



The Mediating Role of Quality of Work Life on Occupational Stress and Work Life Balance of Police Personnel

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Abstract: *Stress is a widespread difficulty that impacts everyone differently. Stress, whatever of occupation, may have adverse consequences if left unchecked. Given the demanding nature of policemen's employment, this study was initiated. One purpose of this research was to explore the influence of quality of work life in influencing occupational stress and work-life balance in police officers. This research used a non-experimental quantitative research design using the descriptive-correlational and mediation approaches and the appropriate statistical treatments: mean, Pearson r, regression, and Sobel z-test. The intent of this study was to pinpoint and clarify the technique or processes that underpin an observed relationship between variables. The variables that were selected for this research comprise occupational stress as the independent variable and work-life balance as the dependent variable. The quality of work life was included as a third explanatory variable, known as a mediator variable. In the study, standardized questionnaires were used. The form was reframed to match the study's aims. The data was obtained in person while adhering to the necessary health and safety measures. 300 police officers were the participants using stratified random sampling. The findings indicate that occupational stress is minimal level, work-life balance is moderate level, and quality of work life is high level. The findings demonstrated a substantial link between occupational stress and work-life balance. Because the p-value is less than 0.05, occupational stress and quality of work life, quality of work life and work-life balance, occupational stress and work-life balance are deemed significant. It has additionally been shown that the quality of work life of police officers partially mediates the association between occupational stress and work-life balance.*



Keywords: Occupational Stress, Work Life Balance, Quality of Work Life, Police Personnel, Mediation, Philippines.

1. INTRODUCTION

Extended work durations indicate a work-life conflict since they suggest a deficiency of time allocated for other interests. For police officers, the quality of life, which is inextricably linked to work-life balance or imbalance, has grown into a major problem. This seems to be due to a study showing that possessing difficulty regarding work-life balance, often referred to as a work overload, may result in a variety of adverse ramifications for police officers (Oludayo, Falola, Obianuju, & Demilade, 2018). A projected disparity between both professional and private lives when workers perceive their job is too excessive to allow themselves to handle, people are incapable of handling it, or they are obligated to perform their allotted obligations inside this authorized time and skills (Dinh, 2020).

To add, work-related strain may also arise whenever the expectations imposed on law enforcement professionals by their institutions exceed their skillset, competence, and competence to handle them. Occupational stress can express itself in a number of forms, including compassion fatigue, a diminished ability for and interest in establishing a good rapport with the misery of everyone else, and psycho-social concerns such as nervousness or hopelessness. Burnout is more likely to occur when workers are unable to consistently handle high levels of professional stress (Xu, Kynoch, Tuckett & Eley, 2020).

Pressure in the workplace is typically regarded by law enforcement officials as an unwelcome yet inescapable part of their occupation. Police officers are great heroes, yet, most individuals have no awareness of the obstacles' officers undergo day after day. The biggest issue for law enforcers is work overload. (Ragesh, Tharayil, Raj, Philip & Hamza, 2017). Employment stress affects the livelihoods of law enforcement personnel's households too (Shanmughavadivu & Sethuramasubbiah, 2018).

Similarly, high levels of stress have a negative impact on an employee's performance. It generates undesirable circumstances in the relationship which also has the power to worsen employee engagement, develop inconsistencies at employment, and perform additional things. Reducing stress has long been valued for making the lives of employees (Kanojia, 2018).

Moreover, establishing a healthy balance between work and family promotes the level of happiness. People who uphold a solid equilibrium have lower levels of stress when managing a range of tasks. In various situations, the work-life quality as well as work-life balance are connected. Whenever an individual devotes a substantial amount of time or dedication to their respective professional and private tasks, the level of equilibrium has an influence on their work-life satisfaction (Pawlicka, Pawlicki, Tomaszewska, Choraś & Gerlach, 2020).



2. METHODOLOGY

Throughout this research, participants have been selected utilizing stratified random selection. A sufficient sample strategy called stratified sampling splits the demographic into segments and randomly picks units from each section. Stratified sample approaches are commonly used for generating surveys for the industry, administration, and disciplines such as sociology (Levy & Lemeshow, 2013).

Officers from the designated police force in Davao Del Norte stations and institutions participated in the study. According to Mundfrom, Shaw, and Ke (2005), the proportion of responders at the 5% level of significance is 300 police officers. It was even stated that depending on the number of sample it will have a corresponding level of significance. For example, a study sample of 50 was viewed to be very poor while 300 was viewed as good. As such, the researchers decided to have 300 individuals to participate in the research. Similarly, other studies used a comparable number for their sample (Muico et al., 2022; Sabay et al., 2023; Nuevo, 2023).

3. RESULT AND DISCUSION

3.1 Level of Occupational Stress

Table 1 is the level of occupational stress of police personnel in Davao Del Norte. The overall mean score for occupational stress is 2.06 which has a low descriptive level. As a result, the degree of work stress encountered by law enforcers is rarely visible. In addition, the occupational stress was explored by indicator. It was observed that: Conflict at Work garnered a low descriptive level ($x=1.95$), Mental Demands also share a low descriptive level ($x=1.39$).

Table 1. Level of Occupational Stress

Indicators	SD	X	Descriptive Level
Conflict at Work	0.728	1.95	Low
Job Requirements	0.671	2.22	Low
Metal Demands	0.676	1.93	Low
Workload and Responsibility	0.654	2.18	Low
Your Job	0.576	2.14	Low
Your Job Future	0.614	1.94	Low
Overall	0.457	2.06	Low

The decrease in the level of occupational stress experienced by law enforcement officer's stems from individuals' reduced assessments of workplace conflict, job requirements, mental demands, workload and responsibility, your job, and your job future. This suggests that occupational stress is occasionally experience by police officers. Similar findings was attributed to the results of Zeng et al. (2020), it was found that whenever law enforcement officers get fair and efficient advice and help, individuals are so much more likely to feel



appreciated, be active contributors to their agencies, and have healthy relationships with their superiors.

Lower levels of occupational stress of police officers also promotes individual growth and self-improvement in the field of law enforcement. In the case of Purba and Demou (2019), Higher levels of interpersonal support can be a contributing factor to lowering stress levels of police officers. Furthermore, individual attitudes toward workplace conflict are negatively linked to a broad spectrum of professional outcomes. Yet, if colleagues do not perceive the exchange of conflicting ideas and perspectives as a direct insult, potential alternatives, and excellent efficiency may arise (Raub et al., 2021).

3.2 Level of Work Life Balance

Table 2 shows how policemen in Davao Del Norte manage their professional and personal lives. The highest mean was 3.00. This reveals that perhaps the dilemma of police officers' work-life balance does arise from time to time. Work-family conflict seems to have the lowest value of said four indicators for work-life balance ($x=1.96$), whereas the work environment garnered the highest mean ($x=4.03$)

Table 2. Level of Work Life Balance

Indicators	SD	X	Descriptive Level
Work Environment	0.624	4.03	High
Feelings about Work	0.661	4.01	High
Work-Family Conflict	0.748	1.96	Low
Family-Work Conflict	0.776	2.00	Low
Overall	0.395	3.00	Moderate

The results illustrate that establishing a work-life balance includes meeting one's needs in life and work. Both the work environment and sentiments about work have high descriptive values. Greater decision-making capability will reduce workplace stress. These findings contradict the corpus of literature indicating that when police officers are given more authority, individuals report less pressure and much more competence. "The greater the sense of involvement police officer thinks themselves are involved in judgment, more and more conflict they seemed to experience in response," a law enforcement department noticed after implementing an administrative change from conventional to society policing (Tsai et al., 2018).

Police personnel must try to reassure citizens, in still optimism, and the law develops. Simply expressed, they would have to be ready to commit a substantial amount of time to that same broader population (Islam et al, 2019). Increasing staff alternatives for engaging in workplace processes should also alleviate work-family discord, since this management is closely associated with lesser challenges in balancing both professional and familial responsibilities (Hsu et al., 2019).



3.3 Level of Quality of Work Life

The findings of the descriptive and inferential statistics used to measure the degree of quality of work life of police employees are shown in Table 3. The overall mean of work life quality is 4.06 (SD = 0.396), which is considered high. The overall mean of work life quality is 4.06, with a high standard deviation of 0.396. Police officers evaluated item number 1 (I have a clear set of goals and aims that enable me to do my job) with only a mean of 4.67 and then a standard deviation of 0.556, revealing a very high rating, whereas the evaluating item number 32 (I never get the help and support I need from colleagues) with a mean of 3.07 and a standard deviation of 1.270 signifying a moderate rating, denoting a far lower rating.

Table 3. Level of Quality of Work Life

Mediating Variable	SD	Mean	Descriptive Level
Quality of Work Life	0.396	4.06	High

To average rating, for the quality of work life, for police officers was high as denote by the result. Police officers who lead respectable lives and successful careers say they enjoy and are comfortable in their work environments. In line with the findings of the study, the majority of law enforcement personnel are inclined to agree that a positive quality of work life also boosts their productivity and efficiency, creating one vital features of a department that police personnel ought.

However still, a human's drive to conform could improve owing to the workplace atmosphere, which might also considerably boost workers open mindedness and job innovation. According to studies mostly on the quality of work life, satisfied professionals appear to have a greater capacity for imagination and versatile, which leads to higher output (Tamsah et al., 2020).

3.4 Correlation between Occupational Stress and Quality of Work Life

Table 4 shows the results of the substantial link between occupational stress and work life quality. All data in the table reveal a link between work-life quality and indices of occupational stress, which includes job conflict, job requirements, mental demands, workload and responsibility, your job, and your career future. While occupational stress and work life quality were connected, the overall correlation coefficient was -.653 with a p-value of 0.05. As a result, the two factors have a considerable link. Variables were considered significant since the p-value is less than the 0.05 criterion of value.

Table 4. Correlation between Occupational Stress and Quality of Work Life

Occupational Stress	Quality of Work Life Overall
Conflict at Work	-.147* (0.011)
Job Requirements	-.492* (0.000)



Mental Demands	-.534* (0.000)
Workload and Responsibility	-.472* (0.000)
Your Job	-.597* (0.000)
Your Job Future	-.548* (0.000)
Overall	-.653* (0.000)

*Significant at 0.05 significance level.

Generally, the relationship involving occupational stress and work living standards indicated a substantial association between the two, indicating that perhaps the null hypothesis of no notable connection between the two indicators (Occupational stress and Quality of Work life) was rejected.

Whenever a person's health is impaired by work-related tension, it can escalate to cardiovascular problems and fatal strokes. It also has an impact on how well workers do various jobs. A technique in which a department responds to employee expectations by implementing programs that fully empower workers to participate in the decisions that affect their work experiences (Hsu et al., 2019).

3.5 Correlation between Quality of Work Life and Work Life Balance

Table 5 shows the substantial relationship between work-life balance and work-life quality. The results indicate a meaningful connection between the standard of work life and work-life balance also because result obtained a cumulative r-value of .413 with a p-value which was less than the level of significance (0.05). But nevertheless, so if researchers reviewed the statistically significant threshold per each indicator, there are two (2) predictors that are not statistically significant, which become work-family conflict with 0.429 level of significance and family-work conflict with 0.051 significance score.

Table 5. Correlation between Quality of Work Life and Work Life Balance

Quality of Work Life	Work Life Balance				Overall
	Work Environment	Feelings about Work	Work-Family Conflict	Family-Work Conflict	
Overall	.593* (0.000)	.610* (0.000)	-.046 (0.429)	-.113 (0.051)	.413* (0.000)

*Significant at 0.05 significance level.

Individual practices for continually improving harmony used by respondents included task management and involvement in leisure pursuits. One of most common attractions



included exercise, watching television or movies, cooking, making crafts, and engaging in other hobbies. An acceptable or remarkable work-life balance was more prevalent amongst respondents who indicated receiving social assistance from acquaintances and/or family. It is generally accepted that employees who work in a good environment have a better lifestyle, therefore benefits their work life balance. (Kelly, Soles, Garcia & Kundu, 2020).

3.6 Correlation between Occupational Stress and Work Life Balance

Table 6 shows the findings of significant and positive relationship tests conducted on police officers regarding occupational stress and work-life balance. The total correlation coefficient is -.478 with a p-value of .000, that is relevant because this is less than the study's level of significance of 0.05.

Table 6 Correlation between Occupational Stress and Work Life Balance

Occupational Stress	Work Life Balance				Overall
	Work Environment	Feelings about Work	Work-Family Conflict	Family-Work Conflict	
Conflict at Work	-.170* (0.003)	-.187* (0.001)	.090 (0.119)	.249* (0.000)	.020 (0.729)
Job Requirements	-.393* (0.000)	-.486* (0.000)	.053 (0.358)	-.030 (0.600)	-.349* (0.000)
Mental Demands	-.562* (0.000)	-.599* (0.000)	.198* (0.001)	.028 (0.633)	-.365* (0.000)
Workload and Responsibility	-.338* (0.000)	-.431* (0.000)	-.034 (0.556)	-.048 (0.405)	-.355* (0.000)
Your Job	-.647* (0.000)	-.747* (0.000)	.039 (0.499)	.047 (0.415)	-.527* (0.000)
Your Job Future	-.685* (0.000)	-.777* (0.000)	.132* (0.022)	.073 (0.205)	-.497* (0.000)
Overall	-.651* (0.000)	-.751* (0.000)	.166* (0.045)	.080 (0.165)	-.478* (0.000)

*Significant at 0.05 significance level.

The cumulative correlation involving professional stress and employment quality of work life was found to be substantial, refuting the null hypothesis against a significant link for both occupational stress and work life balance. When authorities are unable to meet the demands of their jobs, they may endure worry and stress. As a result, tracking and work scheduling occupational stress is critical since it has a detrimental influence on productivity. Work life balance appears to be more visible work-life officers are able to manage their jobs and personal lives (Paje et al., 2020).

3.7 Mediating Analysis of the Three Variables

The result of the three variables' mediation was determined using path analysis. The research revealed that the significant threshold for each of the three paths—occupational



stress (IV), quality of work life (MV), and work-life balance (DV)—is less than 0.05, indicating partial mediation. As a result, the (MV) mediates the relationship between occupational stress and work life balance to some extent.

As shown in the figure, every unit increase in occupational stress there is a corresponding -.566 unit increase in quality of work life and for every unit increase in quality of work life there is .176 corresponding increase in work life balance also for every unit increase in occupational stress there is corresponding -.313 unit increase in work life balance.

In summary, following path IV-MV-DV, for every unit increase in occupational stress, there is a -.313 unit increase in work life balance. This suggests that work-life balance can be influenced by occupational stress, however, this effect should pass through the quality of work-life. As a result, increasing the quality of work-life may partially mediate the relationship between occupational stress and work-life balance.

Table 7 Mediating Effect : Path Analysis (Significant Partial Mediation)

PATH	ESTIMATES		SE	C.R.	P
	Unstandardized	Standardized			
OS → QWL	-.566	-.653	.038	-14.913	***
QWL → WLB	.176	.177	.066	2.664	.008
OS → WLB	-.313	-.362	.057	-5.466	***

Recommendation

The following recommendations were made based on the result of the study. The recommendation is condensed in the following key words: **Provide** series of lectures, **Facilitate** police officers quality of work life and **Explore** future studies.

1. **Provide series of lectures.** The law enforcement community must keep on providing a series of lectures on mental agony and stress reduction for police in order to educate personnel on how people resolve disputes, adjust to shifts, and respond to situations that might be hazardous. Law enforcement agencies will be better able to manage their stress and keep their levels of occupational stress low. Furthermore, it was suggested that such police in Davao del Norte implement the Employ Assistant Process Program, wherein employs competent and skilled retiring police officers as critics. According to this EAP program, law enforcement uses several coping methods for dealing with work-related stress.



2. **Facilitate police officers.** Law enforcement is an industry that always demands sound judgement. Police officers must be facilitated in terms of their occupation stress as this is instrumental in carrying out their daily tasks. Programs can be initiated to monitor police officers in their levels of occupational stress. The program can be conducted annually so that identified officers with high levels of occupational stress can be given the necessary intervention.
3. **Explore future studies.** This study was only able to bridge the connection of quality work life, occupational stress, and work life balance of only police officers. Furthermore, the study was quantitative. Given the method used as well as the research topic, expansive studies are feasible. Future researchers may investigate developing the topic by adding indicators and even using different research methods. By doing so, the existing body of knowledge may be expanded.

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