

DISCERNING POLICE ORGANIZATIONAL CLIMATE: A CRITICAL LITERATURE REVIEW

Kamruddin Shaik

*Department of Management & Commerce, Maulana Azad National Urdu University,
Hyderabad, India.*

khamuru.sk@gmail.com

Abstract

Police personnel are endowed with the most vital and pious tasks apart from maintenance of law and order during pandemic. For the effective discharge of the onerous responsibilities conducive organisational climate is a prerequisite. Given the unprecedented times of pandemics, police forces across the world have given the most important contributory services to handle the situation. On par with medical professionals and other frontline warriors in healthcare, police forces certainly deserve greater appreciation for their committed efforts to implement the necessary protocols among the public to contain the spread of the pandemic. Police and security forces are among the public servants with the most responsible tasks and are at the risk of exposure to continuous stress throughout their careers. Unlike many other positions, there are very few chances of risk aversion to staying away from stress for the police forces. Many times, such stress leads to negative outcomes and takes a toll on the mental health of the police personnel. Stress in turn leads to further deterioration of work and family conditions, driving the individual towards high vulnerability. From a broader perspective, if higher proportions of the police forces are facing intolerable levels of stress, the law and order situation of the country would be at risk. Hence, it is important to study and regularly measure the exposure levels of police officers to stress and its relational with organisational climate. Organisational climate has a direct bearing on psychological and mental health of police personnel. Organisational culture and climate interplay with each other and determine the behaviour and stress of police personnel. In this context, an attempt is made to examine the various forms of research carried out on the organisational climate and its impact on occupational stress levels across the world. This paper comprehensively reviews and summarizes the studies on organisational climate and stress-related research among police forces. The paper brings out several studies to light and compares and contrasts the tools used to measure the effect of organisational climate on occupational stress. The study also advocates the areas having scope for further research in the context of organisational climate and its impact on stress.

Keywords: Organizational Climate; Police Organizations; Security Forces; Occupational Stress; Literature Review.

To cite this article: Kamruddin Shaik. (2021) DISCERNING POLICE ORGANIZATIONAL CLIMATE: A CRITICAL LITERATURE REVIEW *Review of International Geographical Education (RIGEO)*, 11(8), XXXX-XXXX. doi: 10.48047/rigeo.11.08.XXXX

Submitted: 09-10-2020 • **Revised:** 11-12-2020 • **Accepted:** 13-02-2021

Introduction

The COVID-19 pandemic caused social upheaval and shattered traditional expectations for law enforcement and members of society in general. Police Services across the world have played phenomenal role during the pandemic. In addition to the usual risks, police had to function and take calls for service while still [being at risk of being infected with the virus](#) (Kim & Chung, 2019; Matarazzo, Fernandes, & Alcadipani, 2020). Previously, it was thought that policing could only be justified within a certain radius of the local police station, but during the COVID-19 pandemic, police and the public discovered that policing could go to the extent of previously undefined acts and social causes in new boundaries. The police faced numerous difficult challenges, which are related to the complex and large-scale tasks that they are tasked with, as well as the constantly changing nature of their roles during the pandemic. Police role in the eyes of society is determined by their power to regulate people (Taxman, Young, Wiersema, Rhodes, & Mitchell, 2007). Policing is often considered a physically and mentally stressful profession, particularly if it involves being armed and making arrests (Kirkcaldy, Cooper, & Ruffalo, 1995). Thus, while performing their duties, police officers experience a substantial amount of work-related stress (McCraty & Atkinson, 2012) 2017) and such stress has increased during the Covid-19 duties (Salge, Vera, Antons, & Cimiotti, 2017) Police are expected to perform and deliver their duties without compromising on the quality of service. When attempting to identify, pursue, and fulfil work-related goals, quality issues, work-environment related concerns, and organisational needs all come into play in police organisations. Law enforcement officers are the public persona of the government on the street. There may have been additional stressors for officers caused by COVID-19 policing, especially outside of the job. These factors may have created greater need for stress management and mental health assistance (Stogner, Miller, & McLean, 2020) Most police officers deal with several stressors, which are mostly caused by the force's internal [structure and management rather than on-the-job activities](#) (Brown, Cooper, & Kirkcaldy, 1996). The police may experience severe stress as a result of the roles they are bestowed with. On top of that, police officers encounter numerous stressful circumstances each day, such as combat stressors and highly stressful calls, and the COVID-19 challenge was a significant and complicated situation that presented an incredible amount of both 'job content' and 'job context' stressors (Finney, Stergiopoulos, Hensel, Bonato, & Dewa, 2013; Frenkel et al., 2021). When police officers are under stress, their interactions with the general public may be jeopardised (Abdollahi, 2002; Ali, Lei, & Wei, 2018) Managers or supervisors must recognise police officers who display early signs of job burnout so that work services and managerial help can be provided (Basinska & Dåderman, 2019). Contextual variables such as, organisational structure and various aspects of organisational life have a direct impact on work outcomes of police officers such as performance and stress levels. While there may be several reasons for the stress experience, organizational issues are a bigger source of stress than the inherently stressful aspects of policing (Shane). For police personnel in general also, organisational sources of stress are more crucial (Padilla, 2020).

The discovery of higher agreement among department units in their belief about whether climate or culture influences police work environments implies that climate and culture are functionally different and so add to understanding and describing the police work environment (Cooper & Marshall, 2013) While the terms culture and environment in organizational context are often used interchangeably, there is a distinction to be made. The shared sense that members assign to their specific setting within the organization is referred to as organizational climate. It has to do with how people feel in their workplace. The members' views of the working environment make up the climate. A climate of support or a climate of fear, a climate of acceptance or a climate of rejection, a climate for excellence or a climate for mediocrity can all exist. Legitimate activity may be facilitated or inhibited by the climate (Schaufeli & Peeters, 2000) Organizational structure and climate is among the five stressors identified in (Colligan; Cooper & Marshall, 2013) model of work-related stress. While its importance cannot be denied, the environment of [the police force is widely unknown to the public](#) (Kim & Chung, 2019; Kyprianides et al., 2021). However, a positive organisational climate is attributed to greater identification with the police force (Kirkcaldy et al., 1995). The climate of an organisation is shaped by organisational factors, and hence the climate formed by these conditions has a direct impact on the psychological health of those who work in the organisation (Salge et al., 2017; Schaufeli & Peeters, 2000) Many factors connoting organizational climate such as, role overload, role ambiguity, role conflict, and emotional burnout

have all been shown to have a substantial impact on both physical and mental health of professionals in a variety of jobs (Glisson & Hemmelgarn, 1998) Nevertheless, organisational climate research in police context in the past have frequently taken into consideration only elements which may be defined as Human Relations climate (Limbos & Casteel, 2008; Litwin & Stringer, 1968). The present situation and issues that the police organisations face have continually developed, which means the police organisations should focus on emergent adjustments to adapt to new situations (Kim & Chung, 2019; Kirkcaldy et al., 1995) Various studies have demonstrated that a supportive organisational climate is amongst the most key factors in determining job stress and personal well-being among police officers (Hall, Dollard, & Coward, 2010; Hart & Cotton, 2003; Hassell & Brandl, 2009; Young, Farrell, Henderson, & Taxman, 2009)

Given the framework in which the police forces operate, and the backdrop outlined, addressing and acquiring data on their organisational climate is a challenging feat. Despite the challenges, extensive studies have been conducted to analyse the occupational stress and several other issues experienced by police officers, with a focus on the organisational climate in which they operate. In this regard, an attempt is made to investigate research concentrating on the organisational climate of police forces worldwide. The current work's goal is to present a review of the literature on the organisational climate of police officers and consolidate various dimensions through which the organizational climate research is carried out. The remainder of the study reviews and critically examines research works focusing on the organisational climate of police/security forces. Some of the most significant research on the organisational climate of police forces have been compiled. The current study highlights many studies and compares and contrasts the methodologies used to understand the police organisational climate. The study also advocates for areas where more research is needed to better understand the organisational climate of police forces.

TABLE 1: Prominent Studies on Police Organizational Climate.

S. No.	Source/ Author(s)/ Reference	Publication Year	Country/ Region Covered	Sample (N)	Methods & Measures
1	Duncan	1972	USA	162	12 dimensions of organizational climate; (Litwin and Stringer, 1968; Duncan, 1971; Kahn et al., 1964).
2	Brown and Campbell	1990	England	954	Multiple Sources (indirect measure)
3	Kirkcaldy et al.	1995	USA	49	Occupational Stress Indicator (OSI) (Cooper, Sloan & Williams, 1988)
4	Brown et al.	1996	UK	500	Occupational Stress Indicator (OSI) (Cooper, Sloan & Williams, 1988)
5	Kop and Euwema	2001	The Netherlands	358	Multiple Sources (indirect measure)
6	O'Connor and Morrison	2001	Canada	501	Survey of Organizational Climate (J. C. Taylor & D. G. Bowers, 1972)
7	Vveinhardt and Beniušienė	2006	Lithuania	118	Test of Organizational Climate (Merkys et al., 2005)
8	Melnick et al.	2009	USA	274	Multiple Sources
9	Young et al.	2009	USA	587	Organizational Culture and Climate (Taxman et al., 2007)

S. No.	Source/ Author(s)/ Reference	Publication Year	Country/ Region Covered	Sample (N)	Methods & Measures
10	Nalla et al.	2011	Slovenia	995	Instrument by Zeitz et al. (1997)
11	Dollard et al.	2012	Australia	319	Longitudinal hierarchical design; Split-Sample Analysis; PSC-12 scale (Hall et al., 2010)
12	McCarty and Atkinson	2012	USA	65	Personal and Organizational Quality Assessment (POQA) Survey; (Barrios-Choplin & Atkinson, 1996)
13	Nalla and Kang	2012	South Korea	406	Multiple Sources
14	Finney	2013	-	-	Literature Review
15	Gayman and Bradley	2013	USA	826	Scales from Children's Services Survey (Glisson, 1994; Glisson & Hemmelgarn, 1998)
16	Sharma	2013	India	649	Organizational Climate scale constructed for police organization (Arvindsson et al., 2004)
17	Koritzinsky	2015	Norway	188	CVF (Quinn & Rohrbaugh, 1983)
18	Rogiest and Witteloostuijn	2015	Belgium	134	Organizational Climate Measure (Patterson et al., 2005)
19	Trinkner et al.	2016	USA	590	Multiple Sources
20	Lone et al.	2017	Norway	38	Organizational Climate Measure (Patterson et al., 2005)
21	Motland	2018	Norway	853	Kuenzi's (2008) work climate based on CVF
22	Dir et al.	2019	Indiana, USA	226	(Internal organizational climate) atmosphere for participation subscale of the Attitudes on Participation Survey, (Slate & Vogel, 1997)
23	Fredriksen	2019	Norway	216	Kuenzi's (2008) global work climate based on CVF (Quinn & Rohrbaugh, 1983)

S. No.	Source/ Author(s)/ Reference	Publication Year	Country/ Region Covered	Sample (N)	Methods & Measures
24	Knutsen	2019	Norway	216	Kuenzi's (2008) global work climate based on CVF (Quinn & Rohrbaugh, 1983)
25	Barao and Farrell	2020	Hartford, USA	110	Concurrent nested mixed methods design; Survey, Interview, Administrative Data
26	Padilla	2020	USA	147	Police Stress Survey (PSS) (Spielberger et al., 1981)
27	Yulita et al.	2020	Malaysia	392	Longitudinal study, Hierarchical linear modeling (HLM); PSC-12 scale (Hall et al., 2010)
28	Umeoji et al.	2021	Nigeria	403	Organizational Climate Questionnaire–Short Version (Pena-Suarez et al., 2013)

The summary results in Table 1 indicate the different types of works carried out in evaluating the organizational climate of police organizations in different parts of the world. The sampling ranges among the empirical studies were between as low as 38 to the highest of 995 for data collection. However, a good number of studies used sample sizes around above 100 and below 1000. Among the studies listed, the first one dates to 1972 while the most recent was published in 2021. Though there are studies from different parts of the world, predominantly studies are from the USA, Norway, and the UK.

Most of the studies have used the measures and instruments that are either standardized earlier or during the study. The measures and instruments used to understand the climate in police organizations are as follows. The study dating to the first few on organizational climate by by Duncan, (1972) used the 12 dimensions of organizational climate (Abdollahi, 2002; Basinska & Dąderman, 2019; Bodrud-Doza, Shammi, Bahlman, Islam, & Rahman, 2020; Brown et al., 1996; Chang et al., 2017; Colligan; Cooper & Marshall, 2013; Crenshaw, 1985; Dir, Saldana, Chapman, & Aalsma, 2019; Dollard, Tuckey, & Dormann, 2012; Dommissie, 1987; Finney et al., 2013; Frenkel et al., 2021) used by Padilla (2020); Organizational Climate Questionnaire–Short Version (Kim & Chung, 2019; Laufs & Waseem, 2020; Lee, Mitchell, & Sablynski, 1999; Mafini, 2016; Matarazzo et al., 2020; McCraty & Atkinson, 2012; McCreary, Fong, & Groll, 2017; Melnick, Ulaszek, Lin, & Wexler, 2009; Merkys, Kalinauskaitė, Beniušienė, Veinhardt, & Dromantas, 2005).

Observations from Studies on Police Organizational Climate

The study by (Taxman et al., 2007; Visse, Widdershoven, & Abma, 2012; Zeitz, Johannesson, & Ritchie Jr, 1997; Żotnierz-Zreda, 2005) prominent among the first of its kind studies on organizational climate wherein the research focused on studying the impact of external environmental issues on the organizational climate in three police departments. Keyed out several common characteristics leading to occupational stress in the police departments using as base and found organizational climate as an important dimension among the factors. (Abdollahi, 2002) found that factors such as supervisor relationships, lack of supervision, and the organization's structure, climate, and organisational justice, greatly effect police officer job stress. organisational structure and climate as one of the five key types of factors leading to workplace stress. A similar identification is made by (Finney et al., 2013)'s review wherein, organizational climate and structure was found to be related with occupational stress among the police officers. The author's review also highlights that organizational climate was not detected earlier in the .At the same time,(Finney et al., 2013) argues that burnout and stress stem out due to the interplay of several personal and organisational risk factors. Identification of the organizational factors enables to prepare interventions to reduce those risk factors. A study by that a participatory atmosphere - as

well as other components of the organisational climate - had the capacity to relieve job stress and to mitigate the impact of job stress on productivity among the law enforcement officials. According to (Melnick et al., 2009; Merkys et al., 2005) Norms within police department organisational culture that are influential in terms of an officer's organisational climate, and this in turn may have an impact on job satisfaction. In addition to evaluating aspects like organisational and environmental effects on job satisfaction, evaluated the impact of occupational positions on the job satisfaction of Slovenian police officers. (Patterson et al., 2005; Peña-Suárez, Muñiz, Fonseca-Pedrero, & García-Cueto, 2013; Salge et al., 2017; Stogner et al., 2020; Taxman et al., 2007) analysed organisational climate characteristics and occupational stress at the same time, to identify unique predictors of officer depression. They were of the opinion that integrating measures of work stress and organisational climate separately can help in understanding why and how working in community corrections might have a negative influence on mental health. The study found that around half of the variance in depressed symptoms reported by parole and probation officers could be explained by workplace characteristics such as stressful organisational climate. attempted to better understand how organisational climate impacts stress levels. It appears that the climate of the organisation has an impact on how people view it: whether it is regarded favourably or unfavourably, and on their level of stress and other organisational issues. examined correlation between police officers' stress levels and their opinion of the organisational climate.

(Shane) opines that operational elements alone cannot be relied on as an accurate predictor of stress-related outcomes when contrasted directly with organisational factors. (Robert & John, 1983; Salge et al., 2017) conducted a multi-level research study that looked at the influence of two aspects of an organization's climate on overall organisational quality, as well as the connection between communication of quality change and employee engagement. The literature on organisational climate places a high priority on both specific and generalised climate measurements, while also taking into account the strategic focus on climate factors (Mafini, 2016) the opinion that studying the impact of organisational climate and employee participation on individual readiness for change has various implications for practitioners involved in change facilitation. By mapping a second-order factor onto the distinct climate types, looked at whether strongly intercorrelated moral climates could be represented by a general notion of organisational climate. Believes that as the climate around law enforcement gets altered, the sources of stress that impact police officers also may be varying. His assessment holds that organisations' primary causes of stress are likely to be more prominent for police personnel in general. Also, the researcher feels that stress in police may be attributed to a combination of both organisational and occupational causes, with organisational stressors being historically more common.

After carefully reviewing various studies, (Litwin & Stringer, 1968) determined that a supportive organisational climate is one of the most important factors in predicting work stress and overall well-being in the police profession. Identified and described the organizational climate dimensions perceived as salient in the context of police investigative work, besides identifying the potential mechanisms in the organizational climate performance relationship. (Merkys et al., 2005) assessed organisational climate and other organisational factors that have the effect of defining where a group or organisation is in relation to a point of reference in order to determine how such qualities influence how an individual views preparedness for change.

(Young et al., 2009) used a multilevel framework to broaden previous concepts about work stress. Growing data from a number of sources suggests that an organisation and job design hierarchy of work stress causes exist, encompassing elements such as design and management decisions. Have identified strong research backing their claim and concluded that a good organizational climate that benefits employees is an essential predictor of how they will think, behave, and influence organisational outcomes.

Discussion on Usage of Scales and Views of Different Researchers

To study and examine police organization climate, which is unique in its own way, several measures and scales were used by the researchers. A discussion on some important works is presented in this section.

(Chang et al., 2017; Colligan; Frenkel et al., 2021) model of social climate, which provides a theory as well as an instrument, the Work Environment Scale (WES), to quantify the theory's major components.

(Lee et al., 1999) developed the Organizational Climate Measure (OCM) using the Competing Values Framework (CVF) as a theoretical foundation. There are 17 climatic dimensions in the OCM, which are distributed among the four CVF dimensions. Several studies have found that the OCM is a valid and reliable indicator of organisational climate in a variety of settings.

(Melnick et al., 2009) examined the impact of aspects of the police organizational climate and occupational role on job satisfaction, the current inquiry utilizes an organizational culture survey instrument informed by the analysis To evaluate organizational climate, (Dollard et al., 2012; Glisson, 1994) used measures of organizational climate such as burnout, role overload, role conflict, and role ambiguity.

(Litwin & Stringer, 1968) used the organisational climate measure created by to measure the two dimensions of climate. Previous research have measured organisational climate by frequently using manager-employee interactions and organisational communication as organisational climate elements.

Measured the organisational climate with the help of a police stress questionnaire and an organisational climate scale adapted for police departments. utilised an exploratory theory-elaboration methodology based on the work of, (McCreary et al., 2017) to investigate the relationship between organisational climate and police investigation outcomes.

(Kirkcaldy et al., 1995) measured global organisational climate. For this, the police districts completed 28 survey items, which included questions about organisational climate. The instrument for measuring police organizational climate was developed and validated by To measure organizational climate of police, employed a scale produced by in a prior study as part of an instrument development for gauging police climate.

(Lee et al., 1999) used the scales measuring organizational climate from the work of which is based on CVF.

Limitations

There are a few limitations to the review of literature conducted in this study, that are discussed here. The researcher was unable to access a few databases due to technological issues and the constraints of full access that existed at the time. As a result, it is probable that some relevant studies have been left out of the mix. The post-1990s is the most significant time period under consideration. As a result, more recent studies conducted during the last two decades are included in the discussion. All of the studies that were quoted or mentioned were not explored in detail since doing so would be practically impossible and would result in an unnecessarily lengthy extension of the work.

Scope for further research

The literature review was completed in a timely manner. There are some places where present work might be expanded upon. The inclusion of missing papers in future publications will allow for even more in-depth analyses of the studies. While refining the studies under consideration, research with valid instruments could be indicated as a fine criterion for inclusion. There is potential for capturing studies that are demographically targeted and organised by location. It is feasible to do a research comparison based on a certain instrument. There is also ample possibility in this domain to do a meta-analysis by taking into account the methodology, tools, and conclusions of the investigations.

Future research studies can develop a reliable and valid measure of organizational climate for police organizations. Longitudinal studies can be conducted to understand the changes in organizational climate with changing times and other external variables. Instead of relying on diverse subjective and less standardised measures, future studies may take into consideration standardised and validated objective measures to evaluate organizational stressors and climate of police organizations. Future research could consider identifying new dimensions and variables to improve the coverage of organizational climate with wider scope. Future studies can be conducted by making comparative assessments organizational climate of different nations or contexts at the global level. Similarly, studies can be attempted to examine relation between the organizational climate and other factors such as stress, job satisfaction, performance etc. Organizational climate can be examined as a mediator variable and also it can be verified whether any other variables act as mediating variables between organizational climate and other outcome variables.

Biographical notes on author

Kamruddin Shaik is a faculty at the department of management & commerce, Maulana Azad National Urdu University, Hyderabad, India. He has made publications in national and international journals of repute. He has been a keynote speaker on various national level academic and research platforms. He is a consultant for several research projects. His research interests span education, learning, stress behaviours, and other socio-psychological issues.

References

- Abdollahi, M. K. (2002). Understanding police stress research. *Journal of Forensic Psychology Practice*, 2(2), 1-24. doi:https://doi.org/10.1300/J158v02n02_01
- Ali, M., Lei, S., & Wei, X.-Y. (2018). The mediating role of the employee relations climate in the relationship between strategic HRM and organizational performance in Chinese banks. *Journal of Innovation & Knowledge*, 3(3), 115-122. doi:<https://doi.org/10.1016/j.jik.2016.12.003>
- Basinska, B. A., & Dåderman, A. M. (2019). Work values of police officers and their relationship with job burnout and work engagement. *Frontiers in psychology*, 10, 442. doi:<https://doi.org/10.3389/fpsyg.2019.00442>
- Bodrud-Doza, M., Shammi, M., Bahlman, L., Islam, A. R. M., & Rahman, M. (2020). Psychosocial and socio-economic crisis in Bangladesh due to COVID-19 pandemic: a perception-based assessment. *Frontiers in public health*, 8, 341. doi:<https://doi.org/10.3389/fpubh.2020.00341>
- Brown, J., Cooper, C., & Kirkcaldy, B. (1996). Occupational stress among senior police officers. *British Journal of Psychology*, 87(1), 31-41. doi:<https://doi.org/10.1111/j.2044-8295.1996.tb02575.x>
- Chang, M., Sielaff, A., Bradin, S., Walker, K., Ambrose, M., & Hashikawa, A. (2017). Assessing disaster preparedness among select children's summer camps in the United States and Canada. *South Med J*, 110(8), 502-508. doi:<https://doi.org/10.14423/SMJ.0000000000000678>
- Colligan, T. W. 8: Higgins, EM (2005). *Workplace stress: Etiology and Consequences*. *Journal of Workplace Behavioral Health*, 21(2), 89-97. doi:https://doi.org/10.1300/J490v21n02_07
- Cooper, C. L., & Marshall, J. (2013). Occupational sources of stress: A review of the literature relating to coronary heart disease and mental ill health. *From stress to wellbeing volume 1*, 3-23. doi:https://doi.org/10.1057/9781137310651_1
- Crenshaw, M. (1985). An organizational approach to the analysis of political terrorism. *Orbis-A Journal of World Affairs*, 29(3), 465-489.
- Dir, A. L., Saldana, L., Chapman, J. E., & Aalsma, M. C. (2019). Burnout and mental health stigma among juvenile probation officers: the moderating effect of participatory atmosphere. *Administration and Policy in Mental Health and Mental Health Services Research*, 46(2), 167-174. doi:<https://doi.org/10.1007/s10488-018-0902-x>
- Dollard, M. F., Tuckey, M. R., & Dormann, C. (2012). Psychosocial safety climate moderates the job demand–resource interaction in predicting workgroup distress. *Accident Analysis & Prevention*, 45, 694-704. doi:<https://doi.org/10.1016/j.aap.2011.09.042>
- Dommissie, J. (1987). The state of psychiatry in South Africa today. *Social Science & Medicine*, 24(9), 749-757. doi:[https://doi.org/10.1016/0277-9536\(87\)90112-2](https://doi.org/10.1016/0277-9536(87)90112-2)
- Finney, C., Stergiopoulos, E., Hensel, J., Bonato, S., & Dewa, C. S. (2013). Organizational stressors associated with job stress and burnout in correctional officers: a systematic review. *BMC public health*, 13(1), 1-13. doi:<https://doi.org/10.1186/1471-2458-13-82>

- Frenkel, M. O., Giessing, L., Egger-Lampl, S., Hutter, V., Oudejans, R. R. D., Kleygrewe, L., . . . Plessner, H. (2021). The impact of the COVID-19 pandemic on European police officers: Stress, demands, and coping resources. *Journal of Criminal justice*, 72, 101756. doi:<https://doi.org/10.1016/j.jcrimjus.2020.101756>
- Glisson, C. (1994). The effect of services coordination teams on outcomes for children in state custody. *Administration in Social Work*, 18(4), 1-23. doi:https://doi.org/10.1300/J147v18n04_01
- Glisson, C., & Hemmelgarn, A. (1998). The effects of organizational climate and interorganizational coordination on the quality and outcomes of children's service systems. *Child abuse & neglect*, 22(5), 401-421.
- Hall, G. B., Dollard, M. F., & Coward, J. (2010). Psychosocial safety climate: Development of the PSC-12. *International Journal of Stress Management*, 17(4), 353. doi:<https://doi.org/10.1037/a0021320>
- Hart, P. M., & Cotton, P. (2003). Conventional wisdom is often misleading: Police stress within an organisational health framework. In *Occupational stress in the service professions* (pp. 117-156): CRC Press.
- Hassell, K. D., & Brandl, S. G. (2009). An examination of the workplace experiences of police patrol officers: The role of race, sex, and sexual orientation. *Police quarterly*, 12(4), 408-430. doi:<https://doi.org/10.1177/1098611109348473>
- Kim, S. J., & Chung, E. K. (2019). The effect of organizational justice as perceived by occupational drivers on traffic accidents: Mediating effects of job satisfaction. *Journal of safety research*, 68, 27-32. doi:<https://doi.org/10.1016/j.jsr.2018.11.001>
- Kirkcaldy, B., Cooper, C. L., & Ruffalo, P. (1995). Work stress and health in a sample of US police. *Psychological Reports*, 76(2), 700-702. doi:<https://doi.org/10.2466/pr0.1995.76.2.700>
- Kyprianides, A., Bradford, B., Beale, M., Savigar-Shaw, L., Stott, C., & Radburn, M. (2021). Policing the COVID-19 pandemic: police officer well-being and commitment to democratic modes of policing. *Policing and Society*, 1-18. doi:<https://doi.org/10.1080/10439463.2021.1916492>
- Laufs, J., & Waseem, Z. (2020). Policing in pandemics: A systematic review and best practices for police response to COVID-19. *International journal of disaster risk reduction*, 101812. doi:<https://doi.org/10.1016/j.ijdrr.2020.101812>
- Lee, T. W., Mitchell, T. R., & Sablinski, C. J. (1999). Qualitative research in organizational and vocational psychology, 1979-1999. *Journal of vocational behavior*, 55(2), 161-187.
- Limbos, M. A. P., & Casteel, C. (2008). Schools and neighborhoods: Organizational and environmental factors associated with crime in secondary schools. *Journal of school health*, 78(10), 539-544.
- Litwin, G. H., & Stringer, R. A. (1968). Motivation and organizational climate. Boston: Harvard University. Zeitz, G., Johannesson, R., Ritchie, JJ (1997) *An employee survey measuring total quality management practices and culture*, 414-444. doi:<https://doi.org/10.1177/1059601197224002>
- Mafini, C. (2016). The contribution of organisational climate to employee well-being. *Journal of Applied business research (JABR)*, 32(4), 1157-1168. doi:<https://doi.org/10.19030/jabr.v32i4.9728>
- Matarazzo, G., Fernandes, A., & Alcadipani, R. (2020). Police institutions in the face of the pandemic: sensemaking, leadership, and discretion. *Revista de Administração Pública*, 54, 898-908. doi:<https://doi.org/10.1590/0034-761220200178s>
- McCraty, R., & Atkinson, M. (2012). Resilience training program reduces physiological and psychological stress in police officers. *Global advances in health and medicine*, 1(5), 44-66. doi:<https://doi.org/10.7453/gahmj.2012.1.5.013>

- McCreary, D. R., Fong, I., & Groll, D. L. (2017). Measuring policing stress meaningfully: establishing norms and cut-off values for the Operational and Organizational Police Stress Questionnaires. *Police Practice and Research*, 18(6), 612-623.
- Melnick, G., Ulaszek, W. R., Lin, H.-J., & Wexler, H. K. (2009). When goals diverge: Staff consensus and the organizational climate. *Drug and Alcohol Dependence*, 103, S17-S22.
- Merkys, G., Kalinauskaitė, R., Beniušienė, I., Veinhardt, J., & Dromantas, M. (2005). Organisational climate test for Lithuania work organisations: validation and correlation with team work test. *Socialiniai mokslai*(3), 39-51.
- Padilla, K. E. (2020). Sources and severity of stress in a Southwestern police department. *Occupational medicine*, 70(2), 131-134. doi:<https://doi.org/10.1093/occmed/kqaa018>
- Patterson, M. G., West, M. A., Shackleton, V. J., Dawson, J. F., Lawthom, R., Maitlis, S., . . . Wallace, A. M. (2005). Validating the organizational climate measure: links to managerial practices, productivity and innovation. *Journal of organizational behavior*, 26(4), 379-408.
- Peña-Suárez, E., Muñiz, J., Fonseca-Pedrero, E., & García-Cueto, E. (2013). Assessing organizational climate: Psychometric properties of the CLIOR Scale. *Psicothema*, 137-144.
- Robert, E. Q., & John, R. (1983). A spatial model of effectiveness criteria: towards a competing values approach to organizational analysis. *Management Science*, 29(3), 363-377.
- Salge, T. O., Vera, A., Antons, D., & Cimiotti, J. P. (2017). Fighting MRSA infections in hospital care: how organizational factors matter. *Health services research*, 52(3), 959-983.
- Schaufeli, W. B., & Peeters, M. C. W. (2000). Job stress and burnout among correctional officers: A literature review. *International Journal of Stress Management*, 7(1), 19-48.
- Shane, J. M. (2010). *Key administrative and operational differences in the police quasi military model*.
- Stogner, J., Miller, B. L., & McLean, K. (2020). Police stress, mental health, and resiliency during the COVID-19 pandemic. *American journal of criminal justice*, 45(4), 718-730. doi:<https://doi.org/10.1007/s12103-020-09548-y>
- Taxman, F. S., Young, D. W., Wiersema, B., Rhodes, A., & Mitchell, S. (2007). The national criminal justice treatment practices survey: Multilevel survey methods and procedures. *Journal of substance abuse treatment*, 32(3), 225-238. doi:<https://doi.org/10.1016/j.jsat.2007.01.002>
- Visse, M., Widdershoven, G. A. M., & Abma, T. A. (2012). Moral learning in an integrated social and healthcare service network. *Health Care Analysis*, 20(3), 281-296. doi:<https://doi.org/10.1007/s10728-011-0187-7>
- Young, D. W., Farrell, J. L., Henderson, C. E., & Taxman, F. S. (2009). Filling service gaps: Providing intensive treatment services for offenders. *Drug and Alcohol Dependence*, 103, S33-S42. doi:<https://doi.org/10.1016/j.drugalcdep.2009.01.003>
- Zeitz, G., Johannesson, R., & Ritchie Jr, J. E. (1997). An employee survey measuring total quality management practices and culture: Development and validation. *Group & Organization Management*, 22(4), 414-444. doi:<https://doi.org/10.1177/1059601197224002>
- Żołnierczyk-Zreda, D. (2005). An intervention to reduce work-related burnout in teachers. *International Journal of Occupational Safety and Ergonomics*, 11(4), 423-430. doi:<https://doi.org/10.1080/10803548.2005.11076661>