

# **A Mediation Model of Job Stress to Analyze the Impact of Compulsory Citizenship Behavior on Mental Health of Police Employees**

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## **Abstract**

The study aims to investigate the impact of compulsory citizenship behavior on mental health issues of the police employees and mediating role of job stress. The data of 777 police employees were collected by using a convenient sampling technique from Lahore, Pakistan. The internal reliability and confirmatory factor analysis results confirm the internal reliability and validity of the constructs existing in this study. Further, the results of SEM establish the positive and significant relationship between compulsory citizenship behavior and mental health issues; that claim that job stress is potential mediator for service sector. The results also indicate that the employees are stress free and satisfied while provided a stress-free working environment that results in enhanced mental health of the police employees. So, policymakers may develop policies that help higher management foster compulsory citizenship behavior among police employees, where they can work being stress-free. The act will help in enhancing mental health of the police employees and overcome the mental health issues.

## **Keywords:**

Compulsory citizenship behavior, Job stress, Mental health issues

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## **1. INTRODUCTION**

Studies have highlighted the major workplace issues in policing and the most common outcomes of stress in the form of absenteeism, depression, anxiety, mental health support, stress at work and work overload (Lumsden & Black, 2018; Brown & Silvestri, 2019; Duran et al., 2019; Elliott-Davies, 2018) though from several decades, police and policing, working conditions and police employees' stressors and stressors' impact on mental health has being popular sector of empirical and academic research (Brown & Campbell, 1990; Collins & Gibbs, 2003; Houdmont, 2013; Duran et al., 2019) around the globe, these studies categorized the stressors into two main types, operational and organizational stressors. Studies examined stress prevalence rate among staff and officers whereas findings of these studies can be generalized in other contexts is still under researched.

Therefore, limited evidence is established about junior ranked staff's stressors and related adverse psychological outcomes (Kerswell et al., 2020), who participate in intelligence investigation, administration (P. C. Jackman, et al., 2020) and are first responders to criminals and other risks. That gap can be filled by including entire ranks of police in sampling of further investigations. This study is timely and important as such reforms in Pakistan Policing has been announced by the current government and this mixed method study aimed to examine the occupational stressors among all ranks, staff junior and senior ranks, additionally it will help to establish evidence about turnover intention and actual turnover with the impact of collectivist culture of Pakistan. To establish the image of modern police force is non-sworn, uniformed force to manage public and provide assistance to public (Crawford et al., (2005). In developing countries more research and scholarly evidence is required to apply stress management strategies based on cultural differences, to examine impact of stressors on employees' physical and mental health and work-related outcomes such as job

satisfaction and commitment.

Research had been conducted robustly from last two decades to investigate the stressors and stress outcomes in private and public organizations and police organization specifically in developed Western cultures to cope up the stressors and to reform these organizations in UK and USA. A few old scholarly efforts followed them as Coman & Evans 1991; Zukaiskas et al., 2001; Lee, 2002; Berg et al., 2005 and last decade presents various studies to examine the occupational stressors among police employees in non-western cultures as Bano, 2011; Kuo, 2015; Hammad et al., 2012; Kula, 2017; Nisar, , & Rasheed, 2020 and .Zavala and Curry 2018; Zhao, and Ren 2005 Findings of studies in one context, culture or continent can be applied universally, is a question yet.

This study intended to examine stress as independent variable and assumed that stress demotivates the employee and it leads employees to leave the occupation. Stress originates the desire to achieve the individual's goals in life whereas excessive stress crossed the positive stress limit and stems the distress in individual's personal and professional life.

Purpose of this study is to analyze the impact of job stressors on turnover intention in the collectivist culture. From last decade, literature has been established various theories through numerous studies and research on theories of stress such as Systemic stress called Selve's theory, psychological stress The Lazarus theory, Resource theories of stress; comparison and bridging between the two systemic and cognitive views and coping theories. This mixed method study intended to provide a contemporary understanding of relationship between occupational stressors and turnover intention with the influence of the context.

Against the paucity of research in public organizations in Pakistan this study examined the operational and organizational stressors order according to ultimate effect and provides the detailed insights about occupational stressors among the officers and staff in the least researched context of Pakistan police. In first study, 18 police employees participated in focus group to explore occupational stressors and stressors' ranking highest to lowest currently experienced by police employees in Punjab, Pakistan and second study was conducted to analyze the relationship between occupational stress and turnover intention with mediating effect of demotivation and moderating effect of contextual differences.

It is important to point out the causes of police employees' behavior, performance related deficiency complaints, stress outcomes and impact of stress on health and work to help policymakers to suggest reforms and practical implications to improve law and order forces performance before complaining their inefficiency. In Pakistan, policing, as public organization has been a neglected area in dual cases; firstly, in the case of reforms and resources such as use of modern technology, weapons, investigation methods and secondly has been a least researched area in Pakistan. Therefore, a few important studies can be mentioned as (Bano, 2011; Bilal et al., 2009; Hammad et al., 2012; Hussain., Fatima, & Siddique, 2020; Shabbir et al., 2018; Shah Kazim Syed & Mubarak Asma, 2018; and Ullah et al., 2016.

This study is in response of a recent call (P. C.Jackman et al., 2020) to provide the holistic understanding of policing specific stressors in both staff and officers, to assist them to restore their psychological and mental health. By investigating the experiences of police staff about turnover intention and actual turnover with robust influences of cultural values on their turnover decision may help policymakers and practitioners to develop customized interventions to alleviate stress in the specific cultural context.

### ***Objectives of the study***

Following objectives of the study which are:

To investigate the impact of compulsory citizenship behavior on mental health issues.

To investigate the mediating role of job stress between compulsory citizenship behavior and mental health issues

### ***Research Questions***

This article intended to answer following research questions:

Does compulsory citizenship behavior impact mental health issues?

Does job stress mediate the relationship between compulsory citizenship behavior and mental health issues?

## **2. LITERATURE REVIEW**

### *Occupational Stress*

Last two decades occupational stress has been a major interest of research and stress has been well defined, classified and has established literature by academic researchers from different disciplines as psychology, sociology, business and management sector (Magnavita, et al., 2018; Maurya & Agarwal, 2018) and relationship has been investigating between occupational stress and employees' behavior and physical and mental health (Alexopoulos, et al., 2014) and occupational stress has been a popular topic in organizational behavior studies (Dechamps et al., 2003) . Sheridan & Abelson (1983) and Giga & Hoel (2003) studied stress and found its relationship with reduced worker and organizational performance.

Worldwide, various studies have addressed the occupational stress in different sectors and specifically in police employees. Researchers have mentioned relations between stress and health issues, stress and working efficiency. Such as in past, Morrison and Vila (1998) pointed out the annual shooting reports of USA police and related low stress with high shooting accuracy and high stress with decreased shooting accuracy below 50% and same in other study (Nieuwenhuys & Oudejans, 2011) who also highlighted negative relationship between anxiety and efficiency (Nieuwenhuys & Oudejans, 2010).

Later on, researchers also investigated the impact of occupational stress and related outcomes in police and explored police as most stressful profession (Bano, 2011; Haamad et al., 2012) related with tension and anxiety (Alexopoulos et al., 2014; Chen, 2018) most stressful (S. Johnson et al., 2005). Kula, (2017) emphasized that how it is necessary to pay attention to their stress and its impact on police employees well-being. Zavala and Curry, (2018) and Ahana et al., (2011) discussed stress impact on health issues. Researchers have been studied stress as a common phenomenon and linked it with all spheres of life personal and professional such as Nisar, S. K., & Rasheed, M. I. (2020) mentioned its impact on physical disorders (headache, backache and high pretension), behavioral disorders (eating, sleeping) and occupational outcomes in terms of poor performance.

### *Unique stressors among police employees*

Policing has been favorite sector of researchers internationally from past to present because many studies have been conducted to point out the employees' stressors, coping strategies. Scholars have recognized and studies have established evidence about policing as a widely stressful profession and can cause of employees mental and physical health problems (Violanti et al., 2006; Magnavita & Garbarino, 2013; Menard & Arter, 2013 and Gershon et al., 2009). Focus of police stress research has been shifted from perception, measures and individuals to physiological stress measurement in organizational and contextual perspective.

Workplace stressors have been examined in several occupations therefore police force has to manage public, maintain law and order situation in country besides chasing the criminals or law breakers at the same time so police employees may face the unique stressors and have been studied as mentioned in developed Western countries such as Watson and Andrew, (2018) traumatic incidents, Raine & Keasey, (2012) studied public accountability and Houdmont et al., (2019) discussed unaccompanied patrolling. Research also shows the importance of contextual sensitivity in utilizing the measures developed in one context and examine in other contexts and domains Patricia C. Jackman , et al., (2020) .

### *Unique stressors in policing in Pakistan*

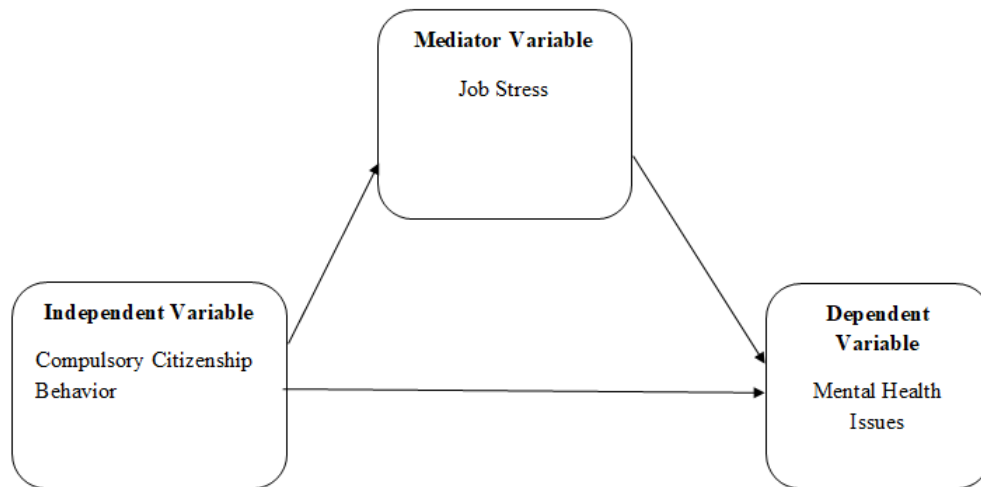
In Pakistan specifically during emergency situations police employees are assumed to be there to control the situation, manage protocol moves, public agitations. As in past studies, researched established relationship between emergency situations (9/ 11 incident, deaths in terrorist attacks) increased occupational stress (Khan and Manarvi, 2011; Naz and Gavin, 2013 and Abbas,2004; Nisar, Rasheed, & Qiang, 2018 and 2020). Present emergency pandemic (COVID- 19) demanded all law enforcement institutions to perform their roles in preventing the pandemic attacks, managing lockdowns and controlling public (Liu, 2020) and during pandemic and emergency situation police is an important force as front-line fighters (Wang, 2020).

Current studies called urgent attention of scholars to address the mental state and stress level of police personnel (Cheng et al., 2020; Guo et al., 2020; Huang et al., 2020; Liu et al., 2020; Ma & Yan, 2020; Wang, 2020; Xu & Zhang, 2020; Zhou et al., 2020; Zhu et al., 2020). Recent studies (Nisar, Rasheed, & Qiang, 2020) called for more research to highlight the issues of occupational stress of Pakistan police which is facing workload, terrorist attacks, dealing with riots, maintaining law and order besides managing security of VIP personnel. These all concerns increase occupational stress and decrease the working efficiency and work-related outcomes demand more research to find the coping strategies with stress.

### 3. THEORETICAL FRAMEWORK

To gain comprehensive understanding of how compulsory citizenship behavior impacts mental health issues. The research model consists on independent variable (compulsory citizenship behavior), mediating variable (job stress), and independent variable (mental health issues).

**Figure 1: Research Model**



Following hypotheses are developed to empirically test the model,

H1: Compulsory citizenship behavior significantly impacts mental health issues

H2: Job stress mediates the relationship between organizational citizenship behavior and

### 4. METHODOLOGY

*Data Collection Procedure*

For data collection purpose, permission was taken by CPO and CCPO of the Lahore. After formal permission, questionnaires were handed over to assistant director of IG Operation office. 800 Questionnaires were returned, of which 16 questionnaires were not filled appropriately so they were discarded. Out of 784 questionnaires, 07 questionnaires were containing missing responses therefore those questionnaires were discarded. Final sample consisted on 777 police employees' responses.

*Findings of the study*

*Results*

Table 1 presents results of factor loadings and internal consistency which suggests that loading items ( $\lambda$ ) lie between 0.780 to 0.863 for compulsory citizenship behavior, 0.702 to 0.867 for job stress and 0.796 to 0.911 for mental health issues. AVE lies between 0.765 to 0.865.

**Table 1:** Loading items and Average Variance Extracted

Constructs	Items	Mean	S.D	Loading Items	Cronbach alpha's	Average Variance Extracted
Compulsory citizenship behavior	CCB1	3.0452	1.26421	.788	.950	.765
	CCB2			.794		
	CCB3			.780		
	CCB4			.812		
	CCB5			.809		
	CCB6			.839		
	CCB7			.863		
	CCB8			.847		
	CCB9			.852		
	CCB10			.863		
	CCB11			.848		
	CCB12			.834		
	CCB13			.852		
Job stress	JS1	3.0523	1.29356	.849	.943	.812

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	JS2			.816		
	JS3			.773		
	JS4			.843		
	JS5			.867		
	JS6			.865		
	JS7			.827		
	JS8			.840		
	JS9			.739		
	JS10			.702		
Mental health issues	MHI1	3.0559	1.32995	.891	.976	.865
	MHI2			.871		
	MHI3			.796		
	MHI4			.832		
	MHI5			.818		
	MHI6			.816		
	MHI7			.834		
	MHI8			.895		
	MHI9			.911		
	MHI10			.894		
	MHI11			.864		
	MHI12			.866		
	MHI13			.896		
	MHI14			.898		
	MHI15			.900		

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The inter-correlations among the variables are presented in Table 2. (Fornell & Larcker, 1981) typology is considered for the evaluation of discriminant validity. According to this approach the values of AVE must be higher than the correlations among the variables (Wang et al., 2014). The results indicate that the values of AVE are higher than inter-correlations among the variables. So there exists discriminant validity as the square root of AVE is greater than inter-correlations among the constructs. Hence, further analysis of the data may be continued. In below table, the off diagonal values are correlations among the constructs. The diagonal values are square root of AVE.

**Table 2:** Inter-Correlations among Constructs

Constructs	CCB	JS	MHI
CCB	0.87		
JS	.815**	0.90	
MHI	.740**	.830**	0.93

Note: Diagonal Value: Square root of the AVE, Non-diagonal value: Correlation

**Measurement Model**

Table 3 is presenting results of SEM for the direct impact of compulsory citizenship behavior on mental health issues and figure 2 is showing their relationship in pictorial form.

**Table 3:** Results of SEM with compulsory citizenship behaviour and mental health issues

Fit Indices	Scores	Standardized Cut-off Value
Absolute Fit Measures		
$\chi^2/df$	3.162	$\leq 2^a; \leq 5^b$
GFI	0.931	$\geq 0.90^a; \geq 0.80^b$
RMSEA	0.062	$< 0.08^a; < 0.10^b$
Incremental Fit Measures		
NFI	.967	$\geq 0.90^a$
AGFI	.952	$\geq 0.90^a; \geq 0.80^b$
CFI	.972	$\geq 0.90^a$
Parsimonious Fit Measures		
PGFI	0.764	The higher value is the better value of PGFI
PNFI	0.635	The higher value is the better value of PNFI

The measurement structural model indicated acceptable fit to the data ( $\chi^2/df = 3.162$ ; GFI = 0.931; AGFI = .952; NFI = .967; CFI = .972; RMSEA = 0.062).

Figure 2: Compulsory Citizenship behavior and mental health issues

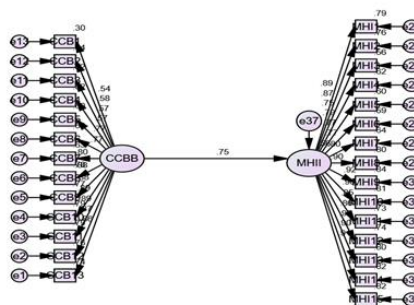


Table 4: Standardized Path Coefficients

Path relationship	Estimate	S.E.	C.R.	P	Result
MHI <--- CCB	.751	.072	14.167	0.000	Significant

The results indicate that there exists significant and positive relationship between compulsory citizenship behavior and mental health issues of the police employees; hence hypothesis 1 has been accepted. P value is less than 0.001 and significant. As hypothesis 1 is supported so it is argued that when individuals are facilitated with favorable working place.

**Mediation Analysis**

Table 05 is presenting the results of mediation between compulsory citizenship behavior and mental health issues.

Table 5: Results of SEM with compulsory citizenship behaviour, job stress and mental health issues

Fit Indices	Scores
Absolute Fit Measures	
$\chi^2/df$	3.727
GFI	0.945
RMSEA	0.066



Incremental Fit Measures

NFI .949

AGFI .853

CFI .972

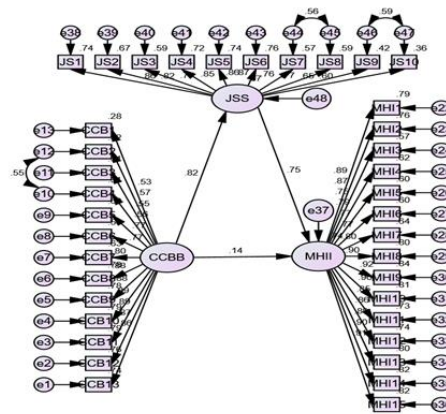
Parsimonious Fit Measures

PGFI 0.723

PNFI 0.766

The measurement structural model indicated acceptable fit to the data ( $\chi^2/df = 3.727$ ; GFI = 0.945; AGFI = .853; NFI = .949; CFI = .972; RMSEA = 0.066).

**Figure 3:** Job Stress as mediator between compulsory citizenship behavior and mental health issues



**Table 6:** Standardized Path Coefficients

Path association	Estimate	S.E.	C.R.	P	Result
JS <--- CCB	.821	.050	21.999	0.000	Significant
MHI <--- CCB	.140	.128	9.527	0.000	Significant
MHI <--- JS	.750	.112	8.156	0.000	Significant

The above table indicates the direct and indirect impact of compulsory citizenship behavior

and mental health issues. The P value of the relationship between compulsory citizenship behavior and mental health issues is 0.000 in the presence of mediator, so it is clear that job stress partially mediates the relationship between compulsory citizenship behavior and mental health issues, so, H2 is accepted. This depicts that when individuals are facilitated with favorable working environment; they get more relaxed and results good mental health of the employees.

**Table 7:** Summary of Results of Hypotheses

Hypotheses		Results
H1	Compulsory citizenship behavior significantly impacts mental health issues	Accepted
H2	Job stress mediates the relationship between compulsory citizenship behavior and mental health issues	Accepted

## 5. DISCUSSION

Though, authors and researchers have extensively researched and found significant link among compulsory citizenship behavior and mental health issues, yet there is dearth of need to examine the underlying mechanism between compulsory citizenship behavior and mental health issues. The insufficiency of the literature to give strong theoretical perspective of the compulsory citizenship behavior-mental health issues relationship and the need to investigate this proposed model in service sector, specifically in Police employees, guided to objectives of current study (Mian and Razzaq, 2020). Taking into account the crucial role of police employees in police services, the key intention of this study is to examine a mediating model checking the influence of compulsory citizenship behavior on mental health issues of police employees.

The results of the relationship between compulsory citizenship behavior and mental health issues of police employees demonstrate positive association. Likewise, the outcomes demonstrate positive influences of mediator (job stress) on mental health issues. Particularly, these outcomes give empirical response to the considered questions presented in this study. This means when individuals feel stressed, it adversely impacts mental health of the police employees.

### *Concluding remarks*

This research into compulsory citizenship behavior-mental health issues link has contributed to the literature both theoretically and empirically through the investigation of compulsory citizenship behavior and mental health issues in an eastern police sector perspective. The empirical confirmation has offered hold up for the compulsory citizenship behavior and mental health issues causal chain in service sector setting of Pakistan, however, police employees' viewpoints of compulsory citizenship behavior impact mental health issues through their impact on job stress.

### *Implications and Future recommendations*

Current study has given hypothetical and decision-making implications to make value addition in the relevant literature on the impact of compulsory citizenship behavior, job stress and mental health issues. From realistic aspect, present study suggests that managers are capable of facilitating individuals with favorable workplace environment that fosters engagement, affiliation and loyalty. In this way individuals perceive less costs of getting engaged with their colleagues and workplace bullying may not take place (Mian et al., 2020). This study offers important insights into how firms may enable them for fostering positive attitudes of

individuals towards getting affiliated with others and minimizing job stress that resultantly improves mental health of the police employees.

Future research could aim to examine the relationship between these stressors, their impact on psychological distress and the relationship with psychosomatic issues. In addition, researchers may also re-examine the organizational behavior with employees who are highly stressed. Secondly future studies may use samples of women serve as special attention needed for women. Police employees, their families, police as a public organization and the public are able to be beneficial from the healthy police employees so more researchers should study stressors in policing and their relationship with workplace outcomes (Dewa et al., 2007). This study may also be used as preference for employers to reduce demotivation in employees and may ensure decrease in organizational and operational stressors that most employees considered being demotivating.

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