

Reducing Stress Levels in Law Enforcement Through Training: Personal and Professional  
Positive Coping Strategies for Law Enforcement

Horace W. Roberts, Sr

Lead 705: Organizational Development

10/12/2019

[Dr. Anyango Reggy Gregory](#)

### **Abstract**

The proposal of this research study is seeking to address stress management training for law enforcement officers on an organizational level. Stress management research for law enforcement is essential, due to the occupation, media attention and personal life situations that officers face routinely. Fox (2007) stated that a “stress vest” is needed to guard against the organizational stressors, personal stressors and environmental stressors. This study, incorporates gender and ethnic diversity for individuals with over two years of service on the job. However, this does not seek to address solely the gender differences in stress management for law enforcement but the organizational changes that are needed to develop successful programs in law enforcement organizations. Utilizing a quantitative approach to this research will enable a statistical analysis of the data that will be beneficial in understanding and implementing new training programs.

### Research Proposal

Imagine a young officer with his, first time pPolice officer experience at the peak of his at their health, and single. Fast forward to five years down the road, and this same officer is now married with, two children, and a little heavier than his early days as an officer. To make matters worse, one of the officer's children has been hospitalized, and his wife no longer working due to the child's illness. Now the bills are piling up because of the due to medical costs and the, mortgage and day to day life. The officer's personal life is already stressful, now add to that the job stress of the job being a police officer. On top of the family stress and the stress of the day to day the officer encounters resolving other people's problems, the the officer has to handle the stress of management at his department. All this pressure is raising his the stress level. How of the Officer, and how does he release this stress? Does the officer choose to drink, smoke, or exercise the stress away? Officer's deal with this similar situations daily, and there needs to be a way for them the Officers to deal with these pressures is in a positive manner (Garner, 2008). Research into law enforcement evaluates stress levels, and positive coping mechanisms that may be utilized for future training of Officers.

Studies into the effects of stress on the law enforcement community has become ever more important with all the problems over the training of officers, and use of excessive force. An evaluation of the various stressors in the personal and professional life of law enforcement personnel will lead to an understanding of the training programs that can be utilized to aid in reducing the stress levels of officers (Garner, 2008). Stress can occur on various levels and in many occupations, however, in law enforcement stress is a part of the everyday forecast. Police officers Law enforcement not only run towards the stress, but they deal with more stress than

other occupations (Garner, 2008). In addition to dealing with the stress from their employment, law enforcement officials also deal with other stressors. Additional stressors may arise from personal conflicts stemming from the family life of the individual officer (Miller, 2007). An individual working in law enforcement is more likely to encounter stressors at different levels in the professional and personal setting, and the need for stress management training has become even more important to aiding law enforcement in dealing with such a stressful occupation. Law enforcement is known for its ability to train those that work in this profession. Training in stress management should not be an exception, but a part of the yearly training mandate for officers (Fox, 2007). It is known throughout the law enforcement community that physical training is emphasized during the yearly training known as in-service training. The problem this paper seeks to address is whether incorporating stress management training into the yearly in-service training for officers will reduce the stress levels of law enforcement personnel. Fox (2007) advises that creating a “stress vest” for officers in order to deal with the personal and professional stressors that must come from two distinct layers; personal and the institution. In this case the institution refers to the department that the officer is employed. The purpose of this study is to examine whether or not incorporating stress management training into in-service training will reduce the stress levels in an officer’s personal and professional life.

### Literature Review

In order to understand the reason for this study into Law Enforcement, stress and future training opportunities that need to be implemented to decrease the stress level of officers there need be an evaluation of stress and previous research into law enforcement. Previous research studies dealing with this topic have not been able to define stress as one single term, but researchers have been able to identify stressors that individuals working in law enforcement face (Waters & Ussery, 2007). In previous studies before a research design may be implemented there is an identification of stressors. Stressors can range from the organizational stand point and the personal family life (Anderson, Litzenberger, & Plecas, 2002). In simple terms stressors are ~~maybe~~ chemical or environmental conditions that cause stress to an individual. For police officers, stressors can start from home life, and be further expanded by the organizational rules and guidelines when dealing with their profession (Garner, 2008). In addition to handling the demanding job that officers are faced with on a daily basis ~~and~~ -resolving other people's problems, they may have their own personal and professional conflicts pending. Research into the stress that officers face has been evaluated and understood in the professional and personal level (Garner, 2008). Researchers have even gone as far as to distinguish between acute and chronic stress that officers face in their careers. Anderson and associates (2002) define psycho-social stress as the response of an individual to the self-perceived imbalance between the demands of the situation presented, and the resources one has at their disposal to respond successfully. Officers of the law are faced with these choices every day from the citizens they serve, to the organizations they work with, and finally to the families they reside with. According to Anderson and associates psycho-social stress can be acute or chronic; acute stress stems from

events that have a sudden onset of a critical nature with situations resolved in a short duration; chronic stress on the other hand builds over time and does not resolve itself quickly (2002).

Chronic stress is the type of stress that Officers need to create coping mechanisms, and organizations need to implement train programs so that [Officers](#) are able to address their personal and professional stress that may arise with such a stressful occupation. Waters [et al and associates](#) (2007) argued that previous studies into police stress were evaluated utilizing self-assessments and future studies need to incorporate both the quantitative and qualitative approach.

Now that there is an understanding of the stress that [Officers](#) endure, it is time to look at the research that has been conducted into how organizations and [Officers](#) cope with the stressors of the occupation. Previous studies into stress and law enforcement has revealed self-reported studies, and some quantitative studies into introducing training programs through individual studies and family counseling (Garner, 2008; Anderson, Litzenberger, & Plecas, 2002; Miller, 2007; & Waters & Ussery, 2007). Research has focused on either the personal aspect of this job or the professional side. The majority of studies conducted utilized self-reports to gain a better understanding of how Officers cope with the day to day stress of their occupation (Anderson, Litzenberger, & Plecas, 2002). Currently research began to incorporate a more quantitative approach to understanding the effects of stress, and coming to a resolution that can be implemented when working with this population (Garner, 2008). In addition to self-reports the notion of family and the professional setting were researched separately. Miller advises that an important aspect of an [Officer's](#) life is the family support encountered (2007). Taking that into account family is an extremely important aspect of any Officer's life, and the stress that arises from personal problem will impact their ability to perform.

Furthermore, wWith the growing police force now including women into this male dominated field it is only appropriate that previous research examine the effects of gender and the role of stress. He, Zhao, and Archbold's (2002) research\_er-into gender, occupational stress, and coping mechanisms have led to organizational changes on how stress is handled. (2002). As diverse as the field of law enforcement can be, researching gender and previous programs is need to establish a baseline for future research. There are few studies in regards to gender as a main factor when studying law enforcement stress management (He, Zhao, & Archbold, 2002). This current proposal does not specifically addressing -gender in regards to stress management, as this proposal seeks to address stress management on an organizational level. Not only has earlier research conducted studies on stressors and its impact on the oOfficer, organization, family, but now on gender and this stressful occupation.

Law enforcement is without a doubt a stressful occupation, so why not give our brothers and sisters in this field the opportunity to not only help others, but to positively help themselves as well (Garner, 2008). In earlier research into similar topics it was discovered that further research needed to be conducted on programs that can be implemented to aid in reducing stress levels of oOfficers. Previous research has found that by allowing oOfficers to deal with the stress they encounter in a professional and personal setting through organizational changes can lead to a healthier life for the oOfficer (He, Zhao, & Archbold, 2002). During the research for this particular proposal it was difficult to find many quantitative research methodologies applied to this subject matter. Few researchers were able to quantify the data and not just utilize self-reports but actual experiments to see the difference between implementing programs that are effective with reducing the stress levels of officers (Anderson, Litzenberger, & Plecas, 2002; Garner, 2008; Patterson, Chung, & Swan, 2014). This current study is not just about understanding the

stress that officers face, but finding a solution to the ever growing problem of stress in the lives of people who protect the community. In all the previous research conducted with this population, there has never been an issue with the ethical practice or design (Patterson, Chung, & Swan, 2014). Analysis of previous research has led to further quantitative research designs and experiments that will aid officers in reducing their stress levels and positively cope with their occupation. Thus the purpose of this study is to evaluate significance of organizations implementing yearly in-service training for Officers in regards to stress management professionally and personally. By utilizing an experiment and evaluating the significance of the results through statistical analysis provides researchers with a new perspective for organizations and Officers.

When you are reviewing related literature, it is important to say what gaps you found in the literature that you are hoping your study will fill to add to the overall body of knowledge on this subject matter. Also, I like what you noted about the limited research that has been conducted on gender and stress in law enforcement. I would add a line at the end of your review of literature that says, "Although this study does not address any gender dynamics, the issue of women and the stress they deal with in law enforcement is a growing area of interest which this researcher would consider looking into for future research." Something a long that lines to demonstrate that you understand what gaps exist in the literature and why gaps you intent to address through this research and which ones you plan to address at a later time.

## **Methodology**

### *Purpose of the study*

The purpose of this study is to gain an understanding of the stress that law enforcement faces and providing a viable training option for organization to implement to reduce the stress levels of Officers. Fox (2007) states that police officer face personal and professional stress and

organizations need to assist officers in reducing their stress levels by implementing annual training. With all the media attention focused on law enforcement, excessive force, and police policy there needs to be an evaluation of the stress and how this will impact organizational changes that need to occur. Organizations need to know that there is training available for them to implement, so that Officers have a positive release for their stress (Fox, 2007). Law enforcement officers are under stress from different venues and need to find positive coping mechanisms to handle the occupational and personal stress (Garner, 2008). In addition to understanding the stress and stressors that officer's face in the personal and professional setting there needs to be an understanding of options that are made available to the officers that serve and protect the various communities. MacMillan (2009) advises that without a healthy outlet for dealing with the stress-related issues, an officer may become impatient, cynical and violent towards others as well as him/herself. Those that work in law enforcement are at higher risk to commit suicide due to the professional and personal stress from the occupation, so creating peer support and stress management programs are an essential to helping the helpers (MacMillan, 2009). Having this image in mind of helping the helper this research proposal aims to utilize quantitative research methods to determine the significance of incorporating stress management programs into law enforcement training. It is time to help those that help others.

### *Limitations*

As with previous studies into stress and law enforcement there are limitations that exist in this type of research, and this proposal. This specific proposal seeks to target a sample from law enforcement officers from the north and south east United States. However as diverse as individuals are, so is this nation. Lack of integrating the [W](#)est [C](#)oast of the United States may

impact the results of the study. The limit to just participants from the [East Coast](#) ignores the specific aspect of law enforcement on the [East Coast](#).

In addition, this sample does not take into account law enforcement outside of the United States. Each agency whether from the [East](#) or [West Coast](#) of the United States, or international law enforcement there needs to be an understanding of their perspective of these agencies. Another limitation that can be found in this is the utilization of LESS and BCOPS. During research for this proposal it was difficult to find additional quantitative instruments to utilize to effectively understand the impact of stress management for law enforcement (Garner, 2008). By having additional instruments to evaluate the statistical significance of stress management for law enforcement will provide for future studies. In addition to having more quantitative data and survey options there needs to be a separation between the psycho-social stress and physical stress that Officers endure daily (Anderson, Litzenberger, & Plecas, 2002). This study proposes focusing on intervention tools that organizations may implement to assist officers with dealing with certain types of stressors. However this proposal does not address the psycho-social aspect of stress. Future studies would need to incorporate international law enforcement personnel, and additional instruments to address the effectiveness for the (Fekedulegn & et. Al., 2013). This proposal is a start in the understanding of stress management intervention and reducing the stress levels of Officers in an organizational level. In addition to the instrument's limitations there is the factor of gender and ethnicity that will be addressed in this proposal. Research into the difference of gender and ethnic response is important, however this research is seeking to change organizational standards. With that in mind this research proposal is lacking emphasis on gender and ethnic stress management in law enforcement.

*Research design*

For this study an experimental design, survey and statistical analysis is recommended to understand the importance and significance of including stress management in police training. Patterson, Chung, and Swan (2014) evaluated research from 1984-2008 and discovered that 30 minutes to 24 hours of training has shown positive results into reducing the stress levels of officers. The design of this study plans on having officers participate in a 40-hour course on stress management instead of an advance traffic law during their in-service training. Garner's research allotted for 16-hour block of training for officers instead of a criminal or civil law course (2008). Advancing on that work, and other research this design aims on having three groups in the experiment. One group will participate in the full 40-hour course, the second group will participate in an 8-hour course in addition to 36-hours of advance traffic law course, and the final group will participate in a regularly scheduled 40-hour advanced traffic law. Before and after the classes are conducted a survey will be administered to gather a base as to what officers see as stress in a personal or professional setting. In addition to questions on the survey asking questions in regards to stressors, there will be questions in regards to coping mechanisms currently employed. The responses given by the Officer's before and after survey will be inputted into the statistically software to quantify the responses. Leedy and Ormrod (2013) advise that organizing data will allow for greater understanding of the material and analysis of research.

In addition to the before and after surveys supervisors will be given a survey in approximately three and six months later to evaluate the officers stress levels, and current trends of handling stress. A follow-up survey with the Officers will be conducted through the mail after three months of completing the course. Richmond, Kehoe, Hailstone, Wodak, and Uebel-Yan

(1999) utilized quantitative and qualitative research methods to gain an understanding the use of alcohol and smoking as coping strategies that officers utilize to deal with the stress in their professional and personal life. During the evaluation the survey will also deal with current coping tools utilized by Officers including alcohol use and other negative coping methods utilized by officers. Previous data obtained reinforced that smoking and drinking alcohol is not a positive coping strategy for dealing with the stress officers endure in a personal and professional setting (Richmond & et. al., 1999). The design will allow for a statistical analysis and an evaluation of stress reduction techniques that can be implemented organizationally. The information obtained through the analysis of the survey data will be utilized to gain a better understanding of issue at hand, and potential organizational changes that may be implemented to deal with the officer's stress management.

### *Survey Questions*

The proposal will utilize survey methodology to gain the quantitative responses that can be inputted into statistical software. A before and after survey will have similar questions, but the evaluation to supervisors partake in will be more in-depth. The initial survey before and after the course for the officers will include questions as to stressors in their personal and professional life. In addition to the survey having Miller states that family stressors have a huge impact on police officer's ability to function and impact the officer's ability to perform the job (2007). In order to keep in line with the American Psychology Association guidelines to confidentiality the names and organizations that participants come from will not be placed on survey for anonymity. Only the gender, years of service, ethnic background, and a distinct survey number will be on the survey questions. The second part of the survey will check marks for stressors that officers encounter within their family life, such as domestic quarrels, inability to attend children's

functions, serious medical problems, and lack of quality time with spouse due to job. The third section of the survey will raise questions in regards to organizational stressors. The final section of the survey will address current techniques that Officers are utilizing to deal with stress. The final section will include responses such as drinking alcohol and the amount of times when dealing with stress, smoking, exercising and no treatment at all. Fekedulegn, Burchfiel, Hartley, Andrew, Charles, Tinney-Zara, & Violanti (2013) looked at stressor of shift work and the impact sickness absence in law enforcement.

Specifically shift work can be extremely stressful on a professional and personal level. The survey question about organizational stressors will include questions such as organizational policies that increase stress, public perceptions, shift work and dealing with coworkers and their various personalities. These questions allow for an insight into the stressors officers face in the organizational setting and personal life. Waters and Ussery (2007) advised previous studies into law enforcement stress have focused on the qualitative aspect of understand stress in the life of law enforcement officials, but there is a need for quantifiable research to fully understand the impact of stress and stress management. In addition to those questions current in regards to stressors current coping habits to reduce stress will be evaluated. Violanti and associates (2011) have shown that alcohol and smoking use has been predominately the coping mechanism for police officers when under stress. In the long run smoking and alcohol use can have detrimental health factors. The survey questions will be derived from the Buffalo Cardio-Metabolic Occupational Police Stress (BCOPS) and Law Enforcement Stress Survey (LESS) this proposal seeks to understand stress as previous researchers have to establish a base line (Garner, 2008; Fekedulegn & et. al., 2013). These particular instruments will be discussed later. Now it is time to take into account the population under review.

*Target population and participant selection*

The recommended target population sample will be selected from law enforcement officers from the north and south east United States that have at least two years of service on the job. The sample was selected from larger organizations as an extension of previous research that utilized larger metropolitan police departments (Garner, 2008). To expand on the previous research conducted there will be a specified years of service for officers participating in the research. This limitation set forth by the years of service may have limits that impact the expected results and understanding of the research (Anderson, 2002; Donnelly, Valentine, & Oehme, 2015). This specific target population sample will allow researchers to focus on a specific area of the United States and evaluate how a larger organization in a metropolitan area operate in terms of stress management (Garner, 2008). In addition to this target population being service members with specified service time, this study is seeking to assist organizations with changes that can be implemented to assist Officer's with stress management on a personal and professional level.

Since this research is conducted in the United States and larger metropolitan police department this will offer a variety in regards to gender and ethnicity to this sample population. The population for the study does not specifically focus on gender, but does take into account the importance of gender in this specific research category. Gender is an important factor in understanding this target population and evaluating stress reduction methods in law enforcement. Researchers have found that male and female officers handle stressors differently (He, Zhao, & Archbold, 2002). However, as stated previously this study wants to examine the organizational stand point, not specifically gender role. Focusing on the north and southeast police departments in United States will allow for a sample population that is diverse in regards to ethnicity, and

years of service. By increasing the target population sample this study will incorporate a wide variety of participants who have been on the job for two years or more. In addition to the base criteria of two years or more of service Officers will be randomly selected from those that agree to participate in study. The majority of Police Departments have roll call, where information is shared and assignments are given (Donnelly, Valentine & Oehme, 2015). During roll call a presentation will be given to Officers in regards to the research study, and informed consent. During that announcement Officers will be informed that they can meet with researchers a certain time and certain location if they wish to participate in the study. Seeing as this study is looking to impact organizational procedures prior to engaging with the Officers a meeting with the Chiefs and Upper management to ensure no consequences to the Officers for participating in the research study. During the roll call discussion that will take place over a two week period to solicit participants for the research study at each department. Aiming to solicit at least fifty participants from four departments along the north and southeast United States the target sample population will be ethnically diverse and inclusive of individuals with over two years of service in the police department. Those that desire to participate in the research study will be placed in a control group, an experimental group and no experiment group. This target population includes ethnic and gender diversity that utilized to expanded research into stress management and law enforcement. He and associates (2002) stated additional research needs to incorporate gender diversity when addressing stress management and law enforcement. However this study does not explicitly address gender diversity, but does take into the differences that exist between female and male officers. Thus working with larger metropolitan police departments will allow for the selection of a more diverse sample population in regards to gender and ethnicity. Since

there is an understanding of the target population there needs to be an understanding of the instruments used to be evaluated.

### *Instruments*

Survey testing will be utilized to evaluate stressors and its impact on a personal and professional level for officers. Specifically utilizing LESS and BCOPS will allow for proper analysis and statistical value of stressor that impact their ability to their job. LESS identifies the daily hassle experienced by officers (Garner, 2008). This specific test provides a base line for understanding the personal and professional stressors that officers endure on a daily basis. The LESS will provide the base for what the 40-hour session will be focus on for participants. Van Hasselt, Sheehan, Malcolm, Sellers, Baker, & Couwels, (2008) advises that LEOSS is a common stress management assessment tool that is utilized to evaluate to law enforcement response to stress. In addition to the LESS, BCOPS will be utilized allow researchers to understand shiftwork and the use of sickness absence in regards to such hazardous work (Fekedulegn & et. al., 2013). To ensure that the LESS and BCOPS validity and reliability are consistent and significant there need to be an understanding of the instrument. Van Hasselt and associates (2008) advised due to item internal consistency in the test-retest correlation there is a significant relationship with the items on the questionnaire, likelihood and difficulty of each event linked to stress. With that being said the internal consistency of the test is well within the expected range. In terms of validity the LEOSS was correlated to the Police Stress Survey (PSS), and not significantly related to the Reynolds Short Form A (RSF-A).

Questionnaires will be given to determine the coping mechanisms of officers and the use of alcohol and smoking as a method. Richmond and associates (1999) advised that self-administered questionnaires in regards to alcohol consumption, binge drinking, smoking and

stress symptoms. Putting all of these together this study will be able to come up with a training program that allows organizations to implement positive changes into their officer's professional and positive lives. The BCOPS as well as the LESS did include male and female Officers to address the gender factor. The results of these early instruments found that females react differently to the stress, and also manage the stress differently from their male counterparts (Garner, 2008; & Van Hasselt & et. al., 2008). Women are nurturing in nature, and taught to release their feelings whereas men are taught to keep those feeling and handle the situation. Having these thoughts are important in understanding the research into stress management, and its impact on gender and ethnicity (Malmin, 2013). Each instrument provides an insight into the various dynamics that each gender faces in their law enforcement career. In all research there is needs to be ethical guidelines to ensure that participants are treated fairly, and their rights are protected as they participated in the research study. Now it is time to understand the research question and hypotheses of this research proposal.

#### *Research questions and hypotheses*

The research question that this proposal is attempting to answer is whether implementing stress management programs into the yearly training requirement for police officers will significantly impact the reduction of stress levels for officers. Seeing as this is a quantitative study there is a null hypothesis and alternate hypothesis (Leedy & Ormrod, 2013). In this case the null hypothesis would state that participating in the 40-hour training session will not significantly impact an officer's stress reduction ability. The alternative hypothesis would state that participating in the 40-hour training session significantly impact an officer's stress reduction ability. This proposal does employ techniques within the surveys to advance research into ethnic and gender roles. The specific study does not focus directly on the ethnic and gender differences,

but incorporates these differences as men and women in law enforcement manage stress differently. In addition to understanding the research question presented in this proposal it is important to understand why this data is needed. MacMillan (2009) stated that mental health counselling for Law Enforcement Officers is needed due to the stressful occupation. By integrating questions in regards to gender and ethnicity this hypothesis will account for diversity in the research study. Specifically the survey questions and analysis of the LESS and BCOPS has already factored in the notion of ethnicity and gender in their questionnaires (Garner, 2008; & Van Hasselt & et. al., 2008).

As stated previously this proposal is not seeking to address gender and ethnicity specifically, but seeks to address training for Law Enforcement Officers as a whole. It is clearly understood that male and female Officers handle the stress of the occupation very differently, so their responses to the survey will reflect this difference. As Leedy and Ormrod (2013) advised, research without considering diversity and gender would be inept and a limitation to the research. Limitation to this research proposal will be discussed later. Thus the proposal hypothesis for this specific study did not incorporate gender differences and ethnicity, however in the research conducted and analysis expected gender and ethnicity is evaluated.

### **Discussion**

Law enforcement studies into actual training programs that reduce stress levels of officers are rare and far and in between. There have been numerous qualitative studies that examined the stressors that law enforcement officers face in their personal and professional life, but few studies that examine the techniques being utilized by organizations to reduce the already stressful occupation (Garner, 2008; Miller, 2007; Richmond, Kehoe, Hailstone, Wodak, & Uebel-Yan, 1999; & Van Hasselt & et. Al., 2008). In addition to qualitative studies, quantitative research

studies are effective in understanding the significance of this current research topic. During this process it was found that there is a significant difference with incorporating stress management training into law enforcement training. By adding a 16-hour training session for officers there was a significant reduction in the stress level of Officer compared to their counterparts that did not participate in such a program (Garner, 2008). Understanding the instruments such as the Law Enforcement Stress Survey (LESS) and Buffalo Cardio-Metabolic Occupational Police Stress (BCOPS) established a baseline of stressors and current trends being incorporated to deal with the stress levels of Officers (Fekedulegn, Burchfiel, Hartley, Andrew, Charles, Tinney-Zara, & Violanti, 2013; Garner, 2008). The authors previously stated did utilize quantitative methods to evaluate this specific issue, and found a significant difference in the various groups. Van Hasselt and associates (2008) examination of the psychometric properties of the LESS enhanced the effectiveness of the stress management programs tested by Garner. Working in law enforcement in its nature is a stressful occupation, adding to the stress level are organizational policy, family events, and pressure from the public. Patterson and colleague researching histories of stress intervention research came to the conclusion that there is a need for further research into stress management training (2014). It should also be noted that this research found that stress intervention is needed in order to properly assist Officers with dealing with the demands of their job. Patterson and associates (2014) discovered that 30 minutes to 24 hours of training has shown positive results into reducing the stress levels of officers. Another fascinating aspect of this current proposal is understand the current techniques employed by Officers to deal with the stress.

### *Current Trends*

Current trends into stress management have found that alcohol consumption and smoking has been a popular method utilized to deal with the occupational stress of policing. Richmond and associates (1999) found that excessive drinking in law enforcement does not deal with the reducing the stress, but mask the problem at hand. This proposal sought to understand the organizational changes that can be implemented to reduce the stress levels of Officers. MacMillan (2009) reinforced the need for police departments to have access to stress management programs for officers. The mental and physical stress that Officers face daily needs to be counter acted. Current research focuses on qualitative approach to understanding stress management and stressor for law enforcement. However, there is research from an experimental, quantitative nature that allows researchers to see a numerical impact that stress management has on the organization, and Officer (Garner, 2008; & Fekedulegn & et. Al., 2013).

Not only was the quantitative data useful in this exploration of research, but actual implementation by organizations with a breakdown in how this method can be incorporated in organizations (Fox, 2007). An important aspect is not just understanding the statistical aspect of this research, but how the research can aid organizational development to assist their employees. It should also be noted that current trends of research does not have studies that discuss the gender differences in stress management for law enforcement. He and associates stated that further research needed to be developed to understand the difference between male and female officer in regards to stress management (2002). Current trends into the research have shown there are limitation and future developments into the research. Despite the earlier research and positive results from this standard there are limitations.

### **Conclusion**

Stress management is needed by everyone that works in law enforcement, and organizations need to enforce that officers are receiving the training and support needed for such a stressful occupation. Fox (2007) provides an understanding of the importance of stress management programs that are implemented by organizations to aid the officer with personal and professional stress. This research proposal seeks to examine the quantitative nature of stress management programs and its impact on reducing the stress levels of officers. Previous research was great with identifying the stressors, negative coping strategies and current stress management programs that are available in understanding this phenomenon (Anderson, Litzenberger, Plecas, 2002; Fox, 2007; Garner, 2008; MacMillan, 2009; & Richmond & et. Al., 1999). Research of a quantitative nature will allow for future studies and easier implementation by organizations that will assist officers with dealing with stress in a positive manner. Not only will the organizations understand the importance of stress management training, but they will see the statistical importance of this type of program.

### **References:**

- Anderson, G. S., Litzenberger, R., & Plecas, D. (2002). Physical evidence of police officer stress. *Policing*, 25(2), 399. Retrieved from <http://search.proquest.com.library.capella.edu/docview/211239592?accountid=27965>
- Fekedulegn, D., Burchfiel, C. M., Hartley, T. A., Andrew, M. E., Charles, L. E., Tinney-Zara, C. A., & Violanti, J. M. (2013). Shiftwork and sickness absence among police officers: The

BCOPS study. *Chronobiology International*, 30(7), 930-941.

doi:10.3109/07420528.2013.790043

Fox, R. (2007). Stress management...and the stress-proof vest. *Law & Order*, 55(2), 352-355.

Retrieved from

<http://search.proquest.com.library.capella.edu/docview/197247012?accountid=27965>

Garner, R. (2008). Police stress: Effects of criticism management training on health. *Applied*

*Psychology In Criminal Justice*, 4(2), 244-259.

He, N., Zhao, J., & Archbold, C. A. (2002). Gender and police stress: The convergent and

divergent impact of work environment, work-family conflict, and stress coping mechanisms

of female and male police officers. *Policing*, 25(4), 687-708. Retrieved from

<http://search.proquest.com.library.capella.edu/docview/211267387?accountid=27965>

Leedy, P. D., & Ormrod, J. E. (2013). *Practical research: Planning and design* (10th ed.). Upper

Saddle River, NJ: Pearson. ISBN: 9780132693240.

MacMillan, S. (2009). Mental health and stress management programs in policing. *TELEMASP*

*Bulletin*, 16(5), 1-6. Retrieved from

<http://search.proquest.com.library.capella.edu/docview/198084134?accountid=27965>

Malmin, M. (2013). Warrior culture, spirituality, and prayer. *Journal of Religion and Health*,

52(3), 740-58. doi:<http://dx.doi.org/10.1007/s10943-013-9690-5>

- Miller, L. (2007). Police Families: Stresses, Syndromes, and Solutions. *American Journal Of Family Therapy*, 35(1), 21-40. doi:10.1080/01926180600698541
- Patterson, G. T., Chung, I. W., & Swan, P. W. (2014). Stress management interventions for police officers and recruits: A meta-analysis. *Journal Of Experimental Criminology*, 10(4), 487-513. doi:10.1007/s11292-014-9214-7
- Richmond, R. L., Kehoe, L., Hailstone, S., Wodak, A., & Uebel-Yan, M. (1999). Quantitative and qualitative evaluations of brief interventions to change excessive drinking, smoking and stress in the police force. *Addiction*, 94(10), 1509-21. Retrieved from <http://search.proquest.com.library.capella.edu/docview/199567565?accountid=27965>
- Van Hasselt, V. B., Sheehan, D. C., Malcolm, A. S., Sellers, A. H., Baker, M. T., & Couwels, J. (2008). The Law Enforcement Officer Stress Survey (LEOSS): Evaluation of psychometric properties. *Behavior Modification*, 32(1), 133-151. doi:10.1177/0145445507308571
- Violanti, J. M., Slaven, J. E., Charles, L. E., Burchfiel, C. M., Andrew, M. E., & Homish, G. G. (2011). Police and alcohol use: A descriptive analysis and associations with stress outcomes. *American Journal of Criminal Justice : AJCJ*, 36(4), 344-356. doi:<http://dx.doi.org/10.1007/s12103-011-9121-7>
- Waters, J. A., & William Ussery, York University, Canada. (2007). Police stress: History, contributing factors, symptoms, and interventions. *Policing*, 30(2), 169-188. doi:<http://dx.doi.org/10.1108/13639510710753199>