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**The association between personal belief in a just world, voice and burnout:
A cross-sectional study in a sample of national guard police officers**

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Master in Social and Organizational Psychology

Supervisor:

Doutora Isabel Alexandra de Figueiredo Falcão Correia, Associate Professor
with Aggregation

Iscte-Instituto Universitário de Lisboa

October, 2021



CIÊNCIAS SOCIAIS
E HUMANAS

Department of Social and Organizational Psychology

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Abstract

Voice is crucial both for the organizations, which benefit from new insights, and for the workers, who are able to express their concerns and ideas, having a great impact on their mental health (Cox et al., 2006). Actually, individuals who are afraid to voice are likely to show high levels of burnout (Hammond et al., 2019). In addition, continued exposure to job stressors put workers at risk of developing burnout (Penalba et al., 2008), as the case of the Republican National Guard Officers. The present study examined two parallel mediation models. The first model was a replication of a study conducted by Cheng et al. (2020), namely the association between personal belief in a just world (BJW) and voice, mediated by perceived voice efficacy (PVE) and perceived voice risk (PVR). The second model aimed to test the association between personal BJW and burnout (exhaustion and disengagement), mediated by PVE and PVR. Self-reported data was collected from National Guard Police Officers (N = 475). As expected, the results showed a positive association between personal BJW and employee voice, and a negative association between personal BJW and both dimensions of burnout. Additionally, the mediating effect of PVE was significant in both models. However, the mediating effect of PVR was only significant to the second model. These findings add knowledge to the existing literature on the fields of social psychology of justice, organizational citizenship behavior and mental health, and highlight the importance of reinforce organizational justice, by promoting BJW and voice behaviors.

Keywords: Belief in a just world; Employee voice; Burnout; National Republican Guard.

APA PsycINFO Classification:

3000 (Social Psychology)

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Resumo

O comportamento de voz é fundamental quer para as organizações, que beneficiam de novos *insights*, quer para os trabalhadores, tendo um grande impacto na sua saúde mental (Cox et al., 2006). De facto, indivíduos com receio de adotar comportamentos de voz têm maior probabilidade de mostrar maiores níveis de *burnout* (Hammond et al., 2019). Ainda, a exposição continuada a stressores do trabalho coloca os trabalhadores em risco de desenvolverem *burnout* (Penalba et al., 2008), como é o caso dos agentes da Guarda Nacional Republicana. O presente estudo examinou dois modelos de mediação paralela. O primeiro modelo foi uma replicação do estudo de Cheng et al. (2020), nomeadamente a associação entre a crença num mundo justo (CMJ) pessoal e a voz, mediada pela perceção de eficácia de voz (PEV) e de risco (PRV). O segundo modelo teve como propósito testar a associação entre a CMJ pessoal e o *burnout* (distanciamento e exaustão), mediada pela PEV e pela PRV. Foram analisadas medidas de autorrelato de agentes da Guarda Nacional Republicana (N=475). Conforme esperado, os resultados mostraram uma associação positiva entre a CMJ pessoal e a voz do trabalhador, e uma associação negativa entre a CMJ pessoal e as duas dimensões do *burnout*. Ainda, o efeito da mediadora PEV foi significativo nos dois modelos. No entanto, o efeito mediador da PRV apenas foi significativo no segundo modelo. Estes resultados acrescentam conhecimento à literatura existente e sublinham a importância de reforçar a justiça organizacional, através da promoção da CMJ e dos comportamentos de voz.

Palavras chave: Crença num mundo justo; Voz do trabalhador; *Burnout*; Guarda Nacional Republicana.

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Index

Abstract.....	i
Resumo	iii
Index	v
Index of Tables	vii
Index of Figures.....	ix
Introduction.....	1
Chapter I – Literature Review	5
Employee voice.....	5
Belief in a Just World	7
Burnout	9
The case of police officers	12
Present Study	13
Chapter II – Method.....	17
Participants and Procedure.....	17
Measures	17
Chapter III – Results.....	19
Descriptive statistics and correlations.....	19
Tests of Mediation	19
Chapter IV – Discussion.....	23
Limitations and future research.....	26
References.....	29
Appendices	37
Appendix A – Reliability of the Measures	37
Appendix B – Outputs	38
Appendix C – Questionnaire.....	41

Index of Tables

Table 1. Descriptive statistics and correlations for study variables.....	19
Table 2. Regression results for mediation model I.....	21
Table 3. Regression results for mediation model II.....	22
Table 4. Reliability of the measures.....	37

Index of Figures

Figure 1. Theoretical model I.....	14
Figure 2. Theoretical model II.....	15

Introduction

From past years, it has been recognized that work-related problems spread like an infection, contaminating the workers' life, including their relationship with family, their health conditions and, consequently, their well-being. But not only it affects the individual as it brings great consequences to the organizations, since it leads to a decreased productivity (Maslach & Pines, 1977).

According to Violanti and Aron (1995), there are factors that contribute to stressful situations in the workplace, such as a rigid structure, lack of managerial support, lack of opportunities to participate on decisions that will affect daily basis activities, and unfair procedures. As so in the workplace there are risks for the workers, in the sense that there are several factors that may challenge their beliefs, including conflicting relationships with supervisors or colleagues, and when one faces or observes others facing unjust situations. (Dalbert, 2007).

Moreover, different professions face different challenges. In fact, jobs in which there is interaction with people are considered emotionally demanding, being called "human-service jobs". The participants in this study, which are police officers, are included in this type of profession (Schaufeli et al., 1993). Additionally, the exposure to violent and dangerous situations is frequent, nonetheless police officers may gain coping mechanisms to face those situations in an effectively way (Rand & Manuele, 1987).

One concept that is central to organizations is voice, which impacts them as well as the individual who voices up. Employee voice can be defined as the employee's perception that can express opinions and concerns, so that inefficiencies are rectified, or even to improve organizational functioning (Pyman et al., 2006; Van Dyne & LePine, 1998). Furthermore, it can be considered as the provision of information that may change the status quo of an organization (Detert & Burris, 2007). Moreover, elemental to all definitions is the notion that employees have the right to participate in decision-making processes at the workplace (Hodson, 2001).

It is a fact that when employees do not voice, for instance, do not use prohibitive voice, which is the expression of concerns regarding organizational practices that may cause any harm to the organization, it can have highly negative consequences both for the employees and the organization, since it can put them at risk (Liang et al., 2012).

Indeed, according to Hirschman (1970), voice is the most beneficial strategy that individuals can use when facing work-related challenges, compared to the others, such as exit,

loyalty or neglect. Voice, as stated before, is the expression of suggestions as an attempt of improving things. Exit means that the employee chooses to leave the organization, which will have great costs for both the individual and the organization. Loyalty refers to being supportive of the organization and waiting for improvements. Neglect occurs when employees engage in activities that do not benefit the organization.

The sense of justice is indeed one of the factors related to the development of burnout syndrome (Almeida, 2019). Unequivocally, situations of injustice and inequalities occur but they are differently perceived by individuals, depending upon personal characteristics as the case of belief in a just world (BJW) (Lerner, 1980). For instance, some individuals change their belief system to justify how things are; try to re-establish justice; and others devalue the victim's suffering (Dalbert, 2009). It can be understood as an adaptive mechanism, since people believe their social interactions with the world occur in a stable way, and consequently they expect that only good things would happen to them (Correia, 2000).

Actually, injustices that occur in the workplace may be justified using this belief (Johnston et al., 2016). Therefore, individuals who have high levels of BJW believe that they will not suffer from the inevitable unpredictability of the world, as they see the events of their lives as fairer (Dalbert, 2009). In addition, Johnston et al. (2016) found that personal BJW prevents the development of burnout symptoms in the workplace, as it is positively related with the perception of justice and well-being.

As reported by Schaufeli and Greenglass (2001), the long-term involvement in emotionally draining work situations may result in burnout. It is considered as being a prolonged response to chronic, emotional and interpersonal stressors at work, characterized by three dimensions, including emotional exhaustion, disengagement, and inefficacy and lack of fulfilment (Maslach and Jackson, 1986; Maslach et al., 2001). In fact, individuals who suffer from burnout and continue to work show low levels of performance and satisfaction, and it also impacts negatively the work team, either due to task disruption or due to interpersonal conflicts (Maslach et al., 2001).

The present work will focus on the role of personal BJW on employee voice behavior, as well as on the role of personal BJW on burnout, in a sample of Portuguese police officers from the Republican National Guard. It will encompass two studies, as followed explained.

One will be a replication of the study by Cheng and colleagues (2020), which has found a positive association between personal BJW and voice. Furthermore, the authors introduced two variables that mediated this relation, namely, perceived voice efficacy and perceived voice risk.

In addition, we are going to perform another study extending the previous relation found to burnout. Namely, we will test the role of personal BJW on burnout, mediated by voice efficacy and voice risk, the same mediators from the previous study. We aim to understand if this widely studied relation between BJW and burnout may be mediated by perceived voice efficacy and perceived voice risk.

This work is divided in four chapters, namely: the first chapter presents the theoretical background of the constructs BJW, voice behavior, and burnout, as well as focuses on the characteristics of the police officer's profession; the second chapter comprises the methodology; the third chapter describes the results; and the last chapter presents the discussion, limitations of the present study, and recommendations for future research.

Chapter I – Literature Review

Employee voice

It is unanimous that when employees feel in a safe environment and do not fear any repercussions, they are more likely to voice (Zhao & Oliveira, 2006). Additionally, employee voice has been associated with positive individual and organizational outcomes, such as well-being (Cox et al., 2006), job satisfaction (Holland et al., 2011) and organizational performance (Wood & Wall, 2007). When workers participate in decision making processes by having the opportunity to express their points of view, that is, voice out, it is considered as an important factor that contributes to their satisfaction at work (Lawler, 1975, as cited in Folger, 1977).

Hirschman (1970) firstly defined voice as the attempts to greatly modify the present situation when one is displeased with it. Van Dyne and LePine (1998) defined voice behavior as being characterized by the expression of suggestions for the change as well as recommendation of modifications on the used procedures. Thus, it is an intentional expression of relevant information, ideas and opinions with the goal to improve work-related aspects (LePine and Van Dyne, 1998; Van Dyne et al., 2003). Additionally, Van Dyne et al. (2003) created a three-dimensional model of voice that includes the prosocial, defensive and acquiescent voices. The prosocial voice can be considered as part of organizational citizenship behaviors, since it is a behavior not included on employees' job description.

According to Liang and colleagues (2012), there are two types of employee voice, namely promotive and prohibitive. Promotive voice is related to the employee's expression of new ideas to improve the organization. Prohibitive voice is related to the extension employees are prone to express ideas about incidents that happened on the organization, current dysfunctional practices, and even safety risks. Furthermore, voice can be seen as having two components, namely the expression of dissatisfaction and complaints to the management team; and the participation in decision-making processes (McCabe & Lewin, 1992).

Morrison (2011) identified the following common aspects on different voice definitions, namely: a goal-oriented act of expression; a behavior that the individual has the ability to choose use or not, depending on various factors; and it has an objective, as the modification or improvement of something, not merely a way of complaining.

Moreover, it can be seen as an extra-role behavior, being considered as voluntary and going beyond employees' established roles (Van Dyne et al., 1995), which will in turn add value to the organization and increase its productivity (Borman & Motowidlo, 1997).

Researchers have tried to predict workers' behavior in organizations by paying attention either to individual or contextual characteristics (LePine & Van Dyne, 1998). The individual

differences on employee voice behavior have been highly studied. For instance, the big five factors are related to the voice behavior (LePine & Van Dyne, 2001).

In this study we are going to focus on individual factors, namely on the influence of workers' BJW on their voice behavior. According to Cheng et al. (2020), personal BJW is a high predictor of employee voice behavior, being found a positive association between personal BJW and voice efficacy perception, and a negative association between personal BJW and voice risk perception. However, the association between the mediator voice risk perception and voice behavior was not significant for both samples in study (German and Chinese), which according to the authors may be related to cultural differences, such as the individualism versus collectivism, or due to educational aspects.

Additionally, it has been found a positive relationship between high self-esteem and voice, as well as high satisfaction with the job and voice. Furthermore, individuals working in small groups and individuals self-managing their work tend to voice more. As so, the combination between individual characteristics and contextual factors has to be taken into account, as both can play an important role as predictors of voice (LePine and Dyne, 1998).

The role of supervisors is central on asking their employees about their opinions regarding aspects that will have a direct impact on their work. In line with this reasoning, the possibility given to employees to voice their concerns, even when their opinions are not going to change decisions, seems to be enough to promote higher levels of judgements of fairness (Lind et al., 1990). Therefore, voice can be seen as a procedural component that plays a great part in organizational settings, which are environments where inequalities may occur. For instance, it has been found that employees accept better the outcome of decisions when they are able to express their views, perceptions, ideas. Thus, the level of procedural justice increases (Folger, 1977). In addition, in a study conducted by Ball et al. (1993), it was found that subordinates high in BJW perceived the punishment as less harsh and that was fair, concerning procedural justice.

The decision on whether speak up or not is indeed related to the perception of punishment individuals are afraid to face (e.g., retaliation, disregard for a promotion, etc.). As so, employees usually weight the pros and cons of engaging in voice behavior. In a study run by Hammond et al. (2019), individuals who showed greater voice costs where the ones who showed high levels of burnout and turnover intentions.

Belief in a Just World

According to Hulbert and Mulvale (2011), even though there are different approaches to the concept of justice, all of them address justice as a subjective evaluation process in regard to interpersonal relationships (between individuals and/or between groups), as being fair or unfair.

One of the theories that explain the way individuals react to the different events of injustice is the BJW theory, which was proposed by Lerner (1980). The BJW concept and its measurement has been done using questionnaires, being considered to be a stable characteristic and that occurs across cultures (Furnham, 2003).

Every person has at some extent a BJW, which in a simple definition implies that if someone does something will receive what deserves accordingly. This belief, that good and bad people receive, respectively, good things and are punished (Lerner, 1980), reflects our need for a sense of security in facing the world (Lerner & Miller, 1978). The confidence that the future is predictable, and that they will be compensated by their good actions, is what makes people trust they will be well treated by others, in a fairly manner (Correia & Dalbert, 2007).

The BJW serves an adaptative function, allowing the individuals to have a sense of control in regard to what happens in their physical and social environment. However, when that sense of justice is broken it is hard for them to accept that the world is not just, and therefore they engage either in cognitive processes or behaviors to re-establish that belief (Lerner & Miller, 1978). Thus, in order to maintain their intrinsic beliefs stable, so that the world makes sense through their lens, people tend to cognitively fit them with the events or change their behavior. As so, they can both attribute the happenings to the people who lived them, namely the victims, or they can attribute them to external situations. The underlying assumptions differ, depending on several factors, such as the victim's group, if one can help the victim, among others (Lerner, 1980).

BJW serves various purposes, namely since it promotes a positive image of the future it also increases well-being. In addition, when one believes their actions will be rewarded, one invests more in their future, setting goals in a long-term. As so, this positive vision, which can be seen as an "illusion", impacts individuals' mental health (Dalbert, 1999).

The development of this belief occurs through the generalization of past experiences as well as through a cognitive balance (Lerner, 1980). Furthermore, there are rational and non-rational mechanisms that contribute to the maintenance of the belief in adulthood. A rational way of contributing is, for instance, in trying to diminish the sense of injustice by helping a victim or punishing the guilty. On the other hand, a non-rational way of dealing with unfair experiences is by modifying the perception of injustice, through denial of the victim's suffering,

victim's dehumanization, or even blaming the victim (secondary victimization) (Lerner, 1980; Correia, 2000; Dalbert, 2009).

There are two types of BJW, a general and a personal belief, which can be distinguished as followed described: the general belief is related to the belief that the world is, in a broad sense, a fair place, where usually everyone is treated in a justly manner and gets what deserves; the personal belief is related to the belief one has about the events of their own life being fair (Dalbert, 1999). In one hand, the general belief is associated with the perception one has regarding different social groups, for instance, the negative attitudes towards disadvantaged groups. On the other hand, the personal belief is positively associated with one's subjective well-being (Sutton & Douglas, 2005; Wenzel et al., 2017). Moreover, personal BJW is positively associated with the perception of organizational justice, with interpersonal confidence (Wenzel et al., 2017) as well as with well-being (Johnston et al., 2016), and it is negatively associated with stress in the workplace (Dalbert, 1999).

In a study conducted by Strelan (2007), it was found that the more the personal BJW the more individuals are prone to forgive others. In addition, individuals that perceive injustices all around them, and that have low levels of BJW, are likely to develop a negative vision of life in general, ending up to evaluate different events more negatively, and having more difficulties in contributing positively to the society, which will have a negative impact on their self-esteem.

Individuals with high levels of BJW show more trust in themselves, i.e., more self-efficacy expectations concerning their performance at work, and also show more trust that others will treat them fairly (Dalbert, 2001). In line with this reasoning is that, the higher the BJW the higher will be the perceived voice self-efficacy (Otto et al., 2009). In this study, we are going to focus on the personal BJW rather than general belief, since it has been found as an important predictor of mental health (Dalbert, 1999).

The perception of social justice in the workplace has a huge impact on individuals, and according to the BJW theory, individuals tend to believe the world is a fair place and that only good things happen to good people, meaning that individuals believe people are rewarded according to their efforts. As so, when individuals observe unfair situations, for instance, with a colleague, they tend to transform that perceived injustice into a cognitively fair situation (Lerner, 1980).

The fact that the perceptions of injustice are reduced when individuals have a strong BJW (Lerner, 1980), will have a positive impact on their mental health, namely the likelihood of individuals show signs of burnout is smaller (Buunk & Schaufeli, 1993).

Burnout

Stress can either be positive, in the sense that can challenge the individual for development, or be negative, causing deterioration over time. Individuals that are exposed to great levels of stress will probably face negative consequences in regard to their well-being (Etzion, 2003). According to Moon and Maxwell (2004), workers that experience high levels of stress are likely to experience burnout, health conditions, lack of satisfaction, among other related aspects.

Freudenberger (1974) firstly described the concept of burnout as a state of fatigue or frustration. Burnout can be defined as a prolonged response to stressors, being them derived from individual factors, such as personality characteristics, or from contextual factors, such as job and organization characteristics, which causes psychological suffering (Maslach et al., 2001). It is a syndrome characterized by feelings of exhaustion, emotional withdrawal, and lack of personal fulfillment, which is caused by emotional stressor situations prolonged in time in the workplace (Maslach & Jackson, 1981).

There are common aspects in every definition of burnout, namely: the syndrome manifests in individuals that didn't have previous symptoms; it is related to the job environment; the focus is on the mental and behavioral symptoms rather than the physicals; in addition, among the symptoms, the more frequent are emotional or mental exhaustion, consumption, fatigue, depression, disconnection and disengagement; furthermore, the individuals who suffer from burnout show less productivity at work (Maslach et al., 2001).

The research about burnout started with a practical case, being the workplace the most studied context (Maslach, 2003). The multidimensional model of job burnout explains better the response to stress, since not only it focuses on the individual stress experience but also pays attention to the individual's response in relation to his/her job. It comprehends three dimensions, namely, exhaustion, disengagement/cynicism and sense of inefficacy (Maslach, 2003).

Burnout has been studied in professions related to human services, in which the public safety professionals are included (e.g., Burke & Deszca, 1986). Professions that require the provision of care to others are the ones where workers are likely to be more exposed to negative consequences. Additionally, the more the individual spend their resources trying to meet the needs of others, the more is the risk of experiencing negative symptoms associated with job demands (Freudenberger, 1974).

There are situational and individual factors that may contribute to the increase of burnout symptoms, being the first related to where the development of burnout takes place, namely the labor context; and the second related to the characteristics of the worker. The situational factors

are related to the job characteristics, including the demands regarding the amount of work. For instance, the overload of work and time pressure are specially related to the exhaustion dimension of burnout. In addition, conflicts between roles and tasks, lack of information/feedback in regard to the job requirements, lack of social support and lack of resources. Moreover, the specific demands of the profession. Furthermore, the organizational characteristics, such as climate, culture, leadership, and communication. The individual factors are related with the personal characteristics of the individual who suffers from burnout, namely demographics and personality (Maslach et al., 2001).

The most used model of burnout is the one developed by Maslach (1982), which is a multidimensional theory of burnout, composed by three dimensions: emotional exhaustion, disengagement and sense of inefficacy. Emotional exhaustion refers to the stress one feels, related to the lack of resources and high job demands as well as with the overload. Disengagement refers to the relation between the individual and others, characterized by detachment. The sense of inefficacy refers to the evaluation the individual does in regard to their performance, including the sense of incompetence and lack of fulfillment (Maslach et al., 2001).

As a consequence of emotional exhaustion, the emotional resources of the individual are drained and weakened. It is important to note that depersonalization can either occur in relation to oneself or to others, and in that way, the individual can have negative attitudes toward others (Cherniss, 1980). Depersonalization, as described by Maslach (2001), motivates the individual to get out of the situation and to see others not in a personal manner. As so, this can lead to the understanding that others deserve what happened to them (Ryan, 1971).

In the literature there are different approaches in regard to the dimensions this syndrome encompasses, being the bidimensional model as the more recent. This model focuses on exhaustion and disengagement (Sinval et al., 2019), and will be used on the present study. In fact, even though the Maslach Burnout Inventory is the more commonly used, it isn't publicly available (Kristensen et al., 2005).

The dimensions exhaustion and disengagement have different sources and consequences. Exhaustion occurs when the job demands are not met and therefore cause an excessive workload, which in turn results in physical and emotional fatigue. The individual perceives that cannot meet the requirements and that is unable to replace the spent resources (Maslach et al., 1986). It is the more mentioned symptom by professionals who suffer from burnout (Maslach, 2003). Disengagement occurs when workers feel alienated at work, and use distance from people as an emotional and cognitive strategy. For instance, in professions that provide human

care services, the worker will reduce the engagement with others only to the necessary to do their work (Maslach, 2003). According to Dalbert (2007), individuals who show less levels of exhaustion and disengagement, better performance, and great commitment do the job, are the ones who evidence high levels of BJW. The fact is that, it seems to be a compensatory mechanism that attenuates burnout on individuals with high levels of personal BJW, which can be considered as a protective factor that enables the individual to cope effectively with job stressors, uncertainty, and lack of control (Almeida, 2019; Johnston et al., 2016).

Nonetheless initially the syndrome was encountered and investigated in professions that imply taking care of others, nowadays it is known that burnout can be found across different professionals (Schaufeli et al., 2009).

It was announced that burnout will be defined as an occupational phenomenon on the International Classification of Diseases (ICD-11), as of 2022, rather than just a medical condition. The focus is on being a manifestation that results from a chronic stress which occurs in the workplace (WHO, 2019).

The intervention, to minimize the risks of burnout development, should be focused both on the individual and the organization. Regarding the individual, the training concentrated on coping strategies, assertiveness, interpersonal and social competencies, time and stress management, among other related aspects, can reduce the levels of burnout. In regard to the organization, changes on the job design, the recognition of the worker's role, and instauration of attainable and positive goals (Borza et al., 2012). If we only focus the intervention on the individual itself, and consider that the low performance is due to their characteristics, we are neglecting the companies' problems. As so, when the roots of the problem are disregarded, the burnout intervention will lack in results (Maslach, 2015).

Several studies have shown that individuals who suffer from burnout and continue to work get less outcomes, which results in presentism (Maslach et al., 2001; Demerouti et al., 2009). In fact, burnout leads to high rates of absenteeism and consequently turnover (Maslach et al., 2001). In addition, the lack of equity in regard to several aspects, such as differentiated remuneration, distribution of tasks, among others, contribute to the perception of injustice in the workplace, which is a burnout predictor. Furthermore, the experience of injustice is emotionally exhausting and disturbing, which can promote detachment from the job. The feelings of injustice arise when the worker perceives that there are inequalities, and when it happens the likelihood of developing burnout increases (Maslach et al., 2001).

Moreover, individuals who have high levels of BJW attenuate the negative consequences that job-related stressors and conditions have on them. Actually, the fact that individuals can

deal with unjust situations, and that they trust their social environment as well as themselves, promotes their mental health. As in the study of Otto and Schmidt (2007), these individuals show fewer symptoms of exhaustion and disengagement.

The case of police officers

There is an increased risk of mental health problems in occupations high in stressors, as the case of the police work (Penalba et al., 2008).

There are organizational components inherent to the police work that have a negative impact on police officer's mental health, including the occurrence of burnout. In a systematic review the following stressors were identified: perception of justice in the workplace; job characteristics, such as demanding tasks in terms of intellectual requirements, pressure, and workload; sense of imbalanced effort-reward, among others (Purba & Demou, 2019). In addition, there are stressors related to the justice and criminal system; the fact that the profession of police officer implies leading with people; as well as other stressors related to the job itself (Thompson et al., 2006). Moreover, there are situations considered as being extremely stressful, namely killing, or a colleague being killed during work service (Gist & Taylor, 1996).

In a study made by Jackson and Maslach (1982), it was found that police officers that had high scores of burnout were the ones that referred problems with their family as well as sleep related problems, and unsuitable coping mechanisms.

In a study conducted by Martinussen et al. (2007), an association between job resources, job demands and the three dimensions of burnout was found among a sample of Norwegian police officers, which goes in line with the demands-resources model from Schaufely and Bakker (2004). Burnout leads to negative consequences for both the individual and the organization, and also in this study it was a predictor of low job satisfaction, low organization commitment, high intention to leave the organization, among other aspects that impact the work productivity. In this study, it wasn't found a high level of burnout among police officers in comparison with other occupational groups, nonetheless, it is known from previous studies that this profession is high demanding in terms of several factors (e.g., high exposure to violence, etc.) which may have been attenuated by the presence of protection factors (Martinussen et al., 2007).

Furthermore, Hawkins (2001) conducted a study where a third of the police officers demonstrated high scores of emotional exhaustion, and little bit more than half had high scores of depersonalization. In addition, both of these dimensions combined result in low personal accomplishment scores.

According to Associação dos Profissionais da Guarda (APG/GNR), there is a lack of psychological and psychiatric support for the national guard police officers, which is mainly restricted to the Lisbon area. APG/GNR stated that in order to prevent and diagnose burnout syndrome on these professionals, more frequent mental health assessments should be made. In addition, APG/GNR reinforced that there are factors that have been contributing to this problem, including lack of conditions, excessive working hours as well as the inherent demands of the job (TSF Rádio Notícias, 2020).

Throughout the years, some studies concerning mental health, namely burnout, were done on samples from the Portuguese Republican National Guard. For instance, Afonso and Gomes (2009) measured the level of burnout on a sample of 95 agents, and found that 12% suffered from emotional exhaustion, 10% from disengagement, and 8% from low levels of self-efficacy. Additionally, Viegas (2011) conducted a comparison study between 65 national guard police officers and 122 public safety police officers regarding the burnout syndrome. Similar results were found on both samples in study, being disengagement the only dimension above the medium point of the scale. And more recently, Costa (2020) run a study in a sample of 291 police officers, being found that the agents who had less predictable work schedules were the ones who demonstrated more difficulties in balancing work and personal life/family, and consequently showed high levels of burnout.

Present Study

The present study intends to test the association between personal BJW and voice, as well as the relation between personal BJW and burnout, through the perception of effectiveness or risk of voice behavior in the workplace, namely in a sample of national guard police officers. For that, two models will be tested.

The first model will be a replication of the study made by Cheng et al. (2020). This study aimed to add knowledge in regard to the relation between a personal characteristic, which is the BJW, and a behavior, that is employee voice in the workplace. Specifically, it studied the mediating role of two variables, namely perceived voice efficacy and perceived voice risk. It was applied on two samples - a German and a Chinese, being the first study to analyze these associations. As voice has a great impact on the organization as well as on the worker, it is important to gain a better understanding about which factors can promote voice.

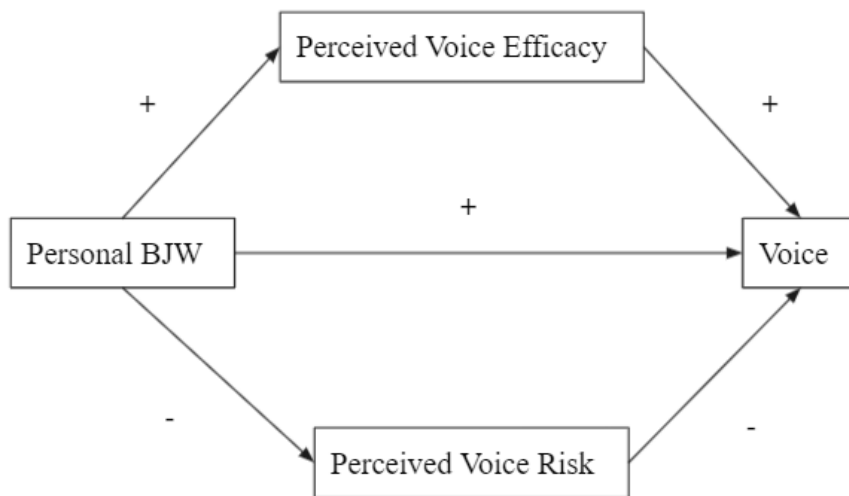
According to the mentioned above, the following hypotheses will be tested (Figure 1):
H1: Employee's personal belief in a just world is positively related to their voice behavior.

H2a: Employee's personal belief in a just world is positively related to their voice behavior, through perceived voice efficacy.

H2b: Employee's personal belief in a just world is positively related to their voice behavior, through perceived voice risk.

Figure 1

Theoretical model 1



In addition, another model will be tested, which has never been studied. The innovation relies on the fact that the mediators perceived voice efficacy and perceived voice risk are, respectively, negatively and positively related to burnout. The relation between personal BJW and burnout has been widely studied, but it is the first time that voice mediators are introduced as having a role on that association. Taking into consideration the fact that the study of Cheng and colleagues (2020) found an association between personal BJW and perceived voice efficacy and perceived voice risk, we are going to use these mediators in the relation between personal BJW and burnout, which is the first time that will be studied.

Therefore, the following hypotheses will be tested (Figure 2):

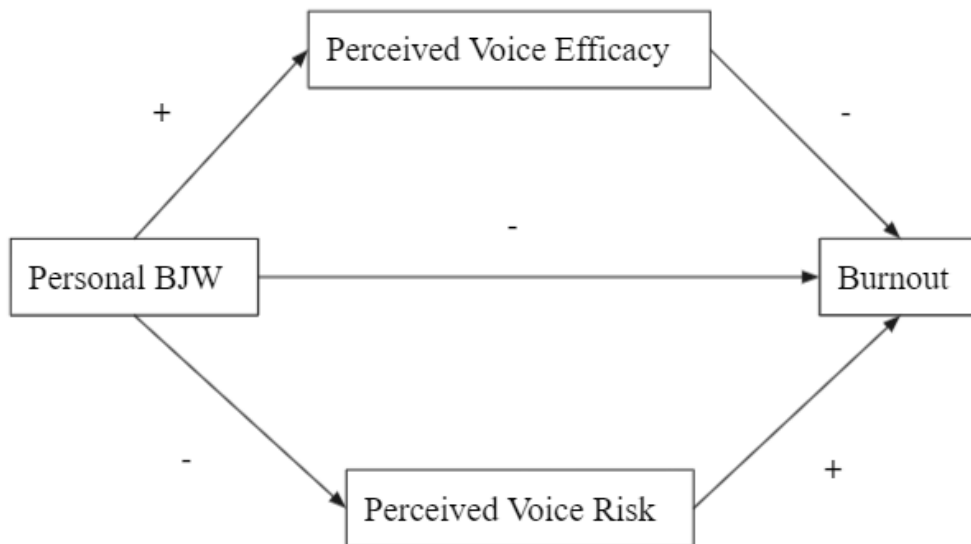
H3: Employees' personal belief in a just world is negatively related to burnout.

H4a: Employees' personal belief in a just world is negatively related to burnout, through perceived voice efficacy.

H4b: Employees' personal belief in a just world is negatively related to burnout, through perceived voice risk.

Figure 2

Theoretical model 2



Chapter II – Method

Participants and Procedure

A protocol between Iscte and Associação dos Profissionais da Guarda – APG/GNR was established, thus the sample was composed by national guard police officers (convenience sampling method).

The Presidency of APG/GNR shared the online questionnaire, via Qualtrics, to its associated members. The survey begins with informed consent, where is stated its anonymous, confidential, and voluntary aspects.

All the 574 respondents were considered. The mean age of the participants was 40 ($SD = 7.96$, range: 20-65) and 90.2% were male (female = 8%, not willing to reveal = 1.7%).

Regarding the educational level of the sample, the majority (75.6%) has a secondary degree (from 10th to 12th grades), followed by 12.2% with less than the 10th grade, 7.7% holds a Bachelor degree or specialization, and 4.5% with qualifications higher than Bachelor degree.

Measures

In all measures, a 5-point Likert type scale was used (1 = strongly disagree; 5 = strongly agree).

Personal Belief in a Just World

To measure personal belief in a just world it was used the scale of Dalbert (1999), translated for the Portuguese population by Correia (2003), which intends to evaluate the perception of justice in regard to their lives. It is composed by 7 items (e.g., “I am usually treated fairly.”), with a good internal consistency ($\alpha = .89$).

Voice

To evaluate voice behavior, it was used the scale of Van Dyne & LePine (1998), which is composed by 6 items (e.g., “Develops and makes recommendations concerning issues that affect this work group.”), with a good internal consistency ($\alpha = .86$).

Perception of Voice Efficacy

To measure perception of voice efficacy it was used the scale of Cheng et al. (2020), which is composed by 4 items (e.g., “My advice will be greatly considered.”), with a good internal consistency ($\alpha = .80$).

Perception of Voice Risk

To measure perception of voice risk it was used the scale of Cheng et al. (2020), which is composed by 7 items (e.g., “My advice will be greatly considered.”), with a good internal consistency ($\alpha = .88$).

Burnout

To measure burnout, it was used the scale of Demerouti & Nachreiner (1998), adapted for the Portuguese population by Sinval et al. (2019), which consists of two subscales, namely disengagement and exhaustion. It is composed by 16 items, including 8 items that measure disengagement (e.g., “Over time, one can become disconnected from this type of work.”) and 8 items that measure exhaustion (e.g., “After work, I tend to need more time than in the past in order to relax and feel better.”), both with a good internal consistency (respectively, $\alpha = .88$ and $\alpha = .90$).

Socio-demographic questions

Regarding demographics, gender, age, and education were assessed for purposes of sample characterization.

Chapter III – Results

The statistical analysis of the collected data was done using IBM SPSS Statistics, version 27. To test the model of simple mediation in parallel we used model 4 from PROCESS, version 3.5, from Andrew F. Hayes.

Descriptive statistics and correlations

After data collection, analysis of measures of central tendency were performed in order to characterize the participants regarding the variables used in this study.

In regard to the burnout construct, the sample of national guard police officers shows, on average, burnout levels of 3.29 ($SD = 0.76$), namely exhaustion ($M = 3.25$; $SD = 0.80$) and disengagement ($M = 3.33$; $SD = 0.86$), which are higher than the middle point of the scale (2.5).

Regarding the other constructs under analysis, namely the participants' personal BJW ($M = 2.94$; $SD = 0.63$), perceived voice efficacy ($M = 2.83$; $SD = 0.76$), perceived voice risk ($M = 3.20$; $SD = 0.80$), and voice behavior ($M = 3.78$; $SD = 0.59$), they show for all of the variables, on average, a higher level than the middle point of the scale (2.5).

Table 1
Descriptive Statistics and Correlations for Study Variables

Variable	<i>n</i>	<i>M</i>	<i>SD</i>	1	2	3	4	5
1. Personal BJW	574	2.94	0.63	—				
2. P. voice efficacy	574	2.83	0.76	.31**	—			
3. P. voice risk	574	3.20	0.80	-.33**	-.52**	—		
4. Voice	574	3.78	0.59	.19**	.15**	-.04	—	
5. Burnout	574	3.29	0.76	-.40**	-.47**	.53**	-.12**	—

Note: * $p < .05$; ** $p < .01$

Tests of Mediation

To test both models 1 and 2, a parallel mediator model (No 4) was applied using PROCESS in SPSS (Hayes, 2018). The regression results are summarized on the tables below (Tables 2 and 3).

Mediation Model 1

The total effect of personal BJW on voice was positive and significant ($B = .17, t = 4.51, p < 0.001$). Consistent with hypothesis 1, the direct effect of personal BJW on voice was significantly and positively correlated with voice behavior ($B = .16, t = 3.82, p < 0.001$). In addition, the indirect effect through perceived voice efficacy is significant and positive ($B_{PVE} = .04, IC = .01 \text{ to } .09$), which goes in line with hypothesis 2a. However, the indirect effect through perceived voice risk is not significant ($B_{PVR} = -.03, IC = -.07 \text{ to } .01$), which is not consistent with hypothesis 2b. According to these results, perceived voice efficacy partially mediated the association between personal BJW and voice.

Mediation Model 2

The total effect of personal BJW on burnout – exhaustion and disengagement dimensions - was significant (respectively, $B = -.49, t = -10.09, p < 0.001$; $B = -.46, t = -8.60, p < 0.001$). Consistent with hypothesis 3, the direct effect of personal BJW on burnout – exhaustion and disengagement dimensions - was significant and negative (respectively, $B = -.30, t = -6.28, p < 0.001$; $B = -.22, t = -4.33, p < 0.001$). The indirect effect through perceived voice efficacy and risk was significant on both dimensions of burnout – exhaustion and disengagement (respectively, $B_{PVE} = -.06, IC = -.11 \text{ to } -.03$ and $B_{PVR} = -.13, IC = -.19 \text{ to } -.08$; $B_{PVE} = -.10, IC = -.32 \text{ to } -.17$ and $B_{PVR} = -.14, IC = -.20 \text{ to } -.09$), confirming both the hypotheses 4a and 4b. Therefore, perceived voice efficacy and risk partially mediated the association between personal BJW and the two dimensions of burnout.

Table 2
Regression results for mediation Model 1

					R ²
Model 1: mediator variable	Outcome: P. Voice Efficacy (P. Voice Risk)				.31 p<.001
	Coef.	SE	<i>t</i>	<i>p</i>	
Personal BJW	.37(-.41)	.05(.05)	7.89(-821)	<.001	
Model 2: outcome variable	Outcome: Voice				
	Coef.	SE	<i>t</i>	<i>p</i>	
Personal BJW	.16	.04	3.82	<.001	
P. Voice efficacy (P. Voice Risk)	.12(.07)	.04(.04)	3.04(1.82)	.002(.07)	
<i>Bootstrap results for indirect effect</i>					
	Coef.	SE	LL 95% CI	UL 95% CI	
Indirect effect of Personal BJW on Voice, through P. Voice Efficacy (P. Voice Risk)	.04(-.03)	.02(.02)	.01(-.07)	.09(.01)	

N = 574. Unstandardized regression coefficients are reported. 5000 bootstrap sample size; LL – lower limit; UL – upper limit; CI – confidence interval. The results in parenthesis correspond to P. Voice Risk.

Table 3
Regression results for mediation Model 2

					R ²
Model 1: mediator variable	Outcome: P. Voice Efficacy (P. Voice Risk)				.31 p<.001
	Coef.	SE	t	p	
Personal BJW	.37(-.41)	.05(.05)	7.89(-8.21)	<.001 (<.001)	
Model 2.1: outcome variable	Outcome: Burnout - Exhaustion				
	Coef.	SE	t	p	
Personal BJW	-.30	.05	-6.28	<.001	
P. Voice efficacy (P. Voice Risk)	-.17(.32)	.04(.04)	-3.77(7.74)	<.001 (<.001)	
<i>Bootstrap results for indirect effect</i>					
	Coef.	SE	LL 95% CI	UL 95% CI	
Indirect effect of Personal BJW on Burnout, through P. Voice Efficacy (P. Voice Risk)	-.06(-.13)	.02(.03)	-.11(-.19)	-.03(-.08)	
Model 2.2: outcome variable	Outcome: Burnout - Disengagement				
	Coef.	SE	t	p	
Personal BJW	-.22	.05	-4.33	<.001	
P. Voice efficacy (P. Voice Risk)	-.28(.33)	.05(.04)	-5.92(7.56)	<.001 (<.001)	
<i>Bootstrap results for indirect effect</i>					
	Coef.	SE	LL 95% CI	UL 95% CI	
Indirect effect of Personal BJW on Burnout, through P. Voice Efficacy (P. Voice Risk)	-.10(-.14)	.02(.03)	-.15(-.20)	-.06(-.09)	

N = 574. Unstandardized regression coefficients are reported. 5000 bootstrap sample size; LL – lower limit; UL – upper limit; CI – confidence interval. The results in parenthesis correspond to P. Voice Risk.

Chapter IV – Discussion

The main goal of the present study was to add knowledge on the fields of social psychology, including BJW theory, voice behavior, and burnout syndrome. More specifically, to increase the understanding of the role of BJW, as an antecedent of both voice behavior, namely promotive voice behavior (e.g., Liang et al., 2012), and burnout syndrome. By that, we aimed to contribute to more insights regarding what can increase voice behaviors and on what can reduce burnout symptoms on organizations.

For that, firstly we decided to replicate the study by Cheng et al. (2020), which studied for the first time the relationship between personal BJW and voice, mediated by perceived voice efficacy and perceived voice risk. The authors applied their study on two culturally different samples of workers, a German and a Chinese. In the present study, we applied the same mediation model to a Portuguese sample of Republican Guard Police Officers.

Then, we decided to add a novelty by introducing a different outcome variable to the same model, namely burnout. There are several studies that are focused on the relationship between personal BJW and burnout, but this is the first one to consider the mediating role of perceived voice efficacy and perceived voice risk. We took into consideration the findings from Cheng and colleagues (2020), and decided to be a bit bold, following the reasoning that personal BJW is positively associated with perceived voice efficacy, and that is negatively associated with perceived voice risk. As personal BJW is a widely studied predictor of burnout syndrome, we decided to understand if voice would play a role as mediator on this relation.

The results from the performed analysis support Hypothesis 1, that is, individuals with high personal BJW show more voice behavior when compared with individuals with low levels of personal BJW. As expected, personal BJW is a predictor of voice behavior, which goes in line with the study of Cheng et al. (2020).

Additionally, we verified that the indirect effect of personal BJW on voice behavior through perceived voice efficacy was significant. Thus, we found support for Hypothesis 2a. A possible explanation may be that individuals with high levels of BJW tend to have more confidence that others will treat them in a just manner (Dalbert, 2001).

However, no significant effect was found for the indirect effect of personal BJW on voice behavior through perceived voice risk. As so, we couldn't confirm Hypothesis 2b.

As stated before, the applied Model 1 was a replication of a study conducted by Cheng et al. (2020), and the same results were found as for the German sample, in contrast with the Chinese sample, in which the association between perceived voice risk and voice behavior was

significant. This similitude between the Portuguese and the German samples may be related to cultural similarities (Hofstede, 1980), as Portugal and German are countries belonging to Europe, as opposed to China, that belongs to the Asian culture. Nonetheless, it is important to note that when running a comparison between these three countries, using the Hofstede approach, we may be surprised that Portugal and China are closest in some cultural dimensions, such as having both low scores of individualism (Hofstede Insights, 2021). This contradicts the possible explanation given by Cheng et al. (2020), regarding the differences found on the two samples in study.

It is important to highlight that the present study was applied on a very specific sample, namely on police officers from the Portuguese Republican National Guard, from across different regions of the country. This contrasts with the German and the Chinese samples, that had workers from different sectors, such as manufacturing, IT, international trade, among others (Cheng et al., 2020).

These professionals are used to take great risks, and perhaps this may justify the fact that perceived voice risk has no significant relation with the intention of engaging in voice behavior. Thus, these workers may underestimate risk, even knowing that expressing themselves would be risky and put them in a difficult situation. Opposed to this notion is the fact that Portugal has high levels of uncertainty avoidance (Hofstede Insights, 2021), which this profession may counterbalance since it is a profession in which uncertainty seems to be a constant.

As far as the relation between BJW, voice efficacy and risk, and burnout is concerned, individuals with high levels of personal BJW show less burnout levels on both dimensions (exhaustion and disengagement), when compared with individuals with low levels of personal BJW. This supports Hypothesis 3 and is in line with previous research, in who suffers from injustice is likely to develop burnout symptoms (e.g., Maslach et al., 2001) and, on the contrary, who perceives organizational justice is likely to have high levels of well-being, being in this sense the BJW a way of inhibit the development of burnout symptoms within the organization (e.g., Johnston et al., 2016).

Additionally, we verified that the indirect effect of personal BJW on burnout through perceived voice efficacy and perceived voice risk was significant. Therefore, we found support for both Hypotheses 4a and 4b. This suggests that individuals with high levels of personal BJW will be more confident and therefore will have high levels of perceived voice efficacy, and consequently low levels of perceived voice risk, which in turn leads to low levels of burnout syndrome (e.g., Holland et al., 2013).

Comparing the results from the two dimensions of burnout – exhaustion and disengagement, we found the following main differences: the effect of personal BJW on exhaustion is higher than on disengagement (see Table 3). This goes in line with the assumption that exhaustion is a central symptom on who suffer from burnout syndrome (e.g., Carod-Artal and Vázquez-Cabrera, 2013 as cited in Sinval et al., 2019). In addition, the effect of perceived voice efficacy is stronger on the disengagement dimension (see Table 3), which may be explained by the fact that individuals who engage in detachment behaviors regarding the organization and the job, may also engage in less voice behaviors.

Overall, our findings add knowledge to the existing literature, as it reinforces the importance of taking into consideration justice aspects within organizations, as promoting well-being and engagement in voice behavior. As stated before, it is important to understand that there are several factors that contribute to the burnout syndrome, namely lack of justice, lack of control over the decisions and activities, job overload, among others. As so, burnout is indeed a problem of public health, having negative impact both on the individuals and on the organizations (West et al., 2018). Furthermore, the perception of injustice in the workplace, such as discrepancy of remuneration, lack of equity in regard to opportunities, rights and duties, and distribution of tasks, etc., is a burnout predictor (Maslach et al., 2001).

Organizations should take responsibility for identifying the situations of injustice as well as the symptoms of exhaustion, and therefore be able to decrease its impact, which will improve the quality of the services. If leadership engages in the promotion of justice practices, such as the implementation of procedural justice, it will increase the fairness among workers, and thus will promote employees BJW. For instance, in a study conducted by Gago and Correia (2010), it was found an interaction between procedural justice and BJW.

Nonetheless the impact of burnout on organizations has been highly studied, it is imperative that the impact on the person is also taken into account (Gouveia, 2010). Therefore, the prevention of burnout should be done focusing on strategies both for the individual and the organization, including problem solving, time management, support of colleagues, and organizational strategies (Gil-Monte, 2003).

It is also important to understand how the symptoms are developed. For example, according to Maslach et al. (2001), the emotional exhaustion and disengagement result from the work overload, and the sense of inefficacy results from the lack of resources.

Furthermore, the management team has the duty to promote voice behaviors, by taking the first step by inquiring worker's points of view and be available to listen to them. In addition, involving workers on decision making processes has a major impact. This study focused on the

voice concept as stated by Van Dyne and LePine (1998): “promotive voice behavior that emphasizes the expression of constructive challenge intended to improve rather than merely criticize” (p.109), which indeed enhances improvement and challenges the status quo of an organization.

As stated before, the role of BJW, as negatively associated with burnout, has been widely studied. On the other hand, the role of BJW on voice behavior has been less studied, and in this study we replicated the study of Cheng et al. (2020), adding insights with the replication on a sample with a different cultural background. Moreover, we tested a different outcome variable, burnout, which added knowledge to the existing literature, being the first study to consider the role of personal BJW on burnout mediated by voice (perceived voice efficacy and risk).

Finally, it is important to acknowledge that the data was collected during the covid-19 pandemic, which may have added more strains, as the activity of police officers is linked per se to high levels of professional stress due to various factors that put the officer in vulnerability. For instance, there are operational and organizational stressors that affect the work from police officers, being, respectively, the inherent characteristics of the profession, and the management administration procedures (Territo & Vetter, 1981).

Limitations and future research

The current study added knowledge to the fields of social justice, organizational voice behavior, and mental health. Nonetheless it had its inherent limitations, which will be mentioned below.

One limitation is the fact that this is a correlational study, with a cross-sectional design, and therefore no causal conclusions can be inferred.

Additionally, self-reported measures were used, which means that only the perceptions of workers were considered, and it may have increased the problem of common-method variance.

Furthermore, even though the size of the sample is acceptable, it was obtained through a convenience sampling method. Therefore, the findings should not be extrapolated to other populations.

In regard to the questionnaire, it was long (not only the variables of the present study were assessed), and it was answered online, therefore distractors weren't controlled. Moreover, attention check questions were not included. In addition, other aspect that is difficult to control and may have influenced the results is the social desirability.

Another aspect that should be highlighted is the fact that, the employees who have left the organization prior to this research, due to job-related problems, weren't considered.

For future research, we recommend that this study may be applied to different cultural background populations, and on other organizations or contextual settings. For instance, organizations with low levels of power distance, in comparison with the National Republican Guard. In addition, the use of other sources of data collection, such as interviews, or even the presentation of a scenario of injustice to help individuals focus on the purpose of the study, may add value to the investigation. Moreover, other aspects that may influence the relation between BJW and voice, and BJW and burnout should be taken into consideration, such as the employee's position on the organization (leadership versus workers).

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Appendices

Appendix A – Reliability of the Measures

Table 4. *Reliability of the Measures (N = 574)*

Scale	Number of items	Range	α
Belief in a just world	13	1-5	.89
Personal belief in a just world	7	1-5	.88
General belief in a just world	6	1-5	.75
Perceived voice efficacy	4	1-5	.80
Perceived voice risk	7	1-5	.88
Voice behavior	6	1-5	.86
Burnout	16	1-5	.92
Burnout - Disengagement	8	1-5	.88
Burnout - Exhaustion	8	1-5	.90

Appendix B – Outputs

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4
Y : Voice
X : PBJW
M1 : PVE
M2 : PVR

Sample
Size: 574

OUTCOME VARIABLE:
PVE

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	,313	,098	,517	62,296	1,000	572,000	,000

Model							
	coeff	se	t	p	LLCI	ULCI	
constant	1,732	,142	12,157	,000	1,452	2,011	
PBJW	,374	,047	7,893	,000	,281	,467	

OUTCOME VARIABLE:
PVR

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	,325	,105	,571	67,322	1,000	572,000	,000

Model							
	coeff	se	t	p	LLCI	ULCI	
constant	4,399	,150	29,381	,000	4,105	4,693	
PBJW	-,409	,050	-8,205	,000	-,506	-,311	

OUTCOME VARIABLE:
Voice

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	,224	,050	,337	10,029	3,000	570,000	,000

Model							
	coeff	se	t	p	LLCI	ULCI	
constant	2,783	,230	12,120	,000	2,332	3,234	
PBJW	,157	,041	3,824	,000	,076	,238	
PVE	,116	,038	3,044	,002	,041	,191	
PVR	,066	,036	1,819	,069	-,005	,137	

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:
Voice

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	,185	,034	,341	20,342	1,000	572,000	,000

Model							
	coeff	se	t	p	LLCI	ULCI	

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4
Y : BExh
X : PBJW
M1 : PVE
M2 : PVR

Sample
Size: 574

OUTCOME VARIABLE:

PVE

Model Summary

R	R-sq	MSE	F	df1	df2	p
,313	,098	,517	62,296	1,000	572,000	,000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1,732	,142	12,157	,000	1,452	2,011
PBJW	,374	,047	7,893	,000	,281	,467

OUTCOME VARIABLE:

PVR

Model Summary

R	R-sq	MSE	F	df1	df2	p
,325	,105	,571	67,322	1,000	572,000	,000

Model

	coeff	se	t	p	LLCI	ULCI
constant	4,399	,150	29,381	,000	4,105	4,693
PBJW	-,409	,050	-8,205	,000	-,506	-,311

OUTCOME VARIABLE:

BExh

Model Summary

R	R-sq	MSE	F	df1	df2	p
,555	,308	,447	84,433	3,000	570,000	,000

Model

	coeff	se	t	p	LLCI	ULCI
constant	3,560	,265	13,455	,000	3,041	4,080
PBJW	-,298	,047	-6,283	,000	-,391	-,205
PVE	-,166	,044	-3,774	,000	-,252	-,079
PVR	,323	,042	7,735	,000	,241	,405

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

BExh

Model Summary

R	R-sq	MSE	F	df1	df2	p
,389	,151	,546	101,822	1,000	572,000	,000

Model

	coeff	se	t	p	LLCI	ULCI
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Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4
Y : BDis
X : PBJW
M1 : PVE
M2 : PVR

Sample
Size: 574

OUTCOME VARIABLE:
PVE

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	,313	,098	,517	62,296	1,000	572,000	,000

Model							
	coeff	se	t	p	LLCI	ULCI	
constant	1,732	,142	12,157	,000	1,452	2,011	
PBJW	,374	,047	7,893	,000	,281	,467	

OUTCOME VARIABLE:
PVR

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	,325	,105	,571	67,322	1,000	572,000	,000

Model							
	coeff	se	t	p	LLCI	ULCI	
constant	4,399	,150	29,381	,000	4,105	4,693	
PBJW	-,409	,050	-8,205	,000	-,506	-,311	

OUTCOME VARIABLE:
BDis

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	,564	,318	,502	88,750	3,000	570,000	,000

Model							
	coeff	se	t	p	LLCI	ULCI	
constant	3,675	,280	13,112	,000	3,125	4,226	
PBJW	-,217	,050	-4,332	,000	-,316	-,119	
PVE	-,275	,046	-5,922	,000	-,367	-,184	
PVR	,334	,044	7,560	,000	,247	,421	

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:
BDis

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	,338	,115	,650	74,021	1,000	572,000	,000

Model							
	coeff	se	t	p	LLCI	ULCI	

Appendix C – Questionnaire

Burnout APG/GNR

Start of Block: Consentimento Informado

1 No âmbito da colaboração entre o ISCTE-IUL e a APG/GNR, o presente estudo tem como principal objetivo identificar fatores protetores e de risco para o bem-estar dos profissionais da GNR.

A participação nesta investigação tem um carácter voluntário podendo ser interrompida a qualquer momento. Os dados só serão guardados se, no final do questionário, clicar em submeter. Todos os dados recolhidos são anónimos e as suas respostas serão apenas utilizadas para fins científicos. Não existem respostas certas ou erradas, sendo que nos importa apenas a sua opinião espontânea e sincera. No final do estudo daremos algumas informações sobre as variáveis que avaliámos.

Agradecemos-lhe _____ antecipadamente.

A Investigadora Responsável: Professora Doutora Isabel Correia (isabel.correia@iscte-iul.pt)
ISCTE - Instituto Universitário de Lisboa
Departamento de Psicologia Social e das Organizações

2 Tendo tomado conhecimento sobre as características e condições do estudo:

Li e aceito participar. (1)

Não quero participar. (2)

Skip To: End of Survey If Tendo tomado conhecimento sobre as características e condições do estudo: =
Não quero participar.

End of Block: Consentimento Informado

Q9

Instruções:

II. Em relação ao seu trabalho, indique qual o seu grau de concordância com as seguintes afirmações.

	1 - Discordo totalmente (1)	2 - Discordo (2)	3 - Não concordo nem discordo (3)	4 - Concordo (4)	5 - Concordo totalmente (5)
1. Encontro com frequência assuntos novos e interessantes no meu trabalho. (1)					
2. Cada vez mais falo de uma forma negativa do meu trabalho. (2)					
3. Ultimamente tenho pensado menos no meu trabalho e faço as tarefas de forma quase mecânica. (3)					
4. Considero que o meu trabalho é um desafio positivo. (4)					
5. Com o passar do tempo, sinto-me desligado(a) do meu trabalho. (5)					
6. Às vezes, sinto-me farto(a) das minhas tarefas no trabalho. (6)					
7. Este é o único tipo de trabalho que me imagino a fazer. (7)					
8. Sinto-me cada vez mais empenhado(a) no meu trabalho. (8)					

Q14

	1 - Discordo totalmente (1)	2 - Discordo (2)	3 - Não concordo nem discordo (3)	4 - Concordo (4)	5 - Concordo totalmente (5)
9. Há dias em que me sinto cansado(a) antes mesmo de chegar ao trabalho. (1)					
10. Depois do trabalho, preciso de mais tempo para relaxar e sentir-me melhor que antigamente. (2)					
11. Consigo aguentar bem a pressão do meu trabalho. (3)					
12. Durante o meu trabalho, muitas vezes sinto-me emocionalmente esgotado(a). (4)					
13. Depois do trabalho, tenho energia suficiente para as minhas atividades de lazer. (5)					
14. Depois do trabalho sinto-me cansado(a) e sem energia. (6)					
15. De uma forma geral, consigo administrar bem a quantidade de trabalho que tenho. (7)					

16. Quando trabalho, geralmente sinto-me com energia. (8)

End of Block: Burnout (OLBI)

Start of Block: CMJ

Q25 Instruções:V. Indique em que medida concorda ou discorda das seguintes afirmações.

	1 - Discordo totalmente (1)	2 - Discordo (2)	3 - Não concordo nem discordo (3)	4 - Concordo (4)	5 - Concordo totalmente (5)
1. Basicamente, o mundo em que vivemos é justo. (1)					
2. Acho que a maior parte do que me acontece é justo. (2)					
3. De modo geral, os acontecimentos na minha vida são justos. (3)					
4. De uma maneira geral, as pessoas merecem aquilo que lhes acontece. (8)					
5. Geralmente os outros tratam-me de uma maneira justa. (9)					
6. Em geral, eu mereço o que me acontece. (10)					
7. Na minha vida a injustiça acontece raramente. (11)					

8. As injustiças em todas as áreas da vida (por exemplo: profissão, família, política) acontecem raramente. (12)

9. Ao longo da vida, as pessoas acabam por ser compensadas pelas injustiças sofridas. (13)

10. As decisões que os outros tomam em relação a mim são justas. (14)

11. Acho que geralmente obtenho o que mereço. (15)

12. A justiça vence sempre a injustiça. (16)

13. As pessoas tentam ser justas quando tomam decisões importantes. (17)

14. Em geral, concordo com a maior parte das regras e leis envolvidas na minha profissão. (18)

15. Em Portugal, as pessoas são justamente punidas pelas infrações que cometem. (19)

End of Block: CMJ

Q24

Instruções:

VIII. Indique em que medida considera que as seguintes afirmações se adequam a si.

	1 - Discordo totalmente (1)	2 - Discordo (2)	3 - Não concordo nem discordo (3)	4 - Concordo (4)	5 - Concordo totalmente (5)
1. Desenvolve e faz recomendações em relação a aspetos que afetam o seu trabalho. (1)					
2. Expressa a sua opinião e encoraja outros a envolverem-se em assuntos que afetam o grupo. (2)					
3. Comunica a sua opinião acerca de aspetos de trabalho aos seus colegas, mesmo que a sua opinião seja diferente e discordem de si. (3)					
4. Mantém-se bem informado(a) acerca de aspetos relativamente aos quais a sua opinião poderá ser útil para o seu trabalho. (4)					
5. Envolve-se em aspetos que afetam a qualidade de vida do seu trabalho. (5)					

6. Expressa as suas ideias ao seu grupo acerca de novos projetos ou mudanças nos procedimentos.
(6)

End of Block: Voice Behavior

Start of Block: Perceived Voice Efficacy and Perceived Voice Risk

Q26 Instruções:IX. Voz é a expressão de opiniões construtivas, preocupações ou ideais acerca de questões relacionadas com o trabalho na organização. Se expressar a sua opinião ou tiver voz, quais serão as consequências? Indique qual o seu nível de concordância relativamente às seguintes afirmações.

	1 - Discordo totalmente (1)	2 - Discordo (2)	3 - Não concordo nem discordo (3)	4 - Concordo (4)	5 - Concordo totalmente (5)
1. Não é bom para a minha carreira. (1)					
2. Serei visto como uma pessoa conflituosa ou queixosa. (2)					
3. Não serei considerado(a) para uma promoção, ou até posso ser despedido(a). (3)					
4. Irei perder o apoio por parte do meu Comandante e dos meus camaradas. (4)					
5. O meu relacionamento com os camaradas será afetado negativamente. (5)					

6. O meu
conselho será
tido em
consideração.
(6)

7. A minha
sugestão levará
a que outras
pessoas pensem
sobre o
problema. (7)

8. As minhas
sugestões serão
implementadas
com sucesso. (8)

9. O meu
conselho trará
alguma
mudança para a
Instituição. (9)

End of Block: Perceived Voice Efficacy and Perceived Voice Risk

Start of Block: Questões Sociodemográficas

Q18

Instruções:

XIII. Por fim, pedimos apenas que responda a algumas questões sobre si e a sua atividade profissional.

Sexo:

Masculino (1)

Feminino (2)

Prefiro não revelar (3)

Q20 Idade:

Q48 Habilitações Literárias:

9ºAno de escolaridade ou inferior (4)

Entre o 10ºAno ao 12ºAno de escolaridade (5)

Licenciatura ou Curso de Especialização (6)

Habilitação superior a Licenciatura (7)

Q42

Neste estudo, para além do bem-estar e de variáveis sociodemográficas e de caracterização da amostra, medimos também variáveis como: a justiça organizacional, a identificação organizacional, a sobrecarga, a empatia, o autocuidado, a perceção de ser tratado como um objeto, o significado do trabalho e o burnout. Todas estas variáveis têm sido estudadas como predictoras do bem-estar, porém em estudos diferentes. O seu impacto conjunto e comparativo ainda não foi testado. Para além disso, neste estudo incluímos também variáveis referentes às características do trabalho, que servirão de controlo no estudo da relação entre as variáveis psicossociais e o bem-estar. No final da recolha de dados, será elaborado um relatório final que será divulgado pelos membros da APG/GNR.

Caso pretenda ainda informações adicionais e/ou esclarecimentos relativos ao estudo, poderá contactar a Investigadora Responsável: Professora Doutora Isabel Correia (isabel.correia@iscte-iul.pt).

Clique na seta para submeter as suas respostas.

Mais uma vez, muito obrigada pela sua colaboração!

End of Block: Mensagem final