AN ANALYSIS OF THE EFFECT OF WORK STRESS ON JOB SATISFACTION AND PSYCHOLOGICAL WELL-BEING AMONG POLICE PERSONNEL OF NAGAPATTINAM DISTRICT

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Abstract
Man is a social animal and society is what makes or breaks a human. This is especially true in a society like India where policing plays an important role. As a general rule, work is considered as one of the most important functioning of human life and has a great impact on individual overall well-being.The issues which cause problem are like police force has to perform risky assignments, working hours are comparatively long, rigid hierarchy pattern and along with this policemen have tomaintain law and order in the state as well. Such situation cause stress at work and creates impact on work place outcome like the level of job satisfaction and psychological wellbeing. This conceptual paper would address the impact of work stress on job satisfaction and psychological wellbeing among police officers. The role of work place support will be considered as moderator in above mentioned relationship. Workplace support includes help from supervisors, peers and colleagues. Sufficient workplace support will lead to enhance the level of job satisfaction and psychological wellbeing among officers.
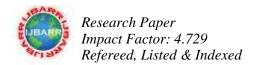
Key Words: Work Stress, Job Satisfaction, Psychological Wellbeing, Workplace Support.

Introduction

As we know police profession is meeting numerous of critical occupational problems. The police profession is pigeonholed by lots of fastidiousness that typically a negative influence on satisfaction among employees. While handling the criminal offences, the police officers encounter violence, cruelty and indifference to the welfare of others. In one perspective they try to meet the conflicting demands of the public at the same time they face bureaucracy in their own organizations, internal politics and rigid traditional style of management. In some of the studies it is identified that being a police officer is a stressful job. Work stress is a major problem due to its numerous negative effects on individuals and on police organizations. Police officers experiencing high levels of work stress report a high incidence of physical syndrome and psychological problems that affect their work performance. Stress can be referred as the psychological factor that is harmful to physical and psychological health and dangerous to quality of life concept. Many researchers found that such a long shifts, violence, traumatic events, murder, assault, and other inherent danger, organizational factors are some important factors which affect the police officers and their job and which in turn result to work stress. Work-place stress has received a great deal of attention in social psychological research (Cooper, Dewe, and O'Driscoll, 2001). According to the World Health Organization's (WHO), occupational or work-stress "is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope. "The reasons behind for studying job satisfaction is to know whether an employee is satisfied or not with his/her job because it has impact on their health and psychological well-being. The well-being of police personnel is exposed by the very nature of the job which they perform. Therefore, it becomes important to explore or examine the possible psychosocial factors that would influence the psychological well-being of police officers. Psychological Well-being at its simplest level can be defined as ultimately about personal happiness - feeling good and living safely and healthily. Psychological well-being includes all the short term and long term mental functioning and positive health (e.g. positive affect and morale) and negative health (e.g. depression, anxiety O'Driscoll&Brough, 2003). The outcomes of this type of research will help in designing and enhancing the strategies which will help to improve the psychological wellbeing of the police officers. Hence job can be considered as substantial predictor of psychological well-being and work related stress. There is evidence that stress not only arise from an employee's workplace problems but from the lack of support from networks at work and at home. Research study had identified some of the workplace problems such as overestimate and underestimate of physical abilities, lack of career advancement and opportunities, perceived lack of confidence and influence on how police work is accomplished, feeling invisible in the department, sexual harassment, workplace harassment, and stigmatization because of appearance. In this field where there is an occasional meeting with a life threatening situation, the reliance on actual peer support increases. There are many occasions that the police officers would like to share with a layman or his family members but it would be gibberish to them. Hence in such situations also the validation and constant support of a peer group is essential.

Literature Review

In 2014, Adegoke**,** T. G, explores the effects of Occupational stress on psychological well-being of police employees. Results obtained from this study indicated that there were significant effects of work-stress, frustration and depression on
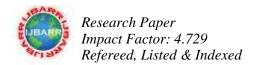
psychological well-being of police employees. The reason behind this effect was environmental demands especially with regards to time, high workload, low work control, conflict stress as depression and aggression. The research concluded that work-stress includes not only situations where the pressures of work exceed but the ability to cope, and also where the worker's knowledge and abilities are not sufficiently utilized and this creates problem for them. Akintayo, D. I. (2012) researched that employees experiencing stress affects the psychological well-being and also there was a significant impact of occupational stress on level of job satisfaction, commitment and compliance of the employees. It was also encountered that both male and female workers have been affected by occupational stress with its corresponding effects on their attitude to work. Buhrmaster (2006) and Mangwani (2012) also found that, some policemen experience inability, feeling of ineptitude, outrage, shock and guilt, while others go through periods of disbelief, depression and self-blame, and all these leads to frustration in the police job, which ultimately have significant effects on the psychological well-being. According to Osipow and Spokane (1998), the important factors involved in occupational stress are: 1. Role Overload, 2. Role Insufficiency, 3. Role Ambiguity, 4. Role Boundary, 5. Responsibility, 6. Physical Environment Jeremy D. Griffith cited that there are six organizational elements which may have either a positive or negative effect on a police officer's job satisfaction. These elements include consistent pay, opportunities for promotion, job meaningfulness, adequate training programmes, performance reviews and feedback, and competent leadership. This research is still being carried and he felt that pay and leadership will have greater impact on the job satisfaction and also who have served the department for longer period will have more job satisfaction. Workplace problem is different from other stress, for example balancing a job as well as family responsibilities and coping with workplace problems by different methods. A workplace problem leads to the negative interactions with other police officers and includes problematic features like status, biasness and harassment, overestimates and underestimates of physical abilities examined the levels of job satisfaction among police managers. The findings concluded that the police officers are generally satisfied with their jobs. Years of service, feedback. In policing and in other occupations, due to lack of social support it fails to mitigate or can worsen the effects of workplace problems on psychological and physical health of the police officers. (Cullen, Lemming, Link, &Wozniak, 1985; LaRocco, House, & French, 1980).House (1981) also pointed out that supervisor and co-worker supports are the most important and effective sources of social support at workplace to reduce the work stress. Ok and Kim (2001) supported the buffering effect model, which showed that social support helps to moderate the relationship between job stress and job satisfaction by interfacing with job stress. Murrell et al. (1992) Explained the reason and argued that when employees faces high job stress then the social support helps to cope with the stress successfully and will experience little distress and the employees with weak social support experiences greater distress.

Procedure
The purpose of this research paper is to examine how occupational stress is related with job satisfaction and psychological wellbeing among police officers. This is a literature review based study which is basically based on the secondary data available in the form research papers, reports, articles etc. Descriptiveresearch will be used to present the cause and effects relationship for job stress with job satisfaction and psychological wellbeing using different variables of job stress. And the role of workplace support will be focused as moderator of the above mentioned relationship among police officers.

Findings: Relationships Between Work-Stress And Outcome Variables
A. Work Stress With Job Satisfaction
Study revealed that being a medical officers and the commitment towards their work, work overload, and profession as a doctor, they are unable to be with the family when needed and cannot be with them as often as they want. Therefore these factors can lead to job stress which result in job dissatisfaction. When there is a positive changes within working groups, peers, incentives, benefits and the work itself it leads to increase in the quality of work, productivity, efficiency, effectiveness and service in organizations. However, job dissatisfaction can lead to poor quality of work and service, lower productivity, efficiency, effectiveness and poor individual morale and attitude. As one researcher stated that , "much of the literature had explore that police work was more stressful than most other occupations, and it is was caused by inherent dangers of the job such as repeated encounters with violent people, the risk of being assaulted with a deadly weapon, and the possibility of being seriously injured, even killed" (Dempsey, 1994, p.109). The stress practiced at work inhibits the employees capability to adjust to non-work life and this result in unhealthy ways of coping, including alcohol and substance abuse, sexual promiscuity, and isolation from friends and relatives (Borum& Philpot, 1993). Mead (1934) reviewed that in order to achieve and maintain high psychological stability, it is essential there should be smooth progress between functionalistic roles (work and duty) and social action roles (leisure).Decline in job satisfaction leads to increase in family problems, substance and alcohol addiction and reduced performance are among the notable consequences of work related stress. Therefore it is necessary to focus on how officers with poor job satisfaction could affect the public they serve because it creates an negative image and attitudes of police officers and its organisation which can adversely affect perception and views of public they develops about the law enforcement. Seulki Lee and Soo-Young Lee research conducted on work stress has focused on the

outcome of job stress in different perspectives. 'Stress–strain relationship' indicates the relationship between job stress and the outcome of job stress, which is strain. They examined the Effect of Job Stress and Social Support on Job satisfaction among Korean police officers. They believe that assessing predictors of job satisfaction is important because it helps in providing a workplace which enhance the productivity and ultimately contribute to the organisation. With respect to the effects of job stress on job satisfaction, most studies indicate that job stress and satisfaction are inversely related to each other .It has been concluded that when the working environment is perceived to be favourable, the less stress is faced by employees and job performance is significantly enhanced.

B. Work Stress and Psychological Wellbeing
Work stress is considered as one of the foremost influences on the health, daily living and psychological wellbeing of workers. That the impact of work on well-being in the social, economic, and health spheres, and in relation to self-esteem, was determined by the nature of job done. Fire fighters were more positive in their assessment of the impact of work on their private life and overall well-being as compared to police officers. The police officers responded that there work was having a negative impact on health, leisure and economic well-being. The study also shows that the fire fighters had better subjective psychological well-being in relation to the job than police officers. It is also well reported and noted that undesirable occupational factors are more dangerous to the well-being of police officers and the stress is experienced due to nature of police work. A.J. Noblet et al. (2009) also explore on dimensions such as psychological contract &distress, demand, control and support, organizational fairness, psychological distress, employee performance. And come to the conclusion that demand, control and support may offer valuable avenues for both reducing the levels of distress among officers, enhancing their citizenship behaviours. In this research it was stated that psychological distress and job performance are the important factors for the police officers and for organization as well. Psychological well-being is a cause of poor performance and it is assumed that well-being mediates the relationship between job conditions and performance, and assuming performance and well-being have common causes. Several researches on law enforcement occupation have found that work-related factors are the main source of stress for police personnel, and they are directly related to their psychological, emotional, and physiological well-being. According to the hedonist model of quality of life, psychological well-being is a subjective cognitive and emotional evaluation of life, including emotional reactions and evaluative judgments of satisfaction and contentment in its various fields. It was also found that there are some personality characteristics such as high emotional stability (low neuroticism), low openness and high conscientiousness also have positive influence on psychological well-being of policewomen Karunanidhi S.; and Chitra T. (2013). Several researches on police personnel have found that work related factors are the main cause of stress and is directly related to their psychological, emotional, and physiological well-being. Stress has been discussed as the procedure of adjusting to or dealing with situation that interrupt, or intimidate to disrupt a person's physical or psychological functioning.

C. Role of work place support as moderator
Workplace support helps to improve the police officer wellbeing by compressing their work-related adverse outcomes such as job dissatisfaction and worsened mental health (Moyle, 1998). Carlan (2007) reviewed and stated that one of the main causes for work-related dissatisfaction by law enforcement officers is stress which is directly related to the organizational characteristics of workplace. Supervisor, peer, colleague characteristic of support helps the officer to perform the difficult tasks, also giving credit for jobs well done, and providing incentives for employees to perform better. Even, listening to complaints about workplace stress is an important step for supervisors to reduce individual' stress, though it does not change anything but it makes them feel better (Wicks, 2005). As mentioned above the police officer having support from its workplace then it will lead to neural stage where officers will neither be satisfied nor dissatisfied. Sergeant Corey Haines (2003) examined and identified many of the stresses that are placed on police officers in today's society. Police Officers are stressed by many things which include their supervisors, work load resulting in the loss of time spent with their families, fellow officers, and the citizens at large. With the help of proper support, education, and counselling of the officers will be able to perform their job much more efficiently and safely. In this research divorce rate is significantly high among police officers.

Conclusion
Work-related stress is a primary factor in determining work life for police officers, impacting their ability to successfully and seamlessly transition among various life domains. This study has been successful in identifying the impact of work stress on job satisfaction and psychological well-being. It can be concluded that occupational stress is a major issue in the work-related safety and health aspect and plays a vital role in on police officers life. Researchers founded that the work stress is associated with poor psychological and emotional health and high job dissatisfaction. According to the researches job satisfaction has been found significant relationship with job stress. There are three reasons due to which job dissatisfaction occurs.

1. Role overload-it has been identified there is two type of over load- qualitative overload and qualitative overload. Quantitative overload means more work in less time which leads job dissatisfaction, tension and low self-esteem, whereas qualitative over load refers to the job which is very difficult to perform. When the work goes beyond one's knowledge, ability skills, and skills then employee suffer from qualitative overload. It is linked to dissatisfaction, depression, irritation and psychosomatic complaints.
2. Role ambiguity- When an employee does not understand or realize the expectations and demands of the job it leads to role ambiguity. Research evidence has shown that role ambiguity has been associated with tension and fatigue, intention to quit or actually leaving the job, and high levels of anxiety, physical and psychological strain, and absenteeism
3. Physical environment- Extreme temperature, poor lighting, night shift, improper equipment and facilities etc. are some of the factors which cause job stress that affects both job satisfaction and psychological wellbeing.

Work stress also has an impact on psychological wellbeing of police officers. Policing is one of the most risky, unsafe, stressful, health-threatening occupation and more prone to depression. The researchers believed that high levels of stress leads to strain, alcoholism, depression, suicide and divorce among police officers. And this all affect the overall being of police.Being a police officer is a stressful job and if the stress is not treated properly it can lead to many negative consequences, including poor job performance and productivity, unhealthy family and social life etc. Sufficient workplace support will lead to enhance the level of job satisfaction and psychological wellbeing among officers. It is suggested that workplace support programs will encourages the officer and enable the officers to work with confidence, spirit, and vigour in the hostile situation. This intervention will help the officers to reduce the stress. The result of this study proves that workplace support is considered as avenues to increase job satisfaction among the police officers. Therefore, it is recommended to reduce the stressful conditions and to improve job satisfaction among the officers more attentionshould be given on the roles and the support that they receive.

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