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Peculiarities of Professional Burnout of Police Organization Managers with Different Experiences of their Service Activities

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Abstract

One of the professional problems of police organization managers is professional burnout syndrome. Since the managers work in the field of “man-to-man”, they have many chances to get into the “risk group”. This problem can be aggravated considering the length of their management experience. The article aims to investigate the peculiarities of professional burnout syndrome manifestation in police organization managers with different experiences of their service activities. The research covered 102 managers (35-45 years old) of police organization with different experiences in management environments. Several psychodiagnostic techniques were applied to determine the components of mental burnout of managers, and to study the level of their professional burnout as well as subjective well-being. It was found that a long period (experience) of management activities of police organization managers results in fatigue, decreased working capacity, decline in motivation to work, somatic changes, and destructive manifestations. It was found that the phenomenon of professional burnout is not very common for managers with up to 5 years of experience. Instead, the greatest development of professional burnout in managers (with the experience of 10 years or over) is manifested precisely through the severity of such components as “psycho-emotional exhaustion” and “personal alienation”. Awareness of the above features will allow us to develop practical recommendations to prevent professional burnout syndrome depending on the degree of its manifestation and the experience of police organization managers, which will contribute to the effectiveness of their service and prolong their professional longevity.

Keywords: Professional Burnout; Manager; Police Organization; Experience.

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Introduction

The most urgent professional tasks of any organization provide for the preservation of mental health and maintenance of the psychological well-being of its personnel. Police units are no exception, where employees carry out their activities under the influence of special organizational, legal, and socio-psychological conditions. First of all, this requires increased responsibility for the actions of subordinates from the senior management, leads to an increase in the level of external and internal control over the performance of their professional duties, and often provokes the emergence of nervous as well as mental overload, states of mental tension, disappointment in the profession and demoralization, professional deformation, emotional exhaustion, neurotic reactions, mental functional disorders, and various kinds of somatic diseases, etc. (Maguen et al., 2009; Galanis, Fragkou & Katsoulas, 2021; Okhrimenko et al., 2021a). In this regard, there is a need to study the socio-psychological phenomena that adversely affect the mental and physical health of police managers with age and experience of their work and reduce the effectiveness of management activities, as well as the implementation of timely prevention of their impact on the personality of the managers of police units. At the same time, awareness of the nature and factors of the phenomenon of professional burnout at different stages of service will contribute to deepening the understanding of police managers about the phenomenon of professional burnout and its manifestations, which will further allow to effectively prevent the occurrence of burnout symptoms and master theoretical knowledge as well as practical methods of overcoming them.

The analysis of literary sources (Habersaat et al., 2015; Basinska & Däderman, 2019; Bondarenko et al., 2022; Gao, Du & Gao, 2022; García-Rivera et al., 2020; Torres-Vences et al., 2022) shows that the researchers mostly understand burnout as a syndrome of emotional maladjustment due to work; personality disorder, or as a state of the body, that is, a temporary phenomenon. At the same time, there are practically no approaches in scientific sources that would add to this list such positions as the experience of psycho-traumatic circumstances; dissatisfaction with oneself; “caged” cases; anxiety and depression, and others. Sometimes, namely these manifestations of professional burnout syndrome can be clearly observed in police organization managers at different stages of their service. According to some scientists (Wu et al., 2019; Okhrimenko et al., 2021b; Civilotti et al., 2022; Murphy-Oikonen et al., 2022), negative mental experiences and states can affect various facets of the labor process (management activities), which in general negatively affects the professional development of the individual. Emotional barriers in communication and unmotivated anxiety are quite significant factors in a person’s professional burnout.

At the same time, the syndrome of professional burnout can be a kind of mechanism of psychological protection of the individual in the form of complete or partial exclusion of emotions in response to certain psycho-traumatic influences (Dir et al., 2019; Okhrimenko et al., 2021c; Mojallal et al., 2022). Starting with one person, burnout syndrome can cover the entire team (Talavera-Velasco et al., 2018; Bloshchynskiy et al., 2021; Rusanivskiy et al., 2021) because

the managers who are prone to this process become pessimists, and cynics, they have a strong negative perception and assessment of the situation. This is the main problem and threat of professional burnout syndrome. In addition, taking into account the special working conditions of police organization managers (frequent situations with unforeseen consequences, conflict communication, mental and physical overload, etc.), it is quite logical to assume that professional burnout develops especially intensively and on a large scale in the management environment. Therefore, the study of the peculiarities of professional burnout in police organization managers is quite relevant and timely.

The research aims to investigate the peculiarities of professional burnout syndrome manifestation in police organization managers with different experiences of their service activities.

Materials and methods

Participants

The research was conducted during 2021-2022. The research work covered 102 police organization managers (Ukraine) (aged 35-45) with different experiences in management environments (up to 5 years – 46 persons, 5-10 years – 35 persons, 10 years and over – 21 persons).

Procedure

The research was conducted in several stages. The first stage (first half of 2021) covered the study of scientific literature on the research topic and generalization of practical experience in diagnosing professional burnout in police officers; finding out the causes of this syndrome; forming an idea of the nature of the emergence and development of professional burnout in the management environment. The same stage made provisions for the need identification in terms of the use of valid psycho-diagnostic techniques that make it possible to reveal potential changes in the personality of the police organization manager under the influence of the conditions of service, namely: “Diagnostics of mental burnout”, “Diagnostics of professional burnout”, “Subjective well-being scale” (Smith, 1988; Sanders, 2008). The second stage (second half of 2021 – early 2022) involved the diagnosis of personal indicators of police organization managers who joined the advanced training courses at the National Academy of Internal Affairs (Kyiv). This stage included the collection and statistical processing of the results of individual psychological indicators of police organization managers, establishing the peculiarities of their professional burnout. The third stage (second half of 2022) involved the completion of the processing and substantiation of the results, the formation of conclusions and recommendations. The duration of the research was 2 years.

Methods

Research methods: theoretical analysis and generalization of literary sources on the topic of the research (34 sources on the topic of the article from the scientometric databases of PubMed, Scopus, Web of Science Core Collection, and others were analyzed), psycho-diagnostic survey to study the peculiarities of the professional burnout syndrome manifestation in police organization managers with different experiences of their service activities, and statistical methods.

The “Diagnostics of mental burnout” aimed at an integral definition of various manifestations of mental burnout. Respondents were asked to answer 72 about their work-related feelings. This technique included three components: psycho-emotional exhaustion; personal alienation; professional motivation. Thus, in particular, the psycho-emotional exhaustion of a police organization manager covers the exhaustion of his or her emotional, physical, and energy resources. Exhaustion is primarily manifested in chronic emotional and physical drowning, indifference, and coldness toward others with signs of depression and irritability. Personal alienation is a specific form of social maladaptation of the police organization manager, which is manifested in a decrease in the number of contacts with subordinates, an increase in irritability and impatience in situations of business communication, and negativism toward other categories of participants in the interaction. Professional motivation is assessed by such indicators as productivity of professional activities, optimism and concernment in work, the self-esteem of professional competence, and the degree of success in working with people.

The quantitative assessment of mental burnout was carried out by converting the answers into a point-based system (“often” – 3 points, “usually” – 2 points, “rarely” – 1 point, “never” – 0 points) and totaling the scores for each component. The results were processed according to the “raw” point. The norms of the manifestation of the above components (according to the indicators of the normative table) determined the level of mental burnout: pronounced (a); insignificant manifestations (b); not observed at all (c).

The “Diagnostics of professional burnout” consisted of 28 statements, which, in turn, were divided into three components of professional burnout: “emotional exhaustion”, “depersonalization”, and “reduction of personal achievements”:

- 1) emotional exhaustion is characterized by low emotional background, indifference, and emotional oversaturation;
- 2) depersonalization is manifested in the deformation of relationships with other people;
- 3) reduction of personal achievements consists either in the tendency to negatively evaluate oneself, and one’s achievements, or in leveling personal dignity, and limiting one’s capabilities, etc.

Quantitative indicators of professional burnout were calculated according to the key as the sum of points for each component. The level of professional burnout was determined for each component: pronounced (a); insignificant manifestations (b); not observed at all (c).

The “Subjective well-being scale” is a screening psycho-diagnostic technique for studying the level of subjective well-being and comfort of the individual. The definition of subjective well-being of police organization managers was narrowed down to the level of satisfaction with the profession (service activities) and was associated with the respondent’s standards of what is favorable for him or her. The respondents were offered 17 statements of this technique concerning their work-related feelings, as well as the degree of their recurrence during their professional activities. The subjective well-being of police organization managers was determined according to 6 components: tension and sensitivity; psycho-emotional sphere; mood changes; social environment; self-esteem of health; degree of satisfaction with daily activities.

Some indicators reflected the results of the subjective well-being of managers, which indicated the agreement or disagreement of respondents with the statements given in the technique (3 – agree, 2 – more or less agree, 1 – more or less disagree, 0 – completely disagree). The subjective well-being of police organization managers was determined for each component separately, taking into account the degree of its presence (pronouncement): pronounced (a); insignificant manifestations (b); not observed at all (c). This demonstrated the selective attitude of police organization managers to the manifestations of their service activities.

The comparative analysis was carried out between the groups of respondents, the main criterion of which is the length of management activities.

Taking into account the qualitative and quantitative indicators calculated according to these techniques for different components of the “burnout” syndrome, it is possible to give a fairly meaningful description of the manifestations of this syndrome in a particular personality of the police organization manager according to the relevant indicators, as well as to determine individual and group measures for psycho-prophylaxis as well as psycho-correction.

Statistical methods were used for systematization, processing, qualitative and quantitative evaluation of the obtained data, presentation of the results in tabular forms, and formulation of reliable conclusions. The obtained results were determined in percentages.

Research ethics

The research was carried out in accordance with the requirements of the Regulation on academic integrity at the National Academy of Internal Affairs, which was developed on the basis of Ukrainian and global experience of ethical rulemaking. This document was approved by the Academic Council of the National Academy of Internal Affairs (protocol No. 5 of March 27, 2018) and put into effect by the order of the rector of the Academy (order No. 422 of March 30, 2018). According to its provisions, the members of the scientific community in their activities are guided by the norms and rules of ethical behavior and professional communication, take into account the principles, values, norms, rules and conditions for observing academic integrity. Also this research followed the regulations of the World Medical Association Declaration of Helsinki

and ethical principles for medical research involving human subjects. Informed consent was received from all police organizations managers who took part in this research.

Results

Professional burnout is a mental multidimensional syndrome that occurs at different stages of the managerial realization of the personality of the police organization manager and is characterized by a gradual loss of emotional, cognitive and physical energy under the influence of long-term professional stress. This is not an instantaneous process, that's exactly why it is mostly not noticed by the individual. Burnout syndrome belongs to the phenomena of personal deformation and is a multidimensional construct revealed in a set of negative psychological experiences and characterized by prolonged as well as intense interpersonal interactions. Burnout can also be a response to prolonged stresses of interpersonal professional communications. These provisions determined our choice of techniques that made it possible to determine the peculiarities of the professional burnout syndrome manifestation in police organization managers in the process of their service activities.

Thus, in particular, we revealed the following indicators after diagnosing the managers of police organizations using the "Diagnostics of mental burnout" technique, taking into account the above components of mental burnout (Table 1).

Table 1. The ratio of components of mental burnout among police organization managers with different management experience (in %)

Police organization managers with different management experiences	Components of mental burnout								
	psycho-emotional exhaustion			personal alienation			professional motivation		
	a	b	c	a	b	c	a	b	c
up to 5 years (n = 46)	21.7	47.8	30.5	21.7	52.2	26.1	56.5	34.8	8.7
5-10 years (n = 35)	34.3	42.9	22.8	34.3	48.6	17.1	42.9	37.1	20.0
10 years and over (n = 21)	52.4	38.1	9.5	38.1	47.6	14.3	23.8	33.3	42.9

Symbols: a – pronounced manifestations of the component; b – insignificant manifestations of the component; c – not observed at all.

As we can see from the above results, the psycho-emotional exhaustion of police organization managers increases with the years of their service. The officers with 10 years of management experience and over (52.4 %) have more pronounced manifestations of this component compared to relatively young managers (21.7 %). More experienced police organization managers have much more exhausted emotional and energy resources when working with people (subordinates, colleagues, and offenders, etc.). Exhaustion manifests itself primarily in chronic emotional and physical fatigue, indifference, and coldness of relations with signs of irritation.

The component of personal alienation of managers also progresses with the experience of management activities i. e. the greatest manifestation of this component was found in managers with experience of 10 years and over (38.1 %). This can be explained by a specific form of their social maladaptation, which is manifested in a decrease in the number of professional contacts with citizens and subordinates, increased irritability and impatience in situations of business communication, negativity toward colleagues and subordinates, etc.

Instead, professional motivation was higher in respondents with little (up to 5 years) management experience (56.5 %) than in managers with up to 10 years of experience (42.9 %) and over 10 years (23.8 %). Younger police organization managers have higher professional productivity, a high level of optimism, significant interest in the service, a pronounced self-esteem of professional competence, and a relatively high level of success in working with people.

Thus, it was found that managers with less experience in service are more motivated, more energetic, and more productive, they have increased sensitivity to subordinates; they are more interested in the service and they are more sociable. On the other hand, more experienced police organization managers are more responsible, but they no longer have the same vigor and involvement in their work, their attitude to the service and colleagues changes in a certain way; they become more critical, to some extent indifferent. They know a lot due to their experiences and therefore may try to pass on knowledge to junior officers. At the same time, with 10 years of management experience and over, they may show unwillingness to go to work, to finish the working day as soon as possible, dissatisfaction with the course of their service activities, etc.

Determination of the level of professional burnout of police organization managers was carried out according to the “Diagnostics of professional burnout” technique, which provided for the allocation of indicators for the following components: “emotional exhaustion”, “depersonalization”, and “reduction of personal achievements”. The results of diagnostics by the above components are given in Table 2.

Table 2. The ratio of components of professional burnout among police organization managers with different management experience (in %)

Police organization managers with different management experiences	Components of professional burnout								
	emotional exhaustion			depersonalization			reduction of personal achievements		
	a	b	c	a	b	c	a	b	c
up to 5 years (n = 46)	21.7	34.8	43.5	30.5	21.7	47.8	26.1	34.8	39.1
5-10 years (n = 35)	40.0	37.1	22.9	31.4	40.0	28.6	42.9	34.2	22.9
10 years and over (n = 21)	57.1	28.6	14.3	47.6	33.3	19.1	52.3	28.6	19.1

Symbols: a – pronounced manifestations of the component; b – insignificant manifestations of the component; c – not observed at all.

Emotional exhaustion of police organization managers is considered a component of professional burnout and is manifested in a reduced emotional background, indifference, and emotional saturation. It should be noted that the greatest impact of emotional exhaustion is experienced by managers who have 10 years of service experience and over (57.1 %), which can primarily be manifested in emotional indifference to their professional environment, as well as problems of the team functioning. If we consider the managers of police organizations with up to 5 years of experience, their indicators, in general, do not exceed the norm (21.7 %), which shows relatively stable manifestations of emotional background during their management activities.

Depersonalization of police organization managers is manifested in the deformation of relations with colleagues and other participants of their service activities. In some cases, this may be an increase in dependence on other people during work (47.8 % of respondents with up to 5 years of experience), and in others (with significant management experience) – an increase in negativism, cynicism of attitudes and feelings toward subordinates and colleagues, etc. (47.6 % of respondents with 10 years of experience and over have pronounced manifestations of this component).

The results obtained show that the indicator of such a component as “reduction of personal achievements” deteriorates in the managers of police organizations with age and experience in the management environments i. e. the highest manifestation of this component was observed in the managers with 10 years of experience and over – 52.3 %. This indicates a certain tendency to disappointment, negative assessment of their work, professional achievements, and successes. Hence, it can be argued that this trend is progressing in the managers of police organizations over the years (26.1 % of managers with up to 5 years of experience, 42.9 % of managers with 5-10 years of experience), which is also accompanied by certain negativism in the attitude to service dignity and opportunities, or in leveling personal dignity, limiting their potential capabilities in the performance of functional duties, etc.

Thus, having analyzed professional burnout according to the three components (emotional exhaustion, depersonalization, and reduction of personal achievements), it should be noted that it is more pronounced in managers of police organizations with 10 years of management experience and over. They are characterized by a low emotional background, indifference and emotional saturation, more intense negativism, cynicism of attitudes and feelings toward the objects of influence: subordinates, offenders, and other participants of professional interaction. Regarding the third component of professional burnout (reduction of personal achievements), the managers of police organizations under the conditions of specifics of their service activities begin to deliberately underestimate personal achievements and successes over time.

In the continuation of our research, we paid attention to the indicators of personal well-being, the criterion of which is the system of values adopted in a particular culture (including

professional). The results of the application of the “Subjective well-being scale” technique among police organization managers are reflected in Tables 3 and 4.

Table 3. The ratio of components of personal well-being among police organization managers with different management experience (in %)

Police organization managers with different management experiences	Components of personal well-being								
	tension and sensitivity			psycho-emotional sphere			mood change		
	a	b	c	a	b	c	a	b	c
up to 5 years (n = 46)	47.8	30.4	21.8	52.2	34.8	13.0	34.8	47.8	17.4
5-10 years (n = 35)	40.0	31.4	28.6	40.0	34.2	25.8	34.2	40.0	25.8
10 years and over (n = 21)	23.8	33.3	42.9	23.8	38.1	38.1	28.6	28.6	42.8

Symbols: a – pronounced manifestations of the component; b – insignificant manifestations of the component; c – not observed at all.

Table 4. The ratio of components of personal well-being among police organization managers with different management experience (in %)

Police organization managers with different management experiences	Components of personal well-being								
	social environment			self-esteem of health			degree of satisfaction with daily activities		
	a	b	c	a	b	c	a	b	c
up to 5 years (n = 46)	34.8	43.5	21.7	23.9	47.8	28.3	47.8	34.8	17.4
5-10 years (n = 35)	37.1	40.0	22.9	28.6	42.8	28.6	37.1	37.1	25.8
10 years and over (n = 21)	23.8	38.1	38.1	42.9	38.1	19.0	23.8	33.3	42.9

Symbols: a – pronounced manifestations of the component; b – insignificant manifestations of the component; c – not observed at all.

As can be seen from the above results, the managers of police organizations with more experience in service tend to reduce sensitivity in their work and emotional background (23.8 %), which we also observed in the results of the previous diagnostic techniques. Mood changes (28.6 %) and social environment (23.8 %), as we see, do not significantly affect the course of their work. First of all, this can be explained by the fact that emotional relations are gradually replaced by purely business ones during long-term service activities. In addition, the closest social and professional environment is fully formed with experience in management activities, which can potentially influence the position and decisions of the managers of police organizations. There is a decrease in the degree of satisfaction with daily activities (42.9 %), which is quite natural under the influence of specific (conflict and stressful) conditions of service. However, along with a decline in the degree of satisfaction with daily activities, special attention is paid to the assessment of

their health (42.9 % of respondents with significant work experience have pronounced manifestations of this component).

On the other hand, less experienced managers of police organizations showed frequent mood changes (34.8 % of respondents with up to 5 years of management experience), paid attention to their social and professional environment (34.8 %), and were quite satisfied with their daily activities (47.8 %). They also showed a high level of tension (47.8 %), which demonstrates a balanced attitude to each matter and decision. The psycho-emotional sphere influences the course of service activities (52.2 % of respondents had pronounced manifestations of the component), while self-esteem of health (23.9 %) did not play a significant role in the work process.

Taking into account the above indicators, a positive way to prevent professional burnout is to identify problem situations through interaction with a psychologist. This increases interest and motivation, promotes the formation of the necessary professional skills and abilities in the managers of police organizations, the emergence of a desire for self-control, self-development, self-analysis, and correction of their personal qualities. Correctly selected methods and techniques to regulate mental stability allow the manager to timely and effectively overcome the syndrome of professional burnout, which should be combined with a healthy lifestyle, limitation or complete rejection of the use of psycho-active substances, as well as with other common methods of psychological assistance and self-help.

Discussion

It is argued in the works of several scientists who dealt with the issues of professional deformation of workers in the socio-economic sphere (Basinska & Dăderman, 2019; Bondarenko et al., 2022; Torres-Vences et al., 2022) that the syndrome of professional burnout is a natural phenomenon for those categories of professionals who work with people and whose activities are impossible without business communication. At the same time, it is determined that the professional experience of police officers in specific conditions, along with a positive effect (interaction with different segments of society, counteracting adverse trends, etc.), can lead to negative phenomena, the impact of which can be exacerbated by excessive working capacity, the maximum level of demands on themselves, and fanatical passion for professional activities, etc.

The service activities of police organization managers are insufficiently regulated and associated with the performance of a significant number of tasks of a specific nature (Hays, Regoli & Hewitt, 2007; Patterson, Chung & Swan, 2014; Okhrimenko et al., 2022a). Factors of constant professional stress of managers are often accompanied by the emergence of a professional crisis and, as a result, professional burnout. Professional psychological indicators, a comparison of their capabilities with crisis as well as emergencies that need to be dealt with, affect the experience and course of the mental states of these subjects.

The results of the diagnostics of professional burnout of police organization managers confirmed the tendency that there is a decrease in tension at work and emotional background with the experience of management activities, which is reflected in the style of negotiation and coloring of professional relationships. Attention is drawn to the assessment of managers' health along with the decline in the degree of satisfaction with daily activities, especially under the influence of specific conditions of police activities. This confirms the conclusions of many scientists (Ramey, Downing & Knoblauch, 2008; Schilling et al., 2019; Acquadro Maran, Zito & Colombo, 2020; Queirós et al., 2020a), whose works note that the professional burnout of a police officer (manager) as a personality is a complex of specific, interacting changes within the personality structure arising from a number of conditions related to service activities. Thus, in particular, the study found that managers with up to 5 years of management experience in law enforcement agencies mainly have an existing initial level of professional burnout, the indicators of which vary by individual components. At the same time, managers with 10 years of service and over in the police demonstrate the syndrome of professional burnout. Indicators of emotional exhaustion, depersonalization, and reduction of achievements, which constitute the manifestations of burnout, tend to grow with the increasing length of service in the police and length of management experience.

According to some scientists (García-Rivera et al., 2020; Queirós et al., 2020b; Torres-Vences et al., 2022), the peculiarities of professional burnout in police officers (managers) can be manifested at 3 levels of their service activities: interpersonal, personal, and motivational.

To illustrate the manifestations of professional burnout in police organization managers and taking into account the above characteristics, we will display models of their possible behavior in situations of management activities (Table 5).

Table 5. Peculiarities of the behavior of police organization managers taking into account the components of professional burnout and levels of their implementation

Components of burnout	Manifestations of professional burnout in police organization managers at different levels of management activities		
	Interpersonal	Personal	Motivational
Psycho-emotional exhaustion	Mental exhaustion. Irritability in professional contacts. Manifestations of aggressiveness in behavior. Increased sensitivity to the assessment of colleagues.	Low emotional tolerance, excessive anxiety.	Lack of desire to perform professional duties qualitatively. The emergence of elements of deviant behavior.

Personal alienation / depersonalization	Unwillingness to contact subordinates and colleagues. Cynical negative attitude toward people when processing their appeals.	Critical attitude to subordinates and colleagues, combined with uncritical assessment of own achievements.	Decreased level of involvement in the work and affairs of the professional environment.
Professional motivation / reduction of personal achievements	Dissatisfaction with management activities and unfavorable attitude to the problems of the team.	Low self-esteem, dissatisfaction with oneself as a professional. Feeling of low professional effectiveness and efficiency.	Changing the vector of positive motives of service activities (ideology, romanticism, patriotism, etc.) to negative motives (selfish or personal motives, power, and rivalry). Indifference to the career.

All this demonstrates the need to involve techniques of mental self-regulation and psychological self-help, which will allow the manager of the police organizations to timely and effectively overcome the syndrome of professional burnout. The results obtained by us confirm the conclusions of the work of many scientists (Sluiter, 2006; Luceño-Moreno et al., 2016; Valieiev et al., 2019; Cieślak et al., 2020; Queirós et al., 2020b; Okhrimenko et al., 2022b) and significantly expand them.

Conclusion

Professional burnout is a psychological multidimensional syndrome that occurs at different stages of service activities of police organization managers and is characterized by a gradual loss of emotional, cognitive and physical energy under the influence of long-term professional stress. This condition is manifested in symptoms of chronic fatigue, decreased satisfaction from the work performed, and psycho-emotional exhaustion. Burnout develops gradually. The danger of burnout is that it can lead to the depletion of the physical, emotional and intellectual resources of the individual.

The findings of the research indicate a tendency for an increase in the level of professional deformation in police organization managers with an increase in the length of their service and experience of management in the police. Less experienced managers more often demonstrate emotional manifestations, pay attention to their social and professional environment, and are quite satisfied with their management activities. In addition, they are more energetic, more productive, more sensitive to the evaluation of others, more interested in the service, and more communicative, etc.

Instead, police organization managers with more experience in service (and therefore with age) tend to be less sensitive in their work and have a lower level of emotional background, which may indicate the depletion of emotional resources of the individual. They show responsibility in their work, and good professional skills, but their attitude toward subordinates changes in a certain way, they become more critical or even show some indifference. In the presence of significant experience in management (10 years and over), managers show signs of emotional saturation, they have increased negativism, cynicism of attitudes, and feelings toward colleagues. The attitude (in the negative direction) to their professional activities is significantly changing, underestimation of personal achievements and successes is revealed. Along with the decline in the degree of satisfaction with daily work, special attention is paid to the assessment of their health, especially under the influence of conflict, stress, and extreme conditions of police activities.

To organize and implement effective prevention of professional burnout, it is necessary to take into account the patterns of development of subjective changes in the personality of police organization managers, as well as to use forms and methods of psychological influence on their beliefs and behavior. Hence, any form of interaction with a practical psychologist will be justified. This increases the level of motivation of the manager, promotes the desire for self-control, self-development, self-analysis and correction of their personal qualities. The choice of objectives and the development of behavioral models in this case depends not only on the degree of training and experience of police organization managers but also on their desire to counteract the negative factors of service activities. Therefore, qualitatively selected methods and measures for the formation of mental stability will contribute to the effectiveness of the service of police organization managers and prolong their professional longevity.

Prospects for further research: it is planned to research the level of professional deformation of the personality of modern police organization managers.

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Human and animal rights

No Animals were used for the studies that are the base of this research. The reported experiments were in accordance with the ethical standards of the committee responsible for human experimentation (institutional and national), and with the Helsinki Declaration of 1975, as revised in 2013.

Consent for publication

The participants of the experiment were informed about the tasks of the research and voluntarily agreed to participate in it.

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