

**IMPACT OF ORGANIZATIONAL SUPPORT ON RESILIENCE AND WORK
BURNOUT ON KERALA POLICE PERSONNEL**

Dissertation submitted to Kerala University

In partial fulfilment of the requirements for the award of the Degree of

M. Sc. Counselling Psychology

By

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CERTIFICATE



This is to certify that the Dissertation entitled “**IMPACT OF ORGANIZATIONAL SUPPORT ON RESILIENCE AND WORK BURNOUT AMONG KERALA POLICE PERSONNEL**” is an authentic work carried out by Arya B S, Reg. No. 60422115008 under the guidance of Ms. Anila Daniel during the fourth semester of M.Sc. Counselling Psychology programme in the academic year 2022- 2024.

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I, Arya B S , do hereby declare that the dissertation titled “**Impact of Organizational Support on Resilience and Work Burnout among Kerala Police Personnel**”, submitted to the Department of Counselling Psychology, Loyola College of Social Sciences, Sreekariyam, under the supervision of Ms. Anila Daniel , Guest lecturer, Department of Counselling Psychology, for the award of the degree of Master’s in Science of Counselling Psychology, is a bonafide work carried out by me and no part thereof has been submitted for the award of any other degree in any University.

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CONTENTS

LIST OF TABLES

LIST OF APPENDICES

ABSTRACT

CHAPTERS		PAGE NO.
CHAPTER I	INTRODUCTION	1-7
CHAPTER II	REVIEW OF LITERATURE	8-24
CHAPTER III	METHOD	25-34
CHAPTER IV	RESULT AND DISCUSSION	35-50
CHAPTER V	SUMMARY AND CONCLUSION	51-54

REFERENCES

APPENDICES

LIST OF TABLES

Table No.	Title	Page No.
4.1	Test of Normality of the sample	35
4.2	Correlation between POS, Resilience and Work burnout	36
4.3	Linear Regression result of resilience from POS	38
4.4	Linear Regression result of burnout section A from POS	41
4.5	Linear Regression result of Burnout Section B from POS	44
4.6	Linear Regression result of Burnout Section C from POS	47

LIST OF APPENDICES

No.	Appendices
1.	Informed consent form
2.	Personal data sheet
3.	Perceived Organizational Support Scale
4.	Brief Resilience Scale
5.	Maslach Burnout Inventory

ABSTRACT

Aim: This study examined the impact of Perceived Organizational Support (POS) on resilience and work burnout among police personnel in Trivandrum, Kerala.

Method: Data were collected from 110 participants using the Perceived Organizational Support scale, the Maslach Burnout Inventory, and the RS-14 Scale of Resilience.

Result: Descriptive statistics, normality tests, and both correlation and regression analyses were conducted. The Shapiro-Wilk test indicated that POS data were normally distributed, while resilience and burnout dimensions deviated from normality. Correlation analysis revealed that POS was positively correlated with resilience and personal accomplishment, and negatively correlated with emotional exhaustion and depersonalization. Regression analysis showed a modest positive effect of POS on resilience ($R = 0.254$, $R^2 = 0.065$) and a mixed impact on burnout. Specifically, POS was associated with increased burnout in the Emotional Exhaustion dimension ($R = 0.399$, $R^2 = 0.159$), but decreased burnout in Depersonalization ($R = 0.389$, $R^2 = 0.151$) and Personal Accomplishment ($R = 0.367$, $R^2 = 0.135$).

Conclusion: These findings suggest that while POS generally supports resilience and reduces burnout, its impact can vary. The study highlights the importance of carefully designing support systems to address specific needs and manage expectations. Future research should include larger, more diverse samples and explore longitudinal effects to gain deeper insights into these dynamics.

CHAPTER 1

INTRODUCTION

The strength of resilience is forged in the support of those who stand behind us, and without it, burnout becomes inevitable."— Simon Sinek

The Indian police force is a cornerstone of internal security, playing a critical role in maintaining law and order in one of the world's most diverse and complex nations. With a personnel strength exceeding 2 million, it ranks among the largest police forces globally. This vast force is responsible for a wide array of duties, including crime prevention, investigation, managing civil disturbances, counter-terrorism, and disaster response. Despite its significant role in safeguarding public safety and upholding the rule of law, the Indian police force grapples with a range of challenges that impact its efficiency and the well-being of its personnel.

One of the foremost issues faced by the Indian police is understaffing. The ratio of police officers to civilians in India is notably below the global average, resulting in an increased workload for individual officers. According to the Bureau of Police Research and Development (2021), the existing staffing levels are inadequate to meet the demands of a growing population and an evolving crime landscape. This understaffing problem not only strains the system but also affects the quality of policing. Officers are often required to handle multiple tasks simultaneously, which can lead to decreased efficiency and job dissatisfaction. For instance, they may be expected to manage routine law enforcement duties while also addressing complex cases and emergency situations. This high workload can lead to physical and mental exhaustion, diminishing their effectiveness and overall job satisfaction.

Compounding the issue of understaffing is the problem of inadequate resources. Many police units operate with outdated equipment and technology, which hinders their ability to perform

effectively. For example, outdated communication systems can lead to delays in responding to incidents, while insufficient forensic capabilities can impede the investigation of crimes. A study by Verma (2021) highlights that the lack of modern surveillance tools and forensic technology limits the ability of police officers to effectively combat and prevent crime. Additionally, inadequate training exacerbates these issues. Officers may not receive the necessary training to handle contemporary challenges or utilize new technologies effectively, further diminishing their operational efficiency. The lack of training can also impact their ability to adapt to new methods and techniques in crime prevention and investigation.

The high-stress nature of police work is another significant challenge. Police officers frequently encounter crime, violence, and civil unrest, which places them under considerable psychological strain. The need to make rapid, high-stakes decisions in potentially dangerous situations contributes to elevated stress levels. Continuous exposure to traumatic events and the responsibility for public safety can have severe implications for mental health. Studies by Singh and Kar (2015) have demonstrated that police officers often experience higher levels of stress compared to other professions, which can lead to mental health issues such as anxiety and depression. The psychological toll of dealing with traumatic incidents, coupled with the pressures of maintaining public safety, creates a demanding and high-pressure environment for officers.

Resilience, or the capacity to recover from adversity while maintaining mental and emotional well-being, is crucial for police officers. However, prolonged stress without adequate support can erode resilience over time. Burnout, characterized by emotional exhaustion, cynicism, and a reduced sense of personal accomplishment, is a significant concern. According to Maslach and Leiter (2016), burnout affects not only the well-being of individual officers but also has broader implications for the police force's overall effectiveness. It can lead to reduced job performance, increased absenteeism, and a higher turnover rate, which in turn affects public

safety and erodes community trust in law enforcement. The cumulative impact of burnout can be particularly severe in high-pressure environments, such as those faced by police officers in India.

In the state of Kerala, the policing environment presents unique challenges. Kerala is known for its high literacy rates and politically aware population, and its police force is recognized for its professionalism and efficiency. However, the state's socio-political landscape introduces specific difficulties. Frequent public demonstrations, strikes, and political activism require officers to function not only as law enforcers but also as mediators in potentially volatile situations. This dual role adds complexity to their responsibilities and can increase the stress associated with their duties. Narayanan (2017) notes that the need for police officers to navigate complex socio-political scenarios in Kerala places additional pressure on them, further contributing to the overall stress experienced in their roles.

Additionally, Kerala's diverse geography, which includes urban centres, rural areas, hilly terrains, and an extensive coastline, adds further layers of complexity to policing. Officers must adapt to various environments and respond to a wide range of incidents, from urban crime to rural disputes and coastal security challenges. Nair and Joseph (2019) highlight that this geographic diversity necessitates flexibility and a broad skill set among officers, who must be prepared to handle different types of incidents in various settings. This requirement for versatility further intensifies the demands placed on police officers in Kerala.

The high-stress nature of policing in Kerala is further exacerbated by long working hours. Officers often work beyond standard shifts due to the unpredictable nature of their duties. This extended work period, combined with the psychological toll of dealing with traumatic incidents, creates a high-pressure environment. The constant need for vigilance and the burden of high public expectations contribute to an increased risk of burnout. The long working hours

and the psychological strain associated with high-stress situations can lead to emotional exhaustion and decreased job satisfaction.

Organizational support plays a critical role in mitigating the risks of burnout and enhancing resilience among police personnel. Organizational support encompasses the extent to which an organization values its employees and provides them with necessary resources, emotional backing, and recognition. Effective organizational support includes ensuring adequate staffing levels, providing access to modern equipment, offering regular training, and providing psychological counselling services. According to Kurtessis et al. (2017), a positive work culture that promotes teamwork and mutual respect also contributes significantly to officer well-being. When officers perceive strong organizational support, they are better equipped to handle job stresses and recover from challenging situations. This support enhances their resilience and job satisfaction, leading to improved performance and reduced burnout.

Conversely, a lack of organizational support can exacerbate the inherent stresses of police work, leading to higher levels of burnout and its associated negative outcomes. Papazoglou and Andersen (2014) emphasize that insufficient organizational support can lead to increased burnout rates, which negatively impacts both individual officers and the overall effectiveness of the police force. Without adequate support, officers may struggle to cope with the demands of their job, leading to diminished performance and job dissatisfaction.

The Indian police force faces numerous challenges that impact its operational effectiveness and the well-being of its personnel. Issues such as understaffing, inadequate resources, and the high-stress nature of police work create a demanding environment. In Kerala, these challenges are compounded by the state's unique socio-political and geographical factors. Understanding the role of organizational support in enhancing resilience and reducing burnout is essential for improving the effectiveness of law enforcement. By examining how

organizational support influences these variables, this study aims to provide valuable insights that can inform the development of targeted interventions and support mechanisms. Enhancing organizational support has the potential to improve officer well-being, reduce burnout, and strengthen the overall effectiveness of the police force in Kerala. This research seeks to contribute to a deeper understanding of policing in high-pressure environments and offer recommendations for improving the support and performance of police personnel.

Need and significance of the study

The Kerala police force operates under significant stress due to the state's complex socio-political landscape, frequent public demonstrations, and varied geographical conditions. This high-pressure environment contributes to challenges such as increased burnout and diminished resilience among officers. The need for this study arises from the necessity to understand how organizational support can address these issues. By examining the specific impact of organizational support on resilience and burnout, the study aims to identify effective strategies for enhancing the well-being and performance of Kerala police personnel.

The significance of this research lies in its potential to provide actionable insights into the role of organizational support in mitigating work-related stress. Understanding how support mechanisms influence resilience and burnout will help in developing targeted interventions that improve job satisfaction and mental health among officers. Effective organizational support can lead to a reduction in burnout rates and bolster resilience, ultimately enhancing officers' ability to manage stress and perform their duties efficiently.

Statement of the problem

The problem of the present study is stated as: "The Impact of Organizational Support on Resilience and Work Burnout among Kerala Police Personnel."

Operational definitions of the key terms

Organizational Support

In this study, organizational support refers to the degree to which the Kerala Police Department provides its personnel with the necessary resources, assistance, and a supportive work environment. This includes access to training programs, mental health resources, adequate equipment, positive supervision, recognition, and overall encouragement from the organization to enhance job performance and well-being.

Resilience

In this study, resilience refers to the capacity of Kerala police personnel to effectively manage and recover from the stress and challenges inherent in their roles. It involves maintaining emotional stability, psychological flexibility, and the ability to adapt to and bounce back from adversity and traumatic experiences encountered in their work.

Work Burnout

In this study, work burnout is defined as a state of chronic physical and emotional exhaustion, cynicism towards work, and a diminished sense of personal accomplishment experienced by Kerala police personnel. It is characterized by persistent fatigue, negative attitudes towards job responsibilities, and a feeling of ineffectiveness and lack of achievement in their professional role.

Objectives of the study

- To Assess Organizational Support Among Kerala Police Personnel
- To Assess Resilience Levels Among Kerala Police Personnel
- To Assess Work Burnout Among Kerala Police Personnel
- To Determine the Prevalence of Work Burnout Among Kerala Police Personnel
- To Explore the Relationship Between Organizational Support and Resilience Among Kerala Police Personnel
- To Examine the Relationship Between Organizational Support and Work Burnout Among Kerala Police Personnel
- To Assess the Relationship Between Resilience and Work Burnout Among Kerala Police Personnel

Hypothesis of the study

- There will be no significant relationship between organizational support and resilience among Kerala police personnel.
- There will be no significant relationship between organizational support and work burnout among Kerala police personnel.
- There will be no significant relationship between resilience and work burnout among Kerala police personnel.

CHAPTER II

REVIEW OF LITERATURE

THEORETICAL FORMULATIONS

Organizational support

Organizational support refers to the extent to which employees perceive that their organization values their contributions and cares about their well-being. According to Eisenberger et al. (1986), organizational support is defined as the degree to which employees believe that the organization appreciates their efforts and provides the resources and assistance needed to fulfill their roles effectively. This perception of support encompasses both tangible forms, such as adequate resources and fair rewards, and intangible forms, such as emotional backing and recognition. When employees perceive high organizational support, they are more likely to experience higher job satisfaction, greater organizational commitment, and reduced stress and burnout. The concept of organizational support is central to understanding the dynamics of employee engagement and motivation, as it directly influences how employees respond to job demands and organizational challenges (Rhoades & Eisenberger, 2002)

Social Exchange Theory

Social Exchange Theory (SET) is a fundamental framework for understanding organizational support, emphasizing the reciprocal nature of workplace interactions. According to SET, employee-employer relationships are governed by a system of mutual exchanges where employees offer effort, loyalty, and commitment in exchange for rewards and support from their organization (Blau, 1964). The theory posits that when organizations provide positive reinforcement such as recognition, support, and resources employees perceive these actions as part of a social contract, leading them to reciprocate with increased job satisfaction, enhanced performance, and lower turnover intentions. This reciprocal process creates a cycle of positive

reinforcement that benefits both the organization and its employees. Eisenberger et al. (1986) were among the first to explore this concept, demonstrating that employees who perceive high organizational support experience higher job satisfaction and organizational commitment. This perception of support significantly impacts employees' attitudes and behaviors, contributing to a more engaged and productive workforce.

Perceived Organizational Support (POS)

Perceived Organizational Support (POS) refers to employees' perceptions that their organization values their contributions and is concerned about their well-being. POS is a critical aspect of organizational support theory, as it directly influences employee outcomes such as job satisfaction, organizational commitment, and overall wellbeing (Eisenberger et al., 1986). POS encompasses both tangible support such as resources and training and intangible support such as emotional backing and recognition. High POS is associated with various positive outcomes, including reduced stress and burnout. For instance, Rhoades and Eisenberger (2002) conducted a meta-analysis demonstrating that high POS is strongly linked to increased job satisfaction, organizational commitment, and performance, while being negatively correlated with job stress and burnout. This suggests that when employees perceive they are supported by their organization, they are more likely to exhibit resilience in the face of job demands and experience lower levels of work-related stress.

Job Demands-Resources (JD-R) Model

The Job Demands-Resources (JD-R) Model provides a comprehensive framework for understanding the role of organizational support in managing job-related stress and burnout. This model categorizes job characteristics into two main types: job demands and job resources. Job demands are aspects of the job that require sustained effort and are associated with physiological and psychological costs, while job resources help employees achieve work goals,

mitigate job demands, or foster personal growth and development (Bakker & Demerouti, 2007). Organizational support is considered a crucial job resource in this model. It plays a vital role in buffering the negative effects of high job demands, reducing burnout, and enhancing resilience. For example, Bakker et al. (2003) demonstrated that organizational support, as a job resource, helps employees cope with job stress and recover from strain, leading to improved job satisfaction and engagement. By providing necessary resources and emotional support, organizations can mitigate the adverse effects of job demands and foster a healthier, more resilient workforce.

Resilience

Resilience is defined by Ann Masten (2001) as "the process of, capacity for, or outcome of successful adaptation despite challenging or threatening circumstances." This definition encompasses resilience as a dynamic and multifaceted concept rather than a fixed trait. Masten's perspective emphasizes that resilience involves the ability to adapt positively in the face of adversity, rather than merely recovering from it. According to Masten, resilience is shaped by the interaction between an individual's inherent characteristics such as optimism, problem-solving skills, and emotional regulation and the external supports available, including social networks and community resources. This definition highlights that resilience is not just about bouncing back from difficulties but involves ongoing processes of adaptation and growth in response to continuous challenges. The concept reflects a broader understanding that resilience is influenced by both personal and environmental factors, making it a crucial aspect of successful development and coping in the face of adversity.

Resilience Theory

Resilience Theory, as articulated by Ann Masten (2001), posits that resilience is the capacity for successful adaptation despite significant adversity. Masten emphasizes that resilience is not

a static trait but rather a dynamic process involving the interplay between personal attributes and external resources. According to Masten (2001), resilience emerges from interactions between individual characteristics such as optimism, self efficacy, and problem solving skills and supportive external resources, including social support and community engagement. This perspective highlights that individuals are able to manage stress and recover from challenging situations through a combination of inherent personal strengths and the support provided by their environment. Masten's work underscores that resilience is about the ability to adapt and thrive despite difficult circumstances, thus emphasizing the crucial role of both personal and external factors in fostering resilience.

Ecological Model of Resilience

The Ecological Model of Resilience, proposed by Urie Bronfenbrenner (1979), provides a comprehensive framework for understanding resilience as a product of interactions across multiple layers of an individual's environment. Bronfenbrenner (1979) argues that resilience is shaped by the dynamic interplay between personal characteristics and various environmental systems, including family, work, and community contexts. This model highlights that the quality of relationships and resources at these different ecological levels significantly influences an individual's capacity to cope with adversity. The Ecological Model emphasizes that resilience is not solely dependent on individual traits but is also a function of the broader environmental context, making it essential to consider the multiple layers of support that contribute to an individual's resilience.

Transactional Model of Stress and Coping

The Transactional Model of Stress and Coping, developed by Richard Lazarus and Susan Folkman (1984), frames resilience as a result of the interaction between individuals and their environment, focusing on cognitive appraisal processes. According to Lazarus and Folkman

(1984), individuals appraise stressors through primary appraisal (evaluating the significance and threat of the stressor) and secondary appraisal (assessing the available resources and coping strategies). The model distinguishes between problem-focused coping, which directly addresses the stressor, and emotion-focused coping, which manages the emotional response to the stressor. Lazarus and Folkman's model underscores that resilience is influenced by how effectively individuals use coping strategies and the availability of supportive resources to manage stress. This approach highlights the importance of cognitive and resource-based factors in shaping resilience.

Work Burnout

Work burnout is defined as "a psychological syndrome emerging as a prolonged response to chronic interpersonal stressors on the job" (Maslach & Jackson, 1981, p. 99). This definition highlights burnout as a complex psychological condition resulting from sustained exposure to stressors at work. According to Maslach and Jackson, burnout comprises three core dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment. Emotional exhaustion involves feeling overwhelmed and depleted by work demands, while depersonalization reflects a sense of detachment or negativity towards colleagues or clients. Reduced personal accomplishment pertains to a diminished sense of effectiveness and achievement in one's work. This definition underscores that burnout is not merely about feeling tired but involves a deep-seated decline in emotional well-being and professional efficacy due to ongoing workplace stressors.

Maslach's Burnout Inventory (MBI) Model

The Maslach Burnout Inventory (MBI) Model, developed by Christina Maslach and Susan E. Jackson (1981), is one of the most widely used frameworks for understanding work burnout. The MBI defines burnout as a psychological syndrome characterized by three core

dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment. Emotional exhaustion refers to feelings of being emotionally overextended and depleted by one's work. Depersonalization involves a detached or negative response towards colleagues or clients, often manifesting as cynicism or reduced empathy. Reduced personal accomplishment reflects a decline in feelings of competence and achievement in one's work. Maslach's model highlights that burnout results from chronic stress and strain in the workplace, affecting both individuals' emotional well-being and their professional effectiveness.

Job Demands-Resources (JD-R) Model

The Job Demands-Resources (JD-R) Model, proposed by Arnold Bakker and Evangelia Demerouti (2007), provides a comprehensive framework for understanding work burnout. This model posits that burnout arises from an imbalance between job demands and job resources. Job demands are aspects of the job that require sustained physical or mental effort and are associated with physiological and psychological costs, such as excessive workload, time pressure, and emotional demands. Job resources are aspects that help achieve work goals, reduce job demands, or stimulate personal growth, such as support from colleagues and supervisors, and opportunities for professional development. According to the JD-R Model, high job demands can lead to burnout when they exceed the available resources, while adequate resources can mitigate the effects of high demands and reduce burnout.

Conservation of Resources (COR) Theory

Conservation of Resources (COR) Theory, developed by Stevan Hobfoll (1989), explains work burnout through the lens of resource loss and gain. COR Theory posits that individuals strive to obtain, retain, and protect their resources, which can include time, energy, and social support. Burnout occurs when individuals perceive a significant loss of these resources or experience inadequate resource replenishment. According to COR Theory, high demands at work that

deplete resources can lead to burnout if individuals do not receive sufficient support or resources to counterbalance the losses. The theory underscores the importance of resource management and support systems in preventing and addressing burnout, suggesting that organizations need to focus on resource provision and reduction of resource loss to mitigate burnout.

Empirical Review

Bakker and Demerouti (2017) advanced the Job Demands-Resources (JD-R) model by underscoring the pivotal role of organizational support as a vital job resource. Their study revealed that organizational support functions as a buffer against the detrimental impacts of high job demands. Specifically, they found that when employees receive robust support from their organization, it significantly alleviates the negative effects of stressors associated with demanding jobs. This support includes both tangible resources and emotional backing, which collectively enhance employees' resilience and ability to recover from job-related challenges. By mitigating the adverse effects of high job demands, organizational support not only helps in reducing burnout but also fortifies employees' capacity to manage stress effectively. This highlights the importance of organizational support in fostering a healthier work environment, improving overall employee well-being, and sustaining performance even in the face of substantial job demands. The study's findings illustrate that well-structured organizational support systems are integral to enhancing employee resilience and reducing burnout, thereby contributing to a more resilient and engaged workforce. Bakker, (2017).

Gibson et al. (2016) conducted a comprehensive study on the impact of organizational support on employee burnout, underscoring its critical role in mitigating burnout's adverse effects. Their research demonstrated that high levels of organizational support comprising managerial

backing, access to necessary resources, and constructive feedback significantly alleviate the negative outcomes associated with burnout. This aligns with Bakker and Demerouti's Job Demands Resources (JD-R) model, which posits that organizational support serves as a crucial buffer against the detrimental effects of job demands. The study found that organizational support helps employees manage workplace stressors more effectively and recover from challenging conditions, leading to improved job satisfaction, decreased turnover intentions, and enhanced overall well-being.

Gibson et al. highlighted the importance of providing access to training and development opportunities, emotional support, and fostering an inclusive work culture. These elements of organizational support not only aid in stress management but also bolster employee resilience. By creating a supportive work environment, organizations can help employees navigate job demands more efficiently, resulting in a more engaged and satisfied workforce. The study's findings emphasize that well-structured organizational support mechanisms are vital for sustaining employee well-being and performance. Gibson,(2016).

Moreover, Maslach, Schaufeli, and Leiter (2001) offered a seminal analysis of burnout, delineating it into three core dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment. Their research posited that burnout arises from prolonged stress and emotional strain, which depletes an employee's capacity to effectively engage with their work. A key finding of their study is that a supportive organizational environment plays a crucial role in mitigating these burnout symptoms. They argued that providing employees with essential resources and tools such as adequate workload management, access to support systems, and emotional backing can significantly alleviate the adverse effects of burnout. The authors emphasized the importance of proactive organizational support systems in both preventing and addressing burnout. They highlighted several effective strategies, including mentorship programs, flexible work arrangements, and recognition systems, which contribute to reducing

burnout and enhancing employee engagement. These support mechanisms not only help employees manage their emotional demands but also promote psychological resilience, thereby fostering a healthier work environment. The study underscores the critical need for organizations to implement comprehensive support systems to improve employee well-being and sustain overall workplace effectiveness . Maslach,(2001)

Adding to this, Schaufeli and Bakker (2004) expanded on the understanding of burnout by examining how the equilibrium between job demands and resources influences employee well-being. Their research confirmed that organizational support plays a vital role in this dynamic, serving not only to reduce burnout but also to enhance positive work outcomes. They demonstrated that effective organizational support functions as a crucial resource that helps employees manage and balance job demands. The study highlighted that the provision of adequate resources such as training, tools, and clear communication channels enables employees to cope with demanding work conditions more effectively. This support helps employees navigate job challenges while preserving their resilience and job satisfaction. Furthermore, the research found that when employees perceive a supportive organizational environment, they are more likely to exhibit higher levels of job performance and commitment. By ensuring that employees have access to necessary resources and support, organizations can foster a more positive work atmosphere, enhance employee resilience, and improve overall job satisfaction. Schaufeli and Bakker's findings underscore the critical role of organizational support in sustaining employee well-being and driving positive work outcomes.

Schaufeli, (2004).

Taris and Schaufeli (2015) provided further validation to the importance of organizational support in managing job stressors and enhancing employee well-being. Their research underscored that employees who receive substantial support from supervisors and colleagues

are significantly better equipped to handle workplace stress. This support, particularly in the form of social support, creates an environment where employees feel valued and secure, fostering a sense of belonging and psychological safety. The study revealed that such supportive environments are instrumental in promoting resilience among employees. When employees perceive a strong network of support, they are more capable of managing job stressors effectively, which in turn reduces the likelihood of experiencing burnout. Taris and Schaufeli's findings also highlighted that investing in employee development and well-being initiatives such as training programs, wellness activities, and supportive work practices—contributes to a more resilient workforce. These investments not only enhance employees' ability to cope with pressure but also enable them to thrive in challenging situations. By focusing on building supportive and development-focused environments, organizations can enhance employee resilience, improve job satisfaction, and reduce burnout, ultimately fostering a more engaged and productive workforce. Taris,(2015).

Similarly, Rhoades and Eisenberger (2002) contributed to this growing body of literature by examining perceived organizational support (POS) and its influence on employee attitudes and behaviors. They found that when employees perceive that their organization values their contributions and cares about their well-being, they experience lower levels of burnout and greater resilience. This sense of being valued enhances their ability to cope with stressors, leading to positive outcomes such as increased job satisfaction, organizational commitment, and reduced absenteeism. Rhoades, (2002)

Furthermore, Labrague et al. (2017) conducted a focused study on the impact of organizational support specifically within the context of nurse managers, who face particularly high levels of stress and burnout due to the demanding nature of healthcare environments. Their research highlighted the critical role that tailored organizational support interventions play in alleviating these challenges. They identified mentorship and training programs as key components of

effective support strategies for nurse managers. The study found that personalized support interventions, such as structured mentorship and specialized training, significantly reduced burnout among nurse managers. These programs not only provided essential skills and knowledge but also offered emotional and professional support, which helped in managing the intense pressures of their roles. By improving resilience among nurse managers, these interventions had broader positive effects on the organization as a whole. The research concluded that enhanced organizational support not only benefits individual nurse managers but also contributes to overall organizational performance. Specifically, reduced turnover and improved patient care quality were noted as significant outcomes of such supportive measures. This underscores the importance of investing in targeted support strategies to improve both the well-being of healthcare professionals and the quality of care provided within healthcare settings. Labrague, (2017).

Johnson and Cooper (2019) conducted a comprehensive meta-analysis to evaluate the role of organizational support in mitigating burnout across diverse industries. Their analysis aggregated data from numerous studies, revealing that organizational support is a pivotal factor in fostering employee resilience and reducing burnout. The findings underscored that organizations prioritizing employee well-being through various support mechanisms such as stress management programs, flexible working conditions, and career development opportunities experience notably lower burnout rates and improved employee morale. The meta-analysis highlighted that environments that actively implement these supportive measures create a more favorable work climate, which enhances employees' ability to cope with job demands and stressors. By emphasizing the importance of structured support systems, the study reinforced the notion that proactive organizational support not only mitigates the negative impacts of burnout but also contributes to higher levels of job satisfaction and overall employee engagement. Johnson and Cooper's research provided robust evidence that well-

developed organizational support frameworks are essential for promoting resilience and maintaining a positive and productive work environment. Johnso ,(2019).

Additionally, Brough and Williams (2007) reviewed workplace stress and burnout, emphasizing the pivotal role of organizational support in managing these issues. Their research highlighted that effective organizational support practices such as regular check-ins with managers, provision of mental health resources, and fostering a supportive work culture are essential for maintaining employee well-being and resilience. Regular manager interactions provide employees with essential feedback and emotional support, while mental health resources help address stress proactively. A supportive culture promotes open communication and mutual aid, further aiding in stress management. The study concluded that such organizational support not only alleviates the immediate effects of stress but also builds long-term resilience, leading to improved overall employee morale and reduced burnout. By investing in these supportive practices, organizations can enhance employee satisfaction and productivity, underscoring the importance of structured support systems in sustaining a healthy and engaged workforce. Brough, (2007).

Likewise, Yoshida and Hamaoka (2018) investigated the impact of cultural factors on workers' psychological well-being in Japan, with a focus on how organizational support is perceived within collectivist cultures. Their research revealed that in such cultures, where group cohesion and mutual respect are highly valued, organizational support plays a crucial role in enhancing employee resilience and reducing burnout. The study found that support systems emphasizing group cohesion, shared goals, and mutual respect significantly improve employees' ability to manage stress and maintain well-being, particularly in high-stress industries such as manufacturing and finance. The research highlighted that in collectivist cultures, organizational support that aligns with cultural values and fosters a sense of belonging and teamwork is more effective in mitigating burnout. By creating a supportive environment that reinforces group

solidarity and respect, organizations can better address the psychological challenges faced by employees, leading to improved resilience and reduced stress-related issues. Yoshida and Hamaoka's findings underscore the importance of tailoring organizational support strategies to fit cultural contexts, thereby enhancing their effectiveness in promoting employee well-being and mitigating burnout in culturally specific work environments. Yoshida, (2018).

Similarly, Parker and Griffin (2011) investigated the connection between organizational support and employee resilience, revealing how supportive work environments contribute to enhanced employee well-being. Their study found that organizational support fosters a sense of autonomy and mastery among employees, which is crucial for effective stress management. By providing a work environment that emphasizes support and empowerment, employees are better equipped to handle job demands and challenges. This supportive atmosphere encourages engagement and self-efficacy, which are key factors in reducing burnout. Parker and Griffin demonstrated that when employees perceive their work environment as supportive, they experience increased autonomy, which enhances their ability to manage tasks and make decisions independently. This empowerment not only boosts their confidence and skills but also fosters a positive organizational climate. As a result, employees are more engaged and resilient, with lower levels of burnout. The study highlights that creating a supportive work environment that promotes autonomy and mastery is essential for mitigating burnout and improving overall employee satisfaction and performance. Parker and Griffin's findings underscore the significance of organizational support in fostering a resilient workforce and maintaining a positive work environment. Parker, (2011)

Additionally, Cooper and Cartwright (1994) conducted an in depth examination of stress management interventions across various organizational settings, emphasizing the crucial role of organizational support in mitigating employee burnout and fostering resilience. Their research demonstrated that comprehensive stress management programs are essential in

reducing burnout and enhancing overall employee wellbeing. The study highlighted that effective organizational support involves implementing a range of stress management tools, including access to counseling services, time management workshops, and physical wellness programs. These interventions provide employees with practical resources and strategies to manage their stress more effectively. Counseling services offer emotional support and guidance, while time management workshops help employees organize their workloads and reduce work-related pressure. Physical wellness programs promote overall health, which is integral to managing stress and preventing burnout. By integrating these supportive measures, organizations can create a healthier work environment that not only reduces the incidence of burnout but also enhances employee productivity and satisfaction. Cooper and Cartwright's findings underscore that a proactive approach to stress management, facilitated by organizational support, is vital for maintaining a resilient and effective workforce, ultimately leading to better organizational outcomes and employee performance.

Cooper, (1994).

Moreover, Leiva, Cortes, and Bruna (2022) advanced the understanding of how supportive work environments aid employees in managing adversity, with a focus on high-stress professions like emergency services and healthcare. Their research revealed that organizational support is instrumental in not only mitigating the adverse effects of high-stress environments but also in fostering long-term resilience among employees. By providing a supportive work environment, organizations can help employees effectively navigate the challenges associated with demanding roles. The study highlighted that such support includes elements like emotional backing, adequate resources, and effective communication, which collectively contribute to reducing stress and preventing burnout. These supportive practices enable employees to sustain high levels of performance and job satisfaction, even under difficult conditions. Leiva, Cortes, and Bruna's findings demonstrate that when organizations invest in

creating a supportive atmosphere, employees are better equipped to handle job-related stress and maintain their resilience over time. This not only improves their ability to perform their roles effectively but also enhances their overall job satisfaction and well-being. The study underscores the critical role of organizational support in ensuring that employees in high-stress professions remain resilient and engaged, despite the demanding nature of their work..

Leiva, (2022)

Similarly, Xu et al. (2023) examined the connections between adverse childhood experiences (ACEs) and subsequent health-compromising behaviors, emphasizing the crucial role of supportive environments in mitigating the long-term effects of early adversity. Their research demonstrated that individuals who have experienced ACEs are at a higher risk of engaging in behaviors that negatively impact their health. However, the study highlighted that supportive environments, including those provided by organizations, can play a significant role in alleviating these negative outcomes. For high-stress professions, this means that creating a supportive work environment is essential for helping employees who have faced early-life adversity. By implementing support systems such as mentorship programs, mental health resources, and a positive organizational culture, organizations can assist employees in building resilience and managing stress more effectively. Xu et al.'s findings suggest that such support not only helps mitigate the impact of past adversities but also reduces the risk of burnout among employees. This underscores the importance of organizational support in fostering resilience and improving overall well-being, particularly for those with a history of adverse experiences. By investing in supportive practices, organizations can enhance employee resilience, reduce burnout, and promote healthier, more productive work environments. Xu, (2023).

Finally, Karakas and Cingol (2021) explored the impact of childhood trauma and cognitive distortions on employee resilience, revealing that organizational support is vital in addressing

these challenges. Their research indicated that individuals with a history of childhood trauma and cognitive distortions are more susceptible to stress and burnout. However, the study highlighted that organizational support can significantly mitigate these effects by providing emotional support and mental health resources. Such support helps employees manage the long-term impacts of trauma, fostering greater resilience and better coping strategies in high-stress environments. The findings underscore the importance for organizations to be mindful of employees' personal histories and to implement support systems that address both personal and professional challenges. By offering targeted emotional and mental health support, organizations can enhance employee resilience, reduce burnout, and create a more supportive and productive work environment. Karakas,(2021).

In conclusion, the expanding body of research consistently underscores the critical role of organizational support in enhancing employee resilience and reducing burnout across various industries and professions.

The reviewed studies underscore the significant role of organizational support in mitigating burnout and enhancing resilience across various high-stress professions. A wealth of evidence highlights that organizational support encompassing managerial assistance, access to resources, and emotional backing plays a pivotal role in buffering the negative effects of job demands and preventing burnout. Research consistently shows that employees who perceive high levels of organizational support experience reduced burnout and increased resilience. However, while these findings are robust, there is a need for more targeted research in specific contexts, such as police personnel in Kerala. The insights gained from these studies provide a foundational understanding of how organizational support impacts employee well-being, yet further investigation is necessary to tailor support strategies to diverse occupational settings and cultural contexts. Enhanced focus on this area will help bridge existing gaps and develop

effective interventions to support employee resilience and reduce burnout in high-stress environments.

Research Gap

A significant research gap exists in understanding how perceived organizational support impacts resilience and burnout among Kerala Police personnel. While studies often address stress and burnout in law enforcement, few explore how organizational support can mitigate these issues and enhance resilience, particularly in Kerala's unique socio-political context. Most research focuses on operational stress, neglecting the protective role of organizational resources and leadership in fostering resilience. There is a critical need for region-specific data to understand the impact of organizational support on resilience and work burnout experienced by police officers in Kerala.

CHAPTER III

METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. It involves describing, explaining, and predicting phenomena in order to solve a problem. The research methodology comprises aspects such as research designs, target population, sample size and sampling procedure, data collection instruments and data analysis procedure. It is necessary for the researcher to know not only the research methods/techniques but also the methodology. (Kothari, 2004)

Research design

Research design can be considered as the structure of research. It is the “Glue” that holds all of the elements in a research project together. In short, it is a plan of the proposed research work. According to Jahoda, Deutch & Cook “A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy and procedure”.

The study adopts a quantitative research design to investigate the Impact of organizational support on resilience and work burnout among Kerala police personnel.. A quantitative research method deals with quantifying and analysis of variables in order to get results. Williams (2011) remark that quantitative research starts with a statement of a problem, generating of hypothesis or research question, reviewing related literature, and a quantitative analysis of data. Similarly, (Creswell 2003; Williams, 2011) states, quantitative research “employ strategies of inquiry such as experiments and surveys, and collect data on predetermined instruments that yield statistical data”.

Participants

The data were drawn from 110 Kerala police personnel from different police stations in Trivandrum.

Tools used for data collection

Variables:

The variables in the current study are Organizational support, Resilience and Work burnout

Independent Variable: Organizational support

Dependent Variable: Resilience and Work Burnout

The variables in the current study are Organizational Support, Resilience and Work Burnout

In the present study existing standardized research questionnaires were used to assess Organizational support, Resilience and Work Burnout. A number of studies have statistically analyzed and tested the questionnaires in order to corroborate the reliability and validity.

The following scale was used to measure Organizational Support:

Perceived organizational support scale (Eisenberger et.al 1986)

This measure, (Perceived Organizational Support) developed by Eisenberger et al. (1986), describes employee perceptions about the extent to which an organization is willing to reward greater efforts by the employee because the organization values the employee's contribution and cares about his or her wellbeing. The measure includes eight items that measure an employee's perceptions of the degree to which the organization values the worker's contributions and nine items about actions that the organization might take that would affect the well-being of the employee. Some studies have used an abbreviated version consisting of

the nine items with the highest factor loadings in the original scale development study (Moorman, Blakely, & Niehoff, 1998; Wayne, Shore, & Liden, 1997).

Reliability

Coefficient alpha values ranged from .74 to .95 (Cropanzano, Howes, Grandey, & Toth, 1997; Eisenberger, Cummings, Armeli, & Lynch, 1997; Eisenberger et al., 1990; Hutchinson, Valentino, & Kirkner, 1998; Lee & Ashforth, 1993; Lynch, Eisenberger, & Armeli, 1999; Moorman et al., 1998; Wayne, Shore, & Liden, 1997).

Validity

Perceived organizational support correlated positively with overall job satisfaction, organizational commitment, direct and indirect control at work, job discretion, interpersonal helping, affective attachment to the organization, pay/promotion expectancies, approval/recognition expectancies, and employee performance ratings (Cropanzano et al., 1997; Eisenberger et al., 1997; Eisenberger et al., 1990; Hutchinson et al., 1998; Lee & Ashforth, 1993; Moorman et al., 1998). Perceived organizational support correlated negatively with perceived organizational politics, turnover intentions, days absent, role stress, and emotional exhaustion (Cropanzano et al., 1997; Eisenberger et al., 1990; Lee & Ashforth, 1993). Wayne, Shore, and Liden (1997) found through factor analysis that perceived organizational support was empirically distinct from developmental experiences, leader-member exchange (LMX), affective commitment, and intentions to quit. Eisenberger et al. (1997) found through confirmatory factor analysis that perceived organizational support and overall job satisfaction were empirically distinct.

Scoring

The Perceived Organizational Support (POS) Scale uses a Likert-type response format for each of its 17 items. Here's how the range and interpretation work:

Response Format

Each item on the scale is typically rated on a scale from 1 to 7:

1 – Strongly Disagree

2 – Disagree

3 – Somewhat Disagree

4 – Neither Agree nor Disagree

5 – Somewhat Agree

6 – Agree

7 – Strongly Agree

Positive Items: For positively worded items, the responses are scored as is **negative Items:** For negatively worded items, the responses are reverse-scored. For example, a response of 1 (Strongly Disagree) would be scored as 7, a response of 2 (Disagree) would be scored as 6, and so on.

Total Score Calculation

Range of Scores: The total score can range from 17 to 119.

Minimum Score: 17 (if the respondent strongly disagrees with all positively worded items and strongly agrees with all negatively worded items).

Maximum Score: 119 (if the respondent strongly agrees with all positively worded items and strongly disagrees with all negatively worded items).

Interpretation of Total Scores

High POS (85-119): Indicates that employees feel highly valued and supported by their organization. They perceive strong recognition, care, fairness, and trust in management.

Moderate POS (51-84): Suggests that employees feel a moderate level of support from the organization. There may be areas where support is perceived positively, but other areas might need improvement.

Low POS (17-50): Implies that employees feel undervalued and unsupported by the organization. This may reflect a lack of recognition, insufficient care for employee well-being, perceived unfairness, and mistrust in management.

Resilience scale -14

The RS-14 (Resilience Scale-14) is a shorter version of the original 25-item Resilience Scale (RS) developed by Wagnild and Young (1993). In 2009 the original scale was refined. It measures resilience, which is defined as the ability to recover from or adapt to adversity. The RS-14 is widely used in research to assess resilience across various populations.

Reliability

The RS-14 has demonstrated good reliability. Specifically:

Internal Consistency: The Cronbach's alpha for the RS-14 typically ranges between 0.85 to 0.94, indicating high internal consistency.

Test-Retest Reliability: The scale has shown good test-retest reliability, with correlation coefficients often above 0.70 over periods ranging from several weeks to a few months.

Validity

The Resilience Scale-14 (RS-14) has demonstrated robust validity, underscoring its reliability as a measure of resilience. Specifically, the RS-14 exhibits strong construct validity, as evidenced by its significant correlations with the original 25-item scale (RS-25) and other related constructs, such as coping, wellbeing, and mental health. Moreover, the RS-14 has established criterion-related validity, as it has been linked to desirable outcomes, including enhanced well-being, reduced levels of depression, and improved coping mechanisms.

Scoring

The RS-14 comprises 14 items, each rated on a 7-point Likert scale, ranging from 1 ("Strongly Disagree") to 7 ("Strongly Agree"). The total score is calculated by summing the scores of all 14 items, providing a comprehensive index of an individual's resilience. Total Score Range of the scale is 14 to 98. High scores on the RS-14 indicate higher levels of resilience, meaning that the individual is more likely to effectively cope with stress and adversity.

Maslach Burnout Inventory

The Maslach Burnout Inventory (MBI) is a widely used psychological assessment tool that measures burnout in individuals, particularly in professionals working in human services and education. It assesses three dimensions of burnout: emotional exhaustion (feeling emotionally drained and fatigued), depersonalization (developing a cynical attitude towards clients or colleagues), and reduced personal accomplishment (feeling a lack of achievement or competence in one's work).

Reliability

The Maslach Burnout Inventory (MBI) has high reliability, with Cronbach's alpha values ranging from 0.85 to 0.90 for Emotional Exhaustion, 0.65 to 0.80 for Depersonalization, and 0.70 to 0.85 for Personal Accomplishment. Test-retest reliability is also strong, with coefficients from 0.60 to 0.82 over several months.

Validity

The MBI shows strong construct validity, with its three-factor structure consistently confirmed. It also has good convergent validity, correlating with stress and job dissatisfaction, and discriminant validity, distinguishing burnout from depression. Criterion-related validity is evident in its link to outcomes like reduced job performance and higher turnover.

Scoring

Section A: Burnout

Burnout (or depressive anxiety syndrome): Testifies to fatigue at the very idea of work, chronic fatigue, trouble sleeping, physical problems. For the MBI, as well as for most authors, "exhaustion would be the key component of the syndrome." Unlike depression, the problems disappear outside work.

Total 17 or less: Low-level burnout

Total between 18 and 29 Inclusive: Moderate burnout

Total over 30: High-level burnout

Section B: Depersonalization

"Depersonalization" (or loss of empathy): Rather a "dehumanization" in interpersonal relations. The notion of detachment is excessive, leading to cynicism with negative attitudes with regard

to patients or colleagues, feeling of guilt, avoidance of social contacts and withdrawing into oneself. The professional blocks the empathy he can show to his patients and/or colleagues.

Total 5 or less: Low-level burnout

Total between 6 and 11 inclusive: Moderate burnout

Total of 12 and greater: High-level burnout

Section C: Personal Achievement

The reduction of personal achievement: The individual assesses himself negatively, feels he is unable to move the situation forward. This o This component represents the demotivating effects of a difficult, repetitive situation leading to failure despite efforts. The person begins to doubt his genuine abilities to accomplish things. This aspect is a consequence of the first two.

Total 33 or less: High-level burnout

Total between 34 and 39 inclusive: Moderate burnout

Total greater than 40: Low-level burnout

A high score in the first two sections and a low score in the last section may indicate burnout.

Personal data sheet : To collect the sociodemographic details of the participants a personal data sheet was provided which included the variables such as name, age, gender, and class.

Informed consent form : An informed consent from which includes the terms of confidentiality and purpose of the study was given to the participants to ensure their voluntary participation in the study.

Procedure of data collection : Data is collected through two methods: direct administration of questionnaire. Permission is obtained from commissioner office and Consent is obtained from each participant, and a rapport is established to ensure their voluntary participation. Participants are provided with the questionnaires and instructed to carefully read the instructions. They are requested to provide honest responses and complete all items of the questionnaires. A time frame of 15-25 minutes is given for completion. After participants finish the questionnaires, they are collected, and gratitude is expressed for their cooperation.

Ethical considerations

Ethical guidelines will be followed throughout the study to protect the rights and well-being of the participants. Confidentiality of data will be maintained, and participants will be assured that their personal information will remain anonymous and confidential.

Statistical techniques used for data collection

The collected data were subjected to detailed statistical analysis to investigate the relationships and effects among perceived organizational support (POS), resilience, and work burnout. The following statistical techniques were utilized:

Descriptive Statistics: Descriptive statistics, including means, standard deviations, and frequencies, were computed to provide an overview of the sample's sociodemographic characteristics and the distribution of key variables. This approach helped to summarize and describe the basic features of the data, offering insights into the sample's general attributes.

Shapiro-Wilk Test: This test was applied to assess the normality of the data distribution for

various scales, including POS, resilience, and burnout dimensions. It evaluated whether the data significantly deviated from a normal distribution, guiding the selection of appropriate statistical methods for further analysis.

Spearman's Rho Correlation: Spearman's rank correlation coefficient was used to explore the strength and direction of monotonic relationships between POS, resilience, and burnout measures. This non-parametric test helped identify significant correlations and understand the associations among these variables.

Linear Regression Analysis: Linear regression was conducted to examine the impact of POS on resilience and burnout. This analysis allowed for an in-depth exploration of how variations in POS influenced resilience and different facets of burnout, including emotional exhaustion, depersonalization, and personal accomplishment. All statistical analyses were performed using suitable software to ensure accuracy and reliability, with a significance level of $p < 0.05$ used to determine statistical significance and rigorously assess the results.

CHAPTER IV

RESULT AND DISCUSSION

The present study evaluated the impact of organizational support on resilience and work burnout among Kerala police personnel in Trivandrum. Data were collected from 110 participants across various police stations in Trivandrum, utilizing the Perceived Organizational Support scale (Robert Eisenberger and Robin Huntington), the Maslach Burnout Inventory, and the RS-14 Scale of Resilience. Descriptive statistical techniques were employed for data analysis, and the normality of the data was tested. Since the data followed a normal distribution, appropriate parametric tests were conducted to ensure accuracy and reliability.

The results of the study are presented in tables and discussed in relation to the objectives and hypotheses.

Table 4.1 Test of normality of the sample (n= 110)

SCALES	Shapiro - wilk test	
	statistics	p-value
POS	.988	.403
RS	.950	.000
MBI - BURNOUT	.950	.000
MBI	.876	.000
DEPERSONALIZATION		
MBI-PERSONAL	.860	.000
ACHIEVEMENT		

Table presents the results of the Shapiro-Wilk test for normality across different scales. The test indicates that the data for Perceived Organizational Support (POS) is normally distributed, as evidenced by a p-value of 0.403, which is greater than the 0.05 threshold. In contrast, the data for Resilience (RS), MBI - Burnout, MBI - Depersonalization, and MBI - Personal Achievement are not normally distributed, with p-values all less than 0.05. This suggests that these variables deviate from a normal distribution.

Table 4.2 correlation between pos, resilience and work burnout (n=110)

	POS	RS	MBI A	MBI B	MBI C
POS	()				
RS	.262**	()			
MBI A	-.349**	-.117	()		
MBI B	-.357**	-.170	.531**	()	
MBI C	.451**	.335**	-.160	-.378**	()

Correlation is significant at the 0.01 level (2 tailed)

The correlation table presented explores the interrelationships between Perceived Organizational Support (POS), Resilience (RS), and the dimensions of work burnout as measured by the Maslach Burnout Inventory (MBI): Emotional Exhaustion (MBI-A), Depersonalization (MBI-B), and Personal Accomplishment (MBI-C).

The data reveals significant correlations between POS and the other variables. POS is positively correlated with Resilience ($r = 0.262, p < 0.01$) and Personal Accomplishment ($r = 0.451, p < 0.01$), and negatively correlated with Emotional Exhaustion ($r = -0.349, p < 0.01$) and Depersonalization ($r = -0.357, p < 0.01$). These results indicate that higher levels of perceived organizational support are associated with increased resilience and personal accomplishment while decreasing emotional exhaustion and depersonalization. This aligns with the work of Rhoades and Eisenberger (2002), who found that organizational support is crucial for enhancing employee well-being and reducing burnout by fostering a supportive work environment.

Additionally, Leiter and Maslach (2009) have demonstrated that supportive organizational practices can mitigate burnout's adverse effects by providing necessary resources and emotional support. Their findings are consistent with the observed negative correlations between POS and burnout dimensions, suggesting that employees who perceive higher support levels experience lower burnout.

Resilience, in turn, shows a significant positive correlation with Personal Accomplishment ($r = 0.335, p < 0.01$) but weak and non-significant correlations with Emotional Exhaustion ($r = -0.117$) and Depersonalization ($r = -0.170$). This suggests that while resilience is related to a higher sense of personal accomplishment, it does not exhibit a strong linear relationship with emotional exhaustion or depersonalization. These results echo the findings of Luthans et al. (2007), who reported that resilient individuals often experience greater personal achievement and efficacy, reflecting a robust sense of accomplishment despite job demands.

The weak correlation between resilience and burnout dimensions highlights that resilience may not directly influence all aspects of burnout. For example, while resilient individuals might feel

more accomplished, their ability to manage emotional exhaustion and depersonalization may depend more on external support systems and resources provided by the organization.

In summary, the results underscore the vital role of organizational support in enhancing resilience and mitigating burnout. Supportive work environments, which provide emotional backing and resources, are effective in reducing burnout symptoms and promoting personal accomplishment. This highlights the importance for organizations to invest in support systems that not only foster resilience but also contribute to overall employee wellbeing and performance. The findings are consistent with established research, emphasizing the need for organizational strategies that address both individual and systemic factors in managing workplace stress and burnout.

Table 4.3 Linear Regression result of Resilience from Perceived Organizational Support (n=110)

Variable	R	R Square	B coefficient	Standard Error	Beta	T	Significance level
POS	.254 ^a	.065	.179	.066	.254	2.734	.007

The linear regression results demonstrate a statistically significant but modest relationship between Perceived Organizational Support (POS) and resilience among the studied subjects, specifically within the context of policing. The weak correlation, indicated by an R value of 0.254, suggests that higher levels of perceived organizational support are associated with increased resilience, but the strength of this relationship is relatively low. This finding implies

that while organizational support is beneficial in enhancing resilience, its impact is limited, and other factors must play a more substantial role in shaping resilience among individuals.

The R^2 value of 0.065 further confirms that only 6.5% of the variance in resilience can be explained by POS, reinforcing the idea that many other variables contribute to resilience. While POS does provide a foundation for resilience by offering a supportive environment, resources, and acknowledgment of employees' efforts, it alone does not account for the complexity of resilience, especially in high-stress environments like policing. This aligns with the broader literature on resilience, where it is commonly understood that resilience is a multifactorial construct influenced by personal characteristics, social support systems, and the organizational environment (Shatté et al., 2017).

In terms of policing, which involves exposure to frequent stressors such as critical incidents, trauma, and emotionally taxing situations, resilience is crucial for coping with the daily demands of the job. McCanlies et al. (2014) found that while organizational support can serve as a buffer against stress, individual factors such as optimism and self-efficacy are stronger predictors of resilience. This is particularly relevant in policing, where officers must consistently recover from psychological and emotional strain. The modest relationship observed in the current study aligns with these findings, suggesting that while POS is important, it is not the most significant determinant of resilience. Personal traits and coping mechanisms likely play a larger role in helping individuals navigate the challenges inherent in law enforcement.

The positive B coefficient of 0.179 in the regression analysis indicates that for every unit increase in POS, resilience increases by 0.179 units, highlighting a direct but small effect of organizational support. This suggests that while enhancing organizational support does improve resilience to some extent, the effect size is small, meaning other interventions are

necessary to make a more significant impact. The Beta coefficient of 0.254 further underscores the moderate influence of POS, meaning that while the relationship is significant, it is not the dominant factor contributing to resilience.

Further supporting the modest impact of POS on resilience, Kurtessis et al. (2017) found that organizational support primarily helps mitigate burnout, particularly emotional exhaustion, and depersonalization, which are critical components in high-stress professions like policing. Reducing burnout may indirectly enhance resilience, as officers who experience less emotional exhaustion may be better equipped to recover from stressful situations. However, as the current study demonstrates, POS alone does not significantly boost resilience, and more comprehensive strategies are needed to foster greater resilience.

To build a more resilient police force, it is essential to adopt a holistic approach that includes both organizational and individual interventions. While perceived organizational support provides a positive influence, resilience development should be augmented by additional measures. For example, McCreary et al. (2015) emphasized the importance of peer support systems in enhancing resilience. Informal social support from peers can offer emotional resources that organizational structures may not provide. Police officers who share common experiences may benefit from camaraderie and mutual understanding, which can strengthen resilience more than formal organizational support alone.

In addition to peer support, promoting individual coping mechanisms is critical. Shatté et al. (2017) highlighted that personal skills such as emotional regulation, cognitive flexibility, and mindfulness play a crucial role in resilience. Training police officers in these areas may complement the effects of organizational support, helping them better manage their stress and recover from difficult situations. Moreover, providing access to mental health resources,

counseling, and stress management workshops can further bolster officers' resilience by addressing both personal and professional stressors.

Work-life balance initiatives are another area where police departments can help enhance resilience. Garbarino et al. (2015) found that officers with better worklife balance were more resilient and less likely to suffer from burnout. Offering flexible scheduling, ensuring adequate time off, and promoting a culture that values officers' well-being can contribute to resilience by preventing chronic stress and exhaustion.

In conclusion, while Perceived Organizational Support has a statistically significant positive impact on resilience, the effect is modest, indicating that other factors play a crucial role in fostering resilience. Enhancing POS alone is unlikely to yield substantial improvements in resilience among police personnel. A multifaceted approach that includes individual-based interventions, mental health support, peer networks, and work-life balance strategies is necessary to build a more resilient police force capable of managing the unique challenges of their profession.

Table 4.4 Linear Regression result of Burnout Section A from Perceived organizational support (n=110)

Variable	R	R Square	B coefficient	Standard Error	Beta	T	Significance level
POS	.399 ^a	.159	.254	.056	.399	4.523	.000

The linear regression analysis between Perceived Organizational Support (POS) and Burnout in Section A reveals a statistically significant and moderate relationship, with an R-value of 0.399 indicating a positive correlation between these variables. This suggests that higher levels of perceived support are associated with increased levels of burnout, which is somewhat unexpected given the usual understanding of POS. The R^2 value of 0.159 shows that 15.9% of the variance in burnout can be explained by POS, demonstrating that organizational support has a more substantial influence on burnout than it does on resilience (as observed in previous analyses). The B coefficient of 0.254 indicates that for every unit increase in POS, burnout increases by 0.254 units, further reinforcing this positive relationship. Additionally, the Beta coefficient of 0.399 points to a moderate effect size, while the highly significant p-value of 0.000 confirms that this relationship is unlikely to be due to random chance.

This finding contrasts with much of the existing literature on organizational support and burnout, which typically shows a negative relationship between the two. Rhoades and Eisenberger (2002), for example, found that higher POS was associated with lower levels of burnout, as employees who feel supported by their organization tend to experience reduced stress and enhanced well-being. Similarly, Halbesleben's (2006) meta-analysis of burnout literature demonstrated that POS helps alleviate burnout by creating a more supportive and nurturing work environment. According to this body of research, organizational support should act as a buffer against burnout by reducing job-related stress and emotional exhaustion.

However, the positive relationship observed in this analysis suggests that in certain contexts, POS may not always lead to reduced burnout. One possible explanation is that what is perceived as organizational support may also involve increased responsibilities or expectations, which could inadvertently increase stress and burnout. For instance, if an organization offers additional resources or opportunities for advancement, it may also impose more demands on the employees, leading to heightened pressure. This aligns with findings by Kram and Isabella

(1985), who noted that the quality and nature of support are critical in determining its impact on employee outcomes. They argued that while support can be beneficial, it can also have unintended consequences depending on how it is delivered and perceived.

Another possible explanation is the "support paradox," where the presence of organizational support might create a dependency or unrealistic expectations among employees. If the support provided is inconsistent or perceived as inadequate over time, employees may feel frustrated, leading to increased stress and burnout. This perspective is supported by research from Blau (1964), which emphasizes that the perception of imbalance in the social exchange between employees and the organization can lead to negative outcomes like burnout. When employees feel that the support they receive does not match the effort they are expected to put in, it can result in feelings of emotional exhaustion and burnout.

The current findings also highlight the importance of understanding the nuances of different types of support. For example, Beehr et al. (2000) found that instrumental support, such as providing resources or assistance, often has a more direct positive impact on reducing burnout than emotional support, which can sometimes increase the burden on employees if it leads to additional expectations. This underscores the need for organizations to be mindful of how support is structured and delivered, ensuring that it genuinely helps reduce stress rather than adding to it.

Overall, while this analysis indicates a positive relationship between POS and burnout, it reveals the complexity of how different forms of support interact with employee well-being. The findings suggest that not all support leads to lower burnout levels and that in some cases, it might even exacerbate stress, depending on the nature and delivery of that support. Future research should further explore these dynamics to identify the specific types of support that effectively mitigate burnout and create healthier, more sustainable work environments.

*Table 4.5 Linear Regression result of Burnout Section B from Perceived organizational support**(n=110)*

Variable	R	R Square	B coefficient	Standard Error	Beta	T	Significance level
POS	.389 ^a	.151	-.238	.054	-.389	-4.383	.000

The linear regression analysis between Perceived Organizational Support (POS) and Burnout in Section B demonstrates a significant inverse relationship, where higher levels of POS are associated with lower levels of burnout. The R value of 0.389 indicates a moderate negative correlation, suggesting that as employees perceive greater organizational support, their experience of burnout diminishes. The R² value of 0.151 indicates that POS explains 15.1% of the variance in burnout, highlighting the meaningful impact that organizational support can have on reducing burnout. The B coefficient of -0.238 implies that for each unit increase in POS, burnout decreases by 0.238 units. The Beta coefficient of -0.389 reinforces this negative relationship, showing a moderate effect size, while the p-value of 0.000 confirms that this relationship is statistically significant and unlikely to be the result of random variation.

This inverse relationship is consistent with a large body of research that underscores the role of organizational support in mitigating burnout. Rhoades and Eisenberger (2002) found that perceived organizational support is negatively correlated with burnout. They argue that when employees feel supported by their organization whether through emotional support, resources, or recognition it enhances their sense of being valued, which in turn reduces their experience of job stress and emotional exhaustion. This buffering effect of POS on burnout is particularly

relevant in high stress professions, such as policing or healthcare, where the demands of the job can lead to chronic stress if left unmitigated.

A meta-analysis by Halbesleben (2006) also supports the finding that POS is an important predictor of lower burnout. In this comprehensive review, the study found that organizational support, whether it is in the form of tangible resources or emotional assistance, plays a critical role in helping employees manage job demands more effectively. By providing the necessary support to cope with work-related pressures, organizations can prevent the development of burnout. This aligns with the current findings, which suggest that improving organizational support could significantly reduce burnout among employees. In professions where burnout is common due to high job demands, such as policing, these results highlight the critical need for organizations to invest in support mechanisms to promote employee well-being.

The impact of organizational support on reducing burnout is also echoed in the work of Kahn et al. (1964), who found that employees who receive adequate support from their organization experience higher job satisfaction and lower stress, both of which are closely related to burnout. Their research emphasized that when employees feel that their organization cares for their well-being, it creates a more positive work environment that fosters psychological safety and reduces the psychological strain associated with job demands. This finding aligns with the inverse relationship observed in the current analysis, further supporting the idea that perceived organizational support serves as a protective factor against burnout.

In the current analysis, the reduction in burnout linked to higher levels of organizational support can be understood through the lens of the Conservation of Resources (COR) Theory proposed by Hobfoll (1989). According to this theory, burnout occurs when employees perceive that they lack the resources necessary to meet the demands of their jobs. POS can serve as a critical resource that replenishes employees' psychological and emotional reserves, thereby preventing

burnout. By providing employees with the resources they need whether in the form of emotional encouragement, professional development opportunities, or practical support organizations help employees cope more effectively with job stress, reducing the likelihood of burnout.

Additionally, Bakker and Demerouti (2007), in their Job Demands-Resources (JD-R) Model, emphasized that burnout results from a mismatch between job demands and available resources. POS fits within the resources category, as it provides employees with the tools to manage work pressures. By increasing resources, such as supportive leadership and access to mental health services, POS directly impacts an employee's ability to handle stress, thus reducing burnout. The findings in this analysis corroborate this framework by demonstrating how organizational support can act as a resource that offsets the high demands of the job.

In conclusion, the analysis shows that higher levels of perceived organizational support are associated with lower levels of burnout, reinforcing the critical role of effective support systems in the workplace. The inverse relationship found in this study aligns with established research, including the works of Rhoades and Eisenberger (2002), Halbesleben (2006), and Kahn et al. (1964), which all emphasize the protective effects of organizational support against burnout. By fostering a supportive work environment, organizations can not only reduce burnout but also improve employee satisfaction and well-being, leading to a more engaged and productive workforce. This analysis underscores the importance of enhancing POS as part of a broader strategy to combat burnout, especially in high-demand professions where stress and exhaustion are common challenges.

*Table 4.6 Linear Regression result of Burnout Section C from Perceived organizational support**(n= 110)*

Variable	R	R Square	B coefficient	Standard Error	Beta	T	Significance level
POS	.367 ^a	.135	-.185	.045	-.367	-4.097	.000

The regression analysis for Burnout in Section C reveals a significant and negative relationship between Perceived Organizational Support (POS) and burnout, with an R-value of 0.367, suggesting a moderate negative correlation. This indicates that higher levels of POS are associated with lower levels of burnout. The R² value of 0.135 indicates that POS accounts for 13.5% of the variance in burnout, showing that POS has a meaningful impact on burnout reduction. The unstandardized B coefficient of -0.185 suggests that for every unit increase in POS, burnout decreases by 0.185 units, while the Beta coefficient of -0.367 confirms a moderate effect size. The p-value of 0.000 underscores that this relationship is statistically significant, indicating the negative association between POS and burnout is robust and unlikely to be due to chance.

These findings align with established research on the relationship between POS and burnout, supporting the notion that organizational support is crucial in mitigating employee burnout. Rhoades and Eisenberger (2002) emphasize that when employees perceive high levels of support from their organization, they are less likely to experience burnout. Their review suggests that POS provides both emotional and practical support, which serves to buffer the negative effects of job-related stress. Employees who feel supported by their organization tend to experience reduced emotional exhaustion and depersonalization, two key components of

burnout, as they feel valued and recognized for their contributions. This sense of support creates a more positive work environment, which can prevent the onset of burnout.

Further supporting this view, Halbesleben (2006) conducted a meta-analysis on burnout and found that POS acts as a critical resource in helping employees manage job stress. The study highlights that organizational support reduces burnout by providing employees with the tools and resources needed to cope with job demands effectively. This protective role of POS is particularly relevant in high-stress professions, such as policing, where burnout rates are often high due to the demanding nature of the work. Halbesleben's findings are consistent with the current analysis, which also shows that higher levels of POS are associated with lower burnout levels. The negative correlation observed suggests that enhancing organizational support can help employees manage their work-related stress, ultimately reducing burnout.

Another perspective on the relationship between POS and burnout comes from Bakker and Demerouti (2007), who proposed the Job Demands-Resources (JD-R) model. According to this model, burnout occurs when job demands exceed the available resources that employees can use to manage those demands. POS is classified as a job resource, and it plays a vital role in helping employees cope with their workload and job-related stress. When organizations provide adequate support such as access to mental health resources, flexible work schedules, and recognition for employees' efforts it allows employees to better manage their stress and prevents burnout. The current analysis aligns with this model, as it demonstrates how POS serves as a resource that helps reduce burnout by buffering the effects of job demands.

Schaufeli and Bakker (2004) further support this idea, suggesting that when employees receive sufficient job resources, including organizational support, they are more engaged in their work and less likely to experience burnout. Their research emphasizes that POS can foster a sense of job satisfaction, as employees feel empowered to handle their job demands. This sense of

empowerment contributes to better mental wellbeing, reducing the likelihood of burnout. The current analysis, with its significant negative correlation between POS and burnout, mirrors these findings, reinforcing the idea that organizational support is critical in maintaining employee engagement and preventing burnout.

Additionally, Cropanzano et al. (1997) highlight the role of organizational support in fostering reciprocity between the employee and the organization. According to the social exchange theory, when employees perceive that their organization is supportive, they feel a sense of obligation to reciprocate with higher levels of engagement and effort. This reciprocity can create a positive feedback loop, where employees feel more committed to their work, experience less stress, and are less prone to burnout. The current findings, which show that increased POS is linked to reduced burnout, reflect this dynamic, indicating that fostering a supportive organizational environment can lead to reduced emotional exhaustion and greater overall well-being among employees.

Moreover, Bakker et al. (2003) emphasize the importance of job resources, including organizational support, in reducing burnout. They found that employees who perceive higher levels of job resources are better equipped to cope with their job demands, which helps mitigate the feelings of burnout. This underscores the relevance of POS in reducing burnout, as the current analysis demonstrates how POS provides the necessary resources to alleviate work-related stress.

The hypothesis that "There will be no significant relationship between organizational support and resilience" is rejected. The study reveals a positive correlation between perceived organizational support (POS) and resilience ($r = 0.262$, $p < 0.01$), indicating that higher organizational support is significantly associated with greater resilience. Additionally, the hypothesis that "There will be no significant relationship between organizational support and

work burnout" is rejected. The data shows a significant negative correlation between POS and emotional exhaustion ($r = -0.349$, $p < 0.01$) and depersonalization ($r = -0.357$, $p < 0.01$), suggesting that increased organizational support is associated with lower levels of these burnout dimensions. However, a positive correlation with personal accomplishment ($r = 0.451$, $p < 0.01$) was also observed, indicating that organizational support is linked to enhanced personal achievement.

In conclusion, the analysis of Burnout in Section C underscores the significant role that perceived organizational support plays in reducing burnout. The findings are consistent with existing literature, such as the work of Rhoades and Eisenberger (2002), Halbesleben (2006), and Bakker and Demerouti (2007), which all highlight the importance of organizational support in mitigating burnout. By fostering a supportive work environment, organizations can help employees manage their stress, prevent burnout, and improve overall well-being. This analysis reinforces the need for organizations to prioritize POS as part of their broader strategy to promote employee health and satisfaction, particularly in high-demand work environments where burnout is a common challenge.

CHAPTER V

SUMMARY AND CONCLUSION

The study investigated the impact of Perceived Organizational Support (POS) on resilience and work burnout among Kerala police personnel stationed in Trivandrum. The research involved 110 participants from various police stations and employed well-established measurement tools: the Perceived Organizational Support scale (Eisenberger et al., 1986), the Maslach Burnout Inventory (Maslach & Jackson, 1981), and the RS-14 Scale of Resilience (Connor & Davidson, 2003). Data analysis involved descriptive statistics, parametric tests, and linear regression to examine the relationships between POS, resilience, and different dimensions of burnout.

The findings of this study yielded several noteworthy insights. Firstly, the Shapiro-Wilk test revealed that the data for Perceived Organizational Support (POS) conformed to a normal distribution ($p = 0.403$), thereby legitimizing the use of parametric statistical tests for this variable. Conversely, the data for resilience and burnout dimensions deviated from normality (p -values < 0.05), which may compromise the robustness of parametric analyses for these variables.

Correlational analysis revealed a positive association between POS and resilience ($r = 0.262$, $p < 0.01$), as well as personal accomplishment ($r = 0.451$, $p < 0.01$). Conversely, POS exhibited a negative correlation with emotional exhaustion ($r = -0.349$, $p < 0.01$) and depersonalization ($r = -0.357$, $p < 0.01$). These findings suggest that perceived organizational support fosters resilience and personal achievement, while mitigating emotional exhaustion and depersonalization. Furthermore, resilience demonstrated a positive correlation with personal

accomplishment ($r = 0.335$, $p < 0.01$), albeit weak correlations with emotional exhaustion ($r = -0.117$) and depersonalization ($r = -0.170$).

Regression analysis revealed a modest positive relationship between POS and resilience ($R = 0.254$, $R^2 = 0.065$), indicating that higher levels of perceived organizational support are associated with increased resilience, although other factors also contribute significantly to resilience. Notably, a moderate positive relationship was observed between POS and burnout in Section A ($R = 0.399$, $R^2 = 0.159$), which diverges from the typical negative correlation reported in the literature. This may suggest that perceived support can sometimes be perceived as increased pressure or additional expectations. However, Sections B and C of the burnout scale exhibited a significant negative relationship with POS (Section B: $R = 0.389$, $R^2 = 0.151$; Section C: $R = 0.367$, $R^2 = 0.135$), underscoring the notion that effective organizational support can alleviate burnout.

Major findings

The study's findings illustrate the nuanced role of Perceived Organizational Support in influencing resilience and burnout among police personnel.

- There is a positive correlation between Perceived Organizational Support (POS) and resilience.
- POS shows a positive correlation with personal accomplishment.
- POS is negatively correlated with emotional exhaustion and depersonalization.
- Resilience shows a positive correlation with personal accomplishment .
- Perceived Organizational Support is a significant predictor of resilience.

- Perceived Organizational Support is a moderate predictor of burnout.
- POS has a positive predictive relationship with personal accomplishment but a negative predictive relationship with emotional exhaustion and depersonalization.

Implications of the Study:

The findings have significant implications for organizational practices in law enforcement. They highlight the necessity of developing support strategies that are both comprehensive and sensitive to the unique stressors faced by police personnel. This includes creating support systems that balance the provision of resources with the management of expectations to avoid inadvertently increasing stress levels.

For policymakers and organizational leaders, these results suggest that investing in supportive work environments can enhance resilience and reduce burnout among employees. Tailored interventions, such as counseling programs, stress management workshops, and supportive supervision, are essential for fostering a healthy work environment.

Limitations and Future Research

- **Sample Size and Diversity:** The study's sample size of 110 participants limits the generalizability of the findings. Future research should consider larger and more diverse samples to capture a broader range of experiences and outcomes.
- **Contextual Factors:** The study did not explore specific contextual factors, such as the nature of organizational support or individual differences. Further research could examine how different types of support and personal characteristics influence the relationship between POS and burnout.

- **Longitudinal Approach:** A longitudinal study could provide deeper insights into how changes in organizational support over time impact resilience and burnout.

Suggestions

- **Increase Sample Size:** Include a larger and more diverse group of police personnel for broader results.
- **Explore Types of Support:** Examine which specific types of organizational support are most effective.
- **Include Qualitative Data:** Conduct interviews or focus groups to understand personal experiences of organizational support.
- **Assess Long-Term Effects:** Perform a longitudinal study to track how changes in support impact burnout and resilience over time.
- **Test Support Programs:** Implement and evaluate targeted support programs to reduce burnout and boost resilience.

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APPENDICES

INFORMED CONSENT FORM

You are invited to participate in a research study conducted by Ms. Arya B S from Loyola College Of social Sciences On the topic “Impact of Organizational Support on Resilience and Work burnout among Kerala Police Personnel” under the guidance of Ms. Anila Daniel, Guest Lecturer , Dept. Counselling Psychology . Your participation will help us gain insights into the mental health challenges faced by Police officers and develop better support systems. All information collected will be kept strictly confidential.

Participant’s signature

Date:

SOCIODEMOGRAPHIC DATA

1.Name(Initials only) :

2.Age :

3.Gender :

4.Marital Status :

5.Educational Level :

6.Years of Service :

7.Rank/Position :

8.Shift Pattern : Day Shift

Night Shift

Rotating Shifts

9.Number of Transfers :

10. Monthly income :

Burnout Self-Test

Maslach Burnout Inventory (MBI)

The Maslach Burnout Inventory (MBI) is the most commonly used tool to self-assess whether you might be at risk of burnout. To determine the risk of burnout, the MBI explores three components: exhaustion, depersonalization and personal achievement. While this tool may be useful, it must not be used as a scientific diagnostic technique, regardless of the results. The objective is simply to make you aware that anyone may be at risk of burnout.

For each question, indicate the score that corresponds to your response. Add up your score for each section and compare your results with the scoring results interpretation at the bottom of this document.

Questions	Never	A few times per year	Once a month	A few times per month	Once week	A few times per week	Every day
SECTION A	0	1	2	3	4	5	6
I feel emotionally drained by my work.							
Working with people all day long requires a great deal of effort.							
I feel like my work is breaking me down.							
I feel frustrated by my work.							
I feel I work too hard at my job							
It stresses me too much to work in direct contact with people.							
I feel like I'm at the end of my rope.							
Total score-SECTION A							

Questions	Never	A few times per year	Once a month	A few times per month	Once a week	A few times per week	Every day
SECTION B	0	1	2	3	4	5	6
I feel I look after certain recipients impersonally, as if they are objects							
I feel tired when I get up in the morning and have to face another day at work.							
I have the impression that my recipients make responsible for some of their problems.							
I am at the end of my patience at the end of my work day.							
I really don't care about what happens to some of my recipients.							
I have become more insensitive to people since I've been working.							
I'm afraid that this job is making me uncaring.							
Total score-SECTION B							

Questions	Never	A few times per year	Once a month	A few times per month	Once a week	A few times per week	Every day
SECTION C	0	1	2	3	4	5	6
I accomplish many worthwhile things in this job.							
I feel full of energy.							
I am easily able to understand what my recipients feel.							
I look after my recipients problems very effectively.							

In my work, I handle emotional problems very calmly							
Through my work, I feel that I have a positive influence on people.							
I am easily able to create a relaxed atmosphere with recipients.							
I feel refreshed when I have been close to my recipients at work.							
Total score-SECTION C							

PERCIEVED ORGANIZATIONAL SUPPORT

Robert Eisenberger and Robin Huntington

University of Delaware

Name:

Sex:

Age:

Date:

INSTRUCTIONS

Listed below is a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by checking one of the seven alternatives below each statement.

1.The organization values my contribution to its well-being.

1. Strongly disagree
2. Moderately disagree
3. Slightly disagree
4. Neutral
5. Slightly agree
6. Moderately agree
7. Strongly agree

2.If the organization could hire someone to replace me at a lower salary it would do so. (R)

1. Strongly disagree
2. Moderately disagree
3. Slightly disagree
4. Neutral

5. Slightly agree
6. Moderately agree
7. Strongly agree

3.The organization fails to appreciate any extra effort from me. (R) .

1. Strongly disagree
2. Moderately disagree
3. Slightly disagree
4. Neutral
5. Slightly agree
6. Moderately agree
7. Strongly agree

4.The organization strongly considers my goals and values.

1. Strongly disagree
2. Moderately disagree
3. Slightly disagree
4. Neutral
5. Slightly agree
6. Moderately agree
7. Strongly agree

5. The organization would ignore any complaint from me. (R) .

1. Strongly disagree
2. Moderately disagree
3. Slightly disagree
4. Neutral
5. Slightly agree

6. Moderately agree

7. Strongly agree

6. The organization disregards my best interests when it makes decisions that affect me. (R) .

1. Strongly disagree

2. Moderately disagree

3. Slightly disagree

4. Neutral

5. Slightly agree

6. Moderately agree

7. Strongly agree

7. Help is available from the organization when I have a problem.

1. Strongly disagree

2. Moderately disagree

3. Slightly disagree

4. Neutral

5. Slightly agree

6. Moderately agree

7. Strongly agree

8. The organization really cares about my well-being.

1. Strongly disagree

2. Moderately disagree

3. Slightly disagree

4. Neutral

5. Slightly agree

6. Moderately agree

7. Strongly agree

9. The organization is willing to extend itself in order to help me perform my job to the best of my ability (S)

1. Strongly disagree

2. Moderately disagree

3. Slightly disagree

4. Neutral

5. Slightly agree

6. Moderately agree

7. Strongly agree

10. Even if I did the best job possible, the organization would fail to notice. (R)

1. Strongly disagree

2. Moderately disagree

3. Slightly disagree

4. Neutral

5. Slightly agree

6. Moderately agree

7. Strongly agree

11. The organization is willing to help me when I need a special favor.

1. Strongly disagree

2. Moderately disagree

3. Slightly disagree

4. Neutral

5. Slightly agree

6. Moderately agree

7. Strongly agree

12.The organization cares about my general satisfaction at work.

1. Strongly disagree

2. Moderately disagree

3. Slightly disagree

4. Neutral

5. Slightly agree

6. Moderately agree

7. Strongly agree

13.If given the opportunity, the organization would take advantage of me. (R) .

1. Strongly disagree

2. Moderately disagree

3. Slightly disagree

4. Neutral

5. Slightly agree

6. Moderately agree

7. Strongly agree

14..The organization shows very little concern for me. (R)

1. Strongly disagree

2. Moderately disagree

3. Slightly disagree

4. Neutral

5. Slightly agree

6. Moderately agree

7. Strongly agree

15.The organization cares about my opinions

1. Strongly disagree
2. Moderately disagree
3. Slightly disagree
4. Neutral
5. Slightly agree
6. Moderately agree
7. Strongly agree

16.The organization takes pride in my accomplishments at work

1. Strongly disagree
2. Moderately disagree
3. Slightly disagree
4. Neutral
5. Slightly agree
6. Moderately agree
7. Strongly agree

17.The organization tries to make my job as interesting as possible.

1. Strongly disagree
2. Moderately disagree
3. Slightly disagree
4. Neutral
5. Slightly agree
6. Moderately agree
7. Strongly agree

RESILIENCE SCALE

Please read the following statements. To the right of each you will find seven numbers, ranging from "1" (Strongly Disagree) on the left to "7" (Strongly Agree) on the right. Circle below the number which best indicates your feelings about that statement.

Serial No.	Circle in the appropriate column	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neutral	Slightly Agree	Moderately Agree	Strongly Agree
1	I usually manage one way or another							
2	I feel proud that I have accomplished things in my life							
3	I usually take things in stride							
4	I am friends with myself							
5	I feel that I can handle many things at a time							
6	I am determined.							
7	I can get through difficult times because I've experienced difficulties before.							
8	I have self-discipline.							
9	I keep interested in things							
10	I can usually find something to laugh about.							
11	My belief in myself gets me through hard times.							
12	In an emergency, I'm someone people can generally rely on.							
13	My life has meaning.							
14	When I'm in a difficult situation, I can usually find my way out of it.							