

The Job Satisfaction of Ukrainian Police Officers: Condition, Structure and Key Predictors

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Abstract: Purpose. To determine the condition, structure and key predictors of job satisfaction of Ukrainian police officers. The study involved police officers of the National Police of Ukraine (age – 19-50 years, n = 203 – men, n = 52 – women). The questionnaire was applied. The results of the questionnaire were processed by mathematical statistics methods. Police officers are mostly satisfied with colleagues, management and job importance. The most significant correlation is revealed between the gender and the level of satisfaction with additional benefits, wages, bureaucracy. The police officers in Ukraine are less satisfied with a job than with management (average means are 108.2 and 117.6 respectively). The correlation matrix indicates that there are no multicollinear factors: all aspects of job satisfaction of police officers do not have a high correlation with each other ($r < 0.7$). The multiple regression analysis confirms that the level of satisfaction with some aspects of the job (career, management, colleagues and communication in the squad) explains 82.6% of the sample. Such data can be considered the most influential predictors. The revealed condition and structure of satisfaction of Ukrainian police officers testify to its risk level and the necessity of its constant monitoring. The level of the police officers physical fitness confirmed a weak correlation with the general condition of job satisfaction. It is required a separate study devoted to the police officers, whose activities are associated with the significant physical load.

Keywords: *police; satisfaction; physical fitness; predictors of success;*

How to cite: Valieiev, R., Tohochynskyi, O., Pekarchuk, V., Sobakar, A., & Iermakov, S. (2019). The Job Satisfaction of Ukrainian Police Officers: Condition, Structure and Key Predictors. *Revista Romaneasca pentru Educatie Multidimensionala*, 11(1), 272-286. <https://doi.org/10.18662/rrem/110>

1. Introduction

Modern Ukrainian society is in need of European integration reforms. One of the first and most prominent reforms was the creation of the National Police. It is stipulated the wide interest of specialists and the public to the implementation of this reform and involving the representatives of civil society at various stages of this reform.

The considerable attention is paid nowadays to issues of professional selection, change of activity criteria, ensuring accountability and transparency of the police. The psychological problems of the staff are neglected by researchers. However, it is known that unresolved psychological problems lead to mental illness, ineffective job, human rights violations, the phenomenon of labor absenteeism, a high percentage of employment terminations, and additional costs for new staff training.

In recent years, different psychological aspects of the police officers activities have been studied by various researchers. Andersen and Papazoglou (2015) investigated the problems of fatigue and police officers satisfaction with compassion. Chikwem (2017) studied the relationship between job stress and professional job quality in police officers. Crank (2014) investigated the essence and features of the police culture. Gül and Delice (2011) identified the stress influence on the police officers job and the ways to overcome it on the relationship of police officers with their wives. Honig and Roland (1998) identified the impact of the armed situation on police officers. Mayhew (2001) investigated professional health and labor occupational safety faced by police officers. Parsons (2004) conducted a survey of scientific research concerning the hygiene and labor occupational safety of police officers in European countries, Canada and the USA. Aleksandrov, Okhrimenko, and Drozd (2017) identified the peculiarities of professional-psychological adaptation of the officers of the National Police of Ukraine to law enforcement activities. These studies are devoted to job satisfaction as an important component of the psychological life of police officers.

This psychic phenomenon was revealed by the following scientists: Herzberg, Mausner and Snyderman (2007), Spector (2018), Hackman and Oldham (1975). The authors determined the corresponding scientific concepts, genesis, structure, and interaction of job satisfaction with other psychological phenomena ("high turnover of labor", "neuroticism", "brutal management", "learned helplessness", etc.).

Study of job satisfaction becomes especially relevant to specialists in certain professions. Their activities are related to dangerous conditions and

extreme situations. Most of the relevant studies are devoted to the job satisfaction of correctional officers, prison staff and correctional facilities, emergency medical service providers, rescuers, and police officers. It was investigated the professional motivation and job satisfaction of the officers of the State Penitentiary Service of Ukraine (Pekarchuk, Valieiev & Zozulia, 2018). Abdulla (2009) revealed the determinants of police officers job satisfaction in Dubai. Getahun, Sims, and Hummer (2005) studied the job satisfaction and organization loyalty among its employees. Khizar and Mustafa (2016) investigated the correlation between personality traits and the job satisfaction of Pakistani police officers. Lokesh, Patra, and Venkatesan (2016) carried out a socio-demographic study of Indian police officers job satisfaction. Panigrahi (2018), Subhiksha and Subramanian (2014) studied female police officers job satisfaction in different parts of India.

The number of scientific studies devoted to the influence of labor law enforcement officers on the development and functioning of their psyche is constantly increased. Experts determined that psychologists are drawn the conclusion concerning the importance of early detection of negative symptoms and reactions, disease prevention and undesirable behavior (Crank, 2014; Bakota, Ortenburger & Plomiński, 2018).

In Ukraine, the study of job satisfaction specifics of the police officers is becoming more relevant. This indicates a fundamental change in the concept of the relevant law-enforcement facility. It should be noted that other researchers emphasize the conservatism of police culture. They consider it as a source of resistance to changes and reforms (Andersen & Papazoglou, 2015). Our personal experience of communicating with modern Ukrainian police officers proves widespread psychological confusion. This is inherent in the initial stages of law enforcement reform in any country. This is explained by Abdulla (2009). The author notes that the dissonance with the prevailing views creates psychological discomfort and stress to the police officers.

Some experts concluded that the main forms of police officers motivation are wages, systems of material and non-material benefits (Zuyeva, 2010). Researchers also confirmed the expressed need for continuing professional development (Posokhova, 2016). The importance of professional development becomes the level of physical fitness (Podrigalo et al., 2019) as a predictor of professional success. The psychological studies devoted to job satisfaction of police officers weren't performed before on the territory of Ukraine. It influences negatively on the plans of the law enforcement agency development according to European standards. In

addition, other experts did not investigate the predictors of job satisfaction of police officers.

1.2. Hypothesis. The condition of job satisfaction of police officers is mostly stipulated by the satisfaction with rewards, career and of communication condition in the squad. Potential predictors of this satisfaction are the level of police officers physical fitness and demographic factors.

1.3. The aim of the study is to determine the condition, structure and key predictors of job satisfaction of Ukrainian police officers.

2. Materials and Methods

2.1. Participants

The study involved police officers of the National Police of Ukraine ($n = 255$), men ($n = 203$) and women ($n = 52$). The respondents were from 19 to 50 years old. The average age of police officers was 30.1 years (standard deviation was 6.7 years). The job experience in the police (internal affairs) ranged from 6 months to 31 years (9.3 years on the average, a standard deviation is 7 years). 44 respondent police officers held senior posts and 211 were officers. Records of the final professional test of the National Police officers follow: 114 police officers had a high level of physical fitness, 114 police officers had a good level of physical fitness, 27 police officers had a satisfactory level of physical fitness. All participants give written consent to participation in the study.

2.2. Instruments

The study was conducted in November 2017 – July 2018 at Dnipropetrovsk State University of Internal Affairs (Ukraine). It was created the Google Form with questions from the Spector questionnaire (2018). The form involves measuring 9 different aspects of job satisfaction of the National Police officers of Ukraine: satisfaction with wages, satisfaction with career, satisfaction with management, satisfaction with additional benefits, satisfaction with rewards, satisfaction with the bureaucracy condition, satisfaction with colleagues, satisfaction with the job importance, satisfaction with the communication condition in the squad. The survey also included questions concerning demographic indicators, level of physical fitness revealed during the course of training, position, job experience and job place of respondents.

2.3. Data Analysis

The StatSoft Statistica software was applied to process the results. The Kolmogorov-Smirnov test and the Shapiro–Wilk test were applied. The correlation analysis was performed by the Pearson correlation coefficient and Spearman's rank correlation coefficient. Multiple regression analysis was applied. Fisher's criterion $p \leq 0.05$ was applied to determine the level of data statistical significance.

3. Results

The ranking of various aspects of job satisfaction of police officers is presented in Table 1.

Table 1. Description of various aspects of the of job satisfaction condition

| Aspects of satisfaction | Median Ranks Mean Min Max | | | | | Std. Dev. |
|--|---------------------------|-----|-------|----|-----|-----------|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| satisfaction with wages | 10 | 6-7 | 9.7 | 4 | 24 | 3.7 |
| satisfaction with carrier | 11 | 5 | 11.5 | 4 | 22 | 4.5 |
| satisfaction with management | 15 | 3 | 14 | 4 | 24 | 5.4 |
| satisfaction with additional benefits | 8 | 9 | 8.2 | 4 | 20 | 3.5 |
| satisfaction with rewards | 9 | 8 | 9.6 | 4 | 22 | 3.9 |
| satisfaction with bureaucracy | 10 | 6-7 | 10.2 | 4 | 21 | 3.5 |
| satisfaction with colleagues | 17 | 1 | 16.7 | 4 | 24 | 3.5 |
| satisfaction with job importance | 16 | 2 | 16 | 4 | 24 | 3.9 |
| satisfaction with communication condition in the squad | 14 | 4 | 13.9 | 4 | 24 | 4.3 |
| General job satisfaction | 108 | - | 109.8 | 53 | 186 | 23.7 |

Note. *Median* – median value, *Ranks* – Median ranking, *Mean* – average mean, *Std. Dev* – standard deviation.

The analysis of trends confirms that police officers were mostly satisfied with colleagues (median – 17), job importance (16) and management (15). Police officers were least satisfied with additional benefits (8) and rewards (9). The same aspects of job satisfaction (as well as satisfaction with the communication condition in the squad and satisfaction with wages) scored the maximum 24 points in some respondents. Other

police officers estimated all aspects of the job with the minimum possible number of points – 4.

It was determined the normality of the collected data distribution according to the Kolmogorov-Smirnov test and the Shapiro–Wilk test. In particular, the normality of the data distribution in the general condition of job satisfaction is shown in Figure 1. In accordance with the Kolmogorov-Smirnov test it was $d=0.04359$, $p>0.20$. and in accordance with the Shapiro–Wilk test it was $W=0.98936$, $p = 0.05815$.

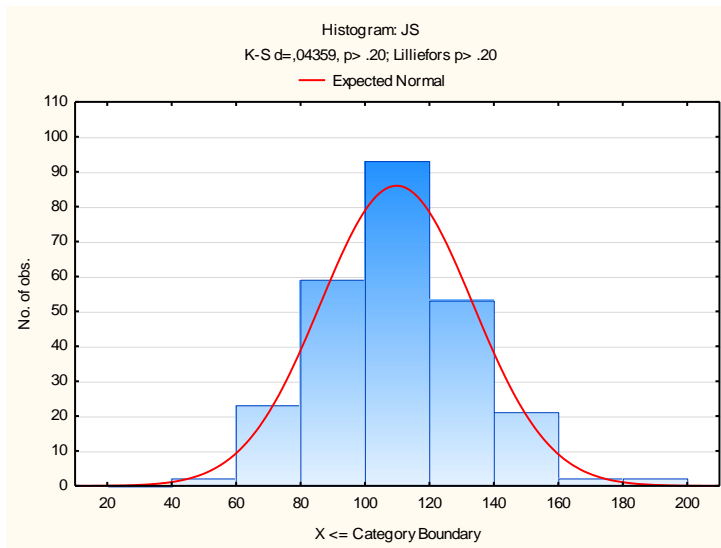


Fig. 1. Data distribution of the general condition of job satisfaction

It was performed a correlation analysis of the each aspect of job satisfaction contribution to its general condition (Table 2).

Table 2. Correlation between different aspects of job satisfaction

| Indicators | β | | | | | | | | | |
|--|----------------|------|------|----------------|------|------|------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| satisfaction with wages | 1.00 | | | | | | | | | 0.15 |
| satisfaction with carrier | 0.43 | 1.00 | | | | | | | | 0.19 |
| satisfaction with management | 0.28 | 0.45 | 1.00 | | | | | | | 0.23 |
| satisfaction with additional benefits | 0.50 | 0.32 | 0.16 | 1.00 | | | | | | 0.15 |
| satisfaction with rewards | 0.61 | 0.62 | 0.49 | 0.46 | 1.00 | | | | | 0.17 |
| satisfaction with bureaucracy | 0.33 | 0.21 | 0.26 | 0.37 | 0.44 | 1.00 | | | | 0.15 |
| satisfaction with colleagues | 0.01 p=0.12 | 0.20 | 0.36 | 0.03 p=0.64 | 0.26 | 0.18 | 1.00 | | | 0.15 |
| satisfaction with job importance | 0.27 | 0.29 | 0.19 | 0.22 | 0.38 | 0.28 | 0.46 | 1.00 | | 0.17 |
| satisfaction with communication condition in the squad | 0.40 | 0.48 | 0.41 | 0.23 | 0.59 | 0.36 | 0.44 | 0.50 | 1.00 | 0.18 |
| General job satisfaction | 0.65 | 0.78 | 0.66 | 0.53 | 0.83 | 0.56 | 0.51 | 0.60 | 0.76 | - |

Note. $p=0.000$. except two indicated in columns 1 and 5; β – beta coefficient of multiple regression analysis; 1 – satisfaction with wages; 2 – satisfaction with carrier; 3 – satisfaction with management; 4 – satisfaction with additional benefits; 5 – satisfaction with rewards; 6 – satisfaction with the bureaucracy; 7 – satisfaction with colleagues; 8 – satisfaction with job importance; 9 – satisfaction with communication condition in the squad.

The correlation matrix indicates the absence of multicollinear factors: all aspects of job satisfaction of police officers do not have a high correlation with each other (the correlation coefficients are less than 0.7).

The most correlation with the general condition of job satisfaction has satisfaction with rewards (0.83), satisfaction with communication condition in the squad (0.76) and satisfaction with career (0.7). The multiple regression analysis of the influence of these three factors on the general condition of job satisfaction police officers indicates a high coefficient of multiple correlations (0.92) and multiplicative determination coefficient (0.84). The resulting matrix indicates the statistical significance of the results: the significance level was $p \leq 0.05$ for each aspect of satisfaction by Fisher's criterion. In this case, the raw residuals demonstrate the normality of the distribution (figure 2).

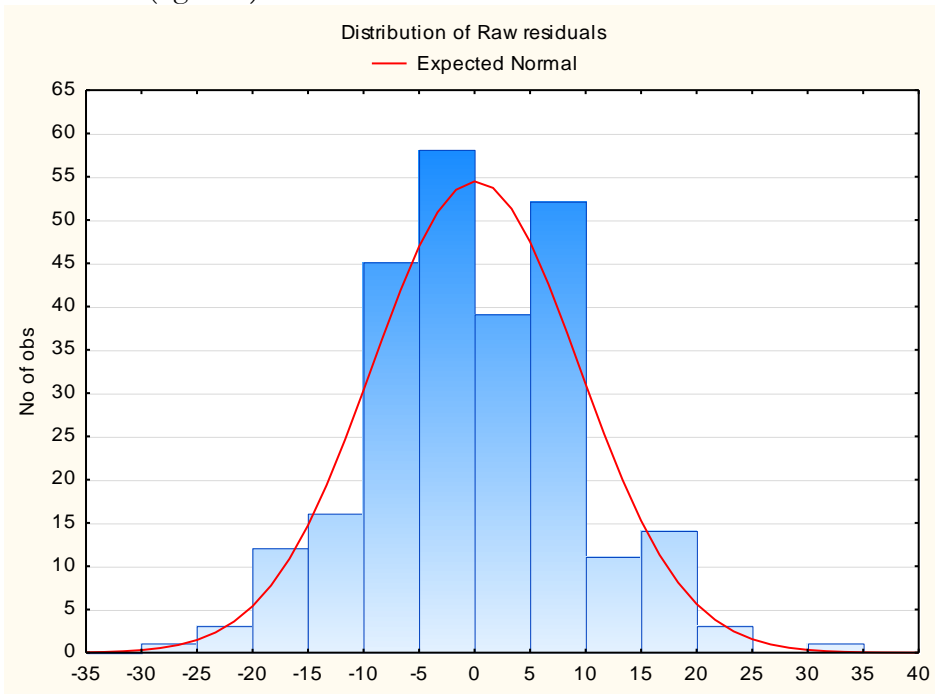


Fig. 2. Distribution of the raw residuals after the analysis of the influential aspects of job satisfaction of police officers

It was also analyzed the job satisfaction correlation (and its various aspects) with the level of physical fitness and other characteristics of respondents (Table 3).

Table 3. Correlation between individual characteristics of respondents and aspects of job satisfaction.

| Indicators | Gender | Age | Job experience | Post | Physical fitness level |
|--|-------------------|-------------------|-------------------|-------------------|------------------------|
| | 1 | 2 | 3 | 4 | 5 |
| satisfaction with wages | r=0.20 p=0.001 | r=0.03 p=0.69 | r=0.04 p=0.54 | r=0.06 p=0.36 | r=0.02 p=0.8 |
| satisfaction with carrier | r=0.04 p=0.55 | r=-0.07 p=0.29 | r=0.04 p=0.51 | r=0.21 p=0.001 | r=0.15 p=0.01 |
| satisfaction with management | r=0.10 p=0.1 | r=0.02 p=0.74 | r=0.05 p=0.45 | r=0.08 p=0.18 | r=0.04 p=0.57 |
| satisfaction with additional benefits | r=0.22 p=0.000 | r=0.03 p=0.59 | r=0.05 p=0.39 | r=0.1 p=0.11 | r=0.06 p=0.37 |
| satisfaction with rewards | r=0.12 p=0.05 | r=0.05 p=0.44 | r=0.09 p=0.17 | r=0.18 p=0.005 | r=0.04 p=0.57 |
| satisfaction with bureaucracy | r=0.19 p=0.002 | r=0.00 p=0.95 | r=0.03 p=0.69 | r=0.08 p=0.21 | r=-0.01 p=0.89 |
| satisfaction with colleagues | r=0.01 p=0.9 | r=-0.03 p=0.63 | r=-0.04 p=0.54 | r=-0.07 p=0.29 | r=0.11 p=0.06 |
| satisfaction with job importance | r=0.14 p=0.02 | r=0.06 p=0.32 | r=0.02 p=0.7 | r=0.07 p=0.28 | r=0.08 p=0.22 |
| satisfaction with communication condition in the squad | r=0.09 p=0.15 | r=0.01 p=0.9 | r=0.05 p=0.39 | r=0.13 p=0.04 | r=0.09 p=0.16 |
| General job satisfaction | r=0.18 p=0.003 | r=0.02 p=0.79 | r=0.06 p=0.35 | r=0.15 p=0.02 | r=0.1 p=0.114 |

Statistical analysis confirmed the abnormal data distribution that reflects the level of physical fitness. Therefore, we apply the Pearson correlation coefficient (Table 3) and Spearman's rank correlation coefficient. Such coefficients are applied to study the correlation between the police officers physical fitness level and their job satisfaction condition. But Spearman's rank correlation coefficient also demonstrated a weak correlation ($r_s = 0.097$).

Multiple regression analysis (beta coefficients are given in column 10 of Table 2) confirms that the level of satisfaction with some aspects of the job (career, management, colleagues and communication condition in the

squad) explains 82.6% of the sample. Such data can be considered the most influential predictors. This corresponds to the study hypothesis.

4. Discussion

The revealed indicators of police officers satisfaction testify to its risk level and the necessity of its constant monitoring. Scientists' conclusions devoted to the aspects of police officers satisfaction and approaches of the law enforcement managers in world leading countries can contribute to solving these important issues. Thus, 50.6% of Ukrainian police officers are dissatisfied with their job (if the 109 points of Spector questionnaire (Spector, 2018) is considered as the limit). The revealed level, in general, corresponds to the similar indicators of job satisfaction of extreme professions in Ukraine. It was found that only 41.7% of the State Criminal Execution Service officers of Ukraine are satisfied with their job. The average value of their job satisfaction was 106 against the mean of 109.8 in police officers (Pekarchuk et al., 2018).

Regarding the satisfaction of certain aspects of the job, the revealed rankings are similar to the results of another study (Pekarchuk et al., 2018) devoted to the job satisfaction of the penitentiary system officers. The criminal-executive service officers are mostly satisfied with colleagues (median 17.5), with job importance (median 16). The officers were the least satisfied with the rewards and additional benefits (median 8).

The high degree of police officer satisfaction with their colleagues (median 16), management (median 18) and the job importance (median 19) was also defined by Lokesh et al. (2016). According to their study, Indian police officers were mostly dissatisfied with job carrier (median 10), bureaucracy (median 11) and rewards (median 12). The stable correlation between the job importance (second place in our ranking) and its satisfaction has recently experimentally confirmed by Getahun et al. (2005).

Correlation matrix (Table 2) confirms the absence of a negative correlation between satisfaction levels and various job aspects. Instead, some studies (Lokesh et al., 2016) revealed a negative correlation between the (dis)satisfaction level with the bureaucracy and the satisfaction condition with all other aspects. It can be explained by certain measures to overcome the paper job applied by the management of the National Police of Ukraine.

The revealed indicators correspond to the trends determined by sociological studies before the start of reforms in Ukraine. Such studies defined that the satisfaction of law enforcement officers is primarily

stipulated by good relations with management and colleagues at the job. But the most important factor of dissatisfaction was wages (Bova, 2016).

The most standard deviation is the estimation of police officers satisfaction with management (5.4) satisfaction with career (4.5) and the communication condition in the squad (4.3). This is stipulated by the fact that these aspects of practice are mainly influenced by subjective factors: interpersonal relations. Satisfaction with the communication condition in the squad is also a variable aspect of the job, which significantly depends on the squad and its management style. This explains a significant standard deviation in the levels of satisfaction with the relevant aspects of the job and coincides with the results of previous studies (Pekarchuk et al., 2018).

The police officers in Ukraine are less satisfied with the job than with management (average means are 108.2 and 117.6 respectively). These results correspond to other studies (Gül et al., 2011; Simmons, 2017).

It was found a weak correlation between job experience in law enforcement agencies and the level of job satisfaction. This corresponds to other studies: US patrol officers after graduation and more than 5 years of job experience were more dissatisfied with the job (Getahun et al., 2005).

The results of the correlation analysis confirmed that the most significant correlation level of the general condition of job satisfaction is with the gender ($r = 0.18$; $p = 0.003$) and post ($r = 0.15$; $p = 0.002$). The correlation between the general condition of job satisfaction with the level of physical fitness ($r = 0.1$ $p = 0.114$) is less expressed. These results were received for the first time and were required further processing: differentiation of the physical fitness level and their comparison with the level of job satisfaction. The level of physical fitness is an important factor in job satisfaction for the police officers involved in critical incidents and to perform tasks with significant physical activity. The importance of this confirmation is emphasized in studies devoted to the influence of significant physical activity in sports (Podrigalo, Galashko, Iermakov, Rovnaya & Bulashev, 2017), physical culture (Kolokoltsev, Iermakov, & Jagiello, 2018), in military officers training (Anatskyi, Kolomiitseva, Cretu & Potop, 2017).

The correlation between age and satisfaction level demonstrates different results. Simmons (2017) determined that the satisfaction level of USA prison staff reduced with age. Instead, in Ukraine "it was revealed that the satisfaction level of respondents increased with age" (Vezhnovets, 2017). In our study, there is no significant influence of age and job experience on the satisfaction level of police officers ($r < 0.1$).

The most notable correlation was found between gender and level of satisfaction with extra benefits ($r = 0.22$; $p = 0.000$), with wages ($r = 0.20$; p

= 0.001), with bureaucracy ($r = 0.19$; $p = 0.002$). Women had higher level of general satisfaction ($r = 0.18$; $p = 0.003$; average mean is 118.4) than men (107.6). These indicators correspond to the results of Simmons (2017). But they are different from the results of Subhiksha et al. (2014) and Abdulla (2009). These authors did not find correlations between the indicators. It can be explained by the peculiarities of the sociological and psychological position of women in Ukrainian society.

Also, there is a significant correlation between the managerial/staff positions and satisfaction with career ($r = 0.21$; $p = 0.001$) and with rewards ($r = 0.18$; $p = 0.005$). The senior police officers had the higher level of general job satisfaction ($r = 0.15$; $p = 0.02$). But the relevant indicators have been studied for the first time and need further processing. We applied the nominative scale, which has a dichotomous character as a "senior position" ("I have staff insubordination"), "ordinary position" ("I have no subordinates"). Therefore, in the future, it is necessary to expand and unify the corresponding scale with the nomenclature of police positions.

It is defined that satisfaction with rewards ($r = 0.83$; $p = 0.000$), satisfaction with the communication condition in the squad ($r = 0.76$; $p = 0.000$), satisfaction with career ($r = 0.76$; $p = 0.000$) mostly influence on the job satisfaction. These results correspond to the revealed satisfaction structure of the domestic penitentiary system officers (Pekarchuk et al., 2018).

The obtained results can be applied by foreign scientists. It is related to the fact that the purpose, functions, and tasks of the police are universal and identical in the developed countries. In this regard, it is necessary to perform further studies devoted to the physical training level of police officers as a potential factor of job satisfaction.

However, our research has unique features. It is related to the fact that the National Police of Ukraine is now in a stage of initial formation. Therefore, the results of the research are drawn professional attention of scientists from developing countries. It is related to the fact that the reform performed in Ukraine has an essential mode: it has changed the basic principles of the law-enforcement institution from the repressive (former police) to the service (modern police). The post-reform indicators of job satisfaction of police officers can be applied to substantiate the mechanism of similar reforms in developing countries.

5. Conclusions

1. The revealed condition and structure of job satisfaction of Ukrainian police officers testify to its risk level and the necessity of its constant monitoring. It is related to aspects of satisfaction with additional benefits and satisfaction with rewards which demonstrated the lowest level.

2. The physical fitness level of the police officers is a reason for leveling the negative stress-factors of their official activities. But we have found a weak correlation with the general condition of job satisfaction. These results were received for the first time and were required further processing: differentiation of the physical fitness level into separate indicators and their comparison with the satisfaction level with various job aspects. The concentration of attention in police officers, whose activity is associated with significant physical loads, warrants further investigation.

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