A MODEL OF WORK-RELATED WELL-BEING FOR POLICE MEMBERS IN THE NORTH WEST PROVINCE

S Rothmann
WorkWell: Research Unit for People, Policy and Performance
North-West University

L I Jorgensen
Psychological Services
South African Police Service, North-West Province

ABSTRACT

Harsh realities exist in the South African Police Service (SAPS) that require the investigation of concepts such as “burnout” and “work engagement” in the context of work-related well-being. Although these difficulties relate to police officials experiencing work-related trauma, more stressors seem to manifest at an organisational level which, in turn, affect the psychological well-being of police officials. The aims of this study were to assess the validity and reliability of the constructs in a measurement model of work-related well-being and to test a structural model of work-related well-being for members of the Local Criminal Record Centre (LCRC) of the SAPS.

A survey design was used to achieve the research objectives through utilising an availability non-randomised sample (N=111). The Maslach Burnout Inventory – General Survey, Utrecht Work Engagement Scale, as well as a Job Demands-Resources Scale were used as measuring instruments. Structural equation modelling was implemented to test a structural model of work-related well-being. A good fit was found for the model in which perceived job demands contributed to burnout which, in turn, impacted on ill health. Work wellness was determined by the relationship between two opposite constructs, namely burnout and engagement. The work-related well-being of members of the LCRC was affected by an environment characterised by high job demands and inadequate resources.

LCRC members exhibited a high risk to fall ill due to exhaustion; they were less enthusiastic about their job and tended to derive a lower sense of significance from their work. In addition, members were seriously at risk of developing low affective commitment due to low work engagement. Exhaustion influenced the way members view their job demands, organisational and social support, as well as growth opportunities available to them. A lack of advancement opportunities and job insecurity exacerbated the feelings of exhaustion and cynicism.

INTRODUCTION

Members of the South African Police Service (SAPS), are often called upon to make sacrifices in order to ensure the safety of the community. These sacrifices include working long hours, working away from home and under difficult conditions (Pruis 2006). Police members have a responsibility towards the community to maintain safety and security, while having to cope with numerous changes in the workplace. Openness to public opinion regarding work performance also creates pressure (Nel & Burgers 1998:17). Apart from historic changes that have taken place in the SAPS since 1994, the service is currently undergoing major changes, namely restructuring of the personnel complement from area level to station level. This restructuring will ostensibly lead to better service delivery seeing that more police members will be made available to stations (Ntshingila 2006).

Studies indicate that police members experience high levels of stress and trauma and that exposure to crime takes a heavy toll on officers (Otto 2002:1). Otto (2002:4) reported that South African police officials suffer from severe post-traumatic stress, obsessive-compulsive
disorder, major depression, panic attacks and suicide ideation. Several reports appeared in the media concerning the suicide rate among police members during 2005 in the North-West Province. Reported reasons for these suicides range from job stress, work-related causes, constant exposure to violent and traumatic scenes, and a lack of social support (Cornelius 2006; Jordaan 2005:5; Sa Joe 2003:8).

The abovementioned reports are in line with recent studies conducted with regard to police members in the North West Province. These studies indicated decreased levels of job satisfaction (Rothmann & Van Rensburg 2002:46) and high levels of occupational stress (Pienaar & Rothmann 2003) among SAPS members. Research by Wiese, Rothmann and Storm (2003:77) found that excessive paperwork, staff shortages, an insufficient justice system, other officers not doing their job and inadequate or poor quality equipment were perceived as severe stressors. Police members of the Local Criminal and Record Centre (LCRC) are not only exposed to these stressors, but also to unique stressors relating to their job content. This includes managing and processing traumatic crime scenes, the compilation and provision of related documents and exhibits and the submission of evidence. Stressors unique to this component include working unsociable hours as well as exposure to violent situations. Members often drive long distances within a short time period to reach crime scenes as required by their emergency support duties. The emergency support duties require members to be available for duties on a 24-hour basis for a seven-day period within a specific duty cycle. Officials are required to be on emergency support duty more often in a six-week period due to a staff shortage. Therefore, staff members often do not have sufficient time to recover from exposure to demanding crime scenes.

In spite of the fact that police officials operate in a demanding work environment that might contribute to stress and burnout, some employees find their work environment to be inspiring and productive. In line with this observation, the research focus in the field of psychology in recent years has moved from identifying the outcomes of burnout towards paying more attention to the opposite side of burnout, namely engagement (Maslach 2003:190; Schaufeli & Bakker 2004:294). Research indicates that some employees do not show signs of burnout even though they are exposed to high job demands and long working hours (Schaufeli & Bakker 2001). These employees, who can be described as engaged workers, even found pleasure in working hard and being confronted with job demands. It is therefore necessary to study the work-related well-being of police officers in a holistic way, that is by focusing on both the positive and negative aspects thereof.

This study focuses on forensic specialists in the SAPS as well as administrative personnel concerned with handling all documents concerning evidence and photographic material of crime scenes. These officials take fingerprints, photographs and collect forensic and physical evidence of the crime scene. Other tasks include the compilation of sketches and drafting crime scene plans. They match the gathered evidence with the archived evidence. Officials have to take care that the correct procedures are followed with regard to physical evidence and exhibits. In addition, they must ensure that all activities are correctly recorded before submitting it to the detectives for the preparation of court cases.

WORK-RELATED WELL-BEING

Work-related well-being can be explained by referring to the Job-Demand Resources (JD-R) model of Demerouti et al (2001:499-512). The JD-R model indicates that job demands are related to exhaustion, and that a lack of job resources is associated with disengagement. Schaufeli and Bakker (2004:298) extended the JD-R model by including engagement and by adding indicators for health impairment and organisational withdrawal to the Comprehensive Burnout and Engagement (COBE) model. Two job-related psychological processes, namely an energetic and a motivational process, are described in this model. In the energetic process, job demands are linked to health problems through burnout, while the motivational process links job resources to organisational outcomes through work engagement. Job resources play
either an intrinsic motivational role (by promoting the employee's growth, learning and development), or an extrinsic role (by assisting in achieving work goals).

**Burnout**

Schaufeli and Enzmann (1998:36) define burnout as a work-related state of mind that is characterised by three dimensions, namely exhaustion, cynicism and low professional efficacy. Exhaustion refers to feelings of being overextended and depleted of one's emotional and physical resources. Cynicism is defined as a negative, cold, hard or detached response to various aspects of the job. Chronic exhaustion can cause people to distance themselves emotionally and cognitively from their work, thereby becoming less responsive to the needs of other people or the demands of the task. A strong relationship between exhaustion and cynicism is consistently found in literature relating to burnout (Maslach 2003:190). A review of police literature revealed that several South African studies have been conducted to date on burnout in the SAPS. According to Schaufeli (2003), professional efficacy, i.e., the growing devaluation of self-competence and overall achievement in the job, seems to play a less central role in the burnout construct.

**Work engagement**

Schaufeli and Bakker (2004:295) define engagement as a positive, fulfilling, work-related state of mind that is characterised by vigour, dedication and absorption. Vigour is characterised by high levels of energy and mental resilience while working, the willingness to invest effort in one's work and persistence, even in the face of difficulties. Dedication is characterised by the sense of significance, enthusiasm, inspiration, pride and challenge derived from one's work. Kahn (1990:693) defines engagement as the simultaneous employment and expression of a person's preferred self in task behaviour that promotes connections to work and to others, personal presence (physical, cognitive and emotional) and active, full performance.

**Job demands and job resources**

In developing the Job Demands-Resources (JD-R) model, Demerouti et al (2001) asserted that the individual's working conditions consist of two broad elements, namely job demands and job resources. Schaufeli and Bakker (2004) refer to job demands as those physical, psychological, social, or organisational aspects of the job that require sustained physical and psychological effort and are therefore associated with certain physiological and psychological costs. Quantitative job demands refer to the amount of work required and the available time frame, while qualitative workload involves employees’ affective reactions to their jobs. Although job demands are not necessarily regarded as negative, they may turn into job stressors when meeting those demands requires high effort. It is therefore associated with high costs that elicit negative responses such as depression, anxiety, or burnout. Work overload or high demands may also occur if an individual does not have the necessary skills, abilities and support to meet these demands. When confronted with high job demands, employees either adopt performance protection strategies, which are associated with extra costs, or they accept a reduction in overt performance with no increase in costs. When the perceived demands are too high to be met by the usual working effort, the maximum effort budget is further increased to accommodate the high level of demand (Schaufeli & Bakker 2004). The target performance is maintained, but only at the expense of an increase in compensatory costs that are manifested psychologically (e.g., fatigue and irritability) as well as physiologically.

Demerouti et al (2001:499) define job resources as the organisational aspects of a job that are functional in achieving work goals and could reduce job demands. This model assumes that burnout develops whenever job demands are high and resources are limited, irrespective of the type of occupation. Job resources play an intrinsic motivational role because they may
help employees to grow, learn, and develop. Job resources may also play an instrumental role in achieving work goals. Job resources seem to increase work engagement (Rothmann 2003). In the so-called motivational process (Schaufeli & Bakker 2004), job resources are linked with organisational outcomes via work engagement. Job resources can play an intrinsic motivational role in fostering individual growth, learning and development.

The Conservation of Resources theory (Hobfoll 1989:513) can be used to gain an understanding of the role of resources in the well-being of police officers. When an individual is confronted with stress, he strives towards minimising loss of resources. Furthermore, burnout is more likely to occur when resources are lost than when resources are not gained (Schaufeli & Buunk 1996:329). On the other hand, when an individual develops a resource surplus, he is likely to experience positive well-being. Resources, therefore, have a motivational influence (Hobfoll 1989:517).

**RESEARCH AIMS**

The aims of this study were firstly to determine the construct validity and internal consistency of the constructs in the measurement model, including burnout and work engagement, job demands and resources, and secondly to test a structural model of work-related well-being for members of the LCRC in the SAPS.

The following hypotheses are formulated for this study:

**Hypothesis 1:** High job demands and a lack of resources lead to burnout.

**Hypothesis 2:** Job resources lead to work engagement.
METHOD

Participants

The entire group of LCRC employees formed part of the study, consisting in total of 111 members. The participants were mostly male (59%), married (60.4%) and between 31 and 35 years of age, with mostly 11 to 15 years of experience in the SAPS as Fingerprints Investigators (31.5%). Table 1 indicates the characteristics of the participants.

Table 1: Characteristics of the Participants (N=111)

<table>
<thead>
<tr>
<th>Item</th>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
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<td>53.2</td>
</tr>
<tr>
<td></td>
<td>Female</td>
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<td>0.9</td>
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<td>31.5</td>
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<tr>
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<td>5</td>
<td>4.5</td>
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<td>0.9</td>
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<td>1.8</td>
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<td>25.2</td>
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<tr>
<td></td>
<td>6-10</td>
<td>19</td>
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<td></td>
<td>11-15</td>
<td>41</td>
<td>36.9</td>
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<td>16-20</td>
<td>13</td>
<td>11.7</td>
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<td></td>
<td>20+</td>
<td>10</td>
<td>9.0</td>
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<tr>
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<td>4.5</td>
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<tr>
<td></td>
<td>Captain</td>
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<td>9.0</td>
</tr>
<tr>
<td></td>
<td>Superintendent</td>
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<td>1.8</td>
</tr>
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<td>Sotho</td>
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<td>0.9</td>
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<td>Other</td>
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<td>1.8</td>
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<td>15.3</td>
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<td>Data typist</td>
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<td></td>
<td>Administrative</td>
<td>15</td>
<td>13.5</td>
</tr>
<tr>
<td></td>
<td>Facial Composition</td>
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<td>0.9</td>
</tr>
<tr>
<td></td>
<td>Fingerprints Investigator</td>
<td>35</td>
<td>31.5</td>
</tr>
<tr>
<td></td>
<td>Crime Scene Investigator</td>
<td>9</td>
<td>8.1</td>
</tr>
<tr>
<td></td>
<td>Other: e.g. Cleaner</td>
<td>3</td>
<td>2.7</td>
</tr>
</tbody>
</table>
Measuring instruments

The following measuring instruments were used in the study:

The Maslach Burnout Inventory – General Survey (MBI-GS) (Maslach et al 1996) was used to measure burnout. The MBI-GS consists of 16 items that produce three scores: Exhaustion (five items, such as “I feel tired when I get up in the morning and have to face another day on the job”), Cynicism (five items, such as “I have become less enthusiastic about my work”) and Professional Efficacy (six items, such as “I am proud of the work that I do”). All items were scored on a seven-point frequency rating scale ranging from 0 (never) to 6 (always/daily). These three components of the burnout construct are conceptualised in broader terms relating to the job and not just to the personal relationships that may be part of the job (Maslach, Schaufeli & Leiter 2001:403). Schaufeli, Van Diederendonck and Van Gorp (1996:233) also reported that internal consistencies varied from 0.87 to 0.89 for Exhaustion; 0.73 to 0.84 for Cynicism; and 0.76 to 0.84 for Professional Efficacy. The construct validity was supported by Storm and Rothmann (2003a:224), in a study conducted on members of the SAPS with alpha coefficients of Exhaustion (0.88) and Cynicism (0.79). González-Romá et al (2006:172) confirmed that Exhaustion and Cynicism are the core dimensions of burnout, therefore Professional efficacy was not used in this study.

The Utrecht Work Engagement Scale (UWES) was used to measure participants’ level of engagement. The UWES was developed by Schaufeli et al (2002:465) as a measure of engagement. The UWES includes three dimensions, namely Vigour, Dedication and Absorption. The UWES was scored on a seven-point frequency rating scale ranging from 0 (never) to 6 (always) and included items such as “I am bursting with energy every day in my work”, “Time flies when I am at work” and “My job inspires me”. The alpha coefficients for the three subscales varied between 0.68 and 0.91 (Schaufeli et al 2002:79). Storm and Rothmann (2003b:67) obtained adequate alpha coefficients for the two subscales Vigour (0.78) and Dedication (0.89). Naudé (2003:76) found values of 0.70 for Vigour and 0.83 for Dedication, in a study conducted among emergency workers in South Africa. The Absorption scale of the UWES was not used in this study based on previous research questioning whether Absorption should be included in the conceptualisation and measurement of work engagement (González-Romá et al 2006:172; Montgomery et al 2003:199; Naudé & Rothmann 2004:466). The literature also views Vigour and Dedication as the core dimensions of work engagement (Schaufeli & Bakker 2004:309).

The Job Demands-Resources Scale (JDRS) was used to measure job demands and job resources of employees. The JDRS consists of 48 items. The questions were rated on a four-point scale ranging from 1 (never) to 4 (always). The dimensions of the JDRS included pace and amount of work, mental load, emotional load, work variety, opportunities to learn, work independence, relationships with colleagues, relationship with immediate supervisor, ambiguities of work, information, communication, participation, contact possibilities, uncertainty about the future, remuneration and career possibilities. Examples of the dimensions are amount of work (“Do you have too much work to do?”), mental load (“Do you have to give continuous attention to your work?”), and remuneration (“Can you live comfortably on your pay?”).

Statistical analysis

The statistical analysis was carried out with SPSS (SPSS Inc 2005) and the Amos program (Arbuckle 2003). Descriptive statistics (e.g. means and standard deviations) were used to analyse the data. Exploratory factor analyses and Cronbach’s alpha coefficients were computed to assess the validity and reliability of the constructs that were measured in this study. Pearson product-moment correlations were used to specify the relationships between the variables. A cut-off point of 0.30 (medium effect, Cohen 1988) was set for the practical significance of correlation coefficients. Structural equation modelling as implemented by
Amos (Arbuckle 2003), was used to test a structural model of work-related well-being. Among the fit indices produced by the Amos program is the Chi-square statistic ($\chi^2$), which is the test of absolute fit of the model. However, the $\chi^2$ value is sensitive to sample size; therefore, additional goodness-of-fit indices such as the Goodness of Fit Index (GFI), the Comparative Fit Index (CFI), the Incremental Fit Index (IFI), the Tucker-Lewis Index (TLI) and the Root Means Square Error of Approximation (RMSEA) were used in the study.

**RESULTS**

**Factor analyses and descriptive statistics**

A simple principal component analysis on the items of the MBI-GS and UWES extracted two factors. The two extracted factors accounted for 57.83 percent of the total variance in the data. A principal axis factor analysis with a direct oblimin rotation showed that the two factors could be labelled as “burnout” and “engagement”.

The 48 items of the JDRS were divided into 15 parcels, which consisted of three items each. A simple principal component analysis that was carried out on these parcels revealed three factors, which explained 58.70 percent of the total variance. Thereafter, a principal axis factor analysis with a varimax rotation was conducted on the 15 parcels. The results showed three factors, which were labelled *Overload*, *Growth Opportunities*, and *Organisational Support and Relationships*. The results indicated that Pace and Amount of Work (loading = 0.73), Mental Load (0.78), Emotional Load (0.71) and Remuneration (-0.52) formed the first factor (labelled *Overload*). Variety (0.70), Learning (0.48) and Career Possibilities (0.65) formed the second factor (labelled *Growth Opportunities*). Independence (0.59), Relationships with Colleagues (0.64), Relationships with Supervisor (0.70), Participation (0.71), and Contact Possibilities (0.50) formed the third factor (labelled *Organisational Support*).

Subsequently, the three factors of the JDRS were subjected to a second-order principal component analysis. Two factors that explained 87.49 percent of the variance were extracted. A principal axis factor analysis with a direct oblimin rotation was used. Overload (loading = 0.99) formed the first factor (labelled *Job Demands*), while Growth Opportunities (0.89), and Organisational Support (0.91) formed the second factor (labelled *Job Resources*).

The descriptive statistics and Cronbach alpha coefficients of the scales are provided in Table 2.

**Table 2: Descriptive Statistics, Cronbach Alpha Coefficients and Product-Moment Correlation Coefficients between the Scales**

<table>
<thead>
<tr>
<th>Item</th>
<th>Mean</th>
<th>SD</th>
<th>$\alpha$</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 MBI-GS: Burnout</td>
<td>18.77</td>
<td>12.52</td>
<td>0.90</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2 UWES: Engagement</td>
<td>34.44</td>
<td>10.94</td>
<td>0.89</td>
<td>-0.55***</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3 JDRS: Overload</td>
<td>32.35</td>
<td>5.54</td>
<td>0.78</td>
<td>0.46**</td>
<td>-0.19</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4 JDRS: Growth Opportunities</td>
<td>20.30</td>
<td>4.75</td>
<td>0.80</td>
<td>-0.39**</td>
<td>0.58***</td>
<td>-0.18</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

*p* $\leq 0.01$ - statistically significant

*+* $r \geq 0.30$ - practically significant (Medium effect)

*++* $r \geq 0.50$ - practically significant (Large effect)

The results in Table 2 indicate that all dimensions of the MBI-GS, UWES, and JDRS show acceptable Cronbach alpha coefficient values above the 0.70 guideline provided by Nunnally and Bernstein (1994). According to Table 6, *Burnout* is statistically and practically significantly positively related to *Overload* (medium effect), while statistically and practically significantly negatively related to *Engagement* (large effect), *Growth Opportunities*, and
Organisational Support (medium effects). Engagement is statistically and practically significantly positively related to Growth Opportunities, and Organisational Support (large effect). Growth Opportunities is statistically and practically significantly positively related to Organisational Support (large effect). A lack of growth opportunities and organisational support therefore seems to contribute to burnout amongst the members.

A model of work-related well-being

The second aim of this study was to test a structural model of work-related well-being for members of the LCRC in the SAPS North West Province. In the structural model, two of the five dimensions (Job Resources and Work-related well-being) were covered by at least two scales. For each of these two dimensions, a latent variable was specified on which the corresponding scales loaded, separating random measurement error from true score variance. One of the dimensions was measured by only one scale. Generally, no distinction is made in these cases between random-error variance and true-score variance which allows the correlations among these one-indicator latent variables and other latent variables to be biased (Little Cunningham, Shahar & Widaman 2002). Bagozzi and Heatherton (1994) introduced a procedure to overcome this problem. A one-factor model was firstly fitted for all items belonging to this scale. In the next step, separate indicators were formed for each scale by selecting items based on their loadings, alternating items with high and low loadings. Therefore, parcels of two items each were created for Job Demands. A model, including the relationships, was tested in a path model. The latent variables included Job Demands (two observed variables), and Job Resources (two observed variables, namely Organisational Support and Growth Opportunities).

Figure 1: A structural model of work-related well-being

The results indicate an adequate model fit: $\chi^2 (7,99, N = 111)$; $\chi^2/df = 1,14$; GFI = 0,98; CFI = 0,99; IFI = 0,99; TLI = 0,99; RMSEA = 0,04. Figure 1 indicates that the path from Job Demands to Burnout was statistically significant. Therefore, perceived Job Demands contribute to Burnout. Members who experience job overload have higher levels of burnout. This finding confirms Hypothesis 1. Members who do not have resources available experience lower levels of Work wellness (i.e. low Burnout and High Work Engagement). Members who have adequate resources (e.g. autonomy, the support of the organisation and learning of new knowledge) experience higher levels of Work wellness engagement (i.e low Burnout and high Work Engagement). This finding supports Hypothesis 2.
DISCUSSION

The aims of this study were to assess the validity and internal consistency of the constructs in the measurement model, including burnout and work engagement, as well as job characteristics. A further aim was to test a structural model of work-related well-being for members of the LCRC in the SAPS. A good fit was found for the model in which perceived job demands contributed to burnout. Work wellness is determined by the relationship between two opposite constructs, namely burnout and engagement. The work-related well-being of members of the LCRC is negatively affected by an environment of high job demands and inadequate resources, although, conversely, some members of the LCRC are performing their jobs in an energetic and effective manner within this environment.

Within the LCRC, members show a higher tendency to experience burnout. The structural model confirmed both Hypotheses 1 and 2, showing that job demands (overload) contribute to burnout, which is influenced by a lack of job resources. Members experienced a lack of support from the organisation and inadequate learning opportunities. These findings are confirmed by Jackson et al (2003), who found that high job demands and a lack of resources (organisational support) are strongly related to exhaustion and depersonalisation. LCRC members are often required to perform multiple demanding duties within a short space of time without adequate resources. Human resources, in particular, are limited leading to members often being on emergency services duties with not enough time to recover from their experience before returning to normal duties. Combined with these work demands, members are also exposed to critical incidents, such as gruesome scenes. These factors often result in members not having sufficient time to recover from exposure to traumatic scenes, which could explain their apparent susceptibility to experiencing burnout. Another possible explanation for this phenomenon could be that, according to JD-R model where long working hours are combined with work outside the office, social support from colleagues is lost which this may jeopardise flexibility and pose a threat to the members' health.

The lack of resources the LCRC is experiencing, contributes to the members failing to achieve work goals. This lack is especially related to staff shortages and a lack of specialists in the LCRC’s field of work. Job resources are essential to achieving work goals and reducing job demands. A lack of these resources often results in members of the LCRC becoming demotivated, which confirmed by the JD-R model. This indicates that a lack of job resources is associated with disengagement. According to Hobfoll (2001:341), basic human motivation is directed at the creation, maintenance and accumulation of resources. Resources, therefore, have a motivational influence and act as predictors of engagement. According to Schaufeli and Buunk (1996:329), the depletion of emotional resources can be considered to be the ultimate price that has to be paid for the individual's active attempts to regain resources or to prevent their loss.

Regarding the positive aspects of work-related well-being, the structural model indicated that job resources contributed to work wellness (low burnout and high work engagement). Members having adequate resources at their disposal experience support from the organisation and are, therefore, more committed to the SAPS. Jackson, Rothmann and Van de Vijver (2006:271) also recorded similar findings, namely that job resources contributed to high work engagement and low burnout. In this instance, job resources play a motivational role (Schaufeli and Bakker 2004:296).

This study had various limitations. The cross-sectional survey design used, makes it difficult to prove causal relationships even though advanced analytical procedures, such as structural equation modelling, were applied. It should also be mentioned that engagement is measured by positively worded items, whilst burnout is measured by negatively worded items. This similarity could easily lead to an overestimation of the real correlation of items with similar wordings, for example negative statements, and to underestimation of the real correlation of items with a different format. A further limitation involves the use of self-report measures.
This could have led to “common method variance” that could lead to an overestimation of the correlations studied. Future studies should make use of a larger and more representative sample size as well as investigate differences by category of employee.

RECOMMENDATIONS

The SAPS should focus on addressing the work-related well-being of their employees, specifically within the high-risk units such as the LCRC, where members experience burnout due to perceived job overload. This should be addressed by increasing job resources (especially human resources) and addressing workload in order to enhance the health of members. Attention should be given to allowing adequate time between emergency services duties for members to recover sufficiently before embarking on the next duty cycle, as members are not given sufficient time to recover and are continuously exposed to traumatic incidents. Since the results indicated that a lack of such resources often results in members of the LCRC becoming demotivated and disengaged, it is recommended that specific attention should be given to supplying the members of LCRC with the necessary resources to perform their duties effectively.

Specific areas of intervention that should be introduced include employee relations and job design (organisational support). Team development programmes should be presented to members of the LCRC, which focus on time management, team roles and group cohesion, particularly as social support seems to be lost as a result of the long working hours outside the office. Managers should also be exposed to supervisor training in terms of managing trauma and stimulating a supportive environment for members within the LCRC.

Longitudinal research regarding the causal relationships between burnout, work engagement, health and organisational commitment in the South African Police Service should be undertaken.

REFERENCES


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