and then explore the qualitative portion afterwards. This format, in proceeding from quantitative to qualitative, included a sequential transformative strategy where there is an initial phase (either qualitative or quantitative) and then a second phase (either qualitative or quantitative) that builds on the first phase (Creswell, 2009) to complete the study.

Descriptive Statistics

Observed statistical data analyses with the aid of IBM SPSS student package rejected H_0. Group A operational police stress surveys had a 95% confidence and a p-value of $</-.05$. In using a Pearson correlation 2-tailed, with a 95% confidence interval and a p-value $< .025$ using a Z- score critical value of $+/- 1.96$, a covariance value of 3.436 for group A and 2.236 for group B operational police stress surveys led to the rejection of H_0 as each absolute value was in the critical zone. Significance was observed as .199 two tailed Pearson correlation. Table 1 displays the values of Pearson correlation for group A and B operational stress surveys.

Table 1

Group A and B Operational Police Stress Questionnaire Responses Pearson Correlation

		Group A	Group B
Group A	Pearson Correlation	1	.155
	Sig. (2-tailed)		.199
	Sum of Squares and Cross-products	237.086	29.714

	Covariance	3.436	.431
	N	70	70
Group B	Pearson Correlation	.155	1
	Sig. (2-tailed)	.199	
	Sum of Squares and Cross-products	29.714	154.286
	Covariance	.431	3.436
	N	70	70

Note. Pearson correlation data analysis from SPSS

For group A and B organizational police stress surveys, the Pearson correlation 2-tailed with a 95% confidence interval and a *p*-value < .025 using a *Z*-score critical value of +/- 1.96, a covariance value of 2.973 for group A and 1.911 for group B operational police stress surveys led to not rejecting H_0. Table 6 displays the values of Pearson correlation for group A and B operational stress surveys. However, in observing a 2.37 difference between Group A (39.62) and B (37.25), organizational weighted averages, and in responses to each question from interval 5 to 7, group A had 72 (72/70 = 1.02857) responses and group B had 55 (55/70 = .78571) responses. However, in the lower response areas of 1 to 4, group A had 108 (108/70 = 1.54285), and group B had 94 (94/70 = 1.34285). In performing organizational demands, group B contributed to the experience of stress from the inability to achieve career goals. As such, to avoid Type II error, rejecting the alternative hypothesis H_1 when it is true (Frankfort-Nachmias & David Nachmias, 2008, p. 443) in analyzing group A and B PSQ-Org, I rejected the null hypothesis as the inability to achieve goals leading to the experience of stress was observed. Table 2 displays the values of Pearson correlation for group A and B organizational stress surveys.

Table 2

Group A and B Organizational Police Stress Questionnaire Responses Pearson

Correlation

		Group A	Group B
Group A	Pearson Correlation	1	.072
	Sig. (2-tailed)		.553
	Sum of Squares and Cross-products	205.143	11.857
	Covariance	2.973	.172
	N	70	70
Group B	Pearson Correlation	.072	1
	Sig. (2-tailed)	.553	
	Sum of Squares and Cross-products	11.857	131.843
	Covariance	.172	1.911
	N	70	70

Note. Pearson correlation data analysis from SPSS

Each of the four surveys, taken by participants, presented 10 questions with

choices conceptually described as *no stress at all, moderate stress*, and *a lot of stress*

(See Appendix C) to indicate perceived stress on a 7-point Likert scale. Responses were

averaged into the categories of stress and frequency ratings. Rating increases were

observed as perceived stress and frequency increases. Volunteer participants received a

nominal payment (CVS/Pharmacy gift card of $5) for participating in the study.

The modified McCreary and Thompson's (2006) PSQ-Org and PSQ-Op were

administered online using SurveyMonkey.com IBM SPSS program and were analyzed

with descriptive statistics. Table 1 displays the results of the group A PSQ-Op; Table 2

displays the results of the group B PSQ-Op; Table 3 displays the results of the group A

PSQ-Org; and Table 4 displays the results of the group B PSQ-Org.

Table 3

Summary of Group A Operational Police Stress Questionnaire

Scale	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
1	4	3	1	2	2	1	1	5	5	3
	(21.05)	(15.79)	(5.56%)	(10.53)	(10.53)	(0.00%)	(5.26%)	(26.32%)	(26.32%)	(15.79%)
2	0	4	2	3	4	2	4	5	7	3
	(0.00%)	(21.05)	(11.11)	(15.79)	(21.05)	(11.11%)	(21.05%)	(26.32%)	(36.84%)	(15.79%)
3	4	1	5	1	3	0	1	1	1	1
	(21.05)	(5.26%)	(27.78)	(5.26%)	(15.79)	(0.00%)	(5.26%)	(5.26%)	(5.26%)	(5.26%)
4	9	5	3	4	1	5	5	3	3	6
	(47.37)	(26.32)	(16.67)	(21.05)	(5.26%)	(27.78%)	(26.32%)	(15.79%)	(15.79%)	(31.58%)
5	0	2	4	2	4	2	3	1	0	1
	(0.00%)	(10.53)	(22.22)	(10.53)	(21.05)	(11.11%)	(15.9%)	(5.26%)	(0.00%)	(5.26%)
6	2	3	1	4	4	5	2	2	1	0
	(10.53)	(15.79)	(5.56%)	(21.05)	(21.05)	(27.78%)	(10.53)	(10.53%)	(5.26%)	(0.00%)
7	0	1	2	3	1	4	3	2	2	5
	(0.00%)	(5.26%)	(11.11)	(15.79)	(5.26%)	(22.22%)	(15.79%)	(10.53%)	(10.53%)	(26.32%)
Wt. Avg	3.37	3.63	4.00	4.32	3.89	5.11	4.21	3.21	2.84	4.00

Note. Statistical data analysis from IBM SPSS. $N = 70$. Weighted averages may be correlated with group B.

Table 4

Summary of Group B Operational Police Stress Questionnaire

Scale	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
1	1	1	3	0	0	1	3	3	0	2
	(5.26%)	(5.26%)	(15.79)	(0.00%)	(0.00%)	(5.26%)	(15.79%)	(15.79%)	(0.00%)	(10.53%)
2	1	1	1	6	3	2	0	4	1	3
	(5.26%)	(5.26%)	(5.26%)	(31.58)	(15.79)	(10.53%)	(0.00%)	(21.05%)	(5.26%)	(15.79%)
3	3	2	3	5	5	2	1	1	4	5
	(15.79)	(10.53)	(15.79)	(26.32)	(26.32)	(10.53%)	(5.26%)	(5.26%)	(21.05%)	(26.32%)
4	4	6	4	2	4	4	4	4	5	4
	(21.05)	(31.58)	(21.05)	(10.53)	(21.05)	(21.05%)	(21.05%)	(21.04%)	(26.32%)	(21.05%)
5	3	5	3	2	2	3	4	3	2	3
	(15.79)	(26.32)	(15.79)	(10.53)	(10.53)	(15.79%)	(21.05%)	(15.79%)	(10.53%)	(15.79%)
6	5	1	2	3	3	3	3	3	3	0
	(26.32)	(5.26%)	(10.53)	(15.79)	(15.79)	(15.79%)	(15.79%)	(15.79%)	(15.79%)	(0.00%)
7	2	3	3	1	2	4	4	1	4	2
	(10.53)	(15.79)	(15.79)	(5.26%)	(10.53)	(21.05%)	(21.05%)	(5.26%)	(21.05%)	(10.53%)
Wt. Avg	4.58	4.47	4.11	4.32	4.16	4.63	4.63	3.68	4.74	3.58

Note. Paired samples correlations observed group B operational responses higher from rating 5 to 7.

Table 5 displays the results of the group A PSQ-Org; and Table 6 displays the results of the group B PSQ-Org.

Table 5

Summary of Group A Organizational Police Stress Questionnaire

Scale	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
1	0	2	6	4	2	1	2	2	4	2
	(0.00%)	(11.11)	(33.33)	(22.22)	(11.11)	(5.56%)	(11.11%)	(11.11%)	(22.22%)	(11.11%)
2	1	2	5	4	0	3	1	3	5	4
	(5.56%)	(11.11)	(27.78)	(22.22)	(0.00%)	(16.67%)	(5.56%)	(16.67%)	(27.78%)	(22.22%)
3	1	1	5	1	2	3	4	3	3	0
	(5.56%)	(5.56%)	(27.78)	(5.56%)	(11.11)	(16.67%)	(22.22%)	(16.67%)	(16.67%)	(0.00%)
4	4	4	1	2	2	2	3	5	4	5
	(22.22)	(22.22)	(5.56%)	(11.11)	(11.11)	(11.11%)	(16.67%)	(27.78%)	(22.22%)	(27.78%)
5	1	6	0	3	3	3	3	2	1	3
	(5.56%)	(33.33)	(0.00%)	(16.67)	(16.67)	(16.67%)	(16.67%)	(11.11%)	(5.56%)	(16.67%)
6	3	3	0	2	2	2	3	1	1	2
	(16.67)	(16.67)	(0.00%)	(11.11)	(11.11)	(11.11%)	(16.67%)	(5.56%)	(5.56%)	(11.11%)
7	8	0	1	2	7	4	2	2	0	2
	(44.44)	(0.00%)	(5.56%)	(11.11)	(38.89)	(22.22%)	(11.11%)	(11.11%)	(0.00%)	(11.11%)
Wt. Avg	5.56	4.06	2.33	3.56	5.11	4.39	4.17	3.72	2.78	3.94

Note. Statistical data analysis from IBM SPSS. N =70. Weighted averages may be correlated with group B.

Table 6

Summary of Group B Organizational Police Stress Questionnaire

Scale	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
1	3	2	3	3	0	0	1	5	2	4
	(20.00)	(13.33)	(20.00)	(20.00)	(0.00%)	(0.00%)	(6.67%)	(33.33%)	(13.33%)	(26.67%)
2	3	2	2	1	2	1	4	5	2	5
	(20.00)	(13.33)	(13.33)	(6.67%)	(14.29)	(6.67%)	(26.67%)	(33.33%)	(13.33%)	(33.33%)
3	4	1	3	3	1	2	2	4	2	0
	(26.67)	(6.67%)	(20.00)	(20.00)	(7.14%)	(13.33%)	(13.33%)	(26.67%)	(13.33%)	(0.00%)
4	3	0	1	4	3	3	2	1	2	3
	(20.00)	(0.00%)	(6.67%)	(26.67)	(21.43)	(20.00%)	(13.33%)	(6.67%)	(13.33%)	(20.00%)
5	1	4	4	2	3	2	3	0	1	1
	(6.67%)	(26.67)	(26.67)	(13.33)	(21.43)	(13.33%)	(20.00%)	(0.00%)	(6.67%)	(6.67%)
6	1	4	1	2	3	3	1	0	4	1
	(6.67%)	(26.67)	(6.67%)	(13.33)	(21.43)	(20.00%)	(6.67%)	(0.00%)	(26.67%)	(6.67%)
7	0	2	1	0	2	4	2	0	2	1
	(0.00%)	(13.33)	(6.67%)	(0.00%)	(14.29)	(26.67%)	(13.33%)	(0.00%)	(13.33%)	(6.67%)
Wt. Avg	2.93	4.47	3.53	3.47	4.71	5.07	3.87	2.07	4.20	2.93

Note. There were a total of 15 respondents; one respondent did not mark Question 5.

Quantitative Analysis

The null and alternative research hypotheses were as follows:

$H_0$1a: There is no correlation between stress and the negation of intrinsic factors.

$H_1$1a: There is a correlation between stress and the negation of intrinsic factors.

$H_0$1b: There is no correlation between stress and the negation of the goal of

service.

$H_1$1b: There is a correlation between stress and the negation of the goal of service.

$H_0$1c: There is no correlation between stress and the negation of the goal of career

interest.

$H_1$1c: There is a correlation between stress and the negation of the goal of career

interest.

$H_0$1d: There is no correlation between stress and the negation of the goal of

money.

$H_1$1d: There is a correlation between stress and the negation of the goal of money.

$H_0$1e: There is no correlation between stress and the negation of the goal of power.

$H_1$1e: There is a correlation between stress and the negation of the goal of power.

These hypotheses were operationalized in Chapter 3 in the discussion of the planned methodology for the study. In observing Table 1, 2, 3, and 4, weighted averages sum a theme supporting H_1. I stopped reviewing here. Please go through the rest of your chapter and look for the patterns I pointed out to you. I will now look at Chapter 5.

The group A PSQ-Op provided a weighted average sum of 38.58; the group B PSQ-Op provided a weighted average sum of 42.9. The range of 4.32 represents the strength of group B as stress was moderated by the inability to achieve goals. The average of the two group weighted averages, analyzed as independent variables of stress, was 40.74. This indicated an average of one interval lower than 5 moderate rating in the surveys between the two groups. Inputting group A intervals across the 7-point scale, using a 95% confidence with .05 probability for a t-test paired samples statistics of N of all elements = 70, the mean was 2.7143, standard deviation (SD) = 1.85365, and the standard error was recorded at .22155; in group B intervals across the 7-point scale, using a 95% confidence with .05 probability for a t-test paired samples statistics of N of all elements = 70, the mean was 1.4533, standard error was .17873. Paired sample correlations for the group A and B PSQ-Op N of all elements = 70 was observed as .155, a significance of .199. A paired samples test was conducted to observe differences, with a -.02857 mean, SD = 2.19335, standard error mean was .26215, 95% confidence interval

lower observed -.55156. Upper 95% confidence interval .49441, $t = .109$, degrees of

freedom (*df*), significance (2-tailed) = .914. To observe linear correlations between group

A and B PSQ-Op, Pearson's *r*, inclusive of +1 and -1, using 1 as positive correlation, 0 as

no correlation, and −1 as negative correlation, was used. In group A, Pearson correlation

1 was observed; in group B Pearson correlation .155 was observed with .199 significance

(2-tailed). Sum of squares and cross products for group A was 237.086 with an observed

covariance to measure the strength of the correlation between group A and group B of

3.436; the sum of squares and cross products for group B was 29.714 with an observed

covariance of .431.

In correlating group B with A and B, a Pearson correlation of .155 was observed

with .199 significance (2-tailed); in group B, a Pearson correlation of 1 was observed.

Sum of squares and cross products for group A was 29.714 with an observed covariance

to measure the strength of the correlation between group A and group B of .431; the sum

of squares and cross products for group B was 154.286 with an observed covariance of

2.236.

The group A PSQ-Org provided a weighted average sum of 39.62; the group B

PSQ-Org provided a weighted average sum of 37.25. The range of 2.37 represents the

strength of group A as stress was not moderated by the inability to achieve goals, but by

non-intrinsic values associated with agency demands. The average of the two group

weighted averages, analyzed as independent variables of stress, was 38.435. This

indicated an average of about 1 interval lower than 5 moderate rating in the surveys

between the two groups. Inputting group A intervals across the 7-point scale, using a 95%

confidence with .05 probability for a *t*-test paired samples statistics of *N* of all elements =

70, the mean was 2.5714, *SD* = 1.72426, and the standard error was recorded at .20609;

group B intervals across the 7-point scale, using a 95% confidence with .05 probability

for a *t*-test paired samples statistics of *N* of all elements = 70, the mean was 2.1286, *SD* =

1.38230, and standard error was .16522. Paired sample correlations for group A and B

PSQ-Org *N* of all elements = 70 was observed as .072, a significance of .553. In the

paired samples test to observe differences, I observed a .44286 mean, *SD* = 2.13077;

standard error mean was .25468 and a 95% confidence interval lower observed -.06521.

Upper 95% confidence interval .95092, *t* = 1.739, *df* = 69, significance (2-tailed) = .087.

To observe linear correlations between group A and B PSQ-Org, Pearson's *r*, inclusive of

+1 and -1, using 1 as positive correlation, 0 as no correlation, and −1 as negative

correlation, was used. In correlating group A with A and B, Pearson correlation 1 was

observed; in group B a Pearson correlation .072 was observed with .a 553 significance (2-

tailed). A sum of squares and cross products for group A was 205.143 with an observed

covariance to measure the strength of the correlation between group A and group B of

2.973; the sum of squares and cross products for group B was 11.857 with an observed

covariance of .172.

In correlating group B with A and B, Pearson correlation .072 was observed with

a .553 significance (2-tailed); in group B a Pearson correlation 1 was observed. The sum

of squares and cross products for group A was 11.857 with an observed covariance to

measure the strength of the correlation between group A and group B, of .172; the sum of

squares and cross products for group B was 11.857 with an observed covariance of 1.911.

Qualitative Results

The qualitative portion of the study supported the theory that police officers experienced moderated stress from the inability to achieve goals and the interference of organizational and operational demands. The experience of stress, moderated from the inability to achieve goals, was exemplified in the interviews through concepts used to describe duty-related matters leading to the experience of stress.

Qualitative Data Analysis

Out of 19 possible respondents taking the surveys, five volunteered to participate in the interview portion of the study. Walden University's Adult Consent form (see Appendix H) was sent electronically, using e-mail, to the chief of police of the department involved in the study. The consent form was sent in two versions (a) a signature block consent form to be used in the beginning of face to face interviews, and (b) an electronic consent to be sent to me confirming an individual's volunteer participation in Portion 1 and or Portion 2. Interviews took place in a controlled area where pedestrian traffic could be controlled without interruption and without knowledge of who was present in the room. There was minimum noise, such as the air conditioning. The maximum time for an interview was 9 minutes and 1 second. The minimum time was 3 minutes and 46 seconds.

Demographics of Interviewees

Interviewees were conducted with five volunteering sworn police officer participants. All participants were male and were either from the day or evening shift. Table 7 lists the gender, shift, and time frame conducted for each interview.

Interview Session Police Officer volunteer Demographics

Participant Rank	Gender	Shift	Time
Participant 1	Male	Day	3 min 46 s
Participant 2	Male	Evening	3 min 52 s
Participant 3	Male	Evening	9 min 1 s
Participant 4	Male	Evening	5 min 9 s
Participant 5	Male	Evening	4 min 28 s

Note. All participants read the consent prior to the interview being conducted. The participant was read the question off of the consent form and was not prompted for further conversation. I acted in role to clarify questions.

Interview Results

The interview portion of the study provided common transcending themes of factors potentially involved in moderated stress among police officers actively engaged in operational and organizational demand duties. Five police officers ($n = 5$) consented to participate in the interview session. Common themes as factors discussed by $n = 5$ interviewees included road work, not knowing whether or not you will be promoted, shift work and the inability to complete work due to inaccessibility to persons and/or offices involved in an investigation, public distrust and a willingness by the public to harm police officers for media- related police/community social differences involving police shootings of citizens during situations where police perceived their lives in danger from armed citizens, and fatal mistakes made by police officers and citizens during arrests of citizens.

Interview of Participant 1

The interview with Participant 1 lasted about 3 minutes and 46 seconds. After a brief person-to-person introduction between researcher and interviewee, the consent form was completed followed by an explanation of the presence of the voice recorder and pen and paper. Participant 1 was explained that the voice recorder was present to record the interview for data purposes and would be transcribed by a transcription agency. In addition, Participant 1 was explained that if there were any answers needing clearing up their chain of command would notify them for a convenient day and time to provide clarity to the matter. Without declining at any time, Participant 1 answered each of the four interview questions.

IQ1: Tell me about your career goals prior to your joining the force.

AP1: I joined the police service thinking it was like the military. The military is rank structured. So, I joined the police force to move up in the ranks. However, after being here for a while, that is not my goal anymore. (Participant 1)

IQ2: What if anything has changed in your goals?

AP1: I found different goals, and now I am pursuing them. When you work the road there are down times and your hands get cold; but in between you focus on what you like most about the job so you can be ready to move into any position. (Participant 1)

IQ3: Where, if at all, do you feel stress in day to day duties in relation to those goals?

AP1: "I love what I do now. I have moved on from drugs to another job area in apprehending violent fugitives. I love it".

IQ4: How do you see your goals in relation to your feelings about the job today?

AP1: There is frustration in any job you have. Sometimes I wish I had gone up the ranks and then I could have changed things globally. I do not see promotion anytime soon. But, I am happy where I am at. If I am tasked with doing other things I will be fine with that also. I do not plan on changing anything; that is all. (Participant 1)

The interview with Participant 1 was concluded with no further discussion and a brief salutation of thanks for participating was given and Participant 1 departed.

Interview of Participant 2

The interview with Participant 2 lasted about 3 minutes and 52 seconds. It took place on Tuesday, June 2, 2015, at about 4:45 p.m. After a brief person-to-person introduction between researcher and interviewee, the consent form was completed followed by the same briefing given to Participant 2 explaining the presence of the voice recorder and pen and paper and the protocol in follow up data clarification. Without declining at any time, Participant 2 answered each of the four interview questions.

IQ1: Tell me about your career goals prior to your joining the force.

AP2: "I started in the police field late. Like most of the officers, I was in the military as a career. But I wanted to be a detective, so I joined the police force after my career in the military".

IQ2: What if anything has changed in your goals?

AP2: Now that I have done the job for 8 years, I found out that I enjoyed training more. I really like teaching new officers as they come in. I think, eventually, I

would like to become a sergeant or even a lieutenant. Now that I have been here

for a while, I believe I can teach young officers about the life aspect of being a

police officers. I have experienced a lot of personal things and have been through

a lot. I have been married a long time and I believe now I am ready to move into a

leadership position. Before, I did not feel this way. (Participant 2)

IQ3: Where, if at all, do you feel stress in day to day duties in relation to those

goals?

AP2: It's part of making rank. I think in working the road, you have to prove

yourself; you have to be a good officer. In working the road, it is sometimes

difficult to finish an investigation. Sometimes it is hard to complete fraud cases

because the people and agencies you need to contact are not available. I feel that

if I chose my working hours during parts of the day or evening I could. I could

complete more cases and maybe make more arrests. I have to turn less over to the

detectives to do. I could follow through better if there was more flexibility in

allowing me to come in while people I need to talk to are available to complete

the investigations that I initiate. However, after turning the cases over, you have

to move on; you have to get back on the road and start over with the things

happening around you. This generates stress in me internally because I feel as

though I could do a better job. I feel like I need to do a better job especially for

the victims since we have direct connection to the victim. Following through, it's

hard when I call after hours with a fraud case and the grocery store or the bank

doors are closed. All you can do is take the report and tell them that it will be

forwarded on to somebody. Sometimes, I'd rather work those things instead of just handing them over. (Participant 2)

IQ4: How do you see your goals in relation to your feelings about the job today?

AP2: I feel like with this department, my goals are more obtainable, at least, and sustainable, than they were with the other department. I probably would have made rank a lot faster with some other department because of my time in service. But I feel like there's more stability here, more support here, and more opportunity for upper mobility here than at my last department. I feel like I have better opportunities here and will eventually get where I want to be. (Participant 2)

Interview of Participant 3

The interview with Participant 3 lasted about 9 minutes and 1 second. After a brief person-to-person introduction between researcher and interviewee, the consent form was completed followed by the same briefing given to Participant 2 explaining the presence of the voice recorder and pen and paper and the protocol in follow up data clarification. Without declining at any time, Participant 3 answered each of the four interview questions.

IQ1: Tell me about your career goals prior to your joining the force.

AP3: Yes, it was predicated on me, to join the law enforcement career field. I worked my way up as a civilian because my career goal was just to be a police officer. I watched my father rising up.

I got on with the Sheriff's department. Ultimately at that time, working in jobs I had aspired to do and that goal was achieved.

 I came to here, to do a good job and move up in rank. I may leave, but I was able to achieve some of my goals; police work always intrigued me. I wanted to make sure I was prepared. Is there some stress involved in that? Certainly, just making sure that everything I did, directly or indirectly, was something that contributed toward me moving forward toward a goal.

 I wanted to move on to other jobs. So I worked minor cases all the way up to reach my goals in police work. Getting my knowledge base for the next goal which would be promotions because I waited a long time to move up in rank so when I did, again I would be prepared to mentor and coach and share the knowledge base – a very diverse knowledge base – with the guys under me.

 So when beginning officers or seasoned officers come to me for answers, I knew I would have a good answer for them, a good direction for them to take positive action with more tools in their belt. They could learn, and kind of mentor facts through the next generation. I am two years out and I'm done. So at this point in time, I was blessed enough to move up the ranks and work in other duties – just more knowledge and more knowledge to pass on now.

 I'm not only just passing it on to the officers but I'm passing it on to the future would be promotable officers. Most officers are like sponges – they want to learn. So, I think my goal have been to get knowledge from working all possible law enforcement jobs, refine the information, perfect it, and then pass it on. Stress?

Yes, but I'm a type A, I look for positive outcomes, positive outcomes, and nothing but positive outcomes. So when I'm giving somebody advice or guidance I'm mentoring them; it's the right thing do so they may have a positive outcome and shine. (Participant 3)

IQ2: What if anything has changed in your goals?

As you get older, family gets introduced. Family takes some priority with the job; everything is not so much career-oriented. However, when I'm here they get everything I have – and always have – but there's always a dynamic side of family. Making it home safely of course, not bringing the job home, not taking the job out, that is the ups and the downs and the stresses of the job, on the family, which places stress on me sometimes; you have to keep yourself in check.

 I go to church all the time; it helps keep me balanced, helps keep me focused on what's important and helps keep me realizing that grace, humility, obedience, and patience are the four things that will keep me, if anything else, in check. So, I don't bring the job home, the way I was taught. (Participant 3)

IQ3: Where, if at all, do you feel stress in day to day duties in relation to those goals?

The stress is always there on some level dependent upon the issue and the complexity of the issue and the possible outcomes, i.e., public view of the department, liability, and positive outcomes. (Participant 3)

IQ4: How do you see your goals in relation to your feelings about the job today?

Wow, it's changed. Obviously, when you're younger, you take it for granted; we have to go home every night but now, I am much more cognizant about the threats on us, the public perception, more of us getting killed; it is more at the front of my mind, you know, the safety aspect. When you're young you're invincible; now you realize you're not. Police officers have friends that have died of cancer, that have died of work-related illnesses, police officers get shot and killed on the job -- it's I think as they say, 'maturity'?

Does that sound much more of a mature view point versus just going out there running and gunning? It's now more like let's do it with a purpose, let's do it safely, and let's get home. (Participant 3)

Interview of Participant 4

The interview with Participant 4 lasted about 5 minutes and 9 seconds. After a brief person-to-person introduction between researcher and interviewee, the consent form was completed followed by the same briefing given to other prior participants explaining the presence of the voice recorder and pen and paper and the protocol in follow up data clarification. Without declining at any time, Participant 4 answered each of the four interview questions.

IQ1: Tell me about your career goals prior to your joining the force.

AP4: Prior to joining the police service, my career goals were to carry on as a regular civilian. Working as something else is what I originally went to college for and I discovered, that it was not what I really wanted to do for the rest of my

life. I wanted be in public service; I really thought I would enjoy public service more – that is when I decided I wanted to be a police officer. (Participant 4)

IQ2: What if anything has changed in your goals?

Participant 4: "Nothing really has changed. I mean, since becoming a police officer, my goal has been to move up the ladder and gear myself towards taking care of my family and working up to retirement".

IQ3: Where, if at all, do you feel stress in day to day duties in relation to those goals?

AP4: The day to day duties are definitely geared towards the job that I currently fulfill. As I get further up in my career, the goals change a little bit. Once you achieved one step on the ladder, you're looking forward to the next one, so you have to gear yourself towards achieving that next one. I want to move up in rank. That's where I am gearing my goals towards and then, obviously, I'll only have to think about the possibility of leaving the force to pursue other goals. (Participant 4)

IQ4: How do you see your goals in relation to your feelings about the job today?

My goals really haven't change. I mean, the job is what it is. I mean police work in general is going through very difficult times right now where police officers are being attacked just for being a police officer; it is nothing personal it's just your uniform and people are taking it amongst themselves to attack police officers. Whether they are provoked or unprovoked it is still not going to change my goals as far as attaining the things that I want to attain and eventually like I said before

pursuing other goals, I'm not going to bail out of the profession just because there's turmoil right now. It does change how I conduct myself on a day to day basis outside of these four walls. Even off duty, I have to conduct myself different in being much more hyper vigilant than I am normally, just because - it's like I said - it's about time for law-enforcement. But, it does not change what my career goals are and what my personal goals are; I still strive to achieve those. There is life after law-enforcement and, hopefully I will be able to sit back here in the next few years and start doing other things and keep going, or I won't be ready to hang it up once I leave from here. But now, my goals will not change. I'm very strong minded when it comes to that. (Participant 4)

Interview of Participant 5

The interview with Participant 5 lasted about 4 minutes and 28 seconds. After a brief person-to-person introduction between researcher and interviewee, the consent form was completed followed by the same briefing given to Participant 2 explaining the presence of the voice recorder and pen and paper and the protocol in follow up data clarification. Without declining at any time, Participant 5 answered each of the four interview questions.

IQ1: Tell me about your career goals prior to your joining the force.

Yes, I have always wanted to be a police officer. I would eventually like to go higher in the career field; that's still my goal. I would definitely like to stay here and move up the ranks and try to retire with all my goals fulfilled. (Participant 5)

IQ2: What if anything has changed in your goals?

AP5: Well, like I said, finding out how competitive it is in other law enforcement jobs has forced me to look more into staying here at this department. Coming into this job I was kind of naive about how it all worked and everything. I thought it was going to be like getting automatically promoted. You know what I mean? And now I realize that a college degree has very little to do with actual police's work experience because even if you have ten degrees in criminology or whatever, it doesn't compare to having years on the road. The life experience and seeing the different things and dealing with people and stuff is what you need as a police officer. It all takes time, a lot more time. I don't think I'd even be ready to be anything else without the experience. You know what I mean right now? Until I get a couple of more years under my belt, I will not be ready. (Participant 5)

IQ3: Where, if at all, do you feel stress in day to day duties in relation to those goals?

AP5: I do not feel highly stressed about by the day to day duties associated with the job in relation to my long-term career goals. The only stress I really have comes from having a difficult schedule, i.e. being asleep while everyone else is awake and vice versa. Occasionally supervisors will cause some stress in the job, but it is understandable that all paperwork/evidence, etc. must be handled very carefully and very thoroughly. (Participant 5)

IQ4: How do you see your goals in relation to your feelings about the job today?

Participant 5: "I feel like they match-up. I know what I want to do and I think I would enjoy doing it".

This concluded the interview portion of the study. Data analysis of the interviews observed transcending themes of moderated stress from organizational and operational duties. Participants perceived stress in the form of frustration from having to change goals from prior entrance due to organizational demands; having to pursue different jobs within the agency to obtain newer goals; public perceptions of the police when performing operational demands; time involved in getting promoted; losing friends from fatal on the job duty incidences with weapons involved; organizational and operational demands interfering with completion of duties starting on a duty shift needing completion into another shift; perceived liability in doing the job; and concerns about safely retiring.

In brief, during interviews, $n = 1$ described stress as frustration with organizational promotional programs interfering with goals. Two interviewees, $n = 2$, described experiencing stress when balancing job demands with family expectations and needs and when feeling the loss of coworkers while on duty without them; another interviewee, $n = 1$, discussed stress as organizational and operational inflexibility for completing duties related to criminal investigations that extends into another shift. An interviewee, $n = 1$, described stress experienced in shift work as odd sleep patterns and completing supervisory demands. Commonly, $n = 5$ described stress occurring predominantly from operational demands interfering with service, an inability to enjoy the field of law enforcement due to the interference of operational and or organizational demands. Organizational demands led $n = 5$ to experience stress from having to change goals to either assimilate or satisfy work requirements.

Research Questions Results

Research Question 1 asked: How is stress related to operational and organizational demands interfering with the achievement of personal goals associated with a job? The modified McCreary and Thompson online questionnaires and agency-managed interviews answered this question. The online surveys provided observed statistical data, through using SurveyMonkey.com and IBM SPSS descriptive statistics, for analyzing four questionnaires.

The questionnaires used point 1 to indicate *no stress*, point 5 was used to indicate *moderate stress*, and point 7 was used to indicate *a lot of stress*. Four questionnaires containing 10 questions each, across a 7-point scale, populated $N = 70$ answered questions for non-goal-oriented factors as listed in the operational and organizational group A surveys and 70 question for goal-oriented factors as listed in the operational and organizational group B surveys.

In observing the scores for *t*-test paired samples statistics between group A and B PSQ-Op, there is no significance.

$H_0$1: There is a correlation between stress and the negation of intrinsic factors.

There was not enough observed evidence to correlate between stress and the negation of intrinsic factors. In the analysis group B mean = 2.6857; $N = 70$; $SD = 1.85365$; std. error mean = .22155; group B mean = 2.7143; $N = 70$; $SE = 1.49533$; SE mean = .17873; paired samples correlations $N = 70$; correlation = .155; sig. = .199, to indicate a sufficient significance to reject the null hypothesis at a 95% confidence and alpha = .05%. In addition, the statistical analysis of paired differences observed no significance in group A and B PSQ-Op at a 95% confidence lower = - 55156, mean = -

02857, *SD* = 2.19335, *SE* mean = .26215; upper = .49441, distributed *t* = -.109; *df* = .69,

sig. (2-tailed) = .914.

H_11: There is no correlation between stress and the negation of the goal of

service.

There was not enough evidence observed in the analysis group B mean = 2.6857;

N = 70; *SD* = 1.85365; std. error mean = .22155; group B mean = 2.7143; *N* = 70; *SE* =

1.49533; S*E* mean = .17873; paired samples correlations *N* = 70; correlation = .155; sig.

= .199, to indicate a sufficient significance to reject the null hypothesis at a 95%

confidence and alpha = .05%. In addition, the statistical analysis of paired differences

observed no significance in group A and B PSQ-Op at a 95% confidence lower = -

55156, mean = -02857, *SD* = 2.19335, *SE* mean = .26215; upper = .49441, distributed *t* =

-.109; *df* = .69, sig. (2-tailed) = .914.

H_02: There is a correlation between stress and the negation of the goal of service.

There was not enough observed evidence to correlate between stress and the

negation of intrinsic factors. In the analysis group B mean = 2.6857; *N* = 70; *SD* =

1.85365; std. error mean = .22155; group B mean = 2.7143; *N* = 70; *SE* = 1.49533; S*E*

mean = .17873; paired samples correlations *N* = 70; correlation = .155; sig. = .199, to

indicate a sufficient significance to reject the null hypothesis at a 95% confidence and

alpha = .05%. In addition, the statistical analysis of paired differences observed no

significance in group A and B PSQ-Op at a 95% confidence lower = - 55156, mean = -

02857, *SD* = 2.19335, *SE* mean = .26215; upper = .49441, distributed *t* = -.109; *df* = .69,

sig. (2-tailed) = .914.

$H_1 2$: There is no correlation between stress and the negation of the goal of career interest.

There was not enough evidence observed in the analysis group B mean = 2.6857; N = 70; SD = 1.85365; std. error mean = .22155; group B mean = 2.7143; N = 70; SE = 1.49533; SE mean = .17873; paired samples correlations N = 70; correlation = .155; sig. = .199, to indicate a sufficient significance to reject the null hypothesis at a 95% confidence and alpha = .05%. In addition, the statistical analysis of paired differences observed no significance in group A and B PSQ-Op at a 95% confidence lower = - 55156, mean = -02857, SD = 2.19335, SE mean = .26215; upper = .49441, distributed t = -.109; df = .69, sig. (2-tailed) = .914.

$H_0 3$: There is a correlation between stress and the negation of the goal of career interest.

There was not enough observed evidence to correlate between stress and the negation of intrinsic factors. In the analysis group B mean = 2.6857; N = 70; SD = 1.85365; std. error mean = .22155; group B mean = 2.7143; N = 70; SE = 1.49533; SE mean = .17873; paired samples correlations N = 70; correlation = .155; sig. = .199, to indicate a sufficient significance to reject the null hypothesis at a 95% confidence and alpha = .05%. In addition, the statistical analysis of paired differences observed no significance in group A and B PSQ-Op at a 95% confidence lower = - 55156, mean = - 02857, SD = 2.19335, SE mean = .26215; upper = .49441, distributed t = -.109; df = .69, sig. (2-tailed) = .914.

$H_1 3$: There is no correlation between stress and the negation of the goal of money.

There was not enough evidence observed in the analysis group B mean = 2.6857; N = 70; SD = 1.85365; std. error mean = .22155; group B mean = 2.7143; N = 70; SE = 1.49533; SE mean = .17873; paired samples correlations N = 70; correlation = .155; sig. = .199, to indicate a sufficient significance to reject the null hypothesis at a 95% confidence and alpha = .05%. In addition, the statistical analysis of paired differences observed no significance in group A and B PSQ-Op at a 95% confidence lower = - 55156, mean = -02857, SD = 2.19335, SE mean = .26215; upper = .49441, distributed t = -.109; df = .69, sig. (2-tailed) = .914.

$H_0$4: There is a correlation between stress and the negation of the goal of money.

There was not enough observed evidence to correlate between stress and the negation of intrinsic factors. In the analysis group B mean = 2.6857; N = 70; SD = 1.85365; std. error mean = .22155; group B mean = 2.7143; N = 70; SE = 1.49533; SE mean = .17873; paired samples correlations N = 70; correlation = .155; sig. = .199, to indicate a sufficient significance to reject the null hypothesis at a 95% confidence and alpha = .05%. In addition, the statistical analysis of paired differences observed no significance in group A and B PSQ-Op at a 95% confidence lower = - 55156, mean = - 02857, SD = 2.19335, SE mean = .26215; upper = .49441, distributed t = -.109; df = .69, sig. (2-tailed) = .914.

$H_1$4: There is no correlation between stress and the negation of the goal of power.

There was not enough evidence observed in the analysis group B mean = 2.6857; N = 70; SD = 1.85365; std. error mean = .22155; group B mean = 2.7143; N = 70; SE = 1.49533; SE mean = .17873; paired samples correlations N = 70; correlation = .155; sig.

= .199, to indicate a sufficient significance to reject the null hypothesis at a 95%

confidence and alpha = .05%. In addition, the statistical analysis of paired differences

observed no significance in group A and B PSQ-Op at a 95% confidence lower = -

55156, mean = -02857, *SD* = 2.19335, *SE* mean = .26215; upper = .49441, distributed *t* =

-.109; *df* = .69, sig. (2-tailed) = .914.

$H_0$5: There is a correlation between stress and the negation of the goal of power.

There was not enough observed evidence to correlate between stress and the

negation of intrinsic factors. In the analysis Group B mean = 2.6857; *N* = 70; *SD* =

1.85365; std. error mean = .22155; group B mean = 2.7143; *N* = 70; *SE* = 1.49533; S*E*

mean = .17873; paired samples correlations *N* = 70; correlation = .155; sig. = .199, to

indicate a sufficient significance to reject the null hypothesis at a 95% confidence and

alpha = .05%. In addition, the statistical analysis of paired differences observed no

significance in group A and B PSQ-Op at a 95% confidence lower = - 55156, mean = -

02857, *SD* = 2.19335, *SE* mean = .26215; upper = .49441, distributed *t* = - .109; *df* = .69,

sig. (2-tailed) = .914.

$H_1$5: There is no correlation between stress and the negation of the goal of power.

There was not enough evidence observed in the analysis group B mean = 2.6857;

N = 70; *SD* = 1.85365; std. error mean = .22155; group B mean = 2.7143; *N* = 70; *SE* =

1.49533; S*E* mean = .17873; paired samples correlations *N* = 70; correlation = .155; sig.

= .199, to indicate a sufficient significance to reject the null hypothesis at a 95%

confidence and alpha = .05%. In addition, the statistical analysis of paired differences

observed no significance in group A and B PSQ-Op at a 95% confidence lower = -

55156, mean = -02857, *SD* = 2.19335, *SE* mean = .26215; upper = .49441, distributed *t* =

-.109; *df* = .69, sig. (2-tailed) = .914.

In the group A and B PSQ-Org, I observed paired samples statistics as group A

mean = 2.5714, *N* = 70, *SD* = 1.72426, *SE* mean = .20609. The group B mean = 2.1286,

N = 70, *SD* = 1.38230, *SE* mean = .16522. Paired samples test paired differences between

group A and B lower tail was at a 95% confidence -.06521, mean = .44286, *SD* =

2.13077, *SE* mean = .2568. Paired samples test paired upper confidence = .95092, *t*

distribution = 1.739, *df* = 69, sig. (2-tailed) = .087. However, further data analysis

prevented a Type II error.

In an operational group A and B weighted average descriptive statistics, I

observed group A *N* = 10 (for the questions per survey), range = 2.227, minimum = 2.84,

maximum = 5.11, mean = 3.8580, *SE* = .64053, variance was at .410. However, in group

B. I observed *N* = 10, range = 1.16, minimum = 3.58, maximum 4.74, mean = 4.2900 (a

difference of .432), *SE* = .40505, variance was at .164. In the weighted average conducted

with group A and B PSQ-Org, I observed descriptive statistics *N* = 10, range = 3.23,

minimum = 2.33, maximum = 5.56, mean = 3.9620, *SD* = .96545, variance was at .932.

group B observed *N* = 10, range = 3.00, minimum = 5.07, mean = 3.7250 (a difference of

.237, .195 lower than group A), *SD* = .92418, variance was at .854. There was not a wide

difference between group A and B organizational statistics even though there is not a

significance to reject the null hypothesis. However, observations do lead to accepting

group B as contributing factors to moderated stress. A further test to support this

observation was conducted in totaling the number of marks at Answer 5 (moderate stress) up to Answer 7 (a lot of stress) and from Answer 1 (no stress) to Answer 4.

In reviewing the total marks for the group A PSQ-Op for Marks 5 (moderate stress) up to 7 (a lot of stress) and from 1 up to 4, I observed 67 and 123 respectively; for the group B PSQ-Op for Marks 5 up to 7, I observed 82; and from 1 up to 4 was 107. For the group A and B PSQ-Org, I observed Marks 5 up to 7 was 72 and 108 respectively; for the group B PSQ-Org for Marks 5 up to 7, I observed 55; from 1 up to 4 was 94. As such, analysis of these observations supported the statistical data that the group B PSQ-Op answers moderated stress more than group A. In addition, answers to the group B PSQ-Org showed that group B contributed to moderated stress at least 50% (Group A 72/108 = 66%; Group B 55/94 = 58%). The inability to achieve goals was perceived by participants as a moderating factor of stress.

Research Question 2 asked: What factors are potentially involved in moderating stress when accomplishing operational and organizational demands? The modified McCreary and Thompson questionnaires used in the present study contained factors perceived by police officers that potentially led to the experience of stress. Specifically, the group B questionnaires (see Appendix D) for observing stress factors related to operational and organizational demands were extracted from McCreary and Thompson's original PSQ-Op and PSQ-Org surveys. The PSQ-Op and PSQ-Org each had 20 questions. However, upon reviewing the surveys, each had 10 extrinsic questions (not related to personal goals potentially involved in becoming a police officer), and each had 10 intrinsic questions (related to personal goals potentially involved in becoming a police

officer). This allowed for four sets of questionnaires to be administered to volunteering police officers to observe whether the inability to achieve goals moderated stress.

Factors that weighed high in being perceived as having led to the experience of stress included the following: group A PSQ-Op question 6 received five marks at rating 6; the group B PSQ-Op question 1 at rating 6 received five marks; question 2 at rating 5 received five marks. The group A PSQ-Org question 1 at rating 7 received eight marks; question 2 at rating 5 received six marks; question 5 received seven marks at rating 7. There were no responses in the group B PSQ-Org with over four marks to a rating.

The two research questions were answered from SurveyMonkey.com and IBM SPSS data statistical analysis; observations made from four modified, 10-questions questionnaires devised from McCreary and Thompson's (2006) two 20-question PSQ-Op and PSQ-Org questionnaires; and command level supervisor arranged interviews with volunteering police officers.

Evidence of Trustworthiness

Credibility, that is, internal validity as explained by Tashakkori and Teddlie (1998), was consistently controlled through triangulation using peer-reviewed articles during each portion of the study; the participating police department command supervision during each portion of the study to manage personnel for volunteering for the study and to decline if becoming involved in the study; and samples using questionnaires and interviews managed by supervisors who controlled time, date, and location of the interviews. The appropriate sequence method of the study, as established by the

researcher, was followed accordingly to reduce weaknesses of combining methods (Creswell & Plano Clark, 2008).

According to Patton (2002), transferability occurs when the concepts of a researcher's study are congruent with others. McCreary and Thompson's (2006) concepts of PO stress experienced mainly during operational and organizational demands are generalized through the PSQ-Op and PSQ-Org as instruments for researchers to validate and confirm extended concepts similar to McCreary and Thompson's. I confirmed moderated stress probability from the inability to achieve goals, which was observed as an extension of McCreary and Thompson's PO occupational stress. Confirmability was established using e-mail to track participating units to include the Brevard County Sheriff's Office, morning and evenings shift personnel, and supervisory personnel. Names, date of births, and years of service were confirmed through command level point of contact.

Planning for issues of dependability, as established in Chapter 3, was guided by the resources needed to clarify and answer the research questions. The research questions were answered using results from descriptive statistical analysis from online surveys and face-to-face interviews using a scripted consent form. In summary, stress may be moderated from the inability to achieve personal goals for entering law enforcement. Compromising, changing, and or not pursuing personal goals until possible are strategies discussed by volunteering participants to maintain goal achievement; however, stress is still experienced until job satisfaction, for example retiring, is achieved.

In Chapter 5, I will interpret, confirm, disconfirm, and add to contemporary knowledge results from the findings of the present study.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

The purpose of the study was to clarify whether or not police officers may experience moderated stress from the inability to achieve goals. Goals were operationally defined and used in the study as intrinsic factors. Service, interest in the career field, money, and power were four common goals used as standards to guide the nature of the study. The nature of the study was a mixed-model, exploratory, cross sectional study. I used descriptive statistics to analyze data from administering existing and previously validated survey questionnaires and content analysis of data from interviews with participating volunteer police officers to determine whether police officers experience stress from not being able to achieve their personal goals. The quantitative portion, using McCreary and Thompson's (2006) PSQ-Op and PSQ-Org questionnaires, preceded the qualitative portion of the study. The qualitative portion consisted of an exploration of participant perceptions of common service goals depicted as service, interest in the career field, money, and power to clarify if intrinsic factors may lead to police officers stress. Hypotheses for the study reflected the purpose as to whether or not police officers may experience stress from the negation of intrinsic factors and are further delineated below.

Interpretation of Key Findings

In observing descriptive statistical analysis of collected data from online questionnaires conceptually depicting situations perceived as leading to the experience of stress involved in operational and/or organizational demands and in observing responses from volunteering police officers interviewees, I was able to determine stress that is

moderated from the inability to achieve goals for entering law enforcement as a career.

Liberman, Best, Metzler, and Fagan (2002) observed this factor, related to the inability to

achieve goals, in a work environment inventory study involving occupational stress and

psychological distress among police officers. In addition, Pagon, Spector, Cooper, and

Lobnikar (2011) and Somunoglu and Ofluoglu (2012) observed this element of stress as

occurring among managers executing agency demands. In finding that stress among

police officers may become moderated from goal negation, this study further adds to

McCreary and Thompson's (2006) police officer stress from carrying out operational and

organizational demands and Goode's role strain theory as highlighted in the significance

of the study section of this study.

There were two research questions and five null and alternative hypotheses each

that guided the study to determine whether the inability to achieve goals moderated stress

among police officers in operational and or organizational demand duties:

RQ1. How is stress related to operational and organizational demands interfering

with the achievement of personal goals associated with a job?

RQ2. What factors are potentially involved in moderating stress when

accomplishing operational and organizational demands?

$H_0$1a: There is no correlation between stress and the negation of intrinsic factors.

$H_1$1a: There is a correlation between stress and the negation of intrinsic factors.

$H_0$1b: There is no correlation between stress and the negation of the goal of

service.

$H_1$1b: There is a correlation between stress and the negation of the goal of service.

$H_0$1c: There is no correlation between stress and the negation of the goal of career interest.

$H_1$1c: There is a correlation between stress and the negation of the goal of career interest.

$H_0$1d: There is no correlation between stress and the negation of the goal of money.

$H_1$1d: There is a correlation between stress and the negation of the goal of money.

$H_0$1e: There is no correlation between stress and the negation of the goal of power.

$H_1$1e: There is a correlation between stress and the negation of the goal of power.

These hypotheses were operationalized in Chapter 3 in the discussion of the planned methodology for the study.

Limitations of the Study

Due to budget, time, and participant constraints, generalizability was not possible. This study was limited to police officers with 2 or more years of service. Initially, invitations were sent out to seven police departments to participate in the study. However, only one accepted and participated. All others respectfully declined due to commitments spanning over the data collection time frame from May 17 to June 3, 2015. Although the participating police department had $N = 265$ police officers, a probability convenience sample was used with 19 ($n = 19$) available police officers. In addition, the monetary value of constructing the surveys was limited as programming "return to missed questions" was not a part of the survey options as maintaining the surveys online

took precedence. For example, on the group A PSQ-Op question 3 (work-related activities on days off, e.g., court, community events) and question 6 (fatigue, e.g., shift work, overtime) were skipped. On the group B PSQ-Org question 5 (constant changes in policy/legislation) was skipped. However, as this was an exploratory research, I rationalized that there were 40 questions with seven factors for a total of 70 possible answers, $N = 70$; 67 were answered $N = 67$. Although $N = 67$ does not take into account the weight of the possible answers, and I could have made the questions not applicable, the missed questions were not a trend among respondents. I am reporting this as a limitation of the study and am proceeding with the results of the collected data. In addition, out of $n = 19$, 18 participants completed the group A PSQ-Org, and 15 participants completed the group B PSQ-Org; group A and B PSQ-Op were completed by 19 participants each. Completion of questionnaires mean = 17.5, median = 18.5, and mode = 19. With a one half participant difference or a mode of 19, I believe the results of the present study are still confirmed and have validity in police officer-moderated stress from the inability to achieve goals.

Recommendations

Further research into the present study is recommended to expand the observations of goal negation stress among police officers. Assistance, aid, support, possible further treatment, or additional medical care may be used in an expansion of this study. Additional studies may include race and gender exceptions to goal negation or goal negation as it occurs to goals conducive to a specific career field. General examples of goals specific to an individual in law enforcement may be to win service awards or to be

promoted ahead of peers, whereas general goals specific to an individual in educational

services may include helping student to achieve higher scholastic assessment test scores

or reducing the number of dropouts in a class.

I recommend a qualitative study be conducted involving varying career fields

such as departments of the military, engineering personnel, small business owners, and or

correctional facility personnel to extend the present study and to validate further its

findings. Researchers may have opportunities to observe patterns of behavior and

transcending elements distinguishing goal negation as a moderating factor of stress that

may evolve into another study involve control groups. Interviews may be more direct in

asking specific open-ended questions about job-controlled stressful situations an

individual may personally expound on, or may be more indirect in asking an individual to

elaborate on situations he or she found to be stressful while on the job. Information from

such interviews may provide distinguishing factors from individual experiences that may

lead to additional concepts to observe for moderated stress. Narratives from such studies

may add personal and colorful descriptions of stress that address feelings and emotions

involved in or leading to moderated stress. As such, researchers may possibly identify

trends of behaviors recommending intervention aid or possible medical support.

Finally, a generalized mixed-methods study, using the modified questionnaires

within the present study, is recommended to provide additional support to McCreary and

Thompson's (2006) study to further observe the relationship between physical and

psychological healthiness among police officers. The focus may be on presenting

findings and recommendations to assist medical care personnel in the prevention of stress

leading to serious physical conditions such as hypertension, coronary artery disease, and diabetes and mental conditions such as depression, generalized anxiety, and substance abuse. To researchers conducting future research on the present study, in order to further enhance the reliability and validity of the results I observed, I recommend conducting the survey on a larger sample than obtained in this study. According to Plano Clark and Creswell (2008), using a probability sampling involves a large number of units and may provide further reliability and validation than a convenience sample with a smaller sample size of the same study. For example, McCreary and Thompson's (2006) study involved 55 units in the first study, 47 in the second study and 197 in the third study, to obtain adequate reliability and validity in results to provide model surveys to assist other researchers involved in police stress studies. The present study was exploratory in nature and used a convenience sample of 19 participants with observed results to report for future research. In addition, planning a 4-week time span and an adequate budget to allow for a larger sample than the present study may support further reliable and valid results beyond the present study.

Implications: Aspect of Social Change Contribution

In understanding that the inability to achieve goals moderates the experience of stress among police officers involved in operational and organizational demand duties, police departments and agencies, medical care support, and contracted counseling personnel may expand, supplement, or update guidance and assistance to current programs to provide positive well-being among police officers experiencing stress. Current programs, such as Rx3x, as introduced by John Marx, involve time-phased

physical workout plans, consisting of three per day (Marx, 2011). Benefits include

reducing, coping, and managing stress before symptoms harm the individual. Another

program available to assist police officers with stress may include creating positions

within a department specifically to manage stress occurring among officers (Finn, 2011).

After eight officer suicides in 5 years, three occurring in the same year, the Philadelphia

Police Department assigned personnel to positions as stress managers. Benefits of the

program have been increased morale, higher productivity, and cost savings associated

with early retirements and replacing police officers going on medical leave (Finn, 2011).

In such programs, I recommend expanding and incorporating the findings of this study as

a foundation for determining the direction of stress; in addition, I will make the modified

McCreary and Thompson (2006) modified questionnaires used in this study available as

earliest as possible.

Conclusion

This chapter provided (a) a summary of results, (b) analysis of quantitative and

qualitative observations, (c) transcending themes, (d) recommendations for action, and

(e) implications for social change. According to quantitative data, goal negation

moderated police officer stress when accomplishing operational and/or organizational

demands. Although operational demands provided data analysis to reject the null

hypothesis indicating goal negation moderated stress when operational demands interfere

with goals, data analysis of organizational demands did not lead to rejecting H_0.

However, the Pearson paired samples, t-test, correlations, and weighted averages

observations prevented Type-II error in illuminating organizational demands goal

negation contributed to moderated stress among police officers. I recommend that social science researchers expand the study of operational and organizational demands moderate goal negation stress among police officers to focus on further support and add strength to the validity and impact of the inability to achieve goals as a moderating stress factor to a foundation for start programs for treatment. In addition, including other law enforcement agencies such as fish and wildlife, park services, animal control units, incarceration facilities personnel, and guard duty contractor specialists may allow stress treatment to reach further into the law enforcement community affecting a wider audience for social change.

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doi: 10.1007/s10826-011-9509-5

Appendix A: Permission to use PSQ-Op and PSQ-Org

(The original forms of the PSQ-Op and PSQ-Org may found at:

http://spartan.ac.brocku.ca/~dmccreary/PSQ_Development.html)

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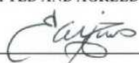
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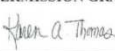
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Development of the Police StressQuestionnaires

Researchers:

1. Dr. Donald R. McCreary (Principal Investigator)
2. Dr. Megan M. Thompson (Co-investigator)
3. Wendy Sullivan, MA (Research Assistant)

Project Funding:

1. Workplace Safety and Insurance Board of Ontario, Research Advisory Council

Project Supporters:

1. Ontario Provincial Police Academy
2. Ontario Provincial Police Association
3. Ontario Police College
4. Defence R&D Canada — Toronto

Publication Reference:

McCreary, D.R., & Thompson, M.M. (2006). Development of two reliable and valid measures of stressors in policing: The Operational and Organizational Police Stress Questionnaires. *International Journal of Stress Management, 13*, 494-518.

Summary:

The relationship between stress and health (i.e., both physical health and psychological well-being) has received much attention over the years, with researchers demonstrating a consistent association between the two; that is, the more stress people experience, the poorer their physical and mental health. People with higher stress levels report significantly lower overall health and well-being, report the presence of significantly

more adverse health symptoms (e.g., increased blood pressure, sleep disturbances), are at greater risk for long-term health problems (e.g., hypertension, coronary artery disease, auto-immune disorders, diabetes), are at greater risk for premature mortality, are more likely to experience symptoms of depression, generalized anxiety, post-traumatic stress disorder, and other psychological ailments (e.g., substance abuse), and they utilize significantly more health care resources (e.g., physicians, hospitals, sick days).

Occupational stress also has a negative effect on employers, something which many people (including the employers themselves) often overlook. Direct costs to employers include reduced productivity, as well as increased absenteeism and employee turnover as a result of issues such as stress-related illness, burnout and low levels of job satisfaction (e.g., Spielberger, Reheiser, Reheiser, & Vagg, 2000). Other costs to employers include health insurance payments to individuals and their families for workplace-related psychological disabilities. A recent study by Sauter (1992) revealed that occupational health insurance payouts total more than five billion dollars annually in the US alone. While these costs tend to be borne by the insurers, as opposed to the employers, they are passed onto the employers and employees through higher insurance premiums.

The association between stress and health is particularly worrisome for those who work in high stress occupations. One of the most highly stressful occupations in North America is policing (e.g., Pendleton, Stotland, Spiers, & Kirsch, 1989). But what are the aspects of policing that are most stressful and what impact do these stressors have on the health and well-being of police officers? This is a complex question, and one that has not been adequately addressed by researchers. While many studies have sought to identify the stressors associated with policing, few have actually tried to link those stressors to officer health and quantify the association.

One reason for this is that there is no commonly used measure of police stress. Thus, the purpose of this research is to develop a short, psychometrically sound measure of the stressors associated with policing, which will then be used in a future program of research investigating the associations among stress, physical health, and psychological well-being.

A three-phase development procedure was followed:

1. **Focus Groups**: A series of six focus groups were conducted with 55 experienced, active duty officers from the Ontario Privincial Police (OPP). The focus groups helped us identify current and commonly experienced stressors associated with policing. Based on these, we determined that there were two general categories of stressors faced by police officers: Operational Stress and Organizational stress. It was decided to use the most commonly mentioned stressors from the focus groups to create two separate police stress questionnaires: the Operational Police Stress

Questionnaire (PSQ-Op) and the Organizational Police Stress Questionnaire (PSQ-Org).

2. **Phase 1 (Pilot-testing)**: The PSQ-Op and the PSQ-Org were given to a group of 47 OPP officers to determine whether there were any problems with the wording of the items or instructions. Participants rated each item for both stress and frequency. In addition, the phase 1 pilot-testing served as an initial assessment of the PSQ-Op's and PSQ-Org's reliability. Based on the responses, the wording of three items was altered slightly, as were the instructions. One item from the PSQ-Org was split into two separate questions. Initial psychometric analyses showed that both the PSQ-Op and PSQ-Org had excellent internal consistency (Cronbach alphas > .90) and corrected item-total correlations between .30 and .60. Finally, stress ratings for the PSQ-Op and PSQ-Org were correlated with their respective frequency ratings (r = .70).

3. **Phase II (Reliability and Validity)**: This was conducted in two parts. In the first part, 197 active duty police officers from throughout Ontario completed the PSQ-Op (20 items), the PSQ-Org (20 items), the Perceived Stress Scale (Cohen et al., 1983), a short version of the Daily Hassles scale (McCreary & Sadava, 1998), and a measure of negative life events (McCreary & Sadava, 1998). Findings demonstrated that both the PSQ-Op and PSQ-Org were highly reliable (alphas > .90; corrected item-total correlations between .40 and .60) and both were positively correlated (r = .50 or less) with the other general stress measures. In the second part, a different group of 188 police officers (mostly from Ontario, but with some officers coming from other Canadian provinces) completed the PSQ-Op, the PSQ-Org, the Job Satisfaction Survey (JSS; Spector, 1997), and the Job-related Affective Well-being Scale (JAWS; Van Katwyn et al., 2000). The results again showed that the two PSQ scales were highly reliable (alphas > .90; corrected item-total correlations between .40 and .60). In addition, the PSQ-Op and PSQ-Org scores were negatively correlated with self-ratings from the JSS (-.19 to -.56) and the positive work-related emotions subscale from the JAWS (-.20 to -.25), but were positively correlated with scores from the negative work-related emotions subscale from the JAWS (.27 to .34).

UPDATE: As of the current update of this page, the **Operational Police Stress Questionnaire (PSQ-Op)** and the **Organizational Police Stress Questionnaire (PSQ-Org)** are available for use by researchers interested in exploring police stress. The PSQ-Op and PSQ-Org are both 20-items each and can be used either separately or together. The short length of each PSQ helps to reduce to burden placed on officers completing them and allows researchers greater flexibility (in terms of focussing on either operational or organizational stress, if they so desire). Each PSQ is scored by summing or averaging the 20 items from each to create separate PSQ-OP and PSQ-Org scale scores.

The PSQ-Op and PSQ-Org have been adopted by researchers world-wide. They also have been translated into numerous other languages.

The **PSQ-Op** and **PSQ-Org** can be downloaded from this web page in PDF format or you can contact **Dr. Don McCreary** (NOTE: this e-mail link takes you to Don's work e-mail address) for either an electronic copy (in MS Word) or a hard copy version. Please note that the PSQ-OP and PSQ-Org can be used freely for academic research, as well as by police departments. For all other purposes, contact Dr. McCreary.

When citing or referencing the PSQ scales in your publications or presentations, please use the reference citation at the top of this page.

Appendix C: Modified McCreary and Thompson's PSQ-Op and Org

Group A Operational Police Stress Questionnaire

Below is a list of items that describe different aspects of being a police officer. After each item, please circle how much stress it has caused you over the past 6 months, using a 7-point scale (see below) that ranges from "No Stress At All" to "A Lot Of Stress":

1. Working alone at night

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

*Working alone at night 1 No Stress At All   2   3   4 Moderate Stress   5   6   7 A Lot Of Stress

2. Over-time demands

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

*Over-time demands 1 No Stress At All   2   3   4 Moderate Stress   5   6   7 A Lot Of Stress

3. Work related activities on days off (e.g. court, community events)

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

*Work related activities on days off (e.g. court,   2   3   4 Moderate Stress   5   6   7 A Lot Of Stress

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress
community events) 1 No Stress At All						

4. Eating healthy at work

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress
☐						
*Eating healthy at work 1 No Stress At All	☐ 2	☐ 3	☐ 4 Moderate Stress	☐ 5	☐ 6	☐ 7 A Lot Of Stress

5. Finding time to stay in good physical condition

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress
☐						
*Finding time to stay in good physical condition 1 No Stress At All	☐ 2	☐ 3	☐ 4 Moderate Stress	☐ 5	☐ 6	☐ 7 A Lot Of Stress

6. Fatigue (e.g. shift work, over-time)

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress
☐						
*Fatigue (e.g. shift work, over-time) 1 No Stress At All	☐ 2	☐ 3	☐ 4 Moderate Stress	☐ 5	☐ 6	☐ 7 A Lot Of Stress

7. Lack of understanding from family and friends about your work
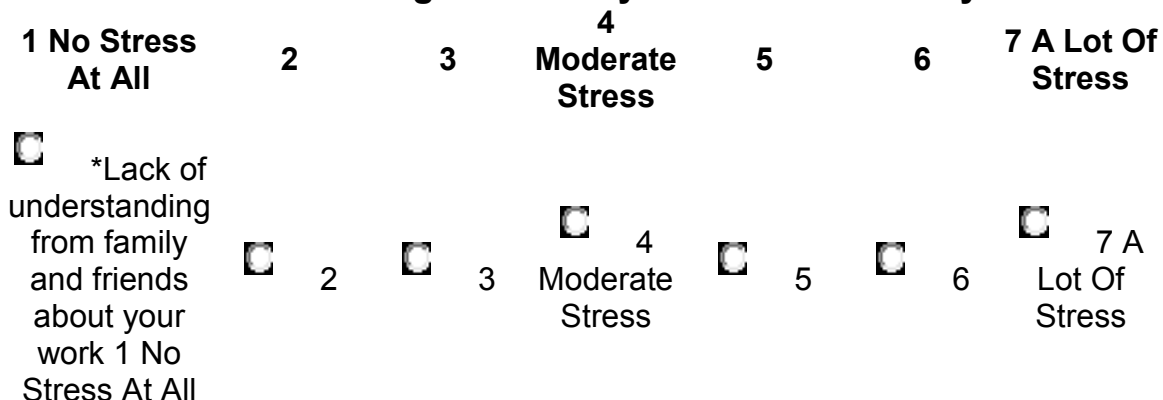
1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

☐ *Lack of understanding from family and friends about your work 1 No Stress At All

☐ 2   ☐ 3   ☐ 4 Moderate Stress   ☐ 5   ☐ 6   ☐ 7 A Lot Of Stress

8. Upholding a "higher image" in public

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

☐

*Upholding a "higher image" in public 1 No Stress At All

☐ 2   ☐ 3   ☐ 4 Moderate Stress   ☐ 5   ☐ 6   ☐ 7 A Lot Of Stress

9. Limitations to your social life (e.g. who your friends are, where you socialize)

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

☐

*Limitations to your social life (e.g. who your friends are, where you socialize) 1 No Stress At All

☐ 2   ☐ 3   ☐ 4 Moderate Stress   ☐ 5   ☐ 6   ☐ 7 A Lot Of Stress

10. Feeling like you are always on the job

1 No Stress At All	**2**	**3**	**4 Moderate Stress**	**5**	**6**	**7 A Lot Of Stress**

☐

*Feeling like you are always on the job 1 No Stress At All

☐ 2   ☐ 3   ☐ 4 Moderate Stress   ☐
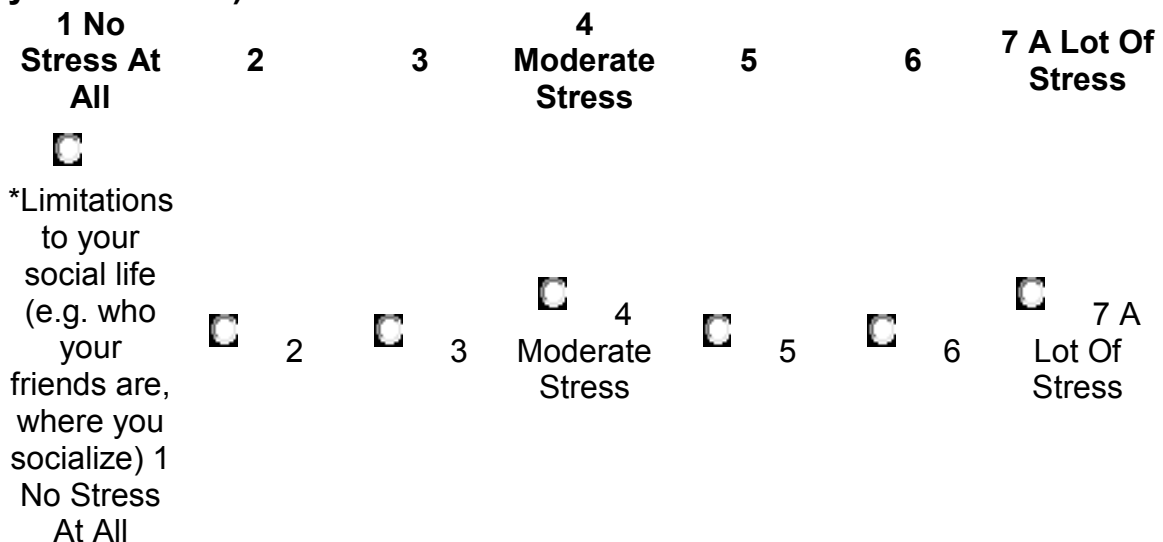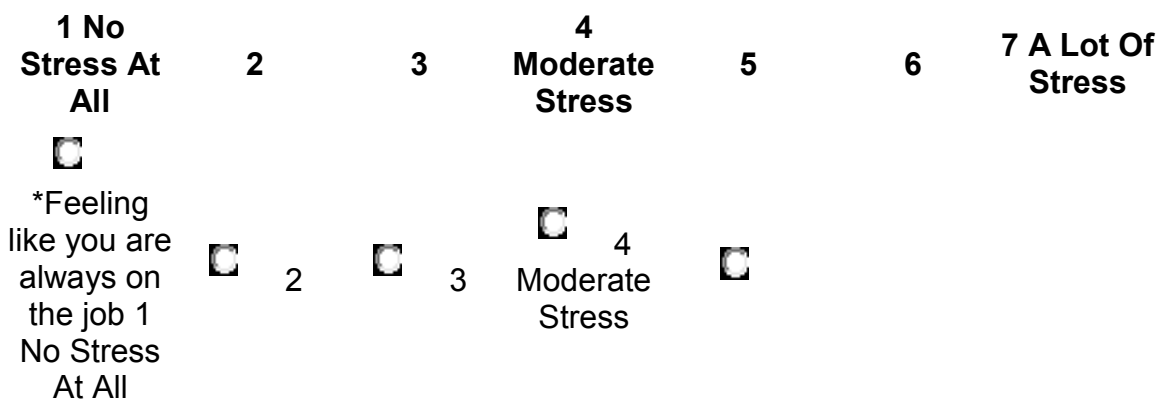
Group A Organizational Police Stress Questionnaire

Below is a list of items that describe different aspects of being a police officer. After each item, please circle how much stress it has caused you over the past 6 months, using a 7-point scale (see below) that ranges from "No Stress At All" to "A Lot Of Stress":

1. Staff shortages

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

*Staff shortages 1 No Stress At All 2 3 4 Moderate Stress 5 6 7 A Lot Of Stress

2. Lack of training on new equipment

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

*Lack of training on new equipment 1 No Stress At All 2 3 4 Moderate Stress 5 6 7 A Lot Of Stress

3. Perceived pressure to volunteer free time

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

*Perceived pressure to volunteer free time 1 No Stress At All 2 3 4 Moderate Stress 5 6 7 A Lot Of Stress

4. Dealing with supervisors

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

*Dealing with supervisors 1 No Stress At All

| ☐ | 2 | ☐ 3 | ☐ 4 Moderate Stress | ☐ 5 | ☐ 6 | ☐ 7 A Lot Of Stress |

5. Inconsistent leadership style

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

*Inconsistent leadership style 1 No Stress At All

| ☐ | 2 | ☐ 3 | ☐ 4 Moderate Stress | ☐ 5 | ☐ 6 | ☐ 7 A Lot Of Stress |

6. Lack of resources

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

☐ *Lack of resources 1 No Stress At All

| ☐ | 2 | ☐ 3 | ☐ 4 Moderate Stress | ☐ 5 | ☐ 6 | ☐ 7 A Lot Of Stress |

7. Unequal sharing of work responsibilities

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

*Unequal sharing of work responsibilities 1 No Stress At

| ☐ | 2 | ☐ 3 | ☐ 4 Moderate Stress | ☐ 5 | ☐ 6 | ☐ 7 A Lot Of Stress |

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

All

8. Dealing the court system

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

▢

▢ *Dealing the court system 1 No Stress At All

▢ 2	▢ 3	▢ 4 Moderate Stress	▢ 5	▢ 6	▢ 7 A Lot Of Stress

9. The need to be accountable for doing your job

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

▢ *The need to be accountable for doing your job 1 No Stress At All

▢ 2	▢ 3	▢ 4 Moderate Stress	▢ 5	▢ 6	▢ 7 A Lot Of Stress

10. Inadequate equipment

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

▢

*Inadequate equipment 1 No Stress At All

▢ 2	▢ 3	▢ 4 Moderate Stress	▢ 5	▢ 6	▢ 7 A Lot Of Stress

Group B Operational Police Stress Questionnaire

Below is a list of items that describe different aspects of being a police officer. After each item, please circle how much stress it has caused you over the past 6 months, using a 7-point scale (see below) that ranges from "No Stress At All" to "A Lot Of Stress":

1. Shift work

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

☐ *Shift work 1 No Stress At All   ☐ 2   ☐ 3   ☐ 4 Moderate Stress   ☐ 5   ☐ 6   ☐ 7 A Lot Of Stress

2. Risk of being injured on the job

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

☐ *Risk of being injured on the job 1 No Stress At All   ☐ 2   ☐ 3   ☐ 4 Moderate Stress   ☐ 5   ☐ 6   ☐ 7 A Lot Of Stress

3. Traumatic events (e.g. MVA, domestics, death, injury)

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

☐ *Traumatic events (e.g. MVA, domestics, death, injury) 1 No Stress At All   ☐ 2   ☐ 3   ☐ 4 Moderate Stress   ☐ 5   ☐ 6   ☐ 7 A Lot Of Stress

4. Managing your social life outside of work

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

☐

*Managing your social life outside of work 1 No Stress At All	☐ 2	☐ 3	☐ 4 Moderate Stress	☐ 5	☐ 6	☐ 7 A Lot Of Stress

5. Not enough time available to spend with friends and family

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

☐ *Not enough time available to spend with friends and family 1 No Stress At All

	☐ 2	☐ 3	☐ 4 Moderate Stress	☐ 5	☐ 6	☐ 7 A Lot Of Stress

6. Paperwork

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

☐

*Paperwork 1 No Stress At All	☐ 2	☐ 3	☐ 4 Moderate Stress	☐ 5	☐ 6	☐ 7 A Lot Of Stress

7. Occupation-related health issues (e.g. back pain)

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

☐

*Occupation-related	☐ 2	☐ 3	☐ 4 Moderate Stress	☐ 5	☐ 6	☐ 7 A Lot Of Stress

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

health issues (e.g. back pain) 1 No Stress At All

8. Making friends outside the job

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

*Making friends outside the job 1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

9. Negative comments from the public

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

*Negative comments from the public 1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

10. Friends / family feel the effects of the stigma associated with your job

1 No Stress At All	2	3	4 Moderate Stress	5	6

Group B Organizational Police Stress Questionnaire

Below is a list of items that describe different aspects of being a police officer. After each item, please circle how much stress it has caused you over the past 6 months, using a 7-point scale (see below) that ranges from "No Stress At All" to "A Lot Of Stress":

1. Dealing with co-workers

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

*Dealing with co-workers 1 No Stress At All   2   3   4 Moderate Stress   5   6   7 A Lot Of Stress

2. The feeling that different rules apply to different people (e.g. favouritism)

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

*The feeling that different rules apply to different people (e.g. favouritism) 1 No Stress At All   2   3   4 Moderate Stress   5   6   7 A Lot Of Stress

3. Feeling like you always have to prove yourself to the organization

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

       2   3   4   5   6   7 A

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress
*Feeling like you always have to prove yourself to the organization 1 No Stress At All			Moderate Stress			Lot Of Stress

4. Excessive administrative duties

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress
*Excessive administrative duties 1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

5. Constant changes in policy / legislation

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress
*Constant changes in policy / legislation 1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

6. Bureaucratic red tape

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress
*Bureaucratic red tape 1	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

| 1 No Stress At All | 2 | 3 | 4 Moderate Stress | 5 | 6 | 7 A Lot Of Stress |

No Stress At All

7. Too much computer work

| 1 No Stress At All | 2 | 3 | 4 Moderate Stress | 5 | 6 | 7 A Lot Of Stress |

*Too much computer work 1 No Stress At All   2   3   4 Moderate Stress   5   6   7 A Lot Of Stress

8. If you are sick or injured your co-workers seem to look down on you

| 1 No Stress At All | 2 | 3 | 4 Moderate Stress | 5 | 6 | 7 A Lot Of Stress |

*If you are sick or injured your co-workers seem to look down on you 1 No Stress At All   2   3   4 Moderate Stress   5   6   7 A Lot Of Stress

9. Leaders over-emphasise the negatives (e.g. supervisor evaluations, public complaints)

| 1 No Stress At All | 2 | 3 | 4 Moderate Stress | 5 | 6 | 7 A Lot Of Stress |

*Leaders over-   2   3   4 Moderate Stress   5   6   7 A Lot Of Stress

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

emphasise the negatives (e.g. supervisor evaluations, public complaints)
1 No Stress At All

10. Internal investigations

1 No Stress At All	2	3	4 Moderate Stress	5	6	7 A Lot Of Stress

◌

*Internal investigations
1 No Stress At All

Appendix D: Research Questions

RQ1. How is stress related to operational and organizational demands interfering with the achievement of personal goals associated with a job?

This question depicts the purpose of the present study to explore stress related to the negation of goals. The exploration of this question may add and provide support to existing information exclaiming that operational and organizational demands act as the main cause of police officer-stress, but may have, as a moderating factor, goal negation. The emphasis of this research question will center on operational and organizational demands interfering with goals.

RQ2. What factors are potentially involved in moderating stress when accomplishing operational and organizational demands?

The object of this research question is to ascertain whether stress related to goal negation is an intrinsic moderating factor. Intrinsic factors are those of a personal nature. As goals for becoming a police officer may be personal, the inability to achieve them may lead to the experience of stress. As such, when operational and organizational demands interfere with goal achievement stress may occur.

Appendix E: Memorandum to Participant

The purpose of this study is to explore whether police officers may experience stress from not being able to achieve their personal goals. Personal goals within this study act as intrinsic factors; and, when such factors are not satisfied an individual may experience of stress. The findings will be presented with the completion of the study as a Dissertation for further review by others evaluating alternative means to aid police officers with stress or researchers with interest in expanding social science studies related to police-officer stress. The author and researcher of this study is Earl Riggins, a doctoral student at Walden University.

Participation in this study is voluntary. A participant may withdraw from the study at any time. The decision not to participate will be respected as well as stopping during the course of participating.

There are two parts to the study for volunteers. The first part involves completing two online questionnaires containing 10 questions each. Your responses are anonymous as no information referring to your name, IP address, and your email address will be recorded. The second part involves a four question interview session. Again, a participant may stop participating at any time.

Risks and Benefits of Participating in the Study:

This study may involve risks with the minor discomfort in answering questions. This study will pose no risk to your safety or wellbeing.

The benefits of participating in this study include assisting police agencies and social

science researchers with an alternative means to aid police officers who are experiencing

stress.

Contacts and questions:

Questions concerning participation in this study may be directed to the researcher

via email ██████████████████████

Appendix F: Interview Questions

The following are the four interview questions for the present study:

IQ1: Tell me about your career goals prior to your joining the force.

This open ended statement is put to the interviewee to observe whether his or her goals are similar to either of the common goals of service, career field interest, money, or power.

IQ2: What if anything has changed in your goals?

This question is asked to observe whether there have been conflicts, delays, or abandoning of goal pursuits, which may constitute goal negation, due to operational and or organizational demands.

IQ3: How do you find the day to day duties in relation to those goals?

This question is asked to discover themes of stress associated with the job and the effort to achieve goals.

IQ4: How do you see your goals in relation to your feelings about the job today?

This question probes for positive self-esteem and job satisfaction due to goal success or negative feelings about the job due to the inability to achieve goals. Positive information may imply that the individual is complacent with their current situation but may be or may not be pursuing personal goals. In not pursuing personal goals, the individual may have elected to pursue other goals to de-conflict their current situation to cope with moderating stress. Negative information may imply goal negation and that the individual may have experienced moderated stress.

Appendix G: Modified Instruments

PSQ-Op

No Stress At All			Moderate Stress			A Lot Of Stress
1	2	3	4	5	6	7

1. Shift work   1 2 3 4 5 6 7

2. Working alone at night   1 2 3 4 5 6 7

3. Overtime demands   1 2 3 4 5 6 7

4. Risk of being injured on the job   1 2 3 4 5 6 7

5. Work-related activities on days off (e.g., court, community events)   1 2 3 4 5 6 7

6. Traumatic events (e.g., MVA, domestics, death, injury)   1 2 3 4 5 6 7

7. Managing social life outside of work   1 2 3 4 5 6 7

8. Not enough time available to spend with friends and family   1 2 3 4 5 6 7

9. Paperwork   1 2 3 4 5 6 7

10. Eating healthy at work   1 2 3 4 5 6 7

11. Finding time to stay in good physical condition   1 2 3 4 5 6 7

12. Fatigue (e.g., shift work, overtime)   1 2 3 4 5 6 7

13. Occupation-related health issues (e.g., back pain)   1 2 3 4 5 6 7

14. Lack of understanding from family and friends about work   1 2 3 4 5 6 7

15. Making friends outside the job   1 2 3 4 5 6 7

16. Upholding a "higher image" in public   1 2 3 4 5 6 7

17. Negative comments from the public   1 2 3 4 5 6 7

18. Limitations to social life (e.g., who your friends are, where you socialize)   1 2 3 4 5 6 7

19. Feeling like you are always on the job   1 2 3 4 5 6 7

20. Friends / family feel the effects of the stigma associated with your job   1 2 3 4 5 6 7

Note. Adapted from McCreary and Thompson's (2006) Operational Police Stress Questionnaire. Online original may be found at http://spartan.ac.brocku.ca/~dmccreary/psq-op.pdf

PSQ-Org

		No Stress At All 1	2	3	Moderate Stress 4	5	6	A Lot Of Stress 7

1.	Dealing with coworkers	1 2 3 4 5 6 7
2.	The feeling that different rules apply to different people (e.g., favoritism)	1 2 3 4 5 6 7
3.	Feeling like you always have to prove yourself to the organization	1 2 3 4 5 6 7
4.	Excessive administrative duties	1 2 3 4 5 6 7
5.	Constant changes in policy / legislation	1 2 3 4 5 6 7
6.	Staff shortages	1 2 3 4 5 6 7
7.	Bureaucratic red tape	1 2 3 4 5 6 7
8.	Too much computer work	1 2 3 4 5 6 7
9.	Lack of training on new equipment	1 2 3 4 5 6 7
10.	Perceived pressure to volunteer free time	1 2 3 4 5 6 7
11.	Dealing with supervisors	1 2 3 4 5 6 7
12.	Inconsistent leadership style	1 2 3 4 5 6 7
13.	Lack of resources	1 2 3 4 5 6 7
14.	Unequal sharing of work responsibilities	1 2 3 4 5 6 7
15.	If you are sick or injured, your coworkers seem to look down on you	1 2 3 4 5 6 7
16.	Leaders over-emphasize the negatives (e.g., supervisor evaluations, public complaints) 1 2 3 4…7
17.	Internal investigations	1 2 3 4 5 6 7
18.	Dealing with the court system	1 2 3 4 5 6 7
19.	The need to be accountable for doing your job	1 2 3 4 5 6 7
20.	Inadequate equipment	1 2 3 4 5 6 7

Note. Adapted from McCreary and Thompson's (2006) Operational Police Stress Questionnaire. Online original may be found at http://spartan.ac.brocku.ca/~dmccreary/psq-org.pdf

The parenthesized letters at the end of a stressor are used to identify one of the four prior service goals: service (S), interest (I), money (M), and power (P) as the possible moderating factor of that stressor.

Modified PSQ-Op

		Goal Association
1.	Shift work	I
2.	Working alone at night	
3.	Overtime demands	
4.	Risk of being injured on the job	S M
5.	Work-related activities on days off (e.g., court, community events)	
6.	Traumatic events (e.g., MVA, domestics, death, injury)	I
7.	Managing your social life outside of work	S
8.	Not enough time available to spend with friends and family	I
9.	Paperwork	S P
10.	Eating healthy at work	
11.	Finding time to stay in good physical condition.	
12.	Fatigue (e.g., shift work, overtime)	
13.	Occupation-related health issues (e.g., back pain)	S M
14.	Lack of understanding from family and friends about your work	
15.	Making friends outside the job	P
16.	Upholding a "higher image" in public	
17.	Negative comments from the public	S I
18.	Limitations to your social life (e.g., who your friends are, where you socialize)	
19.	Feeling like you are always on the job	
20.	Friends/family feel the effects of the stigma associated with your job	S I P

Note. Adapted and modified from McCreary and Thompson's (2006) Operational Police Stress Questionnaire. Online form may be found at http://spartan.ac.brocku.ca/~dmccreary/psq-op.pdf. Questions with alphas to the right depict the associated goal of Service, Career, Power, or Money.

Not all stressors in the PSQ-Op were identified as goal negation concepts. Those that were identified were similar to the four common goals listed in the present study as service, field of interest, money, and power. Stressors 1, 4, 6, 7, 8, 9, 13, 15, 17, and 20 were identified as being similar and will be used in Group B questionnaire, while stressors 2, 3, 5, 10, 11, 12, 14, 16, 18, and 19, were not identified as being similar and will be used in Group A questionnaire.

Stressor 1: Shift work, was identified with the goal I as shift work may cause an individual to lose interest in the job due to not being able to work the hours he or she had believed they would work in being hired as a police officer. Stress may become moderated in this situation from the lack of being able to manage time with family and friends when off duty (Gratton, 2011; Portoghese, Galletta & Battistelli, 2011). Stressor 4: Risk of being injured on the job, was identified with goals S and M as Sreflected that injures may interrupt a police officer's time in being involved in agency community related activities or providing service on the job. Stress may become moderated in this situation as the officer may become unsure as to their return to work (Mattos, 2010; Selokar, Nimbarte, Ahana, Gaidhane, & Wagh, 2011). Stressor 4 was also identified with M as it reflected in being injured a police officer may not be able to work and as such, this may cause their pay to be reduced to insurance rates that employees receive in place of regular pay for duty related injuries (Lewis, 2007). Stress may become moderated from loss in pay (Christopher, Marek, & Carroll, 2004). Stressor 6: Traumatic events (e.g., MVA, domestics, death, injury), was identified with I as such events may lead to psychological depression resulting in a disinterest in the job (Somunoglu & Ofluoglu,

2012). Stressor 7: Managing social life outside of work was identified with S as a service oriented individual may find it difficult to adjust to social life outside of work as such time may be perceived as preparation for the next duty day. In addition, a service goal individual may find it difficult to adjust to social life outside of work as it may be uncomfortable socializing with others outside of the job, such as family friends and neighbors, about police activities. Stress may become moderated from the lack of being able to express thoughts and ideas and the fear of alienation Zhao, He, & Lovrich, 2002). Stressor 8: Not enough time available to spend with friends and family, was identified with I in that as a police officer advances in years on the force more time with family and friends may be needed to bridge gaps in relationships; however, due to operational and organizational demands, finding such time may not be available as needed and as such stress may become moderated (Portoghese, Galletta, & Battistelli, 2011). Stressor 9: Paperwork was identified with S and P as S reflected accomplishing paperwork may take an officer away from in-service time such as patrolling and responding to incidences, and P reflected it may take an officer away from environments that may exhibit power and control, such as being seen patrolling or being seen arresting violators of the law. Such events that take officers away from service and power may moderate stress (Page & Jacobs, 2011).Stressor 13: Occupation-related health issues (e.g., back pain), was identified with S and M as S reflected injuries, such as gunshot wounds, that may prevent officers from returning to service duties for a certain period, and as M reflected that such injuries may cause a loss in pay during the time necessary to recover and to meet department standards on returning to work. Both situations may lead to the experience of

moderated stress from the inability to pursue goals (Gil, 2000). Stressor 15: Making

friends outside the job, was identified with P as friends may perceive the establishment of

power over them as intimidating and may distance themselves from police officers, who

exhibit such behavior, as friends. Officers may experience moderated stress from such an

event from increased anxiety (Orehek, E., Kruglanski, Mauro, & van der Bles, 2012).

Stressor 17: Negative comments from the public, was identified with S and I as S,

representing a police officer motivated by public accolades for his or her service, may

become distraught over public negative comments directed towards his or her agency, or

himself or herself, and it was identified with I as negative comments, for example, about

a member's police agency, may lead to a loss of interest in working for the agency and

may lead the officer to seek new employment either as a police officer with another

agency or another career field of interest (Somunoglu & Ofluoglu, 2012). Stressor 20:

Friends/family feel the effects of the stigma associated with your job, was identified with

S, I, and P. It was identified with S as it reflects possible situations of officer avoidance

by friends and family members when it appears that doing so may prevent the perception

of being too close to law enforcement authorities. As friends and family begin to detach

themselves from an officer, the officer may experience moderated stress (Van Maanen,

1975). Stressor 20was identified with I as it reflected situations where family and friends

inquire to the officer about the ethics of having to take the life or freedom of others as a

way of earning a living. This may cause the officer to question their interest in the job

and as such lead to moderated stress from worrying (Vicchio, 1997).Stressor 20 was also

identified with P as a police officer may perceive they are losing power over others when

their actions, such as racially profiling drivers to issue traffic tickets or to make arrests, to attain power, are being criticized (Carrick, 2000). An officer may experience moderated stress from doubting their ethics and values at work (Punch, 2000).

Modified PSQ-Org

		Goal Association
1.	Dealing with coworkers	S P
2.	The feeling that different rules apply to different people (e.g., favoritism)	P
3.	Feeling like you always have to prove yourself to the organization	S P
4.	Excessive administrative duties	P
5.	Constant changes in policy/legislation	I
6.	Staff shortages	
7.	Bureaucratic red tape	P
8.	Too much computer work	S P
9.	Lack of training on new equipment	
10.	Perceived pressure to volunteer free time	
11.	Dealing with supervisors	
12.	Inconsistent leadership style	
13.	Lack of resources	
14.	Unequal sharing of work responsibilities	
15.	If you are sick or injured, your coworkers seem to look down on you	P
16.	Leaders over-emphasize the negatives (e.g., supervisor evaluations, public complaints)	I M
17.	Internal investigations	I M
18.	Dealing the court system	
19.	The need to be accountable for doing your job	
20.	Inadequate equipment	

Not all stressors in the PSQ-Org were identified as goal negation concepts. Those that were identified were similar to the four common goals listed in the present study as service, field of interest, money, and power. Stressors 1, 2, 3, 4, 5, 7, 8, 15, 16, and 17 were identified as being similar and will be used in Group B questionnaire, while stressors 6, 9, 10, 11, 12, 13, 14, 18, 19, and 20 were not identified as being similar and will be used in Group A questionnaire.

Stressor 1:Dealing with co-workers, was identified with goals S and P as S

reflected non business related social talks with coworkers that take service oriented

individuals away from performing service for a period of time and as such may moderate

stress from the perception that service is being delayed(Waters & Ussery, 2007) and

Preflected coworkers with power over other coworkers may experience moderated stress

as coworker began to file grievances or complaints against them (Archbold, Lytle,

Weatherall, Romero, & Baumann, 2006). Stressor 2: The feeling that different rules apply

to different people (e.g. favouritism), was identified with P as such employees may

believe in being promoted to positions of authority, such as supervisory positions, they

become department favorites and as such, are not subject to department rules. However,

moderated stress may be experienced as such employees are made aware that

departmental regulations apply to them also, any infractions could mean disciplinary

action against them (Smith, Petrocelli, &Scheer, 2007). Stressor 3: Feeling like you

always have to prove yourself to the organization, was identified with goals S and P as S

employees, to show their loyalty, may continuously volunteer for agency extra activities,

to include overtime, and as a result may become burned out due to moderated stress

(Julseth, Ruiz, & Hummer, 2011). Stressor 3 was also designated with P to reflect that

officers who become police officers for power may over achieve as in trying to do more than others as to stand out as loyal employees to their organization. As such, stress may become moderated as burnout occurs (Reiser & Geiger, 1984). Stressor 4: Excessive administrative duties, was identified with goals S and P as S reflected excessive administrative work may cause a police officer to be away from performing service functions, such as patrolling or responding to calls, leading the officer to experience moderated stress from the inability to pursue service goals (Owens, 2008). Stressor 4was also identified with P as a police officer may experience moderated stress in not being able to exercise power in having to perform extra administrative duties that keeps them away from areas under their control Chen, S., Langner & Mendoza-Denton, 2009). Stressor 5: Constant changes in policy/legislation, was identified with I as too many new introductions on how to approach work may frustrate being comfortable with responsibilities and the work environment. Such frustration may moderate stress (Chen, Langner, & Mendoza-Denton, 2009). Stressor 7: Bureaucratic red tape, was identified with P to reflect moderated stress from delays in court decisions that may otherwise provide the satisfaction of power over others whom an officer arrested or from delays in promotion boards that may promote an officer over coworkers (Selokar, Nimbarte, Ahana, Gaidhane, & Wagh, 2011). Stressor 8: Too much computer work, was identified with S and P as S reflected excessive computer work may take away service time that contributes to job satisfaction. As such, excessive computer work may moderate stress. Stressor 8 was also identified with P as excessive computer work may interfere with time that could be spent controlling others. Stressor 15: If you are sick or injured your co-

workers seem to look down on you, was identified with P to reflect officers who enjoy exercising power over others may become unable to do so when they become sick or injured, and as such, may experience moderated stress when those they are in control over look down on them. Stressor 16: Leaders over-emphasise the negatives (e.g. supervisor evaluations, public complaints), was identified with I and M as I reflected when supervisors are consistently negative officers may experience moderated stress and may lose interest in their jobs (Reiser & Geiger, 1984; Mattos, 2010); M reflected as consistent negative commenting on an employee's duty performance may lead to the dismissal of the officer from the agency, moderated stress may occur from job insecurity. Stressor 17: Internal investigations, was identified with I and M as I reflected a loss of job interest may occur in being involved in an investigation that may have negative public or on the job connotations. Stressor 17 was also identified with M to reflect officers found at fault in an investigation may lose their job or may be fined monetarily; as such, stress may become moderated.

Appendix H: Consent Forms

CONSENT FORM

You are invited to take part in a research study of police officer career goals and

subsequent stress. The researcher is inviting police officers with at least a year service, if

possible, to be in the study. This form is part of a process called "informed consent" to allow you

to understand this study before deciding whether to take part.

This study is being conducted by a researcher named Earl Riggins, who is a doctoral student
specializing in criminal justice at Walden University.

Background Information:
The purpose of this study is to observe whether police officers experience stress from the inability
to achieve their goals from accomplishing organizational and operational demands.

Procedures:
If you agree to be in this study, you will be asked to:
- Participate in four surveys containing 10 questions each, which should last about 40
  minutes.
- Participate in an interview involving 4 questions, which should last about 15 minutes.

Here are some sample questions:
IQ1: Tell me about your career goals prior to your joining the force.
IQ2: What if anything has changed in your goals?
IQ3: Where, if at all, do you feel stress in day to day duties in relation to those goals?
IQ4: How do you see your goals in relation to your feelings about the job today?

Voluntary Nature of the Study:
This study is voluntary. Everyone will respect your decision of whether or not you choose to be in
the study. No one at Walden University or at your police department will treat you differently if
you decide not to be in the study. If you decide to join the study now, you can still change your
mind later. You may stop at any time.

Risks and Benefits of Being in the Study:
Being in this type of study involves some risk of the minor discomforts that can be encountered in
daily life, such as sitting and writing and responding to question. Being in this study would not
pose risk to your safety or wellbeing.

The benefits of participating in this study include assisting police agencies and social science
researchers with an alternative means to aid police officers who are experiencing stress.

Payment:

Participants will receive a 5$ gift certificate from CVS Pharmacy.

Privacy:
Any information you provide will be kept anonymous. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the study reports. Data will be kept secure by remaining with the researcher and securing the information in his home with a security system in a drawer. Data will be kept for a period of at least 5 years, as required by the university.

Contacts and Questions:
You may ask any questions you have now. Or if you have questions later, you may contact the researcher via the University email address at earl.riggins@waldenu.edu. If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is 612-312-1210 (for US based participants) OR 001-612-312-1210 (for participants outside the US). Walden University's approval number for this study is **IRB will enter approval number here** and it expires on **IRB will enter expiration date.**

This is mixed model study:
The researcher will give you a copy of this form to keep. (for face-to-face research)
Please keep this consent form for your records. (for anonymous paper-based research)
Please print or save this consent form for your records. (for online research)

Statement of Consent:

I have read the above information and I feel I understand the study well enough to make a decision about my involvement. By signing below and returning a completed survey, "I consent", I understand that I am agreeing to the terms described above.

Printed Name of Participant

Date of consent   _____

Participant's Signature

Researcher's Signature   _____

                                                         _____

CONSENT FORM

You are invited to take part in a research study of police officer stress as experienced

from the inability to achieve personal goals for becoming a police officer when operational and

organizational demands need accomplishing. The researcher is inviting police officers with a least

one year on the force as sworn police officers to be in the study. This form is part of a process

called "informed consent" to allow you to understand this study before deciding whether to take

part.

This study is being conducted by a researcher named Earl Riggins, who is a doctoral student, with a specialization in criminal justice, at Walden University.

Background Information:
The purpose of this study is to determine whether police officers experience stress from the inability to achieve their goals for becoming a police officer when operational and organizational demands take priority.

Procedures:
If you agree to be in this study, you will be asked to:
- Take four 10 question questionnaires; each should last about 10 minutes each.
- Participate in an interview session lasting about 15 minutes.
- Review the interview session notes as accurate.

Here are some sample questions:
IQ1: Tell me about your career goals prior to your joining the force.
IQ2: What if anything has changed in your goals?
IQ3: Where, if at all, do you feel stress in day to day duties in relation to those goals?
IQ4: How do you see your goals in relation to your feelings about the job today?

Voluntary Nature of the Study:
This study is voluntary. Everyone will respect your decision of whether or not you choose to be in the study. No one at your police station or Walden University will treat you differently if you decide not to be in the study. If you decide to join the study now, you can still change your mind later. You may stop at any time.

Risks and Benefits of Being in the Study:
Being in this type of study involves some risk of the minor discomforts that can be encountered in daily life, such as sitting in a chair for a period of time (each of the four questionnaires should take about 10 minutes; fatigue from writing; and discomfort in talking about your perspectives of stress during the interview. Being in this study would not pose risk to your safety or wellbeing.

The benefits of the study may include providing an alternative means to support and aid police officers who are experiencing stress. In addition, in participating in this study you will provide the foundation to allow further research with police officer stress from a personal achievement perspective, to become possible.

Payment:
For your participation, you will receive a $5.00 CVS/pharmacy gift certificate.

Privacy:
Any information you provide will be kept anonymous. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the study reports. Data will be kept secure by storing it in a cabinet in my home that is alarmed. No one but my wife and I reside there. Data will be kept for a period of at least 5 years, as required by the university.

Contacts and Questions:
You may ask any questions you have now. Or if you have questions later, you may contact the researcher via his email address: earl.riggins@waldenu.edu. If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is 612-312-1210. Walden University's approval number for this study is **IRB will enter approval number here** and it expires on **IRB will enter expiration date.**

The researcher will give you a copy of this form to keep.

Statement of Consent:

I have read the above information and I feel I understand the study well enough to make a decision about my involvement. By replying to this email with the words, "I consent", I understand that I am agreeing to the terms described above.