



# Exploring the Association between Role Stress and Police Personnel's Mental Resilience: The Role of Work-Family Conflict and Psychological Well-Being

Rohan Thomas Jinu<sup>1\*</sup>, K. Subathra<sup>2</sup>, S. Senthilkumar<sup>3</sup>

<sup>1,2,3</sup>Faculty of Management, SRM Institute of Science and Technology, Kattankulathur, Tamil Nadu-603203, India; rj2975@srmist.edu.in (R.T.J.)

**Abstract.** This study uses regression analysis to investigate the connection between police mental health and work-related stress. It focusses on the ways that role conflicts, job expectations, and work strain lead to stress, fatigue, and decreased productivity at work in an effort to offer suggestions for enhancing occupational health in law enforcement. A quantitative survey method was utilized to evaluate the impact of occupational stress on the mental well-being of police personnel in specific regions of Tamil Nadu. The research examined the association between role stress (including role conflict, ambiguity, and overload) and work-family conflict as a mediating variable, with psychological well-being serving as a moderating factor and resilience as an additional element. Statistical regression analysis was employed to assess these correlations. Police employees reported moderate to high levels of occupational stress, according to the analysis. According to regression results ( $p < 0.05$ ), job stress and mental health are strongly inversely related, with role conflict and job overload having the most effects. Reduced mental health was associated with increased occupational stress. The study's scope is restricted to a few Tamil Nadu districts, which may limit its generalisability. Future studies might concentrate on stress-reduction techniques or use larger sample sizes. This study provides important new information about how work-family conflict, mental health, and occupational stress interact in law enforcement. The results give legislators useful information to improve law enforcement officers' resiliency and occupational health.

**Keywords:** Police Personals, Psychological Well-being, Resilience, Role Stress, Work-family Conflict.

## 1. INTRODUCTION

A nation's police force is an essential component of its legal and judicial system, which is responsible for maintaining efficient government. Because of the diverse nature of their duties, they operate in highly stressful environments. Police work has traditionally been considered one of among the greatest difficult and demanding occupations in India, and it's just attainment worse as the times change. Constables bear the majority of the workload because they are the Indian police force's foot troops. At political rallies, religious festivals, traffic management, VIP security, counter-insurgency operations, irate mobs, and other law and order tasks, they must maintain their poise and tact.

On the job, they must deal with potentially dangerous situations that could cause them to suffer physical or mental harm or even die. Personality traits or inappropriate coping mechanisms may exacerbate their work-related stress. According to most Indian and international Kaur et al., (2014) studies, police officers experience significant levels of stress. This is concerning because police psychiatric illness can have numerous detrimental effects on society, both directly and indirectly. In order to fulfil their responsibilities to the best of their abilities, they must be mentally as well as physically healthy.

Raised levels of pressure are a regular part of police work, coming about due to different elements, for instance, work battle, testing work conditions, and the need to save public prosperity. The effect of these pressures on profound health extends helplessness to mental issues. Arranging mediations to propel the profound wellbeing of police can be simplified with a perception of how occupation pressure affects mental success. According to Vinayak and Judge, (2018), police officers face numerous pressures in their lives, ranging from dealing with criminals to addressing personal issues like work-life conflict and substandard living situations. The psychological happiness of both men and women must be given equal attention in light of this situation. Thus, psychological well-being and its correlations among police officers were the focus of the current study.

According to Alkhalwaldeh and Alkrimeen, (2020), psychological contentment is an essential idea in the field of positive psychology owing to its prominent place in the history of human thought. Because happiness is linked to positive moods, satisfaction with life, quality, self-realization, and optimism, it has been sought for as a higher goal of life by many cultures. Nonetheless, this notion overlaps with other positive ideas like psychological security, success, psychological well-being, and feeling at ease fulfilment and tranquillity, and good-living. Various exploration on police pressures meaningfully affect actual wellbeing, yet they much of the time overlook mental viewpoints, particularly the specific tensions related with police work. Less examination analyze the specific components of job pressure, for example, job struggle, vagueness, and over-burden, in police work, regardless of the way that overall word related pressure has been researched. The key objective of this study is elucidated below:

- To analyze the association between Role Stress (Role conflict, Role ambiguity and Role overload) and work-family conflict as a mediator and Psychological Well-being as a moderator with Resilience among police personals in select districts of Tamil Nadu.
- To ascertain how police personnel's psychological health and Role stress include role overload, role ambiguity and role conflict relate to one another in a few Tamil Nadu districts.
- To examine how work-family conflict relates to police personnel's psychological well-being in a few areas of Tamil Nadu by acting as a mediator between role stress, which includes role overload, role ambiguity and role conflict.

### 1.1. Theoretical Framework

The study adds to the corpus of knowledge on the conceptual framework of role strain, police personnel's mental health and role stress, and psychological well-being in law enforcement. The study's suggested conceptual framework is displayed in Fig 1.

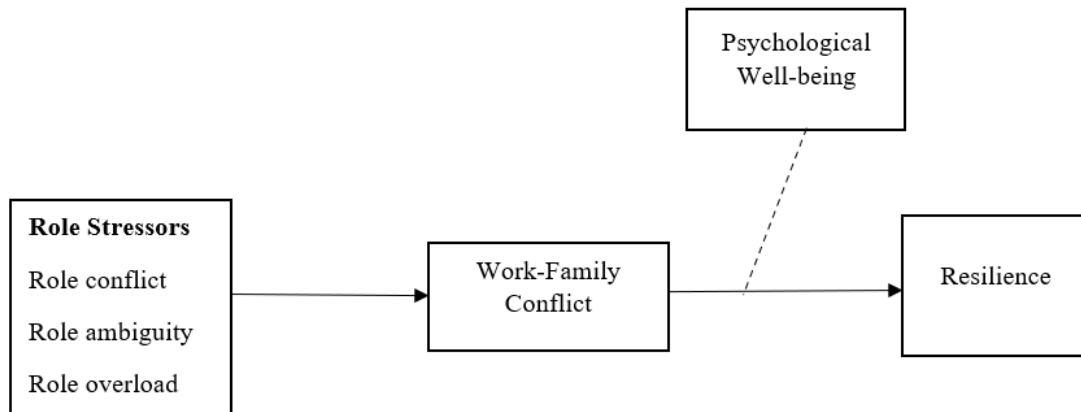


Figure 1: Proposed Theoretical Framework

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

*H<sub>1</sub>: There is a significant positive relationship between role conflict and psychological wellbeing among police personals*

A person's mental health is a crucial component of their general health (Pinfield, 2017). It alludes to maximizing one's own potential and developing one's personal qualities (Oprea et al., 2018). Hedonic and eudaimonic well-being are the two notions used to describe psychological well-being. Subjective ideas of well-being, life satisfaction, and feelings of happiness are all included in the larger concept of hedonic well-being. It describes the degree and modes of a person's pleasant emotions and sentiments. Conversely, eudaimonic well-being is associated with the intentional aspect of psychological well-being. It centres on a person's pursuit of self-actualization and purpose in life (Baselmans and Bartels, 2018).

*H<sub>2</sub>: There is a significant positive relationship between role ambiguity and psychological wellbeing among police personals*

Mahmoud's (2018) study aimed to determine the connection between an instance of fourth-year students' ambition and psychological flow at Ain Shams University's Faculty of Education. It also sought to determine the influence of academic specialization (literary versus scientific) and gender (male versus female). The findings showed that psychological flow, excluding the "desire to change for the better" dimension, was positively correlated with the overall degree of ambition scale. The study also found that the mean of the sample's individuals' psychological flow scale scores by gender (male versus female) did not differ statistically significantly. Al-Masa et al.'s (2019) study aimed to ascertain the connection between academic achievement motivation and psychological flow, as well as whether academic achievement motivation could be predicted from the mental flow of students in high school in the State of Kuwait. Given that psychological flow can predict academic achievement, the study's conclusions were outlined as follows: There is a correlation between school-related motivation and psychologically flow, with the sole exception of time perception; additionally, there are mathematically significant distinctions between those with and without psychological flow.

*H<sub>3</sub>: There is a significant positive relationship between role overload and psychological wellbeing among police personals*

According to study by Hashemnia et al., (2014), role overload and other role stresses are direct causes of anxiety, despair, and other undesirable emotional states. According to research on professional clergy in Hong Kong, role overload causes emotional weariness, which has a detrimental impact on psychological health. However, store et al., (2018) contend that, given a cognitive process that converts job pressures into excitement and a sense of accomplishment, role overload may benefit early-stage entrepreneurs' physical and mental health. Among the few studies that concentrate on government workers, the one conducted by Alfes et al., (2018) on Swiss canton level government workers revealed that role overload can negatively impact workers' perceptions of their own health, particularly when there isn't a positive team environment.

The health of government officials is also significantly influenced by burnout. Emotional fatigue, depersonalization, and personal success are the hallmarks of this generally depressing mood Li et al., (2015). The work of nurses and civil servants, according to Jaracz et al., (2017) results in "altruistic anxiety" that puts psychological health at risk due to ongoing emotional strains and self-discipline. Burnout is a result of intense work stresses and a lack of organizational support for correctional officials. This leads to negative outcomes including "increased use of drugs, decrease in commitment to the organization, and lower productivity". In their study of 541 government officials in Beijing, China, Hao et al., (2015) discovered that role overload and other work-related stressors will lead to a number of issues such melancholy, emotional weariness, and professional inefficacy if the employees lack a resilient personality.

*H<sub>5</sub> and H<sub>6</sub>: The relationship is mediated by psychological wellbeing of some role stressors (role conflict, ambiguity and overload) and resilience of police personals.*

The two main spheres of a person's life are thought to be their family and their job. "Work-family conflict happens when the pressure from both the workplace and the home are incompatible with one another, and as a result, participation in the work role makes it more difficult to participate in the family role," Greenhaus and Beutell (1985). Accordingly, Work-family struggle can happen in the two bearings, with issues at work influencing the home life (additionally called work-based struggle) and issues at home affecting the work life (likewise called family-based struggle) Viegas and Henriques, (2021). The work that police officials do assists with maintaining society's authoritative control and discipline flawless. Notwithstanding, as expressed in the exploration survey above, turning into a cop is perhaps of the most requesting and unpleasant work. Accomplishing and keeping up with appropriate levels of occupation fulfilment is fundamental for satisfying position execution in such an air. There are, be that as it may, little examination on cops' work-family struggle, work environment stress, and occupation fulfilment, especially in India and Tamil Nadu in specific. Accordingly, the objective of this study was to check the associations out between mental prosperity, Cops' work pressure and work-family struggle. As far as adding to the ongoing collection of information, this study is profoundly appropriate. The review's determinations will offer a thorough comprehension of the association between work-family struggle and police officials' work fulfilment and occupation stress. The consequences of the review will help those in higher situations in the police force in embracing procedures to lessen work-life equilibrium can be upgraded by lessening position pressure and work-family struggle and, thusly, increment mental prosperity among police authorities. They will also help Police Crim Psych police officials better understand themselves.

*H<sub>7</sub>: Psychological wellbeing and Resilience has a favorable association with one another*

*H<sub>8</sub>: Work family conflict moderates the relationship among psychological wellbeing and resilience*

### 3. RESEARCH METHODOLOGY

This survey-based study set out to assess the function of family-work integration. The association between Role Stressors (role conflict, role ambiguity and role overload) and Work-family Conflict as a mediator and Psychological Well-being as a moderator with Resilience among police personals in select districts of Tamil Nadu.

#### 3.1. Item Development

The researchers conducted a structured online survey to validate the proposed model by integrating constructs from reputable theories under study. All the items under investigation were selected from existing literature with minor modifications in phrasings to fit the scenario.

##### 3.1.1. Study Population

The study required that participants be between the ages of 21 and 60. Participants must have spent a minimum of one year working full-time for the police department. Participants could be inspectors or trainees at any level reof the police force. To be included were officers from Tamil Nadu's Chengalpattu, Thiruvallur, and Kanchipuram districts. There were 40 responders in each of the 120 total. Fluency in either Tamil or English is required for participants to comprehend the conversations and questionnaires.

##### 3.1.2. Data Collection

The method survey questionnaire was utilized to get the data. The study was divided into three components. The questionnaire was organized as follows: Section 1: Role conflict, Role ambiguity and Role overload are examples of Role stressors. Work-Family Conflict as Section 2, and Section 3: Psychological well-being and Section 4: Resilience. The writing and speaking were done in both Tamil and English. Anonymity was guaranteed to the participants. The demographic information of every participant was also gathered.

### 4. DATA ANALYSIS AND RESULTS

Our statistical toolset includes Smart PLS version 4 and SPSS, which are utilised for regression analysis and supporting variable investigation. The purpose of numerical variables is to compute means and standard deviations, whereas the purpose of descriptive statistics is to give information about categories, such as

percentages and frequencies.

### 4.1. Reliability and Validity

We assessed reliability and convergent validity using Cronbach's alpha, composite reliability (CR), average variance (AVE), and factor loading measures (Urbach & Ahlemann, 2010). Internal item consistency was evaluated using Cronbach's alpha. Regardless of whether the elements reflect the same construct, Cronbach's alpha measures a collection's consistency and reliability. Values above 0.7 suggest moderate reliability and above 0.8 show excellent fit (Cronbach, 1951).

Fornell & Larcker (1981) call this “indicators of the common variance between the variables that are observed used as a representation of an underlying construct”. Items with values above 0.7 assess the same construct. Both signs confirm the construct's validity. With AVE and factor loading, we investigated convergent validity. Analysis omitted weak factor loadings. Construct variance and measurement error are measured by AVE. Use AVEs of 0.5 or greater for convergence.

#### 4.1.1. Regression

A technique for establishing an association between a dependent variable and an independent variable or variables. Through the use of regression analysis, we were able to determine the strength of the predictor factors. It is anticipated that the R value was 0.891, and the global fit index R2 was 0.726, based on the findings that were obtained thus far. In addition, the Durbin-Watson test indicated that there was not any autocorrelation within the data, as shown in Table 1.

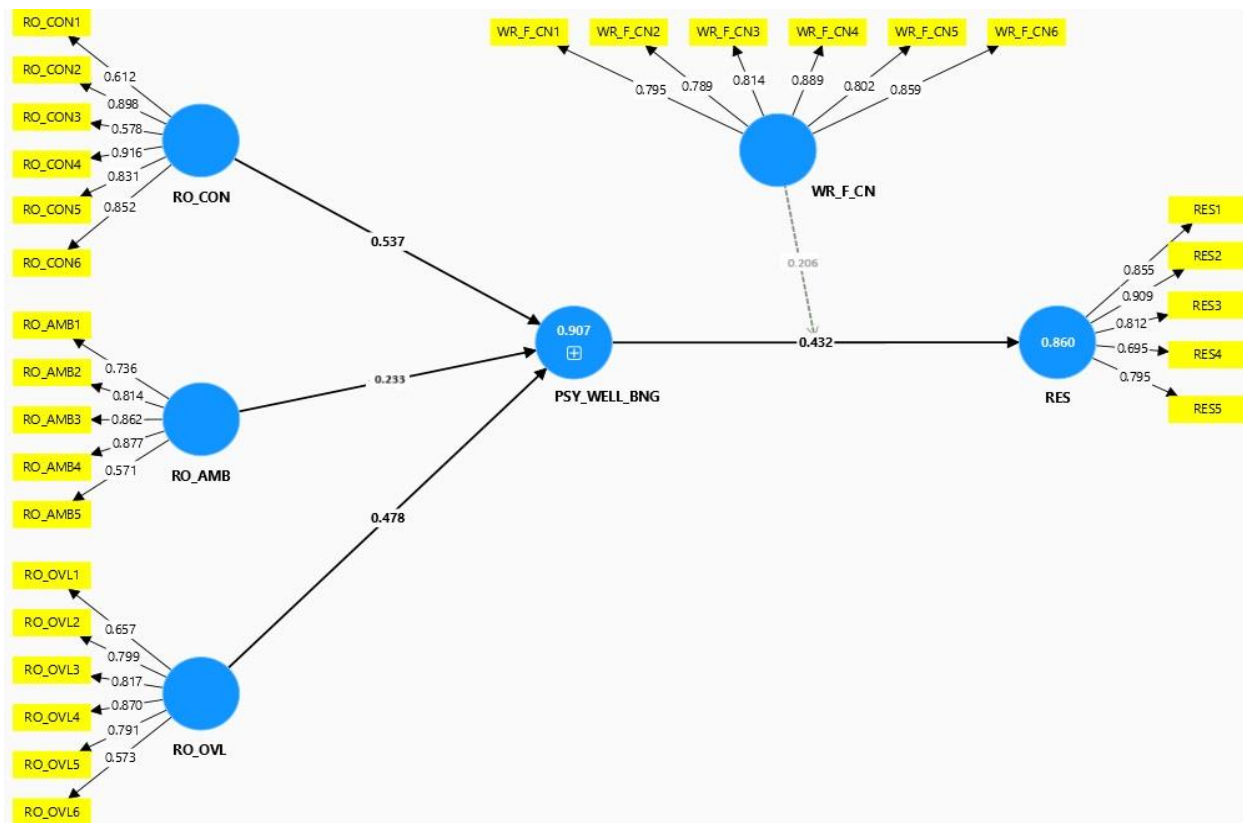
**Table 1:** Results from Regression

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.891 <sup>a</sup>	0.726	0.715	2.32124	1.897

a. Predictors: (Constant), RO\_CON, RO\_AMB, RO\_OVL, PSY\_WELL\_BNG  
 b. Dependent Variable: RES

#### 4.1.2. Measurement Model

The method used for data analysis was structural equation modelling, or SEM. Table 2 displays descriptive statistics, including the mean, standard deviation, and correlation. Every relation demonstrates a positive correlation, and the data demonstrates an acceptable amount of fluctuation.



**Figure 2:** Measurement Model.

An evaluation of the measurement model was carried out using four distinct metrics, which are depicted in Figure 2. These metrics include construct and indicator reliability, as well as discriminant and convergent

validity standards. Confirmatory factor analysis was utilised to investigate item loading in order to determine the reliability of the indicator. The reliability of the items was improved by keeping those with loadings that were higher than 0.50.

The evaluation of construct reliability was conducted by employing the composite reliability (CR) and Cronbach's alpha ( $\alpha$ ) approaches. According to Hair et al.'s 2019 research, it is recommended that both measures be more than 0.70. The results of the CR ranged from 0.856 to 0.922, while the  $\alpha$  value was found to be between 0.834 and 0.906. The results of these evaluations point to build reliability. For the purpose of demonstrating convergent validity, AVE was utilised. When it comes to quantifying the concept of variance, Fornell and Larcker (1981) discovered that AVE values more than 0.50 indicate a high level of convergent validity.

**Table 2:** Reliability, Construct Validity Indices of Model.

Constructs	Items	(Factor loadings)	(Cronbach's Alpha)	(Composite Reliability)	(AVE)
Role Conflict	RO_CON1	0.612	0.879	0.922	0.628
	RO_CON2	0.898			
	RO_CON3	0.578			
	RO_CON4	0.916			
	RO_CON5	0.831			
	RO_CON6	0.852			
Role Ambiguity	RO_AMB1	0.736	0.834	0.873	0.608
	RO_AMB2	0.814			
	RO_AMB3	0.862			
	RO_AMB4	0.877			
	RO_AMB5	0.571			
Role Overload	RO_OVL1	0.657	0.847	0.867	0.575
	RO_OVL2	0.799			
	RO_OVL3	0.817			
	RO_OVL4	0.870			
	RO_OVL5	0.791			
	RO_OVL6	0.573			
Psychological Wellbeing	PSY_WELL_BNG1	0.755	0.851	0.856	0.770
	PSY_WELL_BNG2	0.698			
	PSY_WELL_BNG3	0.751			
	PSY_WELL_BNG4	0.755			
	PSY_WELL_BNG5	0.668			
	PSY_WELL_BNG6	0.605			
	PSY_WELL_BNG7	0.781			
	PSY_WELL_BNG8	0.702			
Work-Family Conflict	WR_F_CN1	0.795	0.906	0.910	0.681
	WR_F_CN2	0.789			
	WR_F_CN3	0.814			
	WR_F_CN4	0.889			
	WR_F_CN5	0.802			
	WR_F_CN6	0.859			
Resilience	RES1	0.855	0.873	0.889	0.666
	RES2	0.909			
	RES3	0.812			
	RES4	0.695			
	RES5	0.795			

Table.2. contains AVE ranges that indicate acceptable ranges for the data analysed. To further verify the discriminant validity, the square root of the AVE was utilised as a check. In this case, the root of the AVE is shown to have stronger correlation loadings, which is evidence that the constructs are unique from one another. As indicated by the diagonal in Table.3. There are no concerns regarding the similarities between the constructs. A study of the structural model was performed if all four indicators were found to be satisfactory.

**Table 3:** Descriptive statistics.

	RO_CON	RO_AMB	RO_OVL	PSY_WELL_BNG	WR_F_CN	RES
RO_CON	0.877					
RO_AMB	0.850	0.816				
RO_OVL	0.845	0.778	0.779			
PSY_WELL_BNG	0.749	0.762	0.763	0.792		
WR_F_CN	0.683	0.694	0.701	0.606	0.758	
RES	0.681	0.627	0.664	0.521	0.724	0.825

## 4.2. Testing of Hypothesis

### 4.2.1. Structural Equation Modelling

Table.4. presents the findings that demonstrate the impact of role conflict on psychological well-being, as indicated by the statistical analysis ( $\beta$  beta = 0.537;  $t$  val = 2.602;  $p$  val = 0.000). There is support for H1. The

second hypothesis is confirmed by the fact that the influence of role ambiguity on psychological well-being is positive ( $\beta$  beta = 0.233; t val = 2.165; p val = 0.000). As a result, Hypothesis 3 is validated, as it is demonstrated that role overload has a statistically significant beneficial impact on psychological well-being ( $\beta$  beta = 0.478; t val = 2.059; p val = 0.001). This study provides evidence that supports Hypothesis 4, which states that psychological well-being has a significant impact on resilience ( $\beta$  beta = 0.432; t val = 3.613; p val = 0.000). When taking into account the fact that work-family conflict has a moderating effect on psychological well-being and resilience, the p-values are found to be less than 0.05, and the T-statistics are found to meet the standard threshold of 1.96 for a significance level of 5% ( $\beta$  beta = 0.406, 0.502; t val = 2.181, 3.872; p val = 0.000). As a result, the hypothesis is supported, including both H5 and H6.

**Table 4:** Testing of Hypothesis (Direct Effect).

“Relationship”	“Beta (O)”	“(STDEV)”	“T –stat”	“P val”	“Decision”
RO_CON→ PSY_WELL_BNG	0.537	0.142	2.602	0.000	Supported
RO_AMB→ PSY_WELL_BNG	0.233	0.139	2.165	0.000	Supported
RO_OVL→ PSY_WELL_BNG	0.478	0.082	2.059	0.001	Supported
PSY_WELL_BNG→RES	0.432	0.101	3.613	0.000	Supported
WR_F_CNx PSY_WELL_BNG→RES	0.406	0.079	2.181	0.002	Supported
WR_F_CN→RES	0.502	0.130	3.872	0.000	Supported

The crucial role that psychological well-being plays as a mediator in the process of transforming role stressors into resilience outcomes is illustrated in the 5th Table. According to the positive mediated impact, which implies that role conflict has an indirect effect on resilience by enhancing psychological well-being ( $\beta$ = 0.232; t=2.802; p value= 0.002), the proof of hypothesis 6 (H6) is confirmed. Although the p Val is less than 0.005, the t value is greater than 1.96, which is the critical value.

**Table 5:** Mediation Effect

Hypothesis	“Ori. samp(O)”	Sample mean(M)	STDEV)	T stat	P val	Decision
RO_CON→PSY_WELL_BNG→RES	0.232	0.229	0.0083	2.802	0.002	Supported
RO_AMB→PSY_WELL_BNG→RES	0.214	0.212	0.040	3.572	0.005	Supported
RO_OVL→PSY_WELL_BNG→RES	0.206	0.203	0.065	3.149	0.001	Supported

This study found that role ambiguity, which plays a mediating function in psychological well-being, has a favourable and beneficial impact on resilience ( $\beta$  beta = 0.214; t val = 3.572; p val = 0.005). H7 is therefore recognised as a result. By considering the fact that role overload has a positive and significant influence on resilience through psychological well-being ( $\beta$  beta = 0.206; t val = 3.149; p val = 0.001), it is plausible to accept the hypothesis that H8 is valid.

## 5. DISCUSSION

The primary data for this study came from police officers who took part in an interview utilizing a structured questionnaire methodology. The effects of two interventions — Work-family conflict and Role Stressors (Role overload, Role ambiguity and Role conflict) and Psychological Well-being — on Resilience were evaluated in a survey-based study. The findings of the study are consistent with the examine methodology used in this section. Along with the respondents' demographic profile and response rate, other information acquired includes descriptive statistics that draw attention to the sample's special features. Seventeen items that evaluated the role-based stress scale consisted of three components: Role conflict, Role ambiguity and Role overload. While role conflict and role ambiguity each have six components, role overload only has five. Employee satisfaction was measured using an assessment tool with five items. The survey employed a five-point Likert scale, where 1 represented strongly disagree and 5 represented strongly agree.

The findings support the idea that job pressure adversely influences cops' mental wellbeing. Stress from elevated degrees of job struggle and work over-burden can adversely affect one's emotional well-being. These outcomes are predictable with prior work on work related pressure. The need of hierarchical emotionally supportive networks that address job pressure components is featured by these revelations. It could be feasible to improve mental prosperity through mediations like responsibility changes, stress the executives preparing, and guiding administrations. The way that main cops from a specific region were remembered for this study might confine its generalizability. Self-detailed data might be slanted by friendly allure. To get more significant comprehension, subjective strategies may be utilized in future examination.

## 6. MANAGERIAL IMPLICATIONS

*Stress Management Programs:* It is essential for the police departments to adopt few organized stress management programs that could encompass workshops focused on time management, relaxation techniques, and also effective coping strategies. These programs can enable officers to address role overload and role conflict with greater efficiency.

*Work-family Balance Policies:* Implementing policies that could support flexible work schedules, maybe provide family-friendly leave options, and also offer on-site childcare can effectively reduce work-family conflict. Improved work-family integration can lead to better psychological well-being and also resilience in police personnel's.

*Role Clarity and Redesign:* In order to tackle role ambiguity and overload, it is very essential for the departments to clearly redefine given roles and responsibilities, also ensuring effective communication and work a realistic distribution of workload. Consistent feedback and better guidance from the supervisors can enhance clarity in roles.

*Counselling and Mental Health Support:* The implementation of these specialised counselling centers which are within the police departments can really provide officers with professional support for managing all the stress-related challenges. Going consistently with the psychological evaluations and participation in group therapy can also effectively tackle mental health issues in a proactive manner.

*Leadership Training:* It is very essential for supervisors to be well equipped with the skills and to identify indicators of stress within their teams. They should find a way to implement suitable strategies which includes modifying the workloads or by establishing peer-support systems, therefore works to promote the well-being of officers.

*Regular Feedback and Engagement:* In a way regularly conducting surveys and thus the focus groups offers more valuable insights into changing stressors and also the effectiveness of strategies in place by enabling departments to implement timely interventions.

## 7. LIMITATIONS

The study's scope is constrained by its focus exclusively on the police personnel's from specific districts in Tamil Nadu, potentially overlooking the wider experiences of the officers operating in very diverse work environments and also facing varying stressors. The dependence on these self-reported data carries out the potential for response bias, especially on social desirability bias, which might skew the results. Additionally, these exclusive use of quantitative methods which excludes qualitative insights that could provide a richer understanding of their personal experiences, coping mechanisms, and their perceptions of stress. The cross-sectional design also restricts the study's capacity to determine the causation among role stress, work-family conflict, and also psychological well-being, underscoring the very necessity for longitudinal methodologies. External stressors which includes political pressures, societal expectations, and also economic challenges, were overlooked, but even though they could significantly impact mental health. Finally, the conducted study's concentration on a single demographic group also restricts variability owing to rank, experience, and socioeconomic status which in terms limiting the reach of its conclusions.

## 8. FUTURE RESEARCH SCOPE

- Broadening the research study to encompass additional regions or by incorporating a variety of demographic profiles which may improve the applicability of the findings.
- Utilizing a good combination of methods, such as a few qualitative interviews or case studies which could help to enhance survey data.
- Investigating the enduring impacts that could lead to stress and the efficacy of interventions through a longitudinal research framework.
- Investigating how the organisational culture and also the external stresses affect police personnel's mental health.

## 9. CONCLUSION

The goal of this research was to examine the potential for work-family integration, Work-family conflict acts as an intermediary between work-related stress (Role conflict, Role ambiguity and Role overload), Psychological Well-being and Strength (mental prosperity/Resilience) among police force officers in a few regions of Tamil Nadu. The survey's overall disclosures showed a connection between work-family coordination and a delegate's degree of mental prosperity and workplace responsibility. This shows the significance of these parts in balance among fun and serious exercises since they can anticipate both individual and master results. This study shows that among cops, job pressure is a significant indicator of mental prosperity. As per the examination, a serious level of job pressure — explicitly, job struggle and work over-burden might be a figure more unfortunate prosperity. To upgrade policing's psychological well-being, future examinations and genuine arrangements ought to put an accentuation on pressure the executives.

## REFERENCES

- Alfes, K., Shantz, A. D., & Ritz, A. (2018). A multilevel examination of the relationship between role overload and employee subjective health: The buffering effect of support climates. *Human Resource Management, 57*(2), 659-673.
- Alkhalaf, A. M. A., & Alkrimeen, A. A. (2020). Psychological Well-being of Police Officers and Its Impact on the Level of Job Commitment and Quality of Social Relationships. *Asian Social Science, 17*(1), 91.
- Al-Masa, M.; Abd Allah, H.; & Ajajah, S. (2019). Predicting the motivation for academic achievement from the level of psychological flow among high school students in the State of Kuwait. *The Arab Journal of Educational and Psychological Sciences - Kuwait, 11*(1), 233-268
- Baselmans, B.M.L. & Bartels, M. (2018). A genetic perspective on the relationship between eudaimonic -and hedonic wellbeing. Biorxiv: The Preprint Server for Biology. doi: <https://doi.org/10.1101/283036>
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of management review, 10*(1), 76-88.
- Hao, S., Hong, W., Xu, H., Zhou, L., & Xie, Z. (2015). Relationship between resilience, stress and burnout among civil servants in Beijing, China: Mediating and moderating effect analysis. *Personality and Individual Differences, 83*, 65-71.
- Hashemnia, S., Abadiyan, S., & Fard, B. (2014). The effect of occupational stress, psychological stress and burnout on employee performance: Evidence from banking industry. *Management Science Letters, 4*(9), 2101-2106.
- Jaracz, M., Rosiak, I., Bertrand-Bucińska, A., Jaskulski, M., Nieżurawska, J., & Borkowska, A. (2017). Affective temperament, job stress and professional burnout in nurses and civil servants. *PloS one, 12*(6), e0176698.
- Kaur, R., Chodagiri, V. K., & Reddi, N. K. (2013). A psychological study of stress, personality and coping in police personnel. *Indian journal of psychological medicine, 35*(2), 141-147.
- Li, X., Kan, D., Liu, L., Shi, M., Wang, Y., Yang, X., ... & Wu, H. (2015). The mediating role of psychological capital on the association between occupational stress and job burnout among bank employees in China. *International journal of environmental research and public health, 12*(3), 2984-3001.
- Mahmoud, H. (2018). Psychological flow and its relationship to the level of ambition among a sample of a student of the Faculty of Education, *Journal of the Faculty of Education in Psychological Sciences, Ain Shams University, 11*(42), 104-277
- Oprea, S.J., Buijzen, M. & Reijmersdal, E.A. (2018). Development and validation of the psychological well-being scale for children. *Societies, 8*, 18; doi:10.3390/soc8010018
- Pinfield, M. (Feb 8, 2017). The importance of mental health for overall wellness. Retrieved from <http://www.hr.ubc.ca/benefitsfyi/2017/02/08/the-importance-of-mentalhealth-for-overall-wellness/>
- Stroe, S., Wincent, J., & Parida, V. (2018). Untangling intense engagement in entrepreneurship: Role overload and obsessive passion in early-stage entrepreneurs. *Journal of Business Research, 90*, 59-66.
- Strong, R., & Israel, G. D. (2009). The influence of agent/client homophily on adult perceptions about Extension's quality of service. *Journal of Southern Agricultural Education Research, 59*(1), 70-80.
- Viegas, V., & Henriques, J. (2021). Job stress and work-family conflict as correlates of job satisfaction among police officials. *Journal of Police and Criminal Psychology, 36*(2), 227-235.
- Vinayak, S., & Judge, J. (2018). A study of psychological well-being among police Personnel. *International Journal of Health Sciences and Research, 8*(9), 190-198.