

STRESS AND ITS EFFECT ON PSYCHOLOGICAL HEALTH: MODERATING ROLE OF EMOTIONAL INTELLIGENCE

PH. D. THESIS

By

AKANSHA TYAGI



DEPARTMENT OF MANAGEMENT STUDIES
INDIAN INSTITUTE OF TECHNOLOGY, ROORKEE
ROORKEE – 247667 (INDIA)
FEBRUARY, 2016

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A THESIS

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By

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CANDIDATE'S DECLARATION

I hereby certify that the work which is being presented in the thesis entitled “**STRESS AND ITS EFFECT ON PSYCHOLOGICAL HEALTH: MODERATING ROLE OF EMOTIONAL INTELLIGENCE**” in partial fulfilment of the requirements for the award of the Degree of Doctor of Philosophy and submitted in the Department of Management Studies of the Indian Institute of Technology, Roorkee, is an authentic record of my own work carried out during a period from January 2013 to February 2016 under the supervision of *Dr. R.L. Dhar*, Assistant Professor, Department of Management Studies, Indian Institute of Technology, Roorkee.

The matter presented in this thesis has not been submitted by me for the award of any other degree of this or any other Institute.

(Akansha Tyagi)

This is to certify that the above statement made by the candidate is correct to the best of my knowledge.

(Rajib Lochan Dhar)
Supervisor

The Ph. D. Viva-Voce Examination of Ms. Akansha Tyagi, Research Scholar, has been held on 06-02-2016.

Chairman, SRC

Signature of External Examiner

This is to certify that the student has made all the corrections in the thesis.

Signature of Supervisor

Head of the Department

Date: February, 2016

STRESS AND ITS EFFECT ON PSYCHOLOGICAL HEALTH: MODERATING ROLE OF EMOTIONAL INTELLIGENCE

ABSTRACT

The increase in the suicide rate and cases of homicide, divorce and depression has raised the question about the reasons behind such behavior amongst the police officials, which the present study has tried to address. The 21st century witnessed a drastic change in terms of work environment, where both the partners in the family are working and are devoid of the quality leisure time causing work-family imbalance which ultimately causes work-family conflict. Further, the excessive demands of workplace are becoming pressuring and multi-tasking has taken a form of work overload at the workplace, especially in policing context where due to low manpower, burden has clustered on just few employees. Moreover, the hierarchical structure of Indian Police department prevents open communication between the senior and subordinate, leading to the low organizational support whenever the officers require it. Besides the stress caused by the nature of job of police officials which involves criminal encounters and violence, the above mentioned factors were identified as the main stressors for police officials which develops stress amongst them and are hypothesized to possess a significant relationship with psychological health mediated by stress. Considering stress as a negative emotion and human beings driven by their emotions, the study also tries to assess the role of emotional intelligence in moderating the relationship of stress and psychological health.

To test these effects, the present study is designed based on the descriptive research design, following the quantitative approach using survey for data collection. The study sample involved police officials working at the ranks of constables, head constables and sub-inspectors in the Uttarakhand region. Using convenience sampling technique, questionnaires were distributed and finally 598 questionnaires were used for data analysis. Analysis of the data was accomplished through regression analysis using Hayes' SPSS macro named 'PROCESS'. The results of the quantitative analysis showed support for a relationship between work-family conflict, work-overload, perceived organization support and psychological health. Stress mediated the relationship between the independent variables and dependent variables and emotional intelligence acted as a catalyst between stress and psychological health such that low emotional intelligence strengthens the negative impact of stress on psychological health.

The mean values showed that work-family conflict, work overload and stress were high whereas, perceived organization support; emotional intelligence and psychological health were on a lower side indicating high stress low support environment and exhaustion of emotional resources. Reasons being, less manpower, week-offs, power gap and lack of welfare activities for police human resources. Recommendations such as job rotation, leaves and open communication and counseling cells for police officials to improve the situation are given. Lastly, limitations and future scope of the study are mentioned such as, the study is cross-sectional in nature which limits the generalizability of the study and open new vistas of research.

Keywords: Work-family conflict, work-overload, perceived organization support, stress, emotional intelligence, psychological health.

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Date:

(Akansha Tyagi)

Place:

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International Journals

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4. Tyagi, A. & Dhar, R. L. (2015). Knowledge Sharing as a mediator between Organisation culture and police investigation performance: Moderating role of technology. *Knowledge and Process management*, Under Review.

International Conferences

1. Attended a conference titled “ A Discourse on Organisational & Social Excellence” organized by Indian Society for Training and Development (ISTD), Dehradun, Uttarakhand (India) on November, 2013.
2. Presented a research paper titled “Stress as a mediator between work-family conflict and psychological health among the nursing staff: Moderating role of emotional intelligence” in the conference titled “Sixth International Conference on Excellence in Research and Education” organized by IIM, Indore, Madhya Pradesh (India) in May 2014.
3. Attended a conference titled “Creative Consciousness and Energy at Workplace: Insights from AdiShankaracharya” organized by Vedic Foundation of Indian Management, in the Department of Management Studies, IIT Roorkee, Uttarakhand (India) on November, 2014.
4. Paper titled “Organization Culture and its relationship with public trust mediated by service quality: A study of elite hotels of Uttarakhand region” was accepted in the conference “International Conference on Evidence based Management” that was organized by BITS Pilani in March 2015, ISBN – 978-93-84935-18-4, pp. 428-434.
5. Paper titled “ Servant leadership and Service Quality of Indian police officers” was accepted for presentation in “International conference on Research and Business

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Workshops:

1. Coordinated and Attended a Short-Term Course on “Strategic Human Resource Management (SHRM)” organized by CEC, IIT Roorkee, Uttarakhand (India) in June 2014.
2. Attended a workshop organized by Mahatma Gandhi Central Library, IIT Roorkee on understanding the working of “Scopus, Mendeley and Reaxys” on March, 10, 2015.
3. Coordinated and Attended a Short-Term Course on “Strategic Human Resource Management (SHRM) and Research Perspectives” organized by CEC, IIT Roorkee, Uttarakhand (India) in May 2015.

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List of Acronyms

Variable	Acronyms
Work Family Conflict	WFC
Work Overload	WO
Perceived Organization Support	POS
Emotional Intelligence	EI
Psychological Health	PH
Structural equation modeling	SEM
Variance inflation factor	VIF
Confirmatory factor analysis	CFA
Goodness of fit index	GFI
Adjusted goodness of fit index	AGFI
Normed fit index	NFI
Root mean square error of estimation	RMSEA
Average variance extracted	AVE

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CHAPTER 1: INTRODUCTION

1 Introduction

The present research work is an attempt to understand the work scenario of the Indian Police department and the factors associated with it. The main aim of the study is to identify the elements considered as stressors by the police officials and to what extent they affect their psychological health working at the ground level, dealing on one-to-one basis with the public. An important psychological dimension of one's personality; the emotional intelligence, which governs the actions of human being has also been studied to assess its role in the relationship of stress and psychological health.

2. Development of Research Problem

Stress is a psychological phenomenon that occurs due to stacking up of pressurizing events over a long period of time causing strain in the brain nerves and emotional imbalance, which if persists for a long period may lead to burnout or nervous breakdown. Policing has been considered as one of the most stressful job in the world (Carlier et al., 1997; Kop & Euwema, 2001). A number of stressors have been identified, one of which is related to the nature of this profession (Territo & Vetter, 1981), i.e. the exposure to the dangerous situations like riots, shootings and daily disputes like accidents, complaints for domestic violence, traffic chaos etc. creates a stressful environment. Apart from the risk involved in the police job, there are a number of stressors at organizational level as well as personal level, which have a cumulative effect and contribute to building stressful situations. Moreover, the public response towards police officials has not been kind; the tasks to help the community are reciprocated with hostility and rudeness, which enhances the intensity of the stress experienced by the officials.

Work related stressors also referred to as organizational stressors, are known to be a significant source of stress for police officials (Violanti & Aron, 1995). Brown and Campbell (1994) indicated in their study, the ten most commonly identified organizational stressors of police officials, which included shortage of staff, time pressures, night shift work, civilian's misbehavior, communication gap, long work hours, work-overload, insufficient resources and excessive demands at work interrupting in family life. Combination of multiple sources of stress

has resulted into the manifestation of many psychological as well as physical disorder symptoms in police officials (Burke, 1993). A study conducted in New York found that in one year 1500 police officials required psychiatric care to recover from stress. Besides the above mentioned stressors, another crucial aspect that affects the mental well-being of the officers is the lack of expression of the emotions about what they are going through, since police officials are expected to be tough and shall not prioritize their emotions over work. This attitude got deeply imbibed within the system, consequently controlling emotions became essential by all the fellow colleagues and even the community expected the same from the police officials (Brown et al., 1999), followed by the seniors. This has led to health disorders such as high rates of heart disease, stomach disorders and as severe as cancer and psychological disorders like trauma, depression and nervous breakdown (Lord et al., 1991).

Even the studies conducted in the 60s reported that majority of the police officials die due to homicide but the police suicide exceeded even the rate of homicides (Guralnick, 1963) which has increased over the period of time where the homicide to suicide ratio is 1:8 (Chamberlin, 2000). Recent statistics show that the rate of suicide amongst the Indian police officials is on continuous increase (Crime in India, 2013). In fact, in the year 2009, the suicide rate of police officials was higher than the general population (Kulbarsh, 2010). In Uttarakhand specifically, it has risen over the period of time which clearly show cases the severity of the situation. In the year 2014 alone, number of police officials committed suicide was 289 (NCRB, 2014). Divorce rates along with the rates of alcoholism are also high amongst the officers (Violanti et al., 1985).

Reports highlight a high percentage of police officials who have experienced stress (Barnagarwala, 2015) and sought psychiatric help to recover from it. If not dealt at the right time officers also fall victim of Posttraumatic Stress Disorder (PTSD) in extreme situations. Thus, it is essential to investigate the variables that act as organizational stressors which have an adverse impact on the psychological health of the police officials. It is imperative for the researchers involved in empirical research, to investigate the stressors present in the policing profession and their possible consequences along with any moderating factor, if exists, that may regulate the intensity of stress and prevent the probable damage of the psychological health of the police officials. Emotional intelligence is one such factor that has been identified and used by the researchers as a moderator in many behavioral studies with a number of work outcomes. Yet very few studies have explored its moderating nature with respect to the psychological concepts like mental strength and stress. Stress is considered to be a byproduct of police job wherein, Lazarus and Folkman (1984) described occupational stress as the dues paid by the person as a

result of excessive demand at work and limited resources to fulfill them. Greenglass and colleagues (1998) stated in their study that individual's stress levels do not depend only on the stressful events rather they also depends on the availability of resources to cope from them and emotions could be one of that resources. Emotions work at a subtle level, and could be harnessed to protect the mind from the negative impact of stress so could be used to cope up from stress.

2.1 Statement of the Problem:

Stress has become inevitable part of an individual's life these days and policing being one of the most stressful jobs, police officials are amongst the most stressed employees. Massive research into the origin of stress has identified a number of organizational as well as individual level stressors. Out of them, few have been selected for the purpose of this study, on the basis of pilot study and the literature support, as it has been observed that even though policing is a high risk job, but the causes of stress are mostly due to the organizational frustration, that includes issues pertaining to daily routine of personal as well as professional life of the police officer that accumulates and develops stress, eventually affecting the psychological health of the officers. Eisenberger's research supports the fact that the police officials working below the rank of inspector fall victim to these stressors and are amongst the most affected people as compared to other professionals. A lot of psychologists and police researchers have tried to deal with these issues, but due to their limited perspective and lack of focus on more subtle solutions, there has always been a scope for further research. Human intelligence is a 3 layered phenomenon, on the first level brain works intellectually on the basis of logic and gives rational decisions, the second level is that of the emotions and it deals with the feelings and thoughts, understanding and comprehension of this level is termed as emotional intelligence and last comes the soul which is the highest level, wherein understanding of this level is referred to as the spiritual intelligence. The present study examines the solution of the problem from the second level of intelligence, i.e. the emotional intelligence.

2.2 Need and Importance of the study:

The present research focuses on the work environment of the Indian Police Department. Recent reports of NCRB have highlighted a high suicidal rate amongst the policemen working for the Indian Police Department (NCRB, 2014). This was an alarming situation which calls for a deep investigation of the causes which led to such severe consequences. The factors could belong to anyone or all of the domains: organization, family and individual level, it was

imperative to identify the source of such actions. Previous studies and news articles have reported that it is due to the high work pressure and the nature of their work, but other than organizational dimensions, there are other factors too which might contribute in developing extreme stressful situation. Thus, the present study has been structured in a way that all factors from different domains could be identified so as to present a clear picture of the stressor that are actually affecting the psychology of the police officials, in such a negative manner. Stressors like work family conflict and work overload has been discussed in the past police literature but the impact of supervisor's and organizational support with respect to the first line officers is still a least explored area, especially in Indian Police's context. Also, emotions is a forbidden term for the police officials and they fail to understand that a man comes for the duty in his complete self carrying his thoughts and emotions with him, it is an integrated part of one's personality that cannot be separated. Thus, it is important for the authority to start understanding human behavior and psychology (Thomson, 2015) to help them prevent from such psychological disorders and make best use of their human resource. This study examines the various stressors that cause acute mental illness developed as a result of high levels of stress amongst the Indian police officials of Uttarakhand region. Further, appropriate measures to prevent the same and improve the situation, have been discussed.

2.3 Scope of the Study

Due to the time constraint, the scope of the study was limited to Uttarakhand state only, and the study sample was police officials below the inspector rank, which included constables, head constables, sub inspectors and senior sub-inspectors. Further, even though many organizational as well as occupational stressors were present due to the research limitations imposed by the local police department, this research confined only to the limited organizational stressors such as work overload, work-family conflict and perceived organizational support.

3. Definitions of the Constructs used in the study

Stress:

"The nonspecific reaction of the body to any type of demand" by Selye (1946), pp. 32.

"An unpleasant emotional experience associated with elements of fear, dread, anxiety, irritation, annoyance, anger, sadness, grief, and depression" by Motowidlo et al. (1986), pp. 618.

Stress is "something that is imposed on a person usually from outside, that is, external or personal factors that bring about some degree of physical or psychological discomfort", by Brown and Campbell (1994), pp.48.

Work Family Conflict:

“A form of inter-role conflict in which the role pressures from work and family domains are mutually incompatible in some respect” by Greenhaus and Beutell (1985), pp.77.

“Work-family conflict is produced by simultaneous pressures from work and family roles that are mutually incompatible”, by Kahn et al. (1964), pp. 63.

Work Overload:

“Work-role overload arises from the perception that the demands imposed by single or multiple roles are so great that time and energy resources are insufficient to adequately fulfill the requirements of the various roles to the satisfaction of self or others” by Duxbury et al. (2008), pp. 130.

“Work overload represents the weight of the hours, the sacrifice of time, and the sense of frustration with the inability to complete tasks in the time given” by Torelli and Gmelch (1992), pp.5.

“Work overload describes situations in which employees feel that there are too many responsibilities or activities expected of them in light of the time available, their abilities, and other constraints” by Rizzo et al. (1970), pp. 158.

Perceived organizational Support:

Perceived Organization Support: “employees’ global beliefs concerning the extent to which the organization values their contributions and cares about their well-being” by Eisenberger et al. (1986), pp. 501.

Perceived Organization Support is defined as “employees evidently believe that the organization has a general positive or negative orientation toward them that encompasses both recognition of their contributions and concern for their welfare”, by Rhoades and Eisenberger (2002), pp. 565.

Emotional Intelligence:

Emotional Intelligence: “the ability to perceive, understand, and manage one's emotions by Salovey and Mayer (1990), pp. 189.

“Emotional intelligence is the capacity for recognizing our own feelings and those of others, motivating ourselves and for managing emotions well in ourselves and in your relationships”, by Goleman (1998), pp.34.

Psychological Health:

Psychological Health: “a state of well being in which one is capable enough to realize his/her dormant potential and possess the ability to overcome the daily stresses of life, and works productively while contributing to the community “ by WHO (2014).

“Mental health is a state of successful performance of mental function, resulting in productive activities, fulfilling relationships with other people, and the ability to adapt to change and to cope with adversity. Mental health is indispensable to personal well being, family and interpersonal relationship, and contribution to community or society” (see, Tyagi & Dhar, 2014).

4. Research Gaps

Research Gaps explored has been highlighted as under:

- Limited perspective on work and family roles & how they affect the behavior & psychology of the employees.
- Contribution of Organization support in maintaining a psychological balance in services like policing has not been explored in Indian context.
- Few studies have explored the mediating role of stress between the environmental stressors of police officials & their psychological health.
- Lack of research in assessing the moderating effect of emotional intelligence in the service like policing in Indian context.

The present research aims to bring into light the harsh realities of the Indian Police department and spread awareness among the general public as well as the concerned authority about it. Thus, the study focuses on identifying the causes of stress among the police officials in Indian context and its implications on psychological health of the police officials.

5. Research Objectives

The research objectives of this study are as follows:

- a) To study the effect of work family conflict on the psychological health of the police personnel.
- b) To study the impact of perceived organizational support on the psychological health of the police personnel.
- c) To find out the influence of work overload on the psychological health of the police personnel.
- d) To study the mediating role of stress between the work family conflict, perceived organization support, work overload & psychological health.
- e) To examine the role of emotional intelligence in moderating the relationship between stress & psychological health.

6. Outline of the thesis

This thesis constitutes 6 chapters in total along with the supplementary material given in the appendix at the end. The first chapter, Introduction (present chapter as discussed above): deals with the background of the study that involves the foundation on which this research is based in the form of the research gaps which further leads to the formation of research objectives. This section also discusses about the rationale of the study, explaining the need and importance of the present study in the Indian context. Introduction section is followed by the Literature review section that is the chapter-2 of the thesis and has been divided into two sections, one which describes the context of the study and the other which introduces the constructs under study. The first section talks about a detailed description of the context of the study, i.e the Indian Police Department and the other section provides a glimpse of the variables used in the present study such as Work-family conflict, work-overload, perceived organization support, stress, emotional intelligence and psychological health. Chapter 3 discusses the theoretical framework on which the thesis is built, considering the variables chosen for the present study. This particular section also defines the hypothesized relationships developed amongst the variables, supported by the relevant literature. Moving on, chapter 4 includes the methodology section that indicates the nature of the study, mode of data collection and analysis techniques in detail followed by the results section in chapter 5, indicating the results obtained on the basis of the analysis of the responses obtained from the respondents. And lastly, chapter 6 includes the discussion section, which gives the explanation for the results obtained in the present study.

7. Conclusion

Starting with the background of the study undertaken, the present chapter swiftly moves to discuss the need and importance of the study along with the scope of the study. The variables identified in the study have also been defined in this chapter along with the research gaps on the basis of which the research objectives are formed. In the present chapter the statement of problem under study has been discussed in detail. The chapter also brings forward the overview of the complete thesis in the form of the different chapters under the head Outline of the thesis.

CHAPTER TWO: THEORETICAL FRAMEWORK

1. Introduction

This chapter introduces the theoretical model used for the present study. The two main themes of the study identified were stress and emotional intelligence and considering their role in the study theories developed around these concepts were studied as discussed in the chapter. From the various theories and models developed around the two constructs, Conservation of resource theory for explaining stress and Ability Emotional Intelligence model for emotional intelligence has been chosen for the present study.

2. Theoretical Perspectives

2.1 Conservation of Resource Theory (COR)

The last 25 years of research on the theory of Conservation of resources has brought forward varied dimensions of this motivational theory. The COR theory occupies a significant position in the literature as well as is valued globally by the academicians (Halbesleben et al., 2014). Conservation of Resource theory, originally given by Hobfoll in 1988, is one of the most commonly used motivational theory in the field of organizational behavior. The theory is based on an ideology that “individuals are motivated to protect their current resources and acquire new resources”, where ‘resource’ refers to ‘any object, state, condition and other thing that a person values’ (Hobfoll, 1988). The basic principles that build the foundation of the COR theory are “Principle 1: Resource loss is more salient than resource gain.

Principle 2: People must invest resources to gain resources and protect themselves from losing resources or to recover from resource loss.

Corollary 1 Individuals with more resources are better positioned for resource gains. Individuals with fewer resources are more likely to experience resource losses.

Corollary 2 Initial resource losses lead to future resource losses.

Corollary 3 Initial resource gains lead to future resource gains.

Corollary 4 Lack of resources leads to defensive attempts to conserve remaining resources.”

These tenets have been tested in the various studies (Lee & Ashforth, 1996, Whitman et al., 2014) in relation with the several conceptual models. Resources have been defined by Hobfoll as “ things that people value, with an emphasis on objects, states and conditions”, but this definition has been contradicted by many researchers as sometimes even good things have

bad outcomes (Halbesleben et al., 2014) and hence resources have been re-defined as “anything perceived by the individual to help attain his or her goals” considering a goal directed definition (Halbesleben et al., 2014). Psychological resources have been categorized in different sections such as: Objects, social support, constructive, energies, key resources and macros (Halbesleben et al., 2014). According to the conceptual model researcher is analyzing the level of stress that occurs due to the loss of macro category resource such as lack of friendly workplace policy (Flory et al., 2010a; Ojha, 2015a) which leads to the development of work-family conflict, second, loss of energy category resource such as no time away from work due to work-overload that reduces recovery time and lastly, social support category resource, i.e. low organization support for the employees. Stress has been explained as “a state of acute mental or physical pressure that causes negative changes in the human body” (see, Tyagi & Dhar, 2014). Many models; such as homeostatic and transactional models of stress have explained the perception and the importance of maintaining balance between demand and response capacity (Tyagi & Dhar, 2014). Another theory called conservation of resource (COR) filled the gap between environmental and cognitive aspects of the concept by introducing behavioral perspectives to analyze the situation and clinched to different dimensions of various stress theories (Hobfoll, 2001). As evident from the past research, stress has been explained well by means of COR model (Hobfoll, 1989) in a way that stress is said to be a function of lost resources in the process of dealing with work-family roles (Grandey & Cropanzano, 1999), work overload and low organizational support. Hobfoll (1989) has proved that personal traits (self-esteem, emotional intelligence) and situations resists and prevents the deteriorating effect of the stressors. Hence, the study integrates another important dimension, i.e. emotional intelligence, which is the actual resource that could act as a buffer for the negative outcomes of stress. Hobfoll (1989) argued that individuals invests their surplus resources in order to make potential gain in future which will further attract more resources and form a chain. Contrary to this, employees who sense a lack of resources with them are exposed to strain and tend to conserve their available resources; they invest their limited resources consciously. Such interplay with the resource loss and acquisition has a significant impact on the psychological well being of an individual (Halbesleben et al., 2014).

Following Xanthopoulou et al. (2007) the researcher chose COR theory as the foundation for the study because of the dynamic image it has and the suitability of the theory to the well knitted proposed model.

2.2 Emotional Intelligence Theory

Human intelligence has been an area of research in management domain since the beginning of 20th century when Thorndike (1920) came up with the concept of social intelligence. Thorndike (1920) categorized intelligence into three broad sections, ‘a) Abstract-scholastic intelligence (ability to understand and manage ideas), b) Mechanical-visuospatial intelligence (ability to understand and manipulate space and concrete objects) and c) Practical intelligence (ability to understand and manage people and act tactfully in society)’. Out of these three, ‘practical intelligence’ is related to the abilities that people develop to attain their ordinary goals and plays a vital role in day to day interactions (Sternberg et al., 1995). Social intelligence is closely related to the idea of practical intelligence and was further explained by Gardner (1983) as one among seven intelligence domains in his theory of multiple intelligence. Traditional views of social intelligence lack a focus on one’s own and others’ emotions that may guide the behavior of an individual in a more favorable way (Kagan et al., 1984). Also, social intelligence blends majorly verbal and visual intelligence (Salovey & Mayer, 1990), whereas emotional intelligence is broader as it includes internal, private emotions which are considered to be important for personal growth (Mayer et al, 2004).

2.2.1. *Multiple Intelligence*

Emotional intelligence has its roots in the theory of multiple intelligence as forwarded by Gardner (1983). According to this theory, "we are all able to know the world through language, logical-mathematical analysis, spatial representation, musical thinking, the use of the body to solve problems or to make things, an understanding of other individuals, and an understanding of ourselves. Where individuals differ is in the strength of these intelligences - the so-called profile of intelligences- and in the ways in which such intelligences are invoked and combined to carry out different tasks, solve diverse problems, and progress in various domains." (Gardner & Hatch, 1989). This theory emerged from cognitive research and claims that “people possess different kinds of minds and therefore learn, remember, perform, and understand in different ways," He proposed that there are seven distinct intelligences namely: “1. Verbal-linguistic intelligence, 2. Logical-mathematical intelligence, 3.Spatial-visual intelligence, 4. Bodily-kinesthetic intelligence, 5. Musical intelligences, 6. Interpersonal intelligence, 7. Intrapersonal intelligence”, where interpersonal intelligence refers to the “capacity to detect and respond appropriately to the moods, motivations and desires of others” and intrapersonal intelligence refers to the “capacity to be self-aware and in tune with inner feelings, values, beliefs and thinking processes”. The concept of Emotional Intelligence (EI) belongs to the interpersonal and

intrapersonal category of multiple intelligence theory. Later Daniel Goleman (1998) took the concept a step forward and promoted EI by claiming it to be more important than the IQ stating that “ it is as powerful and at times more powerful than IQ” (p.34). The foundation of Goleman’s model is the ‘emotional competencies’, described in the form of five components of emotional intelligence, namely:

- 1) Emotional self-awareness — being aware of one’s own feelings, moods and understanding their impact on others.
- 2) Self-regulation — controlling or redirecting one’s emotions; anticipating consequences before acting on impulse
- 3) Motivation — A passion to work for internal reasons that go beyond money and status, utilizing emotional factors to achieve goals, enjoy the learning process and persevere in the face of obstacles
- 4) Empathy — sensing the emotions of others and treating people accordingly.
- 5) Social skills — managing relationships, inspiring others and inducing desired responses from them

Further, Bar-On and colleagues (2000) gave a model explaining the concept of emotional intelligence EI based on “non-cognitive intelligence” that constitutes five factors explained in the EQ-I (Bar-On, 1997; Bar-On et al. 2000), they are:

- 1) “Intrapersonal EQ - emotional self-awareness, assertiveness, self-regard, self actualization, and independence
- 2) Interpersonal EQ - empathy, relationship skills, and social responsibility
- 3) Adaptability - problem solving, reality testing, and flexibility
- 4) Stress management - stress tolerance and impulse control
- 5) General mood - happiness and optimism”

The above models and theories gave the foundation for the development of the concept of emotional intelligence, but the most widely accepted model in the field of management is the ‘Ability model of Emotional Intelligence’ given by Salovey and Mayer (1990).

2.2.2. Ability Emotional Intelligence

Emotional Intelligence was developed as a psychological theory by Salovey and Mayer (1990), which connects affect (emotion) and cognition (thought) based on which a four factor ability-based model of emotional intelligence was developed and has emerged as the most valid

model of emotional intelligence to date (Van Rooy & Viswesvaran, 2004). Research on ability-based EI began in the early 1990's when Mayer et al. (2004) came up with the definition of EI as "the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (Salovey & Mayer, 1990, pp. 189). Later, it was realized that the definition was vague since it did not emphasize on the feelings and dealt only with the perception and regulation of the emotions, which introduced a new definition stating that "emotional intelligence involves the ability to perceive accurately, appraise, and express emotion; the ability to access and / or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth" (Mayer & Salovey, 1997, pp. 10). The understanding on which the concept was defined portrays emotions as a reflection of the interactions between a person with his friend or family, situation or society and between a person and his/her memory. EI refers to the ability to comprehend the pattern of such emotional interactions and to reason and solve problems based on them (Mayer & Salovey, 1997). The model has been explained by means of four (4) factors namely: the ability to perceive, facilitate, understand, and manage emotions, which could be explained in detail as: "a) ability to identify emotions in self and others, b) ability to use emotions to reason, c) ability to understand emotions, and d) ability to manage emotions in self and in emotional situations" (Codier & Odell, 2014). In simple terms, EI can be understood as one's capacity to execute abstract thought and the ability to learn and adapt to an environment (Cherniss, 2010). Currently, the concept of ability-based emotional intelligence is based on a growing body of relevant research (e.g. Averill & Nunley, 1992; Mayer et al., 1990; Salovey & Sluyter, 1997).

The theoretical basis of the current study is stress and emotional intelligence that gives better understanding of the inter-relationship shared by the two constructs moderated by emotional intelligence. People strive to either acquire or maintain resources that have value for them. In addition, it described the consequences of both intra as well as inter-role stress (Morelli & Cunningham, 2012). The COR model complimented by the theory of emotional intelligence is best suited for the present study since COR model describes how the inter role conflict of moving between work and family roles, along with the work overload and organization support causes stress due to the loss of resources in the process of performing the assigned job. Further, role of emotional resources in maintaining a balance between the job demands and scarcity of resources is explained well by the ability model of emotional intelligence.

3. Conclusion

The present chapter provides the foundation of the study i.e. the theoretical base on the basis of which the study is designed. The chapter discusses the development of the theories associated with stress and emotional intelligence over the time period. The two theories used for the study: Conservation of Theory and Ability Emotional Intelligence were explained in detail to help in understanding the concept and the relevance with the hypothesized model. The next chapter discusses the review of literature for the purpose of hypothesis development.

CHAPTER THREE: LITERATURE REVIEW

1. Introduction

The present chapter explores the background of the Indian police describing the culture and history of its emergence along with the work-environment of Indian police that eventually leads to discussion of the issues related to policing while identifying their causes & consequences. Further, the chapter also includes the description of the constructs under study such as Work Family Conflict, Work Overload, Perceived Organization Support, Stress, Psychological health and Emotional intelligence along with the literature support of the relationships hypothesized. Supporting literature utilized to investigate the relationships among stress and its antecedents include work-family conflict, work-overload and perceived organization support and its outcome psychological health has been discussed. Relationship of emotional intelligence as a moderator in between stress and psychological health has also been explained, supported by the related literature, hence forming the hypothesis.

2. Context of the Study (Organizational background)

2.1 Policing

The word ‘policing’ have its origin in the word ‘politics’ which means “the governance of the city or state”. It was widely used to signify social regulation and law enforcement agency. History of policing has been categorized into three sections i.e. ancient, medieval and early modern history after that came the metropolitan policing in the eighteenth (18th) century designed by Sir Robert Peel. In the ancient and medieval times, there was no structured system of policing, volunteer constables, watchmen and ‘prefects’ were responsible for safety of the surrounding areas. The first systematic policing came into existence during the tenure of Sir Robert Peel, when he was appointed as the Home Secretary of London in 1822. With the advent of Industrial Revolution, it was felt that there is a need for a structured security system which led to the development of Bobby police or the London police as it was known in the eighteenth (18th) century, created by the Britishers. It was the first police system created in 1829 by an act introduced in Parliament by the home secretary, Sir Robert Peel (the nicknames “bobbies” was used for policemen) and replaced the old system of watchmen which had the sole motive of keeping the neighborhood safe. It also replaced the River (Thames) Police and the Bow Street patrols (a small body of police in London who had been organized in the mid-18th century by the novelist and magistrate Henry Fielding and his half brother, Sir John Fielding).

The original headquarters of the new London police force were in Whitehall. Establishment of London Police was the first step towards the formation of a framework to protect the citizens and maintain law and order of the country.

2.2 Indian Police & its framework

As the name, India hits the ears, the brain wires carries an image of a culturally diverse nation with a huge population and a democratic system of government that binds them to a common code of conduct (Geetika & Pandey, 2007). Policing is a part of that same system; that ensures the safety and security of the citizen and bears the responsibility of maintaining law and order of the country. Indian police is an important pillar of the democratic style of the government of India. Police is the watchdog in a democracy and have three fold duty to perform, first, enforcing the rule of law; second, assisting the judiciary in the dispensation of justice and third keeping a check on the internal security of the country. The Indian Police department has its root in the pre-independence era, where the Britishers formed the security force for the internal security of the country, to maintain law and order was the basic motive (Kumar, 2009). Earlier the police was used to suppress the revolutionaries and control the freedom fighters, but the underlying objective was to maintain the law order. One of the drawbacks observed was that the cruelty and brutality used against the citizens during the pre-independence era was imbibed in the system and prevailed till date, sometimes even on the general public. Being ruled by the Britishers for about 100 years, India had a huge impact of British systems on its functioning. Indian police is modeled on the British system of policing, which had its own pros and cons. The positive side of it was the creation of a sound police system with a professional approach, toughness and objectivity in work. The policemen imbibed sense of pride and commitment towards their organization (Purang, 2011) and work in hand.

2.3 Organization structure

Indian Police is one of the branches of the Indian Administrative system, and is under the jurisdiction of the State government. As the government of each state differs, their style and norms for their respective police might also differ which is reflected in their functioning. A hierarchical structure is followed in the Indian Police system where the head of the police force in the state is the Director General of Police (DGP), who is the representative of the police force to the state government and holds an advisory position to discuss about the police matters with the state government. The jurisdiction of the state takes place at different levels as the area of the state is divided in different zones, as per the following diagram.

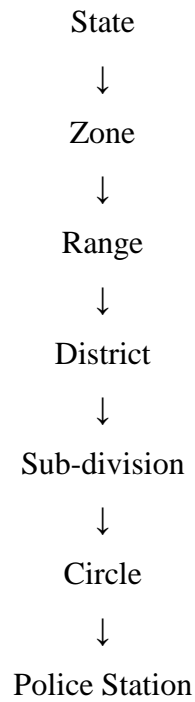


Figure 1: Levels of Jurisdiction of State Police

States are divided in territories which act like administrative units known as districts and is headed by the rank of Superintendent of Police. Combination of districts forms a range that has Deputy Inspector General of Police as the in-charge. Further, two or more ranges are joined together to form a zone, which only few states have, since it depends on the size and population of the state, these zones are governed by the officer of the rank of an Inspector General of Police. Dividing a district in further smaller sections involves forming a sub-division, headed by Assistant/Deputy superintendent of police (ASP/ Dy.S.P), this sub-division is further divided into circles in some states, depending on its area, population and degree of crime, they are looked after by the inspector. Lastly, there are the police stations which are the basic unit of police administration and are looked after by the inspector or the sub-inspector. Police station is further divided into beats (local areas) which are assigned to the constables for patrolling and surveillance etc. In rural areas or smaller police stations, the officer in charge is usually a Sub-Inspector of Police.

Hierarchical Structure of the Indian Police department

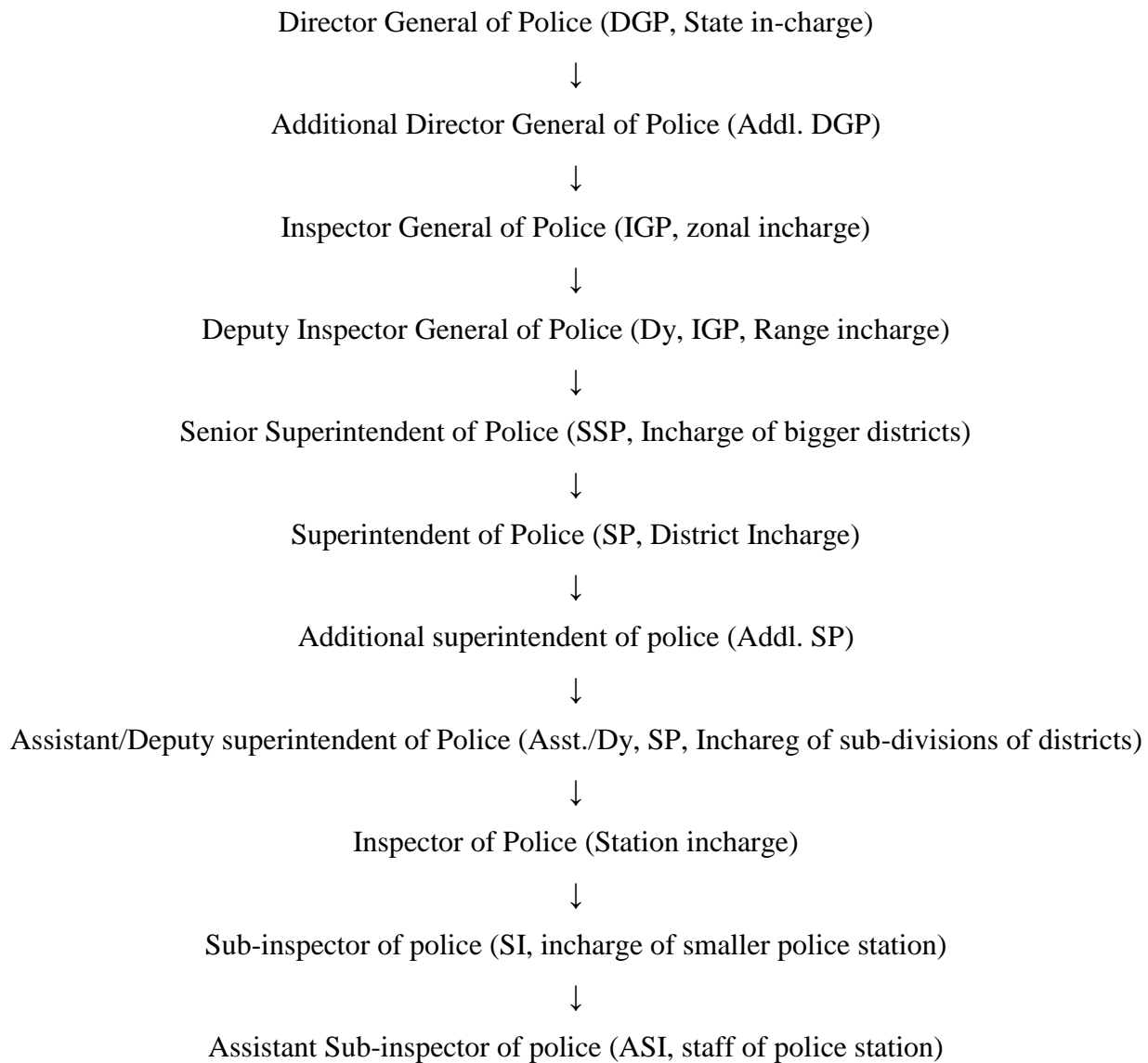


Figure 2: Hierarchical Structure of Indian Police Department

2.4 Pyramid of Police:

As shown above, the Indian police recruits and appoints officers at two levels, Level 1: The Indian Police Service (IPS), recruited at the central level and appointed in the states and Level 2: Officers selected and appointed at state level, this level has a sub-division of constabulary level. In India, policing is majorly a state affair and is governed by the individual governments of the respective states. The government authority which acts as the governing body is the Union Public service commission (UPSC), however it is the state government that

lays down the ground rules for its respective state police. The Indian police has a hierarchical organization structure wherein the Level 2 officers are accountable to and follow the instructions of Level 1 officers. There is a huge power distance between the Level 1 and level 2 officers which is reflected in their formal interactions and work style, reflected in the pyramid of police.

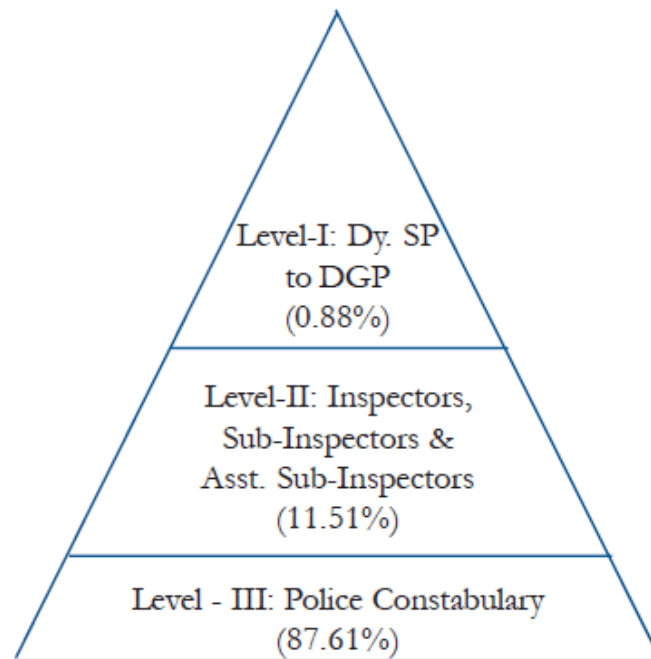


Figure 3: Pyramid of Indian Police

The huge power gap between the DGP and constable is one of the important reasons for the faults in the policy making for the employees. As evident from the pyramid, constabulary is the base indicating they are the highest in number constituting 87.61% of the total force. Further, the Level 2 officers i.e Inspectors, Sub-Inspectors and Assistant Sub-Inspectors accounts to about 11.51% of total strength.

Level 1 officers: DySP/ASP to the DGP contribute to just 0.88% of the total police strength. (NCRB, 2014).

2.5 The police hierarchy- Recruitment

Recruitment in the Indian Police department takes place at four levels, which has its own pros and cons. The advantage is that fewer applications has to be handled at each level instead of a bulk of applications for different post scrutinized via same procedure, there are different levels for different post and applications are directed to the respective level, so the application handling becomes easy. On the other hand, an important disadvantage is that a person recruited at certain level cannot be promoted to the next level, he/she can be promoted only to the highest position of that particular level not beyond that. These four level includes: “ 1) Indian Police Service

(IPS) level; 2. Deputy Superintendent of Police level (Dy. SP); 3. Sub-Inspector/ Assistant Sub-inspector level (SI/ASI); 4. Constable level". The top three levels require graduation as the minimum qualification, whereas constables need only High School certificate to become eligible for their post. Age limit ranges from eighteen (18) years minimum and 20-27 maximum, it also varies from state to state. Recruitment at different levels prevents the growth of the officers, such as at the lower levels once a police officer is recruited at constable level, he/she can stay in this level and can reach maximum to the post of Head Constable only, even if he graduates and become eligible for next level, but no promotion to next level is allowed to them. There is a glass ceiling which the lower level employees cannot break even if they deserve to be on the next level. Such, hierarchical system disappoints the employees and de-motivates them leading to a sense of distrust and disrespect for the system.

2.6 Uttarakhand Police

Uttarakhand police has eight (8) branches namely: civil police, armed police, Provincial Armed Constabulary (PAC), Crime investigation department, police telecom, forensic science laboratory, fire service and SDRF wings operating under the state governance, out of these eight (8), two are of immense importance: 1) Civil Police force 2) Armed Police force. These two components of the police force are different in their functions, since the civil police is responsible to control crime, and included the police forces of district, range, zone and state level along with the specialized branches to deal with crime, intelligence and training problem. On the other hand, the armed police is expected to deal with law and order situations, the district level armed force comes into action to meet the emergency situation only before the state armed police arrives to tackle the situation. In total, Uttarakhand Police has 152 police stations operating in the state.

Since independence till 21st century (1947-2001) the strength of civil police has increased by 351.9% and for the armed police it grew to 161.2% due to the growing crime and increasing population. Currently 74.2% of the total force is the civil force and armed force contributes to 29.8% of the total.

2.7 Operations

Police plays an important role as the grass root executors. They are basically performers i.e. actual doers in the field. Police as the cutting-edge of the governance, enjoy enormous powers. As the taskmasters of the statecraft, they are invested with diverse rights and privileges. They have a peek to all-private as well as public activities of the citizenry. They can constraint

people to perform specific tasks and forbid from doing others in the national and public interests. They prevent, check, prohibit, restrain, regulate, confine or arrest erring people and use weapons to hurt or kill, depending on time-to-time needs dictated by the circumstances. This wide spectrum of powers is the tool of the police in serving the interests of justice.

Duties as per the Police Act 1861 involve: “1) Obey and execute all orders and warrants lawfully issued by any competent authority; 2) Collect and communicate intelligence affecting the public peace; 3) Prevent commission of offences and public nuisances; 4) Detect and bring offenders to justice 5) Apprehend all persons whom he is legally authorized to apprehend and for whose apprehension sufficient ground exists.”

2.8 Police Culture & Behavior

Schein (1985), defined culture as “a pattern of basic assumptions - invented, discovered or developed by a given group as it learns to cope with its problem of external adaptation and internal integration - that has worked well enough to be considered valid and, therefore, to be taught to new members in the correct way to perceive, think and feel in relation to those problems” (p. 9). Culture of Indian police depends largely on the practices followed by the founders of the department (Tyagi et al., 2016). Indian police department was formed by the Britishers as per the norm of the Indian Police Act of 1861, with an objective to safeguard the countrymen and oppress the revolutionaries. The colonial image of Indian police department did not fade away even after more than 60 years of independence (Mitra & Gupta, 2008; Thomson et al., 2014). The practices followed by the officials then still have their influence on the present day police. Culture reflects the value system and the mentality of the group (Bhagat, 2003; Rao, 2013). Police officials are believed to have a negative approach and rude behavior towards the citizens. In policing, the work style is highly influenced by the work culture and it determines the quality of public dealings (Pacoy, 2004), which further instills or deteriorates the confidence of citizens in the police (Dhar, 2015a; Dhar, 2015b; Tyagi et al., 2016). Citizens perceive police as their foe rather than friend, reason being the ill-treatment received from them.

2.9 Police Human Resources

The strength, vitality, quality and real test of any organization depend upon its human staff and the process of its man management. Policing is a human resources oriented profession with boundless need of motivation for successful operations (Neeraj & Geetika, 2006; Pathak et al., 2011). It is the human quality in the force that determines its effectiveness and vitality, yet in the present day policing, human resource is the most neglected component of the police force

(Shane, 2010). The initial period is the most important time in the career-life of the fresh recruit, since the warming-up period is based on the psychological needs of the human nature. Besides developing a sense of confidence and belongingness, it also instills love, respect and loyalty towards the organization and seniors, if treated well in the initial period of recruitment (Rao, 2010). Indian police failed to understand such finer nuances of administration in the process of adapting from the British system of policing and hence, the recruits who enter with open sensibilities and high expectations, wither after braving for a while the brusque and insensitive conduct of their higher ranks (Kumar, 2009). These recruits continue to be constant enemies of the higher rankers and the department for which they have to work for another 3-4 decades while risking their lives for it (Kumar, 2009). So it is imperative for the department to understand the importance of their human resources and cater to their needs so as to increase their efficiency towards their duty.

2.9.1 Issues related to Indian Police

The most important unit of the police department is its human resource and the irony is that maximum issues are related to the same. The Indian police are weighed down with an impossible quantum of responsibilities and tasks. This work-pressure adversely affect the mental balance and it is impossible to expect a man flooded with responsibilities and tasks to spare his time for the niceties of human qualities (Kumar, 2009). Police can afford the comfort of humaneness only when they are insulated from the diversions of their occupational hazards. The police organizations functions effectively only when good living standard is made affordable to all ranks, so that they can deal with anti-social elements from a level of strength and confidence with the surety of their family being safe and sound. A feeling of fair compensation and contentment is certain to raise the police above the physical and security needs level to give free expressions to natural human tendencies, but the Indian system lacks in providing such basic amenities. Limited resources and lack of interest of the officers in the welfare activities for the policemen has led to many individual as well as organizational level issues (Tyagi & Dhar, 2014). Policing being a dangerous profession, demands family security and welfare funds for the benefit of their human resources. Another factor that weakens the morale of the police force is the weak support from their leaders (Bhagat, 2002). Lack of trust and confidence in the subordinates creates a sense of insecurity and differences between the senior-subordinate relationship. All such issues and many more require attention of the system for improving the situation.

Based on the understanding of the system and the issues related to the same, we have devised the present study, taking into consideration some of the important aspects and provide suggestions for some of the problems in hand.

3. Identification of papers

In order to get an in-depth understanding of the previous works carried out in this area four electronic databases were used: EBSCO (1960–2015), Sciencedirect (1960–2015), and the Google Scholar (1960–2015), SCOPUS (1960-2015). Relevant papers up to and including 2015 were selected. The search strategy was to use the keywords and text words for each of the variable: Work-family conflict, work overload, perceived organizational support, stress, emotional intelligence and psychological health. The search included all types of employment preferably the population under study i.e. police and all countries including India but was limited to abstracts in English. Psychological health included searching for anxiety, depression, emotional exhaustion, and psychological distress.

3.1 Selection criteria

Abstracts were selected for retrieval of the paper if they were shortlisted to be included and described about the relationship of the constructs or even described the construct independently.

4. Description of Key Constructs

4.1 Work Family Conflict

Conflict is a state of mental duality where the two domains hold equal importance and interfere in each other's functioning, leaving the mind in an indecisive state. In the 21st century, where the parents are mostly dual career couples, leads to work-life imbalance developing a kind of conflict in between the work and family demands (Geetika & Srivastava, 2009). This situation has created a highly demanding work environment, where the exclusive demands of work and family are in utter conflict leading to the work-family imbalance eventually causing work-family conflict. Work-family conflict (WFC) refers to a state of incompatibility amongst the two important dimensions of life, i.e. work and family (Greenhaus & Beutell, 1985, p. 77). Literature has ample evidence regarding the journey of development of the concept of work-family conflict in the field of management since 1964 (Kahn et al., 1964). The concept of work family conflict was introduced by Kahn in 1964 where he explained role conflict as “simultaneous occurrence of two (or more) sets of pressures such that compliance with one

would make more difficult compliance with the other" (1964, p. 19)" and "inter-role conflict as a form of role conflict in which the sets of opposing pressures arise from participation in different roles". Work family conflict is a type of inter-role conflict that occurs due to the interference of the two most important aspect of life; work and family into one another's domain. Past researchers have defined WFC as "a form of inter-role conflict in which the role pressures from work and family domains are mutually incompatible in some respect" (Greenhaus & beutell, 1985, p.77). Another definition given by Kahn described WFC as "Work-family conflict is produced by simultaneous pressures from work and family roles that are mutually incompatible" (Kahn et.al., 1964, p. 63). The concept of WFC has its root in the role theory given by Kahn et al. (1964) which says that individuals' behavior depends on the expectations that others have for them. Role theory proposed that the expectations surrounding different roles become the main source of inter-role conflict when it involves pressure and dominates over individual's time to satisfy all the work and family roles. Other important theories associated with the concept of WFC are social identity theory and spillover theory given by William and Alliger (1994) respectively. According to the social identity theory (Lobel, 1991) "individuals classify themselves in various social categories which define their identities and the roles they hold in a social environment" (p. 508), for instance a person could identify himself as a valued employee or a good parent, each of these roles will provide a different aspect of identity to that individual. For few, being a valued employee is the most important aspect of their identity, whereas for others role of a parent is more valuable. The situation of conflict occurs when an individual who prefers a particular role is forced by the situational factors to devote less time to it and focus on other roles. These situational constraints could be job-related, family-related or individual-related factors predicting the extent of work-family conflict experienced by an individual. Another important theory is the Spillover theory, which advocates that the emotions (mood, stress and thoughts) generated in performing one role domain often affect or spill over into other domains (William & Alliger, 1994). This overlapping of thoughts causes distractions, which rises due to poor role quality, and results in negative outcomes.

There are three different forms of WFC conflict, time based WFC, Strain based WFC and behavior based WFC. Time-Based Conflict refers to the conflict that is caused due to the inability to devote time to an activity of one domain, due to its simultaneous time commitment towards the other activity of another domain and is in synchronization with excessive work-time and schedule conflict (Pleck et al. 1980). Strain-based conflict involves the role-produced strain that is the stressors of one domain like anxiety, tension and fatigue will interfere in the roles of other domain and affect the performance in other roles (Chandra et al., 2013; Singh &

Patwardhan, 2012. As mentioned in the literature, work stressors produce symptoms such as depression, irritability, apathy (Brief et al., 1981). The third form is the behavior-based conflict that explains the incompatibility of the expectations and specific in-role behavioral patterns between the domains of work and family. Behavior developed while working in one domain may not be compatible for the other, which causes the conflict between the two (Tone et al., 2008). For instance, Burke and Weir (1977) have discussed in their study that the behavioral pattern shown by men at work may not be compatible with that which is expected at home (cited in Burke and Bradshaw, 1981). Also, the emotional restrictedness at work is not acceptable in the family, where openness is preferred (Bartolome & Evans, 1980), similar conclusions have been reported by Greiff and Munter (1980).

There are two kinds of sources for all the three forms of WFC, one is work related sources of conflict and another is family-related sources of conflict, family related source of conflict lead to family-work conflict and work related sources of conflict lead to work-family conflict. Work-related source of conflict include: number of hours worked and commuted per week (Bohen & Viveros-Long, 1981; Pleck et al., 1980). Also, frequency of overtime and irregularity of shift work (Pleck et al., 1980) and inflexibility of the work schedule contributes to time-based WFC (Herman & Gyllstrom, 1977). For strain-based conflict, work- stressors were work environment, low level of support from the leader, stress in communication and high level of mental concentration required for work (Burke & Weir, 1980). Stressful events such as poor job-person fit, adjusting to job change and unfulfilled expectations develop tension and frustration that has a spillover effect on the non-work life of the individual (Bartolome & Evans, 1980). In the same line of results, Kanter (1977) suggested that those who face 'interaction fatigue' at work withdraw themselves from personal contact at home causing conflicting situations. Even though time-based and strain-based conflict have are distinct conceptually, yet they share common sets of work-stressors. Family-stressors include disintegration between husband-wife about the family roles and husband's attitudes towards wife's employment status (Chadwick et al., 1976; Eiswirth-Neems & Handal, 1978) also contributes to family tension. Also, disagreement in the basic belief system of the couples weakens the mutual support system and produce stress.

Work family conflict and family to work conflict are the two important inter-role conflicts that occur due to the interference of the other. In simpler terms, an individual is unable to devote time to its family, which creates a state of conflict, whereas the family-work conflict means a person is so engrossed (physically or mentally) in the family issues that it hampers its work and the individual is unable to work diligently due to the family role interference in his

work. The above two are bi-directional in nature which means that there is a high possibility/probability of occurrence of another if one is already present. In the present study, Work-family dimension has been studied in detail instead of family work conflict, one of the reasons to select work-family conflict over family to work conflict is that past studies has supported that males experience more work-to-family conflict than females (Perkins & DeMeis, 1996) and the sample of the study is majorly males thus the work-family conflict was more relevant for the study. Later the scales were developed to measure the work-family and family-work conflict numerically and the same were validated in different contexts (Netemeyer et al., 1996). Further, Kelloway et al., 1999, developed a 22-item scale that measures the direction and nature of work and family conflict. Another important measure of WFC comprised the questions taken from National Study of the Changing Workforce (NSCW, Aumann & Galinsky, 2011). Further, Carlson et al. (2000) came up with another scale for measuring WFC, but the most popular and extensively used scale till date was the one developed by Netemeyer et al. (1996), which has been used in the present study.

4.1.1 Antecedent & Consequences:

The meta-analysis of the construct work-family conflict discovers different aspects of it indicating various antecedents and consequences of the variable. According to the predictive model given by Aminah (2008), there are three main characteristics of work domain that acts as predictors of work-family conflict, they are job-related factors, family-related factors and individual related factors.

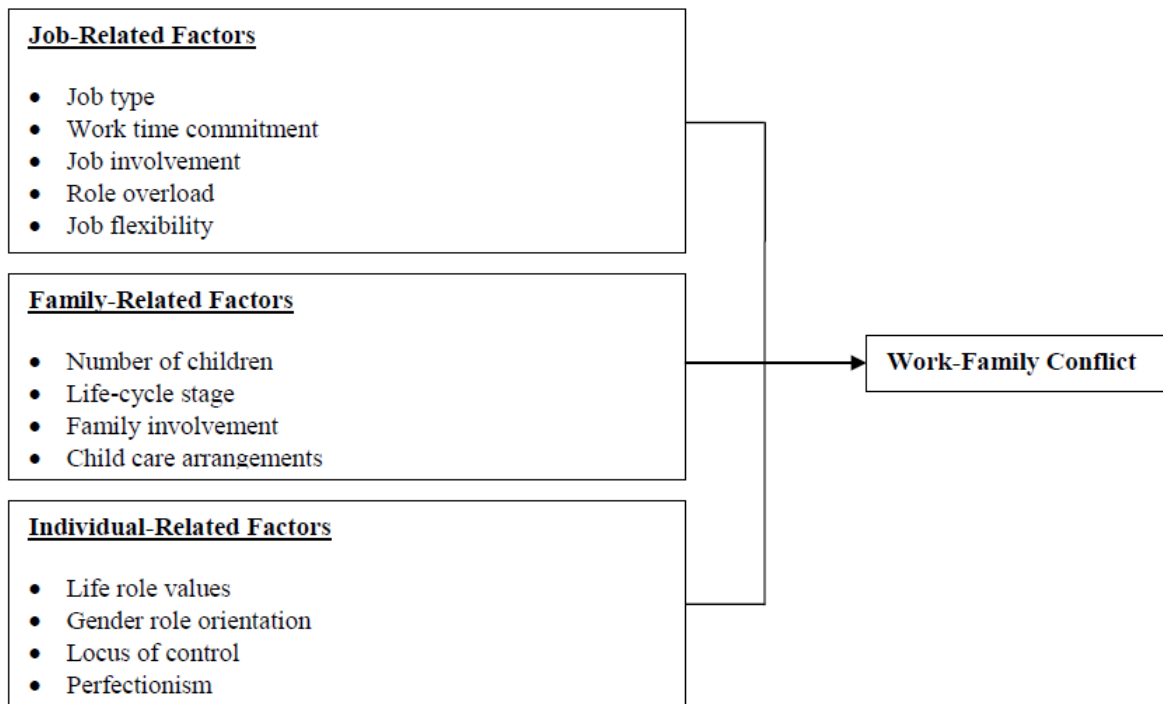


Figure 4: Antecedents of Work Family Conflict

Besides the above mentioned factors, antecedents of work-family conflict also include work role stressors, work social support, work characteristics and personality (Michel et al. 2011). Youngcourt and Huffman (2005) have studied the work family conflict aspect of the police officer’s life and highlighted the job related stressors such as work-time commitment and job in-flexibility to be amongst the few that lead to the work-family conflict amongst the police officials. Further, irregular shift timings and lack of welfare activities for the policemen create organizational factors which lead to the development of work-family conflict in the policing profession (Burke, 1988). Findings of the study conducted by Roberts and Levenson (2001) shows that stressors relating to the nature of job of police officials affect their relationship with their family members, such as the shift work affects the family activities, being on-call may intervene in the family vacations and the stress developed at work is carried forward from workplace to home, resulting into unnecessary disturbance and violence in the family.

Researchers have reported that work-family conflict leads to higher levels of anxiety and stress (Frone et al., 1992) as an outcome of the inability to match the demands of both the domains (work and family). As the Scarcity theory (Marks, 1977) explains that, “personal resources of time, energy, and attention are finite, and thus the need to devote more resources to one role means there is consequently fewer resources available to the other role” (Edwards & Rothbard, 2000), hence in order to match the expectations of both the roles, a person is left

drained out and experience higher levels of stress leading to burnout (Frone et al., 1992), lowering the psychological as well as physical health of the police officials. Work-family conflict has also contributed in lower levels of job satisfaction and work performance (Eby et al., 2005). Higher rate of absenteeism, job turnover and lower organizational commitment (Antoniou & Cooper, 2005; Eby et al., 2005) are also amongst the few consequences of work-family conflict. Negative effects on the health status of the employees (Maurya & Agarwal, 2013) displayed in the form of psychological disorders like depression, somatic illnesses and substance/alcohol abuse has also been observed (Frone et al., 1992).

Past researchers have explored this dimension majorly in context of antecedents and consequences but very few studies have tried to assess the overall effect of such conflict on the lives of the police officials especially in context of Indian police.

4.2 Work Overload

Workload (WO) was defined by Hart and Staveland (1988) as "the perceived relationship between the amount of mental processing capability or resources and the amount required by the task" (p.140). It is a situation characterized by long working hours, less breaks, impractical expectations of task completion in some given time limit with available resources. Torelli and Gmelch (1992) has explained work overload as 'the weight of the hours, the sacrifice of time, and the sense of frustration with the inability to complete tasks in the time given'.

The concept of work overload was first taken up by the medical research scientist for testing the effect of overload on the hormonal changes occurring in the body, when in 1979 Caplan and Cob tested the impact of work overload on cortisol, an adrenal hormone (Caplan et al., 1979). The three different types of workloads identified were quantitative work overload, qualitative work overload and transient work overload. Quantitative and qualitative work overloads can be further be divided into two categories, overload and under load. Even before Caplan, Sales (1970) and later Kahn (1980) had differentiated between quantitative and qualitative work-overload, and defined quantitative work overload (QNO) as a condition where employees are required to do more than they are able because of the time limitations. Qualitative overload occurs when each separate task is beyond the individual's ability such that, regardless of the time available, the individual cannot do the tasks. Later, Poulton (1978) came up with another dimension of workload, where an individual experiences phases of work overload and under load throughout the work-day; it is termed as transient workload. The important characteristic of the transient work load is its variability of work demands (quantitative /qualitative) during a given period of time. Work overload may be a result of the forces acting in the environment, and

could be in the form of an internal force or an external force. Internal force refers to the causes such as the inability to say 'No' to the extra work assigned whereas external forces includes the forceful assignment of work by the supervisor to the employee. External forces are unavoidable in organizational settings since a 'No' to the task assigned by the senior may lead to bad appraisals, job insecurity, and bad relationships with the supervisors etc. Role theory is one of the significant contributors in the development of the concept of work overload (Kahn et al., 1964) as it clearly states that the reason for overload is the high expectations from individuals to perform the work assigned in all the spheres on time, meeting the deadlines for the same. Another important theory was the multiple resource theory (MRT) proposed by Wickens (1984) according to which human mind has a different pools of resources which could be harnessed simultaneously. According to this theory, work-overload is a condition of shortage of such resources since humans have limited capability of processing the information. Due to limited cognitive abilities; a situation of high demand (Work) – less supply (resources to accomplish tasks) arises that leads to work-overload. In simple terms, when an individual is required to perform more than one task using the same resource it leads to work overload situation which further causes errors or low performance at work. To measure work-overload, many quantitative measures have been developed, the measurement of qualitative and quantitative work load was based on two subscales of an instrument developed by Prümper and colleagues (1995). Some sample questions to measure the qualitative work load are: “My work makes high demands on my power of concentration” and “My tasks at work are so multifarious that one can easily lose track of them”. Quantitative work load was measured from the questions like: “At my work, I often feel that I am pressed for time” and “My work load can often only be met by giving up my rest breaks.” Another important scale was given by Roberts et al., (1997) which was a 5-item scale where the questions were measured on a 5-point likert scale, sample questions include: “I am required to attend too many meetings, 2) I have difficulty meeting performance standards.”. This measure of work overload have been used extensively with reference to the management research domain. Policing is regarded to be an extremely strenuous job in terms of the tasks being performed and its time demands. Literature has highlighted the outcomes of the work-pressure experienced by the police officials due to the 24/7 on-call nature of the policing job (Tyagi & Dhar, 2014). The criminal investigations, cases of accidents, murders and odd time duties demands round the clock alertness from the policemen which is impossible for a human being and takes toll on the health of the police officials (Siegrist, 1996). Past literature has highlighted many antecedents and consequences of work overload which are as follows.

4.2.1 Antecedents and Consequences:

Work overload has been an area of research in the domain of occupational stress (Glazer & Beehr, 2005) and police stress (e.g., Kop et al., 1999). Changing society is challenging the police officials by putting new demands, different in amount and type as compared to the past demands reflecting the constant change in the in society's safety needs (Andreassi, 2003; Walker & Katz, 2012).

Literature studying the antecedents of work overload amongst police officials is quite less (Kirmeyer, 1988). Duxbury and colleagues (Duxbury et al., 2014) have made an effort to identify the antecedents of work-overload specific to the policing context. The antecedents identified were competing demands, court system, work outside mandate, understaffing and non-supportive culture (Reuss-Ianni, 1984). Based on Duxbury and colleagues' findings they also developed a scale to measure the same. Apart from these, excessive work hours are also considered to be a strong predictor of work-overload.

Work overload has been a significant predictor of stress and various other indicators of strain such as anxiety, burnout and depressive symptoms (Griffin et al., 2007; Shirom et al., 2006). Causal relationship of high workload has often been tested empirically with outcomes such as drug abuse (Frone, 2008), low work engagement (Hakanen et al., 2006; Hakanen et al., 2008) and low job performance (Lang et al., 2007). Some of the past literature has considered work-overload to be an antecedent for work-family conflict also whereas some have argued it to be a parallel construct for it in causing stress.

Other organizational and behavioural outcomes associated with work overload are counterproductive work behavior (Marcus & Schuler, 2004), high rate of absenteeism (Smulders & Nijhuis, 1999) and low job satisfaction. Work overload has also been linked to turnover intentions and poor physical and mental health (Higgins et al., 2004).

4.3 Perceived Organization Support

In the management literature, exchange relationships hold crucial positions and form the basis for the organizational behavior. It was Gouldner, who introduced the norm of reciprocity in the year 1960, which was based on two assumptions: "(1) people should help those who have helped them, and (2) people should not injure those who have helped them" (Gouldner, 1960; p.171). He further argued that the reciprocity norm provides stability in social relationships that goes beyond the expected requirements. Later, in the year 1964, Blau (1964) came up with an explanation for the exchange relationships based on their nature (social or economic). He advocated that exchange relations which are social in nature develops as a result of the trust and

goodwill shown by others and are expected to be reciprocated in the same manner. In the management domain, social exchange has been conceptualized in two ways: first, exchange relationship between employees and organization, second, a dyadic relationship between the subordinates and superiors. The former is the foundation for the phenomenon of organization support and latter is the foundation for the concept of LMX. In the year 1986, Eisenberger and his colleagues (Eisenberger et al., 1986), conceptualized the term Perceived organizational support (POS) which denotes the phenomenon defined by “employees’ global beliefs concerning the extent to which the organization values their contributions and cares about their well-being” (p. 501). Kraimer et al. (2001) argued that POS represents a pragmatic source of support for employees since it covers the three types of social support (i.e., aid, affect, and affirmation). As per the social exchange theory given by Blau (1964), employees will exchange their efforts for the assurance of rewards (material and personal) (Pingle et al., 2014) that the organization may offer in the future. POS is considered to be a continuous process which develops over time through multiple interactions between employees and their employers. Researchers supporting social exchange theory argued that the resources received are valued the most only if they are based on the discretionary choice of the management people rather than governed by the rules and circumstances beyond the benefactor’s control (Jaiswal & Dhar, 2016). Such voluntary aid is welcomed and is a reflection of the degree to which employees perceive that their organizations are committed to them (e.g., Blau, 1964; Cotterell et al., 1992; Eisenberger et al., 1987; Gouldner, 1960). Two major contemporary social exchange theories that have been considered in isolation and have been associated with the concept of POS are organizational support theory (OST) and psychological contract theory (PCT). Both the theories are based on the assumption that employees’ contribution towards the organization depends on their perception of organizational willingness to reciprocate with material as well as socio-emotional resources. Reciprocation by means of resources instills a sense of obligation in the employees towards the organization.

OST, as discussed by the researchers (Rhoades & Eisenberger, 2002; Shore & Shore, 1995) advocates that “employees form a global belief concerning the extent to which the organization cares about them and values their contributions to the organization” (Eisenberger et al., 1986).

Based on the norm of reciprocity, OST believes that, employees strive to repay the organization by increasing their efforts and contribute towards organizational goals.

PCT has a resource based outlook, according to which “employees form beliefs about the particular types of resources that they are obligated to provide to the organization and that the

organization is obligated to provide to them in return” (Morrison & Robinson, 1997; Rousseau, 1989, p.123; Rousseau, 1995). The duo of resources promised - obligation towards them creates a situation where employees form a psychological contract with the organization. The theory of psychological contract also laid emphasis on the role of perceived failure of the organization in keeping the promise of reciprocation, which is key determinant of employees’ dissatisfaction and poor performance (Aselage & Eisenberger, 2003). There are three general forms of perceived favorable treatments received from the organization which includes: fairness, supervisor support, and organizational rewards and job conditions, they are expected to increase POS for employees.

4.3.1 Antecedents and Consequences:

Perceived organization support has been studied with reference to various antecedents and outcomes in context of many different industries. The construct was first discussed in the 80s and 90s mark the period for development of the concept and validation check for the different scales used to measure POS. Further, in the 20th century, POS was studied in relation to many different concepts and nature of POS, as an antecedent to few and consequence to others was discovered (Rhoades & Eisenberger, 2002).

POS has been studied as an antecedent as well as a consequent of many organizational factors as well as individual level factors. The three important factors which influence POS are LMX, supportive HR practices and organization justice (procedural and distributive)(Kkurrum, 1989). Graen and Scandura (1987) have described LMX as the exchange relationship between an employee and his/her supervisor, and since supervisors are the face of the organization for their respective subordinates, the exchanges that occur between them influences the employee's POS. Another important antecedent that was found to be influencing the POS of the employees is organizational justice and has been divided into two parts: procedural justice and distributive justice. Past studies have claimed that the fairness of procedures and the activities reflecting procedural and distributive justice affects employee's perceptions regarding POS (Shore & Shore, 1995). HR practices is also one of the most important antecedents of POS, since OST theory advocates that HR practices such as favorable opportunities for rewards and job conditions sends a positive signal and fair valuation of the employees' contributions and hence contributes to POS positively.

As per the assertion of the norm of reciprocity, POS shall instill a sense of obligation in the employees to show care for the organization and take responsibility of accomplishing the goals of the organization. Moreover, POS fulfills the socio-emotional needs of the employees

and strengthens employees' beliefs that the organization recognizes and rewards increased performance. Such beliefs lead to favorable outcomes like increased job satisfaction better performance, which further incorporates high level of affective commitment (AC) and reduces turnover intentions (Eisenberger et al., 1986). Many past studies have reported POS to be an important antecedent of affective commitment (Settoon et al., 1996). Besides the organizational level factors such as: commitment, turnover intentions and job satisfaction, there are many individual level outcomes, which behaves as a consequence for POS, they are: role stress, work family conflict, and performance (Rhoades & Eisenberger, 2002). Weak POS leads to negative outcomes such as stress and decreased performance. POS has been measured using the Survey of Perceived Organizational Support (SPOS) scale developed by Eisenberger et al. 1986, which was originally a 36-item scale, later reduced to 17-item, further leading to a shorter version of SPOS consisting of 4-items (Rhoades & Eisenberger, 2002) and is one of the most extensively used scale for measuring perceived organizational support. A substantial body of research supports the idea of peer and supervisor's support in buffering the negative effect of stress on the fellow police officials, reason being that the nature of their work is such that it requires to trust the fellow officer and at times in dangerous situation, they have to place one's lives in the hands of the fellow officers/ supervisors. Also, the work situation is more comprehensible for the colleagues and seniors rather than any outsider, thus support system plays a vital role since, police officials who perceive their peer and senior's support system to be strong, they report their job to be less stressful (LaRocco et al., 1980). It is said that as per the reciprocity norm; the obligation to repay the favor extended depends largely on the relevance of the benefit to the recipient's specific needs Gouldner (1960). Thus, it is found that employees who are high on socio-emotional needs strive to perform better to reciprocate for better POS, for instance; police patrol officials who had higher needs for esteem or emotional support, showed stronger relationship with POS (Armeli et al., 1998; Rhoades & Eisenberger, 2002).

4.4 Stress

Stress has been a subject of research since 1929 when Cannon (1929) explained that certain physiological changes occurred due to the presence of stimuli which leads to emotional arousal termed as stress (Selye, 2013). The first definition given by Selye, defined stress as “the nonspecific reaction of the body to any type of demand” (Selye, 1946, p. 32), and introduced the concept of “GAS” (General Adaptation Syndrome) which refers to the response of body towards the environmental stimuli (demands). In simple terms, stress could be understood as ‘a state of acute mental or physical pressure that causes negative changes in the human body’. Stress has

also been defined as: “an unpleasant emotional experience associated with elements of fear, dread, anxiety, irritation, annoyance, anger, sadness, grief, and depression” (Motowidlo et al., 1986, p. 618). Definition of stress has been categorized into 3 sections depending on the focus of observation; homeostatic, stimulus based and response based. Homeostatic focus, takes into consideration the ‘adaptation syndrome’ which means that body makes an effort to maintain its balanced state (homeostasis). Stimulus based definition points at the environmental situations considered to be stressful and lastly, the response based definitions highlights the subject’s reactions to the situation. Amongst the different types of stress, job stress is most relevant for the present study context and stimulus based definition focus would be appropriate. Lazarus and Folkman (1984) explained job stress as the inconvenience faced by the employees at work place due to the mismatch between available resources and job demands, this notion was also supported by Jex and Beehr (1991). Stress varies in degree; a moderate level of stress is known as the eustress which theoretically refers to the degree of stress that is exhausting yet has a persistent positive influence on the performance. Eustress is considered to have a positive impact on the work outcomes since they induce a state of challenge along with the disruptive pleasure. On the contrary, another form of stress known as negative stress or distress occurs when the resources available and the coping mechanisms fail due to increased level of stress (Babakus et al., 2009). Distress is a step forward to eustress and has a negative impact on the work outcomes as well as the health of the employees (Sharma et al., 2015; Sharma & Dhar, 2015). Policing in itself is a stressful occupation and police stress has been an area of study since late 70s (Kroes, 1976). Watson and Sterling describe police as realists who value “common sense more than theory, success more than ideals” (Watson & Sterling, 1969, p. 6). It has been studied that police stress occurs due to the prolonged exposure to violent encounters with criminals and stringent deadlines to meet the targets (Conroy & Hess, 1992). Besides the nature of the job, police officials experience stress due to many other organizational factors associated with the functioning of the police department. Police stress has been under the microscopic investigation of researchers since last 50 years, trying to identify the various causes for stress and their remedies. Literature supports the fact that high level of stress leads to high rates of alcoholism, divorce, and suicide as a result of stress amongst the police officials (Heiman, 1975; Maslach & Jackson, 1981). Many theories were associated with stress, out of which Lazarus and Folkman’s psychological stress theory and Agnew’s general strain theory made a significant contribution in this field. General strain theory focused on two components: strain and its effect on individual behavior (Agnew, 1992), whereas the psychological stress theory describes the three states of psychological stress namely harm, threat and challenge which are the outcomes of

different environmental factors which block the mental operations. Later, the same theory was taken forward by Maslach (1976; 1998) to explain the concept of burnout. Another important concept that explains stress in terms of resource exhaustion is Conservation of resource theory (COR) which has been used extensively in context of stress and hence, has been chosen as the foundation for the present study, detail discussion of the COR theory has been given in the theoretical framework section. Extensive review of literature on police stress shows that there are mainly two sources of stress amongst the police officials, first: the danger involved in the job and second: bureaucratic nature of police organization (Violanti & Aron, 1994). Most of the studies concerning police stress have focused on identifying the stressors associated with organizational policies and work environment. For instance, Reiser (1974) has reported that organizational policy that prevents rank-and-file officer from participating in decision making forms an organizational stressor. Such studies and many more highlighted the role of organizational level stressor in context of policing. The definition of stress used for the present study has explained it as ‘something that is imposed on a person usually from outside, that is, external or personal factors that bring about some degree of physical or psychological discomfort’ (Brown & Campbell, 1994, p.48). Even though to measure police stress a separate scale is available, known as the Police Stress Questionnaire (PSQ) given by McCreary and Thompson (2006) which is a 40-item questionnaire divided in two subscales measuring operational (20 job content questions) stressors and organizational (20 job context questions) stressors on a seven-point Likert-type scale, yet, the present study used the stress scale given by Lait and Wallace (2002) to get a closer perspective of each of the stressor responsible for causing stress. In the PSQ the questions tried to cover majority of the issues related to policing due to which it gives only a broader picture of the stressors and is not specific about the role each stressor played in causing stress. Hence, the present study used separate questionnaires for each of the construct to get an indepth understanding of the concepts and test their effect on stress experienced by the police officials. The questionnaire used for job stress given by Lait and Wallace (2002) is based on the conceptual model given by the authors according to which it is the professional conditions and bureaucratic conditions which causes certain unpleasant situation. Lait and Wallace (2002) described that job stress is an outcome of “Unfulfilled expectations that arise from unsatisfying professional work experiences due to bureaucratic constraints that call for administrative duties that infringe on professionals’ autonomy” (p. 465). The concept suits the work culture of police officials and hence the scale is suitable for measuring the job stress of the police professionals.

4.4.1 Antecedents and Consequences

Police stress could be a result of organizational factors or the danger involved in the job. Toch (2002) made a significant contribution in understanding the stressful conditions of police officials that occurs due to frequent encounters with the criminals and interpersonal violence. Categorization of the potential stressors or the antecedents of stress related to the police work into job stressors (exposure to violence, threats, uncertain shift timings, etc) and organizational stressors (intra-departmental factors such as resistance toward change, internal conflicts, lack of communication and resources, and politics) was done by Brown and Campbell (1994). It is evident from the past literature that job stressors such as traumatic events, criminal encounters, death of or violence against a fellow officer and work overload are some of the important antecedents of police stress (Burke, 1993). Stress has been an outcome to many other factors such as organizational politics, perceived lack of organization support and work-family imbalance (Pacoy, 2013; Sharma et al., 2015; Tyagi & Dhar, 2014). Organizational stressor such as negative public perception of police, high political pressure, interface with the judicial system take their toll on many police officials causing extreme levels of stress.

One of the most important consequences of stress is seen on the physical as well as mental/psychological health of the police officials (Tyagi & Dhar, 2014). Some other important consequences with which stress has been studied extensively are: absenteeism (Goetzel et al., 1998), burnout (Holloway & Wallinga, 1990), emotional exhaustion (Posig & Kickul, 2003), high turnover intentions (Lee, 1997; Mann, 1996), deteriorating personal health are some of the important consequences besides, job dissatisfaction (Keenan & Newton, 1984), reduced organizational commitment (Johnston et al., 1990; Pingle & Sodhi, 2011), and lower job performance (Babin & Boles, 1996; Rebele & Micheals, 1990). Increased suicide rate is also an important outcome of the higher levels of stress prevailing amongst the police officials (Violanti, 1996). Stress not only affects the individual but the family too, which is evident from the increased number of divorces or family discord (Nordlicht, 1979). Even in cases in which such clear negative outcomes are not present, the effect of such stressors may be significant.

Policing, inherently is considered to be stressful, and researchers have narrowed down the spectrum of the stressors which affect the lives of the police officials in two main categories (Storch & Panzarella, 1996); organizational and non-organizational (outside the organization). Organizational stressors include relationship with the superiors, organizational policies and working conditions, whereas non-organizational factors include relationship with the family members, general public, legal system and media professionals. The Bureaucratic characteristic of the police is also considered to be an important stressor (Violanti & Aron, 1994). Spielberger

et al. (1981) has identified some distinct characteristics of different police agencies which become the source of stress in their respective work settings (Brown & Campbell, 1994; Martelli et al., 1989; Researchers has explained that due to the bureaucratic work style, participation of police officials for giving inputs is minimal and there is a distinct chain of command, that makes it difficult for the police officials to develop a sense of belongingness and feel alien to the organization (Golembiewski et al., 1994).

4.5 Emotional Intelligence

‘The greatest challenge faced by humanity is knowing one’s self’ was the statement given by Socrates about more than 2000 years ago, which was further explained in simpler terms by Aristotle indicating that the challenge is ‘to manage our emotions with intelligence’. Emotions, defined by Mayer and Salovey refer to “an organized mental response to an event that includes physiological, experimental, and cognitive aspects” (p.199). It is one of the four fundamental categories of mental operations, namely: motivation, emotion, cognition and consciousness. Emotions operate in the domain of relationships between individuals and their environment where emotions signal and respond to the change occurring in these relationships. Mayer and Salovey (1997) put forward a positive picture of emotions and argued that emotions contribute in aligning the thoughts rather than disorganizing them. Emotional literacy requires awareness of our feelings and reasons that causes them. This understanding of emotions and cognition develops emotional intelligence (Mayer et al., 2004).

Emotional Intelligence is an imperative component of one’s personality and possesses a significant influence on the decision making capacity of any individual (Tasic & Andreassi, 2008). Emotional intelligence covers the human ability of being empathetic and self-aware along with the skills like motivation, self-control and expertise in relationships (Bar-On, 1997). It also encompasses the verbal and non-verbal appraisal, expression and use of emotions for solving problems (Mayer & Salovey, 1997). The concept of Emotional Intelligence was first introduced by Mayor and Salovey in the year 1990 and involves two important aspects of one’s personality: Emotions and Intelligence. Emotions are considered as useful sources of information that help individuals to make sense of and navigate the social environment (Salovey & Grewal, 2005). It was Thorndike (1920) who explored the area of ‘social intelligence’ and gave a base to understand the concept, but it was the theory of multiple intelligence given by Howard Gardner (1983) that brought into light the phenomenon of emotional intelligence. As per this theory, intelligence has been classified into two categories: interpersonal and intrapersonal intelligence (Gardner, 1983), where interpersonal intelligence refers to the ability to understand and work

cooperatively with other people and intrapersonal intelligence is the capacity to form an honest model of oneself so as to use it to perform successfully in life. Emotional intelligence is a phenomenon which requires development of both interpersonal as well as intrapersonal intelligence. Many researchers have contributed to the emotional intelligence literature by means of theories and models developed to get an in-depth understanding of emotional intelligence. For instance, Salovey & Mayer (1990) were the first to introduce the concept by defining emotional intelligence in terms of interpersonal and intrapersonal intelligence. Later, Goleman (1998) described 5 key areas which constitute emotional intelligence: ‘knowing one’s emotions, managing emotions, motivating oneself, recognizing emotions in others and handling relationships’.

Another model was given by Bar-On (1997, 2000) where he suggested 4 dimensions: interpersonal skills, intrapersonal ability, adaptability scales and stress management. There has been an overlapping yet differences exist in the dimensions given in the various models and hence the construct has been defined differently. However, there is a consensus among the researchers about the two categories of emotional intelligence. There are two important dimensions of emotional intelligence: trait emotional intelligence (TEI) and ability emotional intelligence (AEI) and these two have been an issue of debate for the researchers, as to which dimension represents the EI construct in a much better way. Trait Emotional Intelligence (TEI) also known as emotional self-efficacy, has been defined as “a constellation of behavioral dispositions and self perceptions concerning one’s ability to recognize, process, and utilize emotion-laden information” and Ability Emotional Intelligence (AEI) or cognitive-emotional ability has been described as “one’s actual ability to recognize, process, and utilize emotion-laden information” (Petrides et al., 2004, p. 278). For the present study, the researcher took the ability emotional intelligence dimension of EI since, the other constructs under study are such that they align well with ability EI more than the TEI. Salovey and Mayer (1990) introduced the ability model of emotional intelligence in the year 1990 which was further modified into mixed model that involved ability and personality characteristics (Bar-On, 1997; Goleman, 1998). According to the ability model of emotional intelligence, given by Mayer and Salovey, emotional intelligence is defined as “the capacity to reason about emotions, and of emotions to enhance thinking. It includes the abilities to accurately perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth” (Mayer et al., 2004, p. 197).

As per the Mayer and Salovey (1997) model, a skill set of 'a) ability to identify emotions in self and others, b) ability to use emotions to reason, c) ability to understand emotions, and d) ability to manage emotions in self and in emotional situations' constitute and defines emotional intelligence (Codier & Odell, 2014). Emotional Intelligence is the capacity to execute abstract thought and the ability to learn and adapt to an environment (Cherniss, 2010). To deal with human beings, and manage them, one need to first understand the functioning of humans, which majorly is driven by their emotions and feelings. Goleman categorized the leaders into two: dissonant and resonant leaders, based on their sensitivity towards the feelings of others. In policing, most of the leaders are dissonant in nature, who creates an environment where subordinates feel depressed and off-balance leading to burnout and bad performance (Jain & Sinha, 2005). Bar-On et al. (2000) investigated emotional intelligence in police officials to test their level of EI and whether emotional intelligence could improve the job satisfaction amongst them. To measure emotional intelligence of an individual appropriate scale was required. There are three popular measures to test EI: MSCEIT, the SREIT, WLEIS and the EQ-I (Brackett & Mayer, 2003). EQ-I is based on the 'mixed model' (validity issues were found; Zeidner et al., 2002) approach given by Bar-On, 1997 whereas MSCEIT, SREIT and WLEIS were based on the EI model given by Mayer and Salovey (Law et al., 2004; Schutte et al., 1998). The WLEIS was a 16-item scale (Law et al., 2004) which represented clearly the 4 factors given by Mayer et al. (2004) in their EI model. The SREIT and WLEIS were shortened and used extensively as per the organizational requirements, for instance Jordan and colleagues (2002) presented Workgroup Emotional Intelligence Profile (WEIP) to study the role of EI in work teams. Ability-based EI appears to demonstrate high construct validity (MacCann et al., 2004) and were less prone to fake results (Van Rooy & Viswesvaran, 2004). Thus, one of the adapted versions of MSCEIT was used in the present study to measure the emotional intelligence of the police officials.

4.5.1 Antecedents and consequences:

Antecedents of emotional intelligence has not been studied extensively, yet the three most important found in the literature are Self-determination (Perreault et al., 2014), locus of control and mental boundaries (Barbuto Jr & story, 2010).

Emotional Intelligence has been studied in relation with many organizational and individual level concepts. Some of them includes emotional competence, emotional creativity (Averill & Nunley, 1992; Lane et al., 1990) and empathetic accuracy (Ickes, 1997). EI has also been studied in relation with psychological well-being and occupational stress (Law et al., 2004) and non-verbal perception (Buck, 1984). Also, EI has been correlated with a number of well-

being indices, for example, decreased negative effect, life satisfaction, optimism, happiness and self-esteem (Petrides et al., 2004).

4.6. Psychological Health

A state of well-being is the primary necessity for any human being to be able to work efficiently. Diener and colleagues (1999) described well-being as “a broad category of phenomena that includes people’s emotional responses, domain satisfactions, and global judgments of life satisfaction” (p. 277). As per the concept given by Diener (Diener et al., 2003), well-being is portrayed in the frame of 1) emotional components i.e pleasant affect or the absence of unpleasant affect and 2) cognitive components: life satisfaction, and specific domain (e.g., work satisfaction). This framework led to the conceptualization of the psychological well-being as a situation where there is a presence of positive effect, absence of negative effect, and has job and life satisfaction (Panaccio & Vandenberghe, 2009). Psychological well being can also be termed as the mental health or the psychological health of the individuals. The World Health Organization described mental health as “a state of well-being in which one is capable enough to realize his or her dormant potential and possesses the ability to overcome the daily stresses of life, and works productively while contributing to the community” (WHO, 2014, p.1). Another definition given by U.S. Department of Health and Human Services, defines mental health as “a state of successful performance of mental function, resulting in productive activities, fulfilling relationships with other people, and the ability to adapt to change and to cope with adversity”. Studies have explored various aspects of psychological health and it was found to be correlated with leisure satisfaction (Noblet et al., 2001) and job satisfaction (O’Connor et al., 2000; Watson & Slack, 1993), where improvements in psychological health followed increase in job satisfaction (Wright & Bonett, 1992) and purposeful use of spare time (Winefield et al., 1992). Studies related to stress reported that in most of the research workplace stress is measured in reference to presence of psychosomatic or physical symptoms that harm the ability of an individual to work efficiently (Brown & Campbell, 1994; Crank et al., 1995). Researchers have claimed that even a short duration of stressful event may have long-term consequences in the form of severe health problems (Jorm et al., 1997; Keyes, 2002) such as anger, depression, anxiety and high Blood Pressure which are among the risk factors for cardiovascular disease (Everson-Rose & Lewis, 2005). Psychological health has also been studied in relation with other organizational phenomenon such as justice where Kivimäki et al. (2005) found that employees’ perception of injustice is a significant predictor of cardiovascular diseases. In the policing literature it was found that maximum officers were either physically

unfit or psychologically burnt out due to their nature of work (Burke & Deszca, 1986; Tyagi & Dhar, 2014). Prolonged exposure to stressors is linked with decreased immune function (Kiecolt-Glaser et al., 2002) which is associated with infectious disease, cancer, slow wound healing, autoimmune diseases, and HIV (Kiecolt-Glaser et al., 2002).

4.6.1 Antecedents and consequences

Workplace well-being or the psychological health of the employees has been an area of interest for the researchers since ages, but with the changing lifestyle and work environment, recently it has gained attention of the behavioral scientists. Past literature confirms the association of occupational distress and psychological health of the employees

Past studies have highlighted that the outcomes of ill psychological health are severe depression, anxiety, reduced performance, absenteeism, turnover intentions and lower job satisfactions (Keyser et al., 2014). Even though studies have been conducted focusing on the psychological health of the employees in IT industry and healthcare centers, but there are very few evidence for the studies which explored the psychological disorders in context of Indian police officials (Tyagi & Dhar, 2014).

5. Hypothesis Development

5.1 Work Family Conflict and Psychological Health

Disintegration of the joint families and increase in nuclear families with dual-earners, single- parent families or the families with elder-care duties has led to severe problems of work-life balance (Sharma et al., 2015). WFC has been studied in relation to the outcomes such as job burnout, dissatisfaction (Burke, 1988; Frone et al., 1992) and psychological distress (e.g., depression) (Greenhaus & Beutell, 1985; Gutek et al., 1991). Kinnunen and colleagues have found significant relationship between work-family conflict and well being of the individuals taking into account the Big five personality traits (Kinnunen et al., 2003). A content analysis of work-family conflict has reported studies identifying a number of antecedents such as increased number of working hours, work variability and excess pressure etc. as well as consequences (lower job satisfaction, turnover intentions, stress, psychological disorders, etc.) of work-family conflict (Eby et al., 2005). Greenhaus and colleagues in his study identified the significant negative effect of work-family conflict on physical and psychological health (Greenhaus et al., 2006) of employees. Later, in 2007 Janzen and his fellow workers (Janzen et al., 2007) have linked work-family conflict to greater psychological distress. Even though very few researchers have explored the policing domain in India, with reference to this dimension, some of the Indian

studies explored related aspects of policing and the problems relating to the same (eg. see Tyagi & Dhar, 2014). Policing being a highly demanding job, work-family issues are common in such professions (Galinsky et al., 1996; Hughes et al., 1992), especially in a culture like that of India where family holds a great importance in an individual's life and demands equal importance as the profession. The nature of police work is such that it interferes in the family roles of the police officials causing conflicts which further affect the psychological health of the police officials (Tyagi & Dhar, 2014). Policing researchers have identified work-family conflict as a significant predictor of deteriorated psychological and physical health of the police officials (Maslach & Jackson, 1981). Work-family literature has revealed its after-effects on many aspects of an individual's life, for instance, employees' who faced WFC has reported low level of general well-being (Frone, 2000; Thomas & Ganster, 1995), low job satisfaction (Adams et al., 1996); and high level of burnout (Burke, 1988). Moreover, it has been found that alcohol consumption has increased amongst such police officials leading to poorer health (Allen et al., 2000; Frone et al., 1996). Recently, WFC has been studied with relation to somatic symptoms like nervousness, headaches, trembling and weakness signifying that it possesses an inverse relationship with the psychological health of the individuals which means that higher the work-family conflict, lower will be the psychological health of the employees. Considering the above conditions, it is essential to identify the ways which could improve the prevailing situation, either by organizational interventions or personal tactics. Based on the above literature support researcher hypothesize that:

H₁ : Work family conflict has an inverse relationship with the psychological health of the employees.

5.2 Work Overload and Psychological Health

Past literature has shown that excessive work load results in fatigue, headache, nausea, insomnia (Tyler, 1992). In 1980 Kahn has reported that long working hours cause high level of stress and anxiety affecting the performance of the employees and have a negative impact on family interactions, physical strength of the body which eventually results in depleted psychological as well as physical health of the employees (Kahn, 1980). Especially in the policing profession, it was found that job demands exceeds the human limits due to high work pressure, that concerns the employees as well as the authority and leads to deterioration of their health (Tyagi & Dhar, 2014). Nature of work like facing violent encounter with the criminals,

night duties, patrolling for long working hours and 24 hour uncertainty about the officer's orders for duty, causes system imbalance in the human body, which leads to insomnia, state of confusion, low self-confidence and psychological uneasiness (Tyler, 1992). All these factors cause physical and psychological disorders amongst the police officials. It is evident from the rich literature available on of work overload and health that psychological stability of the employees is an important parameter which needs to be focused upon while studying the concept of work overload, since it is the most affected area (Cooper et al., 1994). A study conducted on service employees of UK, highlighted that the most frequently reported source of psychological ill health was workload pressures (Tyler, 1992). Policing literature contains examples of work overload affecting the health of the officials due to lack to rest, and continuous exposure to dangerous situations that affects the thought process of the employees. A sense of fear and overexertion leaves the body and mind in a state of inertia that prohibits the clarity of thought leading to state of confusion (Lee & Ashforth, 1996). Moreover, the physical damage to the body due to the criminal encounters and regular night shifts contribute to the weak physique and the officers feel completely drained out (Lee & Ashforth, 1996). A plethora of research is available that highlights the adverse effects of high work load in the form of burnout (Lee & Ashforth, 1996) and depressive symptoms or anxiety (Griffin et al., 2007), which reflects the deterioration of psychological health of the individuals. In policing context high work load has resulted in substance abuse like alcohol and drug consumption (Frone, 2008). Cooper and co-workers have (Cooper et al., 1994) proved in their study that there was a significant correlation between the hours of work and overall health of the individuals and those who worked for extra hours showed more symptoms of ill health. Hence, it can be concluded that key factors associated with psychological ill-health are long hours worked, work overload, and work pressure (Michie & Williams, 2003), which form the basis of the next hypothesis. Considering these evidence from the past literature researcher hypothesizes that work overload possesses a negative relationship with the psychological health of the police officials.

H₂ : Work overload has an inverse relationship with psychological health of the employees.

5.3 Perceived Organization Support and Psychological Health

According to the psychological contract phenomenon, an individual feels accepted and experiences a sense of belongingness when the organization is supportive which gives an individual a psychological security and instills positive image for the organization (Jha &

Pingel, 2015; Rousseau, 1995). On the contrary, if the organization support is low, employees feel disconnected and insecurity persist in the mind of the individuals, leading to constant fear and anxiety affecting the psychological health of the employees in the long run (Steptoe, 1996). Literature shows that job control and social support are well-documented determinants of employee health and well-being (e.g., Karasek & Theorell, 1990; Thoits, 1995). POS has been widely studied with respect to the concepts like stress, commitment and job satisfaction or performance, yet it also possess a significant relationship with the psychological concepts like psychological distress (Steptoe, 1996; Tyagi & Dhar 2014). Organization support has been studied as one of the technique for coping from the stress and an approach to reduce its negative impact on the psychological health of the police officials (Burke, 1993). If officers perceive the support to be less from seniors and organization, particularly when the leadership style is considered to be autocratic and negative, feeling of doubt develops towards the organization leading to psychological distrust and disappointment causing stress at workplace. Literature supports the fact that such negativity towards the organizations hampers in nurturing healthy work culture and affects the performance of the officers (Stotland, 1991). Moreover, cases of favoritism have been observed as a reason for envy in fellow officers that again causes mental turmoil and leads to psychological distress (Kroes, 1976). Limited studies have explored the direct relationship between organization support and psychological health of the employees especially in the arena of policing. On the basis of the past literature support where POS was found to be positively related to various dimensions of well-being (e.g., Stamper & Johlke, 2003), it is hypothesized that

H₃ : Perceived organizational support has direct relationship with psychological health of the employees.

5.4 The Mediating Role of stress on between Work family conflict, Work Overload, Perceived organization Support and Psychological Health

Stress has been viewed as a 4 stage process (Gmelch, 1988) where the following stages are observed:

- 1) Demand / Stressors: This is the stage where individual is exposed to the 4 sources of stressor, namely role-based (role conflict, WFC, attitudes, role ambiguity etc.) task-based (work overload, need for high achievement, communication etc.), boundary-spanning (negotiations, gaining public support) and administrative (maintaining discipline).

- 2) Perception of stressor – The way an individual interprets the stressors. Studies claim that ‘Type A’ personality perceives stressors as harmful and are prone to heart diseases and poor health (Friedman & Rosenman, 1974).
- 3) Response to the stressor- Person responds to the stressor if it is considered harmful, threatening or demanding. At this stage, coping strategies can help in overcoming the situation.
- 4) Consequences or the outcomes – The visible or internal outcomes of stress are observed in the form of headaches, anxiety, disability and burnout (Maslach, 2003).

The 4 stages indirectly indicate the mediating nature of stress between the stressors and the psychological well-being of the employees. The mediating nature of stress between the different types of stressors (role based- WFC, task based – Work overload, and boundary spanning-organizational support) and psychological health has been clearly explained through the 4 stages of stress development process (Gmelch, 1988).

Work-family conflict has been recognized as a significant predictor of job stress (Amstad et al., 2011), especially in context of such a demanding profession like policing (Tyagi & Dhar, 2014), where it was found that higher the conflict higher would be the level of stress (Bolino & Turnley, 2005).

The study of Lewis & Cooper (2005) reported an interesting result that high commitment towards the organization leads to long working hours to match the job demands (Lewis & Cooper, 2005) which eventually causes stress that gets enhanced due to family role conflict. As the work-family conflict increases, stress increases in the same proportion in an effort to deal with the conflict. A study quoted that police officials are exposed to high stress levels, brutality, and risk of suicide (Young et al. 2012) since, (Sever & Cinoglu, 2010) police job is considered to be highly stressful. Further, they argued that it is due to the fact that family life of the police officials are affected by their job and leads to stress (Panatik et al. 2012; Sever & Cinoglu, 2010). In an effort to manage this imbalance, level of stress increases among the employees (Esson, 2004) and results into depression, anxiety and suicidal ideations indicating lower psychological health. Thus, it is assumed that stress mediates the relationship in between WFC and PH. Another most important contributor to stress is the high work pressure, which clearly explains the relationship shared between the two (Diestel & Schmidt, 2009). Sales (1970) classified work overload into two categories quantitative and qualitative, where quantitative work overload was a result of time pressure (Mazloun et al., 2008) and proved to be a significant source of job stress. When the work demands exceed the capacity of the human body and mind, it leads to physical as well as psychological exhaustion leaving a person drained out

and stressed (Sonnentag & Frese, 2003). McKay and Tate (1999) also supported the fact that work overload had a significant relationship with stress such that higher the workload, more would be the level of stress. Hence, based on the literature evidence, it can be said that work overload possess a positive relationship with stress and stress mediates the relationship between work overload and psychological health (Tyagi & Dhar, 2014).

Literature contains a considerable amount of information that supports the notion that POS acts as a buffer against the negative effect of stress (Tyagi & Dhar, 2014). It has been observed that organizations that show care and support for their employees reduce unwanted distractions, work complications and disturbance at work place, eventually leading to reduced stress levels in the organizations. Parasuraman and colleagues, (1992) empirically tested the relationship of POS with stress and found that it is negatively related to levels of work stress.

These results are in harmony with other studies relating to support system (Carlson et al., 2000; Parasuraman et al., 1992). POS also had a moderating effect on the stress-work outcome relationships (Leather et al., 1998). In some studies POS acted as mediator between stress and work outcomes (Hutchison, 1997). In addition to this, the study conducted by Casper and fellow researchers (2002) reported that POS possesses a significant relationship with stress and buffers its negative effects. Past evidence showed that POS has a negative relationship with job strains (Rhoades & Eisenberger, 2002). Employee- organization relationship is an example of social-exchange and as per the norm of reciprocity; perception of being supported is reciprocated with positive attitude (Gouldner, 1960). On the contrary, perception of low support from the organization lowers the commitment level and inculcates a sense of fear of exploitation, distrust that leads to disrespect. Constant feeling of distrust and fear converts into stress (Parker, 1982; Parker et al., 2001) and cause a negative obligation toward organization (Eisenberger et al., 2001). Aselage and Eisenberger (2003) also supported the relationship between POS and stress claiming that they possess an inverse relation such that if POS is high, it reduces stress as it gives an assurance and confidence to the employees that organization values and support them whenever they require it, thus, it is hypothesized that POS has an inverse relationship with stress.

Stress is a multifaceted phenomenon, and its response to the various environmental stressor is reflected in many physical and psychological disorders amongst the employees (Derogatis & Savitz, 1999). Stress is a result of exhausted available resources and coping skills (Singh et al., 1994) which is a dangerous situation for the employees as in the long run it affects the psychological well being of the workers (Beehr et al., 1976).

It has been more than 20 years that the relationship between stress and health has been under consideration by the researchers (Ganster & Schaubroeck, 1991). Understanding of the allostatic load model, explains the process of stress building in three levels (primary, secondary and tertiary) along with the degree to which it diminishes the health at each level eventually causing severe psychological disorders (Ganster & Rosen, 2013). Lee and Ashforth's (1996) have studied in detail the linkage of various stressors with their impact on the psychological health of the employees. Taking forth the legacy, Nixon & Nearmy (2011) has also contributed in the same line of research. Health disorders such as fatigue sleep disorders, anxiety and signs of nervousness (Steinisch et al., 2013) were found to be some of the outcomes of distress. Job stressors vary from industry to industry, but majority of them affect the psychological health of the employees that proves the direct relationship between stress and health. This study extends the role of stress as a mediator between work-family conflict and psychological health and proposes a hypothesis as:

Previous studies showed that POS and stress possessed a significant relationship, since it was argued that organization support reduced the effect of stress on work outcomes (Carlson et al., 2000). Similarly, stress was also related to work overload positively and eventually affected health. Hence, the researcher tries to verify stress as a mediator between work family conflict, workload, POS and health, since other studies have indicated that these factors affect stress has an impact on the health of employees. Thus, it is inferred that stress plays an intermediary role.

H4_a: Stress mediates the relationship between work family conflict & psychological health.

H4_b: Stress mediates the relationship between work overload & psychological health.

H4_c: Stress mediates the relationship between perceived organization support & psychological health.

5.5. The moderating role of Emotional Intelligence

Emotional Intelligence has been studied in relation to many individual variables and work outcomes. It has been studied as an exogenous variable in relation with job satisfaction (Wong & Law, 2002), organizational commitment, performance and occupational stress

(Kafetsios & Zampetakis, 2008) as well as an endogenous variable in relation with self determination. As per the results of the study conducted by Davis & Humphrey (2012a) nature of emotional intelligence varies depending on the variables being used, i.e. it acts as an independent variable for certain parameters, mediator for some and outcome for other variables (Davis & Humphrey, 2012a). Another important characteristic of emotional intelligence is its moderating nature, past studies have reported that emotional intelligence acts as a moderator between stress and psychological health (Sharma et al., 2015). Theory of emotional intelligence advocates that, being aware of one's own emotion prevents negative impact of stressful situations and feeling of frustration. As per the transactional models of stress (Cummings & Cooper, 1979) individual factors play a significant role in moderating the effect of stress. Past studies support the fact that impact of stress experiences or negative emotions can be moderated by an individuals' ability to evaluate and perceive their association with the situation. According to the findings of a study conducted by Nikolaou & Tsaousis (2002) and later by Sy et al., (2006), it has been observed that high emotional intelligence lowers the effect of occupational stress on the job outcomes as well as psychological health of the employees whereas officials with low emotional intelligence do not possess a high level of self-awareness, hence, are incapable of handling difficult situations and cope with their negative feelings causing excessive stress. Also, Mayer and Salovey (1993) proved that unchecked negative feelings or emotions cause depletion of psychological health. Emotional intelligence was found to moderate the relationship between academic performance and cognitive ability (Parker et al., 2005; Petrides et al, 2004). The stress-EI-health relationship has been studied from multiple perspectives. Past researchers witnessed mixed results with respect to the moderating effect of emotional intelligence as some components of emotional intelligence such as emotion management skills (Ciarrochi et al., 2002) and managing other's emotions (MOE) (Ciarrochi et al., 2001) moderated the relation between stress and health to the extent that MOE reduces the adverse effects of stress on the health of employees. On the contrary, components like, emotion perception and emotion management increased the effect of stress on health of the employees due to the fact that people high on these components of EI tend to become more sensitive and identify themselves with the negative effect of stress such as depression, hopelessness and suicidal ideation (Ciarrochi et al., 2002; Davis & Humphrey, 2012b). One of the important studies gave empirical evidence in this relation reporting that ability emotional intelligence acts a positive mediator between stress and psychological health (Sharma et al., 2015). Hence, based on the available literature, the researcher proposes the hypothesis as:

H₅ : Emotional intelligence moderates the relationship between stress & psychological health such that EI strengthens the effect of stress on psychological health.

6. Conceptual Model

The purpose of this study is to present and test a model that identifies the impact of work-family conflict, work-overload and perceived organization support on the psychological health of the police officials. Also, the role of stress as a mediator among the relationship developed between the independent variables and dependent variable (psychological health) along with the moderating role of emotional intelligence in between the relationship shared between stress and psychological health of the police officials.

The major research questions formed to address the purpose of this study are: 1) How does work family conflict relate to psychological health of the police officials 2) How does work overload relate to the psychological health of the police officials 3) How do perceived organization support relate to the psychological health of the police officials 4) How does stress relate to the independent variables and with psychological health of the police officials, does stress mediates the relationship between WFC, WO, POS and PH and lastly 5) What role does emotional intelligence play in between stress and psychological health, does it have a moderating effect.

These research questions are the blue print that will guide the empirical investigation of the hypothesized model, as shown in fig. 5. The model has been developed to empirically test and validate the relationships developed amongst the variables under study. The model is based on the theoretical framework of Conservation of Resource model of stress used in the study and the ability model of emotional intelligence to deepen the understanding of the relationship and relevance of emotional intelligence in context of the study. In the model under study, WFC, WO and POS has been proposed as predictors of stress and related with psychological health such that stress mediates the relationship between its predictors and psychological health. Further, Emotional intelligence has been proposed as a moderator in between stress and psychological health on the basis of the theories undertaken as the foundation of the study.

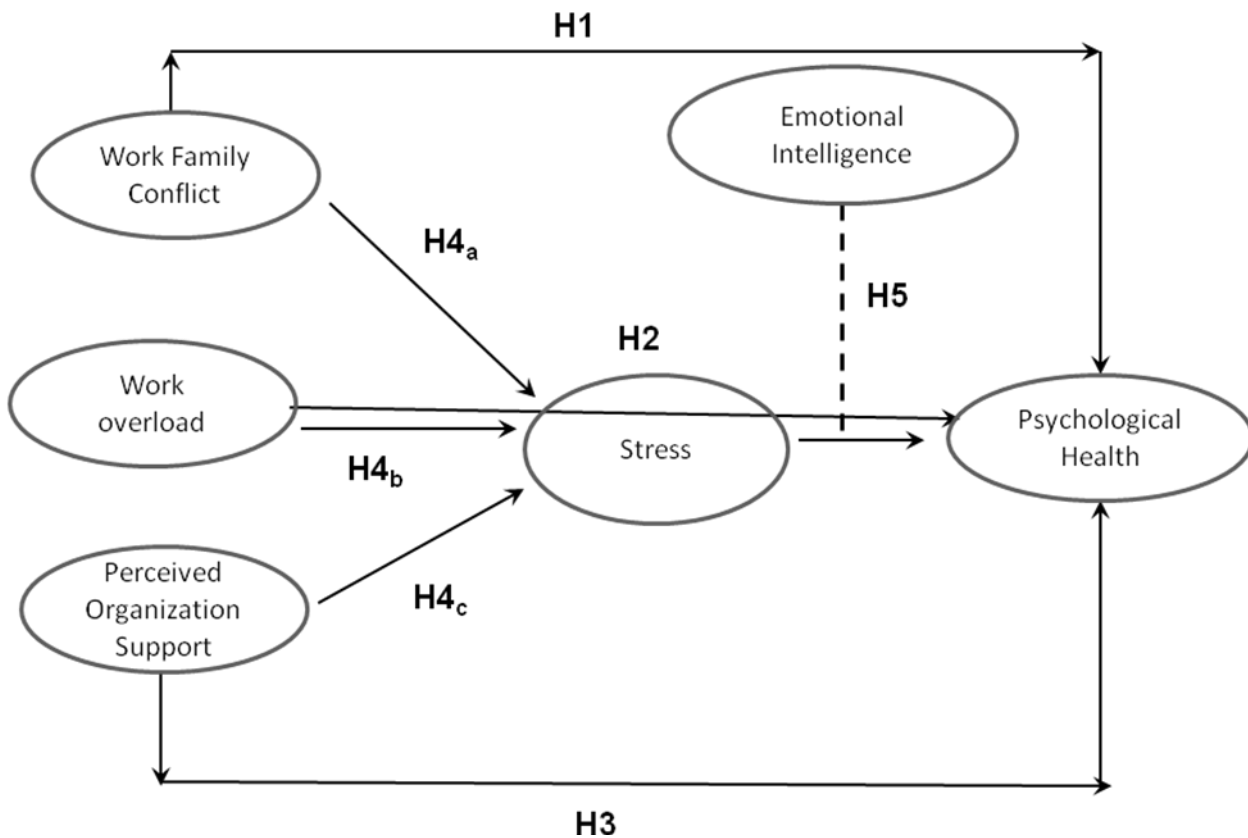


Figure 5: Hypothesized Model

7. Conclusion

In this chapter, the background of the population under study i.e. police force has been discussed in detail with the focus on the development of policing, their work environment, organizational structure, human resource and issues related to the Indian police department. In the second half of the chapter, literature concerning the individual constructs and their relationship with other variables under study has been discussed. The present chapter also discusses the conceptual model or the hypothesized model of the study introducing the constructs under study and their hypothesized relationships. In total 5 hypotheses have been formed on the basis of the literature and conceptual model hypothesized for the study. In the next chapter, the researcher discusses the research design and methodology followed to carry out the study.

CHAPTER FOUR – METHODOLOGY

1. Introduction

A quantitative approach was chosen for the present study so as to get an in depth insight of the relationships shared between the variables under consideration. Also, besides assessing the direct effect of the Independent Variables (IDVs) on Dependent Variables (DV), this study includes relationships that are of moderating and mediating in nature. In this chapter, first, the underlying philosophy of this research and the rationale for the research design is discussed and the context of the study in terms of the politico-economic context of Uttarakhand, India has been explained. In the next section, sample and data collection procedures, measures of the study variables and mode of analysis used to test the validity and reliability of the questionnaire being used along with the methodology & techniques used to test the hypotheses derived from the model has been discussed in detail.

The factors included in the model are the Work family conflict (WFC), Work overload (WO), Perceived Organization Support (POS), Stress, Emotional Intelligence (EI) and Psychological health (PH). For clarity the variables used in the analysis and their acronyms are provided in the table below.

List of Variables and their acronyms

Variable	Acronyms
Work Family Conflict	WFC
Work Overload	WO
Perceived Organization Support	POS
Emotional Intelligence	EI
Psychological Health	PH
Structural equation modeling	SEM
Variance inflation factor	VIF
Confirmatory factor analysis	CFA
Goodness of fit index	GFI
Adjusted goodness of fit index	AGFI
Normed fit index	NFI
Root mean square error of estimation	RMSEA
Average variance extracted	AVE

2. Research Paradigm

Each action of a human being is guided by his/her thinking which is governed by the emotions that develop over a period of time, by means of his/her perception and understanding of the society. The outlook that an individual has for the society is what frames the blue print of the approach one would have in dealing with the society. The philosophy of a researcher also depends on the same emotions and the perceptions one has and one wishes to pursue, reflected in the approach/style used to conduct the research. A paradigm is defined as “a broad view or perspective of something” (Taylor et al., 2007, p. 5). In other words “paradigms are patterns of beliefs and practices that regulate inquiry within a discipline by providing lenses, frames and processes through which investigation is accomplished” (Weaver & Olson’s, 2006, p. 460; Anisimova & Thomson, 2012). Thus, a research paradigm is the philosophy that guides the researcher to frame the blue print of the research to be conducted. It clarifies the structure of inquiry, methodology, methods, literature and research design to be adopted for the study. There are a number of theoretical paradigms discussed in the literature, they are: positivist (and post positivist), constructivist, interpretivist, transformative, emancipatory, critical, pragmatism and deconstructivist. Details of the same are given below.

Table I : Paradigms, methods and tools

Positivist/ Postpositivist	Interpretivist/ Constructivist	Transformative	Pragmatic
Experimental	Naturalistic	Critical theory	
Quasi- experimental	Phenomenological	Neo-marxist	
Correlational	Hermeneutic	Feminist	
Reductionism	Interpretivist	Critical Race Theory	
Theory verification	Ethnographic	Freirean	Consequences of actions
Causal	Multiple	Participatory	Problem-centered
comparative	participant	Emancipatory	Pluralistic
Determination	meanings	Advocacy	Real-world practice oriented
Normative	Social and	Grand Narrative	Mixed models
	historical	Empowerment issue	
	construction	oriented	
	Theory generation	Change-oriented	
	Symbolic	Interventionist	

	interaction	Queer theory Race specific Political	
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Adapted from Mertens (2005) and Creswell (2013)

Paradigm	Methods (primarily)	Data collection tools (examples)
Positivist/ Postpositivist	Quantitative. "Although qualitative methods can be used within this paradigm, quantitative methods tend to be predominant . . ." (Mertens, 2005, p. 12)	Experiments Quasi-experiments Tests Scales
Interpretivist/ Constructivist	Qualitative methods predominate although quantitative methods may also be utilised.	Interviews Observations Document reviews Visual data analysis
Transformative	Qualitative methods with quantitative and mixed methods. <i>Contextual and historical factors described, especially as they relate to oppression</i> (Mertens, 2005, p. 9)	Diverse range of tools - particular need to avoid discrimination. Eg: sexism, racism, and homophobia.
Pragmatic	Qualitative and/or quantitative methods may be employed. Methods are matched to the specific questions and purpose of the research.	May include tools from both positivist and interpretivist paradigms. Eg Interviews, observations and testing and experiments.

For the purpose of the present study, positivist research paradigm is adopted and the justification for the same has been discussed:

2.1 Positivist Paradigm:

The positivist paradigm developed from the philosophy of logical positivism which is based on firm rules of logic and measurement, absolute principles and prediction (Weaver & Olson, 2006). Positivism is also known as ‘scientific method’ or ‘science research’ and is “based on a rationalistic, empirical philosophy that originated with Aristotle, Francis Bacon, John Locke, August Comte and Emmanuel Kant” (Mertens, 2005, p.8). This philosophy is believed to

reflect a deterministic approach where there are chances that the causes determines the effects of the outcomes (Creswell, 2013). The positivist philosophy is suitable for the social sciences since according to the definition given by Mertens, it is assumed that “the social world can be studied in the same way as the natural world, that there is a method for studying the social world that is value free, and that explanations of a causal nature can be provided” (Mertens, 2005, p.8). The objective of positivism is to test a theory by means of observation and measurement so as to forecast its effects and predict the forces around us (O’Leary, 2004). After World War II, positivism was replaced by post-positivism (Mertens, 2005) which works on the assumption that every research is affected by a number of theories other than that which is being tested (Cook & Campbell, 1979). As per the definition of post-positivist given by O’Leary (2004), it claims that “what might be the truth for one person or cultural group may not be the "truth" for another” (p.6). Positivists and post-positivist research paradigm are in synchronization with quantitative methods of data collection and analysis as the quantitative methodology shares its foundation with positivist paradigm (Weaver & Olson, 2006). Also, positivist philosophy believes in one objective reality, hence this paradigm is most suitable for the present study as it guides the study on the one objective reality concept and helps in structuring the study in an empirical layout, since proof is required to support the phenomena being tested (Hope & Waterman, 2003). Positivists see researcher and object as independent to each other and therefore researcher has no influence on the objects under study. Therefore, people using positivist approach, use experiments which maintain the objectivity by distancing the researcher and the reality under study. It is an assumption amongst the positivists, that information that helps in understanding the linkage between the factors forms the basis of the predictions that would be made about the relationships.

To accomplish this, they use hypothesis formation method and testing it empirically using quantitative analysis methods. The advantage to use this method is that when the data are valid then the results can be obtained within some probabilistic constraints.

Table II : Research Methodology

Research paradigms	Research approach	Research methods	Examples
Positivism	Quantitative	Surveys: longitudinal,	- Attitude of distance learners towards online based education

		cross-sectional, correlational; experimental, and quasi-experimental and ex-post facto research	<ul style="list-style-type: none"> - Relationship between students' motivation and their academic achievement. - Effect of intelligence on the academic performances of primary school learners
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The basic reason to choose the positivist paradigm for the study is the nature of the work undertaken. As per the paradigm chosen for the study, quantitative approach was adopted for the study. A quantitative approach provides a clearer outlook and gives an empirical evidence for the relationships being tested. Since the researcher has a mathematical background, it was natural to select a quantitative approach for the data collection and analysis. The decision of choosing the techniques also depends on the objectives of the research and the type of questions being asked (Baum, 1995).

3. Research Design

The present study follows a descriptive research design taking into account the quantitative approach for data collection and data analysis. Convenience sampling technique was used for the process of data collection, considering the time and resource constraint for the study.

The sample population included 598 police officials working in the cities of Uttarakhand region namely: Roorkee, Haridwar, Rishikesh, Dehradun, Mussoorie, Haldwani and Nainital cities working on the positions of constable, head-constable, sub-inspector and inspector.

4. Quantitative Methods

A number of quantitative methods are available for the purpose of data collection, which include survey, experiment, analysis of previously collected data, structured observation, and content analysis (Bryman, 1988). In present study, survey method was used for data collection.

4.1 Survey

Survey is the most common and widely used method of data collection in the quantitative approach of data collection. Literature supports that a large number of studies of social sciences have used this method. Surveys are used in three ways: an alternative for

observation, to assess attitudes, values, beliefs and intentions, and to gauge perceptions (Sackett & Larson, 1990). The study deals with employee's attitudes, behaviors and perception regarding the work settings, hence the technique used to for data collection (Survey) was in the form of a questionnaire. Survey allows data collection form a large group of people providing an opportunity to develop significant relationships amongst the constructs and giving correct results as the sample size is quite large.

The questionnaires used in the study are standard questionnaires, which have been tested in Indian context during the pilot study, and were found significantly reliable in relation to the present study. For the purpose of this research a survey was useful in providing an idea about the work environment of the policemen and their perception about the work-family conflict, work-overload, perceived organization support, stress, emotional intelligence and psychological health. Survey also helped in understanding the relationships between the above mentioned factors.

5. Pilot Study

Before the actual study was carried out, the researcher conducted a pilot study, with an objective to test the questionnaires selected for data collection via survey in the actual study. The sample population (n=50) was the policemen working on the ranks of constable, head constable and sub-inspector posted at four (4) main cities (Roorkee, Haridwar, Rishikesh and Dehradun) of Uttarakhand region, India.

Respondents were selected randomly, from all the four cities. Experts, along with the representatives of the police officials were contacted to give their views about the instruments being used. The aim of this pre-test of the questionnaires was to confirm that the questions being asked are clear, appropriate and easy to understand. Presentation errors were also checked, along with this, the time required for the survey was also estimated with the help of police representatives.

Valuable feedback provided by the experts and police representatives was incorporated to make sure that the scales used are appropriate for policemen working in India and meet the requirement of the study. The results obtained from the pilot study reflected that the scales being used are appropriate and are suitable for Indian context.

6. Main Study Sample and Data Collection

In all, 57 police stations of the Uttarakhand region participated in the study. The stations are located at various locations of Uttarakhand region, namely Roorkee, Haridwar, Rishikesh,

Dehradun, Mussoorie, Haldwani, Nainital, etc. The participating policemen were on the ranks of constable, head-constable, sub-inspector and inspector.

6.1 Distribution of Questionnaire:

The author made initial contact with the Station incharge (SHOs) through an informal contact. Based on these initial contacts, letters were sent to the SHOs of the stations to solicit participation in the study. Assurance to maintain the confidentiality of the data was given and it was also assured that the data will be used only for study purpose. Cover letter along with the envelopes containing the questionnaires along with the stamped, self-addressed return envelopes were handed over to the SHOs. The letter contained the detailed explanation of the objective and the significance of the study. A meeting was arranged where the SHOs officially introduced the researcher to the staff where it was explained that the questionnaires would cover the issues related to work-family conflict, work-overload, perceived organization support, stress, psychological health and emotional intelligence. The selection criteria for the respondents were based on a convenience sampling. Recommended sample level for analysis using Structural Equation Modeling (SEM) is five observations for each estimated parameter (1:5 ratio) (Hair et al., 2009), but considering the margin for the outliers and missing data, questionnaires were distributed considering the ratio of 1:10 and accordingly, 900 questionnaires were distributed to 57 police stations, out of which 623 questionnaires were received. After the data cleaning (check for missing values and outliers) process, in total 598 complete questionnaires were obtained constituting the response rate to 66.44%. Out of the 598 police officials, 35.11% (210) were females and 64.88% (388) were males. Majority of the respondents were in the age group of 18-28 years (62.87%) and were graduates (66.38%). The sample selected involved police officials working at the post of constable, head-constable and sub-inspector, amongst which majority were at the constable level (54.18%), with an experience of 1-10 years (64.38%).

7. Measures

7.1 Questionnaire translation

The questionnaires were originally in English and were translated in the local language (Hindi) and were re-translated to English, following the back-translation method as suggested by Brislin (1980) by three language experts to ensure the credibility of the questionnaire. All the items were translated into Hindi by a Ph.D. scholar who was a native Hindi speaker and same Hindi language questionnaires were re-translated into English by a native English language expert. To ensure that the meaning of all the items was retained, a bi-lingual expert back-translated the questionnaires. Questionnaires are attached in Appendix.

7.2 Ethical Considerations

It is imperative for every researcher to abide by the ethical norms of research, which have been taken into consideration and followed diligently while carrying out the present study. First, permission to conduct the survey was taken from the Police Head quarters of Uttarakhand.

Certain ethical issues were raised, which have been assured by the researcher, most important of these was to maintain the anonymity of the police stations along with the individual respondents. Researcher had a meeting with all the respondents to ensure that confidentiality of the data will be maintained and the process of how it will be done, which included use of aggregate data instead of the individual data, disclosure of the results to the respondents, if requested and destroying the questionnaires on completion of the study. Anonymity was maintained by discussing the details of the study only with the people directly related to the research (police officials, supervisor and examiner) and not including the names of the stations in the final submission. Individual anonymity was also maintained as the researcher ensured her presence during the questionnaire collection process. Coding of the questionnaires was known to the researcher and the respondents only, the complete questionnaires were sealed to avoid any kind of tampering with the data.

7.3 Common Method Bias

One of the important issues concerning the data is the common method-biasness which occurs when the questionnaires are self-reported by the respondents. Self-reported questionnaires are commonly used in behavioral studies as it is considered to be the most effective method to determine the experience of respondents. Also, the method has an edge over others since; it is an inexpensive and convenient method as compared to its counterparts. Besides, it also has few limitations, such as ‘consistency effect’ in the responses leads to common method bias, which means that when data for both IDV and DV are obtained from the same respondents (Podsakoff et al., 2003), there is a consistency in their response perceptions, which could be influenced for social desirability or the attitude of an individual. In this situation response for all the variables are found to be skewed in one direction which shows a biased result, and drive up the relations between constructs under study.

In order to overcome the shortcoming of the self-reported scales and deal with common–method bias, Harman’s one factor test was used (Podsakoff et al., 2003). According to this approach, common method bias occurs if ‘a) one single factor appears in factor analysis b) one single factor explains the major covariance in predictor and criterion variables’ (Podsakoff et al., 2003). With the help of SPSS software, occurrence of Common Method Biasness (CMB) could be checked, following the Harman’s one factor test. In order to apply the test, all the variables of

respective constructs were entered in the principal component factor analysis to determine whether the majority of the variance is represented by one general factor or not. If the first factor result of un-rotated factor analysis accounts for less than 50% of the variance it shows that the data is not affected by the common method bias issue.

7.4 Independent Variables

7.4.1 *Work-Family Conflict:*

Work-family conflict was measured by a 5-item scale developed by Netemeyer et al. (1996) with answers ranging from 1= Strongly Disagree to 7 = Strongly Agree. Some of the questions are “The demands of my work interfere with my home and family life” and “The amount of time my job takes up makes it difficult to fulfill family responsibilities”. Cronbach’s α is 0.88.

7.4.2 *Work Overload:*

Work overload was measured using Roberts et al. (1997) five-item scale with possible answers ranging from 1= Strongly Disagree to 5 = Strongly Agree. The Cronbach’s α reliability of this scale is 0.93. Some of the questions are “The demands of my work interfere with my home and family life” and “The amount of time my job takes up makes it difficult to fulfill family responsibilities”

7.4.3 *Perceived Organizational Support :*

POS was measured using a 4 item Likert scale developed by Eisenberger et al. (1986) where the answers ranged from 1 = Strongly disagree to 5=Strongly agree with reliability of $\alpha = 0.88$. Some of the questions are “The demands of my work interfere with my home and family life” and “The amount of time my job takes up makes it difficult to fulfill family responsibilities”

7.4.4. *Emotional Intelligence:*

Emotional intelligence was measured with a customer emotional intelligence scale (CEIS) developed by Mok Tsarenko and Gabbott (2008) adapted from WEIP-3 that was developed by Jordan and colleagues (2002) for measuring the emotional intelligence of a work group. The CEIS is comprised of three dimensions taken from the original ability emotional intelligence scale developed by Salovey and Mayer’s (1990) that includes 1) ability to deal with your own emotions, 2) ability to deal with other’s emotions, and 3) ability to use emotions to assist in problem solving and decision-making which have been represented by means of 24 questions. The CEIS uses a 7-point Likert scale where the answers range from 1 = Strongly disagree to 7 = Strongly agree and Cronbach’s α is 0.96. Some of the sample questions are “I am

aware of my emotional state when I engage in a service” and “When facing problems, I can adapt my emotional state to suit the task”.

7.5 Dependent Variables

7.5.1 Stress

Stress was measured using the 6 item scale developed by Lait and Wallace (2002), with possible answers ranging from 1= Strongly Disagree to 7 = Strongly Agree. The Cronbach’s α reliability of this scale is 0.87. Some of the questions are “The demands of my work interfere with my home and family life” and “The amount of time my job takes up makes it difficult to fulfill family responsibilities”.

7.5.2 Psychological Health

Psychological health was measured using 14-items of mental health dimensions from a SF-36 scale (SF-36; Ware et al., 1994) with possible answers ranging from 1= All of the time to 5 = None of the time. Mental health is characterized by: a) role emotional (limitations in usual role activities because of emotional problems, 3-items), b) social functioning (limitations in social activities because of physical or emotional problems, 2-items), c) mental health (psychological distress and well-being, 5-items) and d) vitality (energy and fatigue, 4-items) with reliability of $\alpha = 0.95$. Sample questions are “Have you been a very nervous person?” and “Have you felt so down in the dumps that nothing could cheer you up?” and “Have you felt calm and peaceful?”

8. Controls

As suggested in the past research (Collins & Smith, 2006), demographic variables were controlled to prevent their interference in the relationship shared between the independent and dependent variables. Age, gender, experience and education were the four demographic variables which could have affected the results of the analysis and were controlled in the study. Gender was a categorical variable for which the respondents marked 0 for females and 1 for males. For all other continuous variables (Age, experience and education) respondents provided detailed information which was classified in continuous classes with different ranges given in table no. 4.

9. Reliability and Validity

The quality and accuracy of the scales being used and hence the data collected depends majorly on the reliability and validity of the instruments used for the study. Reliability has been

explained as the ‘dependability or consistency’, i.e. results are not erratic, inconsistent or unstable. Validity represents that “results are truthful and there is match between ‘reality’ and the theories, concepts and descriptions researcher has used to analyze the world” (DeVellis, 2003). These two parameters are significant indicators for the scales to be genuine in context of the study.

9.1 Reliability

The reliability of an instrument is defined as “the proportion of variance attributable to the true score of the latent variable” (DeVellis, 2003, p. 117). In simple term, it refers to the degree of consistency the variables of any construct have within themselves (Hair et al., 2009). It is the extent to which set of variables accurately and consistently measure what they intend to measure and give the similar results for all the iterations (DeVellis, 2003). A number of methods are available to test the reliability of scales, they include test-retest, internal consistency, inter rater and split half. However, the most common and consistent method to test the reliability of the measure is inter consistency (Hair et al., 2006). The underlying principle of internal consistency is that all indicators of the scale represents to measure the same construct and show high inter correlation.

9.1.1 Internal Consistency Reliability Test

One method of assessing reliability is through internal consistency using Cronbach’s coefficient alpha. Initially, to test the internal consistency of the scales being used in the study, internal consistency reliability (ICR) test was conducted on a sample of 40 police officials, which determined the applicability of these scales for Uttarakhand region. A sample size of 50 officials was used for survey research, it has been suggested that 10 to 30 respondents should be used for ICR (Hill, 1998). Some of the respondents did not answer one or two questions leading to a sample size ranging from 38 to 40 for each of the scales. The details of Cronbach’s alpha for each of the scales were discussed above. A scale is internally consistent to the extent that the items within the scale are highly intercorrelated (DeVellis, 2003). When a scale will be used to assess more cohesive personality traits and identify individual differences reliability coefficients are expected to be greater than or equal to 0.80 (Urbina & Anastasi, 1997).

Reliability is not a sufficient condition for the scale to be valid, since it there are certain empirical criteria to be fulfilled, thus it was necessary to validate the scale.

9.2 Validity:

“A scale is said to be valid if it measures what it claims to measure” (Kline & Rosenberg, 1986, p. 640). It is the extent to which the constructs accurately measure what they claim to measure (Hair et al., 2009). There are different types of validities such as face validity or the content validity, construct related validity that is discriminant and convergent validity. One way to assess the validity is whether there exists a significant correlation between the set of variables or not. The two most important types of validity used in the behavioral sciences are discriminant and convergent validity.

9.2.1 Discriminant Validity

Discriminant validity advocates that, conceptually distinct constructs, should also practically differ from each other (Burns & Bush, 1995) and that if two constructs are different then their respective indicators should share minimum correlation with each other. To measure the discriminant validity of the construct, method given by Fornell & Larcker (1981) is considered the best, which states that Average Variance Extracted (AVE) of each construct should be greater than its squared correlation.

9.2.2 Convergent Validity:

Convergent validity shows that set of variables which define the construct theoretically are in actual correlates with each other and represent that construct completely. All the indicators of the respective construct shall have high loading value indicating they are intact with that factor. Bagozzi and Yi (1988), recommended three standard process to assess the convergent validity of the measurement model that are a) AVE of every construct should be greater than 0.5 (Fornell & Larcker, 1981) b) composite reliability should be greater than 0.7 c) factor loadings should be greater than 0.5 (Hair et al., 2009).

10. Data analysis

10.1 Data Analytic Tools and Techniques

Tool: SPSS (20th version)

Technique: Descriptive Statistics

Purpose: Mean, Standard Deviation, Correlation

Tool: AMOSS (20th version)

Technique: Structural Equation Modeling

Purpose: Confirmatory Factor Analysis.

Tool: SPSS (20th version)

Technique: Hayes' Model

Purpose: Mediation & moderation analysis

10.2 Techniques:

10.2.1 Understanding Structural Equation Modeling (SEM):

Structural Equation Modeling (SEM) is a multivariate technique used to analyze relationship shared between multiple independent and dependent variables simultaneously. SEM is an extension of the General linear Model (GLM), that covers multiple regression analysis along with other advanced techniques. SEM is an advanced technique as it is the combination of factor analysis and multiple regression analysis. One of the advantage of SEM over other studies is that it can be used to study the relationships among latent variables that are represented by multiple measures. SEM helps in analyzing the nonlinearities, correlation amongst the variables, measurement error, correlated error terms, multiple latent independent variables each measured by multiple items, and one or more dependent variables represented by multiple indicators. This multivariate technique is a powerful tool for multiple regression, factor analysis, time series analysis, and analysis of covariance. SEM is also used for modeling interactions and validating the models hypothesized developed as a result of the multiple relationships between the multiple variables, where a *model* is a statistical statement about the relations among variables. SEM takes a confirmatory approach to validate the hypothesized model, by testing the causal relationship established between the multiple variables under study. No analysis can occur without stating the model to be tested and the nature of relationship being hypothesized (Hoyle, 1995). The model is specified by introducing the parameters; there are two types of parameters, Fixed parameters, which are not estimated and are fixed at zero, whereas the free variables, are estimated using the data and can possess any value other than zero (Hoyle, 1995).

SEM has two important components namely: measurement model and structural model. The measurement model is the component where the variables are specified and tested for their validity. In the structural model, relationships are developed between the latent variables and the observed variables where they are checked for their level of significance by means of the fitness indices that determines the model fit (Hoyle, 1995).

10.2.2 Working with SEM:

After the model has been specified correctly, it is required to calculate the estimates for the observed variables (free parameters) which is achieved by means of multiple regression & check the fitness of the model with regards to the observed data (data collected for the free variables). The estimation process of the parameters results in a single number, *known as value of the fitting function* that determines the degree of association between the implied covariance matrix & observed covariance matrix. In simple terms, the degree to which the value of the covariance matrix that the model implies and the observed covariance matrix is equivalent (values in the residual matrix are near to zero) determines the *fit* of the model with respect to the observed data.

Indices are calculated by comparing the fit of the model with that of some other baseline model which specifies complete independence among observed variables. Some of the most common indices used to determine the fitness of the model are: goodness-of-fit index (GFI), AGFI (Adjusted Goodness-of-fit-index), Normed fit index (NFI), Tucker-Lewis index (TLI), and comparative fit index (CFI) (Hoyle et al., 2002). These indices are scaled such that their value shall lie between 0-1 (Hair et al., 2009; Hoyle, 1995) where 1 signifies perfect fit relative to the baseline model. Value of the above indices must be within the acceptable range of 0.8 and above (Anderson & Gerbing, 1988). The value 0.95 and above signifies a good fit, and is interpreted as the target model fit is a good fit with regard to the data relative to the baseline model.

SEM is a superset of the standard techniques such as correlation, multiple regression and ANOVA, and possesses some strength over the other approaches, as it is a more broad and flexible approach as compared to any other single statistical technique. It is an all-inclusive approach to research design and data analysis for the researchers of management and social sciences. SEM also provides means to test highly complex hypotheses that includes testing of multiple relationships of one model simultaneously; which is difficult to test through other methods of analysis (Hoyle, 1995), hence justifying the reason of using SEM for the present study.

Out of the two components of SEM: the Measurement model and the Structural Model, the measurement model was used in the present study to specify the variables and validate the questionnaires (in context of the present study) of the variables (WFC, work overload, POS, stress, emotional intelligence and psychological health) being used by means of confirmatory factor analysis (CFA) and ensure the model fit.

11. Hayes' Mediation and Moderation Analysis

For testing the hypothesis of the study, Hayes' models are being used (Hayes, 2009). Hayes' SPSS macro PROCESS was developed by AF Hayes and has coded the steps of different statistical analyses in the form of different models identified by means of the numbers assigned to them. For instance, mediation analysis was carried out using model no. 4. Similarly, the moderation analysis was carried out using the model number 1 (Hayes, 2009).

The back end programming of the model no. 4 used for mediation analysis was based on bootstrapping method as it overcomes the shortcomings of the mediation analysis given by Baron & Kenny (1986). Few important disadvantages faced by Baron and Kenny's mediation analysis over Hayes' methodology are, first, the high possibility of Type 1 error and inability to give the significance of anticipated direction of direct or indirect effects (Preacher & Hayes, 2008). Second, the three conditions : 1) Significant relationship between the independent and dependent variable, 2) Significant relationship between independent and mediator, 3) Significant relationship between the mediator and dependent are a must to prove the mediation in Baron and Kenny's approach, whereas the bootstrapping method claims that significant and interesting findings can be missed, if mediation is not tested in the absence of direct and indirect effects and hence can be applied even if there is no support for correlation between independent and dependent variables or correlation between indirect effect variables. Third, a special feature (macro) known as the SOBEL test allows the method of bootstrapping to analyze the data without being dependent on the normality and large sample size (Preacher & Hayes, 2008). It is recommended by Preacher and Hayes, 2008, that 5000 bootstrapping samples are enough to estimate the standard error of the variables for analyses.

For mediation and moderation analysis, multiple regression (OLS regression) technique with script version of the Sobel macro for SPSS developed by Preacher & Hayes (2008) was followed. The INDIRECT test (Preacher & Hayes, 2008) estimates the total, direct, and single-step indirect effects which are percentile-based, bias-corrected, and accelerated bootstrap confidence intervals (CI) for the indirect effects (Preacher & Hayes, 2008). Total indirect effect for mediation analysis was tested with 95% CI and value more than zero validates the significant mediation. SPSS macro used OLS regression to compute the estimates of each path

11.1 Mediation Analysis

Mediation analysis is a statistical method used to help answer the question as to 'how' some causal factor X transmits its effect on Y. It has been explained as "A simple mediation model is any causal system in which at least one causal antecedent X variable is proposed as

influencing an outcome Y through a single intervening variable M” (Preacher & Hayes, 2008). Two distinct pathways are described in such model, by which a specific X variable is proposed as influencing Y. These pathways are found by tracing all the expected ways one can get from X to Y while never tracing in a direction opposite to the direction an arrow points.

One pathway leads from X to Y without passing through M and is called the direct effect of X on Y. The second pathway from X to Y is the indirect effect of X on Y through M. It first passes from antecedent X to consequent M and then from antecedent M to consequent Y. The indirect effect represents how Y is influenced by X through a causal sequence in which X influences M, which in turn influences Y. Here M is called a mediator variable. In simple terms mediation analysis explains how an IDV is related to the DV, whether, it has a direct effect or an indirect effect via some other variable in between the IDV and DV, frequently known as the mediator (M) The nature of the relationship could be causal or simple correlation, conceptually mediation is a causal event, established through literature support, correct research design and appropriate theoretical argument. Statistical tools can only help in asserting the relationship and its magnitude, tools work as an aid for the causality (Preacher & Hayes, 2008). Mediation was tested using bootstrapping method given by Preacher and Hayes (2008), for which they said, “for now, the evidence supports the claim that the bootstrapping methods we describe here are preferred over methods that assume symmetry or normality of the sampling distribution of the indirect effect” (p.884).

The definition of bootstrapping explains it as, “an empirical sampling distribution” for the product of ‘a’ and ‘b’, and “takes the researcher’s sample size of N and from it draws with replacement N values of (X, M, Y) to create a new sample” (Zhao et al., 2010, p. 202). This method is executed using an SPSS macro designed by Preacher and Hayes (2008).

In the present study Stress is hypothesized as a mediator between the three IDV and the DV, and has been tested using Hayes’ SPSS macro ‘PROCESS’, that includes the features of SOBEL test, which helps in identifying the significance of the indirect effect of IDV on DV when the mediator is introduced in the model.

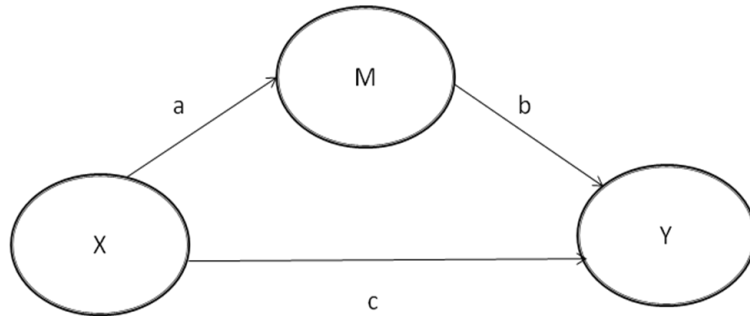


Figure 6 : Mediation Model

Path a: Effect of the independent variable on the mediator

$$M = i_1 + aX + e_1.$$

Path b: Direct effect of the mediator on the dependent variable

$$Y = i_2 + c'X + e_2.$$

Path c: Direct effect of the independent variable on the dependent variable after controlling for the mediator variable

$$Y = i_3 + cX + bM + e_3.$$

$$c' = (a \times b) + c.$$

11.2 Moderation Analysis

The effect of X on some variable Y is moderated by M if its size, sign or strength depends on or can be predicted by M. In that case, M is said to be a moderator of X's effect on Y or M and X interact in their influence on Y. When X's effect on Y depends on M, it is called the conditional effect.

$$\hat{Y} = i_1 + b_1X + b_2M + b_3XM$$

Where b_1 is the difference in \hat{Y} as X changes by one unit with M held constant. Change in one unit in X translates into a change of b_1 units in \hat{Y} , same is that with b_2 but here M is not fixed and b_3 is the slope or the regression coefficient for M

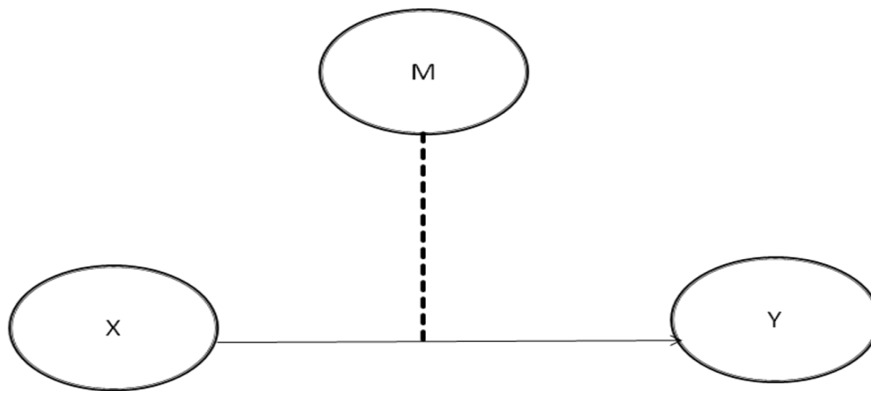


Figure 7 : Moderation Model

12. Conclusion

In this chapter, research design and the context of the study has been discussed along with the detailed explanation of the data collection method. The main portion of the data was gathered through questionnaires, all the questionnaires were rated by the employees, i.e. all the questionnaires were self-reporting questionnaires, rated by the employees themselves. The employee questionnaire gathered information regarding the participants' perception about the work-family conflict, work-overload, perceived organization support, stress, emotional intelligence and psychological health. Originally the questionnaires were in English and were translated in the local language (Hindi), both the versions are given in Appendix A. This section also describes the data analytic techniques used to analyze the data, such as CFA, mediation and moderation analysis using Hayes' models (Hayes, 2013), along with the advantages of the techniques used over other data analytic techniques providing rationale for their use. In the next chapter, results of the data analytic techniques used to test the study hypotheses are explained in detail.

CHAPTER 5: RESULTS

1. Introduction

This chapter presents the results of the analysis done using different techniques like CFA, mediation analysis and moderation analysis of the data collected through questionnaires. Also, on the basis of the results obtained, support for the hypothesis is checked. The chapter begins with the results of the Harman's single factor test for data biasness and VIF value. Following this, the chapter explains the results obtained from the Confirmatory Factor Analysis (CFA), describing the model values and fitness of the model. Further, hypothesis testing results are presented, where the first 3 hypotheses (H1, H2 and H3) were tested using regression analysis, H5a, H5b, H5c and H6 were tested using mediation and moderation analysis respectively using Hayes' SPSS macro 'PROCESS'. Moderation effects were tested using the Aiken and West (1991) method. Mediated hypothesis are tested based on the advanced technique given by A.F. Hayes (Hayes, 2009), which is a modified version of the method given by Baron and Kenny (1986). In the end, the summary provides an overview of the results obtained and supported hypothesis.

2. Results of the pilot study

The pilot study was carried on a small sample size of 50 police officials and preliminary data analysis of for the pilot study included testing reliability coefficients for the scales and the correlation between them. The demographical details of the pilot study are presented in table no. 1 whereas reliability values of scales are presented in table no. 2 and the inter-correlation values of the constructs are presented in Table 3.

The results show that there was a significant correlation between the variables, even though the sample size was small (n=50). WFC was correlated to stress (0.304), WO relates to stress significantly (0.577) and POS relates to stress (-0.692), similarly stress was correlated to psychological health (-0.670) and emotional intelligence significantly (0.049) and emotional intelligence was related to psychological health (-0.13) as depicted in table 3.

Table 1: Demographics of the pilot study

Employee's details (n=50)	Frequency (s)	Percentage (%)
Gender		
Male	38	76%
Female	12	24%
Age (in yrs)		
18 – 28	26	52%
29 – 40	16	32%
41 and above	8	16%
Education		
12	10	20%
Graduate	32	64%
P.G.	8	16%
Experience(yrs.)		
1-10	23	46%
11-20	19	38%
21-30	8	16%
Ranks		

Constable	31	62%
Head-constable	14	28%
Sub-inspector	5	10%

Table 2: Reliability values (Cronbach's Alpha) of the scales (Pilot study):

CONSTRUCTS	RELIABILITY
Work Family Conflict	0.90
Work Overload	0.97
Perceived Organization Support	0.92
Stress	0.91
Emotional Intelligence	0.97
Psychological Health	0.96

Table 3: Inter-correlation of the variables (Pilot study)

Correlations											
	Age	Gen	Exp	Ranks	Edu	POS	WO	WFC	Stress	EI	PH
Age	1										
Gen	.778**	1									
Exp	.948**	.746**	1								
Ranks	.870**	.785**	.828**	1							
Edu	.778**	.663**	.798**	.696**	1						
POS	-.167	-.252	-.213	-.222	-.124	1					
WO	.220	.289*	.265	.201	.264	-.746**	1				
WFC	-.054	-.005	-.054	.025	-.068	-.427**	.435**	1			
Stress	.207	.290*	.219	.193	.040	-.692**	.577**	.304*	1		
EI	-.217	-.036	-.241	-.145	-.165	-.012*	-.114*	-.106*	.049*	1	
PH	-.143	-.209	-.199	-.147	-.130	.927**	-.805**	-.464**	-.670**	-.013*	1

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

WFC = Work Family Conflict

WO = Work Overload

POS = Perceived Organization Support

Stress

EI = Emotional Intelligence

PH = Psychological Health

3. Initial Analysis:

As described in the previous section (Chapter 4 Methodology), the control variables details are provided in table no. 4. For the analysis of the reliability of the scale (Cronbach's alpha) and Harman's single factor test (check the data biasness), SPSS 21st version, software was used. To compute the convergent and discriminant validity of the scale, and to ensure the model fit, CFA was carried out using AMOS software, 21st version. For the purpose of mediation and moderation analysis Hayes' SPSS macro named PROCESS was used that worked using SPSS software. This macro also

provides various features like SOBEL test, which helps in estimating the indirect effect of IDV on DV when the mediator is introduced in the model. Also, it helps in examining the importance of conditional indirect effect on different moderator variable values.

Table 4: Demographics of the Main Study

Employees (n=598)	Frequency (s)	Percentage (%)
Gender		
Male	388	64.88
Female	210	35.11
Age (in yrs)		
18 – 28	376	62.87
29 – 40	148	24.74
41 and above	74	12.37
Education		
12	88	14.71
Graduate	397	66.38
P.G.	113	18.89
Experience (in yrs)		
1-10	385	64.38
11-20	119	19.89
21-30	67	11.20
Above 30	27	4.51
Ranks		
Constable	324	54.18
Head-constable	143	23.91
Sub-inspector	131	21.90

Variance Inflation Factor (VIF)

To check the normality, skewness, kurtosis and non-multicollinearity of the variables variance inflation factor (VIF) method was used. VIF measures the increase in variances of the estimated regression coefficients when the independent variables are linearly related (Neter et al., 1996).

Normality of the data was not an issue as skewness and kurtosis were within one standard deviation of mean. Value below 10 falls in the acceptable range of VIF, results showed that VIF values ranged from 1.00 to 1.02, which are in an acceptable range and indicates non-multi-collinearity of the data (O'brien, 2007).

4. Descriptive statistics

Descriptive statistics involves the basic analysis of the data in-hand which includes the mean, standard deviation, inter-correlation. Results for the same have been given in Table 5: Mean, Standard Deviation, inter-correlation. Further, the test for the reliability of the scales showed positive results as the reliability value, Cronbach's alpha ranged between 0.87 and 0.96 indicating a high reliability in context of the present study.

5. Reliability of the Scale

Reliability is the consistency of the scale, that shows irrespective of the number of times the scale is used and in different contexts, the scale will give similar consistent results every time. The reliability of the questionnaire was measured using SPSS and all the scales were found highly reliable as the value of Cronbach's alpha for all the scales was above 0.85. The individual values are given in Chapter 4 (Methodology), where the measures are discussed in detail.

The reliability values for the scales were WFC = 0.88, WO= 0.93, POS= 0.88 Stress= 0.87, EI = 0.96 PH= 0.95. The acceptable limits of alpha coefficient are above 0.7 (Cho et al., 2014). Reliability was also tested through composite reliability; details of the same have been given in Table 7: Composite reliability, Cronbach's alpha reliability and factor loadings. The composite reliabilities (CR) varied from 0.87 to 0.96. The factor loadings of all measures were significant ($p < 0.001$) and within the acceptable limits.

6. Validity of the Scale

Validity of the scale is the degree to which it measures what the scale claims to measure. All the questions of the scale must represent the same construct, hence validating the scale. In

order to validate the scale (check the construct validity), the necessary condition is that the factor loadings of each item corresponding to its construct must be above 0.6 (Hair et al., 2009, which was tested using CFA, and the detailed result is shown in table no. 7, that proves the construct validity for all the scales used, as the factor loading for all the items of the constructs was above 0.6. The range for WFC was 0.73- 0.83, for WO it was 0.71-0.90, for POS it was 0.76-0.86, for stress it was 0.70-0.78, for psychological health it varied from 0.67-0.87 and lastly for emotional intelligence it varied from 0.68-0.90.

To Check the discriminant validity of the scale, the necessary condition is that the value of the average variance extracted (AVE) of each construct must be greater than the square of the correlation value of the respective construct, which was found to be true in the case of the present study (see table no 5), hence the discriminant validity has been proved.

Since self-reported questionnaires were used for the study, the probability for common method biasness increases in the data. To overcome this issue of common method biasness, Harman's single factor test was used and the results showed that only 22% of variance was explained by the single factor which is within the acceptable limit since it is less than 50% (Tyagi et al., 2016), hence common method biasness was not an issue in the study.

7. Results of Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) was carried out to evaluate the validity of the scales and to check the fitness of the hypothesized model in context of the responses obtained. The connection between the constructs under study, i.e. WFC, WO, POS, stress, EI and PH was found significant in the six factor model, as the factor loadings exceeded 0.6 value, that proved the convergent validity of the model. Also, the inter-factor correlations were not more than 1.00 with 95% confidence interval, which proves the discriminant validity of the model too (Hair et al., 2009). The CFA results for the alternative models (see Table 6) showed a poorer fit than the proposed six-factor model.

Table 5 represents the mean, Standard deviation, AVE and inter-correlations for all the constructs. As shown in the table, the AVE values of the constructs ranged from 0.55 to 0.73, which are above 0.50, the minimum acceptable limit and the correlation of two constructs was less than the square root of AVE or in other words, square of the correlation value is less than the AVE of the respective construct that proves the discriminant validity of the model (Fornell & Larcker, 1981), Table no. 7 shows the descriptive statistics, reliabilities (Cronbach's Alpha and Composite reliability) values along with the factor loadings of the constructs.

Table 5: Mean, Standard Deviation, Correlation and AVE values of the study

	Mean	SD	AVE	AVE (sqrt)	Age	Gen	Exp	Ranks	Edu	WFC	WO	POS	Stress	Psych. Health	EI
Age	1.4950	.705	-	-	1										
Gen	1.3512	.477	-	-	.894**	1									
Exp	1.5585	.861	-	-	.946**	.869**	1								
Ranks	1.6806	.814	-	-	.879**	.861**	.861**	1							
Edu	2.0418	.578	-	-	.716**	.631**	.739**	.743**	1						
WFC	3.83	5.563	0.60	0.77	.052	-.018	.055	.049	.167**	1					
WO	4.57	4.213	0.73	0.85	.060	.036	.060	.046	.098*	.092*	1				
POS	1.85	2.707	0.68	0.82	.052	.044	.066	.048	.073	-.099*	-.146**	1			
Stress	3.77	3.204	0.55	0.74	-.053	-.057	-.058	-.054	-.028	.099*	.223**	-.288**	1		
PH	2.00	13.693	0.59	0.76	-.065	-.047	-.073	-.034	-.007	-.490**	-.148**	.249**	-.159**	1	.227**
EI	1.63	5.802	0.52	0.72	-.033	-.013	-.046	-.027	-.158**	-.164**	-.111**	.020*	-.054*	.227**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 6: Results of the Confirmatory Factor Analysis

Indices/Values	6-factor Model	5-factor model	4-factor model	3-factor model	1-factor model
Chi Square (χ^2)	2916.557	44414.26	10635.21	7505.13	15914.11
Degrees of freedom [df]	1565	1585	1589	1592	1595
CMIN/ df	1.864	2.785	6.69	4.71	9.97
Goodness of Fit Index (GFI)	0.860	0.78	0.39	0.62	0.30
Adjusted Goodness of Fit Index (AGFI)	0.847	0.76	0.34	0.59	0.25
Comparative Fit Index (CFI)	0.941	0.87	0.60	0.74	0.38
Normed Fit Index (NFI)	0.882	0.82	0.57	0.69	0.35
Incremental Fit Index (IFI)	0.942	0.87	0.61	0.74	0.38
Root Mean Square Error of Approximation (RMSEA)	0.038	0.05	0.09	0.07	0.12

Table 7: Composite reliability, Cronbach's alpha reliability and Factor Loadings

Variables	CR value	Cronbach's Alpha Value	Mean	Std. Deviation	Loadings	t-Value ***
WFC	0.880	0.88				
WFC1			3.7358	1.44367	.831	21.787
WFC2			3.7475	1.30767	.798	21.699
WFC3			3.8645	1.35371	.748	19.941
WFC4			3.9649	1.30856	.740	19.678
WFC5			3.8662	1.35078	.737	19.557
WO	0.932	0.93				
WO1			4.6304	.88665	.717	19.900
WO2			4.5401	.94447	.896	27.861
WO3			4.4816	.96096	.860	26.014
WO4			4.6722	1.00731	.896	27.832
WO5			4.5284	.95547	.900	28.070
POS	0.892	0.88				
POS1			2.0017	.74235	.826	23.811
POS2			2.0435	.74895	.869	25.743
POS3			2.0769	.74175	.825	23.795
POS4			1.2960	.88408	.763	21.233
Stress	0.879	0.87				
S1			3.7793	.68590	.789	22.024

S2	3.7375	.71333	.784	21.815
S3	3.7809	.69251	.703	18.594
S4	3.7709	.69168	.737	19.804
S5	3.7809	.71160	.715	18.698
S6	3.7910	.55648	.708	18.921

Emotional Intelligence	0.963	0.96		
E1	1.5334	.74442	.704	17.271
E2	1.6120	.68484	.688	16.865
E3	1.5936	.78326	.745	18.346
E4	1.5886	.79023	.707	17.368
E5	1.6355	.75525	.716	17.595
E6	1.6756	.74017	.689	16.905
E7	1.7124	.72815	.686	16.828
E8	1.7408	.73989	.716	17.508
E9	1.7324	.72891	.711	17.466
E10	1.6873	.75079	.714	17.550
E11	1.6421	.74508	.702	17.222
E12	1.6856	.74449	.720	17.691
E13	1.6739	.71525	.704	17.294
E14	1.6589	.77266	.741	18.232
E15	1.6773	.72374	.684	16.726
E16	1.1371	.70027	.901	21.627
E17	1.6722	.74546	.742	18.225
E18	1.6639	.76287	.703	17.251
E19	1.6722	.73869	.711	17.481

E20	1.6522	.73173	.728	17.910
E21	1.6739	.76284	.737	17.459
E22	1.6990	.76548	.727	17.511
E23	1.6756	.74017	.745	18.354
E24	1.6488	.71389	.691	16.962

Psychological health	0.952	0.95		
PH1	1.9415	1.22983	.723	20.249
PH2	1.8880	1.22063	.872	26.749
PH3	1.9314	1.26424	.833	24.837
PH4	2.0652	1.32901	.678	18.558
PH5	1.9582	1.18756	.777	22.357
PH6	2.1104	1.28691	.698	19.299
PH7	1.9849	1.20222	.729	20.485
PH8	2.1003	1.31731	.676	18.505
PH9	2.0368	1.28982	.703	19.490
PH10	2.0602	1.23722	.805	23.589
PH11	2.0268	1.23704	.803	23.513
PH12	1.9465	1.20042	.815	24.055
PH13	2.0117	1.22844	.797	23.262
PH14	1.9398	1.25336	.796	23.234

Valid N =598
(listwise)

7.1 Assessment of the measurement model

Moving on, the CFA or the measurement model, showed the results of the model fit by means of the fitness indices (Table 6) such as Root Mean Square Error of Approximation (RMSEA), Goodness of fit index (GFI), Adjusted Goodness of fit index (AGFI), Incremental fit index (IFI) and Comparative fit index (CFI) (Anderson & Gerbing, 1988). The indices values indicated a good model fit ($\chi^2 = 2916.557$, degrees of freedom [df] = 1565, CMIN/ df = 1.864, $p = 0.000$, GFI = 0.860, AGFI = 0.847, CFI = 0.941, NFI = 0.882, IFI = 0.942, RMSEA = 0.038).

8. Test of hypotheses

The proposed hypotheses were tested in two interlinked steps. In the first step, the researcher tested direct effect which includes hypothesis H1 (WFC-PH), H2 (WO-PH) and H3 (POS-PH) along with the simple mediation model that states stress mediates the relationship between the IDVs and the DV (hypothesis 4a, 4b, 4c). In the second step, moderator (Emotional Intelligence) was introduced into the model (hypothesis 5) and empirically tested the moderating effect of EI on the relationship shared between stress and PH.

Hypotheses were tested with Preacher and Hayes, (2008) and the path coefficients were estimated through OLS regression using SPSS macro named Process for direct and mediating relation with bootstrapping process. This technique presents 95% Bias-corrected and accelerated confidence intervals (BCa CIs). Indirect effects can be confirmed as significant if the 95% (BCa Cis) do not contain zero.

8.1 Hypothesis Testing Results:

8.1.1 *The Direct effects: (H1, H2, and H3)*

The first hypothesis stated that work family conflict has an adverse effect on the psychological health of the employees implying that work family conflict shares a negative relationship with the psychological health of the employees. The results obtained show that the direct effect of work family conflict on psychological health is negative in nature (-0.52, $p < 0.00$) which proves the hypothesis 1. The second hypothesis assumes that the Work overload has a negative relationship with psychological health. On testing this, the assumption was found to be true since the direct effect of WO on that of PH of the policemen was negative (-0.14 , $p < 0.00$) as indicated by the beta value (regression weight). Similarly, the third hypothesis assumed that the perceived organizational support has a positive relationship with psychological health and the as per the results of the analysis (0.25, $p < 0.00$), POS has a positive relationship with the PH, thus proving the 3rd hypothesis.

Regression Results

Table 8 (a)

H1: Work Family Conflict and Psychological Health

H4a: Stress mediates between WFC and Psychological Health

Variable	<i>B</i>	<i>SE</i>	<i>T</i>	<i>P</i>
<i>Direct Effects</i>				
<i>Stress</i>				
Constant	0.09	0.20	0.46	0.64
WFC	0.10	0.04	2.41	0.01
	R	R²	F-value	p
	0.11	0.01	1.39	0.00
Age	0.04	0.20	0.19	0.84
Gender	0.00	0.21	0.02	0.97
Experience	-0.08	0.15	-0.56	0.57
Ranks	-0.03	0.12	-0.29	0.77
Education	0.01	0.11	0.14	0.88
<i>Psychological health</i>				
Constant	-0.33	0.17	-1.93	0.05
Stress	-0.11	0.03	-3.28	0.00
WFC	-0.51	0.03	-14.20	0.00
	R	R²	F-value	p
	0.53	0.28	33.43	0.00
Age	0.04	0.17	0.25	0.79
Gender	-0.21	0.18	-1.17	0.24
Experience	-0.24	0.13	-1.84	0.06
Ranks	0.06	0.10	0.61	0.54
Education	0.40	0.09	4.13	0.00
<i>Total effects</i>				
<i>Psychological health</i>				
Constant	-0.34	0.17	-1.97	0.08
WFC	-0.52	0.03	-14.48	0.00
	R	R²	F-value	p
	0.52	0.27	36.6	0.00
Age	0.04	0.17	0.22	0.81

Gender	-0.21	0.18	-1.16	0.24
Experience	-0.23	0.13	-1.75	0.08
Ranks	0.06	0.10	0.64	0.51
Education	0.40	0.09	4.08	0.00
Bootstrap results for indirect effect				
	Effect	Boot SE	LLCI	ULCI
	-0.011	0.008	-0.034	-0.010
Indirect effect and significance using normal distribution				
Sobel	Effect	Se	z	P
	-0.01	0.00	-1.89	0.05

Note: N = 598. Bootstrap sample size = 1000, LL = lower limit, UL = upper limit, CI = confidence interval.

Table 8 (b)

H2: Work Overload and Psychological Health

H4b: Stress mediates between Work Overload and Psychological Health

Variable	B	SE	T	p
Direct Effects				
<u>Stress</u>				
Constant	0.12	0.19	0.65	0.51
WO	0.22	0.04	5.62	0.00
	R	R²	F-value	p
	0.23	.05	5.71	0.00
Age	0.03	0.20	0.17	0.86
Gender	-0.03	0.20	-0.16	0.87
Experience	-0.08	0.15	-0.57	0.56
Ranks	-0.01	0.11	-0.14	0.88
Education	0.01	0.11	0.11	0.91
<u>Psychological health</u>				
Constant	-0.18	0.19	-0.91	0.36
Stress	-0.13	0.04	-3.24	0.00
WO	-0.11	0.04	-2.85	0.00
	R	R²	F-value	p

	0.22	0.05	4.63	0.00
Age	-0.06	0.20	-0.30	0.75
Gender	0.09	0.20	0.47	0.63
Experience	-0.23	0.15	-1.51	0.12
Ranks	0.06	0.11	0.51	0.60
Education	0.19	0.11	1.75	0.07
<i>Total effects</i>				
<i>Psychological health</i>				
Constant	-0.19	0.19	-0.99	0.31
WO	-0.14	0.04	-3.67	0.00
	R	R²	F-value	p
	0.18	0.03	3.47	0.00
Age	-0.06	0.20	-0.32	0.74
Gender	0.10	0.20	0.49	0.62
Experience	-0.21	0.15	-1.42	0.15
Ranks	0.06	0.12	0.52	0.59
Education	0.19	0.11	1.72	0.08
<i>Bootstrap results for indirect effect</i>				
	Effect	Boot SE	LLCI	ULCI
	-0.031	0.016	-0.070	-0.010
<i>Indirect effect and significance using normal distribution</i>				
<i>Sobel</i>	Effect	se	Z	P
	-0.03	0.01	-2.84	0.00

Table 8 (c)

H3: Perceived Organization Support and Psychological Health

H4c: Stress mediates between POS and Psychological Health

Variable	<i>B</i>	<i>SE</i>	<i>T</i>	<i>P</i>
Direct Effects				
<u><i>Stress</i></u>				
Constant	-0.00	0.19	-0.01	0.99
POS	-0.28	0.03	-7.27	0.00
	R	R²	F-value	p

	0.29	0.08	9.27	0.00
Age	0.03	0.19	0.16	0.86
Gender	-0.06	0.20	-0.31	0.75
Experience	-0.04	0.14	-0.31	0.75
Ranks	-0.05	0.11	-0.43	0.66
Education	0.09	0.10	0.88	0.37
Psychological health				
Constant	-0.09	0.19	-0.50	0.61
Stress	-0.10	0.04	-2.42	0.01
POS	0.22	0.04	5.46	0.00
	R	R²	F-value	p
	0.29	0.08	7.86	0.00
Age	-0.05	0.19	-0.27	0.78
Gender	0.11	0.20	0.58	0.55
Experience	-0.25	0.14	-1.74	0.08
Ranks	0.08	0.11	0.71	0.47
Education	0.13	0.10	1.28	0.19
Total effects				
Psychological health				
Constant	-0.09	0.19	-0.50	0.61
POS	0.25	0.03	6.40	0.00
	R	R²	F-value	p
	0.27	0.07	8.12	0.00
Age	-0.05	0.19	-0.29	0.77
Gender	0.12	0.20	0.61	0.53
Experience	-0.25	0.14	-1.70	0.08
Ranks	0.08	0.11	0.75	0.45
Education	0.13	0.10	1.19	0.23
Bootstrap results for indirect effect				
	<i>Effect</i>	<i>Boot SE</i>	<i>LLCI</i>	<i>ULCI</i>
	0.028	0.017	0.010	0.071
Indirect effect and significance using normal distribution				
Sobel	<i>Effect</i>	<i>Se</i>	<i>Z</i>	<i>P</i>
	0.02	0.01	2.28	0.02

8.1.2 Mediation Analysis Results

Further, to test the mediation effect of stress in between the 3 IDVs and the DV, fourth hypothesis was sub-categorized in 3 diff hypotheses (H4a, H4b and H4c) stating that stress mediates the relationship between work family conflict & psychological health (H4a; WFC-stress: 0.10 ($p < 0.01$); Stress – PH: -0.11, $p < 0.00$), stress mediates the relationship between work overload & psychological health (H4b; WO – Stress: 0.22 ($p < 0.00$), Stress – PH: -0.13 ($p < 0.00$)) and stress mediates the relationship between perceived organization support & psychological health (H4c; POS – stress: -0.28 ($p < 0.00$), stress – PH: -0.10 ($p < 0.01$)). The results of the analysis (fig. 8) show a significant relationship between the stress and the psychological health along with the significant indirect effects of the IDVs on DV, obtained from the results of the SOBEL test. The indirect effect of the IDVs on DV (WFC-PH (SOBEL z) = -1.89, $p < 0.05$, WO-PH (SOBEL z) = -2.84, $p < 0.00$, POS-PH= SOBEL z = 2.28, $p < 0.02$) was verified with a two-tailed significance test (assuming a normal distribution), i.e. the SOBEL test. Also, the results of bootstrap validated the results of the SOBEL test (see Table 8a, 8b, 8c), with 95% CI, which did not contain zero (WFC-PH = (-.03, -.01), WO-PH= (-.07, -.01), POS-PH= (.01, .07)). Hence, hypothesis 4 (4a, 4b and 4c) was supported. The detailed results are shown in the table no 8a, 8b and 8c.

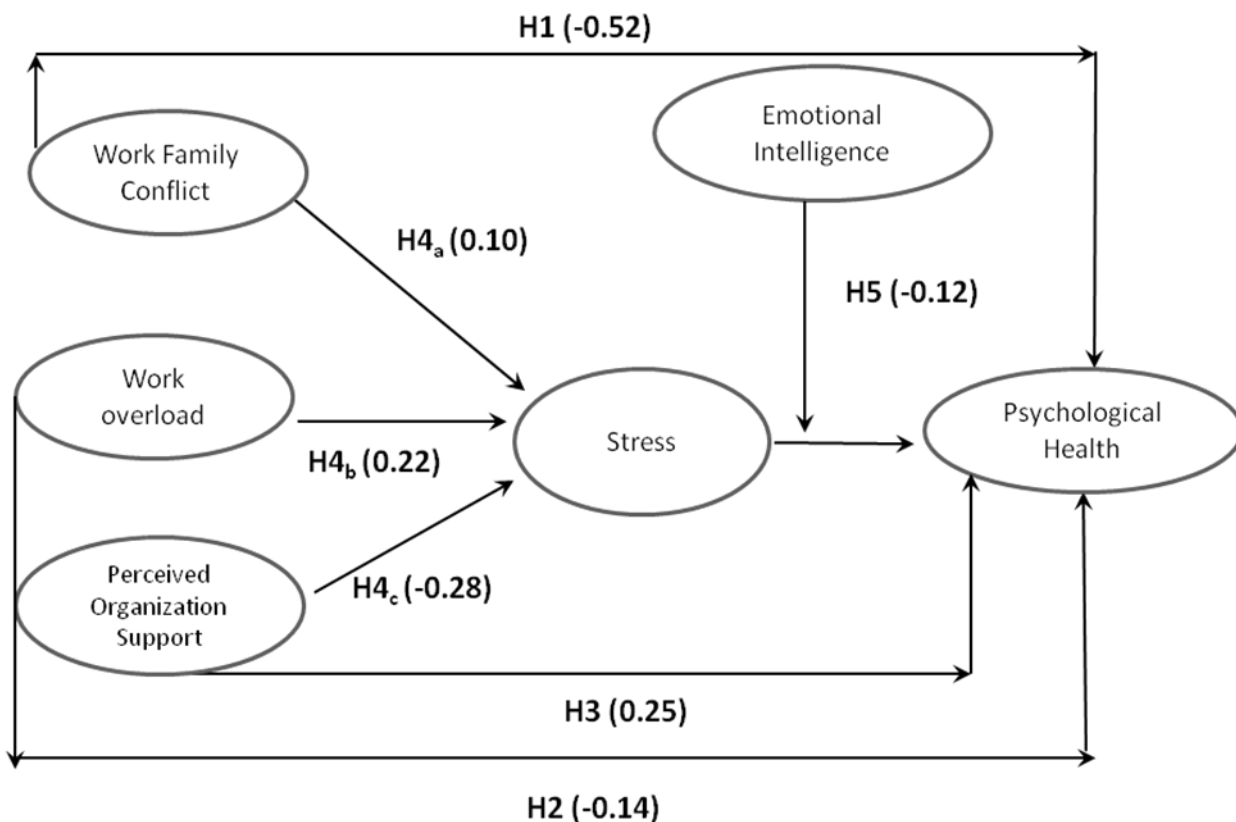


Figure 8: Hypothesis' Results

8.1.3 Moderation Analysis Results

Lastly, the results of the moderation analysis (Table 9) showed that emotional intelligence moderated the relationship between stress and psychological health such that low EI strengthens the effect of stress on psychological health and the effect was found significant (EI-PH= 0.243 ($p<0.00$); Stress- PH= -0.124 ($p<0.05$); Interaction (Stress* EI) = -0.129 ($p<0.05$)). The graphical representation of the interaction effect using Aiken and West method (Aiken & West, 1991) is shown in fig. 9. It was estimated by separate equations using one above and below the average of the moderating variable.

Table 9

Regression results for the conditional indirect effect (moderation)

Predictor	<i>B</i>	<i>SE</i>	<i>T</i>	<i>P</i>
Psychological Health				
Constant	-0.006	0.040	-0.17	0.86
Stress	-0.124	0.05	-2.21	0.02
Emotional Intelligence	0.243	0.09	2.66	0.00
Stress × Emotional Intelligence	-0.129	0.05	-2.19	0.02
	R	R²	F-value	p
	0.33	0.11	5.77	0.00
Age	-0.08	0.17	-0.49	0.62
Gender	0.08	0.20	0.43	0.66
Experience	-0.22	0.15	-1.48	0.13
Ranks	0.01	0.10	0.16	0.86
Education	0.33	0.12	2.69	0.00
Emotional Intelligence	Boot indirect effect	Boot <i>SE</i> , <i>T-value</i>	Boot <i>LL</i> 95% <i>CI</i>	Boot <i>UL</i> 95% <i>CI</i>
<i>Conditional indirect effect at Emotional Intelligence = M ± 1 SD</i>				
- 1 SD	0.005	0.098, 0.054	-0.188	0.199
M	-0.124	0.056, -2.214	-0.234	-0.014
+1 SD	-0.253	0.059, -4.290	-0.369	-0.137

Note. N = 598. Bootstrap sample size = 1000, LL = lower limit, UL = upper limit, CI = confidence interval, M = Mean, SD = Standard deviation.

As stated in hypothesis 5, the slope of interaction effect depicts (Table No. 9) that the relationship between stress and psychological health is weakly affected by EI when the levels of EI is low (simple slope = 0.005, $t = 0.054$, $p < 0.05$) and hence stress has an adverse effect on the psychological health of the employees, on the other hand, when the EI level is high (simple slope = -0.25., $t = -4.29$, $p < 0.000$), it acts as a negative moderator and lowers the impact of stress on the psychological health of the employees. The graph in the fig. 9 shows that when level of stress is low and EI is low the health is moderate but as the level of stress increases and EI level is still low, the health deteriorates further, whereas, when the level of EI is high and the level of stress is low the health is in better condition, but as the stress increases and EI is high, the health deteriorates but not as much as it did in the case of low EI, the health remains in a moderate state due to high EI. In case of the present study, as per the responses obtained, the mean value of EI (mean=1.63) shows that the EI level of the police officials is low, due to which during the high stress conditions, stress possess a strong negative relationship on the psychological health of the officials.

This result showed that emotional intelligence moderates the relationship between stress & psychological health such that low EI strengthens the negative relationship between stress and PH.

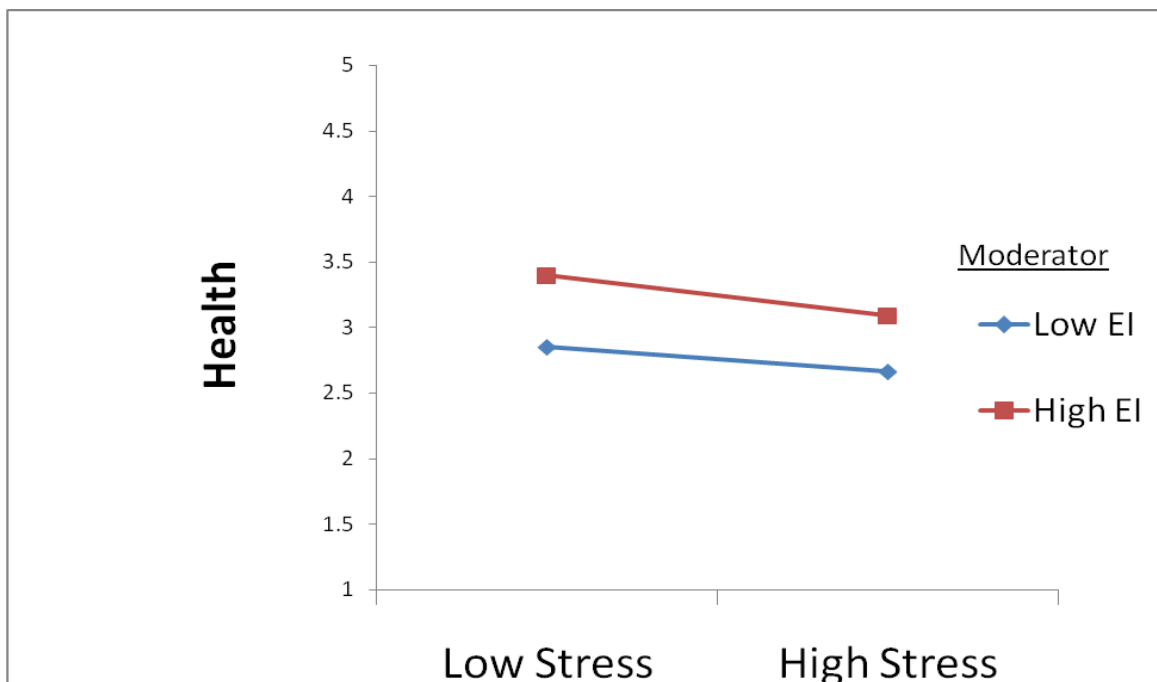


Figure 9: Moderating effect of Emotional Intelligence on the relationship between stress and psychological health of the police officials

Low Emotional Intelligence strengthens the negative relationship between stress and psychological health.

Independent variable (Stress)	-0.12
Moderator value (Emotional Intelligence)	0.24
Interaction value (Stress * Emotional Intelligence)	-0.12

9. Conclusion

In this chapter, results of the data analysis has been described and explained in detail with their interpretations. Results of validity and reliability of the scales are presented along with the correlation values obtained among the variables under study. The CFA results has been given to show the fitness of the hypothesized model and later the analysis results of mediation and moderation analysis are being discussed, which also justifies the acceptance of all the proposed hypotheses. The findings suggest that all the independent variables (WFC, WO and POS) had a significant relationship with the outcome variable (Psychological Health) and that stress mediated between the IDVs and DV, whereas emotional intelligence acted as a moderator between stress and psychological health. The chapter depicts the results in tabular form along with the moderation graph for the graphical representation o the moderation effect which gives clarity to the concept and develops a deeper understanding of the results obtained. In the next chapter I discuss the justification for the results obtained.

CHAPTER 6: DISCUSSION

1. Introduction

This chapter of the thesis elaborates on the findings of the study, obtained from the previous chapter. The chapter focuses on the explanation for the results obtained for all the hypothesis under study. Researcher supported the argument with the help of past literature and provided the theoretical as well as practical implications of the present research in context of the organization under study.

2. Summary of Findings

The findings revealed that all the hypothesis of the proposed model were supported, such as: first, work-family conflict had an inverse relationship with the psychological health, i.e. if work-family conflict is high, people will have an adverse effect on their psychological health. Second, work-overload has an inverse relationship with psychological health indicating higher the workload lower the psychological health of the employees. Third, perceived organization support has a direct positive relationship with the psychological health which means better the POS, better will be the psychological health. Fourth, stress mediated the relationship between WFC, WO, POS and PH, indicating that stress is the mediator and the underlying factor due to which the IDVs affect the DV (PH) and lastly, the moderating effect of emotional intelligence on the inverse relationship shared between stress and psychological health was also found valid.

3. Hypothesis Discussion

The results obtained from the statistical analysis showed a significant support for the hypothesis developed on the basis of the objectives formed for the study. This section deals with the interpretation of the results and justification for the same supporting it with the past literature.

3.1 Hypothesis 1: Work-family conflict has a negative relationship with psychological health

The first hypothesis assumed that work-family conflict had an inverse relationship or in other words a negative relationship with the psychological health of the employees indicating that higher the conflict lower the psychological health of the employees. This result is in synchronization with the past studies (Sharma et al., 2015) which proved that excessive work intervenes in the family roles and in the longer run affects the psychology of the employees causing adverse effect on the mental health of the workers. Past studies confirm the negative

relationship between work-family conflict and mental health (Grzywacz & Carlson, 2007; Poelmans, 2001) and explains it as a result of the behavioral-based conflict that arises in the employees is the main cause of creating the stress that affects their mental health (Burke, 1988). Thus, it is clear that employees facing high levels of work/family conflict are exposed to the risk of weak mental health. As WFC is an inter-role conflict, it is the excessive time demand of work that prevents the workers to devote time to the family that causes conflict in their lives (Bond et al., 2003). Policing is a 24/7 job, without any fixed no. of working hours, which puts the employees in jeopardy, of how to draw that fine line which could divide the work and family time so that a balance could be maintained between the two. This inability of division of time and their commitment to their 24/7 job has led to a situation where their maximum time is consumed by the job and only moments are left for the family. It does not affect only the family roles but also the health of the individuals, since they are devoid of the breaks, which prevents them from taking rest causing health issues. Recurrence of such situation affects the psychological well being of the policemen (Tyagi & Dhar, 2014) and in the long run, psychological disorders such as stress, depression, anxiety are seen amongst the employees (Grant-Vallone & Ensher, 2001). It is evident from the past studies that WFC is a common problem amongst the highly demanding jobs such as policing, nursing, BPOs etc. (Sharma & Purang, 2006). Work is just one dimension of life, there are other spheres which require attention and time from an individual, health is one and family is another such dimension. Neglecting one dimension for the other will have an adverse effect on the others, hence for the smooth functioning of life (Flory et al., 2010b), it is imperative to maintain a balance between all the dimensions, with a special focus on the psychological well being, since as the saying goes “Health is Wealth”, if the officers will be healthy, then only they will be able to perform their duty as well as family roles well. Hence, it is the responsibility of the department to handle the issue of WFC with utmost care.

3.2 Hypothesis 2: Work overload has a negative relationship with psychological health

On testing the second hypothesis, it was found that work overload had a negative relationship with psychological health of the police officials, indicating higher the work load (Bliese & Castro, 2000), lower will be the psychological health. The results are in synchronization with the previous literature where it has been proved that work-overload is one of the key factors in causing health disorders amongst the police officials (deBeer et al., 2015). Policing is a highly demanding job without any time boundaries since the nature of the job is

such that anytime and anywhere the police could be called for help. This makes the situation extremely difficult for the employees since they are required to be available round the clock and are required to work more than the duty hours. Even in the 21st century, there is no change in the working style of Indian police, as they rely on the paper work more than the computers for their database management (Liu & Rao, 2013; Ojha, 2014), which makes the task of the officers more tedious and the officials feel loaded with the work. Besides this they are expected to perform late night duties like patrolling and surveillance which is sometimes an add-on for the same employee who performed the 12 hour duty in the morning shift. Also, the political pressure and the internal demands of the seniors to complete the task within the deadline is the most difficult situation to overcome and creates an unnecessary burden that takes a form of psychological disorders in the long run (Tyagi & Dhar, 2014). In such a pressurizing work scenario officials feel completely drained out which eventually affects their physical as well as mental health causing diseases such as high BP, heart problems and depression (deBeer et al., 2015). Researchers have explored the consequences of work-overload on the psychology of the police officials and they conform to the results of the present study (deBeer et al., 2015). It is essential for the management to understand the severity of the situation and take appropriate actions to prevent the adverse effect of work-overload on psychological health.

3.3 Hypothesis 3: Perceived organizational support has a positive relationship with Psychological health of the employees

As the findings revealed, perceived organization support has a positive relationship with psychological health of the employees, indicating that higher the organizational support towards the employees, better would be the psychological health of the employees. Present results could be verified with the help of the results of past studies that supports the findings (Viswesvaran et al., 1999) as Richardsen and colleagues (1999) has discussed in their study about the relationship shared between POS and psychological disorders such as anxiety, mood swings, anger and stress (Richardsen et al., 1999). Organizational support plays a crucial role in psychological empowerment of the employees whereas when employees are devoid of such support (Schat & Kelloway, 2003), it leads to psychological distress especially in highly stressful jobs like policing. Policing is a profession where collegial as well as supervisor's support plays an important role (Patterson, 2003), since it provides strength and courage to face the risks involved in the job (Dupré & Day, 2007). However, as per the results it was found that the POS is towards a lower side indicating minimum support from the organization for the

employees, this could be understood by means of the organization structure which the Indian Police department follows. A rigid hierarchical structure with a huge power gap is in function that hinders open communication amongst the senior and junior officers, which creates disparity among them. Moreover, the approach of the department is not employee-centric, employees come last in the priority list of the department, yet they are expected to devote their lives for the duty and expect nothing in return, not even the basic facilities like leaves, medical and housing facility etc. The HR policies of the police department are stringent, even though there are provisions for some of the basic facilities such as travel allowance (TA), House Rent allowance (HRA) etc. however the ground reality is that they are rarely utilized reason being the strenuous procedure that one has to go through to claim it and get it reimbursed, and its not worth it considering the amount being assigned.

Police administration and the elected leaders are expected to perform paternalistic roles like counseling and motivating the subordinates to face the negative stressful situations, whenever the lower rank officers face trouble, they look upto the seniors for guidance. Officers depend on their fellow officers and seniors for the emotional and moral support, they pay high regards to the wisdom shared by the seniors and hence rely on them for important decisions at work. Negative response from the seniors during the turmoil leads to reduced faith in the system and lack of trust on the supervisors and colleagues. If the support is perceived to be less, it induces a sense of betrayal. In response to which an officer might indulge in violation of rules and develop informal sub-cultures and rage against the seniors, which eventually have an impact on their relationship with the colleagues. Past studies have shown that lack of facilities and lack supervisors support demoralizes the employees (Rhoades & Eisenberger, 2002) and leads to dissatisfaction. Severity of the situation could be assessed from the fact that at some locations, cases of subordinates shooting their supervisors have come to the knowledge, as an expression of rage towards their seniors (Hindustan times, 2015). Reports have also highlighted a number of suicidal attempts amongst the police officials due to the mental pressure they had to bear without any kind of organizational support, which proves that lower the POS, lower is the psychological health which could take a form of rage, depression and nervous breakdown. It is important for the department to understand the importance of their manpower and value their contributions, support them whenever in need and help in their growth, to prevent severe health repercussions to occur.

3.4 Hypothesis 4: Stress acts a Mediator between the independent variables (WFC, WO, POS) and dependent variable (Psychological health)

The fourth hypothesis stated that stress mediated the relationship between WFC, WO, POS and psychological health of the police officials, that has been proved statistically, and conceptually it means that the effect of WFC, WO, POS on psychological health is due to the underlying stress that develops in the brain due to these factors. The above mentioned factors are few of the many sources of stress amongst the police officials. The mediating effect of stress has been supported by the past researchers (Tyagi & Dhar, 2014) and has been explained as the link between the stressors and other work outcomes. As per the responses obtained from the police officials, it was found that they feel highly discouraged about their work, as if they are losing control over their work and mind. Stress is a result of the continuous pressure/strain experienced by the employees due to a number of factors known as the stressors. In context of the present study role of stressor is played by WFC, WO and POS. Past studies have proved a valid relationship between WFC and stress (Burke, 1994), WO with stress (Härmä, 2006) and POS with stress (Patterson, 2003), also stress and psychological health (Tyagi & Dhar, 2014). Stress is the cumulative result of the above three factors which eventually has an adverse effect on psychological health of the police officials. As discussed, policing is a high risk job, which in itself builds stress due to the nature of the job, in addition to this; problems of the system make it more difficult for the employees to abide by the situation and are constantly under pressure from either of the sources mentioned above. Lack of facilities, support system, leaves and other basic amenities of housing, food and medical adds to the severity of the situation. External pressure from the people in power, misbehavior of the general public and lack of reward system also contributes to the frustration developed amongst the employees that hampers the mental well being in the long run. It is observed that maximum police officials are suffering from physical or psychological illness such as high BP, sleeplessness, diabetes, heart diseases and intense distress and depression (Beehr et al., 2015). Past studies have substantiated the results by means of medical check-ups (Carlier et al., 1997) and found that majority of the officers are under psychological distress caused due to the extreme stress levels. Stress has been explained as a negative emotion that develops due to inability to achieve a set goal. It is function of motivation system which has two components: the *approach system* focused on achieving desirable outcomes and the *avoidance system*, focused on avoiding undesirable outcomes. One can adopt any one approach or combination of two to prevent its negative impact on the health outcomes. Research shows that excess of negative emotions (e.g., anxiety, fear) that come with stress (Carlier et al., 1997) lead to decreased focus and poor decision-making (Andersen et al., 1998) and thus take a toll on the psychological health of the employees. It is a high time, that the higher authority does pay attention to the situation and take appropriate actions

3.5. Hypothesis 5: Emotional intelligence moderates the relationship between stress & Psychological health such that it reduces the effect of stress on psychological health.

The fifth and the last hypothesis state the role of emotional intelligence as a moderator in between the relationship shared by stress and psychological health of the police officials. It has been proved statistically as well as conceptually that emotional intelligence has an indirect effect as a moderator such that higher the level of emotional intelligence lesser would be the adverse effect of stress on psychological health of the employees and vice-versa. Emotions are the basic units that control the functioning of our brain and require awareness to manage them. They are most important resources available for the individuals that could be used to balance ourselves in the worst conditions. As per the results, it was found that the level of emotional intelligence was low amongst the police officials who allow the effect of stress on psychological health, to take a severe form. The reason for the low EI was the depletion of emotional resources during the course of duty as well as in overcoming the stressors such as work-family conflict, work overload and low POS. Balancing work load along with the family demands requires a lot of energy especially in a non-supportive environment. As per the Conservation of resource model, resources are limited and deplete over time, if not recovered leads to stress formation (McVicar, 2003). Police service, in the name of national duty is exploiting the available resources of its manpower and lacks the necessary system that could help them re-build the same resources. This leaves the police officials stressed with no emotional ability to handle it, ultimately causing psychological disorders such as anxiety, anger, depression and developing suicidal tendencies. Research showed that emotional intelligence acts as catalyst in between the stress and psychological health relationship (Davis & Humphrey, 2012a) as it increases the effect of stress in depletion of psychological health if EI is low, on the other hand if EI is high, it moderates the relationship negatively and weakens the effect of stress on health of the employees. In simple terms, it is upto the discretion of an individual to alter its emotional makeup such that it can either become a savior from stress or amplify it.

Emotional intelligence is a multifaceted phenomenon where its multiple dimensions gives it a dynamic characteristic, giving varied results in diverse settings. In this study too, separate components of EI were tested in relation with the linkage of stress with PH to identify the individual elements that play the most significant role in moderating the relationship. As per the results obtained from the responses received from the policemen, some of the components of EI were found to be high, such as: 1) Awareness of own emotions, 2) Ability to display

emotions, and 3) Empathy, whereas the other elements such as 1) Ability to regulate felt emotions, 2) Ability to recognize the emotions of others, 3) Ability to manage emotion of others and 4) Ability to use emotion to facilitate thinking were found to be on the lower side. Such combination of emotional resources could be termed as low emotional intelligence that moderates the inverse relationship of stress and psychological health positively by enhancing the adverse effect of stress on psychological health.

EI is an essential part of one's personality which could be worked upon to prevent the negative effect of stress on the mental health of the police officials. High levels of EI can also contribute in healing the negative effects of stress as research has shown that high EI level make a person likable and popular. Management of emotions is the one essential component that determines whether the effect of stress will affect the mental health or not, since by means of regulating our emotions a person may create a distance from the situation and do not identify ourselves with it, in simple words, do not get emotionally involved into the situations. It could also be explained by means of Karma yoga described in Bhagvata Gita (Holy Book of Hindus), according to which one must not get indulged in the situations completely and must handle them objectively, by being consciously observant about the events occurring around us. Emotional intelligence is the second level of intelligence, which goes beyond the boundaries of basic intelligence that works on the logical reasoning of mind. EI works on a subtle level that involves feelings and emotions. Hence, it is important to understand the concept and implement it in the practical life to benefit the employees in the best possible manner. Police department needs to understand that employees are the backbone of their system and if they are not healthy, what kind of service would you expect from mentally ill officers? The higher authority needs to expand their vision about the whole structure especially the HR policies for the employees and go beyond the traditional boundaries to help their employees in maintaining their psychological well being. A recent article based on the discussion with Mr. Daniel Goleman & Dalai Lama (Concordia Online, 2013) has highlighted the importance of expansive vision, explaining that constrained myopia vision limits us from considering the benefit of all and hence must be avoided rather an expansive vision must be built to take into account the benefit for all. Analysis of the organizational boundaries which limit the vision to ourselves must be identified and efforts to go beyond those boundaries must be made. This could be achieved only if the information or the feedback is gathered from the top as well as bottom of pyramid; this wide spectrum allows an in-depth understanding of the problem and addressing it in the best possible way. This expansive vision will allow the employees to improve their emotional intelligence capacity

One of the important dimensions of EI concept is *Managing Emotions* that defines the capacity to connect or disconnect from an emotion depending on its worthiness in any given situation (Mayer & Salovey, 1997). Police officials lack the capacity to manage their emotions and identify themselves with the stressful situations, in contrast if they are able to disconnect themselves emotionally from such stressful environment, it can prevent them from the adverse effect of stress and protect their psychological well-being (Davis & Humphrey, 2012b). Thus, EI can facilitate detachment from extreme felt stress and its associated emotional states, to enable one to better focus on the task at hand.

Researchers have identified another important aspect of EI in context of cultural difference. Mayer and Salovey (1997) has defined that 'culture and/or religious observances further define expected emotions' (p. 20) and 'individuals from different subcultures approach emotions differently' (p. 21). For instance, outperforming the members of the team (Bhagat, 1997; Ojha, 2015b) may be appreciated in western culture but is not appreciated in Japan, Bass (1997). Similarly, India being a collectivist culture possesses a strong traditional value system where seniors are respected and obeyed without any question, thus, play a crucial role in forming a healthy work environment and train the subordinates to tackle difficult situations objectively. As it is said that 'differences in cultural beliefs, values, and norms moderate leader-follower relations' (Bass, 1997, p. 137; Purang, 2007), hence as suggested by Bass (1997) 'In the collectivistic societies of Asia, more directiveness would be expected of its transformational leaders' (p. 136), gives the clear picture of the role played by seniors in maintaining the emotional stability amongst the police officials to protect them from negative impact of stress.

4. Theoretical Contributions of the Study

Present study contributes to the moderating literature of ability emotional intelligence by identifying the role of EI in-between the relationship of stress with psychological health. Past studies have explored extensively the other dimension of EI i.e. the trait emotional intelligence in relation with the various behavioral concepts, but ability emotional intelligence has been an area of minimal research that has been explained in detail in the present study. Moreover, the variables under study were assessed in the light of conservation of resource model that gave a strong foundation for the study and mapping/understanding the model w.r.t. COR theory was a novel effort and gave a different perspective to the whole concept, since perceiving emotions as resources to overcome stress is an entirely new concept that has rarely been explained/proved statistically in behavioral sciences. Even though studies have been carried out on the variables under study in western countries, this integrated model is the first to be studied in context of

Indian police, which has entirely different work settings as compared to the other countries due to the cultural diversity and varied demographics. Present study has also attempted to direct the attention of the higher authorities towards the issues faced by the employees and hampers their normal psychological functioning which ultimately affects their work. Also, the study contributes to the mediating literature of stress, as the findings report that stress has a mediating nature in between the IDVs and the DV.

Although extensive research has been carried out in the area of police stress, no significant studies have been done in the Indian context. This study contributes to the existing literature by developing a comprehensive model of constructs that considers two dimensions, the organizational level and the individual level in the context of Indian working conditions. Consistent with the findings of previous studies, it was revealed that a high amount of workload and work family conflict was the major reason behind the increasing stress levels of police officials. The present study applied the conservation of resource theory to understand the adverse effects of stress on the health of police officials in the developing country like India. Based on the study findings, it could be seen that the issues concerning Indian police officials do not differ remarkably from police officials in developed countries. In addition, the study has explored the untouched issues concerning the working conditions of police officials deputed in the Uttarakhand state of India with minimal resources at their disposal, and their commitment to carry out their duties. Therefore, this study is an initiation to explore the unknown path of the police officials' lifestyle in India and open new avenues for future studies.

5. Practical Implications:

Indian Police department is recommended to restructure the HR policies for the employees. It is the need of the hour to formulate human-centric HR policies so as to make a fair trade for the services they expect from their human resource. As, per the findings, police officials are undergoing stress caused due to the issues such as : work family conflict and work overload, it is important for the department to look into the internal system that has led to such situation and rectify them. One of the reason is the long working hours without breaks which continues for the whole week without even a single day off, which makes the job a 24/7 routine and as it is said “ All work , no play makes jack a dull boy” so is the case with the Indian police force. Past researchers have argued that continuous work without breaks leads to decreased work efficiency (Tyagi & Dhar, 2014) and increased level of psychological disorders. To improve the situation, shift system needs to be implemented so that only 8 hrs of service is taken from each individual. This will help the police officials to give time to their family members and fulfill

household responsibilities. Past studies have reported that workers who are able to manage their work and family well and feel satisfied with themselves are more happier than those who suffer from the WFC (Sharma et al., 2015) and they also perform better at work. Besides the shift system, a week off is essential for the employees which will help to rejuvenate them from all the wear n tear happened during the week's job. Police officials are exposed to dangerous situations like riots, risk of being shot or daily conflicts like traffic fights, communal disputes, cases of domestic violence etc. All this causes mental tiredness which over a long period of time gets converted to stress if not cleansed at appropriate time, this is where the weekly breaks play a vital role, to help clean all the trash of the past and rejuvenate for the next day. Further, to reduce the work-load, job rotation could be adopted so as to break/reduce the monotony of the task being done repeatedly by the same group and reduce the burden of few individuals. Divide and rule shall be applied on the task and not the employees, divide the work so the pressure spreads and do not accumulate on one individual or a single group of people. Division of cadres as per the nature of work and assigning the right job to right person as per the skills and capabilities would also increase the efficiency and reduce the workload. The problem in the Indian police is that there is more physical work than the mental work, which leaves the mind inactive and gives the feeling of tiredness since its not engaged in any activity. On the other hand, excessive physical activity breaks down the bodily strength and leaves the policemen drained out completely. Hence, it is important to divide the police work into sections and allot the duties as per the personality of the individuals besides their qualifications and experience, so that right man is assigned the right task. Researchers have shown that if one loves his/her work, he/she will never experience workload rather it will be enjoyed.

All these suggestions could help resolve the issues of work family conflict and work overload. Another major contributor towards the stress was perceived organizational support which was found to be low taking a form of a stressor. To, overcome this, immediate commanding officer must organize monthly meetings to get updates of the work done and make plans for the future work. Open communication in these meetings shall help strengthen the supervisor-subordinate relationship and help resolve the issues faced by the employees during the course of their duty. Recognizing the good work by means of appreciation, which could be in the form, as simple as an applaud in front of the fellow officers will enhance the confidence in the policemen and develop a sense of respect for the supervisor. Support/backup from the seniors whenever a subordinate takes a right stand/decision for a situation would augment the commitment towards the organization and respect for the supervisor.

To reduce the level of stress experienced by the employees, it is important to reduce the causes that lead to stress, which have been discussed above. Apart from the above suggestions, it is advised to organize counseling cells at each kotwali of the area, so as to understand the level of stress one is undergoing and counsel the individuals at the initial level to prevent it from taking a bigger form. Stress can also be reduced through socialization, informal discussions and leisure time for the employees during their short breaks could help in overcoming the daily stress putting off its accumulation and taking a form of depression. Past studies have reported that leisure activities and informal discussions help in avoiding negative emotions to accumulate (Tyagi & Dhar, 2014). In absence of the family members, colleagues and seniors are family for the police officials, their support heals all the wounds and time is the best support one can give to others in form of informal gatherings which will help the officers release their stress.

As per the findings, the psychological health was found low, hence, to improve the same; first awareness about the problem is required. Regular medical check-ups of the police officials are advised to be made mandatory and department must take the responsibility that, officers with any kind of illness must get medical leave along with proper medical treatment from the department. The work schedule of the employees need restructuring with at least 15 minutes devoted to Yoga and meditation before the duties are assigned for the day, it will help in balancing the mind and control the adverse effect of stress on health.

Emotional intelligence was found to be a catalyst which might control or aggravate the effect of stress on psychological health of the police officials. To utilize this resource (emotions) in order to prevent stress, it is essential to increase the level of EI, which could be achieved by means of emotional intelligence training. There are two main components of EI : awareness of emotions and management of emotions, as per the past literature, training can help in developing these two aspects of EI. Besides the EI training, meditation will also help in being consciously aware of your actions as well as emotions, thereby managing the same at the right time.

6. Conclusion

The present chapter brings into light the explanation for the results obtained in the data analysis. Each hypothesis has been justified with support from the past literature and the practical reasons observed to support the relationships identified in the present study. Lastly, on the basis of the explanation and the reasons identified for existence of such relationships, as has been proved by the data analysis, practical implications for the authority have also been discussed along with the theoretical contribution of the present study to the managerial literature. The last chapter also includes the limitations faced by the study and future scope of research along with the overall conclusion of the present study.

CHAPTER 7: CONCLUSION

1. Conclusion

The present study was an effort to investigate the work culture and functioning of the Indian Police Department to understand the issues relating to its human resources that causes severe damage to their health. Public complain about the rude behavior of the police officials but none tries to investigate the reasons behind the same. This study is an attempt to identify the logical reasons for the same and remedies to improve the situation. The present study identified some of the factors that have a significant negative influence on the psychological health of the police officials and the underlying stress that develops due to such factors. In the pursuit for a solution one important dimension of a human personality: emotional intelligence was also incorporated in the hypothesized model and it was found that it acted as a moderator between the relationship shared by stress and psychological health. Literature supported the hypothesis development for the proposed model, along with the theoretical foundation of the study that blended well with the constructs under study. Being a quantitative study in nature, survey data was collected using standard questionnaires following the convenience sampling techniques from the Uttarakhand region, India. Results were obtained through regression analysis and were justified with the literature support for all the hypotheses were supported by the results. Lastly, on the basis of the findings of the study managerial as well as theoretical implications are discussed in the present chapter, followed by the limitations and future scope of research.

2. Limitations of the Study

No study is perfect in itself and has certain limitations. Similarly this study also suffers from the following limitations. First, the data is collected from one organization which limits the generalizability of the study to other service settings. Second, the study was cross-sectional in nature due to which it is difficult to determine the direction of causality, since the data was collected at one time only and not at different time intervals. Third, the instrument being originally in English was translated into the local language Hindi, even though back translation method was used to do so, there are chances of collecting invalid responses from the Hindi-speaking respondents due to certain misunderstandings in the questions. Fourth, cultural differences were not taken into consideration while testing the relationship which could be taken up in the future studies. Fifth, the sample included a high percentage of male respondents which limits the analysis to the male employees only, thus it is required to test the established relationship with reference to female employees also (Pacoy, 2009), to validate the results in a

heterogeneous work setting. Sixth, the study is quantitative in nature, which limits the analysis to numbers and prevents the in-depth understanding of the issues under study and last, the demographic variables were controlled in the present study which could have a significant impact on the results and could be tested in future without applying controls. Also, the study did not consider marital status as a control variable, that might have played a significant role in analyzing the role of work-family conflict in causing stress.

3. Future Scope of Research

This study examined the relationship of certain stressors like WFC, WO, POS with that of psychological health and the mediating role of stress in between the two (the IDVs and the DV). Future research could examine other stressors that share similar relationship and affect the psychological health adversely. More organizational and individual level antecedents and consequences of stress could be studied to give a deeper insight into the concept. Result replication in other settings like hospitals, security services etc. could help in generalizing the results in a broader perspective. Since in policing 33% employees are females whereas in hospitals maximum nurses are females, study results may vary due to the differences in the demographic data, similarly in other work settings the organizational factors may also differ, hence it is important to replicate the present study in other services to increase the generalizability of the model. Further, longitudinal study could be carried out to establish the causality between the variables. Longitudinal study examines ‘the continuity of the responses and to observe changes that occur over time’. Thus, longitudinal research is recommended for future research. Quantitative study has its own limitations; hence to overcome it and give a stronger ground for the study, qualitative study is a must, which could be taken up in future research. It is important to understand the difference between the collectivist culture countries like India and individualistic cultures of western countries, in future the study could be taken forward to different cultures and assess the relationships from different perspectives (Dhar, 2015a). Future studies could take up the model for testing it in female dominating professions apart from the female sample of the same profession (policing), this will help in increasing the span of the results being obtained. Moreover, the demographic variables were controlled in the study; future studies could analyze the results by checking the significant impact of the demographic variables on the proposed model, to get a deeper understanding of the issues considering the different demographics.

Also, role of emotional intelligence as a moderator could also be tested in between the independent variables (WFC & WO) and stress.

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APPENDIX
QUESTIONNAIRES

Work-Family Conflict Scale

(7 point likert's scale given by Netemeyer, McMurrian and Boles, 1996)

1. The demands of my work interfere with my home and family life.
2. The amount of time my job takes up makes it difficult to fulfill family responsibilities.
3. Things I want to do at home do not get done because of the demands my job puts on me.
4. My job produces strain that makes it difficult to fulfill family duties.
5. Due to work-related duties, I have to make changes to my plans for family activities.

Work-overload

(7-point likert's scale given by Roberts, Lapidus, and Chonko's, 1997)

1. I have an excessive workload
2. There are not sufficient personnel to perform a required task
3. My job places a great number of conflicting demands upon me
4. I am required to attend too many meetings
5. I have difficulty meeting performance standards.

Perceived Organization Support

(7-point likert's scale adapted from Eisenberger et al. 1986)

1. My organization takes great pride in accomplishments
2. My organization really cares about my well-being
3. My organization strongly considers my goals and values
4. My organization is willing to help me if I need help.

Stress

(7 point likert's scale given by Lait and Wallace, 2002)

1. I am discouraged about my work
2. I feel that things are out of my control at work
3. I feel overwhelmed by my work
4. I feel like giving up on my job
5. I feel unable to get out from under my work
6. I feel frustrated with my work

Psychological Health (Mental health part of SF-36)

1. Role-Emotional

During the past 4 weeks, have you had any of the following problems with your work or other regular daily activities as a result of any emotional problems (e.g. feeling depressed or anxious)? (Please circle one number on each line).

- A Cut down on the amount of time you spent on work or other activities
- B Accomplished less than you would like
- C Didn't do work or other activities as carefully as usual

2. Social functioning

During the past 4 weeks, to what extent has your physical health or emotional problems interfered with your normal social activities with family, friends, neighbors, or groups? (Please tick one option only.)

3. Mental Health

These questions are about how you feel and how things have been with you during the past 4 weeks. Please give the one answer that is closest to the way you have been feeling for each item.

- A Have you been a very nervous person?
- B Have you felt so down in the dumps that nothing could cheer you up?
- C Have you felt calm and peaceful?
- D Have you felt downhearted and blue?
- E Have you been a happy person?

4. Vitality

These questions are about how you feel and how things have been with you during the past 4 weeks. Please give the one answer that is closest to the way you have been feeling for each item.

- A Did you feel full of life?
- B Did you have a lot of energy?
- C Did you feel worn out?
- D Did you feel tired?

Emotional Intelligence

(7 point likert's scale, Customer Emotional Intelligence Scale (CEIS) developed by Mok Tsarenko, and Gabbott, 2008)

Dimension 1: ABILITY TO DEAL WITH OWN EMOTIONS (K1)

Awareness of Own Emotions (J1)

1. I am aware of the events that can trigger my positive and or negative emotions.
2. I am aware of my emotional state when I engage in a service.
3. When I am in a service experience I can easily identify the emotions I am feeling.

Ability to Regulate Felt Emotions (J2)

4. I can appear calm even when I am upset with the service staff.
5. If I am upset with the service staff I can make myself feel better quickly.
6. If required I can hide my true feelings from the service staff.
7. When I am frustrated with the service staff I can overcome my frustration.

Ability to Display Emotions (J3)

8. When I feel an emotion such as anger or delight during a service it shows on my face.
9. When I feel an emotion such as anger or delight during a service it shows in the tone of my voice.
10. When I feel an emotion such as anger or delight during a service it shows in my body language.

Dimension 2: ABILITY TO DEAL WITH OTHERS' EMOTIONS (K2)

Ability to Recognise the Emotions of Others (J4)

11. I can tell when the service staff do not mean what they say.
12. When I talk to the service staff I can gauge their reaction from their facial expression.
13. When I talk to the service staff I can gauge their reaction from their tone of voice.
14. When I talk to the service staff I can gauge their reaction from their body language.

Ability to Manage the Emotions of Others (J5)

15. If I choose to, I am able to help the service staff see the positive side of negative events.
16. If the service staff are unhappy I am able to cheer them up if I choose to.
17. If the service staff become frustrated I am able to help them overcome this feeling if I choose to.

Empathy (J6)

18. I feel happy when I see service staff being treated well by others.
19. I get upset when I see service staff being taken advantage of by other customers.
20. I feel angry when service staff are treated badly by other customers.

Dimension 3: ABILITY TO USE EMOTIONS TO FACILITATE THINKING

(K3)

21. I do not let my emotions overcome my thinking when I am problem-solving.
22. I get very enthusiastic when it comes to problem solving.
23. When facing a delicate problem I can generate the right emotion to help me solve it.
24. When facing problems I can adapt my emotional state to suit the task.