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## Stress Under the Badge: Examining the Impact of Job Stressors on Police Job Satisfaction in District Sargodha, Punjab, Pakistan

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### ABSTRACT

Job stress is a worldwide dilemma. The phenomenon is intensively studied across the world and across the occupations. This research was designed to study the level of job satisfaction and job stress among police official in district Sargodha. Furthermore, the determinants of job stress were also targeted. Police officials of district Sargodha made the population of the study. A sample of 122 police officials was selected conveniently from six police stations which were randomly selected. A questionnaire was developed by the researcher consisting of 50 restricted-response and one open ended question. The questionnaire was piloted on 50 police officials which did not include in the original sample. The reliability of the questionnaire was 0.796. The mean, SD, T-test, Correlation, regression, and one-way ANOVA testes were applied to analyzed the data by using SPSS. The study found that there was a considerable negative relationship between the level job stress and the job satisfaction of the police officials. Furthermore, the officials face job stress as they think that their control of the job is less than their job demands. They perceive that their rewards are less than their efforts and they lack desired resources to perform their duties. Radical changes are suggested to save police officials from job stress and resultantly lowered job satisfaction.

**Keywords:** Job Stress & Satisfaction of Police Officials, Occupational Stress, Effort-Reward Imbalance

## **INTRODUCTION**

Job satisfaction refers as an individuals' general mind-set toward his/her job (Robbins, 2003). It explains how satisfied an employee is with his job. The familiar component of job satisfaction includes; positive reception, communication, colleague, profit, job requirements and job/office environment, nature of work, organization's policies and procedures of pay, promotional opportunities, credit, security and management (Spector, 1997). An employee's job satisfaction can be measured by various factors, such as, pay, promotion, benefits, policies and procedures, and relationship with higher authority, work timings, work-family conflict, and the job itself (Howard, Donofrio & Boles, 2004). The people who are happy with their job are also more satisfied with it. A positive relationship is noted between emotional intelligence, job performance and job satisfaction (Sy, Tram & O'Hara, 2006). The way of supervision, surviving, and psychological adjustment of stress of employees has influence on the level of job satisfaction among police officials (Sunderam & Kumaran, 2012). Different researchers have pointed out that job satisfaction has been affected by several aspects of job stress with both direct and indirect influences (Spector, 1997; Fisher, 1992).

To order to develop any nation, the nature of the police in the position of maintaining a nation, enables the highest demand and necessary officers' actions. As compared to all other professions, the police persons experience serious stress (Chapman, 2009). However, there are inadequate experimental studies on the job satisfaction among police (Zhao, Thurman & He, 1999; Bennett 1997; Buzawa, 1984). Effective work of police organization is directly related to job satisfaction and its result as an increase in the level of production, decrease stress, absenteeism and earnings of an employee has been sufficiently made known (Hoath, Schneider & Starr, 1998; Denhart, 1984; Sheley & Nock, 1979). Disappointed policemen negatively impact the quality of service and damaged their image in the public. (Yim & Schafer, 2009; Buzwa, Austin & Bannon, 1994). It is suggested that employment satisfaction between police officers should be uniform and complimentary to each other (Johnson, 2012; Slovak, 1978). Police officers have been found to be more satisfied with their job when they get support from their immediate supervisor and less satisfied with their pay and access to in-service training (Dantzker & Surette, 1996). It has been established that professional stress is an important factor, which have been affecting the performance the public institutions including police organizations (Fisher, 1992).

## **OBJECTIVE AND SIGNIFICANCE OF THE STUDY**

- To find out Job Satisfaction and Job Stress of Police officials.
- To investigate stress determinants among police officials.
- To find out the correlation between job satisfaction, job stress and determinants of job stress.
- To compare the data on different demographic variables.

## **SIGNIFICANCE OF THE STUDY**

Police is often criticized in our local system, but there is a lack of research

about job satisfaction and Stress among them. Today in Pakistan, Police is not only playing its traditional duties, is also a vital part of the war on terror. The police department has to perform multi-dimensional roles. Employee's outputs and their behavior are directly linked to their job satisfaction and Job Stress among them. Recent study focused to explore the level of Job satisfaction and Stress among Police Officials. Although State is much concerned about Policing and working to improve Departmental Functioning, Job Satisfaction and Job Stress needs to be focused because all efforts are fruitless until the deliverers are dissatisfied and Stressed of their work. The purpose of this study was to establish new figures, new models, new interpretations and new fields of knowledge that will help the government and policy makers to improve the security sector and to improve the police performance and services.

## RESEARCH METHODOLOGY

In order to conduct the study a sample of 122 Police officers were selected conveniently from 6 randomly selected police stations of district Sargodha. The quantitative method was used to conduct the research, so the Questionnaire was used as a tool for data collection. There were five areas which were targeted in the questionnaire, i.e. job satisfaction, job demand-control, effort-reward imbalance, job demands-resources and level of job stress. The questionnaire was circulated individually to the police official, who were included in the sample. The collected data was analyzed by using SPSS program. The hypotheses were made after intensive literature review and then verified with pragmatic proof taken from the data. The mean, SD, T-test, Correlation, regression, and one-way ANOVA testes were applied to analyzed the data.

## DESCRIPTIVE AND PRELIMINARY RESULTS

### Job satisfaction

**Table 01:** Job satisfaction of the respondents

No.	Statement	SA	A	D	SDA	Mean	SD
1	I am satisfied with my job.	20 (16.4%)	66 (54.1%)	30 (24.6%)	6 (4.9%)	2.82	0.76
2	If I could change police departments without losing seniority I would!	26 21.35	58 47.5%	34 27.9%	4 3.3%	2.86	0.78
3	If I received a job offer for same paying position outside of police department, I would immediately accept it!	22 (18.0%)	44 (36.1%)	42 (34.4%)	14 (11.5%)	2.60	0.91
4	I wish that my family members / children	08 (6.6%)	40 (32.8%)	52 (42.6%)	22 (18%)	2.27	0.83

	join police department.						
5	If I had to decide my career all over again, I will prefer to join police department again.	18 (14.8%)	40 (32.8%)	42 (34.4%)	22 (18%)	2.44	0.95
6	I feel pride to be a part of police department.	34 (27.9%)	66 (54.1%)	16 (13.1%)	6 (4.9%)	3.04	.78
7	I believe that police department best suits my aptitude and abilities.	16 (13.1%)	52 (42.6%)	42 (34.4%)	12 (9.8%)	2.59	0.84
8	I believe that my department is going to support me in every situation.	12 (9.8%)	38 (31.1%)	38 (31.1%)	34 (27.9%)	2.22	.96
9	I can use my full potentials in my job.	24 (19.7%)	40 (32.8%)	44 (36.1%)	14 (11.5%)	2.60	0.93
10	I am doing my job willingly	20 (16.4%)	60 (49.2%)	36 (29.5%)	6 (4.9%)	2.77	0.77

Table 01 shows the job satisfaction level of the responding police officials. The table shows that the respondents feel pride to be a part of the police department (Mean = 3.04, SD = 0.78), the respondents are also satisfied with their job (Mean = 2.82, SD = 0.76), they are doing jobs willingly (Mean = 2.77, SD = 0.77) and they can use the full potential in their jobs (Mean = 2.60, SD = 0.93). But the majority of respondents were willing to change the police department if their seniority is not lost (Mean = 2.88, SD = 0.76) or at the same pay level (Mean = 2.60, SD = 0.91). Some studies have maintained that the age of police officers was very important to the satisfaction of the job (Dantzker, 1994). Others have presented mixed result (Bannon et al, 1994). In this study, the education level of police officers is shown to have weak or no impact on levels of job satisfaction (Carlan, 1999). Police sources suggest that due to poor employees' satisfaction, police patrol officers have declined to retain (Julseth, Ruiz, & Hummer, 2011). A longitudinal study of the police indicates that new personals entered into police departments with high motivation and commitment, but that motivation and commitment turn down swiftly over the time as a result of poor job satisfaction (Maanen, 1975).

### Job demand-control

**Table 02:** Respondents responses regarding job demand-control

No.	Statement	SA	A	D	SDA	Mean	SD
11	I have too little authority to carry out the responsibilities	26 (21.3%)	74 (60.7%)	18 (14.8%)	4 (3.3%)	2.82	0.76

	assigned to you						
12	I remain unclear on just what the scope and responsibilities of my job are	8 (6.6%)	34 (27.9%)	58 (47.5%)	22 (18%)	2.22	0.82
13	I can't get required information needed to carry out my duties	14 (11.5%)	58 (47.5%)	40 (32.8%)	10 (8.2%)	2.62	0.79
14	I have to do things on the job that are against my better judgment.	22 (18%)	70 (57.4%)	28 (23%)	2 (1.6%)	2.91	0.68
15	I feel myself unable to influence my seniors' decisions and action that affect me.	26 (21.3%)	66 (54.1%)	26 (21.3%)	4 (3.3%)	2.93	0.74
16	I am not fully qualified or trained to handle my job.	6 (4.9%)	28 (23%)	46 (37.7%)	40 (32.8%)	2.00	0.87
17	I feel that political / local pressure dictates the policies of the department.	62 (50.8%)	48 (39.3%)	6 (4.9%)	6 (4.9%)	3.36	0.79
18	My superior does not support my actions or decisions.	24 (19.7%)	54 (44.3%)	24 (19.7%)	20 (16.4%)	2.67	0.97
19	I have to unnecessarily follow rules and procedures which make my job difficult.	24 (19.7%)	64 (44.3%)	22 (19.7%)	12 (16.4%)	2.81	0.86
20	My colleagues' support my actions or decisions.	24 (19.7%)	60 (49.2%)	30 (24.6%)	8 (6.6%)	2.81	0.82

Table 2 represents Job stress (demand-control) of responding police officials. The table shows that responding police officials feel that they have too little authority to carry out their job (Mean=2.82,SD=0.76),they also feel their clarity about scope and responsibilities of their job(Mean=2.22,SD=0.82),they also have a strong feeling that their department is under political and local pressure(Mean=3.36,SD 0.79) , majority feels that superior will support their actions (Mean=2.67,SD=0.97) , they also feel that they have to unnecessarily follow rules and procedures which make my job difficult (Mean=2.81,SD=0.86) and they also feel that their colleagues' will support their action(Mean=2.81,SD=0.82). This incompatible pattern is also present for rank and length of police service. Many studies report negative relationship between grade and duration of service in relation

to job satisfaction among police officers (Brunetto et al, 2003; Starr et al, 1998; Buzawa et al., 1994; Dantzker, 1994 and 1992), while others have found the contrary (Bennett, 1997; Burke, 1989; Kishore et al, 1986). The study shows that police officers mostly have more work stress than other workers in other professions. The condition of stress is the result of the nature of their work, as some studies expose the dangerous situations, resulting in being exhausted and retired before retirement time. (Anshel, 2000).

### Effort-reward imbalance

**Table 03:** Respondent's perceptions regarding effort-reward imbalance

No.	Statement	SA	A	D	SDA	Mean	SD
21	Considering my efforts, I get a fair salary.	10 (8.2%)	18 (14.8%)	52 (42.6%)	42 (34.4%)	1.96	0.90
22	Considering my efforts, my promotion prospects are adequate.	10 (8.2%)	18 (14.8%)	60 (49.2%)	34 (27.9%)	2.03	0.87
23	I feel my job secure.	12 (9.8%)	26 (21.3%)	34 (27.9%)	50 (41.0%)	2.00	1.01
24	My immediate superior does not think of me properly.	22 (18%)	50 (41%)	34 (27.9%)	14 (11.5%)	2.66	0.91
25	I get the due respect from my colleagues and superiors.	24 (19.7%)	54 (44.3%)	30 (24.6%)	14 (11.5%)	2.72	0.91
26	I get due respect from community.	26 (21.3%)	44 (36.1%)	30 (24.6%)	22 (18%)	2.60	1.01
27	I get the feelings that I may not be liked and accepted by the people.	26 (21.3%)	44 (36.1%)	38 (31.1%)	14 (11.5%)	2.67	0.93
28	I am openly appreciated by my superiors on doing good job.	28 (23.0%)	32 (26.2%)	46 (37.7%)	16 (13.1%)	2.59	0.98
29	I will be abandoned on my poor performance.	40 (32.8%)	74 (60.7%)	6 (4.9%)	2 (1.6%)	3.24	0.62
30	I always find myself in financial constraints.	40 (32.8%)	42 (34.4%)	34 (27.9%)	6 (4.9%)	2.95	0.89

Table 3 shows Effort-reward imbalance of respondents. Table depicts that respondents feel that their salaries are not fair (Mean=1.96, SD=0.90), they also feel that promotion prospects are not according to their efforts (Mean=2.03, SD=0.87), they are also unclear about security of their job as (Mean=2.00, SD=1.01), they also feel that immediate superior does not think about them properly as (Mean=2.66, SD=0.91), majority of respondent feel that they get due respect from colleagues and superiors (Mean=2.72, SD = 0.91), the respondents feel that they are may not be

liked and accepted by the people (Mean=2.67, SD=0.93), the respondents also feel that they will be abandoned on their poor performance (Mean=3.24, SD=0.62). The daily routine activities at workplace i.e poor inter-personal relationships and everyday living circumstances may cause the stress among police. Moreover, the hectic routine like disruptive sleep patterns due to shift schedules; lack of promotion, sleepless nights because of call to duty, and lack of autonomy are causes of stress among police personals (Cooper, Davidson, & Robinson, 1982). The Initial discussions with many police officers at GPS reported that the main causes of jobs stress among police personals work are overload, role ambiguity, physical environment, co-worker support, and supervisor support. The main objective of this study of job stressors among police officers was therefore on role overload, role ambiguity, physical environment, co-worker support, and supervisor support. This is also based on how so many researchers on job stress consider these stressors in their studies (Beehr, Jex, Stacy, & Murray, 2000).

### Job demand-resources

**Table 04:** Respondents' perceptions regarding job demand-resources

No.	Statement	SA	A	D	SDA	Mean	SD
31	I believe that I have too heavy workload.	46 (37.7%)	56 (45.9%)	18 (24.6%)	6 (14.8%)	3.19	0.74
32	I am not able to satisfy the conflicting demands of various people over me.	14 (11.5%)	46 (37.7%)	52 (42.6%)	10 (8.2%)	2.52	0.80
33	I feel worried while working in situations that may result in injuries for me or my co-worker.	36 (29.5%)	40 (32.8%)	40 (32.8%)	6 (4.9%)	2.86	0.89
34	My job tends to interfere with my family / personal life.	36 (29.5%)	56 (45.9%)	26 (21.3%)	4 (3.3%)	3.01	0.80
35	I feel satisfied with current appeal and grievance procedures.	6 (4.9%)	46 (37.7%)	44 (36.1%)	26 (21.3%)	2.26	0.85
36	I have too long working hours.	56 (45.9%)	60 (49.2%)	4 (3.3%)	2 (1.6%)	3.39	0.63
37	I have the feelings that I am always on job.	54 (44.3%)	56 (45.9%)	10 (8.2%)	2 (1.6%)	3.32	0.69
38	I have to remain mentally alert all the time on duty which exhausts me.	48 (39.3%)	48 (39.3%)	22 (18.0%)	4 (3.3%)	3.14	0.82

39	I have experienced or expect to experience an undesirable change in my work situation.	22 (18.0%)	66 (54.1%)	34 (27.9%)	– –	2.90	0.67
40	I am provided all the equipment and supporting data required performing my duties.	24 (19.7%)	26 (21.3%)	46 (37.7%)	26 (21.3%)	2.39	1.03

Table 4 depicts the respondents' findings of Physical, psychological and social settings (demand-resources). Table data shows that the respondents feel that too heavy workload (Mean=3.19,SD=0.74), they also feel that their job tends to interfere with my family / personal life (Mean=3.01 SD=0.80), they also feel that they have too long working hours (Mean=3.39,SD=0.63), they also feel that they are always on job (Mean=3.32,SD=0.69), findings also disclosed that majority of the respondents have experienced an undesired change in work situation (Mean=2.90,SD=0.67) and they also have feeling that they are not provided all the equipment and supporting data required to perform duty (Mean=2.39,SD=1.03). Nele and Hans (2006) also reported that extremely overload at workplace both in terms of quality and quantity, has negative effects on job satisfaction. Fatigue and workload are some of the policing stress factors that increase the turnover rates among the officers (Julseth, Ruiz, & Hummer, 2011). Another study confirmed that job stress measured by role overload, physical environment, and role ambiguity negatively influenced job satisfaction of the employees (Mensor et al, 2011). There is work overload when workers have the view that their jobs demand a lot from them that they work more than what their ability and time can permit them to do (Schultz & Schultz, 2006). Jamal (1985) also claim that high work load leads to unsatisfaction level of job, when he conducted a study on the relationship between job stress and job satisfaction.

#### Perceived level of stress

**Table 05:** respondents' perceived level of stress

No.	Statement	SA	A	D	SDA	Mean	SD
41	I get easily overwhelmed by time pressure at work.	50 (41.0%)	48 (39.3%)	16 (13.1%)	8 (6.6%)	2.82	0.76
42	As soon as I get up in the morning, I start thinking about my work problems.	38 (31.1%)	66 (54.1%)	14 (11.5%)	4 (3.3%)	3.13	0.73
43	When I get home, I can easily relax and 'switch off' work.	8 (6.6%)	34 (27.9%)	48 (39.3%)	32 (26.2%)	2.14	0.88
44	Work rarely lets me go;	32	54	28	8	2.90	0.86

	it is still on my mind when I go to bed.	(26.2%)	(44.3%)	(23.0%)	(6.6%)		
45	Now I am tired of my job.	10 (8.2%)	38 (31.1%)	60 (49.2%)	14 (11.5%)	2.36	0.79
46	My job is often a source of stress for me.	30 (24.6%)	58 (47.5%)	28 (23.0%)	6 (4.9%)	2.91	0.81
47	I feel my health is deteriorating due to my job.	36 (29.5%)	40 (32.8%)	42 (34.4%)	4 (3.3%)	2.88	0.87
48	I wish I could find another job and leave police department	30 (24.6%)	44 (36.1%)	36 (29.5%)	12 (9.8%)	2.75	0.93
49	I often have to hear negative comments from the public.	60 (49.2%)	52 (42.6%)	8 (6.6%)	2 (1.6%)	3.39	0.68
50	I do not have enough time available to spend with family and friends.	54 (44.3%)	60 (49.2%)	8 (6.6%)	– –	3.37	0.60

Table 5 measures stress levels among police officials. Table shows that respondents are get easily overwhelmed by time pressure at work (Mean=2.82,SD=0.76), they also feel that as soon as they get up in the morning, they start thinking about my work problems (Mean=3.13,SD=0.73),the majority is not agreed When they get home, they can easily relax and 'switch off' work (Mean=2.14SD=0.88),though they are stressed but majority of the respondents is not tired of their job (Mean=2.36,SD=0.79),respondents also often feel that their job is a source of stress for them(Mean=2.91,SD=0.81),respondents also feel that job is also source of deteriorating health (Mean=2.88,SD=0.87),they also that they could find another job and leave police department( Mean=2.75,SD=0.93),they also hear negative comments from public (Mean=3.39,SD=0.68)and they also have a strong feeling that they do not have enough time for their families(Mean=3.37,SD=0.60). the uncertainty always leads to role ambiguity among individuals in any organization. In other words, when the individuals have inadequate information regarding tasks or assignments, it always effects their role performance or role ambiguity at any workplace (Nele & Hans, 2006). It is also reported that in police departments, role ambiguities have serious negative repercussions on the satisfaction and performance among officers (Menard & Arter, 2013).

## MAIN ANALYSIS

### Regression Analysis

The regression analysis of stress and Job Demand-Control (JDR) model. As the value of Durbin-Watson (1.588) is close to 2 (the desired value), JDR is not overlapping with other variables. Adjusted R<sup>2</sup>shows that JDR accounts for 28.3% of the total job stress. The values of F (48.729) and t (5.070) are significant at p < 0.001

which means the linear model we are using best suits the data.

The regression analysis of stress and Job Effort-Reward (ER) model. As the value of Durbin-Watson (1.693) is close to 2 (the desired value), ER is not overlapping with other variables. Adjusted  $R^2$  shows that ER accounts for 1.6% of the total job stress. The values of F (2.985) and t (13.746) are significant at  $p < 0.001$  which means the linear model we are using best suits the data.

The regression analysis of stress and Job Demand-Resources (D-R) model. As the value of Durbin-Watson (1.740) is close to 2 (the desired value), D-R is not overlapping with other variables. Adjusted  $R^2$  shows that D-R accounts for 35.1% of the total job stress. The values of F (66.354) and t (3.062) are significant at  $p < 0.001$  which means the linear model we are using best suits the data.

### **Correlation Analysis**

There was a negative relationship between job satisfaction and job stress. It means that higher level of job stress will result in lower levels of job satisfaction and vice versa. Furthermore, this negative relationship (-0.339) is statistically significant at  $p < 0.01$ .

### **One-way ANOVA Analysis**

The significant differences between perceptions of respondents on the basis of their rank. F value (2.233) shows that there is no significant difference of job satisfaction among police officials on the basis of rank ( $p = 0.056$ ). But the job stress of police officials with different rank is statistically significant at  $p < 0.001$  ( $F = 8.429$ ).

The significant differences between perceptions of respondents on the basis of their academic qualification. F value (.699) shows that there is a significant difference of job satisfaction among police officials on the basis of rank ( $p = 0.555$ ). But the job stress of police officials with different academic qualification is statistically significant at  $p < 0.001$  ( $F = 3.010$ ).

The significant differences between perceptions of respondents on the basis of their job experience. F value (.699) shows that there is a significant difference of job satisfaction among police officials on the basis of rank ( $p = 0.555$ ). But the job stress of police officials with different academic qualification is statistically significant at  $p < 0.001$  ( $F = 3.010$ ).

The significant differences between perceptions of respondents on the basis of their number of Dependents. F value (.765) shows that there is a significant difference of job satisfaction among police officials on the basis of rank ( $p = 0.516$ ). But the job stress of police officials with different academic qualification is statistically significant at  $p < 0.001$  ( $F = 12.767$ ).

The significant differences between perceptions of respondents on the basis of their academic qualification. F value (.765) shows that there is a significant difference of job satisfaction among police officials on the basis of rank ( $p = 0.516$ ). But the job stress of police officials with different academic qualification is statistically significant at  $p < 0.001$  ( $F = 12.767$ ).

### **T-Test Analysis**

There is no significant difference between the perceptions of the participants

regarding their job satisfaction ( $t = .139$ ) and job stress ( $t = .138$ ) on the basis of their place of posting i.e. whether they are working in office or field.

There is no significant difference between the perceptions of the participants regarding their job satisfaction ( $t = .081$ ) and job stress ( $t = .068$ ) on the basis of their place of residence i.e. whether they are living in rural or urban area.

## DISCUSSION

The sample consisted of constables, head constables, ASIs, SIs, Inspectors and SHOs. The sample is well scattered on different demographic variables like job experience, salary, place of posting, number of dependents, etc. So the data cover a vast range of police officials and their backgrounds. The police officials are overall satisfied with their jobs. Nevertheless, they reported that they want to work in any other department, if their salary and job status is not lowered. Lu Lu et al (2015) find that only 21.2% of police officers expressed satisfaction with their police job, and the mean score of overall job satisfaction in police officers has been just medium, similar to other studies (Dantzker, M.L. et al, 1996). Besides, age was found to be positively correlated with job satisfaction among police officers, consistent with some studies (Buzawa E.S. 1994; Hoath D.R. et al, 1998; Hunt R.G. et al 1985). Other studies, however, reached contradictory conclusions (Forsyth C. et al, 1996; Talarico S.M. et al, 1980; Zhao J. et al, 1999), indicating the inconclusive nature of relationships between age and job satisfaction among police officers.

As far as the authority of job affairs is concerned, police officials have greater reservations. They think that their department has under political or local pressures and they have to unnecessarily follow rules and regulations. The police officials are also concerned that they do not get the proper rewards for their efforts. Their salaries are fair, but don't have better promotion prospects. They also have a feeling that they are not liked by the common members of the society nor are respected by their superiors. The police officials have too much heavy workload. They always think themselves on the job. Their job also tends to interfere in their family affairs. They don't provide all the equipment and supporting data required to perform duty. At an individual level, studies have indicated that police officers experiencing stress reported poor physical and subjective health (Berg, Hem, Lau, & Ekeberg, 2005; Kirkcaldy, Cooper & Ruffalo, 1995), burnout (Brown, Cooper & Kirkcaldy, 1996), showed symptoms of depression, anxiety and drug use. Cases of suicide attempts have also been observed as an outcome of pressure and stress in the police occupation (Anshel, 2000). Work related consequences of police stress included absenteeism from work (Wright & Saylor, 1991), job dissatisfaction (Norvell, Belles & Hills, 1998) and retirement at an early age (Kop, Euwema & Schaufeli, 1999). Apart from the loss faced by the organization, it is the society at large which suffers. As a result of the job, police personnel turn out to be cynical and engage in misconduct, especially with the public (Vadackumchery, 1998; Niederhoffer, 1967).

The police employees think that as soon as they get up in the morning, they start thinking about their work problems. They remain overwhelmed by pressure of

work. They also think that their job is a source of stress for them. They have to hear negative comments from the public. They also have a perception that they don't have enough time for their families. Physical threats involved in the job, use of force, dealing with ambiguous situations and shift work were also highlighted in the police stress literature (Brown & Campbell, 1994; Hart, Wearing & Headey, 1995).

The police officials are under immense pressure and experience stress. The significant determinants of their job stress are: i) they don't have the required control over their job to perform their official duties; ii) they perceive that their rewards are less keeping in view their efforts; and iii) the resources available to them to perform their duties are not in line with the nature of their job. There is a significant negative relationship between job satisfaction and job stress, i.e. if job stress is higher than the police officials has a lesser job satisfaction. The officials have the same level of job satisfaction irrespective of their rank, experience and nature of the job. As far as job stress is concerned, the officials of different rank and academic qualification have different levels of job stress. Organizational factors have been given adequate importance in recent literature and have been found to be a better predictor of police stress than the factors that represented the nature of police work (Morash et al., 2006). A study by Buker & Weicko (2007) which aimed at assessing the effects of commonly examined police stressors on Turkish National Police revealed that organizational issues were the most important causes of stress in policing. Of all the several variables studied, job satisfaction especially with supervisor was found to be the strongest predictor of stress. Other stressors identified in the study were policies and excess of "red tape". In addition, lack of supervision, unfair practices at work (Ayres & Flanagan, 1994), lack of participation in decision making (Morash et al., 2006; Slate, Johnson & Colbert, 2007) were also found to be possible stressors in the context of police. Similarly, lack of recognition and insufficient administrative support led to stress (Ayres & Flanagan, 1994). Morash et al. (1995) highlighted the significance of workplace problems as distinct stressors, which included negative interactions with officers, feelings about status, opportunities and physical abilities and practice of bias and harassment.

### **Recommendations**

On the basis of the conclusions, the following recommendations are made:

1. The service structure for police officials needs some radical changes. They should be provided more control on their job.
2. Some steps should also be taken to raise their social status.
3. Duty timings should be decreased.
4. They should be provided the required resources to perform their jobs.

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