

Relationship between burnout, job satisfaction and psychological wellbeing in Spanish Civil Guard

Noelia Manuela García-Guirao , Mariano García-Izquierdo , César Augusto Giner-Alegría & José Manuel de Haro García

To cite this article: Noelia Manuela García-Guirao , Mariano García-Izquierdo , César Augusto Giner-Alegría & José Manuel de Haro García (27 Jun 2025): Relationship between burnout, job satisfaction and psychological wellbeing in Spanish Civil Guard, Police Practice and Research, DOI: [10.1080/15614263.2025.2521503](https://doi.org/10.1080/15614263.2025.2521503)

To link to this article: <https://doi.org/10.1080/15614263.2025.2521503>



Published online: 27 Jun 2025.



Submit your article to this journal [↗](#)



View related articles [↗](#)



View Crossmark data [↗](#)

RESEARCH ARTICLE



Relationship between burnout, job satisfaction and psychological wellbeing in Spanish Civil Guard

Noelia Manuela García-Guirao^a, Mariano García-Izquierdo^a, César Augusto Giner-Alegría^b and José Manuel de Haro García^c

^aFacultad de Psicología, Departamento de Psiquiatría y Psicología Social, Universidad de Murcia, Murcia, Spain; ^bCampus de los Jerónimos, Universidad Católica de Murcia (UCAM), Guadalupe, Spain; ^cDepartment of Business Administration, La Gali. Avda Universidad, Miguel Hernández University, Elche-Alicante, Spain

ABSTRACT

This study examines burnout (emotional exhaustion, cynicism, and professional efficacy), job satisfaction, and psychological wellbeing in Spanish Civil Guard officers, analysing their interrelationships and predictive effects. A total of 604 active-duty officers (90.2% male, mean age = 43.3 years) participated, completing online versions of the Maslach Burnout Inventory-General Survey (MBI-GS), the General Health Questionnaire (GHQ-12), and the Overall Job Satisfaction Scale. Results showed that 22.4% exhibited a burnout profile, 39% reported job dissatisfaction, and 36.6% experienced psychological distress. Significant associations emerged among burnout dimensions, job satisfaction, and wellbeing. Emotional exhaustion, job satisfaction, professional efficacy, and age were key wellbeing predictors. Findings highlight the need for targeted interventions to mitigate burnout, improve job satisfaction, and promote officer wellbeing. The study advances theoretical understanding and informs policies to enhance working conditions within policing, contributing to both individual welfare and organisational effectiveness.

ARTICLE HISTORY

Received 27 February 2025
Accepted 12 June 2025

KEYWORDS

Wellbeing; burnout; Spanish Civil Guard; job satisfaction; police profession

Introduction

Work-related stress within the policing profession is a critical issue, primarily due to its negative implications for both the health of officers and the quality of the services they provide Bhowmick and Mulla (2021); Galanis et al. (2021); Foley and Massey (2021); Jackman et al. (2020); Luceño-Moreno et al. (2016).

Interest in this topic has generated a substantial body of research. However, given the unique characteristics of the policing profession and the critical importance of their services, the available studies remain limited (e.g., D. Acquadro et al., 2022; Stenshol et al., 2023). In Spain, research has predominantly focused on other police forces, such as the National Police or Local Police (e.g., Grau-Alberola et al., 2024; Ruiz-Ruano-García et al., 2023), while the Spanish Civil Guard has largely been overlooked. Despite encompassing a total of 81,955 personnel (Government of Spain Gobierno de España, 2023), the

Civil Guard has been underrepresented in research, except in studies addressing the issue of suicide (González Del Campillo et al., 2023).

The Spanish Civil Guard is a professional police force operating under the dual hierarchical authority of the Ministry of Defence and the Ministry of the Interior, distinguished by its unique characteristics compared to the National and Local Police. Its responsibilities encompass a wide range of duties, including public security in rural and suburban areas, traffic safety, arms control, counterterrorism, criminal investigation, gender violence prevention, territorial integrity in maritime, aerial, mountain, and environmental domains, public order maintenance, protection of high-profile individuals, cybercrime prevention, bomb disposal, and building protection.

All these tasks inherently involve significant danger and responsibility, requiring a considerable psychological effort. For instance, working under urgent conditions, maintaining full availability for service, undertaking shift work and night duties, and dealing with conflictual, violent, and distressing situations are clearly identified stressors (Cieślak et al., 2020; Galanis et al., 2021; Sherwood et al., 2019) that can have a detrimental impact on the psychological health of police officers (Allison et al., 2019; Demou et al., 2020; Gavin & Porter, 2024; Jackman et al., 2020; Juniper et al., 2010; Martinuseen et al., 2007).

One of the most extensively studied consequences of police work is burnout (Grau-Alberola et al., 2024; Ruiz-Ruano-García et al., 2023; Russell, 2014). Burnout is a chronic response to occupational stress that manifests as a three-dimensional syndrome comprising emotional exhaustion, cynicism, and professional inefficacy (Maslach, 2017). It affects the individual domain through feelings of emotional depletion due to interpersonal relationships; the social domain through cynicism, expressed as a distant attitude towards work, its objects, and colleagues; and the professional domain, via a sense of inefficacy or perceived inability to perform tasks adequately and competently. Burnout has severe consequences that are reflected in various psychological wellbeing issues (Bakker & de Vries, 2020).

The working conditions of police officers have also been highlighted as playing a crucial role in both job satisfaction and psychological wellbeing (Alves et al., 2023; Brady & King, 2018; Grau-Alberola et al., 2024; Miles-Johnson & Pickering, 2017).

Job satisfaction is defined as a positive affective response towards one's work, stemming from the worker's perception of their job experiences (Locke, 1976), and it has garnered considerable attention for its relationships with the dimensions of burnout. Findings indicate significant negative correlations with emotional exhaustion and cynicism, and positive correlations with professional efficacy (Gómez-Perdomo et al., 2017). Moreover, evidence suggests that job satisfaction can be considered a precursor or predictor of burnout (Tarcan et al., 2017). Job satisfaction has also been significantly linked to wellbeing (Luceño-Moreno et al., 2021; Shirom et al., 2005; Violanti & Aron, 1994), which is understood as an individual's cognitive and affective evaluation of life, including its work-related dimension (Diener, 2000; Lamers et al., 2011), and is conceptually opposed to psychological distress (Topp et al., 2015).

Various studies indicate that police officers report lower wellbeing scores compared to other professionals. Furthermore, burnout is associated with indicators of diminished wellbeing, such as psychosomatic complaints, anxious and depressive symptoms, and absenteeism (Aronsson et al., 2017; Deligkaris et al., 2014; Jackman

et al., 2020; Kula, 2017; Luceño-Moreno et al., 2021; McCarty et al., 2019; Queirós et al., 2020; Salvagioni et al., 2017; Schaufeli et al., 2020).

The Job Demands-Resources (JD-R) model (Bakker & de Vries, 2020; Bakker & Demerouti, 2013, 2018) has been widely used to explain burnout and wellbeing in studies involving police professionals across different countries (D. M. Acquadro et al., 2020; Hu et al., 2017; Lambert et al., 2022; Raper et al., 2020; Zhou et al., 2020). According to this model, job demands can be considered stressors when they require sustained physical and/or mental effort from employees to achieve certain performance levels. Resources, on the other hand, are physical, psychosocial, or organisational factors that can mitigate the strain of demands; in other words, they can reduce the perception of demands and, consequently, the associated negative responses. In summary, the JD-R model suggests that unless there is a combination of high demands and high resources, maladaptive outcomes, such as burnout and distress, are likely to occur.

The JD-R model provides a comprehensive framework for understanding how job demands (e.g., shift work, emergencies, exposure to workplace violence) and available resources (organizational support, autonomy, coping strategies) interact to influence health outcomes. In this context, burnout may arise when demands exceed resources, while high levels of resources can promote well-being and job satisfaction.

As noted earlier, there are no studies specifically addressing occupational stress within the Spanish Civil Guard. Furthermore, no research in other police forces has examined burnout, job satisfaction, and wellbeing collectively.

Given these considerations and the existing research evidence, the aim of this study is twofold. Firstly, to assess burnout (emotional exhaustion, cynicism, and professional efficacy), job satisfaction, and wellbeing, and to analyse the relationships among these variables. Secondly, to determine the predictive effect of the three dimensions of burnout and job satisfaction on wellbeing within a representative sample of the Spanish Civil Guard.

Method

Participants

A non-probabilistic, purposive sampling method was used. The theoretical population of the study consisted of all active members of the Civil Guard at the time of the study, totaling 81,955 individuals. The minimum sample size (n) was set at 383 participants, assuming a maximum allowable margin of error of 5%, a 95% confidence level, and maximum variance ($p = q = .5$).

A total of 604 active-duty Civil Guard officers participated in the study, with a margin of error of 3.97% at a 95% confidence level. The sample included 545 men (90.2%) and 59 women (9.8%), aged between 24 and 63 years, with a mean age of 43.3 years ($SD = 7.3$). Of the participants, 78.6% were in a relationship. A total of 85.9% had completed secondary education (high school), and 4.8% held university degrees. The average length of service was 21.1 years ($SD = 9.1$; range: 18–45), with an average tenure of 10 years in their current position ($SD = 7.1$; range: 1–35). Regarding rank, 81.5% were officers without supervisory responsibilities, while 19.2% held command positions.

Procedure

Firstly, permission to conduct the study was obtained from the relevant authorities and commanding officers of the Spanish Civil Guard. Subsequently, contact was made with the eleven associations registered in the Professional Associations Registry of Civil Guard Officers in Spain, and the purpose of the research was explained to them. The questionnaire was distributed via an online platform (Google Forms), managed by the collaborating associations, and was freely accessible to their members. Anonymity, informed consent, and personal data protection were ensured. The first screen of the form outlined the study's objectives, the voluntary nature of participation, and the confidential handling of information. Participation was not financially compensated. Since the survey link was open, it was not possible to determine the response rate.

To ensure comprehension of the content, accessible language was used, and only instruments previously validated in Spanish populations were applied.

Instruments

To estimate burnout, the Maslach Burnout Inventory – General Survey (MBI-GS) was applied using the Spanish version by Salanova et al. (2000). This scale consists of 15 items distributed across three subscales: emotional exhaustion (5 items), cynicism (4 items), and professional efficacy (6 items), with a 7-point Likert response scale ranging from 0 (never) to 6 (always). An example item is, 'I feel emotionally drained from my work' (item 1). Subscale scores were calculated by averaging the items within each subscale. High scores on emotional exhaustion and cynicism combined with low scores on professional efficacy are indicative of a burnout profile (Salanova et al., 2000). To establish cut-off points for identifying this profile, we used the norms proposed by Bresó et al. (2007), regrouping the original six levels into three: low (very low and low), medium (moderately low and moderately high), and high (high and very high). According to the criteria outlined above, we consider a high level of emotional exhaustion as a mean score of 2.9 or higher, a high level of cynicism as a mean score of 2.26 or higher, and a low level of professional efficacy as a mean score of 3.83 or lower. The internal consistency (Cronbach's alpha) obtained in this study was .94 for emotional exhaustion, .86 for cynicism, and .81 for professional efficacy.

The *Overall Job Satisfaction Scale* developed by Warr et al. (1979), in its Spanish adaptation by Pérez-Bilbao and Fidalgo (1995), was used to assess job satisfaction. This scale comprises 15 items with a 7-point Likert response system ranging from 1 (very dissatisfied) to 7 (very satisfied). An example item is, 'To what extent are you satisfied with the physical conditions of your workplace?' (Item 1). The internal consistency (Cronbach's alpha) was .92.

To evaluate psychological wellbeing, the *General Health Questionnaire* (GHQ-12) by Goldberg and Williams (1988) was used, based on the Spanish adaptation by Rocha et al. (2011). This scale assesses self-perceived health, i.e., the individual's evaluation of their general state of wellbeing, particularly regarding the presence of specific emotional states. It consists of 12 items (e.g., 'Have you felt constantly under strain?' item 5). Responses were recorded on a 4-point Likert scale ranging from 1 (not at all) to 4 (much more than

usual). It is important to note that higher scores indicate distress or poorer psychological health. The internal consistency (Cronbach's α) was .90.

Sociodemographic and occupational data were also collected, including gender, age, tenure within the organisation, and hierarchical level.

Data analysis

The statistical analysis was conducted using SPSS version 25 (SPSS, IBM Corp., Armonk, NY, U.S.A.). Firstly, descriptive statistics were calculated for all variables. Secondly, internal consistency of the scales, correlation analyses, and mean differences based on the sociodemographic and occupational variables were examined. For comparisons of means between two groups, the Student's t -test was applied after verifying the assumptions of normality (Kolmogorov-Smirnov test) and homogeneity of variances (Levene's test). For comparisons involving more than two groups, ANOVA was performed.

Effect sizes were calculated using Cohen's d or partial η^2 (eta squared), depending on the statistical test conducted.

A stepwise linear regression analysis was performed to determine the percentages of variance in wellbeing explained by the dimensions of burnout and job satisfaction. In the first step, gender and age were included as predictors; in the second step, the three dimensions of burnout; and in the third step, job satisfaction. Prior to these analyses, and to ensure the validity of the procedure, the assumptions of independence, homoscedasticity, and non-collinearity in the regression model were tested.

Results

According to the normative data for evaluating burnout in the Spanish population provided by Bresó et al. (2007), 34.9% of the sample ($n = 310$) exhibited high levels of emotional exhaustion, and 53.6% ($n = 324$) showed high levels of cynicism, while 46.5% ($n = 281$) reported low levels of professional efficacy (see Table 1), and the 22.4% of the sample ($n = 135$) presented a burnout profile.

Table 2 presents the average results for each dimension of burnout obtained in this study, alongside those of the general population according to the normative data provided by Bresó et al. (2007). Statistically significant differences were found in the dimensions of emotional exhaustion and cynicism; specifically, the results indicate higher values for emotional exhaustion and cynicism compared to those observed in the general population, whereas no differences were found in the dimension of professional efficacy.

Regarding job satisfaction, the mean score was 57.9 ($SD = 18.75$), indicating a moderate level of satisfaction but significantly lower ($t = -18.10$; $p < .001$) than the

Table 1. Percentages of low, medium, and high levels for each dimension of burnout according to the normative data of the MBI-GS by Bresó et al. (2007).

Burnout dimensions	Low level	Medium level	High level
Emotional exhaustion	51.4%	13.7%	34.9%
Cynism	23.23%	23.2%	53.6%
Professional efficacy	46.5%	25.3%	28.1%

Table 2. Comparative analysis of mean differences, standard deviations, and significance tests in burnout dimensions and job satisfaction: general Spanish population vs. civil guard.

	Means and (SD)		Mean differences	t-Test	
	General population	Civil Guard		t	Cohen's d
Emotional exhaustion	2.12 (1.23)	2.39 (1.60)	-0.27	-4.38**	-0.20
Cynism	1.50 (1.30)	2.69 (1.62)	-1.19	-18.51**	-0.86
Professional efficacy	4.45 (0.90)	4.46 (1.04)	-0.01	-0.23	-0.01
Job satisfaction	70.53 (15.42)	57.9 (18.75)	-12.63	-18.10**	0.70

SD: standard deviation; ** $p < .001$.

Table 3. Mean, standard deviation, correlations, and Cronbach's alpha (on the diagonal) of the main variables in the study.

	Mean	SD	1	2	3	4	5	6	7
1. Age	43.3	21.1	-						
2. Tenure	21.1	9.1	.78	-					
3. Emotional exhaustion	2.38	1.6	.01	.02	.94				
4. Cynism	2.69	1.62	-.02	-.01	.73**	.86			
5. Professional efficacy	4.45	1.04	-.21*	-.03	-.45**	-.49**	.81		
6. Job satisfaction	3.86	1.25	-.05	-.05	-.60**	-.63**	.51**	.92	
7. Wellbeing	2.38	.58	-.21*	-.18	-.61**	-.53**	.52**	.54**	.90

SD: standard deviation; * $p < .005$; ** $p < .001$.

normative value for the general population (70.53; $SD = 15.42$) provided by Pérez-Bilbao and Fidalgo (1995). When calculating the percentages of high and low responses, 23% of participants reported satisfaction, while 39% expressed job dissatisfaction.

For wellbeing, a mean score of 2.38 ($SD = .58$) was obtained. According to the cut-off point (>3) proposed by Lobo and Muñoz (1996), 63.4% of participants reported psychological distress.

No statistically significant differences were found between men and women across the different dimensions of burnout, job satisfaction, and wellbeing.

As shown in Table 3, statistically significant correlations were found among all the main variables of the study, aligning with theoretical expectations. Additionally, negative correlations were observed between age and professional efficacy, and between age and wellbeing, indicating that higher age is associated with lower efficacy and wellbeing.

To examine how the dimensions of burnout and job satisfaction predict wellbeing, a hierarchical multiple regression analysis was conducted. Prior to this, the assumptions of independence, homoscedasticity, and non-collinearity for the regression model were assessed. The data confirmed the validity of the procedure.

The results of the regression analysis are presented in Table 4. Age was found to have an indirect effect, meaning that higher age is associated with greater psychological distress. When the three dimensions of burnout were introduced, the resulting model explained 46% of the variance, with the following statistically significant predictors: emotional exhaustion exerted an indirect effect, and professional efficacy a direct effect, while age retained its indirect effect. Finally, job satisfaction was added to the model, producing a statistically significant positive increase of 1.1%, bringing the total explained variance to 47.1%.

Table 4. Results of the hierarchical regression analysis. Effect of the three dimensions of burnout and job satisfaction on wellbeing.

Predictor	Step 1			Step 2			Step 3		
	<i>B</i> (<i>SE</i>)	<i>Beta</i>	<i>t</i>	<i>B</i> (<i>SE</i>)	<i>Beta</i>	<i>t</i>	<i>B</i> (<i>SE</i>)	<i>Beta</i>	<i>t</i>
Sex	-.23 (1.13)	-.01	-0.20	-.46 (.085)	-.02	-0.55	-.70 (.84)	-.03	-0.83
Age	-.15 (.05)	-.14	-3.22**	-.11 (.04)	-.10	-3.05**	-.12 (.04)	-.11	-3.38**
Emotional exhaustion				-.45 (.05)	-.45	-9.96**	-.41 (.05)	-.41	-8.93**
Cynism				-.08 (.05)	-.08	-1.80	-.03 (.05)	-.03	-0.63
Professional efficacy				.32 (.05)	.25	7.22**	.27 (.05)	.22	5.94**
Job satisfaction							.07 (.02)	.16	3.77**
R ² (%)	2.40			46			47.1		
ΔR ² (%)				43.6**			1.1**		
Model	F(2.60) = 3.91, <i>p</i> = 0.002			F(5.60) = 64.97, <i>p</i> < .001			F(6.60) = 60.61, <i>p</i> < .001		

B: regression coefficient. *SE*: standard error. *Beta*: standardised regression coefficient. ***p* < .001.

Discussion

The aim of this study was to evaluate and analyse burnout, job satisfaction, and wellbeing, and to examine whether the dimensions of burnout and job satisfaction predict wellbeing in a sample of active members of the Spanish Civil Guard.

Of the total participants, 22.4% met the criteria for the burnout profile (high scores in emotional exhaustion, high scores in cynicism, and low scores in professional efficacy). Additionally, 34.9% of participants scored high in emotional exhaustion, 53.6% in cynicism, and 46.9% in low professional efficacy. The percentages observed for emotional exhaustion and cynicism in the Civil Guard sample were significantly higher than those reported in the general population. This could be interpreted as confirmation of the stressful characteristics of this profession.

Several studies conducted on Spanish police officers may provide context for these findings. For instance, Ruiz-Ruano-García et al. (2023), in a sample of 323 local police officers, found that 36.2% exhibited a profile consistent with a risk of burnout. Additionally, 46.13% scored high in emotional exhaustion, 53.25% in cynicism, and 41.8% in low professional efficacy. De la Fuente et al. (2013) reported that 26.2% of their sample exhibited high levels of emotional exhaustion, while 26.7% showed high levels of depersonalisation.

Furthermore, findings from studies in other countries may shed additional light on these results. In the United States, research on municipal police officers indicated that 20–26% presented critical levels of burnout, figures like those observed in this study (McCarty et al., 2019). In Sweden, a study on local police officers reported that 16% met the criteria for burnout, with 23% exhibiting high emotional exhaustion and 28% high cynicism (Backteman-Erlanson et al., 2012). Finally, Anders et al. (2022), in a sample of police officers, found that 16% met the criteria for the burnout profile, with 23% showing high levels of emotional exhaustion.

Statistically significant and negative associations were found between age and both professional efficacy and wellbeing. According to these results, as age increases, professional efficacy, and wellbeing decrease. These findings are consistent with those reported by Violanti et al. (2017) and Backteman-Erlanson et al. (2012), but not with others, such as Aguayo et al. (2017), or Shoji et al. (2015), who suggest that age may mitigate burnout.

On the other hand, Durán et al. (2006) and Ruiz-Ruano-García et al. (2023) found no relationship between burnout and age.

No differences were observed in the main variables between men and women, a finding that aligns with previous studies in police (e.g., Aguayo et al., 2017; Ruiz-Ruano-García et al., 2023; Valieiev et al., 2019; Violanti et al., 2017).

Similarly, no differences were found based on marital status, defined as living with or without a partner, which is consistent with the findings of Garbarino et al. (2013). However, other studies, such as those by Fyhn et al. (2016), Backteman-Erlanson et al. (2012), and Ruiz-Ruano-García et al. (2023), did find differences, indicating that individuals without a partner exhibit higher level of burnout. Likewise, no significant relationships were found between job tenure and burnout, a result that aligns with the findings of Ruiz-Ruano-García et al. (2023).

Participants reported significantly lower job satisfaction compared to the general population. Additionally, 39% of the agents indicated job dissatisfaction, a figure like the 36.9% reported by Grau-Alberola et al. (2024). Results from other studies conducted on police officers in different countries are comparable. For instance, in Turkey, Kula (2017) found that 35% of police officers reported job dissatisfaction. In South Korea, Yun et al. (2015) identified that 28% of police officers exhibited low levels of job satisfaction, a lower proportion than that observed in this study.

A total of 63.4% of participants in this study reported psychological distress. These figures contrast with those of Hansson et al. (2017) in Sweden, who reported that 28.5% of police officers experienced distress, as well as with the results of Demou et al. (2020), whose sample of Scottish police officers showed that 50% experienced concerning levels of stress and symptoms related to psychological wellbeing. Similarly, Lawson et al. (2012) found that 45% of Australian police officers reported significant psychological distress.

The three dimensions of burnout, job satisfaction, and wellbeing were significantly associated. These findings are consistent with previous studies (Purba & Demou, 2019; Yun et al., 2015).

Regarding the prediction of wellbeing, the regression analysis revealed significant main effects for age, emotional exhaustion, professional efficacy, and job satisfaction. Specifically, high levels of emotional exhaustion were associated with greater age and poorer wellbeing, while high levels of professional efficacy and job satisfaction were associated with better wellbeing.

Theoretical and applied implications of the findings

The results support the JD-R model, indicating that in a setting such as the Civil Guard, the impact of high job demands (such as emotional exhaustion) is associated with greater psychological distress, while personal resources (such as professional efficacy) are linked to higher levels of psychological well-being. Additionally, the finding that job satisfaction has an incremental effect in predicting psychological well-being suggests that resources not only buffer the impact of demands but may also have a direct positive effect on psychological well-being. In future research, it would be relevant to include personal resources (such as resilience or perceived self-efficacy), as proposed by the recent developments of the JD-R model, to enhance its explanatory power in the law enforcement context.

According to the model, job demands could be modified, and employees could leverage their personal resources to cope with work-related demands. Personal resources refer to beliefs about the degree of control an individual has over their work environment (Hobfoll et al., 2003). Like job resources, personal resources such as optimism, self-efficacy, and resilience are motivating factors because they help employees achieve their work goals. Considering this, as well as the specific characteristics of the study sample, several ideas can be proposed regarding human resources policies and occupational risk prevention to mitigate the problem.

From a practical perspective, the information obtained provides guidance for interventions aimed at improving the quality of life of officers. One effective way to prevent burnout is to detect symptoms at an early stage, as the results have shown that the burnout profile, as well as high scores in emotional exhaustion and low scores in professional efficacy, are predictors of distress (Maslach, 2017; Schaufeli et al., 2020).

From a preventive standpoint, and in line with Kelloway et al. (2023), the first consideration is that departments responsible for occupational health (human resources management and occupational risk prevention) should aim to design healthier work environments. Priority should be given to primary interventions, understood as actions aimed at eliminating or reducing work-related risk factors at their source. Chronic work stress (burnout), as a psychosocial risk, is detectable and can be prevented through the assessment of demands or psychosocial risk factors. While this issue should be prioritised, careful consideration must also be given to the challenges posed by the inherent characteristics of the policing profession and the tasks officers are required to perform.

The second line of action should focus on secondary intervention, which involves strengthening personal resources and promoting strategies for effectively managing work-related stress and burnout Galanis et al. (2021). Specific programmes tailored to the unique characteristics of this professional group would be advisable, such as training and informational initiatives aimed at addressing burnout and job dissatisfaction, which would also contribute to improving overall wellbeing. Stress management programmes using cognitive techniques, relaxation methods, or the development of personal resources such as resilience may also be highly beneficial (Márquez et al., 2021; Trombka et al., 2021). Additionally, training in health-oriented leadership development could further support these efforts (Santa Maria et al., 2021).

Lastly, institutional support interventions should not be overlooked for the recovery and adaptation of individuals who have suffered or are suffering from psychosocial harm related to work-related stress (Issa, 2013; Nielsen et al., 2018).

Complementing the above, and in line with Ogińska and Juczyński (2021), interventions should progress through the following stages: raising awareness about the importance of burnout, job satisfaction, and wellbeing; conducting assessments to identify levels of risk for burnout, job satisfaction, and wellbeing; setting intervention goals and selecting appropriate preventive strategies; implementing the selected interventions for managing work-related stress and burnout; and, finally, evaluating the impact of these strategies and interventions on work-related stress and burnout, job satisfaction, and improved wellbeing.

In summary, practical recommendations include improving the working conditions of the Spanish Civil Guard by reducing excessive demands and increasing organisational resources, such as accessible psychological support and wellbeing programmes. It is

suggested to train officers in stress management strategies, such as resilience and mindfulness, as well as to train leaders in health-oriented leadership styles. Periodic evaluations are also recommended for early detection of burnout, alongside the development of intervention protocols, and fostering an organisational culture centred on wellbeing, with policies for recognition, participation, and post-incident support for those exposed to traumatic events. These measures aim to improve not only the quality of life of officers but also the effectiveness of the services they provide.

Limitations

This study is not without limitations, which should be considered when interpreting the results. The absence of studies examining the variables analysed in the Spanish Civil Guard meant that it was necessary to rely on findings from research conducted with other police forces, which differ significantly in both structure and daily work activities. This also limits the generalisability of the findings to other police groups. Therefore, the results of these comparisons should be interpreted with caution.

Secondly, the data were collected through self-report measures. This approach may increase social desirability bias; however, to minimise this issue, the questionnaires were administered online, and participants were explicitly asked to provide honest responses (Podsakoff et al., 2012).

Thirdly, a potential limitation is the recruitment through professional associations, which may have introduced self-selection bias. Participants might have been more sensitized to issues like burnout or well-being, possibly affecting response patterns. This should be considered when interpreting the findings.

Finally, the cross-sectional design of the study only allows for the identification of associations between variables, without the ability to establish causal relationships. Longitudinal studies (e.g., Hu et al., 2017; Rohwer et al., 2022) could adequately address this limitation.

Directions for future research

Future lines of research should focus on the Spanish Civil Guard, a specific population with distinctive characteristics of significant social relevance, despite being difficult to access.

First, although age and gender were included as predictors, other sociodemographic variables – such as years of service, marital status, rank, or type of unit – may act as confounding variables, and future studies should consider including them as covariates to refine explanatory models. Furthermore, exploring mediating effects – for example, the role of resilience or job satisfaction as intermediate variables between components of burnout and well-being – is proposed as a line of future research. This approach would provide a more dynamic and complex understanding of the psychological processes involved.

There is also a need for research conducted in different countries to address the question of which job demands and resources are associated with burnout and whether these associations vary across countries or cultures. Furthermore, it would be valuable to employ more sophisticated research designs that enable causal relationships to be established.

Finally, the need for studies on preventive interventions and their effectiveness is evident, as there is very little research on this aspect (Ogińska & Juczyński, 2021).

Conclusions

The results reveal high percentages of burnout, job dissatisfaction, and psychological distress within the Spanish Civil Guard, a professional police force that had not been previously evaluated. The predictors of wellbeing were emotional exhaustion, job satisfaction, professional efficacy, and age.

It has rarely been acknowledged that these officers are also ‘workers’ who operate in defence of the lives, integrity, and health of the general population, as well as the effectiveness of their rights. However, they do so under very particular conditions as ‘public servants,’ and their wellbeing directly impacts the quality of the services they provide within a highly hierarchical and closed organisation.

The findings contribute to a better understanding of the burnout problem in this police force and emphasise the importance of preventive interventions. These measures are particularly significant, as early recognition of burnout is a crucial step in reducing the likelihood of other negative outcomes, such as job dissatisfaction and psychological distress.

Policymakers responsible for managing personnel within the Spanish Civil Guard must pay continuous attention to the health of their officers. In this regard, it would be advisable for the institution to adopt a ‘healthy organisation’ perspective centred on improving the quality of life of its members.

Acknowledgement

The authors wish to express their sincere gratitude to the professional associations of Civil Guards that contributed to the completion of the study.

Author contributions

CRedit: **Noelia Manuela García-Guirao:** Conceptualization, Formal analysis, Investigation, Methodology; **Mariano García-Izquierdo:** Conceptualization, Investigation, Methodology, Supervision; **César Augusto Giner-Alegría:** Conceptualization, Investigation; **José Manuel de Haro García:** Supervision, Methodology.

Disclosure statement

No potential conflict of interest was reported by the author(s).

Notes on contributors

Noelia Manuela García-Guirao is an Associate Professor at the Faculty of Psychology, University of Murcia, within the Department of Psychiatry and Social Psychology. She holds a PhD in Work Psychology and is a certified Expert Witness in Occupational Risk Prevention. Her research focuses on occupational health, workplace risk prevention, and improving working conditions. She has published in specialized journals, particularly on psychosocial risk factors and suicide prevention in occupational settings.

Mariano García-Izquierdo is a Full Professor of Work and Organizational Psychology at the University of Murcia (Spain). He serves as the director of the Department of Psychiatry and Social Psychology at the same university and leads the Master's program in Human Resources at ENAE Business School. With over 30 years of academic and professional experience, he has published more than 100 articles in high-impact journals and authored five books. His expertise focuses on organizational behavior, human resource systems, and occupational health, with specific emphasis on talent management, employee well-being, and burnout prevention.

César Augusto Giner-Alegría is an Associate Professor at the Universidad Católica de Murcia (UCAM), serving as the Secretary of the Faculty of Law. He holds a PhD in Criminology and Psychology and has authored works such as “Aproximación Psicológica de la Victimología. His teaching portfolio includes subjects like victimology, criminal psychopathology and forensic psychology. Dr. Giner-Alegría's research interests focus on victimology, forensic psychology, and criminal behavior analysis.

José Manuel de Haro García is a Lecturer at Miguel Hernández University of Elche, specializing in strategic management, organizational behavior, and human resource systems. With a Ph.D. in Psychology and over 35 years of experience spanning academia, public administration, and multinational corporations, he has authored numerous publications in prestigious journals, including *The International Journal of Human Resource Management*, *Journal of Vocational Behavior*, and *Journal of Career Assessment*. His primary research interests lie in talent development, competency management, and the interplay between emotional intelligence and professional success.

Data availability statement

The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

Ethical considerations

This study was approved by the Ethics Committee of the University of Murcia (ID 3545/2021). All study data were processed in compliance with Spanish data protection legislation.

References

- Acquadro, D., Magnavita, N., & Garbarino, S. (2022). Identifying Organizational stressors that could Be a source of discomfort in police officers: A thematic review. *International Journal of Environmental Research and Public Health*, 19(6), Article 6. 3720. <https://doi.org/10.3390/ijerph19063720>
- Acquadro, D. M., Zito, M., & Colombo, L. (2020). Secondary traumatic stress in Italian police officers: The role of job demands and job resources. *Frontiers in Psychology*, 11, 1435. <https://doi.org/10.3389/fpsyg.2020.01435>
- Aguayo, R., Vargas, C., Cañadas, G. R., & De la Fuente, E. I. (2017). ¿Están los factores sociodemográficos asociados al síndrome de burnout en policías?: Un metaanálisis correlacional. *Anales de Psicología*, 33(2), 383–392. <https://doi.org/10.6018/analesps.33.2.260391>
- Allison, P., Mnatsakanova, A., McCanlies, E., Fekedulegn, D., Hartley, T. A., Andrew, M. E., & Violanti, J. M. (2019). Police stress and depressive symptoms: Role of coping and hardiness. *Policing an International Journal*, 43(2), 247–261. <https://doi.org/10.1108/pijpsm-04-2019-0055>
- Alves, L., Abreo, L., Petkari, E., & Pinto da Costa, M. (2023). Psychosocial risk and protective factors associated with burnout in police officers: A systematic review. *Journal of Affective Disorders*, 1(332), 283–298. <https://doi.org/10.1016/j.jad.2023.03.081>

- Anders, R., Willemin-Petignat, L., Rolli Salathé, C., Samson, A. C., & Putois, B. (2022). Profiling police forces against stress: Risk and protective factors for post-traumatic stress disorder and burnout in police officers. *International Journal of Environmental Research and Public Health*, 19(15), 9218. <https://doi.org/10.3390/ijerph19159218>
- Aronsson, G., Theorell, T., Grape, T., Hammarström, A., Hogstedt, C., Marteinsdottir, I., Skoog, I., Träskman-Bendz, L., & Hall, C. (2017). A systematic review including meta-analysis of work environment and burnout symptoms. *BMC Public Health*, 17(1), 264. <https://doi.org/10.1186/s12889-017-4153-7>
- Backteman-Erlanson, S., Padyab, M., & Brulin, C. (2012). Prevalence of burnout and associations with psychosocial work environment, physical strain, and stress of conscience among Swedish female and male police personnel. *Police Practice & Research*, 14(6), 491–505. <https://doi.org/10.1080/15614263.2012.736719>
- Bakker, A. B., & Demerouti, E. (2013). Job demands-resources model. *Journal of Work and Organizational Psychology*, 29(3), 107–115. <https://doi.org/10.5093/tr2013a16>
- Bakker, A. B., & Demerouti, E. (2018). Multiple levels in job demands-resources theory: Implications for employee well-being and performance. In E. Diener, S. Oishi, & L. Tay (Eds.), *Handbook of well-being* (pp. 1–13). DEF Publishers.
- Bakker, A. B., & de Vries, J. D. (2020). Job Demands-Resources theory and self-regulation: New explanations and remedies for job burnout. *Anxiety, Stress, & Coping*, 34(1), 1–21. <https://doi.org/10.1080/10615806.2020.1797695>
- Bhowmick, S., & Mulla, Z. (2021). Who gets burnout and when? The role of personality, job control, and organizational identification in predicting burnout among police officers. *Journal of Police and Criminal Psychology*, 36(2), 243–255. <https://doi.org/10.1007/s11896-020-09407-w>
- Brady, P. Q., & King, W. R. (2018). Brass satisfaction: Identifying the personal and work-related factors associated with job satisfaction among police chiefs. *Police Quarterly*, 21(2), 250–277. <https://doi.org/10.1177/1098611118759475>
- Bresó, E., Salanova, M., Schaufeli, W., & Nogareda, C. (2007). *NTP 732: Síndrome de estar quemado por el trabajo Burnout (III): Instrumento de medición*. INSH, Notas Técnicas de Prevención. <https://www.insst.es/documentacion/colecciones-tecnicas/ntp-notas-tecnicas-de-prevencion/21-serie-ntp-numeros-716-a-750-ano-2006/ntp-732-sindrome-de-estar-quemado-por-el-trabajo-burnout-iii-instrumento-de-medicion>
- Cieślak, I., Kielan, A., Olejniczak, D., Panczyk, M., Jaworski, M., Gałązkowski, R., Pękała, J. R., Iwanow, L., Zarzeka, A., Gotlib, J., & Mikos, M. (2020). Stress at work: The case of municipal police officers. *Work*, 65(1), 145–152. <https://doi.org/10.3233/WOR-193067>
- De la Fuente, E. I., Aguayo, R., Vargas, C., & Cañadas, G. R. (2013). Prevalence and risk factors of burnout syndrome among Spanish police officers. *Psicothema*, 25(4), 488–493. <https://doi.org/10.7334/psicothema2013.81>
- Deligkaris, P., Panagopoulou, E., Montgomery, A., & Masoura, E. (2014). Job burnout and cognitive functioning: A systematic review. *Work and Stress*, 28(2), 107–123. <https://doi.org/10.1080/02678373.2014.909545>
- Demou, E., Hale, H., & Hunt, K. (2020). Understanding the mental health and wellbeing needs of police officers and staff in Scotland. *Police Practice & Research: An International Journal*, 21(6), 702–716. <https://doi.org/10.1080/15614263.2020.1772782>
- Diener, E. (2000). Subjective well-being: The science of happiness and a proposal for a national index. *American Psychologist*, 55(1), 34–43. <https://doi.org/10.1037/0003-066X.55.1.34>
- Durán, M. A., Montalbán, F. M., & Stangeland, P. (2006). El síndrome de estar quemado en la policía: perfil de incidencia e influencia de factores sociodemográficos. *Revista de Psicología Social*, 21(1), 95–107. <https://doi.org/10.1174/021347406775322205>
- Foley, J., & Massey, K. L. D. (2021). The ‘cost’ of caring in policing: From burnout to PTSD in police officers in England and Wales. *The Police Journal*, 94(3), 298–315. <https://doi.org/10.1177/0032258X20917442>
- Fyhn, T., Fjell, K. K., & Johnsen, B. H. (2016). Resilience factors among police investigators: Hardiness-commitment a unique contributor. *Journal of Police and Criminal Psychology*, 31(4), 261–269. <https://doi.org/10.1007/s11896-015-9181-6>

- Galanis, P., Fragkou, D., & Katsoulas, T. A. (2021). Risk factors for stress among police officers: A systematic literature review. *Work*, 68(4), 1255–1272. <https://doi.org/10.3233/WOR-213455>
- Garbarino, S., Cuomo, G., Chiorri, C., & Magnavita, N. (2013). Association of work-related stress with mental health problems in a special police force unit. *BMJ Open*, 3(7), e002791. <https://doi.org/10.1136/bmjopen-2013-002791>
- Gavin, P., & Porter, C. N. (2024). Understanding the impact of organisational and operational stressors on the mental health of police officers in Ireland. *Police Practice & Research*, 26(1), 90–100. <https://doi.org/10.1080/15614263.2024.2364247>
- Goldberg, D. P., & Williams, P. (1988). *A user's guide to the General Health Questionnaire*. Nfer-Nelson.
- Gómez-Perdomo, G. E., Meneses-Higuita, A. H., & Palacio-Montes, M. C. (2017). La satisfacción laboral y el capital psicológico: factores que influyen en el síndrome de burnout. *Ansiedad and Estrés*, 23(2–3), 71–75. <https://doi.org/10.1016/j.anyes.2017.09.002>
- González Del Campillo, A., Moya, A. M., Florido, B. J., & González, J. L. (2023). Tipología del agente de la Guardia Civil que se suicida. *Behavior & Law Journal*, 9(1). <https://doi.org/10.47442/blj.2023.107>
- Government of Spain (Gobierno de España). (2023). Spain reaches record high number of national police and civil guard officers. Moncloa. https://www.lamoncloa.gob.es/serviciosdeprensa/nota_sprensa/interior/paginas/2023/290623-espana-maximo-historico-agentes-policia.aspx
- Grau-Alberola, E., Berlanga-Sánchez, A., & Figueiredo-Ferraz, H. (2024). Psychosocial risks and their consequences on health and job satisfaction among Spanish police officers. *Anales del sistema sanitario de Navarra*, 47(1), e1058. <https://doi.org/10.23938/ASSN.1058>
- Hansson, J., Hurtig, A. K., Lauritz, L. E., & Padyab, M. (2017). Swedish police officers' job and strain, work-related social support and general mental health. *Journal of Police and Criminal Psychology*, 32(2), 128–137. <https://doi.org/10.1007/s11896-016-9202-0>
- Hobfoll, S. E., Johnson, R. J., Ennis, N., & Jackson, A. P. (2003). Resource loss, resource gain, and emotional outcomes among inner city women. *Journal of Personality and Social Psychology*, 84(3), 632–643. <https://doi.org/10.1037/0022-3514.84.3.632>
- Hu, Q., Shaufeli, W. B., & Taris, T. W. (2017). How are changes in exposure to job demands and job resources related to burnout and engagement? A longitudinal study among Chinese nurses and police officers. *Stress and Health*, 33(5), 631–644. <https://doi.org/10.1002/smi.2750>
- Issa. (2013). *ISSA guidelines on return to work and reintegration*. <https://www.issa.int/sites/default/files/documents/guideline/2019-07/2-RTW%20Guidelines-OA.pdf>
- Jackman, P. C., Henderson, H., Clay, G., & Coussens, A. H. (2020). The relationship between psychological wellbeing, social support, and personality in an English police force. *International Journal of Police Science and Management*, 22(2), 183–193. <https://doi.org/10.1177/1461355720907620>
- Juniper, B., White, N., & Bellamy, P. (2010). A new approach to evaluating the well-being of police. *Occupational Medicine*, 60(7), 560–565. <https://doi.org/10.1093/occmed/kqq130>
- Kelloway, E. K., Dimoff, J. K., & Gilbert, S. (2023). Mental health in the workplace. *Annual Review of Organizational Psychology & Organizational Behavior*, 10(1), 363–387. <https://doi.org/10.1146/annurev-orgpsych-120920-050527>
- Kula, S. (2017). Occupational stress, supervisor support, job satisfaction, and work-related burnout: Perceptions of Turkish National Police (TNP) members. *Police Practice and Research: An International Journal*, 18(2), 146–159. <https://doi.org/10.1080/15614263.2016.1250630>
- Lambert, E. G., Qureshi, H., Frank, J., Anand, V., Santhanam, N., & Grover, A. (2022). Testing the job demands-job resources model for police Officer job burnout in a sample of Indian police officers. *International Criminology*, 2(2), 188–205. <https://doi.org/10.1007/s43576-022-00046-1>
- Lamers, S. M., Westerhof, G. J., Bohlmeijer, E. T., ten Klooster, P. M., & Keyes, C. L. (2011). Evaluating the psychometric properties of the mental health continuum-short form (MHC-SF). *Journal of Clinical Psychology*, 67(1), 99–110. <https://doi.org/10.1002/jclp.20741>
- Lawson, K. J., Rodwell, J. J., & Noblet, A. J. (2012). Mental health of a police force: Estimating prevalence of work-related depression in Australia without a direct national measure. *Psychological Reports*, 110(3), 743–752. <https://doi.org/10.2466/01.02.13.17.PR0.110.3.743-752>

- Lobo, A., & Muñoz, P. E. (1996). Cuestionario de salud general GHQ (General Health Questionnaire). Masson.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (Vol. 1, pp. 1297–1343). Chicago, IL: Rand McNally.
- Luceño-Moreno, L., García-Albuérne, Y., Talavera-Velasco, B., & Martín-García, J. (2016). Stress in Spanish police force depending on occupational rank, sex, age and work-shift. *Psicothema*, 28(4), 389–393. <https://doi.org/10.7334/psicothema2015.310>
- Luceño-Moreno, L., Talavera-Velasco, B., Jaén-Díaz, M., & Martín-García, J. (2021). Occupational stress in Spanish police officers: Validating the effort-reward imbalance Questionnaire. *International Journal of Environmental Research and Public Health*, 18(4), 1393. <https://doi.org/10.3390/ijerph18041393>
- Márquez, M. A., Galiana, L., Oliver, A., & Sansó, N. (2021). The impact of a mindfulness-based intervention on the quality of life of Spanish national police officers. *Health and Social Care in the Community*, 29(5), 1491–1501. <https://doi.org/10.1111/hsc.13209>
- Martinuseen, M., Richardsen, A. M., & Burke, R. J. (2007). Job demands, job resources, and burnout among police officers. *Journal of Criminal Justice*, 35(3), 239–249. <https://doi.org/10.1016/j.jcrimjus.2007.03.001>
- Maslach, C. (2017). Finding solutions to the problem of burnout. *Consulting Psychology Journal*, 69(2), 143–152. <https://doi.org/10.1037/cpb0000090>
- McCarty, W. P., Aldirawi, H., Dewald, S., & Palacios, M. (2019). Burnout in blue: An analysis of the extent and primary predictors of burnout among law enforcement officers in the United States. *Police Quarterly*, 22(3), 278–304. <https://doi.org/10.1177/1098611119828038>
- Miles-Johnson, T., & Pickering, S. (2017). Police recruits and perceptions of trust in diverse groups. *Police Practice & Research*, 19(4), 311–328. <https://doi.org/10.1080/15614263.2017.1364162>
- Nielsen, K., Yarker, J., Munir, F., & Bültmann, U. (2018). IGLOO: An integrated framework for sustainable return to work in workers with common mental disorders. *Work and Stress*, 32(4), 400–417. <https://doi.org/10.1080/02678373.2018.1438536>
- Ogińska, N., & Juczyński, Z. (2021). Burnout and posttraumatic stress symptoms in police officers exposed to traumatic events: The mediating role of ruminations. *International Archives of Occupational and Environmental Health*, 94(6), 1201–1209. <https://doi.org/10.1007/s00420-021-01689-9>
- Pérez-Bilbao, J., & Fidalgo, M. (1995). *Job satisfaction: Overall job satisfaction scale*. Centro Nacional de Condiciones de Trabajo.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63(1), 539–569. <https://doi.org/10.1146/annurev-psych-120710-100452>
- Purba, A., & Demou, E. (2019). The relationship between organisational stressors and mental wellbeing within police officers: A systematic review. *BMC Public Health*, 19(1). <https://doi.org/10.1186/s12889-019-7609-0>
- Queirós, C., Passos, F., Bártoło, A., Marques, A. J., da Silva, C. F., & Pereira, A. (2020). Burnout and stress measurement in police officers: Literature review and a study with the operational police stress questionnaire. *Frontiers in Psychology*, 11, 587. <https://doi.org/10.3389/fpsyg.2020.00587>
- Raper, M. J., Brough, P., & Biggs, A. (2020). Evidence for the impact of organizational resources versus job characteristics in assessments of occupational stress over time. *Applied Psychology*, 69(3), 715–740. <https://doi.org/10.1111/apps.12201>
- Rocha, K. B., Pérez, K., Rodríguez-Sanz, M., Borrell, C., & Obiols, J. E. (2011). Propiedades psicométricas y valores normativos del General Health Questionnaire (GHQ-12) en población general española. *International Journal of Clinical and Health Psychology*, 11(1), 125–139.
- Rohwer, E., Velasco-Garrido, M., Herold, R., Preisser, A. M., Terschüren, C., V, H., & Mache, S. (2022). Police officers' work-life balance, job satisfaction and quality of life: Longitudinal effects after changing the shift schedule. *BMJ Open*, 12(9), e063302. <https://doi.org/10.1136/bmjopen-2022-063302>

- Ruiz-Ruano-García, A. M., Blaya-Sánchez, M. A., López-Morales, J. L., Peinado-Portero, A. I., Giner-Alegría, C. A., López-Puga, J., & Moya-Faz, F. J. (2023). Psychosocial risks factors and burnout in police officers: A network analysis. *Anales de Psicología*, 39(3), 478–486. <https://doi.org/10.6018/analesps.522361>
- Russell, L. (2014). An empirical investigation of high-risk occupations: Leader influence on employee stress and burnout among police. *Management Research Review*, 37(4), 367–384. <https://doi.org/10.1108/MRR-10-2012-0227>
- Salanova, M., Schaufeli, W. B., Llorens, S., Peiro, J. M., & Grau, R. (2000). Desde el “burnout” al “engagement”: una nueva perspectiva? [From “burnout” to “engagement”: A new perspective?]. *Revista de Psicología del Trabajo y de las Organizaciones (Journal of Work and Organizational Psychology)*, 16(2), 117–134.
- Salvagioni, D. A. J., Melanda, F. N., Mesas, A. E., González, A. D., Gabani, F. L., & Andrade, S. M. (2017). Physical, psychological, and occupational consequences of job burnout: A systematic review of prospective studies. *PLoS One*, 12(10), Article e0185781. <https://doi.org/10.1371/journal.pone.0185781>
- Santa Maria, A., Wolter, C., Gusy, B., Kleiber, D., & Renneberg, B. (2021). Reducing work-related burnout among police officers: The impact of job rewards and health-oriented leadership. *The Police Journal*, 94(3), 406–421. <https://doi.org/10.1177/0032258X20946805>
- Schaufeli, W. B., Desart, S., & De Witte, H. (2020). Burnout assessment tool (BAT)-development, validity, and reliability. *International Journal of Environmental Research and Public Health*, 17(24), 9495. <https://doi.org/10.3390/ijerph17249495>
- Sherwood, L., Hegarty, S., Vallières, F., Hyland, P., Murphy, J., Fitzgerald, G., & Reid, T. (2019). Identifying the key risk factors for adverse psychological outcomes among police officers: A systematic literature review. *Journal of Traumatic Stress*, 32(5), 688–700. <https://doi.org/10.1002/jts.22431>
- Shirom, A., Melamed, S., Toker, S., Berliner, S., & Shapira, I. (2005). Burnout and health review: Current knowledge and future research directions. *International Review of Industrial and Organizational Psychology*, 20(1), 269–308.
- Shoji, K., Cieslak, R., Smoktunowicz, E., Rogala, A., Benight, C. C., & Luszczynska, A. (2015). Associations between job burnout and self-efficacy: A meta-analysis. *Anxiety, Stress, & Coping*, 29(4), 367–386. <https://doi.org/10.1080/10615806.2015.1058369>
- Stenshol, K., Risan, P., Knudsen, S., & Sætrevik, B. (2023). An explorative study of Police student’s decision-making in a critical incident scenario simulation. *Police Practice & Research*, 25(4), 401–418. <https://doi.org/10.1080/15614263.2023.2268789>
- Tarcan, M., Hikmet, N., Schooley, B., Top, M., & Tarcan, G. Y. (2017). An analysis of the relationship between burnout, socio-demographic and workplace factors and job satisfaction among emergency department health professionals. *Applied Nursing Research: ANR*, 34, 40–47. <https://doi.org/10.1016/j.apnr.2017.02.011>
- Topp, C. W., Østergaard, S. D., Søndergaard, S., & Bech, P. (2015). The WHO-5 Well-being index: A systematic review of the literature. *Psychotherapy and Psychosomatics*, 84(3), 167–176. <https://doi.org/10.1159/000376585>
- Trombka, M., Demarzo, M., Campos, D., Antonio, S. B., Cicuto, K., Walcher, A. L., García-Campayo, J., Schuman-Olivier, Z., & Rocha, N. S. (2021). Mindfulness training improves quality of life and reduces depression and anxiety symptoms among police officers: Results from the POLICE study-A multicenter randomized controlled trial. *Frontiers in Psychiatry*, 12, 624876. <https://doi.org/10.3389/fpsy.2021.624876>
- Valieiev, R., Polyvaniuk, V., Antonenko, T., Rebkalo, M., Sobakar, A., & Oliinyk, V. (2019). The effects of gender, tenure and primary workplace on burnout of Ukrainian police officers. *PostmodernOpenings*, 10(4), 116–131. <https://doi.org/10.18662/po/97>
- Violanti, J. M., & Aron, F. (1994). Ranking police stressors. *Psychological Reports*, 75(2), 824–826. <https://doi.org/10.2466/pr0.1994.75.2.824>. PMID: 7862790.
- Violanti, J. M., Charles, L. E., McCanlies, E., Hartley, T. A., Baughman, P., Andrew, M. E., Fedekulegn, D., Ma, C. C., Mnatsakanova, A., & Burchfiel, C. M. (2017). Police stressors and

- health: A state-of-the-art review. *Policing: An International Journal of Police Strategies & Management*, 40(4), 642–656. <https://doi.org/10.1108/PIJPSM-06-2016-0097>
- Warr, P., Cook, J., & Wall, T. (1979). Scales for the measurement of some work attitudes and aspects of psychological well-being. *Journal of Occupational Psychology*, 52(2), 129–148. <https://doi.org/10.1111/j.2044-8325.1979.tb00448.x>
- Yun, I., Hwang, E., & Lynch, J. (2015). Police stressors, job satisfaction, burnout, and turnover intention among South Korean police officers. *Asian Journal of Criminology*, 10(1), 23–41. <https://doi.org/10.1007/s11417-015-9203-4>
- Zhou, S., Li, M., Chen, S., Jiang, D., Qu, Y., & Xu, X. (2020). Work pressure, coping styles and occupational burnout among Chinese police officers: A meta-analytic review. *BMC Psychology*, 12(1), 275. <https://doi.org/10.1186/s40359-024-01779-6>. PMID: 38755667.