

Assessing the Resilience of Policewomen in Romania

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Abstract: *The main purpose of the study is to assess the resilience of policewomen in Romania, in this scope I intend conduct a research of resilience among the women who work in Romanian Police and to present the effects on daily activities. In order to achieve this, it was selected a tool entitle "Adult Resilience Measure" to be applied. The instrument used already has been validated and aims to measures the resilience of adults, but in order to obtain reliable results the tool was adapted to the specific police. The survey conducted in Romanian Police has achieve results that can allow to estimate the resilience of the policewomen. From other researches it was established that the people who work in this kind of environment have a higher degree of resilience, emotional intelligence and stress management. Also we can say that this feature is absolutely necessary to successfully fulfill the tasks and responsibilities that a policewoman has.*

1. Introduction

In Romania and other countries of the world, women represent the overwhelming part of the employees of public institutions [9], nevertheless this is not the case for Romanian Police, and in 2012 the total number of women in the institution was of 8809, this means almost 16% from the total number of employees, over the European standard established at 12% [15]. We choose to conduct a survey in an organization from public sector which is responsible for law enforcement where the women represent the minority of the employees. We applied a questionnaire among policewomen in Romania with the aim to evaluate their resilience. In order to achieve this we used a derivate tool from Child and Youth Resilience Measure (CYRM) named Adult Resilience Measure (ARM). The instrument was elaborated by the researchers Michael Ungar and Linda Liebenberg who initiated the Resilience Research Center and published „The user’s manual” in 2013, the general questions of the initial study were reduced and synchronized with the characteristics of the Romanian Police. The Child and Youth Resilience Measure (CYRM) is designed as a screening tool to explore the resources (individual, relational, communal and cultural)

available to individuals, that may bolster their resilience [19]. Concerning the Adult Resilience Measure (ARM), the researchers Michael Ungar and Linda Liebenberg in their paper „The user’s manual” measure overall resilience, as well the three subcategories that were identified to influence resilience processes; individual traits, relationship to caregiver(s), and contextual factors that facilitate a sense of belonging. Ordinary people have great possibilities to recover in crises thanks to their extraordinary capacity to face adversity and emotional disturbance.

2. Resilience in Romanian Police

Resilience is defined as the capacity of individuals to navigate their way to resources that sustain well-being [5]; the capacity of individuals’ physical and social ecologies to provide those resources [25]; and the capacity of individuals, their families, and communities to negotiate culturally meaningful ways for resources to be shared [26]. In police work it is likely that stressors influence the results of a policeman’s work, in this perspective, practicing this job, the policeman/policewoman might be affected emotionally, mentally, physically and spiritually. A trauma might occur when a person works every day in the same conditions: fast responses, shift work, facing complaints, with a limited budget, without the necessary resources available. This is why the organization should evaluate these risk factors and invest in training emotional intelligence and other methods that are meant to reduce all the chronic stressors. Finally, all the efforts should be redirected to lead to resiliency. Police organization can make all the necessary arrangements so its police officers/agents will be resilient and finally to develop their relation with the community. All this changes should start with educational institutions and finally applied through the entire institution. It is not a secret that police work has negative effects on officers/agents, finally their state of well is affected and they will release their feelings through an unfair treatment to other, even to their family.

3. Research

Adult Resilience Measure consists in answering questions divided on 3 levels: individual, relational and finally communal and cultural, in this perspective the questionnaire includes five general questions, eleven questions in connection with the individual level, seven questions for relational level and ten questions at contextual level. The first two levels refer to personal information related only to self, while the third refers to external influences. This paper aims to present the survey conducted in Romanian Police regarding resilience of women, which involves the interpretation of the results at all three levels. As the researchers Michael Ungar and Linda Liebenberg discovered in their paper „The user’s manual” published in 2013 the higher the score are, the more resilience components are present in the lives of questioned people. In order to develop the research, we identified three hypotheses so we can measure the resources available to policewomen that can sustain their resilience:

H1: Romanian policewomen have individual capacities.

H2: In Romania, policewomen have strongly developed personal relationships with key individuals.

H3: In Romanian Police, contextual factors facilitate a sense of belonging for policewomen.

In previous studies it was established that for adults, insight into sub-scales there are clusters of questions that need to be included when analyzing results from ARM [18]. In order to verify the hypothesis is necessary to sum the responses for each of sub-scales so it can be concluded or not that the specific component of resilience is present in the lives of policewomen. In order to obtain the result for each sub-scale is necessary to sum responses to the specific questions, as it is presented in Figure 1. The higher the obtained score is, the more the resilience components are visible for the person in question. Concerning the individual level, there are three clusters as it follows: personal skills, peer support and social skills, each cluster has specific questions that need to be analyzed together in order to be relevant for the final result. In this perspective, “Personal skills” has five questions: “I cooperate with people around me”, “I try to finish what I start”, “People think that I am fun to be with”, “I can solve problems without harming myself or others”, “I am aware of my own strengths”. The second cluster “Peer Support” involves two questions: “I feel supported by my friends” and “My friends stand by me during difficult times”. Concerning the third cluster of this variable “Social skills” we can observe four questions: “I know how to behave in different social situations”, “I know where to get help in my community”, “I have the opportunities to show others that I can act responsibly” and finally “I have

the opportunities to apply my abilities in life”. The second sub-scale “Relationship with Primary Caregiver” has two clusters, the first one “Caregiver: Physical Care giving” which require answering at two questions: “My family has usually supported me through life” and “If I am hungry, I can get food to eat”, while the second one “Caregiver: Psychological Care giving” contains: “My family knows a lot about me”, “I talk to my family/partner about how I feel”, “My family stands by me during difficult times”, “I feel secure when I am with my family” and “I enjoy my family’s/partner’s cultural and family traditions”. The third sub-scale “Context” contains three clusters: “Spiritual”, “Education” and “Cultural”. The first cluster, “Education” includes three questions: “Spiritual beliefs are a source of strength for me”, “I participate in organized religious activities” and “I think it is important to support my community”, the second one refers to “Getting and improving qualification or skills is important to me” and “I feel I belong in my community”, whilst the third one contains five questions as it follows: “I have people I can respect in my life”, “I am proud of my ethnic background”, “I am treated fairly in my community”, “I enjoy my community’s culture and traditions” and “I am proud to be a citizen of Romania”.

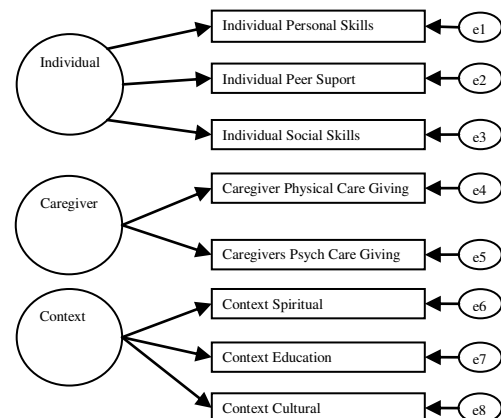


Figure 1 ARM Sub-Scale Confirmatory factor analytic model of the adult resilience measure [18]

4. Methodology

In order to obtain the relevant answers, we elected to conduct the survey among a representative sample of policewomen who work within Romanian Police, because a critical factor of an organization’s success is the capacity of resilience of those employee who might be considered as underprivileged. The research took place in September 2014 and the questionnaire was distributed through internal network to a number of 400 policewomen. Actually, in Romanian Police there are 7,119 policewomen, until now the number of respondents is 370. Taking into account that the

survey is not finish yet and if we consider the level of confidence 95% and the sample error ± 5 , then for total population of 7,119 the sample is relevant. Most of the respondents were aged “between 31 and 39 years”-52.7%, whilst “under 30” and “over 40” were 6.8%, respectively 40.5%. Concerning the seniority in organization only 12.7% have “between 3 and 10 years”, 47.3% have “between 10 and 15 years” and the rest of 40% have “over 15 years” within the institution. The majority of police women surveyed-67.6% is working in crime investigation area. 42.7% of the examinees have a bachelor`s degree, 42.4% a master`s degree and only 14.9% have a doctorate diploma. Data was centralized and analyzed in the Statistical Package for Social Scientists program SPSS version 20.0. This study aims to establish the resilience of policewomen from Romania on the determinants of three levels: individual, relational and contextual. The respondents were asked to evaluate each variable on Likert type scale with the respondents ranging from 1 (not at all) to 5 (a lot). The questionnaire was tested for validity and reliability (Cronbach`s Alpha=.819). The scale used to examine the resilience is divided, for adults, in three sub-scales as it follows: individual capacities, personal relationships with key individuals and contextual factors that facilitate a sense of belonging. In order to determine the score for each sub-scale it was summed the answers to the specific questions.

5. Results and discussion

As displayed in table 1-statistics showed that for every variable selected to be investigated regarding individual capacities (INDIVIDUAL), personal relationship with key individuals (CAREGIVER) and contextual factors that facilitate a sense of belonging (CONTEXT), the questionnaire was fulfilled properly, missing response was 0. The mean of a set of numbers represents the arithmetic average of those numbers; also the mean summarizes all of the units in every observed value, and is the most frequently used measure of central tendency for numerical variables. (When data are skewed, however, the median is generally a more appropriate measure of central tendency.).

Table 1 Statistics on sub-scales

	Individual : Personal Skills	Individual : Peer Support	Individual : Social Skills	Caregiver : Physical Care giving	Caregiver : Psychological Care giving	Context: Spiritual	Context: Education	Context: Cultural
Valid N	370	370	370	370	370	370	370	370
Missing	0	0	0	0	0	0	0	0
Mean	4.40	4.63	3.95	3.8730	4.48	4.0568	4.6500	4.5405
Std. Error of Mean	.034	.035	.038	.03191	.049	.03883	.02277	.03710
Median	4.00	5.00	4.00	4.0000	5.00	4.0000	5.0000	5.0000
Mode	5	5	4	4.00	5	4.00	5.00	5.00
Std. Deviation	.660	.675	.727	.61382	.946	.74682	.45520	.71358
Variance	.436	.456	.528	.377	.895	.558	.201	.509
Range	2	3	3	2.00	4	4.00	1.00	4.00
Minimum	3	2	2	3.00	1	1.00	4.00	1.00
Maximum	5	5	5	5.00	5	5.00	5.00	5.00

Source: Results obtained by processing SPSS

In our study, regarding the sub-scales, the values of the mean registered for each item is displayed in table 1 on the specified row. The standard error is the standard deviation of the sampling distribution of a statistic. The term may also be used to refer to an estimate of that standard deviation, derived from a particular sample used to compute the estimate and the values registered are presented in table 1 just under the values registered for the mean. The median is a value that divides the set of ordered (from smallest to largest) observations in half. That is, one-half the observations are less than (or equal to) the median value, and one-half the observations are greater than (or equal to) the median value. In our study, the median`s value is ‘4’ (in four cases) and ‘5’ (in other three cases), as we can observe from our analysis realized for each item concerning the personal level (table 1). The mode, especially useful in summarizing categorical or discrete numerical variables, is the category or value that occurs with the greatest frequency. It is also possible to determine the mode of a variable by examining the frequency distribution itself. The value associated with these numbers is the most common value for the variable — the mode of the variable. The values of the mode for each variable are presented in table 1. The standard deviation (s) is a type of average of the distances of the values of individual observations from the mean. It is one of the most common and most useful measures of dispersion. The variance (s^2) is the square of the standard deviation. The standard

deviation is found by computing the square root of the variance. Notice that the variance is the square of the standard deviation. All the registered values are displayed in table 1. The range is the difference between the maximum value in a distribution and the minimum value. To find the range from this distribution, subtract the minimum value from the maximum value, as we can see in table 1. As it is displayed in table 2 the mean concerning individual capacities is 4.33 (standard error of mean 0.20), this strengthens the assumption that policewomen have individual capacities in Romania, concerning the mean (4.18-see table 2) registered for our sample on personal relationship with key individuals shows stable connections at the same time well-defined, lasting and based on trust. As about the last variable of the study - contextual factors that facilitate a sense of belonging – the obtained mean is 4.43 (table 2), while the standard error of the mean is 0.18, so we can conclude that extrinsic factors create a favorable environment to strengthen ties with the organization and with others.

Table 2 Statistics on variables

	Individual	Caregiver	Context
N			
Valid	370	370	370
Missing	0	0	0
Mean	4,3252	4,1784	4,4333
Std. Error of Mean	,02031	,02936	,01848
Median	4,3333	4,5000	4,3333
Mode	4,67	4,50	4,33
Std. Deviation	,39064	,56484	,35550
Variance	,153	,319	,126
Range	2,00	3,00	1,67
Minimum	3,00	2,00	3,33
Maximum	5,00	5,00	5,00

Source: Results obtained by processing SPSS

Conducting the Hypotheses Test: One Sample T-Test. In our research we have applied One Sample T-Test in order to compare a sample to a population, knowing only the mean. When the standard deviation of the population is unknown, SPSS is used to compute the sample standard deviation and to calculate the appropriate test statistic (*t*). Knowing that the sample is representative for the entire population (all policewomen), it will be tested that in Romania the policewomen have individual capacities. The null and alternative hypothesis is H₀: in Romania the policewomen have not individual capacities. In this case, we select the accepted level

of error .05. The error level represents the probability of committing a Type I error; that is, the probability of rejecting the null hypothesis even it is true. In this specific case, it is accepted a 5% chance of incorrectly rejecting the null hypothesis. The final aim of the test is to investigate if our respondents are significantly different from the population.

Table 3 One-Sample Test - Variable "Individual"

	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Individual	212,978	369	,000	4,32523	4,2853	4,3652

Source: Results obtained by processing SPSS

In table 3 we can observe the results obtain for the first variable "Individual", so the real difference between the mean of the sample and the mean of the population investigated it will be in the range of 4.29-4.37. This means that between the two populations it is possible to find with a level of error .05 even a difference of 4.29 points and a maximum of 4.37 points. The value of t test and p<0.01 shows that this difference is significant, so the subjects are significantly different from those who would disagree with our research hypothesis. This means that they are from a different population and our null hypotheses are not confirmed.

Table 4 One-Sample Test - Variable "Caregiver"

	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Caregiver	142,293	369	,000	4,17838	4,1206	4,2361

Source: Results obtained by processing SPSS

In table 4 we can observe the results obtain for the second variable "Caregiver", so the real difference between the mean of the sample and the mean of the population investigated it will be in the range of 4.12-4.24. The value of t test and p<0.01 shows that this difference is significant, so the subjects are significantly different from those who would disagree with our research hypothesis, so our null hypothesis "H₀: Romanian policewomen have not *strongly developed* personal relationships with key individuals: is not confirmed.

Table 5 One-Sample Test - Variable "Context"

	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Context	239,881	369	,000	4,43333	4,3970	4,4697

Source: Results obtained by processing SPSS

In table 5 we can observe the results obtain for the third variable of our study "Context", so the real difference between the mean of the sample and the mean of the population investigated it will be in the range of 4.40-4.47. The value of t test and p<0.01

shows that this difference is significant, so the subjects are significantly different from those who would disagree with our research hypothesis, so our null hypothesis “H0: In Romanian Police, contextual factors don’t facilitate a sense of belonging for policewomen”.

Pearson Correlation. Next, in this research it will be applied Pearson correlation as it is presented in Table 6 between all variables. Through it is intended to identify the relevant relationship between variables, negative or positive.

Table 6 Correlations

		Source	Age of respondents	Seniority in organization	Main area of activity of the respondents	Level of education of the respondents	Individual	Caregiver	Context
Source	Pearson Correlation	1	-.003	.078	.146**	-.005	-.025	-.016	.508**
	Sig. (2-tailed)		.951	.136	.005	.918	.633	.763	.000
	N	370	370	370	370	370	370	370	370
Age of respondents	Pearson Correlation	-.003	1	.589**	-.006	-.008	-.558	.098	.070
	Sig. (2-tailed)	.951		.000	.913	.883	.000	.061	.180
	N	370	370	370	370	370	370	370	370
Seniority in organization	Pearson Correlation	.078	.589**	1	.011	-.005	-.005	.082	.571
	Sig. (2-tailed)	.136	.000		.835	.923	.919	.116	.000
	N	370	370	370	370	370	370	370	370
Main area of activity of the respondents	Pearson Correlation	.146**	-.006	.011	1	.089	-.011	.516	.126*
	Sig. (2-tailed)	.005	.913	.835		.088	.837	.753	.015
	N	370	370	370	370	370	370	370	370
Level of education of the respondents	Pearson Correlation	-.005	-.008	-.005	.089	1	.204**	-.555**	-.054
	Sig. (2-tailed)	.918	.883	.923	.088		.000	.003	.298
	N	370	370	370	370	370	370	370	370
Individual	Pearson Correlation	-.025	-.558	-.005	-.011	.204**	1	.445**	-.120*
	Sig. (2-tailed)	.633	.000	.919	.837	.000		.000	.021
	N	370	370	370	370	370	370	370	370
Caregiver	Pearson Correlation	-.016	.098	.082	.516	.555**	.445**	1	-.123*
	Sig. (2-tailed)	.763	.061	.116	.753	.003	.000		.018
	N	370	370	370	370	370	370	370	370
Context	Pearson Correlation	.508**	.070	.571	.126*	-.054	-.120*	-.123*	1
	Sig. (2-tailed)	.000	.180	.176	.015	.298	.021	.018	
	N	370	370	370	370	370	370	370	370

** Correlation is significant at the 0.01 level (2-tailed).
 * Correlation is significant at the 0.05 level (2-tailed).

Source: Results obtained by processing SPSS

Correlation between “age of respondents” and “seniority in organization” is +0.589 and $p < 0.000$, which indicate that it is both positive and strong; this is normally in this kind of institution because it is more difficult to reconvert when the person is trained and educated for a specific job. The variable “Context” registers a strong and positive relation with the variables “Source” $r = +0.508$, $p < 0.000$ and with the variable “Seniority” $r = +0.571$, $p < 0.000$. This means that contextual factors facilitate a sense of belonging for policewomen who have been recruited from the Police Academy or Schools of Police and who have been working for several years in the institution. Another correlation identified is between “Caregiver” and “Main area of activity” $r = +0.516$, $p < 0.000$, also we can see that “Caregiver” has a strong a positive correlation with “Level of

education”, $r = +0.555$, $p < 0.000$. Next, we can notice that the variable “Individual” has a strong and positive correlation with “Age” $r = +0.558$, $p < 0.000$.

6. Conclusions

Resilience is an actual concept in terms of law enforcement agencies, therefore it is necessary to realize the importance of its adequate management, with the main goal to get a high organizational and individual performance, but also to meet the fundamental objectives of the organization. Especially when the core business of the organization consists of services should not diminish the importance of the human factor, but rather need to find the necessary levers to ensure a climate performance. Resilient is important for the employee and the employee is important for the organization, especially regarding results on short term even on long term. The reality of Romanian Police is that, unfortunately, the police officer/agents male or female are left to their own capacities to recover from situation that should be professionally handled. Even the simple case of stressor, internal or external, is left adrift, each for himself. The results expected when the organization focuses on resilience consist in community excellent services which will be reflected in the successful fight against crime. The study developed shows that in the lives of Romanian policewomen the components of resilience are presented. If we take into consideration the researchers Liebenberg and Ungar statement “the higher the score are, the more resilience components are present in the lives of people”, it can be concluded that our sample prove resilience. The sample is representative for the population investigated, so the policewomen present all of the three components of resilience: individual capacities, strong personal relationships with key individuals and contextual factors that facilitate a sense of belonging. All the hypotheses have been proved to be true for the women surveyed. Results should not make us happy, because they were obtained independently of management action just by factors related to individual capabilities. This study should be disseminated to all law enforcement institutions to draw attention to the negative effects of neglecting resilience issues. It must be considered an action plan that will consist in detailing every step of enhancing the employees' Resilience. In future we intend to expand the research by identifying key factors that lead to resilience and that could cause to the development of a learning mechanism regarding the profession of police.

7. References

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