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Influence of Career Orientation and Expectations on Levels of Burnout in Law Enforcement Officers- An Exploratory Study

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INFLUENCE OF CAREER ORIENTATION AND EXPECTATIONS ON LEVELS OF

BURNOUT IN LAW ENFORCEMENT OFFICERS- AN EXPLORATORY STUDY

A Master's Thesis

Presented to

The Graduate College of

Missouri State University

In Partial Fulfillment

Of the Requirements for the Degree

Master of Science, Psychology

By

Kelsey Anne Keady

August 2020

INFLUENCE OF CAREER ORIENTATION AND EXPECTATIONS ON LEVELS OF BURNOUT IN LAW ENFORCEMENT OFFICERS- AN EXPLORATORY STUDY

Psychology

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Master of Science

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ABSTRACT

Law enforcement officers will encounter many stressors in their careers. These stressors originate from a variety of sources and prolonged exposure can result in many negative outcomes, including burnout. This is especially concerning, as burnout can result in poorer work performance and more negative interactions with those whom these individuals serve. While burnout should be a significant source of concern, there is relatively little research on different factors that may contribute to burnout. In 1980, Cherniss proposed four career orientations: Self-investors, Social Activists, Careerists, and Artisans. Research has supported that different orientations experience different outcomes and levels of burnout. Another area that has received limited research is the impact of one's initial expectations of the career and how those react with the realities of working in law enforcement. Although underpowered due to small sample size (N=49), results indicated significant differences in burnout scores for different career orientations, as well as between anticipated and current stress levels. However, no significant differences in levels of burnout were found for expectations. Results of interactions between law enforcement and the public can have lasting effects on communities and it is especially timely now to explore factors relating to burnout. There have been many widely publicized incidents that have resulted in a trial by public opinion of law enforcement agencies and it suggests that changes in training policies or how agencies approach law enforcement may be necessary. Looking at different factors that influence burnout could inform policymakers on how to best implement such changes.

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Law enforcement is a career fraught with exposure to stressors. Law enforcement officers will encounter myriad situations that can cause stress and have lasting impacts on their physical and mental health (Louw & Viviers, 2010). While it would be nearly impossible to prevent officers from exposure to these stressful circumstances, understanding how to best protect them from long-term negative effects is an important area of research. This is especially true regarding understanding the causes and effects of burnout.

Burnout can result when individuals are exposed to high levels of stress and demands in relation to their jobs over an extended period of time. These are usually associated with fatigue, loss of passion in one's work, and can result in a decrease in the quality of one's work product. Additionally, there are other physical health consequences. Cardiovascular disease, hypertension, and insomnia are just a few of the many potential complications that individuals have reported (Louw & Viviers, 2010).

For the purpose of this study, burnout is defined as a state of being in which an individual has been exposed to ongoing occupational stress for an extended period of time and begins to feel frustrated, cynical or worn out. It is comprised of two main factors—emotional exhaustion and disengagement (Bakker & Heuven, 2006). The emotional exhaustion component relates to an individual's feelings of having their personal stores of energy drained and feeling less able to cope with the demands of their work. The disengagement component is when a person no longer cares about the work they are doing and is not invested in the quality of their work product. This mental detachment increases the likelihood of leaving their current position. This potential for

increased turnover poses another issue for employers—high turnover is costly, especially for professions like law enforcement, where training is an extensive and costly process.

A widely accepted definition of burnout, proposed by Maslach in 1993 (as cited in Westwood, Morison, Allt, & Holmes, 2017; McCarty & Skogan, 2012), also incorporates a third factor in addition to emotional exhaustion and disengagement. This third factor is personal accomplishment at work and measures satisfaction with past and present accomplishments, and expectations of continued effectiveness at work. However, recent research has found this factor is not as strong psychometrically in assessing burnout as the other two factors and it has been suggested it would be more appropriate to categorize this factor as an outcome of burnout, rather than a component of it (Bakker & Heuven, 2006; Westwood et al., 2017).

While anyone can experience burnout, this phenomenon is found more commonly in certain professions. Those that are service oriented are at an especially high risk, including law enforcement (Bakker & Heuven, 2006; McCarty & Skogan, 2012). There are many concerns related to burnout in law enforcement officers. It is a contributing factor in many individuals' decisions to leave their jobs (Westwood et al., 2017; Basinka, Wiciak, & Dåderman, 2014; Bakker & Heuven, 2006). However, not all who experience this will leave their jobs. Another potential concern is that the negative consequences associated with burnout could negatively impact law enforcement work (Violanti el al., 2018). This is especially concerning considering the range of interactions officers have with members of the public and that each one needs to be approached with careful thought and preparation; losing care for how one approaches these situations can have lasting consequences.

Sources of Stress in Law Enforcement

It has been well documented that law enforcement officers face significant amounts of stress in their jobs (Louw & Viviers, 2010). These stressors originate from a variety of sources, including within the organization itself and from interactions with the public (Basinka, Wiciak, & Dåderman, 2014).

Stressors that originate from issues within the organization as a whole are considered more chronic forms of stress (Basinka, Wiciak, & Dåderman, 2014; Stinchcomb, 2004). These stressors can include frustrations with administrative decisions, believing organizational policies are limiting one's ability to work effectively, or adverse relationships with coworkers. Stress that originates from specific job occurrences, such as interactions with the public, are typically considered acute types of stress (Basinka, Wiciak, & Dåderman, 2014; Stinchcomb, 2004). Many immediately think of interactions with the public, encountering criminals, dealing with victims of crimes, and the like when they think of stressful parts of working in law enforcement (Stinchcomb, 2004). While it is difficult to anticipate exactly how one will react to such situations, knowing this aspect of the job likely helps to mentally prepare officers beforehand. This is contrary to organizational stress, which is often less anticipated.

Organizational stress is the kind most commonly associated with burnout in law enforcement officers (Bakker & Heuven, 2006). There are a few possible contributing factors to why organizational stress is more highly related to burnout. Organizational stress generally involves less personal control on the part of each individual officer (Stinchcomb, 2004). While beat officers typically have a wide range of personal discretion they can use in interactions with members of the public, there are a significant number of rules and policies regarding escalation of force, approaching individuals of interest, and engaging in high-speed chases. Stinchcomb

(2004) suggested the lack of control over one's decisions, especially when they involve the health and well-being of other humans, can be a significant source of stress. Additionally, the traumatic and highly stressful situations many associate with law enforcement, such as gruesome murder scenes, high speed car chases, or shootings, do not occur every day; much of their daily work is fairly routine (Stinchcomb, 2004). However, organizational stressors are experienced daily or almost daily. This continual exposure to the same frustrating factors can eventually wear down an individual.

Career Orientation

There are many reasons why individuals choose to pursue a career in law enforcement. A few of the most commonly cited are a desire to help others; because they believe it will be an exciting job where they are doing something different every day; or because they have a family member who worked in law enforcement (Lester, 1983). Cherniss (1980, as cited in Burke & Deszca, 1987) identified four career orientations after a longitudinal study of professionals in a variety of service professions. These are Self-investors, Social Activists, Careerists, and Artisans. According to Cherniss, each orientation has different professional values. Self-investors primarily identify themselves in terms not related to their jobs and work is not an area of prioritized interest. They prioritize family and social relationships outside work and find meaning in extra-occupational endeavors. For these individuals, going to work is a means to an end. They must work to live, and they work enough to collect a paycheck that allows them to pursue what brings meaning to their lives, since that meaning is not found in their work. These individuals try to establish a balance between their personal and professional lives such that work interferes as little as possible with their personal goals and commitments (Buckley & Petrunik,

1995). Burke and Deszca (1987) found in their study of police officers that Self-investors tended to have poor work satisfaction and reported greater conflicts outside work than the other career orientations. They hypothesized this was due to a poor fit between the reality of law enforcement work and the values of a Self-investor. Burke and Deszca (1987,1988) offer some reasons why Self-investors may be a poor ideological fit with law enforcement. One possibility is that the nature of law enforcement requires an orientation that prioritizes the work and cited the well-known fraternal nature of officer relationships as an example of the culture surrounding law enforcement officers and how many of them value a pro-work orientation. Another possibility is the non-work orientation develops as a result of work that is unfulfilling or after continued poor performance; in this case, the orientation follows the work instead of preceding it.

Social Activists are motivated by trying to engender sustained social change in their communities. These individuals want to help others not only at the individual level, but at the systemic one as well. Buckley and Petrunik (1995) described them as idealists. They see their jobs as a channel through which they can work to make large-scale and lasting changes to their communities. These people want to do well in their jobs not for personal benefit, but for others' benefit. Social Activists may be highly critical of the field in which they work and hope to improve the way their profession operates as a means to achieving their desired overall change (Burke & Greenglass, 1988). In the specific context of law enforcement, Social Activists may be more likely to have a broader view of policing and law enforcement that places more emphasis on service and community engagement, as compared to the crime-fighting and rules enforcing aspects. However, this mindset also places Social Activists at a greater risk for poorer outcomes, as they may be especially ill-prepared for the realities of law enforcement work (Buckley & Petrunik, 1995).

Careerists value traditional markers of professional success, such as promotions, pay raises, awards, and recognition by management. They may not find personal fulfillment in the work itself; their focus is on external markers of achievement instead of personal ones. For Careerists, doing well in their jobs and being promoted are not seen as a means to a greater end, but are the end in of themselves. Their goals lie in achieving external rewards, as opposed to being intrinsically rewarded as a Social Activist or Artisan might. Buckley and Petrunik (1995) stated this group is likely to value improving their professional skills, such as attaining higher education or attending extra trainings. However, this is more likely to be motivated by a desire to make themselves appear as more competitive candidates for hiring, promotion, and other achievements than an intrinsic desire to better themselves. Additionally, Careerists are interested in competing with others in their field for advancement and compare themselves to their coworkers (Burke & Greenglass, 1988). In the context of sworn law enforcement, Careerists may value achieving a high-ranking title, such as Captain, or supervising or mentoring other officers.

Lastly, Artisans are motivated by personal growth and professional development and choose jobs that will challenge them. These individuals seek to develop and attain new skills through their work. They typically care more about performing well according to personal standards and do not value external recognition and rewards as much as Careerists (Cherniss, 1980, as cited in Burke and Deszca, 1987). According to Burkley and Petrunik (1995), Artisans (also described as "Specialists") specifically seek out jobs that may require a specialized set of skills and can provide them with new and interesting experiences. Within the context of law enforcement, this may include working in a specialized department such as counterterrorism or developing a unique set of skills such as those necessary in analysis of forensic evidence.

These different orientations can impact the job performance of an individual officer. Studies have demonstrated different orientations are at different risks for professional burnout. Interestingly, Burke and Deszca (1987,1988) found that officers who identified as Self-Investors fared the worst of the four orientations on measures assessing job satisfaction, well-being, and burnout. Burke and Deszca (1998) also found that Self-investors were more likely to report non-work-related conflicts and take sick days. Artisans and Careerists performed similarly and tended to achieve the most desirable scores on the measures, and the Social Activists scored above the Self-investors, but below Artisans and Careerists (Burke & Deszca, 1988).

Expectations and Burnout

While there already is research on how stressors originating directly from workplace circumstances and incidents impact prolonged stress and disengagement, as well as how different career orientations respond to workplace stress, other areas have received less attention. One factor that seems to have received less attention is whether an individual's initial expectations regarding sources, prevalence, or psychological impacts of various workplace stressors further influence stress reactions.

As previously stated, some studies have suggested organizational stress typically results in worse effects than the acute stress that originates from daily work activities (Basinka, Wiciak, & Dåderman, 2014). One possible explanation for this discrepancy in stress outcomes is law enforcement recruits expect to encounter stressful public interactions or cases that are frustrating. However, they may be less likely to anticipate organizational policies and office relations as significant sources of stress. In 2005, Newman, Mastracci, and Guy (as cited in McCarty & Skogan, 2012) found inadequate training was related to increased levels of burnout in officers, as

they felt less prepared to handle the variety of situations one may encounter while working in law enforcement. If officers experienced greater rates of burnout due to improper preparation for their duties as an officer, then it can be suggested that individuals who are less prepared for other sources of professional stress may also experience higher rates of burnout.

Burke and Deszca (1987) studied officers who changed their career orientations and how that affected career satisfaction, along with a variety of emotional and physical outcomes. They hypothesized individuals would change their career orientation when it was a poor fit to existing work circumstances. They found that individuals who changed orientations were still currently experiencing greater dissatisfaction with work and less well-being. Burke and Deszca suggested this was because the changes occurred due to resignation. While the new career orientations achieved a better fit, it came at a personal cost. Additionally, Truchot (2008) found that a significant portion of the doctors in his study who identified themselves as Social Activists at the beginning of their career changed their orientation later. While nearly fifty percent of his sample initially identified as Social Activists, only ten percent stated that was their current career orientation. While these studies did not directly address unmet expectations, they are consistent with the theory that unfulfilled expectations can lead to prolonged frustrations that can further result in burnout.

Career orientation has already been shown to have a relationship with burnout. Individuals who began their careers with a Social Activist orientation have consistently been shown to have higher rates of burnout symptoms in studies of police officers and teachers (Burke & Greenglass, 1988; Burke & Deszca, 1987; Burke & Deszca, 1988). However, Truchot (2008) did not find a significantly higher rate of burnout symptoms in his study of French general practitioners. Burke and Deszca (1987, 1988) found that Artisans and Careerists reported the

lowest burnout symptoms, dissatisfaction with work, and the best extra-work outcomes. Burke and Greenglass (1988) also found that Artisans reported the best outcomes, but surprisingly, Careerists also had high burnout scores comparable to Social Activists, and poor life-style habits; however, Careerists were closer to Artisans on other measures, including positivity of work setting, conflict and ambiguity in work.

Orientation may also have an impact on initial expectations. Individuals who identify as Social Activists may feel organizational policies restrict their ability to help those most in need or that existing policies are too inflexible and prey too heavily on vulnerable people. They could then eventually struggle to reconcile their initial professional goals with the reality of what they can actually accomplish within the limits of their jobs. On the other hand, Careerists, who are motivated to move through promotional ranks, may not feel as suffocated by such policies, as they are not motivated to change the status quo, like the Social Activist, and are happy to enforce existing laws in order to further their professional goals. Careerists may be better prepared mentally to handle the difficulties and intricacies of navigating organizational policy. As previously stated, one of the suggested reasons for increased burnout scores and lower wellness outcomes for Self-investors may be due to feeling alienated from coworkers and their non-work orientation being a bad fit for the strong fraternal nature of law enforcement (Burke & Deszca 1987, 1988). This could also be related to initial expectations—Self-investors may be poorly prepared for how much that fraternal relationship is valued by most officers and how it may affect their work environment. Since Artisans are more preoccupied with personal growth and achievement, any expectations they bring into work that are left unfulfilled may be less distressing as long as they are able to progress and develop new skills.

Responses to Occupational Stress

There are many possible responses to occupational stressors. Some individuals are invigorated by challenging circumstances and mentally and physically thrive in environments others may find stressful (Stinchcomb, 2004; Louw & Viviers, 2010). For those who do experience stress from such circumstances, there are a variety of coping mechanisms. Some coping mechanisms are more productive than others. Positive coping mechanisms may include seeking out psychotherapy, exercising, or meditation. Poor coping mechanisms may include substance abuse, withdrawing from social supports, or relieving stress by sabotaging one's work. Disengagement is a response to occupational stress in which an individual emotionally detaches from their work and is a serious concern in many occupations, especially for those who work with the public. It can also result in negative health outcomes for individuals who are affected

Significant research has been conducted on the effects of stress on law enforcement officers. Emotional exhaustion, worsened mental health, withdrawal from social networks, and negative health outcomes are some of the many potential effects of occupational stress (Louw & Viviers, 2004; Violanti et al., 2018; Stinchcomb, 2004). While there is some research on various external sources of stress, such as public interactions and organizational stressors, there is a paucity of research on individual factors influencing responses to these stressors.

Hypotheses

The purpose of this study is to examine two individual factors that may impact an officer's relationship with burnout: career orientation and initial expectations. It is anticipated that officers who originally joined law enforcement with the purpose of helping others are more likely to experience burnout in comparison to those who joined for other reasons, such as

wanting to enforce laws and catch criminals or just wanting job stability and simply collecting a paycheck. It is also hypothesized that having initial expectations that are unfulfilled will increase the levels of burnout in officers.

METHODS

Participants

While 228 individuals took the survey, 179 were eliminated from the sample for various reasons. Ninety-seven cases were excluded because their IP address indicated they were located outside the United States, and this study only focused on American law enforcement officers. Twenty-eight cases were excluded for responding they never worked in law enforcement or responding with unrelated positions, including sales and manufacturing. Seven cases were excluded because more than twenty percent of their responses on a continuous measure were missing. Lastly, 47 cases were eliminated for providing responses to their title or office type questions that could not be categorized or did not make sense in context of the question, which called into question the validity of their responses. The final sample in this study consisted of 49 individuals working as law enforcement officers or in supporting roles, including administrative positions, dispatch, and data entry. There were 33 Caucasian participants, 7 African American participants, 6 Hispanic/Latinx participants, 2 Asian participants and 1 Native American/Indigenous participant. The mean age of the participants was 31.4 years old, with a range of 22-57 years. There were 29 male participants and 20 females. The mean number of years in service was 4.53, with a range of 1-15 years working in law enforcement related careers.

A variety of office types were represented in this sample. Reported offices included the FBI, fish and game wardens, state highway patrol, municipal police departments, sheriff's offices, and other. Reported titles ranged across multiple rank levels. All major geographical

regions of the United States were represented in this sample, according to participants' reported state of employment.

Procedure

Participants completed an informed consent form and were asked to complete a battery of questionnaires and scales. They completed a demographic questionnaire and a questionnaire assessing their rank and total years of service in law enforcement, regardless of changes in department or type of work. Additionally, participants answered questions assessing their career orientation, reasons for pursuing a career in law enforcement, anticipated and current stressors, and level of burnout. The survey was administered online via Amazon Mechanical Turk. Participants who completed the survey were compensated one dollar for their time. This study (#IRB-FY2020-577) was reviewed and determined to be exempt by the Missouri State University Institutional Review Board on February 25, 2020 (see Appendix A).

Materials

Burnout. Burnout was assessed using the Maslach Burnout Inventory-General Survey (MBI-GS) (Maslach et al., 2019). While the MBI-GS assess three factors of burnout: exhaustion, disengagement/cynicism, and professional efficacy, this study was only interested in the emotional exhaustion and disengagement/cynicism factors. Emotional exhaustion measures "feelings of being overextended and exhausted by one's work" (5 items, e.g. I feel emotionally drained from my work). Disengagement/cynicism measures "an indifference or a distant attitude towards your work" (5 items, e.g. I just want to do my job and not be bothered) (Maslach et al., 2019). High scores on both factors indicate higher levels of burnout. The sum method was used

for scoring in favor of the average method. The sum method is used more often in research and may allow for better comparison of this sample's MBI-GS scores to samples from other studies.

Career Orientation. Career orientation was assessed using both the Reasons Questionnaire (Lester, 1983) and vignettes. The Reasons Questionnaire is a 15-item questionnaire assessing different possible reasons an individual may choose to become an officer (see Appendix B). Items were ranked on a Likert-type scale with 1 indicating little influence on the decision to become an officer and 5 indicating very influential.

Career orientation was also assessed using four short paragraph vignettes developed by Burke and Deszca (1987) describing officers who embody the four types of orientations identified by Cherniss (1980), with wording adapted to better fit the current sample (see Appendix C). Participants were asked to select which vignette they most closely identify with currently and at the beginning of their careers. Each vignette paragraph corresponds to a specific career orientation.

Expectations and Sources of Stress. Thirty-four items taken from the Police Stress Questionnaires (McCreary & Thompson, 2006) were adapted to assess expectations and sources of stress (see Appendix D). Thirty-four items were used in order to shorten the already lengthy survey, but still capture most of the important areas of stress. The Police Stress Questionnaires' original design assesses severity and frequency of a variety of operational and organizational stressors law enforcement officers may face. In this study, participants were asked to rate each item on how stressful they thought it would be before beginning their careers (anticipated stress) and how stressful they found it now (current stress). Items were ranked on a Likert-type scale, with 1 indicating not being very stressful, and 7 indicating being extremely stressful. Each item was presented one at a time. Ratings for both anticipated and current levels of stress were

presented simultaneously for each item. The format was adapted to assess not only current levels of stress, but also anticipated levels. In contrast, the original form only assesses current levels of stress.

The difference in anticipated and current stress levels was the operationalization of unmet expectations. Average scores were calculated for the Operational factor, Organizational factor, and total for anticipated stress and current stress. The difference between anticipated stress and current stress was then calculated for both factors and the total score. These difference scores were used in analyses to assess individual's expectations.

RESULTS

The statistical program PSPP was used for all analyses. PSPP is a computer statistical program designed as an open-source alternative to IBM SPSS. In cases where individual responses to items on a continuous scale were missing accounting for less than 20% of items, the cases were not excluded entirely, but analyses were conducted only with cases with existing responses. Substitution was not used for these cases.

Descriptive statistics were run for original career orientation and current career orientation as assessed by the vignettes and can be seen in Table 1. For both original and current orientation, the group with the most members was Social Activists (20 and 18, respectively). In original orientation, the second largest group was Self-investors (12), followed by Careerists (10), and the smallest group was Artisans (7).

Table 1. Original and Current Career Orientation Summary

	Career Orientation			
	Social Activists	Self-investors	Careerists	Artisans
Original Orientation	20	12	9	8
Current Orientation	18	11	16	4

For current orientation, the Careerists became the second largest group with 16 participants, followed by Self-investors (11). Artisans were again the smallest group (4). This is in contrast with both of Burke and Deszca's studies (1987,1988), in which Careerists and Artisans were the larger groups and Self-investors and Social Activists had fewer participants.

In this study, 27 (55%) of participants had changed their career orientation, while 22 (45%) did not. This is similar to the proportion of participants who changed in Burke and Deszca's study (1987). While Burke and Deszca had a greater total sample size (218), 50% of their participants did change orientation and 50% did not change orientation.

Table 2 provides a description of how many changers were in each original to new orientation pairing, while Table 3 provides overall totals for the original and current career orientations of changers regardless of relationship. Social Activists, Self-investors, and Artisans were similarly unstable.

Table 2. Description of Career Orientation Change

Original Orientation	Current Orientation	Number
Social Activist	Self-investor	4
Social Activist	Careerist	8
Self-investor	Social Activist	4
Self-investor	Careerist	2
Self-investor	Artisan	1
Careerist	Social Activist	2
Careerist	Self-investor	2
Artisan	Social Activist	4

Sixty percent of those originally identifying as a Social Activist changed their career orientation; 58% of Self-investors changed; and 57% of Artisans changed. Careerists were the most stable orientation, with only 40% who changed.

Table 3. Original and Current Career Orientation of Changers

	Social Activist	Self-investor	Careerist	Artisan
Original Orientation	12	7	4	4
Current Orientation	10	6	10	1

Of those who changed, the greatest number now identified as either Careerists or Social Activists (37% each). Twenty-two percent changed to Self-investors, and four percent changed to Artisans.

Descriptive statistics were run for the MBI-GS and Reasons Questionnaire and can be found in Tables 4 and 5. Responses to the MBI-GS indicate moderate levels of burnout on the emotional exhaustion and disengagement/cynicism scales.

The means for these items ranged between 3.20 to 3.82, with responses ranging from 0 to 6. Factor scores were calculated by summing each case's scores for the items contributing to each factor (e.g. items 1,2,3,4, and 6 for emotional exhaustion, and items 8,9,13,14, and 15 for disengagement/cynicism). These sums were then averaged to produce the means for each factor. The mean for both the emotional exhaustion and disengagement/cynicism scales was 17.31.

Similarly, for the Reasons Questionnaire, means tended towards the middle of the scale, with means ranging from 3.49 to 3.94 on a 1-5 Likert type scale, although responses only ranged from 2 to 5 for some items. Response frequencies indicated limited responses below a 3 on the 1-5 Likert-type scale for degree of importance in choosing one's career. Additionally, the standard deviations are small for both measures, so in combination with the small sample size, there may be a restricted range effect due to limited variability in responses.

Table 4. Maslach Burnout Inventory-General Survey Descriptive Statistics for Emotional Exhaustion and Disengagement/Cynicism Factors and Items

Item	Mean	Std. deviation	Observed Range	Possible Range	n	Corresponding factor
1	3.82	1.63	0-6	0-6	49	EX
2	3.38	1.50	0-6	0-6	47	EX
3	3.20	1.76	0-6	0-6	49	EX
4	3.67	1.63	0-6	0-6	48	EX
6	3.45	1.74	0-6	0-6	49	EX
8	3.52	1.75	0-6	0-6	48	CY
9	3.52	1.94	0-6	0-6	48	CY
13	3.43	1.74	0-6	0-6	49	CY
14	3.71	1.84	0-6	0-6	49	CY
15	3.27	1.92	0-6	0-6	49	CY
EX	17.31	6.34	3-29	0-30	49	n/a
CY	17.31	7.20	0-29	0-30	49	n/a

EX= emotional exhaustion factor
CY= disengagement/cynicism factor

Means and standard deviations for original and current career orientations were calculated for both MBI-GS factors (see Tables 6 and 7). Social Activists had the highest burnout scores on both factors in original orientation, with a mean score of 20.20 on the emotional exhaustion factor and a mean score of 21.50 on the disengagement/cynicism factor. Self-investors had the next highest scores, with a mean of 18.50 on the emotional exhaustion factor and a mean of 18.58 on the disengagement/cynicism factor. Those originally oriented as Careerists had a mean of 14.67 on the emotional exhaustion factor and a mean of 11.44 on the

disengagement/cynicism factor. Artisans had a mean score of 11.25 on the emotional exhaustion factor and a mean of 11.50 on the disengagement factor.

Table 5. Reasons Questionnaire Descriptive Statistics

Item	Mean	Std. dev.	Observed Range	Possible Range	n
1	3.90	.85	2-5	1-5	49
2	3.55	.96	2-5	1-5	49
3	3.88	1.11	1-5	1-5	49
4	3.94	.95	2-5	1-5	48
5	3.94	1.05	1-5	1-5	49
6	3.76	1.07	1-5	1-5	49
7	3.82	1.05	1-5	1-5	49
8	3.75	1.06	2-5	1-5	48
9	3.67	.90	2-5	1-5	49
10	3.69	1.00	1-5	1-5	49
11	3.82	.95	2-5	1-5	49
12	3.79	1.13	1-5	1-5	48
13	3.67	1.03	1-5	1-5	49
14	3.84	1.03	2-5	1-5	49
15	3.49	1.19	1-5	1-5	49

Those who currently identified as Social Activists had a mean score of 17.00 on the emotional exhaustion factor and a mean score of 18.11 on the disengagement/cynicism factor.

Self-investors had a mean score of 17.45 on the emotional exhaustion factor and 16.55 on the

disengagement/cynicism factor. Artisans had the lowest burnout scores of the current

orientations, with a mean score of 8.25 on the emotional exhaustion factor and 9.00 on the

disengagement/cynicism factor. However, this group had significantly fewer members than the

other current orientations (n=4), while the other three were closer in size.

Table 6. Maslach Burnout Inventory-General Survey Means and Standard Deviations by Original
Orientation

Orientation	EX Mean	EX Std. dev.	CY Mean	CY Std. dev.	n
Social Activist	20.20	2.38	21.50	5.00	20
Self-investor	18.50	5.09	18.58	6.11	12
Careerist	14.67	6.82	11.44	8.11	9
Artisan	11.25	5.06	11.50	4.24	8

EX=Emotional exhaustion factor
CY=disengagement/cynicism factor

Table 7. Maslach Burnout Inventory-General Survey Means and Standard Deviations by Current
Orientation

Orientation	EX Mean	EX Std. dev.	CY Mean	CY Std. dev.	n
Social Activist	17.00	5.69	18.11	6.18	18
Self-investor	17.45	6.33	16.55	7.38	11
Careerist	19.81	5.81	19.00	7.76	16
Artisan	8.25	3.59	9.00	4.08	4

EX=Emotional exhaustion factor
CY=disengagement/cynicism factor

A Levene's test of equality of variance was run for the emotional exhaustion and disengagement/cynicism factors of the MBI-GS due to the variance between group size for career orientations (see Tables 8 and 9). Significances for this test for original career orientation ranged from .067 to .997.

Table 8. Levene's Test for Equality of Variance for Maslach Burnout Inventory-General Survey by Original Career Orientation

Orientation Pairs	MBI-GS Factors	F	Significance
Social Activist x Self-investor	Emotional exhaustion	.03	.874
	Disengagement/cynicism	1.36	.253
Social Activist x Careerist	Emotional exhaustion	.06	.812
	Disengagement/cynicism	3.65	.067
Social Activist x Artisan	Emotional exhaustion	.00	.951
	Disengagement/cynicism	.00	.997
Self-investor x Careerist	Emotional exhaustion	.01	.910
	Disengagement/cynicism	.67	.424
Self-investor x Artisan	Emotional exhaustion	.01	.939
	Disengagement/cynicism	1.06	.319
Careerist x Artisan	Emotional exhaustion	.02	.891
	Disengagement/cynicism	2.48	.136

Significances for this test for current career orientation ranged from .182 to .983. None of the tests were significant at the $p < .05$ level, so equal variance can be assumed for each relationship

and differences in means were able to be assessed by one-way between groups analysis of variance (ANOVA).

Table 9. Levene's Test for Equality of Variance for Maslach Burnout Inventory-General Survey by Current Career Orientation

Orientation Pairs	MBI-GS Factors	F	Significance
Social Activist x Self-investor	Emotional exhaustion	.21	.650
	Disengagement/cynicism	.01	.906
Social Activist x Careerist	Emotional exhaustion	.00	.983
	Disengagement/cynicism	.03	.857
Social Activist x Artisan	Emotional exhaustion	.86	.366
	Disengagement/cynicism	1.92	.182
Self-investor x Careerist	Emotional exhaustion	.18	.678
	Disengagement/cynicism	.00	.962
Self-investor x Artisan	Emotional exhaustion	1.47	.247
	Disengagement/cynicism	.93	.353
Careerist x Artisan	Emotional exhaustion	.81	.380
	Disengagement/cynicism	.83	.374

A one-way between groups ANOVA was run for MBI-GS scores by original career orientation (see Table 10). There were statistically significant results for both the emotional exhaustion [$F(3, 45) = 6.10$, $p=.001$] and disengagement/cynicism [$F(3,45) = 9.27$, $p<.001$] factors.

Table 10. One-Way Between Groups ANOVA for Maslach Burnout Inventory-General Survey by Original Career Orientation

Factor	Sum of squares	Mean square	df	F	Significance
Emotional exhaustion factor total	556.68	185.56	3	6.10	p=.001**
Disengagement/cynicism factor total	950.66	316.89	3	9.27	p<.001**

*= significant at p<.05 level
**= significant at p<.01 level

A Tukey post-hoc analysis was run, and results are shown in Table 11. On the emotional exhaustion scale, there were two significant differences of means. The difference between Social Activists and Artisans was significant at p<.01. Social Activists had a worse burnout score (mean of 20.20) than Artisans (mean of 11.25).

The difference between Self-investors and Artisans was significant at p<.05. Self-investors had a worse burnout score (mean of 18.50) than Artisans (mean of 11.25). The difference in means between Social Activists (20.20) and Careerists (14.67) approached significance (p=.062) but did not quite cross the threshold for statistical significance. There were no significant differences in means between Social Activists and Self-investors; Self-investors and Careerists; or between Careerists and Artisans.

On the disengagement/cynicism scale, there were three significant differences of means. The difference between Social Activists and Careerists was significant at p<.01. Social Activists had a worse burnout score, with a mean of 21.50, than the Careerists (mean of 11.44). The difference between Social Activists and Artisans was significant at p<.01.

Again, Social Activists (21.50) had the worse burnout score (Artisan mean was 11.50). The difference between Self-investors and Careerists was significant at p<.05. Self-investors had a mean of 18.58, which was worse than the Careerist mean of 11.44.

Table 11. Tukey Post-Hoc Analysis for Maslach Burnout Inventory-General Survey by Original Career Orientation

Factor	Group 1	Group 2	Mean difference	Std error	Significance	95% confidence interval
EX	Social activists	Self-investors	1.70	2.01	p=.833	-3.67-7.07
	Social activists	Careerists	5.50	2.14	p=.062	-.20-11.20
	Social activists	Artisans	9.49	2.42	p=.002**	3.02-15.95
	Self-investors	Careerists	3.80	2.36	p=.384	-2.50-10.10
	Self-investors	Artisans	7.79	2.62	p=.024*	.79-14.79
	Careerists	Artisans	3.99	2.72	p=.466	-3.27-11.24
CY	Social activists	Self-investors	2.92	2.13	p=.527	-2.78-8.61
	Social activists	Careerists	9.90	2.26	p<.001**	3.86-15.94
	Social activists	Artisans	10.21	2.57	p=.001**	3.37-17.06
	Self-investors	Careerists	6.98	2.50	p=.037*	.31-13.66
	Self-investors	Artisans	7.30	2.78	p=.055	-.10-14.71
	Careerists	Artisans	.31	2.88	p=1.00	-7.37-8.00

*= significant at p<.05 level
**= significant at p<.01 level
EX=Emotional exhaustion factor
CY=disengagement/cynicism factor

The difference in means between Self-investors (18.58) and Artisans (11.50) approached significance (p=.055) but did not quite cross the threshold for statistical significance. There were no significant differences in means between Social Activists and Self-investors, or between Careerists and Artisans.

A one-way between groups ANOVA was run for MBI-GS scores by current career

orientation (see Table 12). The emotional exhaustion scale was significant at $F(3,45) = 4.32$, $p=.009$. However, the disengagement/cynicism factor was not statistically significant [$F(3,45) = 2.37$, $p=.083$].

Table 12. One-Way Between Groups ANOVA for Maslach Burnout Inventory-General Survey by Current Career Orientation

Factor	Sum of squares	Mean square	df	F	significance
Emotional exhaustion factor	430.49	143.50	3	4.32	p=.009**
Cynicism factor	339.90	113.30	3	2.37	p=.083

     *= significant at p<.05 level
     **= significant at p<.01 level

A Tukey post-hoc analysis was run for the emotional exhaustion scale and three significant differences of means were found (see Table 13). The difference between Social Activists and Artisans was significant at p<.05. The difference between Self-investors and Artisans was significant at p<.05. Artisans again had the lower burnout score (8.25) compared to both Social Activists (17.00) and Self-investors (17.45). The difference between Careerists and Artisans was significant at p<.01. In this case, Careerists (mean of 19.81) had a significantly worse burnout score than Artisans (mean of 8.25). There were no significant differences of means between Social Activists and Self-investors; Social Activists and Careerists; or between Self-investors and Careerists.

Bivariate correlations were run for the Reasons Questionnaire and the MBI-GS (see Table 14). There were many significant correlations between the Reasons Questionnaire items and MBI-GS factors at both the p<.05 and p<.01 level. Eight of the Reasons Questionnaire items had significant correlations with the MBI-GS emotional exhaustion factor.

Table 13. Tukey Post-Hoc Analysis for Maslach Burnout Inventory-General Survey by Current Career Orientation

Item	Group 1	Group 2	Mean difference	Std error	significance	95% confidence interval
EX	Social activists	Self-investors	-.45	2.21	p=.997	-6.34-5.43
	Social activists	Careerists	-2.81	1.98	p=.494	-8.10-2.47
	Social activists	Artisans	8.75	3.19	p=.042*	.25-17.25
	Self-investors	Careerists	-2.36	2.26	p=.725	-3.67-8.38
	Self-investors	Artisans	9.20	3.37	p=.043*	.22-18.19
	Careerists	Artisans	11.56	3.22	p=.004**	2.96-20.16

*= significant at p<.05 level
**= significant at p<.01 level

Item 1 on the Reasons questionnaire ("Opportunities for advancement") was significant at r(47)=.29, p=.047. Item 2 ("Structured like the military") was significant at r(47)=.37, p=.010. Item 3 ("Early retirement with good pay") was significant at r(47)=.39, p=.006. Item 8 ("The profession has prestige") was significant at r(46)=.46, p=.001. Item 11 ("The job pays well") was significant at r(47)=.36, p=.012. Item 13 ("Because you had friends/relatives who were law enforcement officers") was significant at r(49)=.37, p=.009. Item 15 ("There was a lack of other job alternatives") was significant at r(47)=.40, p=.005.

Five of the Reasons Questionnaire items were significantly correlated with the disengagement/cynicism factor. Item 3 ("Early retirement with good pay") on the Reasons Questionnaire was significant at r(47)=.48, p=.001. Item 8 ("The profession has prestige") was significant at r(46)=.41, p=.004). Item 11 ("The job pays well") was significant at r(47)=.38, p=.015. Item 14 ("The job carries power and authority") was significant at r(47)=.36, p=.010. Item 15 ("There was a lack of other job alternatives") was significant at r(47)=.51, p<.001.

Table 14. Pearson's Correlation for Maslach Burnout Inventory-General Survey and Reasons Questionnaire

Reasons Item	Emotional Exhaustion	Disengagement/Cynicism
Advancement	.29* p=.047 n=49	. 23 p=.117 n=49
Military structure	.37* p=.010 n=49	.26 p=.073 n=49
Good retirement	.39** p=.006 n=49	.48** p=.001 n=49
Exciting work	.23 p=.124 n=48	.25 p=.081 n=48
Helping others	.24 p=.100 n=49	.08 p=.586 n=49
Job security	24 p=.103 n=49	.19 p=.189 n=49
Fight crime	.17 p=.232 n=49	.12 p=.422 n=49
Prestige	.46** p=.001 n=48	.41** p=.004 n=48
Autonomy	.24 p=.100 n=49	.15 p=.300 n=49
Enforce laws	.15 p=.317 n=49	.16 p=.280 n=49

*= significant at p<.05 level
**= significant at p<.01 level

Table 14 Continued

Reasons Item	Emotional Exhaustion	Disengagement/Cynicism
Pays well	.36* p=.012 n=49	.38* p=.015 n=49
Liking coworkers	.28 p=.053 n=48	.13 p=.361 n=48
Friends/family	.38** p=.007 n=49	.12 p=.420 n=49
Power/authority	.37** p=.009 n=49	.36* p=.010 n=49
Lack of alternatives	.40** p=.005 n=49	.51** p<.001 n=49

*= significant at p<.05 level
**= significant at p<.01 level

This suggests that, while both factors are correlated with the Reasons Questionnaire, there is a greater relationship with the emotional exhaustion factor.

Means and standard deviations were calculated for the factor, total, and difference scores on the Police Stress Questionnaires. As can be seen in Table 15, the anticipated and current stress scores generally indicated moderate levels of stress, although responses varied greatly for each factor. Anticipated and current stress scores were similar, resulting in small difference scores. The Operational Stress Difference score had a mean of .27, with a standard deviation of .59. The Organizational Stress Difference score had a mean of .08, with a standard deviation of .61. The Total Stress Difference score had a mean of .05, with a standard deviation of .56.

Table 15. Descriptive Statistics for Police Stress Questionnaires Scores

PSQ Factor	Mean	Std. dev.	Observed range	Possible range
Operational Anticipated Stress	4.81	1.21	1.70 – 6.50	1 - 7
Operational Current Stress	4.54	1.10	1.62 – 6.24	1 - 7
Operational Stress Difference	.27	.59	-1.47 – 2.20	-6 - 6
Organizational Anticipated Stress	4.83	1.20	1.92 – 6.64	1 - 7
Organizational Current Stress	4.75	1.23	1.90 – 6.92	1 - 7
Organizational Stress Difference	.08	.61	-1.22 – 1.81	-6 - 6
Total Anticipated Stress	4.82	1.18	1.94 - 6.50	1 - 7
Total Current Stress	4.76	1.17	1.94 - 6.69	1 - 7
Total Stress Difference	.05	.56	-1.41 – 1.94	-6 - 6

A Pearson correlation was run for MBI-GS and PSQ scores (see Table 16). Both the emotional exhaustion and disengagement/cynicism scales were significant with all anticipated and current stress scores at the $p<.01$ level. The relationship between Operational Anticipated Stress and Emotional Exhaustion was significant at $r(47)=.62$, $p<.001$.

The relationship between Operational Current Stress and Emotional Exhaustion was significant at $r(47)=.62$, $p<.001$. The relationship between Operational Anticipated Stress and Disengagement/cynicism was significant at $r(47)=.65$, $p<.001$. The relationship between Operational Current Stress and Disengagement/cynicism was significant at $r(47)=.72$, $p<.001$. The relationship between Organizational Anticipated Stress and Emotional Exhaustion was significant at $r(47)=.69$, $p<.001$.

The relationship between Organizational Current Stress and Emotional Exhaustion was

significant at r(47)=.65, p<.001. The relationship between Organizational Anticipated Stress and

Disengagement/cynicism was significant at r(47)=.72, p<.001.

Table 16. Pearson's Correlation for Maslach Burnout Inventory-General Survey and Police Stress Questionnaires

PSQ Factor	Emotional Exhaustion	Disengagement/cynicism
Operational Anticipated Stress	.62** p<.001 n=49	.65** p<.001 n=49
Operational Current Stress	.62** p<.001 n=49	.72** p<.001 n=49
Operational Stress Difference	.12 p=.405 n=49	.00 p=.987 n=49
Organizational Anticipated Stress	.69** p<.001 n=49	.72** p<.001 n=49
Organizational Current Stress	.65** p<.001 n=49	.74** p<.001 n=49
Organizational Stress Difference	.04 p=.771 n=49	-.08 p=.583 n=49
Total Anticipated Stress	.66** p<.001 n=49	.69** p<.001 n=49
Total Current Stress	.63** p<.001 n=49	.73** p<.001 n=49
Total Stress Difference	.06 p=.684 n=49	-.08 p=.606 n=49

**=significant at p<.01

The relationship between Organizational Current Stress and Disengagement/cynicism was significant at r(47)=.74, p<.001.

The relationship between Total Anticipated Stress and Emotional Exhaustion was significant at r(47)=.66, p<.001. The relationship between Total Current Stress and Emotional Exhaustion was significant at r(47)=.63, p<.001. The relationship between Total Anticipated Stress and Disengagement/cynicism was significant at r(47)=.69, p<.001. The relationship between Total Current Stress was significant at r(47)=.73, p<.001.

However, there were no statistically significant correlations for the difference of total scores, difference in operational scores, nor difference in organizational scores. The relationship between Operational Stress Difference and Emotional Exhaustion was r(47)=.12, p=.405. The relationship between Operational Stress Difference and Disengagement/cynicism was r(47)=.00, p=.987.

The relationship between Organizational Stress Difference and Emotional Exhaustion was r(49)=.04, p=.771. The relationship between Organizational Stress Difference and Disengagement/cynicism was r(47)=-.08, p=.583.

The relationship between Total Stress Difference and Emotional Exhaustion was r(47)=.06, p=.684. The relationship between Total Stress Difference and Disengagement/cynicism was r(47)=-.08, p=.606.

DISCUSSION

There were statistically significant differences in the scores of MBI-GS emotional exhaustion and disengagement/cynicism factors for original career orientations. Only the emotional exhaustion factor was significant for current career orientation.

Interestingly, the participants from this study had an average career length of less than five years in service, with the longest career being 15 years. Burke and Deszca's study had a greater range of career lengths, with most of their participants working between six and twenty-five years in policing. Additionally, their samples from the 1987 and 1988 studies had greater numbers of participants in the Artisan and Careerist groups and their Social Activist and Self-investor groups were smaller. This is the inverse of the sample in the current study. Based on the age information provided from their samples, Burke and Deszca (1987, 1988) were studying individuals mostly belonging to the Baby Boomer generation, but also some of the early members of Generation X. In contrast, this study's sample mostly consisted of individuals belonging to the Millennial or Generation X generations. While there is some overlap, this generational difference may be one possible explanation for the difference in career orientation distributions amongst many potential explanations including (but not limited to) sampling method, office type, title, length in service, and location.

Despite these differences in samples, the career orientations appeared to behave similarly to the samples from Burke and Deszca's (1987,1988) police officer samples. Consistent with Burke and Deszca's findings, Artisans tended to have better burnout scores than Social Activists and Self-investors for both emotional exhaustion and cynicism, both for original and current orientation. Another similarity is that Careerists had significantly lower emotional exhaustion and disengagement/cynicism scores than Social Activists and Self-investors for

original orientation. However, one significant deviation is the higher burnout scores for Careerists in the current orientation analyses. These burnout scores were more similar to the Social Activist and Self-investor groups than Artisans. Although there are many potential reasons for this deviation, one may be due to the greater influx of "changers." Burke and Deszca (1987) found those who changed their career orientation reported less satisfaction and poorer well-being than those who maintained their original orientation. In this sample, the number of participants who changed to a Careerist orientation was closer to the number of individuals who became Social Activists or Self-investors. Only one person who changed their orientation became an Artisan. Additionally, this pattern of career orientation changes resulted in a significantly smaller group of Artisans for the current orientation analyses, while the other three groups were closer in size. The combination of larger group size and number of changers in the group may have resulted in higher burnout scores for those who currently identified as Careerists compared to those who originally identified as such.

Although psychological research and practice has been moving towards utilizing spectrums more than discrete categories, these results indicate Cherniss's theory can be applied to modern populations. While spectrum-based theories and categorizations can be more nuanced and accurate, it can be more practical to make use of discrete categories in practice, especially for those not as familiar with psychological practices.

The MBI-GS emotional exhaustion and disengagement/cynicism factors were strongly correlated with anticipated stress and current stress scores. That the burnout scores were significantly related to current levels of stress is not surprising, as the relationship between stress and burnout is well-documented. While not surprising, the significant relationship between anticipated stress and burnout is interesting. Anticipated stress may be considered a form of

expectations in of itself. Perhaps burnout has a stronger relationship with how stressful one expects a job to be regardless of whether those expectations are accurate or not. They were not significantly correlated with the discrepancy scores, which were used to operationally define unfulfilled expectations. This is likely due to the small difference scores, all of which were less than one. Since there were no significant differences between anticipated and current stress levels on any factors, a meaningful relationship between these differences and levels of burnout could not be determined. The lack of statistically significant relationships between unfulfilled expectations as operationally defined in this study and burnout does not support the original hypothesis.

Limitations

There are potential confounding factors to consider in this study. Firstly, data was collected during March 2020, which was during the height of the COVID-19 social distancing and shelter in place orders across the United States, which potentially affected participants' responses to current stress levels as they dealt with the multitude of physical and mental health strains. While the Police Stress Questionnaires aim to assess work-related stress, it can be difficult to parse apart all the potential causes of elevated stress, especially if it is chronic.

This study was underpowered due to small sample size. This increases the risk of Type I error. This should be taken into account when considering the statistically significant results of the analyses. Additionally, the groups were not of equal size. The Social Activist group consisted of approximately twice the number of individuals than the other groups for both original and current career orientation. The groups did pass Levene's test of equality of variance, but it should

still be taken into consideration when comparing differences in scores between career orientation groups.

Implications

Law enforcement officers have numerous interactions with the public and the outcomes of those interactions have lasting effects on communities and their relationships with law enforcement (McCarty & Skogan, 2012). With increasing public scrutiny of line officers, law enforcement relations with the public have taken on a different tone and are increasingly polarized. This is demonstrated clearly in the increase of activity by the Black Lives Matter (BLM) movement and recent protests across the country, and even the world, against racism and police brutality following the death of George Floyd. The quality of law enforcement work is currently undergoing a trial by the public. This makes research on factors affecting the quality of this work especially timely.

Demonstrating that Cherniss's theory from 1980 can still be applied to modern law enforcement officers may have an impact on recruitment and training practices. While there is not sufficient evidence to use it in a discriminatory manner, understanding a potential candidate's career orientation may provide additional information for departments that can help them better prepare an individual for the realities of their job. Understanding the changing landscape of who pursues a career in law enforcement is vital in training and recruitment since it is a costly process.

If this study's sample is indicative of how the prevalence of different career orientations present in law enforcement offices is changing, then there is need for change at the organizational level as well. The groups with the largest number of individuals in this study were

Social Activists and Self-investors—groups that historically have poorer career and well-being outcomes based on existing research using this theory. While changes to recruitment and training practices may benefit future law enforcement officers, it may not be sufficient. There perhaps could be a need to change the way these organizations approach law enforcement overall if they want to develop officers who are able to effectively do their jobs and maintain the level of involvement, passion, and longevity supervisors desire.

Future Directions

This study provides ample fodder for a variety of future research. First and foremost, the sample size was small, and this study was underpowered, so recreating this study with a larger and varied sample is warranted. Increasing the power of the analyses will increase the confidence that these significant relationships are not the result of a Type I error, which is at an increased risk in this study.

The hypotheses of this study could also be applied to other related professions, such as social workers, educators, or others who work in public service industries. While not all the same measures could be applied, since many were law enforcement-specific, the concept of career orientation and expectations being related to burnout should be expanded upon to other industries.

There were limited results supporting a significant relationship between expectations and burnout. However, the method of operationalization may be one factor that impacted this. Firstly, as was discussed earlier, the difference scores were very small, so a meaningful relationship between those scores and levels of burnout could not be determined. Perhaps a larger sample would also assist in finding a greater discrepancy between anticipated and current levels of

stress. Additionally, utilizing a different method to operationalize expectations of working conditions may provide stronger results. There were significant relationships for anticipated stress and burnout scores. Looking at expectations in this manner may provide additional information on the relationship between how one's expectations may play a role in burnout.

Further exploration on the relationship of career orientation on the other factors in this study is also warranted. The relationship between expectations and career orientation was beyond the scope of this study. Since different career orientations tend to fare differently when it comes to burnout, they may also have different expectations about the stressful aspects of working in law enforcement, or they may react differently to having unmet expectations. Additionally, analyses with those who changed career orientation were minimal in this study. While separate analyses were run for original and current orientation, no analyses beyond summing totals were run comparing burnout, expectations, or stress scores comparing those who changed their original orientation with those who did not change. Considering Burke and Deszca (1987) did find differences in outcomes for those who changed in their study, exploring whether this pattern is still applicable to a modern population is worthwhile to explore.

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APPENDICES

Appendix A: Human Subjects IRB Exemption

IRB #: IRB-FY2020-577
Title: An Exploration of Career Orientation and Expectations on Burnout in Law Enforcement Officers
Creation Date: 2-23-2020
End Date:
Status: Approved
Principal Investigator: William Deal
Review Board: MSU
Sponsor:

Study History

Submission Type	Initial	Review Type	Exempt	Decision	Exempt
Submission Type	Modification	Review Type	Exempt	Decision	Exempt

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Appendix B: Reasons Questionnaire Items

1) Opportunities for advancement
2) Structured like the military
3) Early retirement with good pay
4) The excitement of the work
5) It provides an opportunity to help people in the community
6) Job security
7) To fight crime
8) The profession has prestige
9) You work on you own a lot; have a good deal of autonomy
10) To enforce the laws of the society
11) The job pays well
12) Good companionship with your coworkers
13) Because you had friends/relatives who were law enforcement officers*
14) The job carries power and authority
15) There was a lack of other job alternatives

*= wording changed from police officers

Appendix C: Career Orientation Vignettes

Self-investor: Person A is more interested in their personal life outside of their job than in their career in law enforcement. Their main source of pleasure comes from their off-the-job interests, such as family and personal development. Person A is not particularly interested in career development or a demanding job.

Social Activist: Person B is an idealist and a visionary. They feel they are contributing both to improving society and to positive changes in their profession through their effort in their work in law enforcement. Personal status and job security are relatively unimportant to Person B. Law enforcement is a "crusade" to Person B.

Careerist: Person C is interested in recognition and advancement in their career. Prestige, respect, and financial security are important to Person C. They want to make a good impression on others who might control the advancement of their career.

Artisan: Person D values independence and freedom. They prefer jobs that provide challenges, new experiences, and the development of professional skills. Performing well according to their own standards is important to them. Career and financial success are less important for Person D.

Appendix D: Items Used From Police Stress Questionnaires

1) Shift work
2) Working alone at night
3) Overtime demands
4) Risk of being injured on the job
5) Work related activities on days off (e.g. court, community service)
6) Traumatic events (e.g. motor vehicle accidents, domestics, death, injury)
7) Managing your social life outside of work
8) Not enough time available to spend with friends and family
9) Paperwork
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)
14) Lack of understanding from family and friends about your work
15) Making friends outside the job
16) Upholding a "higher image" in public
17) Negative comments from the public
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
21) Dealing with coworkers
22) The feeling that different rules apply to different people (e.g. favoritism)
23) Feeling like you always have to prove yourself to the organization
24) Excessive administrative duties
25) Constant changes in policy/legislation
26) Staff shortages
27) Bureaucratic red tape
28) Too much computer work
29) Lack of training on new equipment
30) Perceived pressure to volunteer free time
31) Dealing with supervisors
32) Inconsistent leadership style
33) Lack of resources
34) Unequal sharing of work responsibilities