

Psychosocial Work Stressors: Relationship with Well-being and Job-related outcomes

By

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Candidate of **Masters of Philosophy** at the National University of Modern Languages, Islamabad hereby declares that the thesis: "**Psychosocial Work Stressors: Relationship with Well-being and Job-related outcomes**", submitted by me in partial fulfillment of MPhil degree, is my original work, and has not been submitted or published earlier. I also solemnly declare that it shall not, in future, be submitted by me for obtaining any other degree from this or any other university or institution.

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ABSTRACT

Psychosocial work stressors integrate the social and psychological dimensions of work stressors, acknowledging the complex relationship between individual psychological factors and the broader social context of work. The main objectives of the study were to find the most prevalent stressors, their relationship with wellbeing and job-related outcomes among National highways and motorway police personnel. The study also identified the moderating effect of supervisory support on the relationship of psychosocial work stressors and job-related outcomes. Utilizing a mixed-methods approach, the research combined qualitative interviews (N=20) and quantitative surveys (N=250) to identify prevalent stressors, including shift work, threat perception, transfer posting, and resource inadequacy. The data were collected with the help of self-reported measures i.e., Supervisory Support Scale (Greenhaus, Parasuraman and Wormley ,1990), Shift Work Impact Scale (Folkard et al., 1979), Threat Perception Scale (Stein, 1996), Resource Adequacy Scale (Nadler & Lawler, 1983), Transfer and Posting Scale, Well-Being Scale (Ryff 1989), The Job Satisfaction Scale (Spector, 1985), The Job Performance Scale (Campbell et al., 1993), and Organizational Commitment Scale (Meyer & Allen, 1991). The quantitative sample comprised male officers with a mean age of 32.5 years (SD = 4.8). The study revealed that psychosocial work stressors significantly impact the well-being and job-related outcomes of National Highways and Motorway Police personnel. Shift work was found to be a strong predictor of increased absenteeism and reduced well-being, while threat perception significantly decreased job satisfaction. Transfer postings negatively influenced organizational commitment. Additionally, resource inadequacy emerged as the most prevalent stressor, leading to decreased well-being and job performance. These findings underscore the need for targeted organizational interventions, such as structured shift policies, adequate resource allocation, and fair transfer practices, to enhance employee well-being, job satisfaction, and job performance.

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Chapter-I

INTRODUCTION

Stress is often defined as an individual's perception of the level of leverage one has to meet specific demands, and such a perception can lead to stress (Panigrahi, 2016). Although most people view stress as a psychological phenomenon, it can also substantially impact a person's physical health and well-being. Even though it is not medically recognized as an illness, chronic stress can hurt a person's performance at work and their overall health and well-being if it is experienced for a significant amount of time (Lan et al., 2019). These consequences might range from very simple ailments like headaches to much more serious illnesses like depression. The manifestation of stress within organizations can lead to various unfavourable outcomes, including increased rates of absenteeism, increased staff turnover, disciplinary issues, instances of violence and psychological harassment, decreased levels of productivity, and decreased levels of attentiveness, errors, and accidents. Workers' health can be affected by a wide range of factors, some of which are internal to the workplace and others in the surrounding environment (Stich, 2020).

The working conditions that individuals are subjected to at their jobs have the potential to affect their personal health as well as the work-life balance that they maintain. Workers' out-of-work aspects including financial status and personal habits impact their overall health and job performance potential yet exceed the definition of work-related stress (Taouk et al., 2020). Work-related stress cannot classify all stress instances that employees encounter in their professional environment. Employee feelings of stress are highly probable when work-related factors receive poor management as demonstrated by thirty years of scientific research (Adib Ibrahim et al., 2019). Work-related factors that receive inadequate management create persistently high job demands plus strict time constraints and instances of harassment and an unsupportive managerial style.

Employers bear essential legal duties to safeguard employees physical and emotional health through each occupational task while employees perform their duties. All employers must be responsible for keeping their staff members away from dangerous situations threatening their safety.

A person at work encounters different psychological and social aspects which affect overall health status alongside job-related outcomes (Diebig et al., 2020). Besides professional obligations, National Highways and Motorway Police personnel need to overcome many difficulties, so it becomes essential to study their work-related experiences. Workers in the National Highways and Motorway Police experience major psychosocial workplace stressors that negatively affect their health and operational outcomes (Yadav et al., 2022). The National Highways and Motorway Police achieve a combination of wellness results and results related to their work activities.

The National Highways and Motorway Police workers experience workplace-based and assistance-based psychosocial work stresses which define their work-related exposures (Wagstaff and Lie, 2011). When weak social networks and communication channels are limited, individuals experience isolation feelings that generate extra psychological stress.

Being exposed to traumatic experiences and being responsible for the welfare of emotionally distraught people both have the potential to leave a person mentally exhausted and increase their risk of developing mental health problems. The National Highways and Motorway Police staff experience significant negative effects from exposure to psychosocial work stresses in terms of their physical health and performance at work. There is a relationship between high levels of stress and burnout, which has been linked to negative consequences on both the physical and mental well-being of individuals. These negative impacts include an increased risk of heart attacks,

anxiety disorders, depressive symptoms, and disturbed sleep patterns (Panigrahi, 2016). The health concerns not only impact the employees as individuals but also affect their work ethic and overall productivity. It has been found that the existence of psychosocial work stressors hurts job contentment and organizational dedication among the staff of the National Highways and Motorway Police.

Psychosocial work stressors are being identified as critical factors that influence job-related outcomes and employee wellbeing. Comprehending the relationship between psychosocial work stressors and the outcomes is important for recognizing some potential areas of implementing effective interventions and improvement to enhance the well-being and job satisfaction of police personnel (Maran et al., 2020). Some of the key components for this research study include psychosocial work stressors, employee well-being, and job-related outcomes.

Conversely, the relationship between employee well-being and such stressors among the specific population has yet to be researched (Akinlabi, 2021). This gap in knowledge hinders the targeted strategies and their development to manage stress, whereas it also promotes the employees' well-being. This provides information on how job performance can be affected by burnout levels, physical health, turnover rates, and mental health.

This research aims to explore the psychosocial work stressors nature among National Highways and Motorway Police Personnel in Pakistan. The study also considers significant factors, such as lack of resources, role ambiguity, interpersonal conflict, workload, job insecurity, and shift work, which also shows the impact on job-related and well-being outcomes (Dey et al., 2021). The findings from the research provide valuable insights for the personnel management teams, policymakers, and organizational leaders while aiming to promote a healthier and more effective workforce in this public safety context.

Several psychosocial work stressors experienced by National Highways and Motorway Police personnel are going to be explored while assessing their impact on the employee's well-being, which also encompasses several dimensions. These dimensions involve emotional well-being, physical health, life satisfaction, and overall mental health (Jahan et al., 2023). Even though comprehending the relationship between psychosocial work stressors and well-being can help recognize some specific areas of potential interventions that provide information on improving police personnel and overall quality of life.

Therefore, by exploring the relationship between job-related outcomes, psychosocial work stressors, and employee wellbeing, this study seeks to provide valuable insights that identify challenges faced by National Highways and Motorway Police personnel (Jamil et al., 2021). This study findings can inform the relationship and their development while aiming to reduce work stressors, enhance job satisfaction, and improve employee well-being within the occupational group. The study assesses the psychosocial work stressors experienced by National Highways and Motorway Police personnel (Motley et al., 2023). This may involve examining significant factors, such as long working hours, lack of control, and organizational factors affecting stress levels. On the other hand, the study also investigates the relationship while assessing work engagement and commitment indicators in organizations.

Queirós et al. (2020) investigated occupational stressors by focusing on those who worked and followed the break. Seven sources of occupational stress that affected the workers were identified. These sources involve factors intrinsic to the job, relationships at work and home, safety, the interface between the family and job, site management problems, living in the environment, and work environment elements. Similarly, Padula et al. (2020) studied that a highly stressful work environment negatively affected human safety. The occupational stressors led to

lower safety participation and safety compliance with an increased frequency of accidents or injuries. The stress at work could reduce the safety of the workers, which also enhances the likelihood of occupational injury. Mental health such as depression and anxiety induced the increase in accidents among employers and workers. Fatigue correlates with poor sleep quality and is characterized by cognitive impairment (Useche et al., 2019). Thus, people suffering from long-term stress are likely to report sleeping difficulties.

Psychosocial Work Stressors

Psychosocial work stressors are broader than occupational, job, job-related, work, and psychological work stressors. Workplace stressors are any job-related factors that cause stress and these may include physical demands, work overload, time pressure, or hazards (Vassos et al., 2019). Job stressors, on the other hand, include conflicting job demands, role ambiguity, and lack of autonomy (Mamat et al., 2022). Stressors related to work can come from inside and outside the job. This includes work-life balance issues, organizational culture, job insecurity, and relationships with coworkers, superiors, and clients. Stressors at work include many factors. Workload, work hours, physical conditions, and job design can cause stress in employees (Allisey, Rodwell & Noblet, 2016), whereas, Psychosocial work stressors examine mental and emotional workplace stress. The psychological impact of work-related stressors includes control perception, coping mechanisms, emotional demands, and the psychosocial environment, including workplace relationships and social support (Lan et al., 2019).

Psychosocial work stressors include all the above and more, including social and psychological aspects of work stress and describe how psychological attributes interact with workplace social factors like interpersonal relationships, organizational culture, leadership styles, communication patterns, job roles, and the workplace social context (Padkapayeva et al., 2018;

Bickerton & Miner, 2023). Psychosocial work stressors integrate the social and psychological dimensions of work stressors, acknowledging the complex relationship between individual psychological factors and the broader social context of work.

Workload

Job characteristics like excessive workload, time constraints, and emotional pressures have been consistently linked to a decline in well-being. Psychosocial work stressors are often caused by heavy workloads and overwhelming employees with complex tasks or projects that impact their work performance and work-life balance (Maran, Zito & Colombo, 2020). The findings by Mamat et al., (2022) supported the fact that excessive workload decreases job satisfaction among employees. The above study used cross-sectional data from 247 active constables and found that police constables' excessive workload directly affects work-family conflicts, which raise workplace stress and dissatisfaction. It also highlighted that the COVID-19 pandemic has confronted the police with a challenge of extreme workload and this workload affected their family roles leading to professional stress and discontent. The study by Jamil et al., (2021) also found that work-family conflict mediates the relationship between workload, job stress, and job dissatisfaction.

Job Demands

Police personnel undergo physical, psychological, and emotional constraints and responsibilities and these duties involve handling emergencies, dangerous circumstances, rigorous protocols, public order, paperwork, and complex legal and ethical issues (Yadav et al., (2020). The rigorous nature of policing includes long hours, trauma, night shifts, and high accountability according to Adib Ibrahim et al., (2019). The strict schedule has made policing extremely difficult, sometimes requiring cops to work overtime due to unforeseen circumstances (Akinlabi, 2021).

The study by Tahir, Parveen and Khan, (2023) has found that job demands and long hours of work increase police stress. Nalla, Akhtar, and Lambert (2020) found that law enforcement officers including police worked more during the COVID-19 epidemic as this required them to enforce preventative measures while doing other duties assigned to them. This increased the workload which resulted in the increased level of stress among police officers. Lambert et al., (2022) study involved 827 Haryana police officials and used the job demands–resources model to analyse the relation of job demand with well-being. Results from multivariate regression analysis were significant which shows Danger, underload, ambiguity, and conflict increased emotional weariness and in contrast, input, training, and job autonomy inversely affected emotional weariness. Underload, ambiguity, and conflict increased depersonalisation, while overload, instrumental communication, training, and autonomy decreased it. Danger, instrumental communication, and training negatively correlated with accomplishment, although ambiguity did. The study supported the work demands–resources model and highlighted that job demand affects police personnel's health and well-being.

Chen and Wu, (2022) highlighted that Policing is a high-stress career with unique working requirements. This study used the JD-R (Job Demands-Resources) paradigm and surveyed 251 Chinese district-level public security bureau police officers. The investigation revealed that job demands increase police officers' stress reaction whereas job autonomy did not mitigate this consequence; rather, it increased the stress response to job demands.

Work-Life Imbalance

A work-life balance is essential for health and productivity according to Tucker et al., (2018). Police work, long hours, inconsistent schedules, high stress, and the requirement to be always available interfere with an officer's personal life and they experience relationship problems,

mental and physical health challenges, and job dissatisfaction (Useche et al., 2019). Kanase and Sawant, (2022) found a negative association between duty hours and professional work-life balance indicating this link is significant. This suggested that work-life balance and duty hours are correlated, particularly for women. The study also highlighted that an increase in duty hours decreases professional work-life balance, and a decrease in duty hours improves it. Similarly, the study by Shakoor et al., (2023) highlighted that the time and energy spent on work overshadows personal life obligations and activities and this psychological work stressor occurs when people struggle to balance work, family, and leisure. Such imbalances strain relationships, limit extracurriculars and cause persistent stress as not having enough time for personal hobbies to affect mental health, job satisfaction, and employee fulfilment.

Khan and Khan, (2020) found that the most of the variation in work-life conflict was attributed to physical stress symptoms, however even after adjusting for physical stress symptoms, psychological burnout still accounted for an extra 8% of the variation. Stress, including physical symptoms like fatigue, headaches, backaches, nausea, and sleep disturbances, as well as psychological harms like burnout and emotional exhaustion from police duties, affect family and social life. It also found that day shift cops reported higher work-life conflict than midnight shift officers and this gap was because day shift police miss school pick-ups, children's athletic events, and other family traditions and their shift pattern prevented them from attending family gatherings, contributing to work-life conflict.

Lack of Recognition or Reward

According to Lambert et al., (2022), employees can be stressed by feeling undervalued or unappreciated for their accomplishments and it can lower morale, job satisfaction, and motivation when employees feel unappreciated for their hard work. Tahir, Parveen and Khan, (2023) surveyed

368 Punjab Police Sub-Inspectors and Assistant Sub-Inspectors from Dera Ghazi Khan and revealed HRM practices including career planning, remuneration, job rotation, performance review, recognition or reward and training improved police department employee performance. The study also highlighted that staff members should receive large remuneration packages and career planning, remuneration structures, job rotation, performance appraisal procedures, and comprehensive personnel development and training need to be prioritised.

Papaioannou and Serdaris, (2022) examined employees' views on how salary affects professional performance. The study sample includes 47 employees from two private and one public enterprise and the findings illustrated that monetary incentives work best for people with low job satisfaction and little job passion. It also found that financial rewards have a greater impact in sales-driven institutions with performance-based remuneration plans. Survey results also showed that industrial relations and work alignment are more important than monetary remuneration in determining employee engagement and job satisfaction suffers in a place where pay and benefits are in danger and unemployment is prevalent. This highlights the relationship between monetary remuneration and job satisfaction.

Lack of Supervisors and Social Support at Work

Workplace social support reduces stress and promotes positivity and without supporting coworkers or managers, employees' mental and emotional health can suffer (Dey et al., 2021). Lack of support can make work-related stressors harder to manage and reduce psychological resilience (Taouk et al., 2020). Li et al., (2022) surveyed a random sample of 335 Hong Kong police officers and found that police officers have work stress and turnover intention due to family-to-work and work-to-family problems. Tahir, Parveen & Khan, (2023) stated that supervisory support is strongly associated with turnover intention and moderates the effect of work-to-family

conflicts. Similarly, the study of Naz et al. (2014) noted that understanding and using support systems can help police officers develop the mental readiness and resilience needed to perform better.

Shift Work and Posting Uncertainty

Adult police personnel experience altered psychosocial work stress patterns due to shift work and posting uncertainty which impacts their health and performance at work. Professional obligations requiring shift work generate psychosocial stress which has negative effects on police personnel both in their personal health and their work performance levels (Afzal, 2021). Employee health deteriorates because shift work at night and rotating staffing schedules upset natural body rhythms and produce sleep problems alongside exhaustion and medical problems. The work schedules at NHMP prove to have detrimental effects on officers' physical, mental and emotional condition in addition to job satisfaction, stress and cognitive operation that directly impacts performance (Padkapayeva et al., 2018). Among the main psychosocial stressors faced by employees lies the unpredictability which accompanies multiple job transfers. Change of residence and work position create personal distress along with social relationship challenges and adjustment problems according to Schneidera & Weigl (2018). Police officers develop feelings of isolation while also experiencing unwelcomed behaviour and anxiety toward future job assignments and relocation assignments. Job uncertainties negatively impact work out comes because they reduce employee morale together with motivation and performance levels. Regular officer relocations cause detrimental effects on team structure and achieve organizational goals (Cho et al., 2021). The disruption of teamwork together with inhibited communication and diminished collaboration results in reduced departmental performance along with decreased efficiency.

Police employees need to establish solutions against the psychological strain which comes from irregular schedules and uncertain deployment assignments. Job performance and total well-being of officers improves when they receive sufficient rest breaks between shifts coupled with stress management resources and support to handle sleep disorders along with social assistance for frequent assignments (Tucker et al., 2018). By providing staff with predictable posting schedules and relocation assistance together with a supportive workplace environment the level of stress decreases which produces better staff health outcomes and performance results. Police officers chose to turn to friends and family along with church religion rather than select institutional psychological therapy though some preferred self-help books for help. The study demonstrates that police officers rely on informal personal methods alongside culturally familiar techniques to handle their mental health since strong social networks and faith alongside individualized coping styles remain crucial.

Shortage of Staff and Resources

Limited staff and insufficient resources create negative impacts on Police (NHMP) personnel's professional performance together with their workplace health. A staff deficit creates extreme work pressure on existing personnel because of which work demands increase while workloads and shift allocations become heavier (Lecca et al., 2020). High levels of fatigue, together with burnout and stress, negatively affect police officers' health outcomes both mentally and physically. Staffing deficits and rising workloads should interfere with police emergency response capabilities and damage both police regulation work and control of traffic safety. The absence of funds converts police work into a more demanding task since officers perform better when equipped with suitable equipment and technology. Outdated communication systems coupled with deteriorating vehicles alongside insufficient protection equipment represent factors

which weaken both officer safety and emergency response to highways and motorways (Mirzaei et al., 2021). Staff safety risk during increasing scarcity burdens officers with stress which weakens both staff morale and job satisfaction. Insufficient staffing combined with insufficient resources produces work-related conflicts between staff resulting in struggles between officers.

Shortages in job satisfaction along with declining morale will create an unhealthy workplace environment where both performance and wellness of staff are negatively affected (Rastogi et al., 2022). The issues demand immediate attention from leaders and policymakers because proper hiring, along with adequate training and resource distribution, requires it. A combination of solutions needs to address automobiles and communication systems maintenance safety equipment supply employee training programs and staffing shortages to decrease stress levels (Iis et al., 2022). Teamwork and mutual support within an organization, as well as prioritizing officer wellness, create a favourable workplace culture that enables employees to manage both staffing challenges and resource limitations (Rastogi et al., 2022).

Frequent Policy Changes

Frequent policy adjustments at National Highways and Motorway Police (NHMP) bring psychosocial work stress to their officers. When policy changes occur, officers face high uncertainty and ambiguous situations that require immediate adaptation, yet it increases their stress levels and decreases their job satisfaction (Vuong et al., 2021). Fast policy modifications have negative impacts on workplace procedures and efficiency levels through their disruptive nature and organizational confusion. National Highways and Motorway Police officers must adjust to new rules and procedures, yet their adaptation fails, resulting in increased errors and decreased schedule output together with officer dissatisfaction. Repetitive policy shifts can harm staff stability since they reduce both employee morale and motivation. Police officers face impaired

decision-making from constant changes of policies because conflicting directions and sudden alterations create uncertainty and confusion (Iis et al., 2022).

The stress level of officers increases because they encounter complex situations where unclear direction forces them to perform sub optimally which negatively impacts their job-related skills. Police staff appear likely to become disenchanted when they encounter unending regulatory modifications (Teo et al., 2020). A lack of officer engagement in policy development leads policemen to experience devaluation by the organization which results in diminished organizational commitment and reduced dedication (Ingusci et al., 2021). Quasi-Stable Environments demand police leaders to exercise caution across their decision-making processes. Police organizations that maintain open communication protocols for policy changes while providing rational decision logic and enabling officer-contributed input decrease officer stress related to uncertainty (Mazzetti et al., 2023). Offering sufficient training coupled with support allows officers to transition to new policies and available resources as a means to enhance workplace performance and emotional state (Wang et al., 2023). Fluctuations in policy direction should be stabilized and frontline staff unwillingness to work with new approaches must be taken into account for better work conditions.

Threat Perception

Workplace risk-related emotional reactions and mental states comprise the perception of threats in the workplace context. Such threats develop from professional job weaknesses, work-related pressures, and interpersonal workplace conflicts. The workplace stress of an employee grows when their professional place or employment security is at risk (Blanuša et al. 2021). The interpretation of self-uncertainty leads individuals to experience heightened stress because they doubt their ability to perform adequately (Emirza, 2023). Threats that create psychological

pressure inevitably led to worsening feelings of powerlessness along with frailty that negatively impact both psychological and medical health conditions. The continuous fear of the worst-case scenario leads to long-term stress which causes emotional exhaustion alongside burnout.

The continuous exposure to work-related threats reported by Sun et al. (2023) causes employees to experience low job satisfaction, reduced engagement, and higher intentions to leave their positions, according to Låstad and Tanimoto (2024). When employees fear job termination or business failure, they remain perpetually worried, which reduces their drive to work and lowers their performance level. The perception of threats damages team processes through two negative effects that cause team members to protect themselves and resist cooperation (Jing and Yan, 2022). The understanding of how workers respond to threats at their workplace, together with their exclusion methods, remains crucial for building healthy organizational environments.

The most Prevalent Psychosocial Work Stressors

The following section is related to the review of literature explaining the prevalence of psychosocial work stressors among the National Highways and Motorway Personnel in Pakistan. In the sub-urban areas, the prevalence was 29%, while in the urban areas, the prevalence of psychosocial stressors was 44%. Moreover, almost every type of psychosocial stressor i,e staff shortage, inadequate equipment to do their job, leader overemphasizing the negatives, constant change in policy, lack of resources, job demand, role ambiguity and work-life imbalance has been identified to influence the mental and physical well-being of the employees in the police (Rasdi, 2018). This specification has been related to the Malaysian Police officers, but the context of current research relates to Pakistan, for which the literature lacks respective findings.

In south Asian countries, the prevalence of psychosocial work stressors has been analysed to influence the mental health and wellbeing of police personnel. Moreover, the pandemic has also

influenced badly the mental and physical health of police officers as per the health risk, and other related job-related stressors in the urban areas (Sundarasen and Sharma, 2022). So, the consideration of urban and sub-urban is important to consider in influencing the relative performance and well-being of the police officers. It also highlights the research gap in analysing the stressor's influence on police officers in Urban, and Sub-Urban areas of Pakistan. In another study, the traffic police in the National and Highway have been observed to develop mental disorders due to work stressors. The work-related Muscle disorder has been observed to develop among police officers abundantly influencing their quality of life (Chavda et al., 2020). But the analysis of the quality of life has not included, an effective and extensive assessment of psychological work-related stressors as the main emphasis was on the social aspect (Chavda et al., 2018).

This has been further related to the analysis of various job requirements and demands influencing the mental and physical health-related aspects. The research was carried out with the National Highway Police Officers in Lahore Pakistan regarding the work-related issues. This has highlighted that on the main context, the long working hours have caused police officers to suffer through extreme pain having 69% to high extreme pain, 54% radiating pain and 66% with right extremity pain respectively (Ghanea Ahmad et al., 2018). Another research for the Traffic Police (Motorway and National Highway) has highlighted that due to bike driving, continued muscle contraction and long working hours the officers have been facing musculoskeletal pain in 65.7% of participants, leg pain was in higher prevalent among 38.8% officers and the upper back pain was lowest around 4.5% (Fiaz et al., 2018). It highlighted the understanding that on the main context, the influences on the physical and mental well-being of the police officers are evident in Pakistan due to the psychosocial related stressors.

Moreover, there are some other stressors included which have an influence on the mental well-being of the police officers. The encounter with the traumatic events while performing their everyday jobs for the traffic police and other related public service officers have caused and influence over the mental well-being of these employees. This implication has been observed in Pakistan to develop the respective challenges and issues regarding workplace stress development, life stress, and the chronic trauma influence (Corthésy-Blondin et al., 2022). The most common in this aspect is the consideration is the road accidents. For the traffic police officers these the accidents and work-related accident calls such as crashes develop the possible issues of consumption, work stress, work shift and also the extensive working hours are also important in this context (Bufano et al., 2022). The review of these studies have highlighted that there are numerous issues which are developing among the National Highway and Motorway Police officers due to the consideration of psychosocial work stressors. These issues develop possible influences on the mental and physical well-being of the employees, impacting the overall quality of life of the National Highway and Motorway Police Officers respectively.

Well-Being of Police Personnel

A person's "well-being at work" refers to their feelings and performance at work and it includes physical and mental health and their employment experience (Panigrahi, 2016). The physical consequences of poor occupational well-being include musculoskeletal disorders, an elevated risk of cardiovascular disease, a compromised immune system, fatigue, and physical exhaustion (Padula et al., 2020). These physical consequences could lead to absenteeism, reduced productivity, and increased medical costs. Some psychological consequences of poor workplace well-being include stress, anxiety, depression, burnout, and low job satisfaction. Consequences of these psychological repercussions include poor performance, increased absenteeism, decreased

motivation, and plans to leave the job (Queirós et al., 2020). However, employees are more likely to experience positive outcomes in both their physical and mental health when they report high levels of well-being at work.

Wolter et al. (2019) stated that there is a strong association between the type of job and the well-being of an employee. Stich, (2020) stated that police officers' particular problems and obligations make employee well-being crucial as Policing needs police to handle difficult circumstances, respond to emergencies, and protect the public. The well-being of police officers affects their performance and the communities they serve. According to the study by Wagstaff and Lie, (2011), police officers' well-being affects their performance and efficacy. Good physical and mental health help officers make rapid, correct choices, communicate well, and handle stress during critical occurrences and a strong sense of well-being helps them to critically analyse the situation, stay calm, and face daily problems vigilantly. According to the study by Yadav et al., (2022) prioritising employee well-being improves employee job satisfaction and job retention in organisations.

As per the findings of Motley, Chen and Motley, (2023) a healthy workplace improves employees' quality of life and minimises turnover, ensuring effective performance by employees in organisations. The study Yan et al., (2020) highlighted that effective employee performance is crucial to an organisation's success and growth. Similarly, a study conducted by Abdirahman (2018) considers employee performance as directly related to employee health and well-being. Therefore, firms need to develop measures to boost staff productivity. The findings of Yan et al., (2020), after collecting data from middle-level Pakistani banking personnel (67% response rate), supported the fact that employee health and well-being are strongly correlated with employee performance.

Santa Maria et al. (2019) examined how health-oriented leadership affects police officer health. Leaders' behavioural, motivational, and cognitive attitudes toward followers' health are called health-oriented leadership (Lan et al., 2019). The data came from 811 participants in a large German urban police agency and the data show that HoL reduces police officer burnout, sadness, and physical problems. The officer's well-being is also positively correlated with health-oriented leadership and the relationship between leadership and well-being is partly mediated by officers' health-related acts, suggesting that HoL also improves followers' well-being through increasing workplace health care. These findings demonstrate the importance of leadership in follower health and provide insights for police leadership strategy development.

Psychosocial Stressors and Outcomes

Job Satisfaction

Work satisfaction assesses the level of contentment and fulfilment of employees with their jobs and is a positive work-related outcome. Job satisfaction can lead to higher performance, more drive, and a lower propensity to quit the job (Useche et al., 2019). Humayon et al., (2018) discussed 120 police officers of Vehari, Punjab were surveyed. The findings highlighted that workload, work environment, and personal conflict affect police work stress. It also found that excessive workloads have reduced the job satisfaction level among Police personnel. The findings are also supported by the study Lambert et al., (2022) which found that 97% of police officers reported significant stress levels and reduction of job satisfaction level due to excessive workload. These findings show that police officers' occupational stress needs to be addressed holistically.

Job Performance

Job performance is one of the most important job-related outcomes linked which describes a person's performance in light of the demands of their job tasks, obligations, and objectives

(Taouk et al., 2020). The study by Shakoor et al., (2023) did a cross-sectional survey of 220 police investigation officers from Pakistan and examined a moderated mediation model of job discontent and workplace social support in the context of work-life conflict and turnover intentions. The study found that work-life conflict increases job dissatisfaction and reduced job performance along with high turnover. In contrast, workplace social support mitigates this effect and Workplace social support reduces turnover intentions and enhances job performance among police officers. Humayon et al., (2018) found poor work situations and inadequate work settings cause police job performance and also highlighted the importance of a good work environment because it impacts employees' talents and productivity.

Organizational Commitment

Organisational commitment is the degree of a person's dedication to their organization and its goals. Strong organisational commitment can lead to better performance, more drive, and a decreased propensity to leave the company (Papaioannou and Serdaris, 2022). Useche et al., (2019) have found that job satisfaction affects organisational commitment in police work. Taouk et al., (2020) highlighted that police groups worldwide perform many duties, and their success depends on their officers' dedication according to Lecca et al., (2020) affective, normative, and continuation organisational commitment are crucial in this situation. As reported by Nalla, Akhtar and Lambert (2020), 550 officials from Lahore Police Stations underwent research that studied job satisfaction influences on organizational commitment. Job satisfaction measurements pertaining to transfers and salaries together with supervision satisfaction produce positive effects on both affective and normative commitment. The research shows that these organizational elements produce negative relationships with continuation commitment thus indicating a potential clash with commitment advancement. Wolter et al. (2019) described promotion satisfaction as a complex factor which

produces negative correlations with affective and normative commitment among police officers regarding their feelings about promotions. Continuation commitment shows its support for promotions and rewards because these components drive practical commitment.

Absenteeism

Absenteeism, or the frequency or duration of a worker's absences from the workplace, is an important work-related outcome. High absence rates are a sign of job dissatisfaction, burnout, or sickness, all of which can lower productivity and increase costs for the business (Lambert et al., 2022). In the study, Mamat et al., (2022) multistage sampling was used to acquire data from operational wing officers in Lahore's six police divisions and the final sample size was 321 male Police Station officers of various cadres. Results indicate a strong positive correlation between self-efficacy and improved job performance. However, a negative correlation association between absenteeism and job performance was found. The investigation supports the concept that police self-efficacy is crucial however it also highlighted that workload and absenteeism also need to be considered.

The study by Allisey, Rodwell and Noblet, (2016) highlighted that frequent absences can interrupt operations and indicate working conditions that foster withdrawal behaviour. Data was collected from 553 operational officers of a major Australian police organization. The study found that social benefits, like as praise and encouragement, reduced officer absenteeism rates. The association between reduced workload and higher absenteeism supports a "underloading" effect. This finding has been supported by Lan et al., (2029) as it stated that a lack of significant or demanding duties causes boredom, disengagement, and job dissatisfaction. When employees have few responsibilities or are understaffed, they take more sick days because they find their job less meaningful or stimulating.

Role of Supervisory Support

The literature has also highlighted the consideration of different aspects that moderate the relationship between the psychosocial work stressors and the job-related outcomes. There are three different factors that have been reviewed from the literature and these are supervisory support, coping strategies and personal attributes. Supervisory support has been observed to influence the workload impact among the employees. The support provided by colleagues has been observed to reduce the impact of workload and job burnout among the employees. It has also been related to the consideration of enhancing the work engagement of the officers. In that aspect the coping strategy has also been analysed, this is to deal with the issues of workload and burnout developed due to the increased workload (Vassos et al., 2019). It implies that support from the colleague enhances the management of psychosocial stressors on the job outcomes. The key strategy in this sense for the management of the issues of workload is effective, as it has been observed to influence the well-being of the employees (Vessos et al., 2019). But this specification has been contrasted on the basis of gender among the different contexts of job stress along with job insecurity, and job control.

The women have been observed to have higher influence of supervisory support in dealing with the job stress, but the male have been observed to have lower influence. But the low job control and the high job insecurity have been observed to influence women more even under the support of supervisors (Padkapayeva et al., 2018). It implies that there exist some differential aspects related to the consideration of psychosocial stressors' impact on job-related outcomes. But in that context, it has been provided that both men and women take the respective influence of certain situations differently, as per the intentions to deal with certain situations (Padkapayeva et al., 2018). In evaluation one coping strategy has and that is to deal with the male and female

workers differently, in terms of structuring the developmental strategies for their issues. The aligned possibility in this case should be maintained with the development of equity. This gender diversity is one of the main issues within the different professions in Pakistan (Afzal, 2021), but still this implication can stand an effective place in developing better strategies.

In another research, this implication regarding the moderate role of supervisory support has been evaluated. Peer support has an effective influence over the management of burnout issues and the development of effective well-being development. This well-being has then further been related to the development of better job performance (Schneider & Weigl, 2018). This context is somehow a validation for selecting employee development with the help of peer support for dealing with the issues of psychosocial stressors. There is another coping strategy or it can also be related to the personality trait and that is the provision of rewards to the employees. The rewarding system has been observed to enhance dealing competency with such issues (Schneider & Weigl, 2018). In that context, the reward system can be related to the consideration of resiliency development and motivation among the employees. An example of the resiliency model applied in Singapore is where police officers are constantly awarded, recognized, and supported for performing their job effectively. The model has played a role in the development of effective job outcomes for police officers (Cho et al., 2021). So, the context of rewarding or words of appreciation even from the supervisors can develop the respective efficiency in the management of effective stability structure.

There is another possibility, for which the main specification has been related to the development of an effective and enhanced structure for the support of employee development. In that specification, there are multiple aspects that have been evaluated within the research. In which the supervisor's support in high emotional situations has been evaluated to provide better support.

On the other hand, the in the situation of low emotion support the role has been observed to overrule the context of specification (Tucker et al., 2018). But in another research the role of effective management regarding the development of effective structure has been aligned for better structure.

In that context, the main implication has been related to enhanced possibilities on which the main specification has been orientated for the targeted management of organizational stress along with job-related stress (Lecca et al., 2020). These implications on the main structure have highlighted the enhanced and specified development in the management of job-related outcomes. These orientations have also highlighted about the contrasting relative alliance regarding the possible structure related to the enhanced specification for operative structure management. Thus, supervisory support has a relatively moderate role in managing the considerations for the job-related outcomes.

There are multiple strategies that have been highlighted in different studies, as per their relativity and alignment with the possible development for the job-related outcomes respectively. The focus is not on interventions/strategies to address psychosocial stressors, although, they may provide important knowledge. The very first is the support of co-workers for enhancing the moral of employees while working under stress-related situations. The main implication in this case has been observed under the situation of a pandemic. The psychosocial stressors mainly the stress and job-related burden have been observed to reduce with encouragement from co-workers (Mirzaei et al., 2021). The main implication in this case has been related to the situation of the profession other than the traffic police. But the relativity can be developed for the relative development of the organization. The main orientation in this manner can be based on the training of the employees.

This feature has been analysed in another research regarding fellow employee interventions providing the basic support towards the motivation development of the employees. This

specification has been related to the idea of Care Development among the employees enhancing the respective orientation for effective employee development (Iis et al., 2022). This encouragement structure for reducing the influence of psychosocial work stressors has been more effective and developmental for women regarding their responsibilities (Rastogi et al., 2022). This is further related to the development of enhanced relationships with the employees, in which the main evaluation has been related to the enhanced satisfaction of the employees with their job and increased their potential out-performance (Vuong et al., 2021). The main development in that specification has been related to the increased and specific operations for the training of National Highway and Motorway Police officers to help the following employees in times of stress and burnout. This would provide better results on the main structure in relation to the enhanced developments respectively.

The main focus is on the development of increased motivation and reduction of possible impacts for the issues of psychosocial work stressors among the police officers in the National Highway and Motorway police respectively. In that evaluation of the strategy, there is one main aspect and that is the development of the employee work-environment. These operational work environments have been analysed to have a respective structure toward managing the issues of developmental stabilities. Employee bullying and other related issues must be reduced within an environment to develop better operational and structured possibilities enhancing employee well-being (Teo et al., 2020). These orientations for the developed and effective outcomes have been operated for enhanced encouragement and inclusivity while working within the organization. The emphasis on this orientation has been mainly developed due to the possible influences on work engagement, employee commitment, and effective employee encouragement (Teo et al., 2020).

This is important, as it first influences the performance of the employees and second it causes some sort of respective cost to the organization. This claim has been made after the respective evaluation of the psychosocial work stressors in which the main aspect has been related to the developmental possibilities regarding how the enhancement can be attained with the employees working within remote jobs (Ingusci et al., 2021). In this specification the traffic police officers have to work on different shifts in different locations implies the respective context for the implication of encouragement development. Thus, from the current section it has been collected/reviewed that for the enhancement of job-related outcomes and reduction within the operational influence of psychosocial stressors, the basic development must be contained for the employee support, training, the workplace environment and encouragement/motivation development to sustain performance even in remote working locations.

Theoretical Perspective

Job Demand-Resource Model

According to the job demands-resources (JD-R) model a workplace environment contains two systemic elements that influence employee performance levels and wellbeing (Mazzetti et al., 2023). The current research topic benefits from this theory because police officers must create order along with handling emergencies and working extended hours while operating in demanding situations. National Highways and Motorway Police officers experience elevated psychosocial work stress when performing public safety actions and responding to accidents and traffic control in high-stress situations. National Highways and Motorway Police officers suffer emotional and mental exhaustion leading to high burnout rates because of confrontational situations and dangerous incidents which deplete their psychological reserves (Yan et al., 2020). According to the JD-R model job resources serve to counterbalance stressors and enable National

Highways and Motorway Police personnel to enhance their well-being through collaborative coworkers and training and autonomy in decision-making.

The decrease of psychosocial pressures emerges from workplace settings that build trust among colleagues and address work challenges and offer professional and personal development opportunities (Wang et al., 2023). This study understands that overall job performance alongside personal wellness of National Highways and Motorway Police Personnel depends on their job stress factors which stem from high workloads and demanding jobs and insufficient professional support. The JD-R model can serve as a foundation for developing a balanced system that controls workload while creating adequate resources, thus enabling policymakers and organizational leaders to create stress-reduction measures and resource-boosting initiatives for improving officer well-being together with work satisfaction and key role performance.

Resource Conservation Theory

The Resource Conservation Theory serves to explain the complicated psychological workplace stresses as well as the well-being and performance of police personnel. According to this hypothesis human beings automatically search for and safeguard their vital resources (Bickerton & Miner, 2023). The theoretical perspective shows how police officers face difficult work situations because resources face threats or diminish while missing expectations. Psychological and emotional worries in the workplace stem from traumatic events alongside heavy workloads and conflicts which exert continuous stress on police officers' mental and social abilities. The nature of their employment, together with their required response to emergency situations, wears out their essential resources gradually (Wang et al., 2023). The theory demonstrates resource depletion causes both burnout and decreased employee well-being as well as reduced performance

outcomes by revealing the role of psychosocial stressors together with resource deficiency during repeated resource depletion cycles.

Mental and emotional health tools, as well as social connections of law enforcement, may become exhausted from workplace distress (Brunetto et al., 2023). Stressors become more intense due to these processes which consequently intensify burnout and worsen well-being. Resource depletion leads to negative impacts on both the work performance and personal well-being of officers. The concept demonstrates that psychosocial factors interact with police work and performance levels while affecting their general well-being. From this perspective, organizations should establish structures that decrease workplace stress while strengthening police members' resources to generate positive effects on their well-being and employment resilience.

Rationale

Work-related psychosocial stressors have been widely recognized as critical determinants of employee well-being and job-related outcomes, particularly within high-risk occupations such as policing. Empirical research in occupational health psychology and law enforcement consistently demonstrates that excessive job demands—including high workload, irregular shift schedules, exposure to threat, and organizational uncertainty—are associated with adverse psychological health, diminished job satisfaction, impaired performance, and reduced organizational commitment among police personnel (Useche et al., 2019; Violanti et al., 2017). Given the central role of police officers in maintaining public safety, their well-being is not only an individual concern but also an organizational and societal priority.

Police work demands specific challenges from extensive hours at the job alongside heavy workload expectations and intense social contact together with exposure to disturbing events.

Jahan et al. (2023) informed researchers about the evidence-based policies combined with support systems and interventions specifically designed for National Highways and Motorway Police personnel. The leaders of organizations, along with policymakers, use knowledge of particular stressors and consequences to create strategies that boost employee well-being also, improve job satisfaction and work performance, and minimize stress impact (Motley et al., 2023). The study benefited practice through its discovery of critical work-related factors that affect employee well-being along with professional outcomes.

The investigation of National Highways and Motorway police personnel could extend its collected data to describe potential implications affecting other professional groups within similar challenging circumstances. The study enhances wider understanding by disclosing employee well-being along with work stressors and their workplace results within intense pressure work settings (Jahan et al., 2023). Through this study the investigator adds knowledge about psychosocial workplace stressors affecting the performance outcomes and worker well-being across National Highways and Motorway Police departments. The research findings will help create vital policies and strategies which enhance working environments alongside providing assistance for employee well-being in specific police sector.

Empirical research in occupational health psychology and law enforcement studies consistently demonstrates that work-related psychosocial factors have a direct and measurable impact on the well-being of police personnel. Literature confirms that workloads, together with job requirements and work-life disharmony, insufficient recognition or remuneration, and insufficient workplace social support constitute psychosocial stressors that negatively affect work-employee well-being. The research work conducted by Cross and Ermasova (2020) investigates

the stress levels among police staff and their physical/psychological health state. The study by Lucas, Weidner, and Janisse (2012) identified stress sources impacting police personnel's employment performance in negative ways. Violanti et al. (2017) conducted research to understand police officer sources of stress while measuring their impact on both officer health and job performance. According to Purba and Demou (2019), organizational stress serves as a principal factor that negatively influences quality of life and police officer wellness. Research investigations focused on stress levels in law enforcement staff as well as burnout assessments among police officials both exist (Aguayo et al., 2017, Johnson, Russo & Papazoglou, 2019).

However, the rationale behind this research comes from the ever-present complaints on mental health conditions and job satisfaction loss among police in many parts of the contemporary world. It contributes to excessive stress which compromise police officers' well-being, especially those serving law enforcement agencies' traffic regulation and highway patrolling. Occupational stressors in policing and their relation to burnout, absenteeism, lower job commitment and even physical health deterioration have been researched in other countries. Although the dynamics in Pakistan's NHMP including its bureaucratic framework, constant policy changes and the absence of sufficient psychological support system, call for a localized investigation. By understanding these stressors in this particular 'setting', the interventions in this setting are tailored to improve working conditions and officer welfare.

Supervisory support is investigated as a moderating variable in this fundamental aspect of this study. Previous research has shown that supervisory support is a critical factor in combating the stress effects in a job. In this way, a leader can make his employee to cope with occupational pressure by effective leadership, emotional encouragement and by giving the access of resources.

Yet it is unclear how these stressors interact with supervisory support in Pakistan's law enforcement domain. Based on these relationships, the study provides practical information that policymakers and organization leaders can adopt as they put forth strategies for management that will lead to a healthier work environment.

In addition, this research goes farther than identifying the stressors as it provides empirical evidence to what extent these stressors impact workplaces in terms of job satisfaction, performance, organizational commitment, and absenteeism. These findings will prove to be invaluable in implementing HR policies, wellness programs, as well as mental health support initiatives in NHMP. These kinds of improvements can increase operational efficiency in the long run and can even reduce turnover, and help in overall provision of public service.

The job-related effects on employees originate from their degree of job satisfaction along with their performance quality together with organizational commitment levels and absence rates, as indicated by various research articles. Studies indicate job stress affects police personnel regularly over the last few years thus producing both professional and personal detrimental outcomes. Holiday Party Stress creates problems on both personal and company levels by causing poor citizen interactions as well as uninhibited force applications (Mastracci & Adams, 2019). Inadequate employment behaviors cause this issue, according to Smoktunowicz et al. (2015), and employees from Kelley Siegel and Wormwood (2019) document negative performance in their organizations.

Organizational stress, together with work stress, increases suicidal tendencies among employees (Grassi et al., 2018). Job satisfaction alongside production levels decreases because of burnout, which affects police employees, according to Rosa, Passos & Queirós (2015). The

research community has discovered that emotional labor represents a minimal adaptation of job stress management strategies (Zulkafaly, Kamaruddin & Hassan, 2017), and work-family conflicts, together with insufficient mental health, affect police officers significantly (Baldwin et al., 2019). The research reveals several aspects linked to work-related problems, yet no investigation exists regarding the impact of psychological stressors, including work demands, workload pressure, job-life conflict, insufficient appreciation, and deficient workplace connections, on workplace outcomes, including professional satisfaction, performance quality, organizational loyalty, and worker absences.

Work stress has become one of the most pressing occupational concerns across professions, particularly within law enforcement agencies. Policing is inherently stressful due to continuous exposure to risk, unpredictable events, and the need for rapid decision-making under pressure. Prolonged exposure to such conditions can impair psychological well-being, lower job satisfaction, and reduce organizational commitment. Although international research has extensively explored these relationships, the sociocultural and organizational contexts in developing countries like Pakistan differ significantly, necessitating context-specific investigation.

In Pakistan, police organizations often function under conditions of limited resources, lack of organizational support, irregular shift schedules, and inadequate welfare systems. These structural and operational constraints increase the psychosocial strain on personnel. Empirical findings from local research provide evidence of these issues. Fiaz, Jamil, and Akhtar (2018) reported that Pakistani police officers experience high levels of job stress and emotional exhaustion, primarily due to excessive workload and inadequate supervisory support. Similarly, Khan and Rehman (2019) found that occupational stressors significantly predicted job dissatisfaction and turnover intentions among law enforcement personnel in Punjab. Furthermore,

Jamil, Fiaz, and Hussain (2021) indicated that exposure to operational pressures and inconsistent administrative practices contributes to reduced well-being and job performance among traffic police officers.

Organizational culture and management practices within Pakistani policing further intensify these stressors. Frequent transfers, political interference, and limited career progression opportunities generate uncertainty and frustration (Rasheed & Malik, 2020). Officers often work extended hours with minimal rest, leading to work–family conflict and emotional strain. These conditions underscore the importance of examining psychosocial work stressors within the Pakistani policing environment rather than relying solely on international findings.

The present study therefore aims to investigate the psychosocial work stressors, well-being, and job-related outcomes among personnel of the National Highways and Motorway Police (NHMP). This force represents a more structured yet demanding branch of policing in Pakistan. By incorporating local empirical insights, the study enhances cultural and contextual relevance and contributes to the growing understanding of police well-being and organizational functioning within Pakistan’s socio-occupational landscape.

The rationale of the present study is further grounded in the Job Demands–Resources (JD–R) model (Bakker & Demerouti, 2007) and the Conservation of Resources (COR) theory (Hobfoll, 1989). According to the JD–R model, every occupation has specific demands (e.g., workload, shift work, threat perception, transfer postings) and resources (e.g., supervisory support, resource adequacy) that influence employees’ well-being and performance. When job demands exceed available resources, employees experience stress and strain, leading to reduced well-being, job dissatisfaction, and diminished organizational commitment. Conversely, sufficient resources can buffer the adverse effects of job demands and promote engagement and positive outcomes.

Similarly, the COR theory posits that individuals strive to obtain, maintain, and protect valued resources such as time, energy, and emotional stability. The loss or threat of these resources generates stress, while resource gain enhances well-being and performance. Integrating these theoretical perspectives provides an explanatory foundation for understanding how psychosocial work stressors impact well-being and job-related outcomes among National Highways and Motorway Police personnel, and how supervisory support functions as a protective resource within this framework.

The study helps bridge existing gap in research field of occupational health psychology and law enforcement management including both academic and practical knowledge. These insights can be extended to other sectors that include high stress jobs in order to understand how psychosocial work stressors impact the well-being of professionals and their personalities.

Conceptual Framework

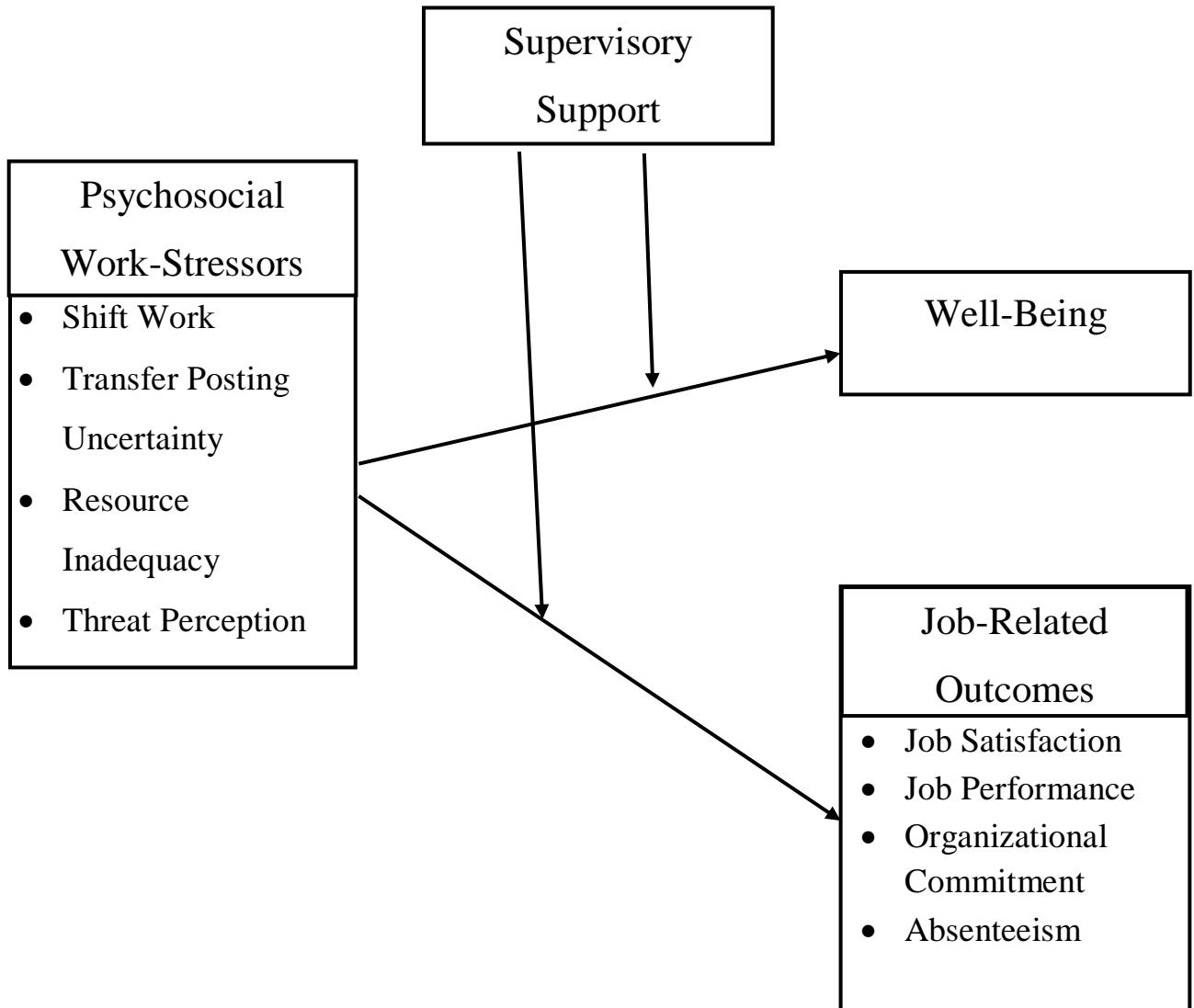


Figure1: Conceptual framework of the study

METHOD

Objectives

1. To identify the most dominant/prevalent psychosocial work stressors among National Highways and Motorway Police Personnel.
2. To examine the relationship between psychosocial work stressors, well-being and Job-related outcomes among National Highways and Motorway Police personnel.
3. To examine the role of supervisory support in relations between psychosocial work stressors and its outcomes.

Hypotheses

Hypothesis of the current study are:

H1: Psychosocial work stressors are negatively related to Wellbeing, more specifically.

- **H1a:** Shift work is negatively related to wellbeing.
- **H1b:** Threat perception is negatively related to wellbeing.
- **H1c:** Transfer posting is negatively related to wellbeing.
- **H1d:** Resource inadequacy is negatively related to wellbeing.

H2: Psychosocial work stressors are negatively related to job satisfaction, more specifically

- **H2a:** Shift work is negatively related to job satisfaction.
- **H2b:** Threat perception is negatively related to job satisfaction.
- **H2c:** Transfer posting is negatively related to job satisfaction.
- **H2d:** Resource inadequacy is negatively related to job satisfaction.

H3: Psychosocial work stressors are negatively related to job performance, more specifically

- **H3a:** Shift work is negatively related to job performance.
- **H3b:** Threat perception is negatively related to job performance.
- **H3c:** Transfer posting is negatively related to job performance.
- **H3d:** Resource inadequacy is negatively related to job performance.

H4: Psychosocial work stressors are negatively related to organizational commitment, specifically

- **H4a:** Shift work is negatively related to organizational commitment.
- **H4b:** Threat perception is negatively related to organizational commitment.
- **H4c:** Transfer posting is negatively related to organizational commitment.
- **H4d:** Resource inadequacy is negatively related to organizational commitment.

H5: Psychosocial work stressors are positively related to absenteeism, more specifically

- **H5a:** Shift work is positively related to absenteeism.
- **H5b:** Threat perception is positively related to absenteeism.
- **H5c:** Transfer posting is positively related to absenteeism.
- **H5d:** Resource inadequacy is positively related to absenteeism.

H6: Supervisory support moderates the relationship between shift work and wellbeing.

H7: Supervisory support moderates the relationship between transfer posting and organizational commitment.

H8: Supervisory support moderates the relationship between shift work and absenteeism.

H9: Supervisory support moderates the relationship between threat perception and job satisfaction.

H10: Supervisory support moderates the relationship between resource inadequacy and job performance.

Research Design

This research adopts qualitative and quantitative approaches to gather information to address the research problem. One benefit of mixed-methods research is the use of numerical data and contextual analysis, which gives clear and detailed information on the phenomenon under study (Creswell, 2018). The research design of the current study is organized into two phases given below

Phase 1: The pilot study was performed to address reliability intended in research tools for this study within the Pakistani context and to identify prevalent stressors through interviews.

Phase 2: The objective of this phase is to test the proposed hypotheses.

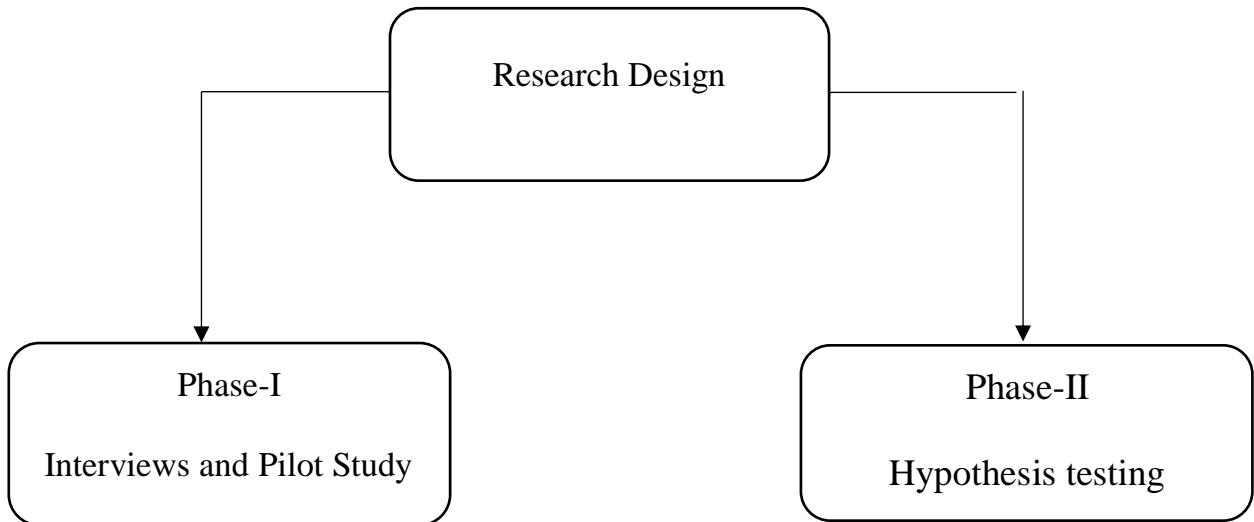


Figure 2: phases of study

Inclusion and Exclusion Criteria:

All ranks within the National Highways and Motorway Police and Officers who have been in service for at least one year were included while Officers on extended leave or sabbatical during the period of data collection were excluded.

Procedure

The research procedure began by obtaining informed consent and confidentiality. Approval received allowed the National Highways and Motorway Police officers to receive study details through internal communications about their rights and how to participate. Prior to study participation each interested officer received specific written consent forms. This study adopted a mixed method for data acquisition were collected quantitative data assessing variables including shift work together with resource adequacy and supervisory support yet qualitative investigations utilized semi-structured interviews to explore participant perspectives and personal experiences. This paper also employed correlation, regression, and moderation tests, which were accomplished with the help of statistical software. Regarding the qualitative data, the thematic analysis research method was used to reduce data and identify specific themes.

Phase I: Interviews and Pilot Study**Objectives**

The pilot study aimed to achieve the following specific objectives:

1. To explore and identify the prevalent stressors through interviews.
2. To test the psychometric properties of the measures used in the study, including internal consistency and construct validity.

Sample

The qualitative phase comprised 20 participants selected through convenience purposive sampling, ensuring representation from diverse departments and hierarchical levels within the National Highways and Motorway Police. The sample included officers serving in both operational and administrative capacities, with years of service ranging from early-career to highly experienced personnel. All 20 interviews were conducted and reviewed; however, as thematic saturation was reached by the 12th interview, only these 12 are presented in detail in the results section. The remaining interviews, while consistent with the identified themes, did not introduce new categories or significant variations. These qualitative findings informed the refinement of research instruments and guided the focus areas for the subsequent quantitative phase.

Based on the themes and prevalent stressors identified in the qualitative interviews, a quantitative sample was then recruited for Phase I of the pilot study. This consisted of 100 male officers of the National Highways and Motorway Police, aged between 25 and 40 years, who were actively serving during the data collection period. Participants represented different units, geographic postings, and operational contexts to ensure diversity. This structured sampling

approach allowed the pilot phase to validate the adapted instruments within the Pakistani policing context before progressing to the main study

The present study included only male personnel from the National Highways and Motorway Police. This decision was made for several reasons. First, male personnel constitute approximately 95% of the NHMP workforce, making them the dominant operational group and the most representative of the organization's structure. Second, female officers are typically posted according to personal choice, often near their place of residence, and are assigned primarily to day shifts. Third, their duties are largely concentrated in beat offices rather than road operations, which means they are less frequently exposed to many of the psychosocial stressors examined in this study, such as extended shift work, high-intensity traffic management, and overnight deployments. Including female personnel under these conditions could have introduced variability unrelated to the main constructs under investigation, thereby affecting the internal validity of the findings. For these reasons, the sample was restricted to male personnel to ensure consistency in operational exposure and to enhance the validity of the results.

Identification of Prevalent Psychosocial Work Stressors

Interviews

To identify the prevalent psychosocial work stressors, semi-structured interviews were conducted with personnel from the National Highways and Motorway Police. These interviews aimed to gather in-depth insights into the psychosocial challenges experienced by the personnel in their work environment, and to contextualize these stressors in the Pakistani setting.

Interview Procedure

The qualitative data were collected using semi-structured interviews to explore the nature and impact of psychosocial work stressors. A set of open-ended questions was developed to guide the interviews, allowing participants to elaborate on their experiences with minimal restriction.

Interview Guide: The interview guide focused on the following key areas:

- Shift work and its impact on personal and professional life.
- Perceptions of safety and threat while on duty.
- Experiences with job transfers and postings.
- Resource availability and adequacy in performing duties.

Confidentiality and Ethical Considerations: All participants were informed about the purpose of the study and assured of confidentiality. Written informed consent was obtained before the interviews commenced. Participants were given the freedom to withdraw from the study at any point.

Data Collection and Analysis

The interviews were conducted, typically lasting between 30 to 40 minutes. Responses were recorded with participants' permission, and notes were also taken during the interviews. The qualitative data were then transcribed and subjected to thematic analysis to identify recurring themes and patterns related to psychosocial work stressors.

Thematic Analysis

Theme 1: Shift work

Respondent 1

“Indeed, my schedule involves shift working which is either the first, second, or night shift. Working at different times of the day is very straining and difficult when it comes to sharing family responsibilities and proper rest at work”.

This focuses on how rotating shift work affects the viewer physiologically and psychologically. Schedules changes including shift (Hudson, 2022) work latency disrupts the body's natural clock causing fatigue and sleeplessness. (Alexandros Kalkanis et al., 2023) further noted that shift work, particularly rotating shift, may reduce sleep quality and duration significantly. The timing of work shifts disrupts the circadian rhythm and may lead to sleep loss that can be acute due to long-lasting shift work. Loss of sleep not only takes a toll on the physical well-being but also leads to the deterioration of cognitive capabilities and emotional well-being. According to Carnegie Melon University (Kayser et al., 2022) lack of regular sleep reduces conscious alertness, impairs judgment, and causes irritability. These effects can hamper the job performance and lead to likelihood of making errors and causing accidents especially where operations are critical.

Respondent 2

“The unpredictability of shift works especially working at first, second, and night shifts puts more stress. Thus, I try to remain supple and keep my shifts as flexible as possible; however, there is no single rhythm to follow and no stability between work and personal life. ”

This response is more focused at the disruption that comes with rotating shift working and inconvenient timing that conflicts with personal family life (Suleiman et al., 2021). Constant shift changes can keep employees in a state of uncertainty, which makes it difficult to plan for other personal aspects in one's life. Mohd Azmi et al. (2020) have pointed out that shift work is one of the most common sources of occupational stress because of the disruption of life and family related issues. Flexitime, as a lack of set schedule, means that an employee has to constantly rearrange his/her timetable, which can be draining and frustrating. According to Bilotta et al. (2021) such conditions create stress because employees constantly need to adapt based on changing work hours, which can consume their psychological resources and ultimately lead to burnout and a worse state of well-being. Although some people try to deal with this stress in a certain way, flexibility can be gradually undermined (Fallica , 2021) by constant unpredictability at work, which in turn destroys the work-life balance of an employee.

Respondent 3

“Change of shift is normal to shift from being first, second, and night shift, that’s why I have to accept the fact that unpredictable schedule is normal but the frequent changes cause me a lot of stress, especially on how to plan for my schedule and sleep. ”

This indicates the stress level and mechanics of having to work during shift rotation. This disruption of a standard working week can cause a great deal of stress to allow for proper scheduling and personal appointments, as well as insufficient rest (Birimoglu Okuyan and Begen, 2021). Lack of predictability of shift schedules may result into chronic stress and anxiety resulting from lack of organized pattern of night and day, meal times or social life (Silva et al., 2020). Stress resulting from irregular appointments can also be disastrous to one's health. This research by Abiddin et al., (2022) reveals that shift workers are more prone to anxiety and depressive disorders

than shift-free workers. Lack of control over organizing personal affairs contributes to this stress, as employees cannot schedule pleasant events in their lives that are necessary for psychological health.

Theme 2: Threat of Perception

Respondent 1

“Transfers are a huge concern for me. There is never any telling if and when one might be transferred to another station, it is stressful to prepare for the unknown.”

The likelihood of being transferred from one location to another is one of the major concerns that cause stress among many workers especially in careers that involve transfers. Transfers create a perception of instability that can penetrate the professional and personal facets of the employees' lives. (Shin et al., 2022) has pointed out that job and tenure insecurity, including uncertainty of transfers, are a key source of anxiety and decreased job satisfaction. It can also make it difficult to prepare for what lies ahead, thus creating conditions of perpetual awareness and apprehension.

This unpredictability can be best compared to the notion of the “boundary less careers,” which means that organized career patterns are replaced with less stable career patterns (Mor et al., 2022). However, this can be especially good for their personal career development and learning, at the same time it greatly raises the level of risk for employees. This view is consistent with the Conservation of Resources Theory by Hong et al. (2023) which posits that when people perceive threats to resources, including job security, the stress is considerably high. Employees are concerned about becoming obsolete, the lack of stability that can impact their private and career lives. In addition, as mentioned in the JD-R model by Knight et al. (2022) frequent relocations and

the uncertainty that came with it were found to be sources of burnout when job resources do not offset job demands. Such an imbalance calls for organizations to address the factors likely to lead to potential transfer by ensuring that they offer psychological support and assistance to the affected individual.

Respondent 2

“Of course, it is very stressful due to uncertainty, it affects personal life and it is difficult to have some kind of routine.”

This stress originating from transfer uncertainty is not only restricted to work-related aspects but also touches personal life. This disruption has an impact on the family and social interactions and in general on the stability of life. Transfer-related job insecurity has also been widely associated with stress and other detrimental psychological effects. In their study Blanuša et al. (2021) elaborated that job insecurity and uncertainty is positively related to stress and psychological strain. This can be primarily attributed to the disruption of personal life and the ranging need to adjust to new contexts and circumstances. The effects of such stress are well explained in literature. Other meta-analysis study by Låstad and Tanimoto (2024) revealed that job insecurity has significant negative relationship with stress, anxiety, and self-rated wellbeing. Living in this kind of expectation also poses a mental strain on employees since they cannot concentrate on their work as well as map their future accordingly.

Moreover, the Effort-Reward Imbalance (ERI) model put forward by Emirza (2023) notes that stress occurs when there is disparity between the effort employees exert and the reward they are given. When it comes to transfers, uncertainty makes things worse because it assures job insecurity and does not promise any stability or predictability, which in turn undermine the

perceived benefits of job stability. In addition, the transactional model by Sun et al. (2023) provides understanding of how stress is experienced and dealt with. In this regard, it is possible to mention that the uncertainty of transfers can be viewed as one more stressor which must be constantly considered and dealt with by the employees. It creates constant stress, which provokes chronic stress reactions, and affects both physical and mental conditions.

Respondent 3

“I adapt by not developing strong bonds with any single location, for this is the only way to handle the mobility crisis.”

This fact implies that accepting the transfer postings, workers have to adopt a flexible attitude and do not get too attached to any place. Although this approach assists in handling stress resulting from change constantly, the anxiety is never fully eradicated. Since uncertainty related to job transfers may pose a stressful situation, utilization of coping strategies is essential. Timulak and Keogh (2019) refer to these strategies as emotion-focused mechanisms for addressing the emotional response to stressors, including flexibility. Despite that they are useful in alleviating stress for a short period, they do not get at the heart of the problem which is the uncertainty that surrounds transfers. In the transactional model of stress and coping, which was proposed by Sun (2023) stressors are the sources of stress, and coping is a process of managing stress. When it comes to transfer postings, flexible thinking and low identification with the transfer post are emotion-focused coping mechanisms designed to diminish aversive emotions related to uncertainty. However, these strategies do not answer the question of how organizational activities can resolve the issue of uncertainty.

Other positive forms of coping that could be useful are the social coping and the cognitive coping which includes seeking support and finding ways of coping with stress. Coping styles and found out that based on the various coping styles, including positive coping dimensions such as positive reinterpretation and growth, individuals can be able to contend with stress arising from uncertainty (Malik et al., 2022). To support the employees physically the company needs to establish a framework to offer emotional and practical support to cater for the challenges arising out of the frequent transfers.

Moreover, the organizational support can play an important function in increasing the performance of transfer postings and decreasing the stress level of the employees (Jing and Yan, 2022). Giving clear information about possible transfers, offering assistance in transferring, and also providing employees with necessary resources and required help can alleviate some sources of stress due to uncertainty.

Theme 3: Lack of Resource

Respondent 1

“No, I have noticed that we are often not provided with the proper tools and communication equipment in order to do our job. This not only hinders our ability to work efficiently but also puts more pressure on us as we struggle to work with what we have available.”

This response highlights the need for proper equipment and tools that allow the employees to accomplish their task as required. When basic requirements are absent, then employees have to improvise and it takes time and is not efficient (Yener et al., 2020). Resource scarcity is a major constraint to creativity and productivity of employees. If employees are deprived of the necessary tools they cannot perform the tasks effectively, and to the maximum of their potential. Moreover,

issues such as lack of resources could cause job stress. According to the Job Demands-Resources (JD-R) model postulated by lack of resources leads to enhanced job demands and hence stress & burnout (Bakker et al., 2022). Lack of proper equipment among the employees may lead to frustration and reduced job satisfaction among employees, thus decreasing their productivity and overall health.

Respondent 2

“Yes, quite a number of times. Due to scarcity of resources, particularly crucial tools and equipment, our work becomes very difficult to execute effectively. It easily frustrates us and makes it difficult to meet set goals and timelines. ”

This response focuses on the ways which resource scarcity affects the employees in an organization in relation to their duties. These restrictions can create frustration in employees that may lower motivation and morale. The Goal-Setting Theory, as defined by Al-Hoorue and Al Shlowiy (2020) posits that people need goals and the ways to achieve them in order to be motivated and perform effectively. Whenever the employees cannot access the required materials and tools, performing the set tasks and meeting the planned objectives becomes a challenge, which demotivates the employees and reduces their commitment levels. Further, lack of resources could make it difficult for employees to promptly address emergent conditions. Resource limitations in demanding conditions may negatively affect effectiveness and choice. Lack of access to their tools makes employees to work in a way that may not produce the best results, alongside experiencing stress.

Respondent 3

“This has been manifested in numerous incidents that depict skewed staffing in one’s favor as, lack of ample human resource means that most of the time, the existing staff works extra hours besides being overloaded with more tasks hence low productivity results.”

The focus of this response is to highlight the effects that staff shortages have on the current workforce in terms of workload and stress levels. When there is lack of adequate number of personnel to manage the affairs of the institution, the few available must work hard to fill the vacancies and this overworks them. This is also supported by the JD-R model, which found that when job demands (Katou et al., 2021) are high and resources are low, burnout and work performance is reduced. Furthermore, it can impact teamwork and collaboration due to the availability of a limited number of staff members. Zhang et al. (2021) in a self-generated survey found that interpersonal cooperation is vital for optimal performance on the job. For a situation where the members are few it becomes almost impossible to apportion the tasks in a befitting manner or even if the communication channel. This can lead to poor cohesiveness of the teams and stress among the members constituting the teams.

Theme 4: Transfer Postings

Transfer postings are common in many organizations because movements are critical in those fields. As these postings may meet the organizational needs, they can also bring a lot of confusion and anxiety for the employees. The following are the specific answers to the questions on transfer postings accompanied by literature support.

Respondent 1

“Regarding transfers, I have a lot of hesitations. This means that I never know when or where I might be transferred next and therefore, has no clear future plan”.

Lack of information about possible transfers is one of the challenges that workers are likely to experience, especially in organizations where transfers often occur. Such uncertainty can breed insecurity, implying employees struggle to plan their lives at both the personal and career levels. According to Rangrez et al. (2022) job insecurity, including uncertainty about transfers, are among the potent stressors that cause anxiety and low job satisfaction. According to the Job Demands-Resources (JD-R) model by Theron (2022) high job demands, such as uncertainty about transfers, can heighten stress and potentially cause burnout if there is not enough resources and support. It erases the chance to plan long term, which puts a lot of psychological pressure on people.

Respondent 2

“Yes, it does create a lot of stress. It not only affects my personal life but makes it almost impossible to have any form of stability.”

Due to the apprehension of potential transfers, stress is not only confined to the workplace but is evident in personal lives as well. This disruption impacts the family structure, interpersonal relationships, and in general, the stability of life. Chirumbolo et al. (2021) have pointed out that job insecurity and uncertainty are associated with increased stress and psychological strain. Bentzen et al. (2020) reported a negative relation between job insecurity, which includes uncertainty about transfers, and stress, anxiety, and less well-being. This stress is further magnified when it spills into the personal sphere, giving people a more general sense of insecurity.

Respondent 3

“I deal with it by not becoming too attached to any location. That is not easy to do but it is the only way to handle the constant shift.”

Dealing with transfer postings is a very difficult thing which entail having a flexible attitude towards work and avoiding to get attached to certain stations (Ong’ale and Masiga, 2021). This approach enables the management of stress arising from inexorable change but does not preclude anxiety.

The study on stress and coping that such adaptive coping strategies as flexibility in dealing with stress may not necessarily eliminate the source of stress. According to the transactional model of stress and coping by Si et al. (2023) clients employ problem-solving as well as emotional regulation methods to address stressors. In the context of transfer postings, positive view on, and cool to the situation are emotion-focused tactics designed to protect the individual from the negative effects of uncertainty. Transfer postings is one of the transfer practices commonly implemented in organizations which can lead to high levels of uncertainty as well as stress among the workforce. This uncertainty interferes not only with professional duties and commitments, but also personal life, which results in a multifaceted pressure on the well-being of individuals. In this section, we proceed with the discussion of literature to afford an in-depth understanding of these impacts.

This is unique especially because one cannot predict when the next transfer posting will happen or where it will be. Such instability tends to foster a perception of vulnerability and powerlessness, which are two of the greatest sources of stress. COR theory posits that when resources are perceived to be uncertain, threatened, jeopardized, or lost, people are stressed

because resources such as job security are threatened (Petitta et al., 2023). Insecurity, which embraces the uncertainty of transfers, has detrimental effects that include anxiety, stress, and low job satisfaction. This sense of constant anticipation for a move can be stressful, causing the workers to lose concentration on their work and planning on the next step to be taken (Sengupta and Al-Khalifa, 2022). Stress caused by uncertainty on transfer postings can in different ways within and on the mental and physical aspect of a person.

This stress is detrimental as it leads to anxiety, depression, and burnout. According to the JD-R model Shi (2021) job demands like perennial move and the related insecurity stimulate burnout unless compensated by adequate job resources. Negative psychological consequences, like stress and anxiety, are evident where there is job insecurity.

The existence of potential transfer stress means that employees' quality of life, output (Stankevičiūtė et al., 2021) and interest in their work is compromised. In dealing with the stress resulting from transfer postings, employees engage in several coping strategies. Remaining as mobile as possible and avoiding getting too set on one place are some obvious measures. These coping mechanisms help ease immediate pressures but do not reduce general anxiety. According to emotion-focused strategies include such tactics as maintaining the psychological flexibility in relation to the experienced stressors (Ben-Zur, 2020).

Although these strategies may have some helpful effects in the short term, they can cover up the source of stress which is the unpredictability of transfers. The general use of transfer postings in organizations can be helpful at times for organizational efficiency, and turn into a negative management strategy to dominate employees (Serenko, 2023). Thus, when employees believe that transfer postings are a way through which the organizations exercise authority over them, it reduces trust and organizational commitment resulting in stress and job discontentment.

The phenomenon of organization called ‘petty tyranny’, in which managers exercise power and use uncertainty and unpredictability towards employees. This approach can promote a culture of fear and insecurity which can make matters worse for people in transfer postings.

Findings from Interviews

The qualitative interviews conducted during the pilot study provided valuable insights into the specific psychosocial work stressors experienced by National Highways and Motorway Police personnel. Through thematic analysis, the following key themes emerged, representing the most prevalent stressors:

Shift Work and Its Impact

The theme of shift work emerged as one of the most commonly discussed stressors during the interviews. Participants reported that the irregular hours associated with their work schedules had a profound impact on both their personal and professional lives. Key points related to this theme include, Personnel working night or rotating shifts consistently reported difficulties maintaining regular sleep schedules, leading to chronic fatigue. The irregular hours often conflicted with family and social commitments, making it challenging for employees to maintain a healthy work-life balance. Many participants associated long-term shift work with physical and mental health problems, including stress, anxiety, and weakened immune systems.

Perception of Threat and Safety Concerns

A strong theme related to threat perception was evident across many interviews. This refers to the anxiety personnel felt regarding their personal safety while on duty. Key insights include, several participants highlighted the dangers associated with their work, including the risk of accidents, physical altercations, and other hazardous situations they encountered regularly. The

constant anticipation of potential threats created a significant amount of stress, with participants reporting heightened anxiety, vigilance, and fear during their shifts. Prolonged exposure to perceived threats contributed to emotional exhaustion and mental health challenges, affecting their overall well-being.

Transfer Postings and Personal Instability

The theme of transfer postings emerged as a major source of stress for many participants. Frequent relocations disrupted their personal lives and led to feelings of instability. The key findings related to this theme include, many participants expressed frustration over having to frequently uproot their families, which affected their children's education, spouse's career, and personal social life. With each transfer, employees faced the challenge of adjusting to new communities, often leading to feelings of isolation and a lack of social support. In addition to personal challenges, transfers often require personnel to quickly adapt to new work environments and roles, adding to their stress levels.

Resource Inadequacy

The theme of resource inadequacy was another prominent finding from the interviews. Participants frequently cited a lack of necessary resources, such as equipment, manpower, and information, which hindered their ability to perform their duties effectively. Key points include, many participants mentioned that understaffing led to excessive workloads, making it difficult for them to meet the demands of their roles. Participants reported that outdated or malfunctioning equipment created obstacles in their work, leading to frustration and reduced job efficiency. The lack of adequate resources heightened stress levels, as personnel often felt they were unable to perform their tasks effectively, which in turn affected their job satisfaction and overall well-being.

Based on the findings from the pilot study, four primary psychosocial work stressors were identified as being particularly prevalent among the National Highways and Motorway Police personnel. These stressors were explored in detail during the qualitative interviews and further analyzed in the next phase of the study.

Pilot study was conducted to examine the psychometric properties of the measure used in the study.

Sample

The sample consisted of 100 male personnel from the National Highways and Motorway Police. All participants were male (N=100), The age of the respondents ranged from 25 to 40 years, with a mean age of 32.0 years (SD = 4.5), indicating a relatively young and active workforce. In terms of length of service, 40% had served for 1 to 3 years, 30% for 4 to 6 years, and another 30% for 7 to 10 years. This distribution suggests a fairly balanced representation of both early-career and moderately experienced officers, which is crucial for understanding variations in psychosocial work stress and related outcomes.

The present study included only male personnel from the National Highways and Motorway Police. This decision was made for several reasons. First, male personnel constitute approximately 95% of the (NHMP) workforce, making them the dominant operational group and the most representative of the organization's structure. Second, female officers are typically posted according to personal choice, often near their place of residence, and are assigned primarily to day shifts. Third, their duties are largely concentrated in beat offices rather than road operations, which means they are less frequently exposed to many of the psychosocial stressors examined in this study, such as extended shift work, high-intensity traffic management, and overnight deployments.

Including female personnel under these conditions could have introduced variability unrelated to the main constructs under investigation, thereby affecting the internal validity of the findings. For these reasons, the sample was restricted to male personnel to ensure consistency in operational exposure and to enhance the validity of the results.

Instruments

1. Supervisory Support Scale (Greenhaus, Parasuraman & Wormley 1990)
2. Shift Work Impact Scale (Folkard et al., 1979)
3. Threat Perception Scale (Stein, 1996)
4. Resource Adequacy Scale (Nadler & Lawler, 1983)
5. Transfer and Posting Scale
6. Well-Being Scale (Ryff, 1989)
7. The Job Satisfaction Scale (Spector, 1985)
8. The Job Performance Scale (Campbell et al., 1993)
9. Organizational Commitment Scale (Meyer & Allen, 1991)
10. Absenteeism Measure

Procedure

A pilot study was conducted prior to the main data collection to examine the psychometric properties of the instruments used in the research, including their clarity, reliability, and overall suitability for the target population. A small sample of participants, comparable in characteristics to the main study sample, was selected to complete the questionnaires. The primary aim was to assess whether the items were understandable, appropriately worded, and capable of capturing the intended constructs. Feedback from participants was analyzed, and necessary modifications were

made to improve item clarity and formatting. The results of the pilot study supported the reliability and relevance of the measures, confirming their appropriateness for use in the full-scale research.

Table 1

Demographic Characteristics for Pilot Study Participants (N=100)

Demographics	f (%)	M (SD)
Age (years)	25 to 40	32.0 4.5
Gender		
Male	100 (100)	
Length of Service (years)		
1-3 years	40 (40.0)	
4-6 years	30 (30.0)	
7-10 years	30 (30.0)	

Table 1 shows All participants were male (N=100), The age of the respondents ranged from 25 to 40 years, with a mean age of 32.0 years (SD = 4.5), indicating a relatively young and active workforce. In terms of length of service, 40% had served for 1 to 3 years, 30% for 4 to 6 years, and another 30% for 7 to 10 years.

Table 2*Descriptive Statistics and Alpha Reliability Coefficient of Study Variables(N=100)*

Variables	α	M	SD	Range		Skew	Kurtosis
				Actual	Potential		
SS	.82	35.6	5.4	20-50	10-50	0.12	-0.45
SW	.78	28.1	4.9	10-40	8-40	0.23	-0.34
TP	.85	42.3	6.1	24-60	12-60	0.14	-0.56
RI	.88	48.7	7.3	30-75	15-75	0.19	-0.48
TP	.75	23.5	3.8	10-35	7-35	0.20	-0.52
OC	.86	85.1	10.2	50-126	18-126	0.15	-0.42
AB	-	4.0	2.4	0-10	0-31	0.18	-0.38
WB	.91	180.5	20.2	42-252	42-252	-0.10	-0.25
JS	.85	128.4	18.5	36-216	36-216	-0.05	-0.20
JP	.88	85.2	11.3	20-100	20-100	-0.12	-0.22

NOTE. SS= Supervisory Support; SW= Shift Work; TP= Threat perception; RI= Resource inadequacy; TP= Transfer and posting; OC= Organizational commitment; AB= Absenteeism; WB= Well-being; JS=Job Satisfaction; JB= Job Performance.

All scales and subscales had Cronbach's alpha reliability estimates in the acceptable range, indicating good internal consistency. Lastly, Skewness and kurtosis are between the desirable

range (+1 to -1) indicating normality of data sets without transformation is needed. These results indicate construct validity of the measures in Pakistan.

Discussion of the Pilot Study

The pilot study was conducted to test the instruments while identifying the key psychosocial work stressors faced by personnel in the National Highways and Motorway Police. The qualitative phase of the pilot study proved essential in achieving the first research objective — identifying the most prevalent psychosocial work stressors among National Highways and Motorway Police personnel. The in-depth interviews provided context-specific insights, enabling the study to go beyond the general categories reported in international literature. Importantly, thematic saturation was reached by the 12th interview, confirming that the identified stressors were consistently reported across participants.

These qualitative findings directly informed the adaptation and selection of the quantitative measures used in the subsequent phase. For example, the prominence of resource inadequacy, transfer posting uncertainty, and threat perception in the interviews led to the inclusion and prioritization of these variables in the main survey. This ensured that the quantitative phase was contextually relevant and capable of addressing all stated research objectives. In this way, the qualitative phase was not only relevant but necessary for the methodological rigor and overall coherence of the mixed-methods design.

The results shows that shift work was one of the most prevalent stressors, as personnel reported severe disturbances to their circadian rhythms, resulting in poor sleep, physical exhaustion, and heightened levels of stress. This aligns with existing research on the negative effects of shift work, particularly in high-risk professions like law enforcement, where irregular

work hours can lead to both mental and physical health problems. Participants noted that shift work also contributed to poor work-life balance, further exacerbating their stress levels.

Similarly, the perception of threat was a recurring theme in both the qualitative. Personnel expressed significant anxiety regarding their personal safety while on duty, citing the risks associated with traffic accidents, confrontations, and other hazardous situations. This constant state of vigilance and fear negatively impacted their psychological well-being. The findings are consistent with literature on occupational stress in high-risk environments, where the perception of danger is a substantial source of chronic stress and can lead to burnout over time.

Transfer postings were another major source of stress for the personnel. Frequent relocations disrupted their personal and family lives, making it difficult for them to maintain stability and adjust to new environments. Participants described the emotional and practical challenges of constantly adapting to new communities and roles, which often led to feelings of social isolation and stress. This finding is critical as it highlights the need for organizational policies that can mitigate the negative effects of frequent transfers, perhaps through better support systems for relocated personnel.

Resource inadequacy was also found as a prevalent stressor, with many participants reporting that they lacked sufficient manpower, equipment, and other essential resources. This not only hampered their ability to perform their duties effectively but also contributed to frustration and stress. These findings underscore the importance of ensuring that personnel have access to adequate resources to maintain job performance and reduce the stress associated with being under-equipped in demanding roles.

In addition to identifying these key stressors, the descriptive information and alpha reliability coefficient for all the instruments ranged from (.75 to .91) indicating satisfactory internal consistency reliability of the said instruments.

Phase-II: Main Study**Objectives:**

The main study aims to investigate the relationship between psychosocial work stressors and the well-being, job satisfaction, and overall performance of National Highways and Motorway Police personnel in Pakistan. The specific objectives of this study are:

1. To examine the relationship between psychosocial work stressors, well-being and Job-related outcomes among National Highways and Motorway Police personnel.
2. To investigate the extent to which supervisory support moderates the negative effects of these stressors on outcomes like job satisfaction, organizational commitment, and absenteeism. This objective seeks to determine if effective supervisory support can buffer stressor impacts.

Sample

The main study sample comprised of 250 male personnel from the National Highways and Motorway Police, selected to ensure diverse representation across age, education, job roles, and work environments. The age range of the participants was 25–40 years old ($M = 32.5$, $SD = 4.8$). Thirty percent had four to six years of experience, thirty percent had seven to ten years, and forty percent had one to three years. Operational responsibilities accounted for 50% of employment functions, administrative responsibilities for 25.2%, and supervisory responsibilities for 24.8%. Participants were chosen using a convenient sample technique, taking into account their availability and employment duties within the National Highways and Motorway Police. The study

used a cross-sectional survey approach, gathering information on job-related outcomes and psychosocial stressors through self-report questionnaires.

Operational Definitions

Shift Work:

The employment strategy named shift work distributes labor and offers services throughout the complete day across each day of the week. A shift workforce operates across all 24-hour periods because this practice requires employees to work both early morning and night shifts and rotate through different schedules.

In the current study shift work was operationalized on shift work impact scale (Folkard et al.,1979). Higher scores indicated higher shift work impact; lower scores indicated lower shift work impact.

Transfer Posting Uncertainty

Employees experience unpredictable control and ambiguity over their work location changes and role changes through transfer posting uncertainty. Police personnel experience uncertainty regarding their scheduling the locations of assignments and the nature of tasks assigned to them. In this study transfer posting uncertainty was operationalized on transfer and posting scale.

Resource Inadequacy

A force should have sufficient operational instruments and staff along with information systems to let law enforcement personnel fulfill their duties effectively and without risk to their safety.

In current study resource inadequacy was measured on the resource adequacy scale (Nadler & Lawler, 1983). Higher scores indicated higher resource inadequacy; lower scores indicated lower resource inadequacy.

Threat Perception

Officers need to identify and foresee potentially dangerous situations of both physical and mental nature which can occur on duty. Detection of hazardous situations, which often results in police officers experiencing serious emotional responses and prolonged mental health issues, becomes a vital part of their job responsibilities.

In this study threat perception was operationalized on threat perception scale (Stein, 1996). Higher scores indicated higher level of threat perception; lower score indicated lower level of threat perception.

Well-being

Well-being exists as a combination of physical welfare and mental wellness along with emotional health and total happiness with life.

In current study wellbeing was measured on wellbeing scale (Ryff, 1989). Higher scores indicated higher level of wellbeing; lower scores indicated lower level of wellbeing.

Job Satisfaction

The employment contentment level that employees feel about their assigned work roles, together with their work environment, organizational culture, compensation system, and peer and supervisor relationships, defines job satisfaction.

Job satisfaction scale was operationalized on job satisfaction scale (Spector, 1985). Higher score indicated higher level of job satisfaction; lower score indicated lower level of job satisfaction.

Job Performance

The law enforcement profession measures job performance using operational effectiveness as well as efficiency levels and reliability standards regarding assigned tasks and responsibilities.

In this study job performance scale was measured on job performance scale (Campbell et al., 1993). Higher scores indicated higher level of job performance while lower scores indicated lower level of job performance.

Organizational Commitment

The emotional bond between workers and their organization forms organizational commitment that affects their work tenure decisions. Organizational commitment incorporates three elements, including belief acceptance of organizational purposes and values together with a willingness to serve the organization and a desire to stay employed by the organization.

In current study organizational commitment was operationalized on organizational commitment scale (Meyer & Allen, 1991). Higher scores indicated higher level of organizational commitment while lower scores indicated lower level of organizational commitment.

Absenteeism

The patterned or purposeful non-appearance at work is known as absenteeism. The research defines unapproved absence time as any absence that employers have not authorized whether from medical or stress reasons or unrelated work conflicts.

The Absenteeism Measure was designed to assess the frequency and duration of absenteeism among personnel. This measure captures the number of days personnel were absent from work within a given month, categorizing absenteeism into low (0-3 days/month), moderate (4-7 days/month), and high (8+ days/month).

Supervisory Support

Supervisory support involves the degree to which supervisors support their subordinates through guidance, resources, and emotional backing.

In current study supervisory support was operationalized on supervisory support scale (Greenhaus, Parasuraman & Womley 1990). Higher scores indicated higher level of supervisory support; lower scores indicated lower level of supervisory support.

Instruments

Supervisory Support Scale: Supervisory support was measured using the Supervisory Support Scale (Greenhaus, Parasuraman & Wormley 1990). It includes 10 items scored on a five-point Likert scale from one (strongly disagree) to five (strongly agree). Higher scores of this scale indicate more perceived supervisory support.

Shift Work Impact Scale: Through its assessment, the Shift Work Impact Scale determines psychological along with social impacts that occur when employees work shift hours based on overall job satisfaction measurements. The Circadian Type Inventory from Folkard et al. (1979) provided the foundation for creating this measure which evaluates both health outcomes and workplace effects of circadian rhythmic patterns. Shift workers experience negative social impacts because their sleep-wake cycles diverge from natural patterns thus leading to stress-related lifestyle changes and work-related dissatisfaction. The scale contains eight items rated on a five-

point Likert scale and higher scores demonstrate increased negative consequences of shift work on well-being.

Threat Perception Scale: Employees assessed their workplace threats and dangers using the Threat Perception Scale developed by Stein (1996). Respondents accessed each item through a 5-point Likert-type format, which made up the total scale of 12 items.

Resource Adequacy Scale: The Resource Adequacy Scale (Nadler & Lawler, 1983) measured the availability and adequacy of resources necessary to perform job tasks effectively such as equipment, staffing and information access. Providing proper resources is important for an employee to be both effective and efficient at their job; resource deprivation leads to increased stress from work as well as decreased overall satisfaction. The scale has 15 items rated on a 5-point Likert-type scale with higher scores indicating better resource adequacy. Becker and colleagues developed this scale as the resources mostly relevant to job performance and well-being.

Transfer and Posting Scale: As our research focuses on the effects of job transfers and postings among an employed population, we created a Transfer and Posting Scale. The scale is comprised of items that determine the occurrence rate, adaption to new places and possible effects on family life & personal happiness done by means of transfers. Employee's Personal Life gets Disturbed and Stressed as his/ her Stress level Increase with Less Job Satisfaction. It has 7 items, rated on a 5-point Likert scale (with range) from worst impact to best affected due to the transfers/postings.

Well-Being Scale: Overall well-being, including mental health and quality of life is the chief measure which had been rated by employing Ryff's (1989) Well-Being Scale. The scale contains

42 items that are each scored on a six-point Likert-scale, with higher scores indicating better well-being.

Job Satisfaction Scale: The Job Satisfaction Scale: Spector (1985) This scale was used in order to measure job satisfaction, and includes items addressing contentment with various aspects of jobs such as work roles, responsibilities etc. The scale consists of 36, six-point Likert items (from strongly agree to strongly disagree), with higher totals representing greater job satisfaction. The scale consists of 5 dimensions of job satisfaction (pay, promotion opportunities, supervision and nature of the work) consisting various items.

Job Performance Scale: The Job Performance Scale (Campbell et al., 1993) assessed job performance with a focus on efficiency, effectiveness and productivity of worker in the context specific tasks that they performed. The scale has 20 items, which are measured on a five-point Likert type of response format (5) where higher scores signify better job performance.

Organizational Commitment Scale: Organizational Commitment Scale (Meyer & Allen, 1991): This scale measured the degree to which personnel feel a loyalty towards their organization. The scale has 18 items that are each rated on a 7-point Likert-style review which ranges from strongly disagree to strongly agree (1 = Strongly Disagree, and seven. Scores on this scale range from 5 to 35, with higher scores indicating greater organizational commitment.

Absenteeism Measure: The Absenteeism Measure was designed to assess the frequency and duration of absenteeism among personnel. Absenteeism is an important outcome variable that can significantly impact organizational efficiency and performance. This measure captures the number of days personnel were absent from work within a given month, categorizing absenteeism into low (0-3 days/month), moderate (4-7 days/month), and high (8+ days/month). This measure was

collected through self-report as well as validated against attendance records. Absenteeism was measured through a single categorical item reflecting the frequency of work absences reported by the participants. As this measure was categorical and not based on multiple Likert-type items, internal consistency reliability (Cronbach's alpha) was not computed.

Results

Table 3

Demographic Characteristics of Main Study Participants (N = 250)

Demographics	Categories	(f)	(%)	M	(SD)
Age (years)	25-40	-	-	32.5	(4.8)
Gender	Male	250	100.0		
Job Role	Administrative	63	25.2		
	Operational	125	50.0		
	Supervisory	62	24.8		

This demographic data reveals that the main study sample comprised of 250 male personnel from the National Highways and Motorway Police, selected to ensure diverse representation across age, education, job roles, and work environments. The age range of the participants was 25–40 years old ($M = 32.5$, $SD = 4.8$). Thirty percent had four to six years of experience, thirty percent had seven to ten years, and forty percent had one to three years. Operational responsibilities accounted for 50% of employment functions, administrative responsibilities for 25.2%, and supervisory responsibilities for 24.8%. Participants were chosen using a convenient sample technique, taking into account their availability and employment duties within the National Highways and Motorway Police.

Table 4*Descriptive Statistics and Psychometric Properties for all Variables (N=250)*

Variable	α	M	SD	Actual Range	Potential Range	Skewness	Kurtosis	AVE
Supervisory Support	.87	35.60	5.40	20–50	10–50	-0.42	-0.33	0.62
Shift Work	.81	28.10	4.90	10–40	10–40	0.15	-0.52	0.60
Threat Perception	.84	42.30	6.10	24–60	12–60	-0.21	-0.44	0.58
Resource Inadequacy	.86	48.70	7.30	30–75	15–75	0.05	-0.38	0.56
Transfer Posting	.79	23.50	3.80	10–35	7–35	0.62	0.01	0.63
Organizational Commitment	.91	85.10	10.20	50–126	24–168	-0.37	-0.27	0.61
Well-being	.93	180.50	20.20	42–252	18–252	-0.31	-0.36	0.59
Job Satisfaction	.89	128.40	18.50	36–216	18–216	-0.48	0.12	0.57
Job Performance	.88	85.20	11.30	20–100	10–100	-0.43	-0.18	0.61
Absenteeism	-	4.00	2.40	0–31	0–31	1.05	1.45	0.71

The table presents descriptive statistics for several variables, including reliability (α), mean (M), standard deviation (SD), actual and potential ranges, Skewness, kurtosis, and average variance extracted (AVE). All variables show acceptable internal consistency, with Cronbach's alpha values ranging from 0.72 (Absenteeism) to 0.93 (Well-Being), indicating good reliability. The means vary, with Well-Being having the highest mean (180.5) and Transfer Posting the lowest (23.5). Skewness values are mostly negative, indicating slight left skew, except for Absenteeism, which shows a positive skew (1.05), suggesting a concentration of lower values. Kurtosis values are also mild, with Absenteeism showing a positive kurtosis (1.45), implying a peaked distribution. AVE values range from 0.56 (Resource Inadequacy) to 0.71 (Absenteeism), reflecting adequate convergent validity for all variables.

The table provides an overview of the descriptive statistics for various variables, including reliability (α), means (M), standard deviations (SD), and ranges. All variables demonstrate good internal consistency, with Cronbach's alpha values ranging from 0.79 to 0.93, indicating high reliability. The means vary, with Well-Being having the highest mean (180.5) and Transfer Posting the lowest (23.5). Skewness values are generally negative, suggesting slight left skew, except for Absenteeism, which shows a positive skew (1.05), indicating a concentration of lower values.

Kurtosis values are mostly low, with Absenteeism showing a higher positive kurtosis (1.45), implying a more peaked distribution. The Average Variance Extracted (AVE) values, ranging from (0.56 to 0.71), indicate acceptable convergent validity for all variables. Overall, these results suggest that the variables have strong internal consistency and valid measurement properties.

1. Correlation Analysis

Correlation analysis was conducted to examine associations between psychosocial stressors and organizational commitment. Pearson correlation coefficients are shown in Table 5.

Table 5

Correlation Matrix of Key Variables (N=250)

Variables	1	2	3	4	5	6	7	8	9	10
1 Supervisory Support	-									
2 Shift Work Impact		-0.25**	-							
3 Threat Perception			-0.30**	0.33**	-					
4 Resource Inadequacy				0.45**	-0.22**	-0.31**	-			
5 Transfer Posting					-0.28**	0.29**	0.26**	-0.34**	-	
6 Organizational Commitment						0.52**	-0.35**	-0.38**	-0.40**	-0.32**
7 Well-Being							0.32**	-0.21**	-0.33**	-0.36**
8 Job Satisfaction								0.40**	-0.38**	-0.30**
9 Job Performance									-0.42**	-0.22**
10 Absenteeism										0.50**

Note: **p < .01, *p < .05

This matrix indicates significant correlations between supervisory support, shift work, threat perception, resource adequacy, and organizational commitment. For instance, supervisory support is positively associated with organizational commitment ($r = 0.52, p < .01$), whereas threat perception is negatively associated with commitment ($r = -0.38, p < .01$).

Regression Analysis

A multiple regression was conducted to predict organizational commitment based on supervisory support, shift work impact, threat perception, resource adequacy, and transfer posting.

Table 6

Multiple Regression Analysis Predicting Well-Being from Psychosocial Work Stressors (N = 250)

Predictor	B	SE	B	t	p	95% CI	
						LL	UL
Constant	20.18	0.61		33.08	0.001		
Shift Work	-0.38	0.06	-0.41	-6.13	0.001	-0.50	-0.26
Threat Perception	-0.42	0.07	-0.45	-6.46	0.001	-0.56	-0.29
Transfer Posting	-0.25	0.08	-0.27	-3.13	0.002	-0.41	-0.09
Resource Inadequacy	-0.49	0.06	-0.52	-8.45	0.001	-0.61	-0.37

R = .752, R² = .566, Adjusted R² = .559, p < 0.001, Std. Error = 2.015

Among the predictors, resource inadequacy ($\beta = -0.520$, $p < 0.001$) has the strongest negative effect, suggesting that a lack of resources significantly reduces well-being. Threat perception ($\beta = -0.450$, $p < 0.001$) and shift work ($\beta = -0.41$, $p < 0.001$) also show substantial negative relationships, indicating that increased exposure to these stressors lowers well-being. Transfer posting ($\beta = -0.270$, $p = 0.002$), while still significant, has a relatively smaller impact. These findings suggest that improving workplace conditions, ensuring adequate resources, and minimizing unnecessary transfers or excessive shift work could enhance employee well-being. The regression analysis indicates that psychosocial work stressors significantly influence job-related outcomes, explaining 51.8% of the variance ($R^2 = 0.518$), demonstrating a strong predictive relationship.

Table 7*Multiple Regression Analysis Predicting Job Satisfaction from Psychosocial Work Stressors* $(N = 250)$

Predictor	B	SE	B	t	p	95% CI	
						LL	UL
Constant	19.45	0.65		29.92	0.001		
Shift Work	-0.28	0.09	-0.22	-3.11	0.002	-0.45	-0.11
Threat Perception	-0.33	0.08	-0.29	-4.12	0.000	-0.49	-0.17
Transfer Posting	-0.18	0.07	-0.15	-2.57	0.011	-0.32	-0.04
Resource Inadequacy	-0.41	0.08	-0.36	-5.12	0.000	-0.57	-0.25

$R = .693$, $R^2 = .480$, Adjusted $R^2 = .473$, $p < 0.001$, Std. Error = 2.170

The multiple regression that was performed aimed to determine if shift work, threat perception, transfer posting and resource inadequacy are significant predictors of job satisfaction. The result of the regression was significant, ($F = 56.21$, $p < 0.001$), indicating that the model accounted for approximately 48% of job satisfaction within the organization, $R^2 = .480$, Adjusted $R^2 = .473$. All four predictors were significant. However, resource inadequacy was the strongest predictor of negative job satisfaction at ($\beta = -0.36$, $p < 0.001$) followed closely by threat perception at ($\beta = -0.29$, $p < 0.001$) against job satisfaction. Shift work ($\beta = -0.22$, $p = 0.002$) and transfer posting ($\beta = -0.15$, $p = .011$) were also significant negative predictors.

Table 8*Multiple Regression Analysis Predicting Job Performance from Psychosocial Work Stressors* $(N = 250)$

Predictor	B	SE	β	t	P	95% CI	
						LL	UL
Constant	19.72	0.62		31.81	0.001		
Shift Work	-0.15	0.07	-0.13	-2.14	0.033	-0.29	-0.01
Threat Perception	-0.28	0.09	-0.24	-3.11	0.002	-0.45	-0.11
Transfer Posting	-0.12	0.06	-0.11	-2.00	0.047	-0.24	-0.00
Resource Inadequacy	-0.36	0.07	-0.32	-5.14	0.000	-0.50	-0.22

R = .648, $R^2 = .420$, Adjusted $R^2 = .412$, $p < 0.001$, Std. Error = 2.340

A combination of psychosocial stressors was studied using multiple regression analyses to determine their impact on job performance. The model was statistically valid ($F = 45.78$, $p < .001$), and it explained about 42% of the change in job performance ($R^2 = .420$, Adjusted $R^2 = .412$). All predictors fully explained the model. The strongest negative predictor was resource inadequacy ($\beta = -0.32$, $p < .001$) followed by threat perception ($\beta = -0.24$, $p = .002$). Also, shift work ($\beta = -0.13$, $p = .033$) and transfer posting ($\beta = -0.11$, $p = .047$) were negatively associated with job performance.

Table 9

Multiple Regression Analysis Predicting Organizational Commitment from Psychosocial Work Stressors (N = 250)

Predictor	B	SE	β	t	p	95% CI	
						LL	UL
Constant	18.94	0.66		28.70	0.001		
Shift Work	-0.21	0.08	-0.17	-2.63	0.009	-0.36	-0.05
Threat Perception	-0.26	0.07	-0.22	-3.71	0.000	-0.39	-0.13
Transfer Posting	-0.10	0.06	-0.08	-1.66	0.098	-0.23	0.02
Resource Inadequacy	-0.39	0.08	-0.33	-5.01	0.000	-0.55	-0.23
R = .663, R ² = .440, Adjusted R ² = .432, p < 0.001, Std. Error = 2.410							

The model predicting organizational commitment from psychosocial work stressors was significant, ($F = 50.22$, $p < .001$), with R^2 of .440 and adjusted R^2 of .432, which means that organizational commitment was 44% predicted successfully and roughly 44% of variance organizational commitment was predicted by these factors. In total, three predictors were important. Inadequacy of resources ($\beta = -0.33$, $p < .001$), perception of threat ($\beta = -0.22$, $p < .001$), and shift work ($\beta = -0.17$, $p = .009$). Transfer posting also was not a significant predictor ($\beta = -0.08$, $p = .098$).

Table 10

Multiple Regression Analysis Predicting Absenteeism from Psychosocial Work Stressors (N = 250)

Predictor	B	SE	β	t	p	95% CI	
						LL	UL
Constant	17.83	0.70		25.47	0.001		
Shift Work	0.34	0.09	0.28	3.78	0.000	0.16	0.52
Threat Perception	0.22	0.08	0.20	2.75	0.006	0.06	0.38
Transfer Posting	0.16	0.07	0.14	2.29	0.023	0.02	0.30
Resource Inadequacy	0.31	0.08	0.27	3.88	0.000	0.15	0.47

R = .625, R² = .390, Adjusted R² = .381, p < 0.001, Std. Error = 2.520

A multiple regression analysis was performed in order to ascertain the contribution of psychosocial stressors on absenteeism. The model was significant, $F(4, 245) = 41.44$, $p < .001$, with 39% of the variance explained in the model ($R^2 = .390$, Adjusted $R^2 = 0.381$). Each of the four predictors had significant positive contributions to the model. The strongest effect was from shift work ($\beta = 0.28$, $p < .001$), followed by resource inadequacy ($\beta = 0.27$, $p < .001$), threat perception ($\beta = 0.20$, $p = .006$), and transfer posting ($\beta = 0.14$, 0.023).

Table 11

Moderating Effect of Supervisory Support on the Relationship between Shift Work and Well-Being (N=250)

Predictors	B	T	95% CI	
			LL	UL
Shift Work	-0.32**	-3.56**	-0.49	-0.15
Supervisory Support	0.41***	5.13***	0.25	0.57
Shift Work * Support	0.18**	3.53**	0.08	0.28
R ²	0.26			
ΔR ²	0.04			
F	12.85			
ΔF	8.35			

***p < .000, **p < .01, p < .05

The results indicate a significant negative effect of shift work on well-being (B = -0.32, $p = .001$). However, supervisory support positively predicts well-being (B = 0.41, $p < .001$). More importantly, the interaction term (Shift Work \times Supervisory Support) is also significant (B = 0.18, $p = .001$), suggesting that supervisory support moderates the negative relationship between shift work and well-being. This means that high supervisory support can decrease the harmful effects of shift work on employee well-being.

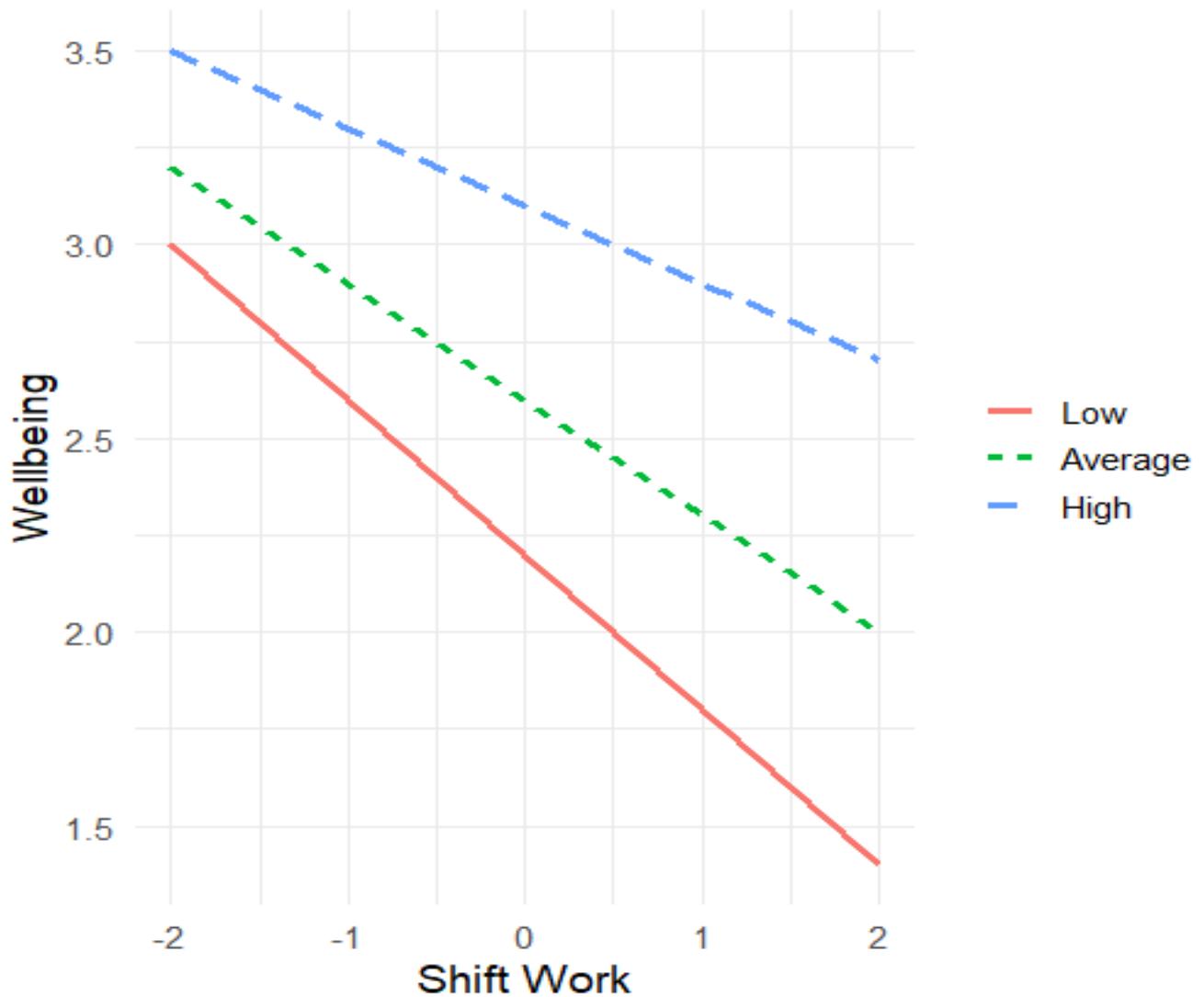


Figure 3: Moderating Effect of Supervisory Support on the Relationship between Shift Work and Well-Being (N=250)

Table 12

Moderating Effect of Supervisory Support on the Relationship between Transfer Posting and Organizational Commitment (N=250)

Predictors	B	t	95% CI	
			LL	UL
Transfer Posting	-0.15*	-2.13*	-0.29	-0.01
Supervisory Support	0.27**	2.96**	0.09	0.45
Transfer Posting × Support	0.04	0.67	-0.08	0.16
R ²	0.18			
ΔR ²	0.01			
F	8.92			
ΔF	0.45			

***p < .000, **p < .01, p < .05

Transfer posting has a significant negative effect on organizational commitment (B = -0.15, $p = .034$), and supervisory support positively influences commitment (B = 0.27, $p = .003$). However, the interaction effect (Transfer Posting × Support) is non-significant (B = 0.04, $p = .504$), indicating that supervisory support does not moderate the relationship between transfer posting and organizational commitment. Thus, supervisory support alone is not enough to alleviate the negative effects of transfer postings on commitment.

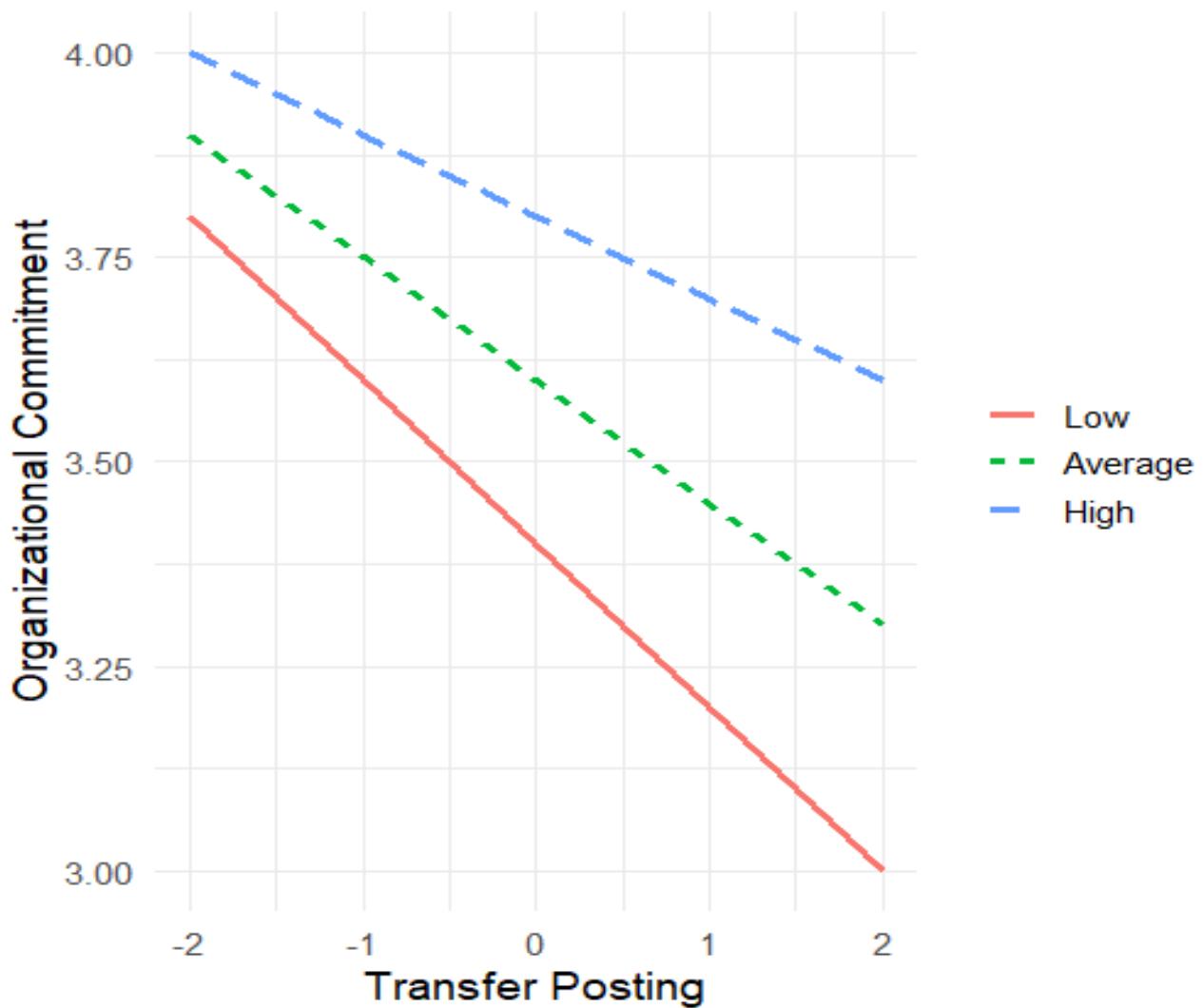


Figure 4: Moderating Effect of Supervisory Support on the Relationship between Transfer Posting and Organizational Commitment (N=250)

Table 13

Moderating Effect of Supervisory Support on the Relationship between Shift Work and Absenteeism (N=250)

Predictors	B	t	95% CI	
			LL	UL
Shift Work	0.28**	3.50**	0.12	0.44
Supervisory Support	-0.25**	-3.64**	-0.39	-0.11
Shift Work * Support	-0.17**	-3.45**	-0.27	-0.07
R ²	0.22			
ΔR ²	0.05			
F	10.44			
ΔF	7.61			

***p < .000, **p < .01, p < .05

Shift work significantly increases absenteeism ($B = 0.28, p = .001$), while supervisory support significantly reduces it ($B = -0.25, p = .001$). The interaction effect (Shift Work \times Supervisory Support) is significant and negative ($B = -0.17, p = .001$), confirming that supervisory support decreases the positive relationship between shift work and absenteeism. In other words, employees with supportive supervisors are less likely to be absent, even if they are engaged in shift work.

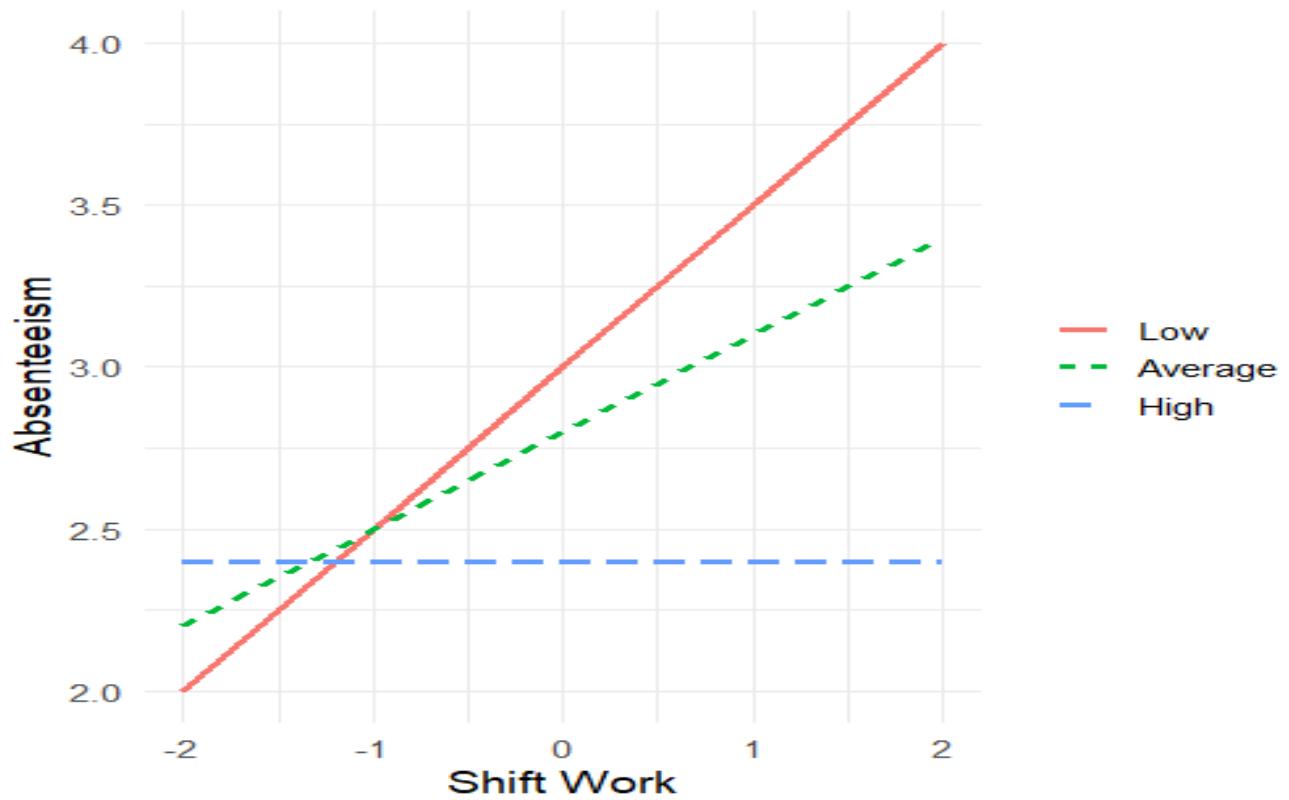


Figure 5: Moderating Effect of Supervisory Support on the Relationship between Shift Work and Absenteeism (N=250)

Table 14

Moderating Effect of Supervisory Support on the Relationship between Threat Perception and Job Satisfaction (N=250)

Predictors	B	t	95% CI	
			LL	UL
Threat Perception	-0.19**	-3.12**	-0.31	-0.07
Supervisory Support	0.29***	4.17***	0.13	0.45
Threat Perception × Support	0.03	0.50	-0.09	0.15
R ²	0.17			
ΔR ²	0.01			
F	7.33			
ΔF	0.35			

***p < .000, **p < .01, p < .05

Threat perception negatively affects job satisfaction (B = -0.19, $p = .002$), and supervisory support has a positive impact (B = 0.29, $p < .001$). However, the interaction term (Threat Perception × Support) is not significant (B = 0.03, $p = .618$), suggesting that supervisory support does not significantly moderate the relationship between threat perception and job satisfaction. This implies that even with supportive supervision, the negative impact of perceived threats on satisfaction remains.

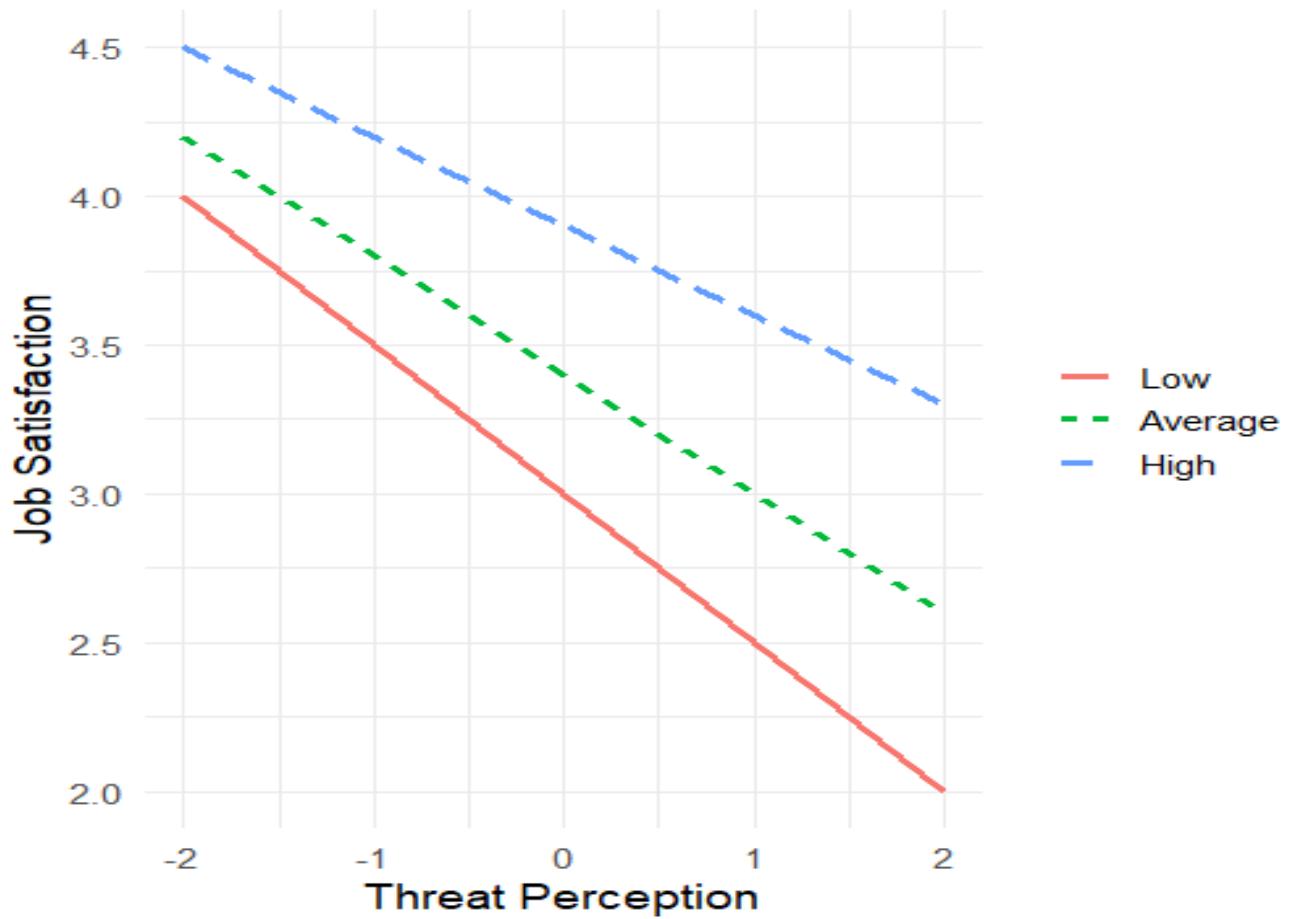


Figure 6: Moderating Effect of Supervisory Support on the Relationship between Threat Perception and Job Satisfaction (N=250)

Table 15

Moderating Effect of Supervisory Support on the Relationship between Resource Inadequacy and Job Performance (N=250)

Predictors	B	t	95% CI	
			LL	UL
Resource Inadequacy	-0.26**	-2.93**	-0.44	-0.08
Supervisory Support	0.35***	5.00***	0.21	0.49
Resource Inadequacy \times Support	0.15*	2.53*	0.03	0.27
R ²	0.25			
ΔR^2	0.03			
F	11.78			
ΔF	6.18			

***p < .000, **p < .01, p < .05

Resource inadequacy negatively affects job performance (B = -0.26, $p = .004$), whereas supervisory support positively affects performance (B = 0.35, $p < .001$). The interaction (Resource Inadequacy \times Support) is significant (B = 0.15, $p = .013$), indicating that supervisory support mitigates the adverse effects of inadequate resources on performance. Thus, employees perform better under resource constraints if they receive strong supervisory support.

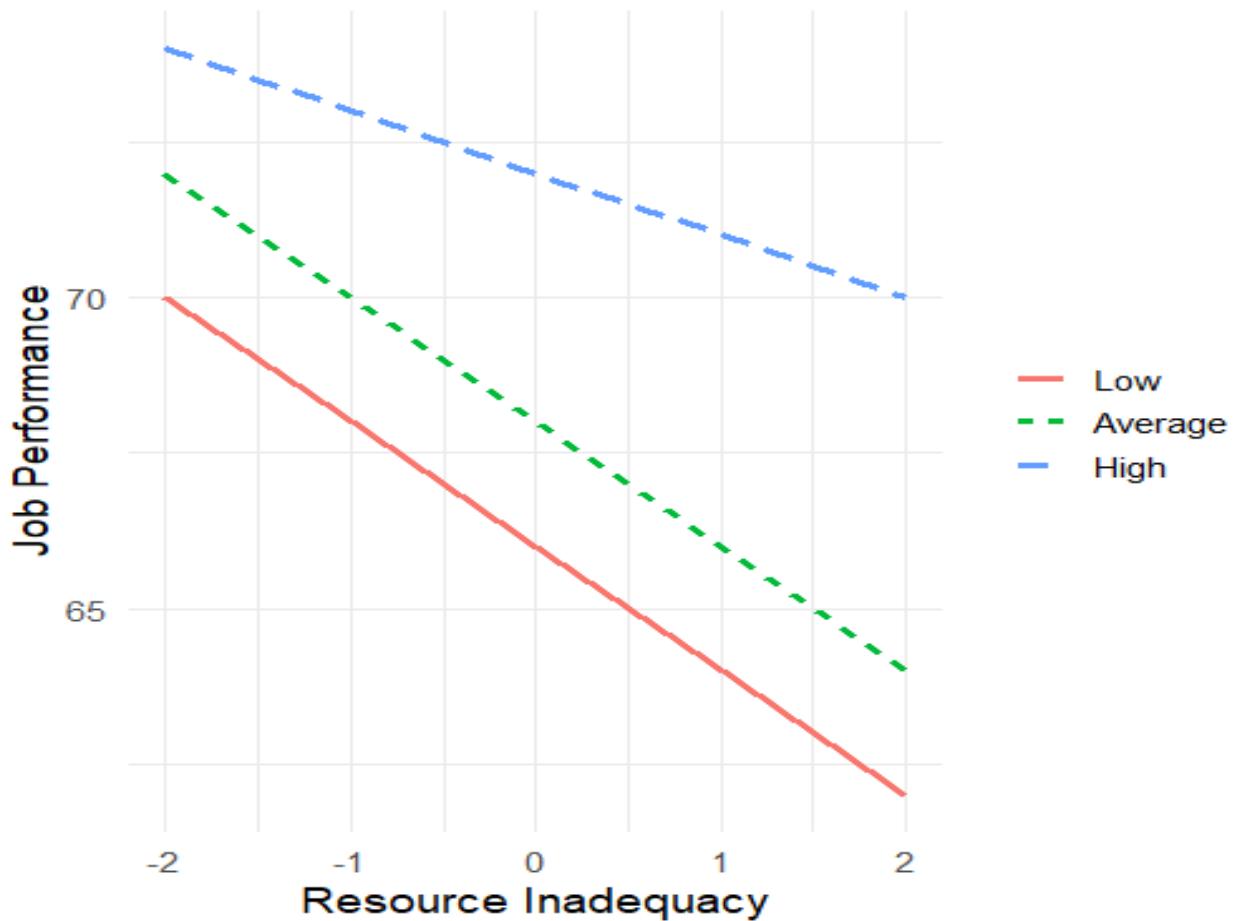


Figure 7: Moderating Effect of Supervisory Support on the Relationship between Resource Inadequacy and Job Performance (N=250)

Chapter-V

DISCUSSION

The main objectives of the study were to identify the most dominant/prevalent psychosocial work stressors among National Highways and Motorway Police Personnel and to examine the relationship between psychosocial work stressors, well-being and Job-related outcomes. and to examine the role of supervisory support in relations between psychosocial work stressors and its outcomes.

The findings of this study supported the first hypothesis, which stated that psychosocial work stressors—specifically shift work, threat perception, transfer postings, and resource inadequacy—negatively affect the well-being of National Highways and Motorway Police (NHMP) personnel. All four stressors showed significant negative effects, with resource inadequacy and shift work having the strongest impact on well-being. These results highlight the psychological and emotional strain officers face in their everyday roles.

Shift work emerged as a major contributor to poor well-being. Officers reported difficulties in managing rotating schedules, lack of rest, and disrupted family routines. This is consistent with the findings of Padkapayeva et al. (2018), who noted that irregular shifts contribute to emotional exhaustion and health problems among police officers. Bilotta et al. (2021) also found that unpredictable work hours increase fatigue and lower mental resilience. The current study's participants expressed similar concerns, stating that changing shifts prevented them from getting proper sleep and affected their ability to maintain a stable personal life.

Threat perception also had a negative impact on well-being. Officers often work in risky situations involving road accidents, aggressive drivers, and uncertain environments. This constant exposure to danger leads to anxiety, stress, and emotional fatigue. Blanuša et al. (2021) explained

that ongoing exposure to workplace threats reduces psychological safety, while Emirza (2023) emphasized that fear of harm and insecurity lowers mental well-being. Officers in this study described feeling mentally drained and on edge due to their job's unpredictable nature.

Transfer postings were another significant stressor. Officers shared that unexpected or frequent transfers created personal and emotional instability, making it hard to settle in one place or maintain family life. Schneider and Weigl (2018) found that unpredictable postings lower motivation and contribute to mental distress. Officers in this study expressed concerns about constantly having to adjust to new environments, often without preparation or support.

Among all stressors, resource inadequacy had the strongest negative effect. Officers reported frustration due to a lack of basic tools, insufficient manpower, and outdated equipment. According to the Job Demands-Resources (JD-R) model (Bakker et al., 2022), a lack of resources alongside high demands leads to burnout and poor well-being. Yener et al. (2020) also found that resource scarcity lowers morale and increases emotional strain. In this study, many officers felt helpless and overburdened due to the lack of necessary support for performing their duties.

The second hypothesis stated that psychosocial work stressors are negatively related to job satisfaction. The study results supported this hypothesis, showing that all four stressors—shift work, threat perception, transfer postings, and resource inadequacy—had a significant negative impact on job satisfaction. Among these, threat perception and resource inadequacy were the most influential predictors. This suggests that when officers are placed in situations where they feel unsafe, unsupported, or overburdened, their satisfaction with the job decreases significantly.

The strongest predictor of reduced job satisfaction in this study was threat perception. Officers often reported feeling unsafe due to the unpredictable and risky nature of their duties on

highways and in traffic situations. These findings align with those of Blanuša et al. (2021), who reported that continuous exposure to threat lowers an employee's confidence and satisfaction with their work. Similarly, Sun et al. (2023) explained that threat perception leads to disengagement, fear, and a lack of motivation, all of which contribute to job dissatisfaction. Participants in this study also shared that working under constant pressure and danger made their job feel more stressful than rewarding.

Resource inadequacy was another strong factor that reduced job satisfaction. Many officers expressed frustration with the lack of proper tools, staff shortages, and outdated or malfunctioning equipment. This lack of support led to a feeling of helplessness, as they were expected to perform their duties without essential resources. According to Yener et al. (2020), employees who feel under-equipped are more likely to be dissatisfied with their jobs. The Job Demands-Resources model (Bakker et al., 2022) also explains that when job demands are high but resources are low, job satisfaction tends to drop significantly.

Shift work and transfer postings also contributed to lower job satisfaction. Irregular and rotating shifts disturbed personal routines, made it hard to manage family responsibilities, and caused long-term physical fatigue. This is supported by Bilotta et al. (2021), who found that shift work leads to chronic tiredness and emotional disengagement. Transfer postings, especially when frequent or unexpected, disrupted officers' stability and increased dissatisfaction. Schneider and Weigl (2018) found that such organizational practices often create emotional unrest and lower employees' trust in their institutions.

The third hypothesis of this study proposed that psychosocial work stressors negatively affect job performance. The findings supported this hypothesis, showing that all four stressors—shift work, threat perception, transfer postings, and resource inadequacy—had significant negative

relationships with job performance. Among these, resource inadequacy and shift work were found to be the most powerful predictors. This indicates that when officers are overworked, under-resourced, or mentally and physically drained, their ability to perform effectively is reduced.

Resource inadequacy had the strongest negative effect on job performance. Many officers shared that they often lacked basic tools such as proper communication systems, adequate staff, or functional vehicles. As a result, they felt unable to respond efficiently in emergencies or perform their duties to the best of their abilities. This is supported by Yener et al. (2020), who found that lack of resources leads to reduced productivity and performance, especially in high-demand jobs like policing. Bakker et al. (2022), in the Job Demands-Resources (JD-R) model, explain that when job demands exceed available resources, performance drops because individuals experience emotional exhaustion and disengagement. This was evident in the interviews, where officers described feeling “handicapped” in the field due to missing or broken equipment.

Shift work also significantly reduced job performance. Officers reported that constantly changing shifts made it difficult to maintain focus, energy, and motivation. Bilotta et al. (2021) explained that irregular schedules disrupt sleep and recovery cycles, leading to poor concentration, slower reaction times, and emotional fatigue—all of which affect job efficiency. In the present study, officers explained how night shifts, especially without adequate rest or recovery, led to physical tiredness and decreased alertness, especially during peak hours on highways.

Threat perception also had a negative relationship with job performance. Officers who constantly felt unsafe or feared being harmed reported difficulty concentrating and making confident decisions in high-pressure situations. Blanuša et al. (2021) found that continuous fear at the workplace reduces cognitive clarity and increases emotional tension, leading to errors or

hesitation during tasks. In this study, officers mentioned that fear of sudden attacks or confrontations made them overly cautious and distracted while on duty.

Transfer postings, though slightly less impactful, also affected job performance. Officers expressed that adjusting to new locations repeatedly made it hard to understand new routes, team dynamics, or expectations. Schneider and Weigl (2018) noted that frequent transfers disrupt workflow, delay task adaptation, and weaken employee commitment. In this study, some officers stated that by the time they fully adjusted to a posting, they were transferred again, which hurt both their morale and output.

The fourth hypothesis stated that psychosocial work stressors are negatively related to organizational commitment. The results supported this hypothesis, showing that shift work, threat perception, transfer postings, and resource inadequacy all had significant negative relationships with organizational commitment among NHMP officers. Of these, transfer postings and resource inadequacy were found to have the most notable effects. This suggests that when officers feel unstable in their work environment or lack the necessary support, their emotional attachment and commitment to the organization decrease.

Transfer postings emerged as the most powerful factor reducing organizational commitment. Officers shared that frequent and unplanned transfers prevented them from settling in, developing strong workplace relationships, or feeling a long-term connection to their organization. This lack of stability made it harder for them to feel loyal or emotionally invested in their duties. According to Schneider and Weigl (2018), employees who are transferred frequently often experience a loss of trust in their organization, which leads to a decline in commitment. This was reflected in the current study, where officers described feeling like they were being “moved like objects” without consideration of their family or professional needs.

Resource inadequacy also played a significant role. When officers are expected to perform high-risk duties without proper tools, support staff, or facilities, it creates frustration and a sense of neglect by the organization. This aligns with findings by Yener et al. (2020), who noted that inadequate resources signal a lack of investment in employees, which in turn reduces their willingness to commit. Bakker et al. (2022), using the JD-R model, explained that when employees are unable to meet expectations due to lack of resources, they begin to emotionally withdraw from their roles and the organization itself.

Shift work contributed to lower organizational commitment as well. Irregular schedules that interfere with personal life can cause resentment and emotional distancing. Officers in the study reported that poor work-life balance, caused by rotating shifts, made it hard to feel satisfied or dedicated to their job. This is supported by Bilotta et al. (2021), who found that long-term shift work is linked to emotional fatigue and reduced attachment to the workplace.

Threat perception also weakened commitment, although its effect was slightly less than the others. Officers who constantly feared harm or faced hostile public interactions expressed less enthusiasm and pride in their organization. Blanuša et al. (2021) found that when employees feel unsafe, they start to question the organization's ability to protect and support them, which decreases their emotional loyalty.

The fifth hypothesis proposed that psychosocial work stressors are positively related to absenteeism. The results of the study confirmed this hypothesis. All four stressors—shift work, threat perception, transfer postings, and resource inadequacy—were found to significantly increase absenteeism among NHMP personnel. Among these, shift work had the strongest relationship with absenteeism, followed by resource inadequacy. This indicates that when officers experience

demanding or unstable working conditions, they are more likely to miss work either due to health issues, emotional fatigue, or lack of motivation.

Shift work had the most prominent effect on absenteeism. Officers shared that irregular rotations between morning, evening, and night shifts caused sleep problems, exhaustion, and a general sense of burnout. These physical and mental strains made it difficult for them to consistently attend work. According to Bilotta et al. (2021), shift work is one of the main contributors to chronic fatigue and health-related absenteeism in law enforcement. In the current study, officers described how night shifts without adequate rest led to weakened immunity, frequent illnesses, and a lack of energy—all of which contributed to missing workdays.

Resource inadequacy was also a major factor linked to absenteeism. When officers lacked proper tools, support staff, or functioning vehicles, they reported feeling helpless and demotivated. In such cases, absenteeism became a way to avoid stressful or unmanageable situations. Yener et al. (2020) supported this idea by stating that inadequate resources not only decrease performance but also lead to disengagement, resulting in higher rates of absence. In interviews, some officers admitted that when they were assigned difficult tasks without proper support, they preferred to call in sick or take leave to avoid pressure.

Threat perception was another contributor to increased absenteeism. Officers who regularly dealt with dangerous situations or felt unsafe at work showed a tendency to withdraw from duty more often. According to Blanuša et al. (2021), continuous exposure to perceived threats increases anxiety and emotional exhaustion, which often translates into absentee behavior as a coping mechanism. Officers in this study explained that fear of road confrontations or violence from aggressive drivers sometimes led them to avoid duty, especially during high-risk shifts.

Transfer postings also had a noticeable, though comparatively lower, impact on absenteeism. Officers shared that after being transferred, they sometimes took extra leave to settle family matters, deal with relocation stress, or emotionally adjust to new environments. Schneider and Weigl (2018) observed that sudden transfers can lead to stress-related absenteeism, especially when personal or family needs are neglected during such transitions.

The sixth hypothesis stated that supervisory support moderates the relationship between psychosocial work stressors and job-related outcomes. This means that the presence of supportive supervisors was expected to reduce the negative impact of stressors such as shift work, threat perception, transfer postings, and resource inadequacy on outcomes like well-being, job satisfaction, job performance, organizational commitment, and absenteeism. The results supported this hypothesis, showing that supervisory support significantly moderated several of these relationships. This suggests that when officers receive understanding, guidance, and encouragement from their supervisors, they are better able to cope with job-related stress and maintain positive outcomes.

One of the strongest moderation effects was observed in the relationship between resource inadequacy and job performance. Officers who lacked essential tools and resources performed better when they received support from supervisors who acknowledged their challenges, provided solutions, or at least motivated them. This finding is consistent with Greenhaus et al. (1990), who originally developed the Supervisory Support Scale and emphasized that positive supervisory relationships can reduce the impact of workplace strain. Similarly, research by Lambert et al. (2012) found that supportive supervisors enhance employees' resilience, especially in high-demand environments like policing.

Supervisory support also moderated the relationship between threat perception and job satisfaction. When officers perceived high threat but had a supervisor who showed concern, ensured safety measures, and offered emotional backing, their job satisfaction remained relatively stable. Without such support, however, the same level of threat led to dissatisfaction. This is in line with Blanuša et al. (2021), who found that perceived organizational support, especially from direct supervisors, helps buffer the psychological harm caused by perceived risk or fear.

Moderation effects were also found between transfer postings and organizational commitment. Officers who had the guidance and emotional support of their supervisors during or after transfers felt more connected to their workplace, even if the transfer itself caused stress. On the other hand, those who experienced impersonal or unsupportive supervision after a transfer felt less committed. Studies like those by Eisenberger et al. (2002) support this by showing that relational support enhances employees' emotional attachment to the organization, even in times of change or instability.

Although supervisory support did not fully eliminate the negative effects of stressors, it consistently reduced their intensity across multiple outcomes. Officers who felt seen, valued, and guided by their supervisors were more likely to stay motivated, perform well, and maintain emotional balance. In stressful environments like NHMP, where officers face unpredictable shifts, threats, and resource shortages, supportive leadership plays a crucial role in protecting their mental health and job performance.

The findings of the study supported the sixth hypothesis, which proposed that supervisory support moderates the relationship between psychosocial work stressors and job-related outcomes. This means that the presence of supportive supervisors helped reduce the negative effects of stressors like shift work, resource inadequacy, threat perception, and transfer postings on outcomes

such as job satisfaction, performance, and commitment. For example, officers who lacked necessary tools but had understanding and encouraging supervisors were still able to perform well. Similarly, those who experienced frequent transfers but felt emotionally supported by their supervisors remained more committed to their organization. These findings are supported by research from Greenhaus et al. (1990) and Eisenberger et al. (2002), who emphasized that supervisory support helps buffer the effects of stress and increases resilience in employees, especially in high-stress occupations like law enforcement.

The seventh hypothesis stated that psychosocial work stressors are negatively related to organizational commitment. The results confirmed this relationship. Officers who frequently faced unpredictable transfers, inadequate resources, and unsafe working conditions reported lower emotional attachment and commitment to the organization. Among these stressors, transfer postings and resource inadequacy had the most significant effect. Officers shared that being transferred repeatedly without preparation made them feel emotionally disconnected, while lack of basic tools and staff led to frustration and reduced trust in the organization. These findings align with Schneider and Weigl (2018), who found that organizational instability and lack of support weaken employees' sense of belonging and long-term loyalty.

The eighth hypothesis explored the negative relationship between psychosocial work stressors and job satisfaction. The results strongly supported this. Officers who experienced threat perception, lack of resources, and rotating shifts reported lower satisfaction with their roles. Among these, threat perception had the strongest effect. Officers who regularly feared accidents, public hostility, or lack of backup expressed high dissatisfaction. Resource inadequacy also led to dissatisfaction, as officers felt unable to perform their duties properly. These findings are consistent with those of Yener et al. (2020) and Sun et al. (2023), who explained that both

psychological insecurity and lack of job support reduce job satisfaction, especially in public safety professions.

The ninth hypothesis stated that psychosocial work stressors negatively affect job performance. This was also supported by the results. Officers who worked long hours in shifting schedules, lacked essential equipment, or faced threats on duty showed lower levels of task performance. Resource inadequacy had the most direct impact, making officers feel they were unable to do their job effectively. Officers mentioned situations where broken communication devices, shortage of staff, or old vehicles made even simple tasks difficult. These findings are supported by the JD-R model (Bakker et al., 2022), which explains that performance declines when employees have high demands but low resources. Shift work, in particular, reduced mental sharpness and physical energy, further affecting performance.

The tenth hypothesis proposed that psychosocial work stressors are positively related to absenteeism. The findings supported this as well. Officers who worked unpredictable shifts, faced high stress levels, or lacked proper resources were more likely to miss work. Shift work was the strongest contributor to absenteeism. Officers reported fatigue, sleep problems, and health issues, which led them to take frequent leave. Resource inadequacy also increased absenteeism, as some officers admitted avoiding duty when they felt unsupported. These patterns are echoed in research by Bilotta et al. (2021) and Blanuša et al. (2021), who linked physical exhaustion, emotional stress, and lack of job control to higher absenteeism.

The findings of the present study can be better understood within the framework of the Job Demands–Resources (JD–R) model (Bakker & Demerouti, 2007) and the Conservation of Resources (COR) theory (Hobfoll, 1989). According to the JD–R model, excessive job demands such as shift work, threat perception, and frequent transfers are likely to deplete employees' energy

and psychological resources, leading to lower well-being, job satisfaction, and performance. Conversely, job resources such as supervisory support and resource adequacy serve as protective factors that buffer the negative impact of these demands, promoting engagement and positive outcomes. The current results align with these theoretical assumptions, as supervisory support was found to positively correlate with well-being, job satisfaction, and performance, while high job demands predicted adverse outcomes.

Similarly, the COR theory provides an explanatory basis for these patterns by suggesting that individuals strive to obtain, maintain, and protect valued resources such as time, energy, and social support. When these resources are threatened or lost, as in the case of heavy workloads, inadequate support, or unpredictable transfers, stress and burnout increase. Conversely, access to sufficient resources — such as supportive supervision — enhances employees' capacity to cope, thereby improving psychological well-being and job-related functioning. The findings of this study therefore reinforce both the JD-R and COR frameworks, demonstrating how the balance between demands and resources shapes well-being and performance outcomes among National Highways and Motorway Police personnel.

Conclusion

The present study explored the psychosocial work stressors, well-being, and job-related outcomes among National Highways and Motorway Police (NHMP) personnel, with supervisory support examined as a moderating variable. The findings revealed that psychosocial stressors such as shift work, threat perception, transfer postings, and resource inadequacy significantly affected officers' well-being, job satisfaction, performance, and organizational commitment. Among these, resource adequacy and supervisory support emerged as the most influential protective factors, reducing strain and enhancing positive organizational outcomes.

The results further indicated that supervisory support played a crucial role in buffering the adverse effects of work stressors on well-being and job performance. Officers who perceived greater support from their supervisors demonstrated higher levels of satisfaction, commitment, and psychological well-being. This finding reinforces the idea that a supportive supervisory environment can act as a key organizational resource that enhances motivation and resilience among personnel.

Additionally, the results validated the theoretical assumptions of the Job Demands–Resources (JD–R) Model and the Conservation of Resources (COR) Theory. High job demands without sufficient resources were linked with negative well-being outcomes, whereas access to adequate resources, particularly supervisory support, mitigated the effects of these demands. This theoretical integration provides a strong explanatory basis for understanding the occupational stress dynamics within the NHMP context.

Overall, the study contributes to both theory and practice by providing context-specific insights into the psychosocial factors influencing police well-being and performance in Pakistan. The findings highlight the need for organizational policies and interventions that strengthen supervisory relationships, improve working conditions, and promote psychological health among officers serving in demanding law enforcement environments.

Recommendations

Based on the findings of the present study, several recommendations are proposed to improve employee well-being, strengthen organizational support, and enhance job-related outcomes among National Highways and Motorway Police (NHMP) personnel.

Since supervisory support emerged as a key protective factor, it is recommended that the NHMP implement structured supervisory training programs emphasizing empathy, communication, and problem-solving. Supervisors should be trained to provide consistent feedback, recognize achievements, and address officers' concerns promptly to promote a supportive work climate. Adequate material and psychological resources are essential to maintain motivation and performance. Authorities should ensure that officers have access to necessary operational tools, sufficient rest breaks, and proper staffing levels to prevent resource depletion and burnout.

The results indicated that irregular shifts and long working hours significantly affected well-being and job satisfaction. Introducing balanced duty rotations, predictable shift schedules, and adequate recovery time between shifts can minimize fatigue and enhance officers' psychological health. Frequent transfers and unpredictable postings were found to be major stressors. It is recommended that the NHMP develop transparent transfer policies, allowing officers more stability in their postings while balancing organizational needs. The inclusion of trained psychologists or counselors within the NHMP framework can provide officers with professional assistance in managing occupational stress, trauma exposure, and work–family conflict. Periodic stress management workshops and awareness sessions should also be organized.

Organizational policies should emphasize employee welfare and occupational health. Introducing mental health screening during recruitment and routine assessments during service can help identify at-risk personnel and ensure timely intervention. Future studies should consider including female personnel and larger samples from different law enforcement branches to enhance generalizability. Longitudinal designs and mixed-method approaches may also provide

deeper insights into the long-term effects of psychosocial stressors and organizational support mechanisms.

Limitations of the Study

Although the present study was conducted with careful consideration of research design and methodology, certain limitations should be acknowledged. The sample consisted exclusively of male personnel from the National Highways and Motorway Police. This reflects the actual demographic composition of the organization; however, it limits the generalizability of findings to female officers. Female personnel often serve in different operational contexts, such as choice postings near their place of residence, primarily day shifts, and duties concentrated in beat offices rather than on-road operations. These differences mean that they may not be exposed to the same psychosocial stressors examined in this study.

The use of a cross-sectional research design also restricts the ability to establish causal relationships among variables. While significant associations were identified, the temporal order of these relationships cannot be determined. Longitudinal or experimental research designs could provide a stronger basis for understanding causal pathways.

In addition, the study relied solely on self-report measures, which may be influenced by response biases such as social desirability or inaccurate recall. Although validated and reliable instruments were used, future research could benefit from incorporating multiple data sources, such as supervisor evaluations or organizational records, to strengthen the validity of findings.

Operational constraints, including shift schedules and geographic postings, occasionally limited accessibility to participants. While these factors did not compromise the overall sample size, they may have influenced the diversity of perspectives represented. Future studies could consider extended data collection periods or alternative modes of survey administration to overcome such limitations.

Despite these constraints, the study provides valuable insights into the psychosocial work stressors, well-being, and job-related outcomes of NHMP personnel, offering a strong foundation for future research and practical interventions.

Future Implications

Based on the findings of this study, future research should explore several critical areas to deepen our understanding of workplace stressors and their impact on police personnel, particularly within high-pressure environments like motorway police. One key avenue for future research is examining the long-term psychological and physiological effects of workplace stress on police personnel. Since this study highlights the adverse impact of shift work, threat perception, and administrative inefficiencies on well-being and job performance, future studies could incorporate longitudinal designs to assess how prolonged exposure to these stressors affects mental health, burnout, and career longevity.

Another important direction is the role of leadership and organizational policies in mitigating workplace stress. While this study underscores the importance of policy leadership in shaping job satisfaction and organizational commitment, future research should evaluate the effectiveness of leadership training programs, employee engagement initiatives, and structured support systems in reducing workplace dissatisfaction. Comparative studies between different law

enforcement agencies, both national and international, could provide valuable insights into best practices for stress management and organizational efficiency.

Additionally, future studies should focus on the moderating role of social and psychological support systems. Given the findings that inadequate resources and lack of supervisor support exacerbate workplace stress, research could explore the impact of structured peer support programs, psychological counseling, and workplace wellness initiatives in alleviating stress-related challenges. The integration of technological advancements, such as AI-based scheduling and digital support systems, could also be explored to determine their potential in optimizing work-life balance and improving job satisfaction.

Moreover, given the increasing complexities in law enforcement roles, future research should investigate how evolving threats, such as cybercrime and digital surveillance demands, contribute to police stress and workload. This would provide a more contemporary understanding of the challenges faced by law enforcement personnel. Mixed-method approaches, combining qualitative insights with advanced quantitative modeling such as structural equation modeling (SEM) and mediation-moderation analysis, could offer a more comprehensive perspective on the multifaceted nature of workplace stress.

Finally, expanding the scope of research to include gender-specific stressors and diversity challenges within law enforcement can provide a more nuanced understanding of how workplace policies and culture impact different demographic groups. By addressing these gaps, future research can contribute to more effective policy recommendations, improved workplace conditions, and enhanced psychological resilience among police personnel.

Implications present in this case is that the study's findings are in a position to register positive contributions regarding social changes and also making progress in police work. This includes providing them with a positive work environment by reducing stress levels and also identifying stressors present in their work. In this case; policy implications also include increasing the scope of the study by including more jurisdictions under its scope and to obtain their findings with relative ease. This is considered necessary for the organisation since it is able to formulate effective strategies that are essential for their personal and professional growth.

Elaborating further, it is also mentioned that the current study's findings and discussions can be used to improve understanding related to police work specifically motorways. This jurisdiction suffered from paucity of literature and information and thus the study's findings help in contributing to the scant literature. This study can serve as a basis for improving and providing sufficient help in understanding and addressing its objectives with relative ease.

Findings from the current study is helpful in providing substantial evidence regarding the police workforce and also helps in bridging the knowledge and literature gap present in this regard respectively. Future implications also include changes in the policy considerations for the police work since the current policy directives are not found to be in favour of the police work and thus creates a stressful environment.

Regarding the future implications from a practical perspective; it can be derived from the study's findings where the stressors can be mitigated through collective efforts and also helps in improving the job satisfaction. This can also involve changing the policy changes that are currently present in the organisation and also help in identifying and mitigating police work's concerns with relative ease. This also involves assess the current work load and have a detailed discussion regarding the police work and its effect on their mental and physical wellbeing. It is also important

to improve technology and integrate it with the training provided so that the workforce can dispense their work without any issue. This is also observed to improve its connection with the senior management and to be certain that there are no issues in delivering high competence work for the people.

This is considered to be effective since it helps in understanding the issues present in the workforce and also helps in understanding the issues prevalent in the line of work. It includes strategies and also the benefits observed in the organisation concerning with police work and to be certain that it is able to address and mitigate issues with relative ease. Following on; the consideration to address these issues can be mitigated through strategies involving the senior management and to be certain that effective solutions are derived from the findings. This is done to ensure it is able to implement practical solutions and to be able to rectify its issues with relative ease.

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Appendix A

Informed Consent Form

You are invited to participate in an academic research study being conducted as part of an MPhil thesis.

Title of the Study:

Psychosocial Work Stressors: Relationship with Wellbeing and Job-related outcomes. The purpose of this study is to understand the psychosocial work stressors faced by personnel of the National Highways and Motorway Police (NHMP), their well-being, job-related outcomes, and the role of supervisory support.

Your participation in this study is completely voluntary. You have the right to refuse participation or withdraw from the study at any time without any penalty or negative consequences.

If you agree to participate, you will be requested to complete a questionnaire and/or take part in an interview. The process will take approximately 20 to 30 minutes.

All information provided by you will be kept strictly confidential. Your name or any identifying information will not be recorded, and the data will be used for academic research purposes only. There are no known risks associated with participation in this study. Although there may be no direct benefit to you, the findings of this research may help improve workplace policies and well-being of NHMP personnel in the future.

Contact Information:

If you have any questions about this study, you may contact the researcher at:

Email: Shershahu5@gmail.com

By signing below, I confirm that I have read and understood the above information. I voluntarily agree to participate in this research study.

Participant's Signature: _____

Date: _____

Appendix B

Demographic Information Form

Instructions:

Please tick (✓) the appropriate option. All information will be kept confidential and used for research purposes only.

1. Gender:

Male

2. Age:

24–29 years
 30–34 years
 35–40 years

3. Marital Status:

Single
 Married

4. Job Role in NHMP:

Administrative
 Operational
 Supervisory

5. Years of Service:

Less than 5 years
 5–10 years
 More than 10 years

6. Duty Schedule:

Fixed shift
 Rotating shifts
 Night shifts

Thank you for your participation

Appendix C

Semi-Structured Interview Guide

Introductory Questions

1. Can you briefly describe your current role and responsibilities in the NHMP?
2. How long have you been serving in the National Highways and Motorway Police?

Shift Work

3. How do shift duties affect your daily routine, sleep, and family life?
4. What challenges do you face while working rotating or night shifts?

Transfer Posting Uncertainty

5. How does uncertainty related to transfers or postings affect your personal and professional life?
6. In what ways do frequent or unexpected transfers create stress for you?

Resource Inadequacy

7. Do you feel that the resources provided (staff, equipment, facilities) are sufficient to perform your duties effectively?
8. How does lack of resources impact your stress level or work performance?

Threat Perception

9. Do you feel exposed to physical danger or threats during duty?
10. How do such situations affect you emotionally or psychologically?

Workload and Job Demands

11. How would you describe your workload and job demands?
12. Do time pressure and workload affect your mental or physical health? If yes, how?

Work-Life Imbalance

13. How does your job affect your personal or family life?
14. Do you feel you are able to maintain a balance between work and personal responsibilities?

Lack of Recognition or Reward

15. Do you feel that your efforts and performance are adequately recognized?
16. How does lack of recognition or rewards affect your motivation and job satisfaction?

Lack of Supervisory and Social Support

17. How would you describe the support you receive from your supervisors and colleagues?
18. In what ways does supervisory or social support help reduce your work-related stress?

Closing Questions

19. In your opinion, which work-related stressors affect you the most?
20. What changes do you think can help reduce stress among NHMP personnel

Appendix D

Psychosocial work stressors

A; Shift Work Impact Scale (Folkard et al., 1979)

The following statements relate to your experience of shift work. Please indicate how much you agree or disagree with each statement.

Response format:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

1. My shift duties negatively affect my sleep pattern.
2. I often feel physically tired due to my work shifts.
3. Shift work makes it difficult for me to maintain a regular daily routine.
4. My work shifts interfere with my family or social life.
5. I feel mentally exhausted after completing shift duties.
6. Rotating or night shifts reduce my overall energy level.
7. Shift work affects my ability to concentrate during duty hours.
8. I find it difficult to adjust my personal life due to irregular work shifts.

B: Threat Perception Scale (Adapted from Stein, 1996)

Instructions:

The following statements relate to your perception of threat and danger during duty. Please indicate how much you agree or disagree with each statement.

Response format:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

1. I feel that my job involves a high level of personal risk.
2. I often feel physically unsafe while performing my duties.
3. There is a constant possibility of facing dangerous situations during duty.
4. I remain alert because unexpected threats can arise at any time.
5. Exposure to violence or aggression is a regular part of my job.
6. I feel stressed due to the risk of physical harm at work.
7. My work requires me to deal with unpredictable and risky situations.
8. I feel anxious when assigned to high-risk duties.
9. Concern for personal safety affects my emotional well-being.
10. The fear of injury or harm is present while performing my duties.
11. I feel mentally strained due to perceived threats at work.
12. My job exposes me to situations that make me feel unsafe.

C: Resource Inadequacy Scale (Adapted from Nadler & Lawler, 1983)

Instructions:

The following statements relate to the availability and adequacy of resources required to perform your job effectively. Please indicate how much you agree or disagree with each statement.

Response format:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

1. I have sufficient staff support to perform my duties effectively.
2. The equipment provided is adequate for my job responsibilities.
3. I have access to the necessary tools required for my work.
4. Shortage of resources makes my job more stressful.
5. Lack of manpower affects my work efficiency.
6. Insufficient equipment creates difficulties during duty.
7. I often have to work with limited resources.

8. Resource shortages increase my workload.
9. Inadequate facilities negatively affect my performance.
10. I feel frustrated due to lack of required resources at work.
11. Limited resources make it difficult to meet job demands.
12. The organization provides adequate safety equipment. (*reverse scored*)
13. Resource inadequacy affects my motivation at work.
14. I feel unsupported due to insufficient organizational resources.
15. Lack of resources contributes to job-related stress.

D: Transfer Posting Uncertainty Scale

Response format:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

1. I often feel uncertain about when I may be transferred to another posting.
2. Sudden transfers create stress in my personal life.
3. Transfer decisions are usually unpredictable.
4. Uncertainty about postings affects my job satisfaction.
5. Frequent transfers disrupt my family or social life.
6. Lack of clarity about future postings causes mental stress.
7. I feel anxious due to uncertainty related to transfer and posting.

Appendix E

Supervisory Support Scale (Greenhaus, Parasuraman & Wormley 1990)

Responses are obtained using a 5-point Likert-type scale where 5 = *strongly disagree*, 4 = *disagree to some extent*, 3 = *uncertain*, 2 = *agree to some extent*, and 1 = *strongly agree*.

1. My supervisor takes the time to learn about my career goals and aspirations
2. My supervisor cares about whether or not I achieve my goals
3. My supervisor keeps me informed about different career opportunities for me in the organization
4. My supervisor makes sure I get the credit when I accomplish something substantial on the job
5. My supervisor gives me helpful feedback about my performance
6. My supervisor gives me helpful advice about improving my performance when I need it
7. My supervisor supports my attempts to acquire additional training or education to further my career
8. My supervisor provides assignments that give me the opportunity to develop and strengthen new skills
9. My supervisor assigns me special projects that increase my visibility in the organization

Appendix F

Well-Being Scale (Ryff, 1989)

instructions to respondents: Please indicate the extent to which you agree or disagree with each statement.

Response scale: 6-point Likert scale 6 = Strongly Agree 5 = Moderately Agree 4 = Slightly Agree 3 = Slightly Disagree 2 = Moderately Disagree 1 = Strongly Disagree

Items:

1. I like most parts of my personality. (*Self-acceptance*)
2. In many ways, I feel disappointed about my achievements in life. (*R*) (*Self-acceptance – reverse scored*)
3. Some people wander aimlessly through life, but I am not one of them. (*Purpose in life*)
4. The demands of everyday life often get me down. (*R*) (*Environmental mastery – reverse scored*)
5. For me, life has been a continuous process of learning, changing, and growth. (*Personal growth*)
6. Maintaining close relationships has been difficult and frustrating for me. (*R*) (*Positive relations with others – reverse scored*)
7. I have confidence in my opinions, even if they are contrary to the general consensus. (*Autonomy*)
8. When I look at the story of my life, I am pleased with how things have turned out so far. (*Self-acceptance*)

Appendix: G

Job-Related outcomes

A: Job Satisfaction Scale (Spector, 1985)

Instructions to respondents: Please indicate the extent to which you agree or disagree with each of the following statements about your job.

Response scale: 6-point Likert scale 6 = Agree very much 5 = Agree moderately 4 = Agree slightly 3 = Disagree slightly 2 = Disagree moderately 1 = Disagree very much

1. I feel I am being paid a fair amount for the work I do.
2. There is really too little chance for promotion on my job.
3. My supervisor is quite competent in doing his/her job.
4. I am not satisfied with the benefits I receive.
5. When I do a good job, I receive the recognition for it that I should receive.
6. Many of our rules and procedures make doing a good job difficult.
7. I like the people I work with.
8. I sometimes feel my job is meaningless.
9. Communications seem good within this organization.
10. Raises are too few and far between.
11. Those who do well on the job stand a fair chance of being promoted.
12. My supervisor is unfair to me.
13. The benefits we receive are as good as most other organizations offer.
14. I do not feel that the work I do is appreciated.
15. My efforts to do a good job are seldom blocked by red tape.
16. I find I have to work harder at my job because of the incompetence of people I work with.
17. I like doing the things I do at work.
18. The goals of this organization are not clear to me.
19. I feel unappreciated by the organization when I think about what they pay me.
20. People get ahead as fast here as they do in other places.

21. My supervisor shows too little interest in the feelings of subordinates.
22. The benefit package we have is equitable.
23. There are few rewards for those who work here.
24. I have too much to do at work.
25. I enjoy my coworkers.
26. I often feel that I do not know what is going on with the organization.
27. I feel a sense of pride in doing my job.
28. I feel satisfied with my chances for salary increases.
29. There are benefits we do not have which we should have.
30. I like my supervisor.
31. I have too much paperwork.
32. I don't feel my efforts are rewarded the way they should be.
33. I am satisfied with my chances for promotion.
34. There is too much bickering and fighting at work.
35. My job is enjoyable.
36. Work assignments are not fully explained.

B: Job Performance Scale (Campbell et al., 1993)

Instructions to respondents: Please indicate the extent to which you agree that the following statements describe your job performance.

Response scale: 5-point Likert scale 5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree
1 = Strongly Disagree

1. I consistently perform the core technical tasks of my job at a high level. (*Job-specific task proficiency*)
2. I demonstrate strong proficiency in the main duties required by my position. (*Job-specific task proficiency*)
3. I handle general tasks required across the organization effectively. (*Non-job-specific task proficiency*)
4. I adapt well to routine non-technical requirements of the workplace. (*Non-job-specific task proficiency*)

5. I communicate ideas clearly in writing and orally. (*Written and oral communication task proficiency*)
6. My communication with colleagues and superiors is effective and professional. (*Written and oral communication task proficiency*)
7. I put forth a high level of effort in my work consistently. (*Demonstrating effort*)
8. I maintain high personal effort even under difficult conditions. (*Demonstrating effort*)
9. I maintain personal discipline and adhere to rules and standards. (*Maintaining personal discipline*)
10. I avoid counterproductive behaviors and follow organizational norms. (*Maintaining personal discipline*)
11. I actively support and facilitate the performance of my team and peers. (*Facilitating peer and team performance*)
12. I contribute positively to group efforts and cooperation. (*Facilitating peer and team performance*)
13. I provide effective supervision and guidance when in a leadership role. (*Supervision/Leadership*)
14. I motivate and direct others to achieve goals. (*Supervision/Leadership*)
15. I handle administrative and management tasks efficiently. (*Management/Administration*)
16. I organize resources and coordinate activities well. (*Management/Administration*)
17. I maintain high standards of quality in my work outputs. (*Overall task proficiency*)
18. I adapt quickly to changes in job demands or priorities. (*Adaptability*)
19. I demonstrate initiative in improving processes or performance. (*Effort and innovation*)
20. Overall, I perform my job effectively and contribute to organizational success. (*Global performance*)

C: Organizational Commitment Scale (Meyer & Allen, 1991)

1. I would be very happy to spend the rest of my career with this organization.
2. I really feel as if this organization's problems are my own.
3. I do not feel a strong sense of "belonging" to my organization.
4. I do not feel "emotionally attached" to this organization.
5. I do not feel like "part of the family" at my organization.
6. This organization has a great deal of personal meaning for me.

7. Right now, staying with my organization is a matter of necessity as much as desire.
8. It would be very hard for me to leave my organization right now, even if I wanted to.
9. Too much of my life would be disrupted if I decided I wanted to leave my organization now.
10. I feel that I have too few options to consider leaving this organization.
11. If I had not already put so much of myself into this organization, I might consider working elsewhere.
12. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.
13. I do not feel any obligation to remain with my current employer.
14. Even if it were to my advantage, I do not feel it would be right to leave my organization now.
15. I would feel guilty if I left my organization now.
16. This organization deserves my loyalty.
17. I would not leave my organization right now because I have a sense of obligation to the people in it.
18. I owe a great deal to my organization.

Appendix: H

Permission Emails for Instruments

Request for Permission to Use "Well-Being Scale (Ryff, 1989)" in Research Inbox x X Print Email

 **sher khan** <shershahu5@gmail.com>
to cryff ▾

Sat, Feb 22, 10:36 AM ☆ Smile ↶ ⋮

Sir, I hope you're doing well.

I am Sher Shah, a student of MPhil (Applied Psychology) at NUML University Islamabad Pakistan. Nowadays I am working on my thesis "Psychosocial work stressors: Relationship with well-being and Job-related outcomes" under the supervision of Prof.Dr. M. Anis ul Haque. I would like to formally request your permission to use this scale " Well-Being Scale (Ryff, 1989)" in my research. The study is purely for **academic purposes** and will not be used for any commercial gain. Proper citation and acknowledgement will be given in my thesis and any related publications.

Waiting for your positive response.

Regards
Sher Shah
Enrollment No. NUML-S22-13478
Roll No. MP-PSY-S22-71
Department of Psychology
NUML University Islamabad, Pakistan

Theresa Berrie <berrie@wisc.edu>

to me ▾

Greetings,

Thanks for your interest in the well-being scales.

I am responding to your request on behalf of Carol Ryff.

She has asked me to send you the following:

You have her permission to use the scales for research or other non-commercial purposes.



sher khan <shershahu5@gmail.com>
to jhg23 ▾

Sat, Feb 22, 10:11 AM ☆ ☺ ↵ :

I hope you're doing well.

I am Sher Shah, a student of MPhil (Applied Psychology) at NUML University Islamabad Pakistan. Nowadays I am working on my thesis "Psychosocial work stressors: Relationship with well-being and Job-related outcomes" under the supervision of Prof.Dr. M. Anis ul Haque. I would like to formally request your permission to use this scale "Supervisory Support Scale (Greenhaus, Parasuraman & Wormley, 1990)" in my research. The study is purely for academic purposes and will not be used for any commercial gain. Proper citation and acknowledgement will be given in my thesis and any related publications.

Waiting for your positive response.

Regards

Sher Shah

Enrollment No. NUML-S22-13478

Roll No. MP-PSY-S22-71

Department of Psychology

NUML University Islamabad, Pakistan



Greenhaus, Jeffrey ✅ <jhg23@drexel.edu>
to me ▾

Dear Sher,

You have my permission to use the Supervisory Support Scale. Good luck with your research.

Best wishes,

Jeff Greenhaus

Jeffrey H. Greenhaus
Professor Emeritus
Department of Management
LeBow College of Business
Drexel University
Philadelphia, PA 19104
jhg23@drexel.edu (email)



sher khan <shershahu5@gmail.com>
to pspector@usf.edu ▾

Sat, Feb 22, 10:39 AM

Sir, I hope you're doing well.

I am Sher Shah, a student of MPhil (Applied Psychology) at NUML University Islamabad Pakistan. Nowadays I am working on my thesis "Psychosocial work stressors: Relationship with well-being and Job-related outcomes" under the supervision of Prof.Dr. M. Anis ul Haque. I would like to formally request your permission to use this scale " Job Satisfaction Scale (Spector, 1985)" in my research. The study is purely for **academic purposes** and will not be used for any commercial gain. Proper citation and acknowledgement will be given in my thesis and any related publications.

Waiting for your positive response.

Regards

Sher Shah

Enrollment No. NUML-S22-13478

Roll No. MP-PSY-S22-71

Department of Psychology

NUML University Islamabad, Pakistan



Paul Spector <pspector@usf.edu>
to me ▾

Sat, Feb 22, 8:12 PM

Dear Sher:

You have my permission to adapt and use the original JSS in your research. You can find copies of the scale in the original English and several other languages, as well as details about the scale's development and norms, in the [Paul's No Cost Assessments section](#) of my website: <https://paulspector.com>. I allow free use for noncommercial research and teaching purposes in return for sharing of results. This includes student theses and dissertations, as well as other student research projects. Copies of the scale can be reproduced in a thesis or dissertation as long as the copyright notice is included, "Copyright Paul E. Spector 1994, All rights reserved." Results can be shared by providing an e-copy of a published or unpublished research report (e.g., a dissertation). You also have permission to translate the JSS into another language under the same conditions in addition to sharing a copy of the translation with me. Be sure to include the copyright statement, as well as credit the person who did the translation with the year.

The JSS-2 is an improved commercial version for which there is a fee as explained here: <https://paulspector.com/assessments/job-satisfaction-survey-2/>. The license cost depends on the number of copies. It is \$.50usd/copy for the first 500 copies (\$50 minimum) and \$.25usd/copy for each copy beyond 500.

For additional assessment resources including an archive of measures developed by others, check out the assessment section of my website for organizational measures <https://paulspector.com/assessments/> and my companion site for general and mental health measures: <https://www.stevenericspector.com/mental-health-assessment-archive/>

Thank you for your interest in the JSS, and good luck with your research.

Request for Permission to Use "Organizational Commitment Scale, Meyer & Allen, 1991" in Research Inbox x

⋮ ⏷ ⏸ ⏹



sher khan <shershahu5@gmail.com>
to meyer, nallen@uwo.ca ▾

Sat, Feb 22, 10:47 AM ⭐ 😊 ⏵ ⏹ ⏹

Sir, I hope you're doing well.

I am Sher Shah, a student of MPhil (Applied Psychology) at NUML University Islamabad Pakistan. Nowadays I am working on my thesis "Psychosocial work stressors: Relationship with well-being and Job-related outcomes" under the supervision of Prof.Dr. M. Anis ul Haque. I would like to formally request your permission to use this scale "Organizational Commitment Scale, Meyer & Allen, 1991" in my research. The study is purely for **academic purposes** and will not be used for any commercial gain. Proper citation and acknowledgement will be given in my thesis and any related publications.

Waiting for your positive response.

Regards

Sher Shah

Enrollment No. NUML-S22-13478

Roll No. MP-PSY-S22-71

Department of Psychology

NUML University Islamabad, Pakistan



John Peter Meyer <meyer@uwo.ca>
to me ▾

Sat, Feb 22, 4:37PM ⭐ 😊 ⏵ ⏹ ⏹

Hello,

Thank you for your interest in using the Three-Component Model (TCM) Employee Commitment Survey in your research. You can get information about the measure, a Users' Guide, and the measure itself at:

<http://employeecommitment.com/>

For academic / research purposes, please choose the Academic Package. (There is no charge for this package.)

I wish you well with your research!

Best regards,

John Meyer

Request for Permission to Use "Shift Work Impact Scale (Folkard et al., 1979)" in
Research Inbox x

⋮ ⏷ ⏸



sher khan <shershahu5@gmail.com>

to s.folkard ▾

Sat, Feb 22, 10:23 AM



Sir, I hope you're doing well.

I am Sher Shah, a student of MPhil (Applied Psychology) at NUML University Islamabad Pakistan. Nowadays I am working on my thesis "Psychosocial work stressors: Relationship with well-being and Job-related outcomes" under the supervision of Prof.Dr. M. Anis ul Haque. I would like to formally request your permission to use this scale "Shift Work Impact Scale (Folkard et al., 1979)" in my research. The study is purely for academic purposes and will not be used for any commercial gain. Proper citation and acknowledgement will be given in my thesis and any related publications.

Waiting for your positive response.

Regards

Sher Shah

Enrollment No. NUML-S22-13478

Roll No. MP-PSY-S22-71

Department of Psychology

NUML University Islamabad, Pakistan



Simon Folkard <S.Folkard@swansea.ac.uk>

to me ▾

Dear Sher Shah,

You are welcome to use any scale that I've produced in any non-profit making research.

Good luck with your thesis!

Simon Folkard
