

PREVENCIJA PROFESIONALNOG SAGORIJEVANJA KOD POLICIJSKIH SLUŽBENIKA I VATROGASACA: FILOZOFSKI PRISTUPI I PRAKTIČNE SMJERNICE

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Sažetak

Ovaj rad istražuje strategije za prevenciju profesionalnog sagorijevanja kod policijskih službenika i vatrogasaca, kombinirajući filozofske pristupe spore produktivnosti i esencijalizma s praktičnim smjernicama. Spora produktivnost naglašava smanjenje multitaskinga i prilagodbu prirodnom tempu rada, dok esencijalizam potiče fokusiranje na ključne zadatke i eliminaciju manje bitnih radnih aktivnosti. Rad navodi konkretne mjere poput automatizacije administrativnih zadataka, implementacije sustava prioritizacije, rotacije smjena, treninga za emocionalnu otpornost i redovitih procjena mentalnog zdravlja. Primjena ovih strategija smanjuje rizik od kognitivnog opterećenja, povećava učinkovitost i doprinosi dugoročnom očuvanju mentalnog zdravlja zaposlenika. Pružene smjernice prilagođene su specifičnim izazovima sigurnosnih zanimanja i podržane su relevantnim znanstvenim istraživanjima, čineći rad korisnim resursom za unapređenje radnih praksi u ovom sektoru.

Ključne riječi: prevencija profesionalnog sagorijevanja, spora produktivnost, esencijalizam, mentalno zdravlje zaposlenika

UVODNE NAPOMENE

Fenomen profesionalnog sagorijevanja (eng. *burnout*) počeo se znanstveno istraživati sredinom 1970-ih u SAD-u. Američki psiholog Herbert Freudenberger prvi je upotrijebio ovaj termin u pionirskom radu *Staff Burn-Out* (1974), opisujući ga kao stanje emocionalne iscrpljenosti, smanjenja motivacije i povećane apatije među volonterima bolnice sv. Marka u New Yorku u kojoj je radio. Termin "sagorijevanje" prethodno je bio povezan s kroničnom zloupotrebom droga, a Freudenberger ga je proširio kako bi obuhvatio posljedice intenzivnog profesionalnog stresa.

Rani simptomi sagorijevanja uključuju premor, gubitak energije, pesimističan stav prema poslu i smanjenje profesionalne produktivnosti (Freudenberger, 1974). Freudenberger (1974) je zaključio da se prvi simptomi obično pojavljuju unutar jedne godine kontinuiranog stresa. Prema Alexander i Walker (2000), najčešći stresori među policijskim službenicima i vatrogascima su preopterećenost poslom, manjak priznanja za obavljen zadatak, frustriranost beznačajnim izazovima, izlaganje opasnosti i manjak radnih zadataka.

Table 1: Comparison of policemen (PM) and firemen (FF) in relation to general work stressors in the previous four weeks

General work stressor	Not at all		Slightly		Considerably		Extremely	
	PM n (%)	FF n (%)	PM n (%)	FF n (%)	PM n (%)	FF n (%)	PM n (%)	FF n (%)
1. Being overworked*	266 (39)	82 (56)	249 (36)	42 (29)	148 (22)	17 (11)	19 (3)	6 (4)
2. Being underworked	522 (77)	112 (77)	107 (16)	23 (16)	37 (6)	11 (7)	10 (1)	0 (0)
3. Being exposed to danger	383 (56)	78 (53)	239 (35)	57 (39)	56 (8)	9 (6)	5 (1)	2 (2)
4. Lack of recognition at work	355 (52)	83 (64)	143 (21)	23 (16)	137 (20)	20 (13)	47 (7)	10 (7)
5. Frustrated by perceived unnecessary obstacles	229 (33)	64 (44)	234 (42)	49 (33)	136 (20)	26 (18)	34 (5)	7 (5)

Tablica 1. Usporedba policijskih službenika (eng. policemen (skrać. PM)) i vatrogasaca (eng. firefighters (skrać. FF)) u odnosu na stresore u razdoblju od mjesec dana (Alexander i Walker, 2000).

Početni programi prevencije bili su usmjereni na zanimanja s visokim emocionalnim angažmanom, poput odvjetnika, socijalnih radnika i medicinskog osoblja. Međutim, profesionalno sagorijevanje kasnije se proširilo i na druga zanimanja, uključujući ona koja su dužna izlagati se prirodnim opasnostima i kriznim situacijama poput vatrogasaca i policijskih službenika. Cilj ovog rada je istražiti filozofske pristupe poput spore produktivnosti i esencijalizma s obzirom da načela kojima se vode su lako primjenjiva u svakodnevnom radu i uvelike su korisna za suzbijanje glavnih faktora stresa. Za svaki pristup bit će predloženi praktični načini primjene u sigurnosnim zanimanjima.

1. FILOZOFSKI PRISTUPI KORISNI ZA PREVENCIJU SAGORIJEVANJA KOD POLICIJSIH SLUŽBENIKA I VATROGASACA

1.1. Primjena spore produktivnosti pri obavljanju zanimanja policijskog službenika i vatrogasca

Termin „*spora produktivnost*“ predstavlja jedinstveni filozofski koncept čovjekova odnosa prema radu kojeg je osmislio američki sveučilišni profesor i publicist Cal Newport i izložio u *Sporoj produktivnosti: Izgubljeno umijeće postignuća bez pregorijevanja (Slow Productivity: The Lost Art of Accomplishment Without Burnout)* ili skraćeno *Spora produktivnost (Slow Productivity)* iz 2024.

Sušтина spore produktivnosti jest obavljati manje zadataka, ali tzv. prirodnim tempom koji nema ustaljenu definiciju jer je u zavisnosti od pojedinca i zanimanja kojim se bavi. Primjerice, u pojedinoj vatrogasnoj postrojbi, vatrogasci će biti zaposleniji tijekom sezone požara, a manje tijekom zimskih perioda. Kako ispunjavanje manje zadataka ne bi rezultiralo smanjenjem produktivnosti zaposlenika, nužno je prvenstveno mariti o kvaliteti obavljenog rada. Da bi policijski službenici i vatrogasci kvalitetnije ispunjavali svoju dužnost, policijske postaje i vatrogasne postrojbe mogle bi uvesti automatizaciju administrativnih zadataka. Ona omogućuje zaposlenicima više vremena za fokusiranje na ključne aktivnosti, smanjujući rizik od kognitivnog preopterećenja i profesionalnog sagorijevanja. Prema Hryn et al. (2024), implementacija AI sustava za izvršavanje repetitivnih zadataka, poput obrade podataka i odgovaranja na standardne upite, dovodi do povećanja fleksibilnosti na radnom mjestu, manjeg stresa i bolje produktivnosti. Policijski odjeli mogu koristiti automatizaciju za analizu video-nadzornih materijala i automatsko slanje upozorenja u stvarnom vremenu. To zaposlenicima omogućuje usmjeravanje pažnje na analitičke i intervencijske zadatke od ključne važnosti. Iako se automatizacija ponekad povezuje s rizikom gubitka radnih mjesta, preusmjeravanje zaposlenika na složenije operativne zadatke osigurava optimalno iskorištavanje njihovih kompetencija.

Na dalje, Newport (2024) negativno definira idealnu količinu rada kao onu koja ne rezultira sagorijevanjem. Jedni od primarnih faktora pojave profesionalnog sagorijevanja među policijskim službenicima su dugo radno vrijeme i nedovoljno sna (Vila, 2006). Neujednačeno radno vrijeme i jednodnevna smjena ne dovode samo do sagorijevanja, već i povećanog rizika razvoja srčanih bolesti među vatrogascima (Kaikkonen et al., 2017). Čak polovina smrtnih slučajeva vatrogasaca tijekom perioda od jedne godine su klasificirani kao posljedica stresa

(Kaikkonen et al., 2017). Kako bi se spriječile negativne posljedice sagorijevanja i uspostavila idealna količina rada, potrebno je policijskim službenicima i vatrogascima osigurati dovoljno slobodnog vremena između dvije radne smjene (Kaikkonen et al., 2017) koje je dovoljno da se njihove psihofiziološke funkcije i cirkadijalni ritam vrate u normalno stanje. Također je važno u kojem dijelu dana oni obavljaju radnu smjenu. Prema Paley (1994), zaposlenici u noćnim smjenama imaju prosječno najkraće trajanje sna i najizraženije negativne efekte poput depresije i lošeg raspoloženja. Redovite pauze i rotacija smjena ključni su za smanjenje simptoma sagorijevanja kod zaposlenika u sigurnosnim zanimanjima. Prema Dababneh et al. (2001) i Henning et al. (1997), planirani odmori poboljšavaju koncentraciju i smanjuju emocionalno opterećenje. Rotacijski sustavi smjena osobito su korisni za vatrogasce i policijske službenike, jer omogućuju fizički oporavak nakon zahtjevnih zadataka. Viitasalo (2008) navodi da rotacija smjena može smanjiti pospanost i krvni tlak, što izravno doprinosi smanjenju stresa i smanjenju vjerojatnosti oboljenja od srčanih bolesti. Primjerice, raspored koji uključuje kraće, ali češće smjene mogao bi povećati učinkovitost bez ugrožavanja zdravlja zaposlenika.

Od imperativnog je značaja navesti da vremenski okvir koji je obuhvaćen Newportovim prvim i temeljnim načelom obavljanja manje posla (2024) jest istovremenost, a ne određeni duži ili kraći period vremena pa ono isključivo nalaže da se u jednom trenutku vrši manji broj radnih zadataka, a ne nipošto tijekom primjerice radnog dana ili tjedna čime se izbjegava njegovo ambivalentno i pogrešno tumačenje. Ono je ustanovljeno na temelju činjenice da ljudski mozak nema kapacitet prilikom iznenadnog prebacivanja s jednog na drugi zadatak biti jednako fokusiran kao i na prethodni. Ovo može rezultirati kognitivnim opterećenjem. Prema Bond et al. (2016) pod kognitivnim opterećenjem, policajci se češće oslanjaju na automatsko odlučivanje, što može

utjecati na ključne odluke, poput odluka o pucanju. Problem je izraženiji kod zaposlenika s niskim kapacitetom radne memorije (Bond et al., 2016). Trening pune svjesnosti (eng. *mindfulness*) može se primijeniti za ojačavanje radne memorije i smanjiti utjecaj stresa na kognitivne performanse (Bond et al., 2016). Često se na treninzima uz punu svjesnost radi i na razvijanju emocionalne otpornosti. Weltman (2014) navodi da policijski službenici koji su sudjelovali u šestotjednom programu razvoja emocionalne otpornosti su zabilježili smanjenje stresa za 40%, dok im se emocionalna vitalnost povećala za 25%. Također, kod primjene u policijskih službenika otkriveno je da umanjuje napetost, nestrpljenje i razdražljivost te znatno umanjuje fizički stres (Hoeve et al., 2021). Prakticiranje pune svjesnosti pomaže smanjenju PTSP-a kod policijskih službenika (Chopko i Schwartz, 2015). S obzirom da je policijska organizacija temeljni oslonac sigurnosti građana (Vencel et al., 2021), mentalno stanje policijskih službenika je bitno i samim građanima jer oni koji imaju problema s ovisnosti, mentalnom bolesti ili nesanicom skloniji su činiti više pogrešaka pri radu i time ugrožavati građane. Glede vatrogasaca, primjena pune svjesnosti u svakodnevnom radu je povezana s manje simptoma PTSP-a, simptoma depresije i problema s alkoholom (Smith et al., 2011).

Zatim, Newportovo drugo načelo glasi radi prirodnim tempom (2024). Newport preporuča da u svrhu izbjegavanja sagorijevanja zaposlenici izbalansiraju periode napornijeg rada s blažim radom kada nemaju velike i važne obaveze i to oslovljava kao prirodni tempo. Tokom perioda u kojem se suočavaju s manje zadataka, vatrogasci i policijski službenici bi dodatno slobodno vrijeme koje imaju na raspolaganju iskoristiti za poboljšanje higijene spavanja korištenjem zatamnjenih zastora, udobnih madraca i stišavanje vanjske buke, ali i emocionalna podrška životnog partnera (Watkins et al., 2020; Cullen et. al, 1985).

Treće i ujedno posljednje Newportovo načelo koje podrazumijeva da treba biti fokusiran na kvalitetu izvršenog rada djeluje kao spona između prva dva principa te njegovim interpoliranjem autor je nastojao izbjeгти da se radnikova produktivnost smanji. Newport (2024) naglašava da je srž ovog načela da se individua bavi onime u čemu je izvrsna, prema čemu gaji volju i želi postati još bolja. Ovime se zapravo postiže specijalizacija rada. Ona se iskazala kao jedan od faktora koji pozitivno utiču na zadovoljstvo policijskog službenika svojim poslom uz veličinu organizacije, bolje uvjete rada i priliku za napredovanje (Johnson, 2012).

1.2. Esencijalizam: Kako eliminirati nepotrebne zadatke

Antički filozofski koncept esencijalizma, prilagođen suvremenim radnim uvjetima, detaljno je razradio britanski autor Greg McKeown u *Esencijalizam: Disciplinirana potraga za manje, ali boljim* (2014). Temeljna pretpostavka koncepta je da čovjek mora prepoznati i fokusirati se na ono što je zaista esencijalno te se time postiže uspjeh i osobno zadovoljstvo. Njegov moto "Manje, ali bolje," preuzet je od njemačkog industrijskog dizajnera Dietera Ramsa, čiji su proizvodi za njemačku tvrtku Braun postali sinonim za funkcionalnost i kvalitetu. Ovaj filozofski pristup nalazi svoju primjenu u poslovnim i privatnim sferama života što je izrazito bitno jer relativno velik broj policijskih službenika i vatrogasaca tvrdi da im obavljanje posla utječe na društveni život. U studiji Alexandera (2000), 37% policijskih službenika smatralo je da im posao značajno ili ekstremno utječe na društveni život u odnosu na 12% vatrogasaca.

McKeown je osmislio koncept esencijalizma jer smatra da jedan od primarnih uzroka zašto se velik broj današnjih ljudi osjeća neispunjeno u svojim životima je taj da ne mogu izdvojiti svoj primarni prioritet. Pojam „prioritet“ u engleskom jeziku se izvorno javlja u 13. stoljeću i postojao je samo u jednini (lat. *singularia tantum*), odražavajući ideju da se može imati samo jedan primarni fokus. Međutim, industrijski razvoj i dolazak Druge industrijske revolucije krajem 19. i početkom 20. stoljeća doveli su do pojave množinskog oblika (lat. *pluraia tantum*) „prioriteti“. Ova promjena, koja je rezultat masovne proizvodnje i specijalizacije rada, uzrokovala je fragmentaciju pažnje i percepciju da se više zadataka može jednako uspješno izvršiti istovremeno. McKeown (2014) ukazuje na to da upravo ovaj pomak u poimanju prioriteta uzrokuje preopterećenost radnika i dovodi do smanjenja njihove produktivnosti i zadovoljstva.

McKeownov pristup temelji se na tri osnovna načela – *istražuj, eliminiraj i izvrši* – koja pružaju okvir za donošenje odluka i upravljanje zadacima.

1. Istražuj:

Ovo načelo potiče pojedince da detaljno procijene svoje ciljeve i aktivnosti kako bi prepoznali one koje donose najveću vrijednost. U sigurnosnim zanimanjima, poput rada policijskih službenika, ovo može značiti fokusiranje na zadatke koji direktno doprinose sigurnosti, kao što su preventivne patrole u rizičnim područjima. Očuvanje vlastitog mentalnog zdravlja još je jedan od najvažnijih ciljeva policijskih službenika i vatrogasaca pa bi se trebale održavati redovite edukacije iz navedenog područja. Redovite procjene mentalnog zdravlja, uključujući intervju i upitnike, omogućuju pravovremeno prepoznavanje znakova sagorijevanja i prilagodbu radnih uvjeta. Uprave sigurnosnih organizacija mogu na temelju rezultata uspostaviti programe podrške, poput

psihološkog savjetovanja ili programa za upravljanje stresom. Prema istraživanju Henninga et al. (1997), organizacije koje redovito prate mentalno zdravlje svojih zaposlenika bilježe smanjenje razine stresa i veću angažiranost radnika.

2. Eliminiraj:

Drugo načelo podrazumijeva uklanjanje svih aktivnosti i zadataka koji nisu esencijalni. U kontekstu policijskih službenika, primjerice, to može uključivati delegiranje administrativnih poslova ili korištenje automatiziranih sustava za praćenje, čime se osigurava više vremena za ključne operativne zadatke. Vatrogasci bi mogli delegirati određene zadatke manjeg značaja na volontere i vatrogasce s manje iskustva kako bi se mogli u potpunosti orijentirati na one bitnije.

3. Izvrši:

Treće načelo naglašava važnost stvaranja sustava koji podržavaju učinkovitu provedbu esencijalnih zadataka. Primjerice, vatrogasne postrojbe mogu uvesti jasne protokole za raspodjelu resursa tijekom kriznih situacija, osiguravajući da timovi ostanu usredotočeni na svoje ključne odgovornosti. Bilo bi korisno poboljšati sustav prioritizacije uz pomoć digitalnih alata za upravljanje zadacima koji omogućuju rangiranje aktivnosti prema hitnosti i važnosti. Neki od dostupnih softvera za policijske službenike su Connecteam, ScheduleAnywhere i inTime, a za vatrogasce SafetyCulture i ESO Fire RMS koji su prilagođeni specifičnim potrebama tih zanimanja.

ZAKLJUČAK

Prevenција profesionalnog sagorijevanja ključan je izazov u sigurnosnim zanimanjima, gdje zaposlenici često balansiraju između visokog stresa, složenih

zadataka i velikih odgovornosti. U ovom radu integrirani su filozofski pristupi spore produktivnosti i esencijalizma s praktičnim smjernicama kako bi se pružio sveobuhvatan okvir za rješavanje ovog problema.

Spora produktivnost naglašava važnost prilagodbe prirodnom ritmu rada, smanjenja multitaskinga i prioritizacije kvalitete nad količinom. S druge strane, esencijalizam potiče fokusiranje na ključne zadatke i eliminaciju nebitnih aktivnosti, čime se povećava učinkovitost i zadovoljstvo na radnom mjestu. Praktične smjernice iznesene u radu prilagođene su specifičnim izazovima sigurnosnih zanimanja.

Ove strategije, podržane znanstvenim istraživanjima, pružaju zaposlenicima alate za očuvanje mentalnog zdravlja i smanjenje rizika od sagorijevanja, dok organizacijama omogućuju održavanje visoke razine produktivnosti i operativne učinkovitosti. Implementacijom predloženih mjera, sigurnosni sektor može stvoriti radno okruženje koje podržava dobrobit zaposlenika i osigurava dugoročnu održivost organizacija.

Zaključno, rad ističe potrebu za daljnjim istraživanjima i prilagodbom ovih mjera specifičnim okolnostima različitih sigurnosnih organizacija. Usvajanje ovih pristupa ne samo da osnažuje radnike, već i unaprjeđuje cjelokupnu otpornost sigurnosnih sustava.

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PREVENTION OF OCCUPATIONAL BURNOUT IN POLICE OFFICERS AND FIREFIGHTERS: PHILOSOPHICAL APPROACHES AND PRACTICAL GUIDELINES

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Abstract

This paper explores strategies for preventing burnout in police officers and firefighters, combining the philosophical approaches of slow productivity and essentialism with practical guidelines. Slow productivity emphasizes reducing multitasking and adapting to the natural pace of work, while essentialism encourages focusing on key tasks and eliminating less important work activities. The paper outlines specific measures such as automating administrative tasks, implementing a prioritization system, rotating shifts, emotional resilience training, and regular mental health assessments. Implementing these strategies reduces the risk of cognitive overload, increases efficiency, and contributes to the long-term preservation of employees' mental health. The guidelines provided are tailored to the specific challenges of security occupations and are supported by relevant scientific research, making the paper a useful resource for improving work practices in this sector.

Keywords: *prevention of professional burnout , slow productivity , essentialism, employee mental health*

INTRODUCTORY NOTES

The phenomenon of professional burnout *began* to be scientifically researched in the mid-1970s in the USA. American psychologist Herbert Freudenberger first used this term in his pioneering work *Staff Burn-Out* (1974), describing it as a state of emotional exhaustion, decreased motivation and increased apathy among volunteers at St. Brand in New York where he worked. The term "burnout" was previously associated with chronic drug abuse, and Freudenberger expanded it to include the effects of intense occupational stress.

Early symptoms of burnout include fatigue, loss of energy, pessimistic attitude toward work, and decreased professional productivity (Freudenberger, 1974). Freudenberger (1974) concluded that the first symptoms usually appear within one year of continuous stress. According to Alexander and Walker (2000), the most common stressors among police officers and firefighters are work overload, lack of recognition for work done, frustration with insignificant challenges, exposure to danger, and lack of work tasks.

Table 1: Comparison of policemen (PM) and firemen (FF) in relation to general work stressors in the previous four weeks

General work stressor	Not at all		Slightly		Considerably		Extremely	
	PM n (%)	FF n (%)	PM n (%)	FF n (%)	PM n (%)	FF n (%)	PM n (%)	FF n (%)
1. Being overworked*	266 (39)	82 (56)	249 (36)	42 (29)	148 (22)	17 (11)	19 (3)	6 (4)
2. Being underworked	522 (77)	112 (77)	107 (16)	23 (16)	37 (6)	11 (7)	10 (1)	0 (0)
3. Being exposed to danger	383 (56)	78 (53)	239 (35)	57 (39)	56 (8)	9 (6)	5 (1)	2 (2)
4. Lack of recognition at work	355 (52)	83 (64)	143 (21)	23 (16)	137 (20)	20 (13)	47 (7)	10 (7)
5. Frustrated by perceived unnecessary obstacles	229 (33)	64 (44)	234 (42)	49 (33)	136 (20)	26 (18)	34 (5)	7 (5)

Table 1. Comparison of policemen (abbreviation PM) and firefighters (abbreviation FF) in relation to stressors over a one-month period (Alexander and Walker, 2000).

Initial prevention programs focused on professions with high emotional involvement, such as lawyers, social workers, and medical personnel. However, burnout later spread to other professions, including those exposed to natural hazards and crisis situations, such as firefighters and police officers. The aim of this paper is to explore philosophical approaches such as slow productivity and essentialism, since the principles they guide are easily applicable in everyday work and are highly useful for combating major stressors. For each approach, practical ways of application in security professions will be suggested.

1. PHILOSOPHICAL APPROACHES USEFUL FOR PREVENTING BURNOUT IN POLICE OFFICERS AND FIREFIGHTERS

1.1. Application of slow productivity when performing the profession of police officer and firefighter

The term " *slow productivity* " represents a unique philosophical concept of a person's relationship to work, which was created by American university professor and publicist Cal Newport and presented in *Slow Productivity: The Lost Art of Accomplishment Without Burnout* , or *Slow Productivity* for short, from 2024.

The essence of slow productivity is to perform fewer tasks, but at a so-called natural pace that does not have a fixed definition because it depends on the individual and the profession they are engaged in. For example, in a particular fire department, firefighters will be busier during the fire season, and less during the winter periods. In order to ensure that completing fewer tasks does not result in a decrease in employee productivity, it is necessary to primarily care about the

quality of the work performed. In order for police officers and firefighters to fulfill their duties more efficiently, police stations and fire departments could introduce automation of administrative tasks. It allows employees more time to focus on key activities, reducing the risk of cognitive overload and professional burnout. According to Hryn et al. (2024), the implementation of AI systems to perform repetitive tasks, such as processing data and answering standard queries, leads to increased flexibility in the workplace, less stress, and better productivity. Police departments can use automation to analyze video surveillance materials and automatically send alerts in real time. This allows employees to focus on analytical and intervention tasks of critical importance. Although automation is sometimes associated with the risk of job losses, redirecting employees to more complex operational tasks ensures optimal utilization of their competencies.

Furthermore, Newport (2024) negatively defines the ideal amount of work as that which does not result in burnout. One of the primary factors in the occurrence of professional burnout among police officers is long working hours and insufficient sleep (Vila, 2006). Uneven working hours and one-day shifts lead not only to burnout, but also to an increased risk of developing heart disease among firefighters (Kaikkonen et al., 2017). As many as half of firefighter deaths over a one-year period are classified as a result of stress (Kaikkonen et al., 2017). In order to prevent the negative consequences of burnout and establish an ideal amount of work, it is necessary to provide police officers and firefighters with enough free time between two work shifts (Kaikkonen et al., 2017), which is enough for their psychophysiological functions and circadian rhythm to return to normal. . It is also important what part of the day they perform their work shift. According to Paley (1994), night shift workers have the shortest average sleep duration and the most pronounced negative effects such as depression and low mood. Regular breaks and shift rotation are key to reducing burnout symptoms

in employees in security occupations. According to Dababneh et al. (2001) and Henning et al. (1997), planned breaks improve concentration and reduce emotional strain. Shift rotation systems are particularly beneficial for firefighters and police officers, as they allow for physical recovery after demanding tasks. Viitasalo (2008) states that shift rotation can reduce sleepiness and blood pressure, which directly contributes to reducing stress and reducing the likelihood of developing heart disease. For example, a schedule that includes shorter but more frequent shifts could increase efficiency without compromising employee health.

It is of imperative importance to state that the time frame covered by Newport's first and fundamental principle of performing less work (2024) is simultaneity, and not a certain longer or shorter period of time, so it exclusively mandates that a smaller number of work tasks be performed at one time, and not by no means during, for example, a working day or week, which avoids its ambivalent and erroneous interpretation. It was established on the basis of the fact that the human brain does not have the capacity, when suddenly switching from one task to another, to be as focused as on the previous one. This can result in cognitive load. According to Bond et al. (2016) under cognitive load, officers rely more on automatic decision-making, which can affect key decisions, such as decisions to shoot. The problem is more pronounced in employees with low working memory capacity (Bond et al., 2016). Mindfulness training can be used to strengthen *working* memory and reduce the impact of stress on cognitive performance (Bond et al., 2016). Mindfulness training often focuses on developing emotional resilience. Weltman (2014) reports that police officers who participated in a six-week emotional resilience program experienced a 40% reduction in stress and a 25% increase in emotional vitality. Also, when applied to police officers, it was found to reduce tension, impatience, and irritability, and significantly reduce

physical stress (Hoeve et al., 2021). Practicing mindfulness helps reduce PTSD in police officers (Chopko & Schwartz, 2015). Given that is The police organization is the fundamental pillar of citizen security (Vencl et al., 2021), the mental state of police officers is also important for citizens themselves, because those who have problems with addiction, mental illness, or insomnia are more likely to make more mistakes at work and thus endanger citizens. Regarding firefighters, the application of mindfulness in everyday work is associated with fewer PTSD symptoms, depressive symptoms, and alcohol problems (Smith et al., 2011).

Then, Newport's second principle reads work at a natural pace (2024). Newport recommends that in order to avoid burnout, employees should balance periods of harder work with lighter work when they do not have large and important responsibilities, and he refers to this as a natural pace. During the period in which they are faced with fewer tasks, firefighters and police officers should use the additional free time they have available to improve sleep hygiene by using blackout curtains, comfortable mattresses and muting external noise, as well as emotional support from a life partner (Watkins et al., 2020; Cullen et al., 1985).

The third and final Newport principle, which implies that one should focus on the quality of the work performed, acts as a link between the first two principles, and by interpolating it, the author tried to avoid reducing the worker's productivity. Newport (2024) emphasizes that the core of this principle is that an individual should do what he is excellent at, what he has the will for and wants to become even better at. This actually achieves specialization of work. It has been shown to be one of the factors that positively influence the satisfaction of a police officer with his job, along with the size of the organization, better working conditions and opportunities for advancement (Johnson, 2012).

1.2. Essentialism: How to eliminate unnecessary tasks

The ancient philosophical concept of essentialism, adapted to modern working conditions, was elaborated in detail by British author Greg McKeown in *Essentialism: The Disciplined Quest for Less, But Better* (2014). The basic assumption of the concept is that a person must recognize and focus on what is truly essential, and thereby achieve success and personal satisfaction. His motto "Less, but better," was taken from the German industrial designer Dieter Rams, whose products for the German company Braun have become synonymous with functionality and quality. This philosophical approach finds its application in both business and private spheres of life, which is extremely important because a relatively large number of police officers and firefighters claim that their work affects their social life. In a study by Alexander (2000), 37% of police officers believed that their work significantly or extremely affected their social life, compared to 12% of firefighters.

McKeown developed the concept of essentialism because he believes that one of the primary reasons why so many people today feel unfulfilled in their lives is that they cannot single out their primary priority. The term "priority" originally appeared in English in the 13th century and existed only in the singular (Latin *singularia tantum*), reflecting the idea that one can have only one primary focus. However, industrial development and the advent of the Second Industrial Revolution in the late 19th and early 20th centuries led to the emergence of the plural form (Latin *pluraia tantum*) of "priorities". This change, which is a result of mass production and specialization of labor, caused fragmentation of attention and the perception that multiple tasks can be performed equally successfully simultaneously. McKeown (2014) suggests that it is this shift in the understanding of priorities that causes workers to become overloaded and leads to a decrease in their productivity and satisfaction.

McKeown's approach is based on three basic principles— *explore* , *eliminate*, and *execute* —that provide a framework for decision-making and task management.

1. Explore:

This principle encourages individuals to thoroughly evaluate their goals and activities to identify those that bring the greatest value. In security professions, such as police work, this may mean focusing on tasks that directly contribute to safety, such as preventive patrols in high-risk areas. Maintaining one's own mental health is another important goal for police officers and firefighters, and regular training in this area should be provided. Regular mental health assessments, including interviews and questionnaires, allow for early recognition of signs of burnout and adaptation of working conditions. Management of security organizations can establish support programs, such as psychological counseling or stress management programs, based on the results. According to research by Henning et al. (1997), organizations that regularly monitor the mental health of their employees report reduced stress levels and greater employee engagement.

2. Eliminate:

The second principle involves eliminating all activities and tasks that are not essential. In the context of police officers, for example, this might involve delegating administrative tasks or using automated tracking systems, freeing up time for key operational tasks. Firefighters could delegate certain non-essential tasks to volunteers and less experienced firefighters so they can focus on more essential ones.

3. Execute:

The third principle emphasizes the importance of creating systems that support the efficient execution of essential tasks. For example, fire departments can implement clear protocols for resource allocation during emergencies, ensuring that teams remain focused on their core responsibilities. It would be beneficial to improve prioritization systems with digital task management tools that allow activities to be ranked by urgency and importance. Some of the available software for police officers include Connecteam, ScheduleAnywhere, and inTime, while for firefighters, SafetyCulture and ESO Fire RMS are tailored to the specific needs of these professions.

CONCLUSION

Preventing burnout is a key challenge in security occupations, where employees often balance high stress, complex tasks, and heavy responsibilities. This paper integrates the philosophical approaches of slow productivity and essentialism with practical guidelines to provide a comprehensive framework for addressing this issue.

Slow productivity highlights the importance of adapting to the natural rhythm of work, reducing multitasking and prioritizing quality over quantity. On the other hand, essentialism encourages focusing on key tasks and eliminating non-essential activities, thus increasing efficiency and satisfaction in the workplace. The practical guidelines presented in the paper are adapted to the specific challenges of security professions.

These strategies, supported by scientific research, provide employees with tools to preserve their mental health and reduce the risk of burnout, while enabling

organizations to maintain high levels of productivity and operational efficiency. By implementing the proposed measures, the security sector can create a work environment that supports employee well-being and ensures the long-term sustainability of organizations.

In conclusion, the paper highlights the need for further research and adaptation of these measures to the specific circumstances of different security organizations. Adopting these approaches not only empowers workers, but also improves the overall resilience of security systems.

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