

Management of Stress and Coping Behaviour of Police Personnel through Indian Psychological Techniques

Randhir Singh Ranta

Himachal Pradesh University, Shimla

The police fulfils an essential role in the society and stress potentially reduces the effectiveness of the personnel. The stressed police officers pose a threat to themselves, their colleagues, offenders and/or to public safety and thus it is a matter of urgent concern for psychologists in particular and mental health researchers in general. There are endeavors to reduce, eliminate or modify stress among police personnel using psychological techniques based on the western model. The present study is unique as it uses stress management and stress coping techniques based on Indian psychological models. The multidimensional psychological interventions used in this study were chosen on the basis of indigenous psychological viewpoints embedded in Yoga and meditational techniques. The volunteers chosen from different ranks of police personnel (e.g. constables, head constables, assistant sub-inspectors and inspectors) to reduce their stress using a control group technique. In order to assess the efficacy of these multidimensional psychological interventions, scores on stress and coping were taken prior to and after the intervention (pretest and posttest design). Repeated measures analysis of variance was applied to compare the experimental and control groups. It was found that the multidimensional psychological interventions were significant in reducing job stress, and they enhanced the coping behavior of subjects. The study highlights the role of stress management techniques developed from Indian psychology theory.

Keywords: Management of Stress, Coping Behaviour, Police Personnel, and Indian Psychological Techniques

Everyone in today's life experiences a fair share of stress, irrespective of personal characteristics, environment and social conditions. The concept of stress was first introduced in the life sciences by Hans Selye (1956). The term "stress" is applied to the total transaction between the stressor and coping resources in the interaction together, over time, so that one may speak of system being "under stress" (Lazarus, Averiel & Option, 1970) or a particular situation being stressful (Selye, 1978). He defined stress as the non-specific response of the body to any demand. The presence of stress among policemen is felt but not recognized as the major enemy (Mathur, 1994). Media reports of police brutality, in-discipline and the

mismanagement is a harbinger to the job (Times of India, 1993). Social change, economic conditions, the total criminal justice system and the demands made on policemen's time with their families, all contributes towards the stress (Grencik, 1975).

The policies and procedures of the police organization (Swanson & Territo, 1983) and autocratic management (Cooper, Davidson, & Robinson, 1982) have been known to cause discontent and dissatisfaction among police personnel along with frequent transfer, suspension / suppression, delayed promotions, non-grant of leave on time and departmental inquires (Mathur, 1995).

Job stress is one of the most common afflictions among police personnel. Perhaps one of the most stress prone occupations is that of police profession. Because police not only acts as a law enforcing agency but also as an instrument of social service, an agent of social change and the protector of the rights and duties of the people. Police personnel are often involved in dealing with criminals, VIP's security duties, outdated laws and collapse of other agencies of criminal justice system. So great can be the stakes as the entire life of police officers is full of tension and stresses.

Many studies have shown that the job of policing is an extremely stressful one (Colwell, 1988; Heiman, 1975; Kroes, Margolis & Hurrell, 1974; Niederhoffer & Niederhoffer, 1978; Selye, 1978; Somodevilla, 1978 & Violanti, 1992). These stress experiences impair their health and result in high rates of mental illness. Stress related illnesses are of particular concern and are reflected in tragically high suicide rates, divorce, alcoholism, decreased job satisfaction and burnout (Curran, Finlay & McGarry, 1988; Labovitz & Hagedorn, 1971; Lester, 1983; Richard & Fell's, 1975).

Police personnel of different ranks differ both quantitatively and qualitatively in their experience of stress. The subordinate officers had the highest scores on stressors such as job boredom, quantitative work overload and lack of praise and relatively high scores on noxious physical environment, communication quality, decision latitude and role ambiguity (Mathur, 1999).

Coping Skill

Coping is viewed as stabilizing factor that may help individuals maintain psychological adaptation during stress period (Lazarus & Folkman, 1984; Moose & Billings, 1982). Very recently, Freedy and Hobfall (1994), pointed out that the persistence of stress and burnout across the time suggests the need for

effective intervention programmes (see also Wade, Cooley & Sivicki, 1986). Investigators have suggested management of stress rather its eradication (Cooper & Marshall, 1976). Kobasa (1979) noted that persons frame of reference, motives, competencies or stress tolerance, play the dominant role in determining persons coping strategies. When a person feels competent enough to handle a situation, a task oriented response is typical, i.e. the behaviour is directed primarily at dealing with requirement of the stressor. Typically this response means that individual objectively appraises the situation, works out a solution, decides on an appropriate strategy, takes an action and evaluates the feedback (Gazdella, Bernandette & Ginther, 1991; Holt, Fine & Tollefson, 1987; Jenkins, Susans & Calhoun, 1991; Parkes, 1990; Payne & Rajala, 1988).

Active and cognitive coping have been found to be positively associated with negative life events. Individuals who had more personal and environmental resources were more likely to rely on active coping and less likely to use avoidance coping (Holahan & Moos, 1987), and also they pointed out that individual who are adapted to stress with little physical or psychological strain were less inclined to rely on avoidance coping than were people who showed psychological dysfunction under stress (Holahan & Moos, 1987).

Pestonjee (1992), pointed out that stress leads to psychosomatic disorders. Since emotional states are often expressed in terms of bodily reactions, one method of counteracting the harmful effects of stress is the effect of possibility of regular exercises. According to Bhole (1977), breathing practices are intended to develop certain type of awareness within oneself. According to Nagendra and Nagarathna (1988), Yoga holds the key to combat stress. Mathur (1999) concluded that physical exercise can play an important part both in reducing stress and in

increasing one's ability to cope with stressful situation. Swanson and Territo (1983) reported that more physically fit an officer feels, the more self assured and happy he is with himself.

Studies also show that enhancement of awareness and self esteem can decrease the impact of stress among police personnel (Swanson & Territo, 1983). In many studies cognitive proceedings have been used to help the individual learn to achieve better understanding of the personal, social and institutional variables that either promote or reduce the occurrence of stress and burnout. A cognitive behavioural approach for stress management of police office was explored by Sarason, Johnson, Berberich and Siegal (1979). They concluded that stress management with law enforcement officers may be most effective when the program is focused on the specific situations which are likely to be encountered by trainees and on developing skills for coping with anxiety and anger.

Stress management programme in Dallas police department described by Somodevilla, Baker, Hill and Thomas, (1978) reported positive impact of the biofeedback training, on the ability to recognize and reduce stress. They also concluded that today's officer required constant inoculation against stress. In those cases where stress was already injuring the officer or those close to him, the means of crushing such stress and helping the individual cope with its destructive effect should be readily available. Pandya has carried out a unique stress management program on Mumbai police to help them in management of stress using a holistic approach (Hindustan Times, 26 Nov. 1996, see also Mathur, 1999).

In the present study, my objective was to follow a holistic approach to mental health, which takes into consideration the physical (environmental), social, mental and spiritual dimensions of the individual. Rather there is

emphasis on the fourth dimension spiritual of well being, as it has been the major goal of indigenous techniques such as yoga. The policeman's work environment is highly proved to various kinds of stressors, physical, social, and mental. Moreover, it would be more appropriate to use the contemporary concept, allostatic load (Sterling & Eyer, 1988), in their case. These people undergo various kinds of wear and tear of body in their highly stressful working conditions. In turn, the mental health or well-being is defined on the basis of these three components physical, social and mental. This dimension involves those intervention which positively contribute to the well-being of police men. The various techniques used to alleviate stress take only negative aspects, where as the techniques explored in the present study, are effective in coping up with stress, as well as to enhance the positive aspects of their mental health.

Design

A three factor mixed design 4x2x2 (AxBxC) with repeated measure on the third factor trials (C) has been used in this study. In this design factor A consisted of four different ranks of police personnel taken from the ranks of Constables (A_1) Head Constables (A_2) Assistant Sub Inspectors (A_3) and Inspectors (A_4). Factor B type of intervention consisted of two levels, multidimensional intervention (B_1) and only relaxation intervention (B_2). The group receiving only relaxation intervention was regarded as control group. Factor C, (trials of assessment) consisted of two levels (C_1 – pre intervention trials and C_2 – post intervention trials) taken immediately after the completion of each intervention.

Multidimensional Intervention

It is prepared for the present purpose comprised of 3 sessions of one hour each with at least one day gap between each session for homework assignments. Since emotional states are often expressed in terms

of bodily reactions the phase-1 consisted of the stress management session including relaxation training plan, phase-II self management and mood management techniques and phase-III was the rehearsal of all the phases before a formal termination of this multidimensional programme. The police personnel were also asked to apply the coping skill they had learned in an imaginary situation during meditation stage of relaxation training plan. The relaxation training programme which formed the first phase of multidimensional strategy was also given to control group for one day in the same way as done in the 1st phase of multidimensional intervention, so that they did not feel left out.

Method

Sample:

Only volunteer police personnel were selected for the present purpose. A notice was circulated in the various police stations in order to inform them about the upcoming stress management workshop. Those interested in attending the same were requested to give their names to the researcher on the date mentioned in the notice. Out of these volunteers, 20 from each of the following lower ranks (e.g. constables, head constables, assistant sub inspectors and inspectors) were selected and 10 police personnel from each of the four ranks were assigned randomly to treatment as well as control groups.

Tools:

Police Stress Questionnaire: The scale was developed by Ranta (2004) for the purpose of the present study. A pilot study was conducted to identify the type of stressful events that police personnel experience on the job, a sample of 280 police personnel from different categories were asked to list the most stressful events they had experienced at work. The questionnaire originally included 90 items, which was rated

by 10 senior police officers. Finally, a 45-item questionnaire was developed to assess job related stressor for police personnel.

Coping Questionnaire: This scale was developed by Carver and Weintraub (1989). This questionnaire was used for measuring coping behaviour of police personnel. The measure consists of 60 items, but 4 items were excluded due to their irrelevance for the present study. Participants reported the frequency with which they usually rely on various strategies to deal with difficult or stressful events in their lives. Sample items are, "I take direct action to get around the problem and "I get upset and let my emotion out." A final list of 56 items was used for the present purpose. However, since the police personnel in India are not well versed in English, this instrument was also translated into Hindi by the investigator for the purpose of the present study.

Procedure:

Police personnel were called in a small group for the workshop. Before starting the workshop they were asked to report their level of job stress and coping behaviour on the Police Stress Questionnaire and Coping Behaviour Questionnaire. Then they were exposed to the Multidimensional Intervention that included strategies for dealing with stress and enhance coping behaviour along with group discussions and brief home assignments. Before the commencement of the next phase, intervention of previous phase was rehearsed. After the completion of all phases the Police Stress Questionnaire and Coping Behaviour Questionnaire were given again. During each phase, effort was made to make sure that police personnel were clear about the procedures to be able to apply the strategies on their own. The relaxation training programme was given to control group for one day, and pre-post measures on dependent variables were taken, prior to and after the intervention.

Results

The t-test performed on the pre-treatment scores of the two intervention groups on all the dependent variables revealed no significant between- group differences among the police personnel of different ranks prior to the treatment. For the present purpose the scores were analyzed by 4x2x2 ANOVA (four ranks of police X two type of intervention X two assessment trials) with repeated measure on last factor. All the post hoc comparison among means were made by Newman Keul's Multiple Range Test

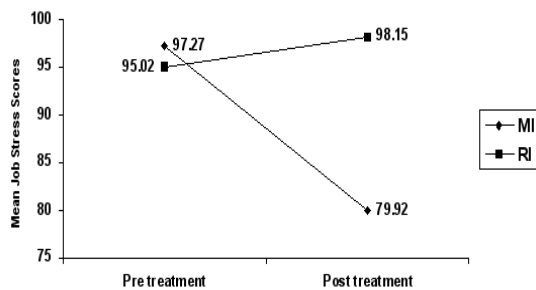
Table 1: Mean Stress Scores under Treatment and Assessment Trial Conditions.

Assessment Trials	Treatments	
	Multidimensional Intervention	Relaxation Intervention (control)
Pre Treatment	97.27	95.02
Post Treatment	79.92	98.15

Job Stress Scores

With regard to between group differences, the main effect of treatment was significant, $F(1, 72)=8.046$; $p<.001$. Post hoc comparisons revealed the efficacy of multidimensional intervention (mean stress score=79.92) over relaxation intervention (mean stress score = 98.15), to be significant ($p<.01$), which is independent of the ranks of

Fig 1: Interaction of Treatment x Assessment Trials in Job Stress.



police personnel. With regard to within group changes the main effect of trials was also significant, $F(1, 72) = 38.436$; $p<. 001$. This was further indicated by a significant trial x treatment interaction, $F(1, 72) = 79.630$; $p<.001$. Table 1 as well as Fig. 1 reveals that while the pre treatment job stress scores multidimensional intervention (MI) group as well as only relaxation intervention (RI) differs significantly from each other. At post treatment trials, the mean job stress scores of multidimensional intervention group are significantly lower ($p<.01$) than their only relaxation counterparts.

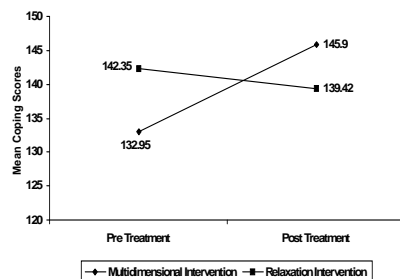
Coping Behaviour Scores

With regard to within group changes the main effect of trials of assessment (TR) was significant, $F(1, 72)=13.594$; $p<.001$. It clearly indicated significant enhancement in the coping behaviour of the police personnel from pre treatment condition to the post treatment condition. There was a significant trial x treatment interaction, $F(1, 72)=34.087$; $p<.001$. Table 2 as well as of Figure 2 reveals that under multidimensional intervention condition at pre treatment level, the coping behaviour scores of police personnel were lower then the relaxation intervention condition than their counterparts. However, at post treatment level, the scores of police personnel under multidimensional intervention condition rose higher than their counterparts under relaxation intervention condition.

Table 2: Mean of Coping Scores under Treatment and Trials

Assessment Trials	Treatments	
	Multidimensional Intervention	Relaxation Intervention (control)
Pre Treatment	132.95	142.35
Post Treatment	145.90	139.42

Fig 2: Interaction of Trials x Treatment (TRxT) in Coping Scores.



Discussion

For police personnel, inability to effectively manage stress is directly reflected in their performance of duty. Police work often places officers in situations where reaction, speed, coordination and the capacity to make rapid decisions and accurate judgments under pressure is critical, and the mental and emotional impairment due to stress can significantly impair these abilities (Arnsten, 1998). In the extreme stress it can cause officers to lose balance and composure to the degree that they employ inappropriate or excessive force in dealing with the clients (Moore & Donohue, 1976). At the psychological level, the stress of police work may result in chronic negative emotions such as anger, anxiety and depression, which can eventually lead to psychological burnout or emotional exhaustion (Burke, Shearer, & Deszca, 1984; Gaines & Jermier, 1983; Vena, Violanti, Marshall, & Fiedler, 1986).

Police officers operating under severe and chronic stress may well be at greater risk of error and over-reaction that can compromise their performance and public safety. The unrealistic expectations imposed by professional police culture discourage officers from admitting the feeling of stress and from openly expressing negative emotions. Thus, while police personnel receive ample training in the theoretical knowledge and technical skills required to perform their jobs and take effective action in an emergency situation, most of them

receive little if any training in the self-management skills to help them quickly regain psychological and physiological equilibrium after the intense challenges of their work. This is the positive aspect of mental health, which is entirely neglected in this profession. The unusually stringent demands for self control, compounded by the unavailability of effective strategies for inner self-management becomes an added stressor in its own right for police (Abernathy, 1995; Ganster, Pagon, & Duffy, 1996). It is clear that practical stress management techniques are needed not only to help police personnel to remain more balanced during and after the acute stresses of their jobs, but also to take action to better manage and seek real solutions to the chronic stress related to organizational and family issues. The present study takes a holistic approach considering these two aspects.

The multidimensional intervention of the present study was prepared by keeping all these aspects in mind, which dealt with the symptoms of stress and enhancement of coping behaviour. The efficacy of multidimensional intervention as a coping strategy for the management of job related stress is clearly evident from the results for the police personnel of all ranks.

Negative coping might adversely affect somatic health status by influencing the frequency, intensity, duration and patterning of neurochemical responses. It can also affect health negatively, when it involves excessive use of injurious substances such as alcohol, drugs or tobacco or when it involves the person in activities of high risk to life. Further, certain forms of coping (e.g. particularly denial-like processes) can impair health illness – related behaviour (Folkman & Lazarus, 1984). The implications of negative coping, as forced by the decorum of police personnel (Pate & Spielberger, 1979) is clearly evident in the earlier part of this research related to negative mood

regulation and anger-in. It clearly highlights the need of such intervention which can enable the police personnel to come out of their superficial way of coping with emotional expressions to themselves in order to maintain sound health.

The stress management programmes have been implemented successfully by police organizations in the west (Axelberd & Velle, 1978; Swanson & Territo, 1983; Wagner, 1981). In India Pandya (1982) has been conducting workshops for the special branch of the Mumbai police for the last eight years (Hindustan Times, 26 November 1996). But these singular efforts need to be replicated all over India. The findings of the present study is an encouraging indication to pursue this line of research. Keeping in view the Indian ethos, the psychologist need to explore the scope of indigenous techniques to (a) alleviate the wear and tear of body and mind, (b) enhance the well-being of person. Both these aspects are important, whether we take management view, or the remedial measures. The multidimensional intervention developed by the present investigator were though arbitrarily chosen, it significantly reduced the job related stress among the police force subjects. Not only this, these techniques enhanced the general coping behaviour of the police force subjects. Thus these two significant findings need further replication studies to verify and standardize them. There is need to choose these groups of interventions following some theoretical basis for two reasons, first, how they are associated with each other, and second, how they contribute in affecting change in the subjects.

References

- Abernathy, A. (1995). The development of an anger Management Training Program for Law enforcement personnel. In A. Abernathy, Ed. *Job stress interventions*. Washington, D.C.: American Psychological Association, 21-30.
- Arnsten, A. (1998). The Biology of being frazzled *Science*, 280, 1711-1712.
- Axelberd, M., & Valle, J. (1978). Stress Control Program for Police Officers of Miami Police Department. In I. Territo and H.J. Vetter (Eds.) *Stress and Police Personnel*. Boston: Allyn & Bacon, Inc.
- Bhole, M.A. (1977). *Psycho-physiological importance of some yoga practice paper presented at the International seminar on stress in health and disease*. Banaras Hindu University Varanasi, February.
- Burke, R.J., Shearer, J., & Deszca, G. (1984). Burnout among men and women in Police work: An examination of the Cherniss Model. *Journal of Health and Human Resources Administration*, 7, 162-188.
- Colwell, Lee. (1988). Stress a major Energy of Law Enforcement Professionals (Reprinted from Feb. 21, 1987), edition of Arkansas Democrat) in FBI Law Enforcement Bulletin 57 (2) US Dept. of Justice, FBI Washington D.C. 20535.
- Cooper, C.L., & Marshall, J. (1976) Occupational sources of stress. A review of Literature relating to Coronary Heart disease and Mental III-Health. *Journal of Occupational Psychology*, 49, 11-28.
- Cooper, C.L., Davidson, M.J., & Robinson, R. (1982). Stress in the Police Service. *Journal of Occupational Medicine*, 24, 30-36.
- Curran, P.S., Finlay, R.J., & McGarry, P.J. (1988). Trends in suicide, *Irish Journal of Psychological Medicine*, 5, 98-102.
- Folkman, S., & Lazarus, R.S. (1984). It if changes it must be a process: A study of emotion and coping during three stages of a college examination. *Journal of Personality and Social Psychology*, 95, 107-113.
- Freedy, J.R., & Hobfall, S.E. (1994). Anxiety Stress and Coping. *An International Journal*, 6, 4.
- Gaines, J., & Jermier, J. (1983). Emotional exhaustion in a high stress organization. *Academy of Management Journal*, 26, 567-586.
- Ganster, D., Pagon, M., & Duffy, M. (1996). Organizational and interpersonal sources of stress in the Slovenien Police Force: In Ganster D. Pagon, M. and M. Duffy, (Eds.) *Policing in Central and Eastern Europe*. Ljubljana Slovenia: College of Police and

- Security Studies.
- Gazdella, Bernandette, M., & Ginther. (1991). Educators appraisal of their stressors and coping strategies. *Psychological Reports*. Jone Vol. 68.
- Grencik, J.M. (1975). Towards an understanding of stress. In W.H. Kroes and J.J. Hurrell (Eds.) *Job stress and the Police Officer Identifying Stress reduction Techniques*. Washington, D.C. Department of HEW.
- Heiman, M.F. (1975). The Police suicide. *Journal of Police Science and Administration*, 3, 264-273.
- Hindustan Times, 26 November, 1996.
- Holahan, J.S. & Moos, R. (1987). The personnel and Contextual determinants of coping strategies. *Journal of Personality and Social Psychology*, 52, 946-955.
- Holt, P. fine, M.J. & Tollefson, M. (1987). Mediating Stress: Survival of the Hardy. *Psychology in Schools*, 24, 51-58.
- Jenkins, Susan, Calhoun, & James. (1991). Teacher Stress Issue and Intervention: *Psychological in School*.
- Kobasa, S.C. (1979). Stressful life events, personality, and health: an inquiry into hardiness. *Journal of Personality and Social Psychology*, 37, 1-11.
- Kroes, W.W., Margolis, B, & Hurrell, J. (1974). Job Stress in Policemen. *Journal of Police Science and Administration*, 2, 145-155.
- Labovitz, S. & Hagedron, R. (1971). An Analysis of Suicide Rates among Occupational Categories. *Sociological Inquiry*, 41, 67-72.
- Lazarus, R. & Folkman, S. (1984). *Stress Appraisal and Coping*, New York: Springer.
- Lazarus, R.S., Averill, J.R. & Option, E. (1970). Towards a cognitive theory of emotion in M. Arnulds (Eds.) *Third International Symposium of feeling and emotion*. New York: Academic Press.
- Lester, D. (1983). Stress in Police Officers. *Police Journal*, 56, 188-190.
- Mathur, K.M. (1994). *Indian Police: Role and Challenges*, New Delhi: Gyan Publishing House.
- Mathur, P. (1995). A comparison of psychological characteristics in probationers and veteran police officers. *Police Research and Development*, April-June, BPR and D, MHA, Govt. of India.
- Mathur, P. (1999). *Stress in Police in India: Recognition, diagnosis and coping strategies*. New Delhi: Gyan Publishing House.
- Moore, L., & Donohue, J. (1976). The Patrol Officer: Special Problems / Special Cures. *Police Chief*, 45, 42.
- Moose, R.A., & Billings, A.G. (1982). *Conceptualising and Measuring Coping Resources and Processes. Theoretical and Clinical Aspects*. New York: Free Press.
- Nagendra, H.R., & Nagarathna, R. (1988). *New perspectives in Stress Management*. Bangalore: Vivekananda Kendra, Yoga Research Foundation
- Niederhoffer, A., & Niederhoffer, E. (1978), *Police family: From Station House to Ranch House* Massachusetts. Health/ Lexigton.
- Pandya, R. (1982). *Stress Management: A Holistic approach*. Bombay: Creative Communication and Management Centre.
- Parkes, K. (1990). Coping, negative affectivity and the work environment: Additive and interactive predictors of mental health. *Journal of Applied Psychology*, 75, 399-409.
- Pate, J.M., & Spielberger, C.D. (1979), Sources of Stress in Police Work. *Journal of Fraternal Order Police*, 60-62.
- Payne, R.A., & Rajala. (1988). Individual differences in the study of occupational stress. In C. Cooper and R. Payne (Eds.) *Causes coping and consequences of stress at work*. (pp. 209-232). Chichester John Willey.
- Pestonjee, D.M. (1992). *Stress and Coping. The India experience*. New Delhi: Sage Publication.
- Ranta, R. S. (2004). Management of Stress Burnout Anger and Coping Behaviour of Police Personnel in Himachal Pradesh. PhD thesis (unpublished).
- Richards, W.C. & Fells, R.D. (1975). Health Factors in Police Job Stress. In William Kroes and Joseph Hurrell (Eds.) *Job Stress and the Police Officer; Identifying Stress Reduction Techniques*. Washington, DC:

- US, Dept. of HEW.
- Selye, H. (1956). *The stress of life*. New York: McGraw-Hill.
- Sarason, I.G., Johnson, J.H., Berberich, J.P. Siegel, J.M. (1979). Helping Police Officers to cope with Stress: A Cognitive –Behaviour Approach. *American Journal of Community Psychology*, 7, 593-603.
- Selye, H. (1978). The Stress of Police Work, *Police Stress*, 1, 7-8.
- Somodevilla, S.A. (1978). The psychologist's Role in the Police Department . *The Police Chief*, 45, 21-23.
- Somodevilla, S.A., Baker, C.F., Hill, W.R., & Thomas, N.H. (1978). Stress Management in the Dallas Police Department. In L. Territo & H.J. Vetter (Eds.) *Stress and Police Personnel*. Boston: Allyn & Bacon. Inc.
- Sterling, P., & Eyer, J. (1988). Allostasis: A New Paradigm to Explain Arousal Pathology. In S. Fisher, and J. Reason, (eds) *Handbook of Life Stress, Cognition and Health* (pp. 629-649). New York: John Wiley & Son.
- Swanson, C.R., & Territo, L. (1983). *Police Administration, Structure, processes and Behaviour*. New York: MacMillan Publishing Company.
- Times of India.(1993 Jan)
- Vena, J.E., Violanti, J.M., Marshall, J., & Fiedler, R.C. (1986). Mortality of a municipal worker cohort: III. Police officers. *American Journal Ind. Medicine*, 10, 383-397.
- Violanti, J.M. (1992). Coping strategies among police recruits in a high-stress training environment. *Journal of Social Psychology*, 132, 717-729.
- Wade, D.C., Cooley, E., & Savicki, V. (1986). A Longitudinal study of Burnout Children and Youth Hardness. *Journal of Personality Social Psychology*, 37, 1-11.
- Wagner, M. (1981). Action and Reaction: The Establishment of a Counselling Service in the Chicago Police Department. In L. Territo and H.J. Vetter (Eds.) *Stress and Police Personnel*, Boston: Allyn & Bacon, Inc.

Received: July 04, 2008

Revision received: August 21, 2008

Accepted: October 08, 2008

Acknowledgement: The authors are thankful to the police personnel of Himachal Pradesh for their extended help during the course of study.

R.S. Ranta, PhD, Department of Psychology, H. P. University, Shimla-171 005, Himachal Pradesh, Email: ranta26@gmail.com

the psychespace

(Bi-annual)

Editor in Chief:

Dr. M. Balachandran

Head, Department of Psychology.

Tagore Arts College, Puducherry - 605 008

E-Mail: balpondy@yahoo.co.in