STRESS ON POLICE OFFICER'S AND STRESS MANAGEMENT

Poliste Stres ve Stres Yönetimi

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——————————— Özet ———————————

Polis, suç ve kanunlara riayetin sağlanması, çok içli-dışlı kavramlar olarak görülür. Diğer taraftan halk, polisin görevini tamamlamasında suçla mücadele stratejilerinin merkezinde görülür. Bu sebeple, polis-halk ilişkilerinin bozulması veya geliştirilmesi konusu, suçla mücadelede temel bir konudur ve polis ve halk arasındaki ilişkilerle ilgili bu konu, suçla savaşta, geçtiğimiz on yıllarda, hatırı sayılır bir dikkati cezbetmiştir.

Bu çalışmanın temel amacı, polisin ve halkın birbirlerine yaklaşımlarını tartışmak ve bu yaklaşımlar ile başarılı polis halk ilişkileri arasında bir ilişkinin veya etkinin olup olmadığını tespit etmektir. Bu konuda temel faktörler nelerdir ve bunlar polis halk ilişkilerini nasıl etkilemektedir? Polisin ve halkın algılamalarını şekillendiren sebepler nelerdir? Ayrıca, insanların bizzat ihkak-ı hakka başvurmaları (hukuku kendi ellerine alıp uygulamaları) da 'neden bazı insanlar polise başvurmayı tercih ederken diğer bazıları kendi başlarının çaresine bakarlar' bağlamında kısaca incelenecektir. Son olarak, bu çalışma, Türkiye'de bu sahada eksikliği hissedilen çalışmalara ve alanlara bir örnek olması ve karşılaştırma imkanı açısından, İngiliz kaynaklı, bilgi ve araştırmalardan yola çıkılarak yapılmıştır.

Anahtar Kelimeler: Polis, Halk, Tutum, Polis Halk İlişkileri, İhkak-ı Hak.

——————————— Abstract ———————————

Police, crime and law enforcement appear to be very closely connected. On the other hand, the public is widely seen at the very centre of strategies for crime fighting to complement the police task. Therefore the question of deterioration or improvement of police-public relations is a fundamental issue in tackling crime and the issue concerning relationships between police and public has attracted considerable attention in fighting of crime in recent decades.

The main purpose of this study is to discuss the attitudes of police and public towards each other. Whether there is any impact or relation between successful police-public relations and those attitudes. What are the main factors which have an impact and how do they influence police-public relations? What are the reasons and factors which shape their perceptions vigilantism will also be examined briefly in the context of 'why some people try to solve their problems by themselves rather reporting them to the police? Finally, the sources and information used in this article were derived from British based resarches. However, it has been aimed to give a guide to the area which lacks in Turkey.

***Key Words:** Police, Public, Attitudes, Vigilantism, Police Public Relations.*

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Introduction

The police are an indispensable element of all social systems. However, the first thing that comes to mind related to the police is the authority to use power and force. Even in scientific studies, the police are generally defined as a 'force' or 'authority to use power' (Kavgacı, 1997:10-11). The use of power and force (Kavgacı, 1997:12) is one of the basic characteristics of the police even in the most democratic societies. However, from time to time, more effective use of authority leads to authoritarianism in public relations and created images. That kind of authority using which aims at protecting the public order and interior security is identified with the police. For example, to call a health specialist who aims at protecting public health as 'food police' (Hertneky, 1996:57-58) is a good example for that kind of an approach. In addition, the policeman, who is defined as 'a uniformed social service specialist' by Friedman has a duty not only for arresting the criminals but also for the social service activities. They take part in many fields from helping people in times of catastrophes such as fire, flood, earthquake, etc. to solving problems among people. It is obvious that this density and burden of work will have negative physiological, psychological, and social effects on the police. This is one of the most important problems that the modern men face, namely stress.

Stress, which is considered to be a contagious disease of our century is a situation in which anxiety and tension is very high because of the modern life. Actually, it is believed that the modern life provides a better and comfortable life and more opportunities for people. It is true, at least when the living conditions of today is compared to the living conditions before the industrial revolution. On the other hand, a considerable increase in stress can be explained with the density of working and daily life and the effects of the rapid change related to this density. Yet, stress is not a problem of modern life. It is a known fact that every era has its own stress sources. However, in modern life, the rapid changes in technology have greater effects. Susan Buck-Morss points out that, the environment that is technologically changed will bring out man's sensitivity to the psychical and physical shocks (Robins, 1999:181) into the open. For this reason, it is possible to say that the pressure mechanisms of this century cause more shocks on men. In other words, technology, on the one hand, makes life easier for men, on the other hand puts more pressure on them.

Since modern life contains stress sources, it is impossible to stay away from the tension of daily life, in other words, stress is everywhere in social life. At home, on the street, at school, at work, the anxieties that psychological and environmental factors create may be the reasons for stress in modern man's life. The working life, in which the relations are based on self-interest, losses and gains, etc. is a place where too many stresses placed on modern man. Furthermore, some oc-

cupations are more stressful compared to others. The police are under this group. The anxiety and worry that is caused by the working conditions and traumatic incidents on the police are the sources of organisational stress. Before examining the main subject related to organisational stress, it would be helpful to refer to the concept of stress.

Stress

The term 'stress' is used in different meanings in daily life. It is seen that people use the term 'stress' when they complain about their problems. Since the term is used in different situations, it is difficult to give a general definition. For this reason, there are many different definitions for the term 'stress' that considers the anxiety from different aspects.

The origin of the word 'stress' comes from Latin word 'Estrica', and old French word 'Estrece' (Pehlivan, 1995:5). In the beginning, the term was used in 17th century with the meanings of 'disaster', 'misfortune', 'calamity', 'trouble', 'grief', and 'sorrow'. In the 18th and 19th centuries, the meaning of the word shifted to 'power', 'pressure' and 'force' (Pehlivan, 1995:5). Even the approach of that time has still reflections in our time; the recent studies generally focus on the interaction between the individual and the society.

Stress defines the situation of being blocked while approaching to the target. Hans Selye, who first used the term 'stress', used the term with the meaning of 'prevalent reaction of the organism to any kind of change' (Pehlivan, 1995:5). According to Pehlivan, what takes the attention in this definition is that the stress is accepted as a physiologic reaction. Stress does not mean 'anxiety', 'depression', or 'to be blocked'. Stress is a physiologic reaction caused and initiated by those factors (Pehlivan, 1995:5-6). "To be obliged to stop on traffic lights when we are late is not stress. Stress is the reply of the body to the incident. The environmental stimulators that initiate the stress are called 'stressors'. A stressor is the cause, but the stress is a physiologic effect and reason" (Pehlivan, 1995:6). This definition of Selye tries to expose the difference between stress and stressor. As mentioned before, recent studies focus on the interaction between the individual and the society. For example, Iwanchevich and Matteson define the stress as the interaction between the stimulator and reaction. Similarly, Cox defines the stress as 'a fragment of complex and dynamic interaction system between the individual and his/her environment that mediates and threats'. Appley and Trumbull also make a definition that takes the individual-environment interaction as a basis (Pehlivan, 1995:7). Some of the authors approach stress as a variable (Ergeneli and Karan, 1997:132) that takes place between the reasons of the past and the behavioural results that appear later.

Stress is a multi-dimensional fact that is caused by different factors. For this reason, there are many sources that cause stress. The stressors may be related to physical (trauma, hot, cold, etc.), psychological (emotional frustration, internal and external conflicts, problems with spouses), or social (environmental factors, cultural alterations, etc.) factors (Baltaş and Baltaş, 1999:297). Despite its physical and psychological dimension, stress, most of the time is reduced to external factors. Yet, stress may occur not only because of external environment factors but also internal balance state. Claude Bernard, French physiologist, points out the necessity to protect the internal balance (Baltaş and Baltaş, 1999:299). Hence, psychological internal conflicts and internal inconsistencies are believed to have more pressure on individuals. In case of internal instability, it would be impossible to eliminate the state of stress even external stress factors are eliminated. It is even possible to say that the only possible way to cope with stress is to create the equilibrium between internal life and external environment.

It is obvious that stress has a negative effect on people. However, it is also accepted that stress to a certain level, stress has a positive effect on organisational structure in increasing the work performance. Psychiatrists mention that depression is more widespread in England where life is relatively quiet and calm compared to Northern Ireland (Norfolk, 1989:18). In this example, stress is a stimulative and creative factor that breaks the monotony of daily life. In other words, if the level and direction of the stress is under control, it may be encouraging for the individual's success motivation. That kind of stress, namely eustress, helps individuals to have a balanced relation with their environment (Pehlivan, 1995:59). It can be claimed that an environment free of anxiety and stress will limit the productivity of people. In that case, it would be a better idea to make use of the positive energy that stress produces and to determine the level of stress. In order to use this positive energy, the threshold for stress and resistance should be known.

Organisational Stress

Occupational stress is also called as 'organisational stress'. The term 'organisational stress' has many other aspects, even though it reminds the stress that is caused by organisational structure. Because occupational stress is not only related to the work itself, but also related to distortion of psychological and physiological homeostasis of the individual in the cases that working conditions are not in conformity with his/her needs (Ergeneli and Karan, 1997:133). Nevertheless, organisational stress is a concept that defines work related tension. Actually, the work itself is considered to be a source of stress because of the difficulties and heavy burden it puts on people (Ertekin, 1993:25). The overwork that is a natu-

ral result of industrialisation is one of the stressors. Robert Kahn, psychologist at Michigan University, Institute of Social Research, points out that in US, the overstress that comes with industrialisation is a result of overwork and complexity of the work, the vagueness of in job description, 'nervous employers' and 'managers' and not being able to take place in decision making process (Norfolk, 1989:14-15).

Occupation is not only something that a person needs to earn his/her living. In time, occupation becomes a part of life and integrates with the personality. In addition, the occupation becomes a lifestyle with the help of manners, behaviours, and attitudes that are shaped by specific characteristics of different occupations. Furthermore, it is thought that, the key for success and happiness is a peaceful working life. Freud, by extending the effects of working life on individuals says that there are two things that protect human life: "one's enjoying one's occupation and one's life" (Baltaş and Baltaş, 1999:75). In other words, the love and appropriation that an individual feels towards his/her occupation leads to a successful life and helps him/her to cope with stress. Similarly, Hans Selye stresses that in order to cope with stress it is necessary for one to do one's best (Baltaş and Baltaş, 1999:76). Accordingly, it can be said that it is very important to love the occupation in order to be successful and to cope with organisational stress.

Organisational stress is a concept that is related to working life of an individual. Many situations can lead to stress. However, the level of each agent that causes stress may vary. A person's psychological, social and occupational characteristics may affect the quality of the stressor and level of stress. The way that things happen is also an important factor. For example, in a statistical study on the frequency and intensity of occurrence of stress conducted by Anshel and his friends in New South Wales, Australia, 'to confront with an unexpected situation', 'to deal with family problems', 'to confront with a situation in which there is a probability of being wounded', 'to come across someone with a gun' are the most effective stressors (Anshel et al. 1997:350-352). Those situations that are said to affect the police officers are all unexpected and violent. Accordingly, it is possible to say that traumatic situations that the police face puts pressure on them.

In recent years, organisational stress has become a central issue for researchers since there is an increase in stress-related problems and mistakes and casualties despite a decrease in productivity (Ertekin, 1993:26). The increase in the cost of stress-related problems and illnesses also take the attention to organisational stress. Besides, it is observed that stress is more costly than the accidents for the companies. It is reckoned that stress-related heart diseases and ulcer cost 45 billion dollars to US (Ertekin, 1993:27).

It can be claimed that even the stress is seen in all occupations, some occupations are more stressful than the others. Jurists, academicians, managers, politicians, teachers and the police are the ones who work under stress. It is also officially observed that organisational stress is relatively high in some occupations. For example, it is observed by American Stress Institute that the police, teachers and air traffic controllers are under high-risk groups in dealing with problems of daily life (Baltaş and Baltaş, 1999:62).

Some certain conditions determined by professional specifications bring about heavy working conditions. Since the workload and problems of these kinds of professions are relatively high, members of the said professions are unlucky to work under physically and psychologically hard conditions. Among these professional groups, policing comes first. Even Pollak and Sigler consider being a policeman as the most stressful profession and suggest that this situation stems from the nature of the profession (Pollak and Sigler, 1998:118). Finn further suggests that the high rate of divorce, alcoholism, crime and other emotional and health problems prove that this problem is among the most stressful professions (Finn, 1997:20). With a similar view, Gerzina and Drummond claim that policemen are exposed to exceptional sources of stress. They state that they are faced with hostility when they interfere with the conflicts, family problems and even when they are on office duty, however they are expected to control their anger. They believe that anger aggravates the probable damages resulting from the conflict between the police and the public. Therefore, it is stated that the policemen require education in the field of anger management (Gerzina and Drummond, 2000:181-182). Aforementioned writers support their claims with the data obtained from the survey carried out among 26 officers - 13 are in the experiment and 13 are in the control group - who are the members of Western Australia Police Service. According to the survey results, while anger of officers who are in the experiment group was more intense before the therapy, a decrease was recorded in the anxiety state of the members of the experiment group after the therapy (Gerzina and Drummond, 2000:187189).

It can be said the tension level of the stress effective on the policemen is quite high. With this regard, strategies of coping with stress should be in conformity with the quality of the stress in question. The quality of the stress that the members of the police organisation come across with displays many differences from the other stress in many aspects. It is believed that being a policeman is naturally stressful due to the fact that daily work of policemen is dangerous (Hart et al. 1995:133–134). Because this stress comprises the violence resulting from the sudden and critical incidents, that is, it points out traumatic events. Attention is drawn to the similarity between the way of being forced referred to as Critical Incident Stress and the symptoms of 'War Exhaustion' seen in the

American soldiers. Even, American Psychiatric Association accepted the traumatic stress type that the policemen are exposed to as the civil version of the war exhaustion known as post–traumatic stress problem (Kureczka, 1996:10–12). However, it is found out by the survey carried out by Hart and his friends that the level of psychological well being of the policemen was better than that of the teachers, students and other social groups. Therefore it is concluded that being a policeman is not so much stressful (Hart et al. 1995:143–145). Another striking outcome concerning the matter is that while the stress of the police is an important factor in the emergence of illness and absenteeism, life stress has no effect in the absenteeism in general. Tang and Hammontree perceived the stress of the police as a situation arising in connection with the working life of the policemen and other reflections of life (Tang and Hammontree, 1992:497–499).

Violence of the traumatic incidents that are a part of the police duty has considerable effect on the individual. Psychological problems and tensions encountered after traumatic incidents are completely the result of the violence that the policemen are being exposed to. Coming over the tension emerged after the trauma constitutes a different part of coping with stress. Surveys on the Vietnam experience in the USA, indicates that the stressful people needed to talk about their war experiences in an unbiased platform to overcome their traumas (Stephens and Long, 1997:304). Similarly, the data of a survey on the policemen shows that the policemen who express their feelings clearly and who have emotional and social support have less post traumatic symptoms (Stephens and Long, 1997:312). A similar study in this issue is the method named as "Three F" developed by Andy Tait for the management of stress after trauma. The reason of naming this method known as debriefing after trauma as "Three F" is that it is focused on three concepts namely "facts, feelings, future". "Facts" comprise the reasons of the incidents being exposed to; "feelings" comprise the thoughts and feelings of the person; and "future" comprise talking about the probable responses of the person to similar incidents in the future. It is stated that Tait method that is largely employed by the Fire brigade and Safeguard services is effective in the prevention of post traumatic symptoms such as insomnia, having nightmares, guilt complex and concentration problems (Curry, 1995:38–40).

In the light of the aforementioned issues, it can be said that stress is a multidimensional phenomenon arising in connection with many psychological, social and economical reasons. The diversity of stress generating factors and the complexity of the subject make it difficult to make certain judgements on the factors that are the sources of stress in one's life. However, as the subject of this study comprises organisational stress and being a policeman the scope is limited to the determination of the stressors effective only in the lives of policemen.

It is observed that the factors causing stress in the policemen have been handled in various ways in the previous studies. For instance, Finn deals with the factors causing stress in the policemen in five main categories; personal Life of the officer, pressure of being a policeman, attitudes of the society towards this profession and police officers, functioning of criminal justice system and organisational structure of the police force (Finn, 1997:20-21). In this study, stress–generating factors are categorised under the following four groups with similar issues:

    1. Professional Quality Oriented Stress Sources
    2. Individual Quality Oriented Stress Sources
    3. Social Environment Oriented Stress Sources
    4. Utilised Equipment Oriented Stress Sources

Professional Quality Oriented Stress Sources

We can also divide into three sub-category professional quality oriented stress sources as follows:

Physical Stress Sources

Problems encountered in professional life are the main sources of tension in an individual's life. When we consider that one's profession takes most of his time, we see how an important role the stress arising in one's professional environment plays in one's life. Many factors related to the professional life may be the source of stress. Quality of the work carried out, working hours and tempo, human relations in the working environment are the primary causes of stress. Palletier lists the causes of professional stress which is regarded as an "universal" and "intensive" stress type as follows: "conflicts with the colleagues", "professional dissatisfaction", "too many professional responsibilities", "low level of social support", "uncertainty of professional expectations" and "time pressure" (Pehlivan, 1995:11). One or some of the said factors may be the fundamental reason of organisational stress.

Excessive work load which is one of the professional quality oriented stress sources appear in two types namely "qualitative" and "quantitative":

> *"Quantitative workload means having more load than the amount to be dealt with. One may be an expert in his profession, but some factors namely; time pressure, long working hours, unrealistic delivery dates, lack of convenient rest breaks may cause stress response in the one carrying out the work. Qualitative work force means that the work is too hard or the requirements of the work is over the qualities of the intellectual technical capability of the individual" (Pehlivan, 1995:26).*

Another reason of exhaustion in being a policeman is the fact that working hours are organised within a working shift system. Since the working shift system extends the normal working hours the life of the individual cannot be put into normal order. Therefore many problems threatening the family and social life (Ertekin, 1993:55–56; Baltaş and Baltaş, 1998:81), physical, mental and psychological health (Ertekin, 1993:55–56) namely "insomnia", "digestive disorders" and "lack of appetite" are encountered. It is stated that working shift system decreases the relation quality of the policemen with their family and friends and this system causes various social problems in the form of more problems within the family (Dunham, 1992:1086–1087). One of the studies seeking solution for the problems of working shift system is Compressed Workweek Schedule program of Piers and Dunham. Researchers declared that Compressed Workweek Schedule program which is planned by the police officers and the organisation together and which enables the police officers to have four–day work and four–day holiday out of a week consisting of eight days and twelve hours provides both job satisfaction and spare time satisfaction to the individual. Besides this, it is found out that the policemen come over the problems and tensions more easily thanks to their opportunity to have more time for primarily their families and other activities apart from the work (Dunham, 1992:1087–1089). Therefore it can be said that programming the turn of duties schedule together with the officers and within a convenient framework will reduce the tensions brought about by turn of duties program. Dunham expressed that when the turn of duties program is being arranged, the fact that the resting hours are the time for the officers to recharge their batteries shall be taken into consideration (Dunham, 1992:1094–1096). For this reason, the fact that arrangement of a program convenient to the officers is of great importance for the prevention of stress shall be taken into consideration by the police organisations.

Working conditions may also be stated among the factors affecting the intensity of stress. Physical environment conditions that characterise working environment such as temperature, light, crowd, and noise have certain effects on the workers. For instance, in a research carried out in Bell Telephone Company it is found out that the workers having duties in the ground floor have heart attacks two times more than the ones working in the top floor (Norfolk, 1989:17). Taking this as basis, it is possible to say that tension caused by the working environment has as much effect as the other factors on the police officers. It is not so difficult to guess how tiresome are the patrols and turn of duties that last for hours outside for the police officers. Likewise, the situation in which a traffic policeman trying to apply the traffic rules despite the rain, cold and noise and which is caused as a result of his continuing his work all day without sitting is the same as the former.

Moreover, it is clear that the work of an officer who has to interfere with collective demonstrations after a night turn of duty is tiresome and daunting. In this context, it is accepted that physical conditions accompanied by heavy workload factors are important factors that threaten physical and psychological health of an individual.

Social Stress Sources

Each of the organisational structures is found in a social environment. Besides this it is probable that some certain problems stemming from the structure of the organisation may be encountered with due to the reason that this organisation is also a social environment and it comprises some patterns. Indeed, Hart and his friends found out that structure of the organisation is a more effective source of stress than the de facto experiments (Hart et al. 1995:143–145). Some factors namely, bureaucratic proceedings of this structure; disorders in the criminal and justice system, inadequacy of material facilities and human resources are sited among the important sources of organisational stress. In a survey carried out in the Cincinnati Ohio Police Station in 1974, it is found out that, excessive bureaucratic red tape procedures are important stressors for 18 auditors out of 30. And again, it is determined that, inadequacy of the department budget, incomplete equipment and restrictions in the personnel number are the important handicaps causing stress in the directors (Standfest, 1996:7–9). Besides this, individuals having bad relations with each other in a professional environment cause an irritating and strained working environment. The conflict among the workers decreases confirming to the job and efficiency and prevents the generation of a peaceful working environment. Therefore, by establishing consent among the workers tension of an individual may be reduced.

Bilateral relations between superiors and inferiors in the working environment may be the source of stress. "Superiors have important effect on the motivation of the inferiors and therefore on the success of them in their works" (Kavgacı, 1997:45). Naturally, superiors who establish positive relations with the workers and a peaceful working environment make positive effects. Baltaş and Baltaş pointed out that working with superiors who are difficult to please or satisfy is an important source of stress (Baltaş and Baltaş, 1999:87). However a limited number of surveys on this issue indicates that Police Managers are exposed to the negative effects of stress as often as even more often than the other police officers. Two factors causing stress in the superiors are determined to be the disciplinary applications against the inferiors and the payment of public compensations due to faults of the inferiors (Standfest, 1996:7-9). However, superiors should be good managers to establish a good working environment and co-ordination

among the workers. Their being just in the distribution of the works and responsibilities and encouraging their workers will make them successful in managing stress. Managers of the police stations should consider the state of the workers when determining the working schedule and the vacation periods of the workers and should not give excessive physical and spiritual responsibilities. They should also be acquainted with human psychology. Exhaustion and stress caused by heavy workload and long working hours adversely affects the psychology of the officers. Overloading to the body may cause the officer to feel suppressed and this may lead to some psychological problems. As a consequence, police officers, who commit suicides with their own guns, who kill their superiors or wives and children as a result of the depression they experienced, appear as the subjects of the news.

Limitations to the promotion in the profession or lack of a just promotion system are important sources for stress. It is a high probability that the level of stress would increase in an organisation where there is a system, which does not operate as per success and competence and where there is preferential treatment. The promotion of incompetent and unsuccessful individuals more rapidly than the officers who are in more serious positions and who carry out their works more successfully causes discomfort amongst the officers. Because when the officers conclude that there is not a just working environment they loose their trust in their work and their colleagues and this increases the pressure over the officers who have hard works already.

Professional activities are primarily the activities carried out to make life. Inadequacy of income earned from the work is a serious source of stress. In the event that the income from the professional activity carried out is not adequate to meet the fundamental requirements of the individual and his family, it becomes an important source of tension. As a matter of fact, according to Michigan State Department of Police Behaviors Science, source or indicator of stress for most of the officers is the money problem (Finn and Tomz, 1998:12–14). Because when the available income cannot meet the requirements of nutrition, accommodation, clothing, education and entertainment, it causes serious problems. The efforts to provide an income adequate for an increase in the life standard and to meet the requirements extends the working hours and this damages family life and social life (Baltaş and Baltaş, 1999:81). "Dil and Feld suggested that one of the most important factors in stress is 'money' and financial problems in lower income groups increases lack of confidence and inconsistency and therefore harms the psychological health" (Pehlivan, 1995:28). In this context economical status is in a position of limiting factor. Because making efforts to maintain life and sometimes inability to realise the desire to live in better conditions may increase psychological pressure.

It is possible to regard the status of women within the organisation that is characterised by the communal sex concept as a source of organisational stress. Brown and his friends claim that the situation surmounted by the women within the organisation results from the cultural specifications of police organisation. Because they believe that police organisation has a structure where the males are dominant, where the hierarchical rank structure is organised in a military way. Therefore the attitudes of superiors to women in general and to female officers have a traditional quality and it is put forward that the superiors resist to adopt the attitudes apart from these "macho" attitudes professionally or personally (Brown et al, 1996:35–37).

Psychological Stress Sources
Traditional attitudes within the police organisation are not only limited to the attitudes related to sex. It is observed that police officers have traditionally strict attitudes about sharing their feelings on certain events with each other. Tait believes that the fact causing stress in policemen is the organisational culture that doesn't allow them to share their feelings about the events with each other and that makes them wear masks everyday (Curry, 1995:38–39). Because a macho image which perceives the disclosure of feelings in being a policemen as weakness, prevails. Therefore, it is claimed that successful results are got through the Tait model with which the police have the opportunity to disclose their feelings after the events and to alter this culture (Curry, 1995:39–40).

It is stated that extension of the working hours due to lack of adequate number of personnel and the situation which entails the calling back of the policemen who are on holiday cause physical and psychological overload and as a consequence various social and psychological problems namely suicides and aggressive personalities are observed (Kuyaksil, 1998:98). Because long working hours bring about great load in physiological and psychological aspects. The fact that there is no available resting time adequate to overcome the exhaustion of the day and load of the work may cause stress. The working periods apart from the normal working hours and turn of duties turn into a form which may be defined with the concept "sacrifice" other than working. The policemen may be under pressure due to the restriction on the time of the policemen to spend with their families or by themselves and the working and resting hours apart from the routine life. Insomnia, tension, lack of attention may be considered as the factors both causing stress and caused by stress.

Another important psychological factor that can act as a source for the organisational stress is the job satisfaction of the individual that is affected by all the factors before mentioned. Leave the material income earned from the profession of the individual; if the job satisfaction level of the individual is

low, it is probable that the success level in the work decreases and the tension due to this decrease increases. Just as Rowshan stated many people do not enjoy the work they are carrying out and they do these jobs only to earn their lives. The dissatisfaction feeling developed towards the job increases the level of daily stress (Rowshan, 2000:29). Job satisfaction affects not only the success levels but also physical and psychological state. Likewise, Brown and his friends have found out a positive relationship between job satisfaction and physical and psychological state (Brown et al, 1996:37-38). No matter what kind of difficulties and problems the job brings about, job satisfaction obtained has positive effect on physical and psychological health. For this reason, job satisfaction may be considered as an important factor in reducing the level of stress.

Individual Quality Oriented Stress Sources

Besides many sources causing stress such as social, physical and economic, individual aptness also has an important role. It is expressed that while the stimulation of stress is caused by "working process" and "properties of the organisation", bearing the stress is determined by the personal qualifications (Pehlivan, 1995:12). Personal qualifications are the factors that determine source causing stress, way of affecting from stress and the level of being affected. That is, due to his physical and psychological properties an individual may be more sensitive against some certain situations. Apart from the environmental factors "… bilateral interactions between one's way of perception, thinking, and judgement and one's mental structure built up by the former experiences of the individual determine the level of response to stress" (Yıldız, 1998:717). Especially the former experiences of an individual have an effective role on the response developed against stress. Besides, the level of being affected by the stress may change from one person to another. "It is depended on the personal life experiences and interactions and structural factors that stress of daily life causes illness in some people but not in the other people, and that some experiences get some people closer to psychopathology while not getting the other. The mother and the environment in which the individual was brought up have great importance on the response capacity of the individual to stress. It may be suggested that the individuals whose requirements were met in the infancy and in the childhood, and who had enough support in the events of impediments and who are taught the ways of coming over these impediments may have a higher level of tolerance and may have less adaptation problems" (Yıldız, 1998:718).

Physical and mental capacity may be sorted as personal properties that affect the level of being affected by stress. If the mental and physical competencies of the individual are not adequate to enable him to maintain his work successfully,

it is considered probable that tensions will be experienced more intensely. The statement of Ertekin as the ones who have high competencies expressed that they found their work easy and free of stress while the ones that are not so much qualified found their work hard and stressful (Ertekin, 1993:37) is supporting the aforementioned idea. Therefore, in determining the individuals to become policemen, it should be taken into consideration that they are physically and psychologically resistant to stress.

There are many researches emphasising the effects of the personal characteristics, one of the major causes of organisational stress. For example, in a research on men in San Francisco conducted by two American doctors namely Dr. Mayer-Friedman and Dr. Ray Rosenman in the recent years, two different personalities were determined. Those displaying A type behaviour characteristics, which is the first of these two, were determined to be people who are impetuous, excited, who hate to waste their time, who do not allow time for their private lives, who are extremely uneasy, angry and impatient to people, who are aggressive, ambitious, competitive, who have high expectations, and who race against time. This type of people were determined to be two or three times more likely to catch cardiovascular diseases compared to the B type personality. In contrary to "A" type people, those in "B" type classification were determined to be flexible; patient; less ambitious, nervous, and tense; and extremely relaxed (Pehlivan, 1995:23-24). These interesting results obtained, display that there exists a meaningful relation between the personality and organisational stress.

Generally, it is revealed that personality characteristics evaluated in respect to stress give out meaningful results. In other words, individual differences directly affect the reactions to stress as well as other dimensions of stress. As Kureczka says, a factor that affects an officer may not affect another one. He stated that an officer with children could be more affected by the death of a child than those who do not have any children (Kureczka, 1996:11-12). Accordingly, as this is the case for everyone, the officers may have certain sensitivities for certain factors, which are determined by personal characteristics. The individual interests and needs as well direct the factor concerned.

It is possible that stressful incidents that policemen face every day causes permanent effects on the psychological structure of the individual. The build up of violence, hatred, anger, and many similar negative emotions within the course of time, to all of which the individual is exposed, is likely to direct his attitudes and behaviour. Graves mentions of a kind of formation called "cynicism", which is related to stress. Cynicism is an attitude of being suspicious of human nature and behaviour. Stress and cynicism cause two types of negative states on the police: "withdrawing from the society" and "developing antipathy for ide-

alism", which expresses that police officers begin to have no faith in anyone, but just the police. When extends of this attitude widens, emotions such as "irregularity," "alienation," "indifference," "anger" arise. As source of the antipathy for idealism was suggested lose of respect of the individual for laws (Graves, 1996:16-18). Researches revealed that cynicism was more intense among the police officers that work in the police stations of the big cities and especially among those with low ranks and degrees of high school; and that this increases within the first ten years of the service, yet decreases slightly later (Graves, 1996:16-18).

Role expectations of the society from policemen, usually come before the human characteristics, even dominates over them. "Policemen are expected to be bold in any case, to disguise such humanly feelings as fear, shock, confusion and being hurt, and more seriously even when they are between life and death. Besides, policemen are expected to calm and imperturbable; to make quick and reasonable decisions. They are expected to be respectful for the public even when they are threatened, hurt, or harassed orally or physically" (İçli, 1998:69). Though the expectations are justifiable by the public, a fact is being ignored: and it is, as stated by Çağlar, police officers are also human beings and their capacity limits are the same as for the others (Çağlar, 1999:143). By this attitude, policemen are expected to leave aside all their psychological characteristics and personal identities while carrying out the role expectations from them. It may not be always possible to remain calm and imperturbable against all the negative cases and hostile attitudes being exposed to. Lacking the chance of responding to the factors and to discharge themselves may lay the ground for the sources of their psychological conflicts and tensions. When the professional difficulties are added to the personal characteristics and needs it becomes obvious how heavy is the burden on the shoulders of the police.

Another point to be mentioned under individual characteristics is the police authoritarianism. Although there are various opinions and points of view in respect to the causes of police authoritarianism, explanations about personal characteristics lead the most interesting ones. For example, Balch suggests three types of policeman selection methods: the first of these is that authoritarian individuals choose the profession of being a police consciously, the second one is that the liberals avoid being police; and the third one is that the police selects authoritarian people as its members (Çağlar, 1999:137). Accordingly, there is a close relation between choosing the profession of being a policeman or being chosen as a policeman and the personality system. As being a policeman requires the enforcement of efficient authority and force, leader personality structure may be thought to enable this. However it cannot be claimed that solely having an authoritarian personality is an important source of stress for police. The extend to which

having an authoritarian personality is influential for the police authoritarianism, can be learned no sooner than scientific research results that will provide detailed knowledge on this subject.

Social Environment Oriented Stress Sources

It cannot be denied that the public opinion of the profession of being a police and the image of the police in the society is not always positive. "For some a policeman is the symbol of security, a thread for those who want to disturb public order and security. And for some is a person resorting to force and behaving disrespectfully to the public" (Kavgacı, 1997:29). It is obvious that negative attitudes for policemen arise from the later. Resorting to efficient force, as it is a deterrent factor, caused fear from the police. Because of this policemen are regarded as ones to be feared rather than as part of the society and as ones protecting it from the threads towards its existence. Consequently, the opinion of the public about policemen is shaped within the framework of the understanding mentioned above. This negative image shaped by various factors affects the relation between the public and policemen. This tense relation causes public to keep itself aloof of the police and to refrain from helping them. It sets an obstacle for policemen in carrying out their duty and they face isolation. The fear caused by both the application of authority by the police and their being associated with the criminals, restricts public police relations. Moreover, however they are not many, because of some negative incidences the trust in the police is spoiled. So, the due importance should be given to police-public relation.

"Due to their profession policemen come face to face with all the sectors of the society for various reasons. They conflict with many people representing different sectors of the society ranging from the unemployed people in the street; to officers and workers; to those fighting for animal rights; and members of terror organisations. Such social problems as mass protests, family quarrels, fights, fights ending in injuries and murders which policemen will be insufficient to solve alone are in his responsibility" (Kavgacı, 1997:33). These illegal actions, in sociological terms 'social deviated behaviours' and psychological tension and stress caused by causers of these actions affect the psychological structure negatively.

For establishing dialogue-based relations, it is at utmost importance that policemen are informed and experienced in society and human psychology. By utilising the relevant build-up and techniques it should be ensured that the public establishes closer relations with the police and that the fear from the police is eliminated. Besides, when the subject is evaluated in respect to our society it comes out that large part of the public in Turkey do not have the adequate knowledge to benefit from such organisations. One of the main reasons for fearing

from the police is actually the public's lack of knowledge on the structure. Citizens who lack adequate knowledge on the way the system works and laws think that the organisation does not work properly and the laws are not applied. So, the first think to do is to educate the public on the system and the laws. In other words, the organisation should try to educate the public, avoid possible misunderstandings and acquire the trust and support of the public (Dündar, 1984:87). Concentrating on educational programs and activities and introducing the structure of the organisation to the citizens are the best ways to follow in respect to public relations.

The police that are interacting with the public every day are to work in co-operation and harmony with them. On the other hand, public's unwillingness to notify the police of the crimes conducted or avoiding testifying the crimes are the leading causes that affect the police success (Kavgacı, 1997:35). It is for sure that public's support and appreciation will motivate the police. It should be made clear that while carrying out the responsibilities of establishing public order and applying the laws the police works for the public not against them. So, in relations with the public it should be kept in mind that policeman's behaviour to the public are taken as basis. Emphasising on should strengthen the trust in the police that police work for public piece and that the principle of equality is taken as basis.

Policemen public dialogue is at the same time an important issue that can be utilised in resolving problems of public order. It is known that co-operating with the public on establishing public order and preventing crimes provides great advantage for the police. Especially co-operating with the public within the framework programs for preventing crimes in the society both helps the police in their work and ensures public participation in resolving social problems. Neighbourhood Watch Program that is applied by Kirkwood M.O. Police Station is one of the striking examples to this end. This crime Prevention Program was carried out throughout a year via a quarterly newspaper published in the form of a letter and via telephone massages for 24 hours. Program does not only aim at preventing crime but also has the characteristic of a kind of social service program including also such cases as disasters. The dialogue established between the public and the policemen by means of the program executed by the Block Captains in the settlements provided both close relations between the public and the policemen and public support for the police (Budd, 1998:1-2).

Many researchers agree that individuals having public support are less affected by the stress and disturbances caused by the stress and that they cope more easily with the same (Pehlivan, 1995:37). "Social isolation is a factor of risk in respect to stress, illness and monotony while public support is an important factor that helps dealing with stress. Social support in the working place is as vital as the social and family support for the peace of the individual" (Pehlivan,

1995:37). Social support that is described as "state of belonging" in the literature of sociology can have the impact of strengthening the solidarity within a group. Social support in the general social structure is not only important for a group but also for organisational stress. It is obvious that social support obtained in policemen public relations will be extremely helpful in resolving the problems. Public support to the police and co-operation plays an important role in establishing public order and stability.

Being a policeman cannot be restricted with the limits of the working hours. The individual reserves his official identity in the society even when he is not on duty. Expectations, in other words all the manners and behaviour required from the policemen are the same as those required while on duty. As İçli addresses, "the policemen are never allowed to forget that they are a policeman" (İçli, 1998:71). Which means that this profession is constant, covering the entire life of the individual. The uniform is the element that reminds the individual of this most frequently. For this reason, the obligation of wearing the uniform, which is an inseparable part of the profession, all the time reinforces the stress related to this. Police officers are said to have a distorted sense of humour called "gallows humour." It is stated that the police officers have the kind of humour displaying anger and irritability and that this causes them to be described as "sarcastic," "insensitive," "hardhearted" by the people (Kureczka, 1996:15-17). This kind of sense of humour which people find cold can actually be considered as the expression of the stress on the policemen. Because, "their job is difficult, they have to deal with unpleasant events. They work for long hours, they generally work in hostile atmosphere… Wherever they go they come across with pain, bad habits and crime; they may get involved in violence, cruelty, and crime and begin to find such behaviour justifiable" (İçli, 1998:71-72). It is very normal that such abnormal incidences that are frequently encountered while executing one's job affect the human psychology directly. It is also possible that such irregularities create state of constant anxiety and tension. Consequently, as the pressure and tension of working in a constantly tense atmosphere began to get chronic, this gave rise to the idea of training for controlling the anger.

At the same time, it can be claimed that the members of the organisation need to follow up the social events and current sociological developments taking place in the changing society. Because having knowledge about the social conditions giving rise to the events increases the control over them. For example, the new social movements that have arisen within the changing structure of the modern society and approaches for explaining these movements have also changed. While the previous movements had economic basis and were the mobilisation of the same social classes, the new ones cover identity struggles for sharing the pros-

perous society (Çayır, 1999:18-19). Therefore, the way to get to know the new state of the changing society is to utilise the new scientific knowledge and techniques. Moreover, the advantages of the build-up of knowledge on social structure enable the solution of many problems that the organisation encounters in respect to public relations and communication.

Mass actions, with their specific structure, deserved mentioning in respect to social stress causes for the police. It is known that the psychology of the masses is different than those of the individual's and have different inclinations. As Gustav Le Bon says, the impulses that the individual can control when he is on his own arise in such a way to eliminate his individual responsibility within a mass (Le Bon, 1997:26). For this reason, the collective spirit in mass actions can turn into actions, which are out of the limits of normal behaviour. The way of intervention to the behaviour arising as a result of control decrease on each individual can be said to be coherent. The intensity of stress caused by the tense atmosphere is one of the points that should be taken into consideration in managing the stress.

The fact that police officers have some common characteristics in respect to origin provides some important clues that enable us to make a general evaluation about the members of this profession. Many researches on the subject revealed that members of this profession especially in Turkey come from lower, low middle and middle classes and that they were unemployed before being employed as policeman (Çağlar, 1994:143). In the light of the relevant data it comes out that being a policeman is mostly popular among lower income groups. Again, the fact that it is the preference of people who were unemployed before can make us think that being a policeman is at the lower ends of the preference list for the professions. In other words, because it can not provide as much prestige as its burden of labour is, the fact that there are many prejudges regarding it this profession can be claimed to be a last chance even an obligation rather than a preference for those concerned. Such social characteristics of the members of the profession are thought to enable determining the causes of stress that are different from other profession groups and the strategies of coping with the stress.

Family relations are one of the main causes of stress. They can even dominate the tension experienced especially in professional life. Because the negativity in the family life can generally be more exhausting. Besides, when the problems in the work place are doubled by the family problems this gives rise to an even more negative situation. Therefore, it can be claimed that a harmonious family life is important for dealing both the tensions of the life in general and tensions of the work life. It is believed that a peaceful family life can at least help lessen the effects of the negativity experienced out of the house. As Şahin states, spouses

expect interest, affection, and understanding from each other in the periods of stress, tiredness and crises (Şahin, 2000:90). For those whose expectations are not satisfied, who are not treated with understanding and affection in the family, it is a high possibility that their family relations deteriorate and that they are captured by stress.

In policemen families the policeman himself is not the only one who is affected by the work stress. As Kureczka indicates, the effects of the incidences policemen are exposed to also cover their families; and the similar symptoms of stress are observed in them as well. While a policeman is leaving home every day for work his family is worried and in fear. It is possible for the children of the police officers suffering post-traumatic stress to display the same "emotions" and "derisive manners" (Kureczka, 1996:14-16). It is frequently observed that police officers that work under intense stress reflect their negative feelings and fears to their families, also the effects of the traumatic events. It is normal that family members are also exposed to stress. However, as Kureczka states, when the families are target to the ill feelings of the police officer some undesirable results may occur (Kureczka, 1996:14-16). Direction of feelings like anger and fury, which are caused by stress, to family members, may lead to uneasiness and incompatibilities within the family. Therefore it is necessary that management of stress cover police families as well.

It was observed that duties about family disputes are cause of stress for the police officers. Just as Anshel and his friends obtained results parallel to this idea in a research they conducted. According to the results of the research, the stressor of "dealing with family disputes" was not of middle level frequency and intensity as suggested by Coman and Evans, but on the contrary it was determined to be of high ratio, being second in the list of stressors (Anshel et al. 1997:350-352). This can be explained by the negative effects of the tension caused by disputes within the family on human life. So, this can be evaluated as that it is normal for police officers, as human beings, to be affected emotionally and psychologically by the cause of anxiety mentioned.

The family also plays an important role in stress management and the utilisation of the facilities for coping with stress. The atmosphere of peace and trust brought up by a harmonious family structure is one of the most effective methods of not only getting free of the distress of the life, but also providing to a person active mechanisms for cope with problems. Because in such an atmosphere of peace the individual becomes distant from the pressure and the tension and he can escape from his troubles. Sharing of the sorrow and the troubles by the family members and the solutions produced for those strengthen the ties of the person to life.

Sources of Stress Depending on The Equipment Used

All labour and working fields need some tools or equipment in order to carry out their facilities. And the equipment used to ease and accelerate the work done may turn into a source of stress. Suitability, sufficiency and functioning of the equipment that ease the work of the worker and increase the efficiency at work affect this. The problems arising from the quality of the equipment used by the policeman, the difficulties in using them and the number of the people that use the equipment may be the source of the stress. However, it is known that there are many problems regarding the weapons, motor vehicles and the animals that are used. Due to the high cost of the weapons and the technical equipment, insufficiency of the number of the vehicles and expensiveness of their repair are among the foremost problems. Once again due to the low number of the automobiles and the other motor vehicles, it becomes compulsory to charge the same vehicle with a duty without letting them rest. Therefore, the vehicles become worn–out and out of order more easily. Cost and difficulty of the maintenance of the animals that are utilised can be considered in the same way.

Methods of Coping with Stress and General Evaluation

With its all aspects, social life has such a character that the people may come across various obstacles. Therefore, it is impossible that an individual does not face up with any problem. Consequently, there is no other choice than getting over the problems that we are confronted with. The way of attaining success in social life and professional life is to cope with the tension experienced. For this reason, reducing the negative impacts of the stress in human life necessitates developing some strategies.

In relation with the explanations about stress, a variety is also available regarding the methods of coping with stress. In addition to this, main step for all of them in stress management is to identify stress and the factors causing stress. Because recognising and controlling stress is accepted as focus of the stress management (Pollak and Sigler, 1998:120). Besides these, it is obvious that determining the negative impacts of stress on the individual will also make things easier in getting over the problems. Finn has put forward that stress has many negative impacts such as reducing the performance and the morale of the officers, decreasing efficiency, irregular attendance at work, early retirement and increasing the expenditure. (Finn, 1997:21–23) Determining the negative impacts under consideration may also facilitate developing the strategies for coping with stress. In this respect, before all else it is necessary to notice and recognise stress and to know the negative events that stress led to. Hence, only in this way the strategies for coping with stress can be developed.

Webb and Smith suggest that the strategies for preventing and easing stress have a two–dimensional function, namely proactive and reactive. Proactive strategies comprise education selection programs, better selection criteria and different management methods and intend to prevent the increase of stress. And the reactive strategies involve consulting and rehabilitation programs aiming to ease the harms of stress (Pollak and Sigler, 1998:120).

The fact of coping with stress as a process is evaluated in two aspects, from the viewpoints of Folkman and Lazarus, namely "determining the meaning of the situation for the person" and "evaluating the sources of success in connection with the situation of stress". First one is taken in three steps, namely "harm and loss", "danger" and "invitation to struggle". In "harm and loss", the person evaluates various harms and losses such as losing one of his organs and ending of a friendship. Danger means that the individual ponders on the probability of harm and loss. And invitation to struggle appears as the effort of coping with the problems in a relatively more positive approach. Secondary evaluation is arranged as "object sources", social status sources", "resistance behaviours peculiar to person and stress", "energy sources such as time, money, knowledge" (Pehlivan, 1995:66) from Hobfoll's approach. These two evaluation steps are almost like an assessment stage. Because there is a view that the individual can start to apply the strategies that he determined only after completing this evaluation (Pehlivan, 1995:66).

Although the strategies stated in the categories differ, most of the investigations on stress are in agreement about the fact that the methods of coping with stress can be evaluated in two categories, namely individual and organisational (Pehlivan, 1995:67–74; Ertekin, 1993:92). In stress management, it is possible to add social strategies to the stress management strategies that are divided into two categories, namely individual and organisational. In other words, in this study, classification of stress management strategies into three categories instead of two is considered to be more appropriate. The fact that the individual and the organisational strategies are supported by the social strategies can be explained as providing socio–psychological support to the stress management. For this reason, the strategies of coping with stress will be evaluated in three categories.

Individual strategies comprise some facilities aiming at meeting physical and psychological properties and requirements. These can be listed as "physical movement (exercise)", "respiration exercise", "meditation", bio–feedback (biological feedback)", "relaxation", nutrition", social support", "participation in social, cultural and sports activities", "massage", "prayer and worship", and "time management" (Pehlivan, 1995:67–74). Due to their significance in stress management, taking these strategies separately as the precautions aiming at protecting physical and psychological health is considered beneficial.

Nutrition is of great importance in stress management. Failure in meeting daily energy requirement, unbalanced nutrition and changes that occur in nutrition habit and order may damage the balance of the body and cause some psychological disorders. Policing is a profession that has great disadvantages about nutrition due to working conditions and hours. Passing over the meals in working hours in the day and night and malnutrition characterised by not following a healthy and nutritive diet is considerable sources of stress in physical and psychological aspects. In the studies made, it is pointed out that the policemen generally prefer eating fast food, as this is convenient and fast. It is stated that instead of this diet that is not nutritive, the officers are encouraged to reduce the food with high amount of sugar and fat and to increase the consumption of fresh vegetable, fruit and cereals (Pollak and Sigler, 1998:120). Moreover, consumption of substances such as tea and coffee in excessive amounts and drinking and smoking cause various diseases. Although the substances under consideration are used to escape from tension, these substances themselves may be the sources of stress. For this reason, it is believed that reducing especially alcohol and cigarette will give considerably beneficial results in struggling with stress.

Some instances that reached successful results are encountered among those methods presented as the strategies of coping with stress. In a research made by Pollak and Sigler in the Northern Ontario Region of Canada, it is found that stress level of officers is extremely low. The researchers have come to the conclusion that this may result from partially rural properties and climate characteristics of the region, supplying the food like meat and vegetable from local sources, exercises made systematically, the activities such as hunting, fishing and jogging and generally life style in the region (Pollak and Sigler, 1998:125–126). With respect to this, the activities such as nutrition, exercise, sports and relaxation can be said to be effective in coping with stress.

In stress management, many techniques such as exercise, respiration exercises, autogenic relaxation, meditation and bio–feedback are used. It is stated that exercise made at systematic intervals helps escaping from distress and tension of the daily life and extends the life–span of the cells through the increase of the amount of food carried to the cells (Pehlivan, 1995:68). Similarly, respiration exercises help strengthening the respiratory system, arranging heart and blood pressure, body temperature, etc. and reducing stress (Baltaş and Baltaş, 1999:187). Another technique called autogenic relaxation comprises six standard sentences repeating physical properties of the body in the case of absolute silence and relaxation. And meditation aims at removing the individual from mental anxiety, tension and groundless fear in order to make the body relaxed physically and psychologically through repeating the word "mantra" for 20–50 minutes daily (Pehlivan, 1995:68–69). Bio–feedback is a technique that involves recording

of the physiological responses of the person that are normal and abnormal and that he is not aware of through the electrodes tied to the skin (Pehlivan, 1995:69). It is accepted that the techniques under consideration give positive results in stress management. However, it is neglected that having both knowledge and spare time is necessary for this purpose. Hence, most of the officers have not enough time for practising these in busy tempo of work and life.

Individual strategies do not comprise physical activities only but also psychological mechanisms. In parallel to this, like physiological reactions against stress, psychological responses are also determined by the individual differences. "For a person not experiencing stress is related with the personality characteristics and utilisation of the facilities in hand. For this reason, personal characteristics also determine the degree of avoiding stress. These depend on the person's ability of programming himself in accordance with the changes (flexibility), on the traditions and what he gained from his experiences in the past" (Baltaş and Baltaş, 1999:42). Moreover, it is accepted that the cognitive harmony of the individual with his environment is also of great importance in respect to stress. Because it is agreed that individual tries to solve his problems with his environment in accordance with his "cognitive personality style" (Ergeneli and Karan, 1997:136–137). Therefore, personal characteristics can be said to be determinant in the strategies of coping with stress. The case under consideration is valid not only for the development of the strategies but also for the results attained. From the viewpoint of Pollak and Sigler, there aren't any two persons having the same characteristics. For this reason, whereas a strategy of coping with stress gives positive results in one, it may be unsuccessful in the other. In parallel to this, they have indicated the significance of the individual differences suggesting that some officers may find their own strategy of coping with stress in the other officers, in their family, friends and religions (Pollak and Sigler, 1998:120). In order to cope with stress, some defence mechanisms are needed. Besides adding new ones to these strategies that Freud classified into nine groups, the most important ones of them are; "avoiding, denying, suppression, reflection, withdrawal and referring to a subject insistently" (Norfolk, 1989:33). Which of the strategies under consideration will be used is determined by the psychological characteristics. In other words, whereas a person prefers avoiding the factors creating tension on him, the other may prefer struggling with them. At this point, personality structure of the officers should be determined within the framework of consultancy services and support should be given about which of these mechanisms will be used.

In stress management, the precautions that should be taken within the body of the organisation are called organisational strategies. Organisational strategies characterize various methods, namely "creating a supportive organisational

atmosphere", "enrichment of the duties" and "determination of the organisational roles and reducing the conflicts" and "planning of the professional development ways and consulting" (Pehlivan, 1995:75–76). In other words, all of the efforts aiming at preventing or reducing the tension pertaining to the organisational environment are included in the scope of the organisational strategies. In order to protect the policeman from the sources of tension resulting from the structure of the organisation or the job itself, organisational support is undoubtedly needed.

Impacts of stress on the employees are under the responsibility of the work places. The protection of the health of the employees and prevention of the loss of efficiency at work depend on the elimination of the negative impacts of stress. For this reason, as Ertekin stated, every organisation should teach its employees to cope with stressful cases and develop a program for this (Ertekin, 1993:95). In respect to this subject, the program called "peer supporter" that is applied in America constitutes a good example of the organisational strategy programs used in coping with stress. The starting point is that the officers who came across critical events before can help their colleagues more, so the program is based on the training of some of the officers by consulting to their colleagues. It stems from the view that since only the experienced and trained officers called "peer supporter" can understand the complicated situation of the stressful officers, they can be consulted more than the consultants. The program has two different functions, namely solving the problems of the persons who do not participate in the therapy worrying about that this will damage their careers and they will be marked since they couldn't get over their problems on their own (Finn and Tomz, 1998:10–12). Therefore, thanks to this program, they try to help the officers working within the police organisations escaping from the stressful cases. Consequently, the dialog established among the people having similar experiences by this method that reminds of the statement "don't ask to the doctor, ask to the sufferer" is expected to be successful.

The precautions of the police organisation aiming at protecting the personnel from stress shouldn't be restricted with only arranging programs. In addition to the heavy burden brought about by the work, getting over the problems resulting from the functioning of the organisation is involved within the scope of the stress management. For this reason, firstly arranging the relations between officer–officer and officer–manager is needed. It can be said that it is necessary to improve the atmosphere of confidence proving that a fair distribution of work and promotion opportunities and consequently a fair administration is available. Similarly, the need for the distribution of the opportunities of utilising the hosing provided by the employer should be stated. In addition to this, making the strict bureaucratic and monotonous structure of the organisation open to the developments and

the improvements has an encouraging character for the employees. Programming of resting, working and leaving periods in a proper way, increasing the holiday period and opportunities can be stated as the precautions reducing stress. Most important of all, by improving the wage conditions, an important factor of stress is eliminated.

In respect to stress management, it is also necessary to state the need for the execution of the consulting services. Assigning an expert to help solving the problems of the employees within the organisation is required. Also, it may not be necessary to assign the expert under consideration surely within the organisation. With respect to this subject, Kureczka makes a logical suggestion that the help of mental health experts who are remunerated per hour or case can solve the problems connected with stress and the expenditure can be reduced (Kureczka, 1996:12–14). Even the expert is not assigned permanently within the organisation performing the regular controls of the employees at certain constant intervals by an expert experienced in the subject of stress will be undoubtedly beneficial in stress management. It should be ensured that the activities directed towards the departments of the organisation that are exposed to stress more are performed intensively. Because the cases or the level of stress caused by those cases that all of the units are exposed to be not same with each other. At the same time, in order to continue the consulting services in an efficient way, employees' trust in the consultants must be ensured perfectly. Because Kureczka has discovered that since the policemen have a strong feeling of self–sufficiency, they do not want to participate in the consulting services due to the facts that they are of the opinion that they can solve their problems on their own, they are suspicious of the people except for themselves and they do not trust the consultants (Kureczka, 1996:13–14) and they don't want to be marked as weak and mad (Kureczka, 1996:13–15). All those demonstrate that the success of the consulting services depends on the good relations to be established between the consultant and the employees and the capability of persuasion of the consultant.

Another effective factor regarding the strategies of coping with stress is the period that passed at the organisation, in other words the period of the experience attained. The research have demonstrated that the officers who have an experience of more than three years at the organisation are getting more successful in coping with stress as time passes (Anshel et al. 1997:339–341). Because the officers that gain experience as time passes learn how to cope with the problems and to develop their own strategies in struggling with stress. However, the statements under consideration do not mean that the senior officers can cope with stress more easily. Sometimes such critical events occur that they may create a strong emotional impact even on the experienced and well–trained officers (Kureczka, 1996:10–11). Moreover, it is possible to estimate that the deg-

ree of endurance of the officers who lost much of his energy due to intensive problems as time passed will decrease. For this reason, the employers can be supported by arranging training programs on stress for the members of the organisation with less experience and for the experienced personnel by increasing resting and holiday opportunities in order to remove the burden of the tension accumulated for years.

It can be said that one of the most effective methods of struggling with stress is stress training. In the studies made, it is stated that the policemen who are trained on stress can protect themselves against stress more easily and at least they can control their stress responses. Moreover, it is pointed out that the training provided before the crisis helps decreasing the impact of the traumatic cases (Kreczka, 1996:10–11). Referring to training on stress management in two dimensions, namely protection against stress and struggling with stress can accepted to be necessary. We are of the opinion that performing the training activities considered, as an extremely effective method in struggling with stress also within the body of the organisation will be more beneficial for the employee and the organisation.

In coping with stress, the importance of the environment where the person grew up and lived is accepted with no doubt (Baltaş and Baltaş, 1999:43). The personality characteristics and the life of the individual is shaped by the environment that he lived. Once again, the factors causing stress in the environment determines the individual and how to cope with them. Therefore, it can be said that the social strategies are as important as the individual and organisational strategies in stress management. In stress management, social strategies refer to the social support provided by the primary groups such as family, friendship; the institutional structures related with the subject and the public relations based on dialog. In other words, the strategies having social characteristics comprise the mechanisms of psychological support provided by the groups such as family, friendship and the social circles that the individual is the member of. Moreover, approaching the events in an emphatic way, in other words perceiving the world of someone else like our world (Baltaş and Baltaş, 1999:56) can be stated as an effective social strategy in protection against stress. Furthermore, this also helps strengthening the social relations and increasing the social support. It is believed that the people who have the psychological support under consideration are more successful in coping with stress. Anyway, it is claimed that the people having strong social relations are affected from stress less when compared with the people who feel lonely (Ertekin, 1993:37). The importance of the other strategies isn't denied in struggling with stress, it is thought that the social support given to the individual facilitates improving extremely effective solution mechanisms in coping with stress.

Consequently, some practical suggestions that may contribute to the efforts of getting over stress can be presented; such as establishment of psychological consulting units in all centres and increasing those services, controlling of the personnel by an expert at least once a year, foundation of solidarity groups among the officers, position changes between the units to be determined by the experts according to the level of stress, increasing resting and holiday periods, applying psychological tests about stress to the candidates in personnel selection and providing stress management training during preliminary training. The suggestions under consideration include the regulations related with the working milieu. However, stress management is not restricted with working life only but also it may appear in many fields of the life. For example, setting aside time for social life, family and for yourself, doing relaxing activities and the social activities aiming at controlling the sources and the direction of anger are accepted as the methods of coping with stress.

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