Occupational Stress and Burnout in Police Officers: Moderating Role of Attachment to Policy Making and Commitment to Public Interest

 Syed Musa Kazim*[1]

 Rafia Rafique[2]

Abstract

In this research, focusing on police officers, the study investigated the connections between burnout, commitment to public interest, attachment to policy-making, and occupational stress. According to our hypothesis, there is a negative link between police officers' motivation for public service and occupational burnout but a positive correlation between occupational stress and burnout. 126 police officers conveniently sampled from Police College Sihala and other police stations in Punjab, Pakistan, were the subjects of our cross-sectional research design. The study employed Pearson Product Moment Correlation to evaluate the data and determine the correlations between the variables. Additionally, this investigation used an Independent Sample t-test to examine gender differences and Hierarchical Regression Analysis to examine moderation. The research showed a negative association between dedication to the public interest and attachment to policy-making and occupational burnout and a positive correlation within burnout and occupational stress. Notably, the association between professional stress and burnout was significantly moderated by attachment to policy-making and dedication to the public interest. Additionally, the study found that while single police officers scored much better on public service motivation, they had significantly lower occupational burnout scores than married police officers. These conclusions have significant theoretical and practical ramifications, especially in light of the body of empirical research that has already been done. These findings suggest that psychological therapies targeting police officers' public service motive could be developed to combat occupational burnout.

Keywords: Occupational stress, Burnout, public service motivation, Police officers

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[1]Macquarie University Australia
*Corresponding author: syedmusa.kazim@hdr.mq.edu.au
[2]Director Institute of Applied Psychology, University of The Punjab, Pakistan

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1 Introduction

It is undeniable that becoming a law enforcement officer is a difficult and demanding job that unites people from many backgrounds. In the course of their daily work, police officers come into contact with a diverse range of individuals, including both criminals and members of the public as well as other law enforcement agents. The very nature of their employment, which is frequently marked by snap decisions and high-pressure situations, can have a negative impact on their general well-being even though their training prepares them to handle these situations efficiently (Miller, 2005). One of the biggest concerns is work stress has effect on law enforcement personnel. Workplace stress has a long and well-established history of being linked to a variety of mental and physical health issues. According to Schaufeli and Enzmann (1998), this involves the emergence of anxiety disorders, chronic rage, and even severe depression. With a focus on police officers specifically, this study aims to explore the complex relationship between burnout and occupational stress in light of the well-established hazards associated with the policing profession.

A person's psychological and physical health may suffer greatly as a result of occupational burnout, a disorder marked by depersonalization, emotional tiredness, and a diminished sense of personal achievement (Edú-Valsania et al., 2022). Understanding the elements that contribute to burnout becomes critical in the setting of law enforcement, because officers are constantly exposed to potentially traumatic events and high-risk scenarios (Singletary, 2023). Although the consequences of occupational stress on burnout are widely known (Queirós et al., 2020), there is an increasing need to investigate this relationship in greater detail within the particular population of law enforcement personnel. Thus, this study goes beyond examining the obvious connection between law enforcement personnel burnout and work stress. It aims to identify possible moderators who might have an impact on this complex relationship. In particular, the degree of commitment to the public interest and the degree of connection to policy-making are two important variables that are being studied. Due to their capacity to either amplify or lessen the impact of occupational stress on burnout, these two factors are of great importance.

Attachment to the policy-making process is an important component that plays a role in determining the level of involvement and engagement that police officers have in the process of formulating the policies that direct their work. Participating actively in the policy formation process can give officers a sense of being more in charge of their work and having a stronger connection to it. The heightened level of attachment discussed here refers to a stronger emotional connection or bond that individuals may have with their job or workplace. (Claponea & Iorga, 2023). On the other side, a lack of interest in the process of policy formation might make officers experience feelings of under appreciation and isolation, which can exacerbate the consequences of stress (Raišienė et al., 2023).

Another important component that is being examined is commitment to the public interest. This idea stands for the degree of dedication police personnel have to the main goal of serving and defending the community. Officers with a strong sense of purpose in life and who see pressures as obstacles to overcome rather than dangers to their health are likely to see their employment as meaningful. By providing police with improved coping mechanisms to handle the demands of their line of work, this positive cognitive appraisal may lower their risk of Exhaustion. Therefore, this study attempts to clarify the complicated interactions between police officer burnout and occupational stress in light of these intricate dynamics. The results could not only offer insightful information on the health of law enforcement personnel, but they could also guide the development of tactics and interventions meant to reduce burnout and boost the motivation of individuals who commit their lives to keep the public safe. Our goal in conducting this investigation is to improve the lives of the officers and the communities they serve.

2 Literature Review

2.1 Occupational Stress

Stress at work is something that many people who work in fields like healthcare, education, and especially law enforcement encounter on a daily basis (Tsai et al., 2019). Stress in law enforcement refers to the demands and difficulties brought on by close relationships with people, internal policies, and external circumstances (Ellison, 2004; Stinchcomb, 2004; Miller, 2005).

Three main mechanisms are included in the complete model of occupational stress that Spielberger et al. (2003) presented. First of all, it deals with stressors that arise at work. It also concentrates on how an employee views and evaluates particular pressures. Finally, it takes into account the feelings that arise from viewing a stressor as dangerous. Job demands and a lack of support are the two main types of stressors that are the focus of ST (Spielberger's State-Trait) model of occupational stress (Spielberger et al., 2003). Stress related to job pressure is related to the physical and mental strain that people have at work. Anger and anxiety are examples of emotional reactions that can be triggered when a stressor is viewed as a danger, which activates the autonomic nervous system. Adverse behavioral repercussions may result from prolonged stress reactions (Spielberger et al., 2003).

Ortega et al. (2007) studied a sample of 1,535 police officers, 20.78% of whom were female, to determine the relationships between coping methods, well-being, occupational stress, organizational commitment, and work satisfaction. The study's findings showed a substantial relationship between personality and tenure and coping mechanisms and occupational stress. There did not seem to be any clear links between these traits and gender, age, or rank, on the other hand. Also, personality traits were strongly linked to tiredness, even though there wasn't a strong straight link between coping strategies and health-related factors. Another important finding was that there was a strong link between the ways that police agents deal with stress and the things that make them unique.

2.2 Occupational Burnout

According Martinussen et al. (2007), feeling burned out can happen when you're exposed to work stress for a long time. Stress is known to harm your overall health and well-being. According to Maslach et al.'s (2001) defines burnout as a psychological syndrome that emerges due to the demands and pressures in a person's professional environment. This syndrome includes various symptoms indicating an individual's struggle to cope with the stressors at work. While burnout has traditionally been studied in healthcare and education, recent research has expanded its focus to include a wide range of professional fields (Martinussen et al., 2007). According to Martinez et al. (2007), burnout has been connected to a number of health issues in law enforcement, such as subjective health symptoms, medication use, and even suicide ideation. Law enforcement professionals frequently endure difficult working conditions that are viewed as oppressive, which can breed cynicism and burnout and eventually lower performance levels (Zhao et al., 1999).

There is a sense of instability in the agency due to perceived unfair treatment and understaffing, among other organizational shortcomings. Many negative outcomes, including as stress-related illnesses, interpersonal challenges, increased substance use, and behavioral problems, might be signs of burnout. Additionally, those who are burned out may disregard crucial facets of their work or offer subpar service (Maslach & Leiter, 1997). Burnout is "the index of the dislocation between what people are and what they have to do," according to Maslach and Leiter (1997). It symbolizes the disintegration of the human soul—a disintegration of morals, dignity, spirit, and will. Many variables, such as diminished intrinsic value, shifts in the world economy, technological breakthroughs, power redistribution, and a decrease in corporate responsibility, can be blamed for this dislocation. These elements have been shown to have negative effects on people personally, including feelings of overload, a lack of control over their work, a breakdown in the community,

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unequal treatment, and having to deal with opposing values.

2.3 Precipitators of Stress and Burnout in Police Officers

2.3.1 Stress from the Work Environment

Police work-related stress is mostly caused by circumstances peculiar to the field, including the particular risks that officers must encounter (Violanti & Aron, 1993). The primary objective of this research work was to thoroughly investigate the intricate relationship among occupational burnout and stress, specifically within the context of police officers. Furthermore, the primary objective of the study was to investigate whether individuals' attachment to policy-making and their commitment to the Public Interest had a moderating effect on the relationship being examined (Lazarus, 1981). Among full-time sworn police officers in New York, the most severe stressor mentioned was the act of killing someone while performing their duty was studied by (Violanti & Aron 1995). Spielberger et al. reported similar results (1981). According to Violanti and Aron (1995), witnessing the death of a fellow officer ranked as the second most stressor. Furthermore, Dowler (2005) found that police officers who interact physically with offenders on a regular basis likely to be more burned out. According to, attending to an active criminal case or coming across graphic crime scenes are two further instances of intrinsic elements in police employment.

It is significant to remember that the majority of police officers do not frequently experience instances like killing someone while performing their duties or witnessing the death of a fellow officer (Bureau of Justice Statistics, 2010). The ability of law enforcement to prevent and solve crimes has been impacted by developments in data analysis and surveillance technology in the modern era (Wall et al., 2008). Furthermore, the employment of technology in policing, proactive patrols, and community policing can affect the rate of crime. A concentration on particular categories of crime, such as violent crime and drug-related offenses, can be one way that shifting goals and methods in law enforcement affects trends in criminal activity (Weisburd et al., 2014). Police officers' main sources of stress and burnout are frequently thought to be violent and unpredictable situations (Humayoun et al., 2018). Furthermore, the officer's gender may have an impact on how these dangerous incidents affect stress and burnout at work.

2.3.2 Bureaucratic Characteristics of Police Organizations

The presence of bureaucracy within police agencies has been identified as a notable factor that contributes to the occurrence of stress within law enforcement staff. One of the first to make the distinction between stress originating from organizational characteristics and stress emerging from the nature of police job was Symonds (1970). Expanding on this distinction, Violanti and Aron (1993) described organizational stressors as things that the police administration starts that make people in the organization feel anxious or upset. Officers who believe they have insufficient control over policies or procedures they view as unjust or problematic are one well-known source of bureaucratic stress (Coman & Evans, 1991). Conflicting policies, insufficient oversight, and the possibility of officers facing disciplinary proceedings are other organizational pressures (Kroes,2023).

Stress and burnout are encouraged by the innate conflict between the latitude officers are given and the strict and wide range of rules that the police organization upholds (He et al., 2017). Furthermore, male and female officers may experience work-related stress and burnout in different ways due to the bureaucratic character of the department. In their study, Ellison and Genz (1983) examined how work organization affects stress levels among female officers. Their findings pinpointed specific aspects of work organization that disproportionately burdened female officers, resulting in increased stress levels.

2.3.3 Availability of Peer Support and Trust

Prior studies (Morris et al., 1999; Dignam et al., 1986) has consistently emphasized the significance of trust and peer support from colleagues and supervisors in mitigating burnout and

emotional stress within the police profession. It is widely acknowledged that receiving support from one's workplace might help to reduce negative effects like stress (Etzion, 1984). Especially in the context of policing, support from within the organization is crucial because officers depend on each other for their safety and well-being. (Graf, 1986). Officers so frequently believe that their peers are the people most qualified to comprehend the demands and strains that come with being a police officer. It is therefore anticipated that a strong sense of trust and peer support among officers will serve as a protective factor against stress and burnout. This idea has been continuously validated by empirical research, which shows that officers who report lower levels of stress are typically those who feel high levels of peer support (Morash et al., 2006; LaRocco et al., 1980). According to (Kirk-Brown et al. 1999) there is a suggestion that female law enforcement professionals may be more prone to experiencing a higher probability of confronting a deficiency in social support in comparison to their male colleagues. The susceptibility of individuals in minority groups within the profession, coupled with the predominantly male nature of police work, contributes to their susceptibility (Walker, 1985)..

2.3.4 Accessibility of Coping Mechanisms

The last factor that is strongly related to occupational stress is the coping strategies that both male and female cops use to lessen their stress and prevent burnout. According to most researchers, coping is the deliberate application of behavioral or cognitive techniques to lower perceived stress levels and improve stress management skills (Evans et al., 1993; Anshel, 2000). People usually choose one of two different ways to managing stress or burnout (Burke, 1993).

The first strategy focuses on creating action plans to deal with work-related stressors and using constructive coping mechanisms to improve familial ties. Increasing communication with partners or family, exercising, or turning to religion for spiritual support are examples of common good coping techniques. Adopting one or more harmful coping mechanisms is the second strategy. Individuals experiencing high levels of burnout or stress may exhibit several behavioral responses, such as social withdrawal from their social network, increased tobacco consumption, or elevated alcohol consumption. Alcohol is frequently used as a coping strategy in relation to the demands of policing, according to earlier study on police officer stress (Violanti et al., 1985; Kroes et al., 1974).

2.4 Public Service Motivation

In 1990, Perry and Wise put forth the concept of Public Service Motivation in the United States, which challenged the rational choice hypothesis that posits individuals make decisions to maximize their utility. Instead, Public Service Motivation revolves around individuals' desire to improve the well-being of others. Perry and Wise (1990) define public service motivation as "a person's inclination to respond to motives rooted primarily or uniquely in public institutions and organizations" (p. 368).

Three distinct categories of motives are identified to encompass the wider domain of public service motivation: Rational Motivations, Norm-based Motivations, and Affective Motivations. Rational motivation place emphasis on active participation in the process of policy formulation, a commitment to a public program that is deeply connected to personal identification, and the promotion of a particular interest through lobbying. Norm-based motives encompass a steadfast determination to upholding the public good, a sense of loyalty towards duty and the governing body, and a resolute commitment to promoting social equity. Affective motives encompass a dedication to a program propelled by a genuine conviction in its societal importance and a feeling of patriotism or goodwill (Perry & Wise, 1990).

2.4.1 Attraction to Public Policy Formulation
This conceptualization of Public Service Motivation falls under the category of objective motives.

It pertains to individuals being motivated to join the public sector to participate in public policy-making, thereby enhancing their self-perception and self-importance by exerting more influence. The ability to participate in the development of public policy is frequently regarded as a fundamental motivation for persons who are drawn to public service (Kelman, 1987). The appreciation for public policymaking can be stimulating and dramatic, serving to reinforce one's sense of importance.

2.4.2 Commitment towards Public Interest
This conceptualization of Public Service Motivation is associated with regulative motives. It pertains to the dedication and commitment of public servants towards serving the public interest, i.e., being more motivated to ensure that the collective well-being of the public is prioritized over serving select individuals based on their needs. Being able to prioritize the well-being of the general public is inherently selfless, even when the notion of public interest is understood from an individual's standpoint.

2.5 Theoretical Background

2.5.1 Transactional Models of Stress Leading Burnout
Two variations of the transactional stress models were discussed: Lazarus's and Cox's.

2.5.1.1 Lazarus's Transactional Model. Psychological model of stress, determining that stress occurs when demands on an individual exceed their coping resources has developed by Lazarus (in Cox & MacKay, 1981: 99; Cummings & Cooper, 1998: 105). The perception of stress is determined by the individual's cognitive appraisal of the situation rather than the objective characteristics of the environment. Lazarus and Folkman (1984: 53) identified three types of cognitive appraisal: primary, secondary, and reappraisal. Primary appraisal involves judging an encounter as irrelevant, benign-positive, or stressful, while secondary appraisal relates to judgments about available options and potential actions. Reappraisal occurs when the appraisal is modified based on new information. Stress is seen as a dynamic process involving the interaction between the individual and their environment, where threat and coping mechanisms come into play. The appraisal process is a psychological mechanism that helps explain why individuals respond differently to stressful conditions. Some individuals demonstrate coping or thriving behaviors, while others may succumb to burnout.

2.5.1.2 Cox and MacKay's Transactional Model. Cox and MacKay (Cox, 1978: p.18; Cox & MacKay, 1981: p.101) have proposed a psychological model of stress that views stress as an individual phenomenon resulting from the interaction between a person and their situation. The model emphasizes the active and adaptive nature of this process, describing stress as part of a complex and dynamic system of transactions between the person and their environment (Cox, 1978:18). The model comprises five distinct stages, namely: (1) the origins of demand pertaining to the individual, (2) the individual's perception of these demands and their perceived capacity to manage them, (3) the psychophysiological reactions to stress, (4) the outcomes resulting from coping responses, and (5) the feedback loop that takes place at each stage, ultimately determining the final outcome. The model highlights the importance of cognitive appraisal and the subjective perception of the demand-capability imbalance in experiencing stress. Inappropriate coping strategies can prolong or intensify the experience of stress, potentially leading to further physiological and psychological damage, such as burnout. This model considers stress as an intervening variable reflecting the transaction between the person and their environment (Cox, 1978 p. 20).

2.6 Rationale
In the current context, which includes conditions of terrorism, police officers face high demands and increasing situations that put them at risk. Gershon et al. (2000) supports the idea that enduring consistently stressful conditions contributes to dissatisfaction and exhaustion among

police officers, leading to psychological and physiological issues. The challenging conditions faced by law enforcement officers can have a substantial impact on both their job satisfaction and physical well-being. Ortega et al. (2007) highlights the distinctive context in which police officers function, frequently encountering potentially traumatic occurrences that have an impact on their psychological and physiological well-being. Hence, the presence of supplementary stressors within the police milieu, such as disparities in resources or their unavailability, might exacerbate the levels of stress encountered by police officers (Tsai et al., 2018). It is crucial to recognize the impact of stress and burnout in the police environment across various dimensions: the physical and mental health of individual officers, the police organization, and the community they serve. Addressing officers' stress levels becomes pivotal in maintaining positive community relations, as incidents involving officers with high levels of stress have been associated with increased citizen complaints due to their impaired ability to handle conflicts properly (Gutshall et al., 2017). Thus, it is imperative to understand the factors influenced by stress and burnout.

However, empirical research in this area has been largely neglected within the Pakistani context (Humayoun et al., 2018). Hence, the current research study significantly enhances existing empirical research by examining the correlation within burnout and occupational stress among police officers in Pakistan. Moreover, this study broadens its research scope by investigating the moderating role of public service motivation in the relationship between occupational burnout and stressful situations among police officers in Pakistan.

2.7 Theoretical Justification

The present study aims to examine the association between professional stress and burnout among police officers, specifically by examining the potential moderating effects of attachment to policy-making and commitment to the Public Interest on this relationship. This chapter offers a thorough examination of prior research conducted on the variables in question, serving to situate the current study within the broader body of existing scholarly work. McCarty et al. (2017) conducted a study in Policing: An International Journal of Police Strategies & Management, investigating gender differences in occupational stress and burnout among police officers. The research examined various factors influencing occupational stress and burnout and their differential effects on male and female officers. The study included a sample of police officers from a large metropolitan department in the Northeast. T-tests were employed to compare gender differences in average levels of professional stress and burnout. The results indicated no significant differences between male and female officers regarding occupational stress and burnout. However, multivariate analyses revealed that while there were similar predictors for stress and burnout in male and female officers, differences did exist, suggesting that female officers may experience unique stressors within the police organization. The analyses also showed that African-American female officers reported significantly higher burnout levels than other officers.

Kula and Sahin (2015) conducted a study on occupational stress and work-related well-being within the TNP (Turkish National Police) force. The study examined the relationship between organizational and operational stressors within the law enforcement sector and various important variables, including job satisfaction, work-related burnout, and the level of assistance provided by supervisors. The research encompassed a sample size of 538 personnel affiliated with TNP, hailing from seven distinct urban centers within the country of Turkey. The results of the study indicated that the perception of stress within the company had a statistically significant and favorable effect on work-related burnout, while also exerting a negative influence on job satisfaction. There exists a positive correlation between heightened levels of organizational stress and diminished job satisfaction, as well as an associated increase in burnout. However, it is worth noting that while perceived operational stress exhibited a substantial association with work-related burnout, no direct correlation was observed with job satisfaction. The role of supervisor support was found to act as a mediator in the aforementioned dynamics. Specifically, it totally

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mediated the association between operational stress and work satisfaction, while somewhat mediating the link between organizational stress and job satisfaction. Even after accounting for demographic variables, the study identified job satisfaction as a significant predictor of work-related burnout, suggesting that higher job satisfaction was linked to lower levels of burnout among TNP employees.

Nikam (2014) systematically reviewed occupational stress, burnout, and coping in police personnel. The objective was to examine the literature on police stress, focusing on manifestations, symptoms of strain, stressors, and coping behaviors among law enforcement agents. The review revealed that occupational stress has adverse outcomes for individuals and organizations, harming physical and mental well-being and ultimately impacting performance. Storch and Panzarella (1996) studied police stress, specifically examining state-trait anxiety concerning occupational and personal stressors. The findings indicated that organizational factors and relationships with outsiders were significant sources of negative stress for police officers rather than potential violence or exposure to human misery. The level of stress or anxiety experienced by police officers was found to be like that of other professions. Officers who enjoyed the excitement of their job and engagement in offence skirmishes experienced more stress than those who focused solely on job compensation. Changes in work or family situations were associated with higher stress levels among police officers, and work schedule was identified as a particularly challenging aspect of their job.

Working in a similar field, i.e., on police officers, Anshel (2000) outlined three underlying postulates in stress research. The first postulate suggests that excessive or unfamiliar external stimuli perceived as threatening can lead to psychological, physiological, and behavioral responses. The second postulate states that failure to cope successfully with temporary, unexpected stress can result in long-standing, chronic stress, which may weaken the body's resistance and lead to various medical illnesses and diseases. The third postulate suggests that ongoing and long-term sources of police stress can lead to burnout, reduced motivation, poor performance, and eventual attrition from the police profession.

Another study by Sergeant Corey Haines from the Madison Heights Police Department (2003) focused on "Police Stress and The Effect on The Family." The research aimed to identify the effects of stress on police officers about their professional and family lives and explore ways the department can assist officers in stress management. The study also aimed to identify stressors and appropriate strategies for handling stress to prevent its negative impact on officers and their families. The research highlighted the importance of developing a counseling training program for officers, which can enhance organizational efficiency. Confidential counseling was recommended to avoid adding stress to officers. The study concluded that counseling programs should be implemented to help officers balance their personal and professional lives, ultimately reducing divorce rates. Regular counselling sessions would provide stress relief and contribute to maintaining healthy relationships not only within the organization but also within the officers' families. While there is existing support for the positive impact of job satisfaction in the police field, research on opposing factors that may decrease satisfaction, such as occupational stress and burnout, is relatively scarce. Occupational stress plays a critical role in affecting the psychological well-being of employees, yet this construct is often overlooked in the context of policing. Therefore, it is essential to continue researching the connection within burnout, occupational stress, and public service motivation in the police field. Previous studies have shown that occupational stress can contribute to occupational burnout. For instance, Wang et al. (2015) conducted a study with 3806 migrant workers, finding that increased work intensity and workload were associated with higher levels of occupational stress, leading to increased burnout and decreased physical and psychological well-being. Demographic and job-related characteristics

have also been identified as essential factors influencing burnout (Jin et al., 2015; Escriba-Aguir et al., 2006).

Furthermore, Escriba-Aguir et al. (2006) researched occupational stress among medical and nursing populations, aiming to provide empirical evidence on the relationship between occupational stress and burnout. The study revealed a strong association between stress and burnout in medical and nursing populations (Escriba-Aguir et al., 2006; Wu et al., 2007).

Another research study examined the consequences of job stress on surgeons, demonstrating that surgeons experiencing high levels of job stress and low job satisfaction were more likely to experience occupational burnout (Yeo et al., 2009).

To increase employee job satisfaction, Wang et al. (2012) suggested providing resources and promoting positive organizational behaviour, as these factors can decrease occupational stress and burnout. Additionally, Shin et al. (2013) proposed that occupational stress significantly predicts job-related burnout and depression.

Hypotheses

The main hypotheses of the present study are:

1. There is likely a positive relationship between occupational stress and occupational burnout in police officers.

2. Attachment to public policy-making will likely moderate the relationship between occupational stress and burnout in police officers.

3. Commitment to public interest will likely moderate the relationship between occupational stress and burnout in police officers.

Figure 1

Schematic Presentation of Research Plan

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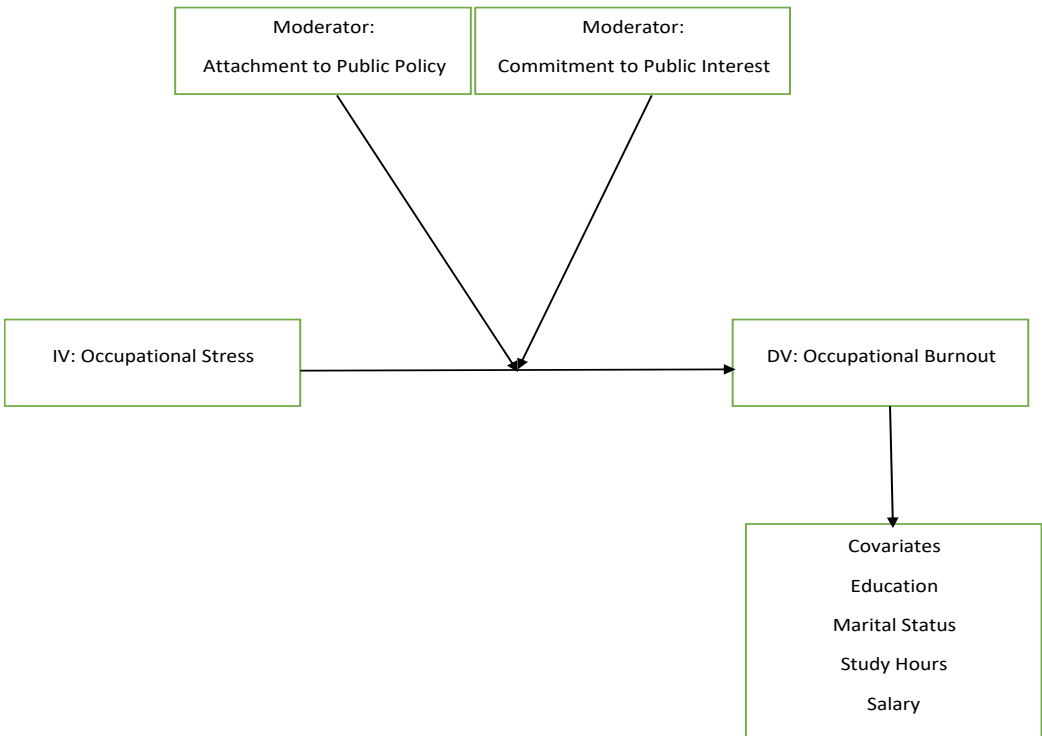
3 Method

The primary objective of the present study was to investigate the connection among occupational stress, burnout, and the potential moderating influences of attachment to policy-making and commitment to the public interest in police officers. Additionally, the study sought to explore the moderating roles of attachment to public policy and commitment to public interest in the relationship between occupational stress and burnout among police officers. This chapter outlines the research design, sample characteristics, employed instruments, and the procedural framework adopted for the current research.

3.1 Research Design

A correlational research design was used to conduct the present study. Correlational research design is a method used in psychology and other social sciences to examine the statistical relationship between two or more variables. This design aims to determine whether there is a relationship or association between variables and the strength and direction of that relationship. The population was police officers, among which a sample of (N=126) police officers was selected through convenient sampling.

3.2 Sample and Sampling Technique

In order to determine the suitable sample size for the current study, a power analysis was conducted using G* Power 3.0 (Faul, 2008). The analyses revealed that for multiple regression analyses based on twenty predictors with $\alpha = .05$, a power of .95, a small effect size of $f 2 = .15$ could reliably be assessed with N = 120. A convenient sample of (N = 126) was included in the present study. The sample of the present study consisted of police officers. A non-probability convenient sampling technique was used to select a sample for data collection.

3.3 Inclusion Criteria

The guidelines for choosing participants were made after taking a number of factors into account. First of all, the organization was made up entirely of male law enforcement officers who were working at the time. By using this criterion, it was made sure that each participant was similar to the others. The research's main focus was on the viewpoints and experiences of male police officers who are actively working in the field. We decided that concentrating on male police officers would be the most effective approach for us to obtain a better understanding of that subgroup as a whole due to the need to look at the unique difficulties and demands that they would encounter at work. The second prerequisite was that participation required at least two years of experience as a police officer. This was a requirement to guarantee that the participants in the research had a significant amount of previous professional experience. This would allow them to give more informative and relevant answers to the research questions. Officers with more experience are likely to have a better understanding of the problems that come with being a police officer, which can add useful perspectives.

3.3 Exclusion Criteria

The factors for exclusion were carefully thought out to make sure they fit with the study's goals. First, female police officers were not included in this study, which made the mix of men and women participants uneven. The reason for leaving this person out was to keep the group as homogeneous as possible. Focusing on male police officers makes it easier to look more closely at stressors and experiences that are unique to guys in the law enforcement field. Next, retired police officers were left out of the study because the main focus was on the stories of officers who are still working.

Even though former officers' ideas are useful, this exclusion criterion was meant to keep things current when it comes to stress and burnout at work. Also, people who had been identified with a mental illness or who were taking psychiatric drugs were not allowed to take part. Also not included were police cops who have physical disabilities. The reason for leaving these people out was to look at the experiences of a group that didn't already have any health problems that might

have made their stress or burnout at work different from the rest of the population. By concentrating on those in law enforcement who do not encounter such challenges, one can ensure that the findings are applicable to the entire cohort under investigation.

3.4 Instruments

3.4.1 Copenhagen Burnout Inventory (CBI)

The Copenhagen Burnout Inventory (CBI) developed by Kristensen et al. (2005), was used to measure burnout. A total of three scales, namely personal burnout, work-related burnout, and client-related burnout, comprise the CBI. The work-related burnout subscale was used in the present study, containing 7 items. The scale is a 5-likert scale ranging from (Strongly Disagree = 1) to (Strongly Agree = 5). Sample items are "I feel burned out from my job" and "I feel like I am at the end of my rope" Reliability of the subscale in a study was .89 (Kula, 2011)

3.4.2 Organizational Police Stress Questionnaire (PSQ-Org)

Organizational Police Stress Questionnaire (PSQ-Org) developed by McGreary and Thompson (2006) was used in the present study. The scale consists of 10 items. An example item is "Excessive administrative duties have caused stress over the past 6 months". An example item is "My work frustrates me". Sample items are "I feel negative, futile or depressed about work" and "I think I am not as efficient at work as I should be". Scale's items response pattern is a 5-Likert scale ranging from (Strongly Disagree = 1) to (Strongly Agree = 5). Kula (2011) reported a scale reliability of .84.

3.4.3 Revised Public Service Motivation Scale

Public service motivation was measured by the Revised Public Service Motivation Scale by Kim (2006). The scale consists of four subscales: policymaking, commitment to public interest, compassion, and self-sacrifice. The scale is a 5-likert scale ranging from (Strongly Disagree = 1) to (Strongly Agree = 5). Sample items are "I consider public service my civic duty" and "Meaningful public service is very important to me". The reliability coefficients of the original scale ranges from .70 to .75.

3.5 Tryout of Assessment Tools

The scores used in this study were all written in English at first. Making sure they were linguistically and culturally equivalent to people from the target group was an important step that needed to be changed. Before starting to collect data for the pilot study, it became clear that the subjects would have trouble with some of the phrasal verbs, idiomatic expressions, and figurative language used in the scales.

Also, some scale items showed cultural bias, so they had to be replaced with ones that were more culturally neutral. In order to deal with these problems, 15 police officers (ages 22 to 32) were easily chosen from different police stations. This phase's main goal was to find out how police officers responded to the scales used in the study and get their comments. Participants were asked to point out specific words, terms, and sentences in the scales that were hard to understand. Once the participants' feedback and notes were carefully added to the scales, the study was complete.

Our test showed that the language used in the scores wasn't too hard for the people we were trying to communicate with to understand. Because of this, the scales were thought to be good enough to use in this study without big changes to the language or culture.

3.6 Procedure

The steps used in the study were done in a planned and moral way. First, an official letter from the Institute of Applied Psychology at the University of the Punjab in Lahore was obtained, which explained the study's aim and nature. This letter was necessary to ask for permission to gather data. Before starting to collect data, official permission was asked for from the authors of the tools that would be used in the study. The Police Training College Sihala was chosen as the place to

collect the data because it was easy for people to get there. Before filling out the form, participants were given a full explanation of the study's purpose and nature. They were also told that their answers would be kept secret. The questionnaires were then given to the participants and received from them. The questionnaires were filled out in about 20 minutes, and people were asked to ask any questions they had during that time. When the surveys were filled out, there was a feedback session with the participants, and they were thanked for taking part.

3.7 Statistical Analysis

Several types of statistical tests were used in the study to check the psychometric properties of the instruments and find out how the factors were related. To find out what the psychometric qualities of the tools were, descriptive statistics were used. Using the PPM (Pearson Product Moment) Correlation, associations between work-related stress, exhaustion, and the desire to perform public service were identified. Hierarchical Regression Analysis was used to do the balancing analysis. An Independent Sample T-test was used to look at differences between groups of people, like marital status, in terms of job stress, burnout, and desire to do public service.

3.8 Ethical Considerations

An important set of ethical rules were carefully followed throughout the study. The Departmental Doctoral Program Committee (DDPC) carefully looked over and approved the research summary to make sure that the study's plan and goals were ethical. Copyright and intellectual property rights were respected by getting written permission from the writers of the scales that were used in the study. The administrative powers of the police stations that were part of the study were asked for permission ahead of time, which shows that rules and protocols were followed.

All subjects gave their informed consent, which meant they knew they were taking part voluntarily and had the right to quit the study at any time. The information about the subjects was kept secret at all times, protecting their privacy and anonymity. The results were stated correctly, and the presentation of the results was honest and open. These ethical concerns were the most important ones for protecting the rights and well-being of the research subjects and keeping the research process honest.

4 Results

An overview of the correlations between the study variables is shown in Table 3. It has been noted that there is no discernible correlation between age and the other research variables. On the other hand, schooling has a strong negative link with public service motivation and its sub-domains, but a significant positive correlation with marital status, occupational stress, and occupational burnout. While there is no significant correlation between marital status and duty hours or salary, there is a significant correlation between marital status and occupational burnout, public service motivation, and its subdomains, which include policy attachment, public interest commitment, compassion, and sacrifice among police officers.

There are no statistically significant relationships between duty hours and salary and any of the study's variables. Occupational stress is positively correlated with occupational burnout and negatively correlated with public service motivation and its sub-domains, which include police officers' sacrifice, compassion, and connection to policy-making and the public interest. Ultimately, there is a negative correlation between public service motivation and its sub-domains, such as police officers' commitment to the public interest and their connection to policy-making, and occupational burnout.

Table 1 - Demographic Characteristics of the Sample (N=126)

Variables	Mean (Standard Deviation)	Frequency (Percentage%)
Age	24.52 (4.12)	
Education		
B.A		27 (21.4%)
Masters		83 (65.9%)
MPhil		16 (12.7%)
Marital Status		
Single		87 (69%)
Married		39 (31%)
Duty Hours		
8 hours		27 (21.4%)
12 hours		44 (34.9%)
24 hours		55 (43.7%)
Salary	*Median* (30000)	

Note. f = frequency; % = percentage; M = mean; S.D = standard deviation

Table 1 shows the mean, standard deviation, frequencies and percentages of demographic variables of the present study.

Table 2 - Descriptive statistics and Alpha Reliability Coefficient of the Scales (N = 126)

Variables	K	M	SD	Range Actual	Potential	α
Occupational Stress	8	16.83	6.06	8-32	8-32	.65
Occupational Burnout	4	12.72	3.17	4-20	4-20	.70
Public Service Motivation	14	31.72	15.69	14-69	14-70	.87
Attachment to Policy Making	3	6.42	3.65	3-15	3-15	.70
Commitment to Public Interest	3	6.33	3.69	3-15	3-15	.74

M = mean; S.D = standard deviation

Table 2 demonstrates the psychometric features of the current research. Additionally, the internal consistency index (alpha coefficient) for all scales employed in this study is also depicted. The findings indicated that the scales utilized in the current study demonstrated satisfactory internal consistency, as evidenced by alpha coefficients of .60 or higher for all measures. There were no instances of excessively high skewness values, indicating that the distributions of all scales adhere to a normal distribution pattern.

Table 3 - Pearson Product Moment Correlation among study variables (N= 126)

Variables	1	2	3	4	5	6	7	8	9
1. Age	-	0.01	-0.13	0.03	-0.1	-0.1	0.07	0.04	-0.05
2. Education		-	.25*	-0	0.15	.18*	.23**	-.31***	-.23*
3. Marital Status			-	-0	0.11	0.08	.23**	-.35**	-.21*
4. Duty hours				-	-0	-0	-0.07	0.01	-0.08
5. Salary					-	-0	-0.11	0.07	0.08
6. Occu Stress						-	.40***	-.27**	-.28**
7. Occu Burnout							-	-.38***	-.38***
8. Attachment to policymaking								-	.83***
9. Commitment to public interest									-

Note. Age (*M* = 24.52 years, *SD* = 4.12), Education (BA / MA / M.Phil.), Marital Status (Single / Married), Duty Hours (8 / 10 / 24 hours), Salary (Median = 30000).

Table 3 describes the relationship among study variables. Age has non-significant relationship with the rest of all variables of this study. Education has significant positive correlation with marital status, occupational stress, and occupational burnout whereas significant negative

correlation with public service motivation and its sub-domain. Marital status has non-significant correlation with duty hours, salary, occupational stress, and significantly occupational burnout, and public service motivation and its sub-domains attachment to policy making, commitment to public interest, compassion and sacrifice among police officers. Duty hours and salary have non-significant correlations with all. Occupational stress has positive correlation with occupational burnout whereas negative correlation with public service motivation and its sub-domains attachment to policy making, commitment to public interest, compassion and sacrifice among police officers. Occupational burnout is negatively correlated with public service motivation and its sub-domains attachment to policy making, commitment to public interest of police officers.

Table 4 - *Moderating Role of Attachment to Policy Making in the Relationship between Occupational Stress and Burnout (N = 126)*

Variables	ΔR^2	β
Step I		
Education		.18*
Marital Status		.19*
Step II	.15***	
Attachment to Policy Making		-.32**
Step III	.24***	
Occupational Stress		.31*
Step IV	.26***	
Occupational Stress X Attachment to Policy Making		.52*

Note: *p < .05, **p < .01, ***p <.001.

The dependent variable in a hierarchical regression analysis, occupational burnout, is shown in Table 4. During the initial phase, factors related to education and marital status were found to be significant predictors of occupational burnout, accounting for 7% of the variation (F(2, 123) = 5.75, p <.01). In the subsequent phase, it was shown that, in contrast to other variables like education and marital status, attachment to policy-making was a significant predictor of occupational burnout. F (3, 122) = 8.42, p <.001, or 15% of the variance in occupational burnout was explained by this step. Occupational stress and attachment to policy-making were the two factors in the third stage that significantly predicted occupational burnout; the other variables had no meaningful predictive value. 24% of the variance in occupational burnout was explained by this step (F (4, 121) = 10.64, p <.001).

The relationship between attachment to policy-making and occupational stress was presented as a predictor of occupational burnout in the fourth step. The findings demonstrated that whereas other variables did not significantly predict occupational burnout, attachment to policy-making and the relationship between occupational stress and attachment to policy-making did. 22.6% of the variance in occupational burnout was explained by this step (F(5, 120) = 9.77, p <.001).

The link between occupational stress and occupational burnout is significantly moderated by attachment to policy-making, as indicated by the considerable prediction of occupational burnout by the combination of occupational stress and attachment to policy-making. Figure 2 shows a graphical illustration of this interaction.

Figure 2 - Pictorial Representation of Interaction between Occupational Stress and Attachment to Policy Making
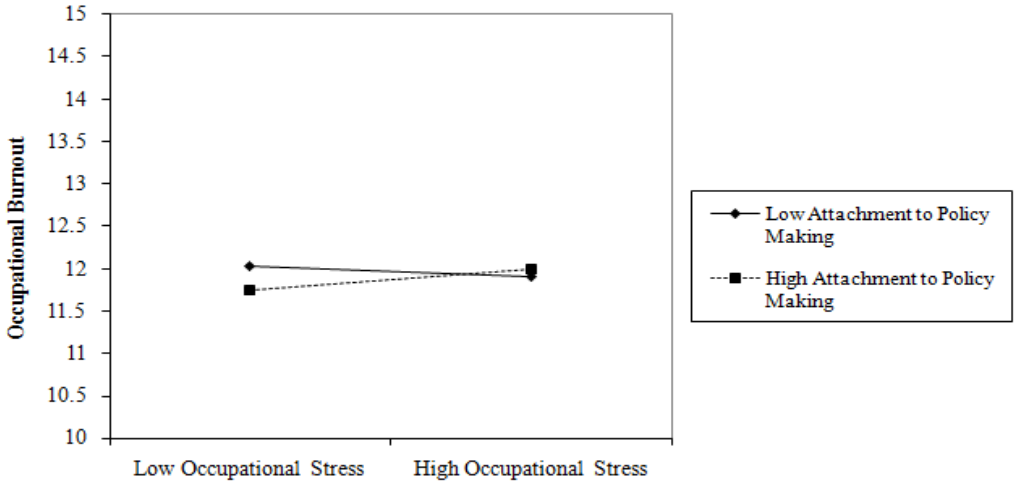

Figure 2 shows a pictorial representation of the interaction between occupational stress and attachment to public policies. Attachment to public policy weakened the connection within burnout and occupational stress. This suggested the buffering effect of attachment to public policy on the effect of occupational stress on occupational burnout. In other words, with a high attachment to public policy, the positive effect of occupational stress on burnout became weaker.

Table 5 - Moderating Role of Commitment to Public Interest in the Relationship between Occupational Stress and Burnout (N = 126)

Variables	ΔR^2	β
Step I	.07**	
Education		.18*
Marital Status		.19*
Step II	.17***	
Commitment to Public Interest		-.33***
Step III	.24***	
Occupational Stress		.30***
Step IV	.26***	
Occupational Stress X Commitment to Public Interest		.48*

Note: *p < .05, **p < .01, ***p <.001.

Table 5 shows the results of hierarchical regression analysis whereby occupational burnout as a dependent variable in the hierarchical regression analysis, occupational burnout, is shown in Table 5. During the initial phase, factors related to education and marital status were found to be significant predictors of occupational burnout, accounting for 7% of the variation ($F_{(2, 123)}$ = 5.75, p <.01). The results of the second stage showed that, in contrast to other characteristics like education and marital status, commitment to the public interest emerged as a significant predictor of occupational burnout. 17% of the variance in occupational burnout was explained by this step ($F_{(3, 122)}$ = 9.40, p <.001). Step three brought in occupational stress, which together with public interest commitment significantly predicted occupational burnout; other factors showed no significant predictive power. 24% of the variance in occupational burnout was explained by this step ($F_{(4, 121)}$ = 10.10, p <.001).

The fourth step included the relationship between work-related stress and public interest commitment as a predictor of work-related burnout. The results indicated that, while other variables did not have a significant predictive impact on occupational burnout, commitment to the public interest and the connection between occupational stress and commitment to the public interest did show notable associations. A 26% variance in occupational burnout was explained by this step (F (5, 120) = 9.89, p <.001). It appears that dedication to the public interest has a considerable moderating role in the link between occupational stress and occupational burnout, as evidenced by the strong prediction of occupational burnout by the interplay of occupational stress and public interest. Figure 3 provides a graphical illustration of this interaction.

Figure 3 - Pictorial Representation of Interaction between Occupational Stress and Commitment to Public Interest
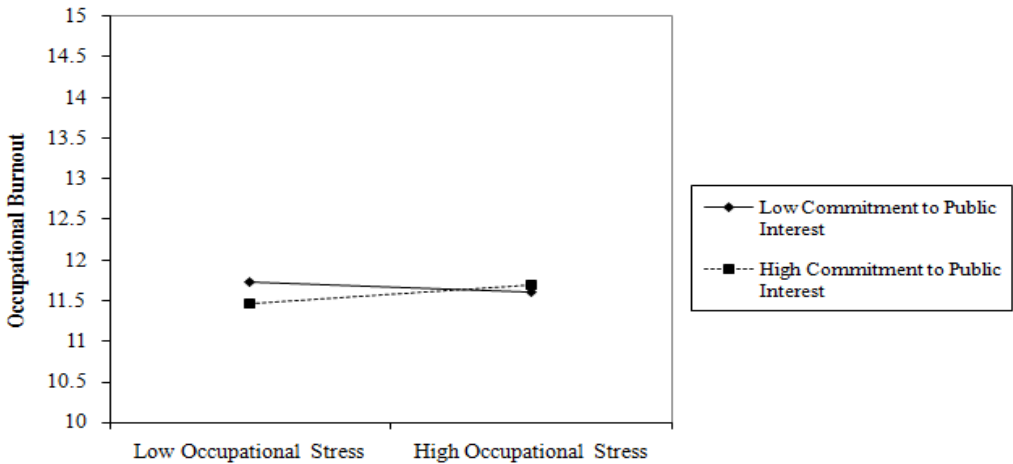

Figure 3 shows a pictorial representation of the interaction between occupational stress and commitment to public interest. Commitment to public interest weakened the connection within burnout and occupational stress. This suggested the buffering effect of commitment to public interest on the effect of occupational stress on occupational burnout. In other words, with a high commitment to public interest, the positive effect of occupational stress on burnout became weaker.

Table 6 - Impact of Marital Status on Study Variables (N=126)

| Variables | Single (*n* = 87) | | Married (*n* = 39) | | | | 95%CI | | |
	M	*SD*	*M*	*SD*	*t* (124)	*p*	LL	UL	Cohen's d
Occupational Stress	16.49	6.02	17.58	6.18	-.93	.351	-3.41	1.22	.18
Occupational Burnout	12.23	3.14	13.82	2.99	-2.66	.009	-2.77	-.40	.52
Public Service Motivation	34.71	17.35	25.05	7.88	4.29	.000	5.21	14.11	.72
Attachment to policy-making	7.29	4.03	4.48	1.23	5.91	.000	1.86	3.75	.94
Commitment to the public interest	6.87	4.17	5.12	1.81	3.27	.001	.68	2.80	.54

The mean values, standard deviations, and t-values for public service motivation, occupational stress, and occupational burnout, as well as their sub-domains, are summarized for police officers

who are single or married in Table 6. The findings suggest that there is no statistically significant variation in work stress according to marital status. In contrast, differences in married status are noteworthy when considering every other variable.

When it comes to burnout from their jobs, police officers who are single tend to score much lower than those who are married. Police officers that are unmarried score much higher than married officers when it comes to public service motivation. Single police officers outperform their married counterparts in every sub-domain, including attachment to policy making, commitment to the public interest, compassion, and sacrifice.

5. Discussion

The goal of the current study was to better understand the complex interaction between police officers' motivation for public service, occupational stress, and occupational burnout. The study also sought to clarify the possible moderating function of public service motivation in the intricate relationship between burnout and occupational stress. The assessment scales employed in the study showed excellent reliability, above the traditional cutoff of 0.70, confirming the validity of the tools used to measure burnout, occupational stress, and public service motivation. Significant relationships between these key concepts were revealed by Pearson correlations, which were consistent with the original hypothesis. The main study's hypothesis testing was well-founded by these association patterns.

Apart from the validity of the scales utilized to evaluate the fundamental concepts of the research, every coefficient was conspicuously close to or more than 0.70, so validating the internal consistency of the assessment instruments. The skewness scores were within a reasonable range, indicating that using parametric tests to examine the data was appropriate. Moreover, the lack of a significant discrepancy between the actual and possible instrument ranges suggested that there was enough variability in the dataset to allay worries about range limiting. In order to accomplish the goals of the study, multiple regression and other statistical analyses that followed were made possible by the well-calculated Pearson correlations.

According to the study's first premise, there is a link between police officers' work stress and burnout. This theory is based on the knowledge that stress is a basic precondition for a number of functional and social impairments, which in turn give birth to a host of related problems. Particularly, occupational stress is directly connected to the conflicts arising from one's line of work. Numerous studies have repeatedly demonstrated the ways in which stress at work can lead to psychological and physical health problems, including but not limited to depression, anxiety, and persistent rage (Kalliath & Morris, 2002; Piko, 2006; Pillay, 2009). Prolonged exposure to work-related stress usually results in burnout, defined as an increased degree of stress in the same direction and domain. After all, a rise in one dimension always results in a rise in the other. For example, when a person has unhappiness or anxiety regarding their work routine or other associated aspects, this unhappiness may intensify and ultimately result in occupational burnout. This tendency is especially relevant to law enforcement personnel, who often struggle with a significant mismatch between their unshakeable commitment and the accolades they receive. Their unwavering dedication, which frequently translates into demanding long hours of labor without corresponding recognition or compensation, adds to the stress associated with their line of work.

As stated by Cox (1978) and Cox & MacKay (1981), the transactional model of stress developed by Cox and MacKay emphasizes the psychological mechanisms that lead to burnout. This approach emphasizes the active and adaptive nature of stress by defining it as a dynamic and interactive process that happens between an individual and their environment. It makes the argument that inadequate or unsuitable coping mechanisms can intensify stress, leading to further physical and mental suffering before burning out. The dynamic interaction between a person and their environment is represented by the model, which regards stress as an intervening variable.

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Few occupations expose their employees to as many perilous and demanding situations as police work. In the course of their duties, police officers contend with a multitude of pressures, uncertainties, and stresses (Blum, 2000; Brown & Campbell, 1994; Oligny, 1991; Ransley & Mazerolle, 2009). According to, policing is seen as a taxing and stressful profession, especially in duties centred on upholding public safety via crime prevention and law enforcement. More often than not, stress at work is the primary cause of law enforcement professionals' early deaths, according to research by Ranta and Sud (2008). According to data collected between 1988 and 2005, policing has been found to be the second most stressful occupation (Gonçalves & Neves, 2010; Johnson et al., 2005). Prior research has highlighted the substantial correlation between employee burnout and occupational stress (Stearns & Moore, 1993). Negative employee sentiments toward the company, such as job discontent and departure plans, have also been connected to burnout (Pines & Keinan, 2005).

The study formulated a hypothesis suggesting that a strong attachment to public policy-making functions as a moderator, influencing the relationship between occupational stress and occupational burnout. This proposition is grounded in the rationale provided and the existing body of literature on the subject. This theory is supported by multiple factors. Notably, studies repeatedly highlight the high levels of occupational stress that police officers face as a result of the demanding and dangerous nature of their jobs (Violanti et al., 2017). Stress levels are raised by stressors such being exposed to horrific events, having to make split-second, life-or-death decisions, and having long workdays. Therefore, work-related stress can negatively impact police officers' mental health and general well-being, making them more susceptible to burnout, especially in complicated circumstances like the COVID-19 pandemic (Asif et al., 2022; Asif et al., 2020; Idrees & Farah, 2022; Idrees et al., 2022; Maslach et al., 2001).

The degree of a police officer's attachment to public policy-making, however, can have a big impact on how stress and burnout are related. Officers are supposed to feel more in charge, independent, and purposeful when they actively participate in the policy-making process. Officers may feel more ownership and responsibility for the policies that govern their work, for example, if they are given the chance to provide input on policies, collaborate with policymakers, and participate in decision-making (Gazal et al., 2022; Hussain et al., 2022; Kazim & Rafique, 2021; Kazim et al., 2022; Kazim et al., 2023; Tariq et al., 2022; Van Erp et al., 2018). This heightened connection to the policymaking process could act as a protective factor, mitigating the adverse impact of work-related stress on burnout.

Moreover, law enforcement agencies that foster a sentiment of loyalty towards public policy formulation might create a nurturing atmosphere that lessens the likelihood of burnout. Officers' sense of being respected and heard can be improved by putting in place procedures for their engagement, such as frequent meetings between officers and legislators or police-community forums. Their resilience to stressors can be strengthened and burnout can be decreased by this sense of recognition and involvement. To further increase attachment to policy-making, organizations should prioritize the well-being of their officers by matching policies to their needs and offering resources for stress management and support. Officers are more likely to get more attached to policymaking when they believe that their organization truly values their opinions and well-being. This can help lessen the negative consequences of professional stress.

On the other hand, the effect of occupational stress on burnout may be amplified among police officers if they perceive a lack of involvement in the formulation of policies. Officers may feel more frustrated and helpless if they believe they have little influence, few opportunities to provide feedback, or policies that do not take into account their experiences and difficulties (Van Erp et al., 2018). Officers may feel unappreciated and unsupported as a result of this lack of commitment to policymaking, which exacerbates the negative impacts of occupational stress on burnout.

Moreover, the degree of commitment police officers have to public policy formulation is a significant moderator of the association between work-related stress and work-related burnout. Enhancing attachment to policy-making and acting as a preventive measure against burnout can be achieved through active participation in the policy-making process, providing chances for officer input and collaboration, and providing organizational support. On the other hand, a deficiency of attachment may lead to increased levels of burnout. The general health and stress-resilience of police officers can be enhanced by acknowledging the importance of connection to public policy-making and putting initiatives in place to promote officer engagement and well-being.

Studies in the past have looked at the effects of occupational stress in different fields of work. For instance, research on surgeons has demonstrated a correlation between increased occupational burnout and high levels of job stress and low levels of job satisfaction (Yeo et al., 2009). Reducing occupational stress and burnout has been proposed as a result of increasing job satisfaction through the supply of resources and positive organizational behavior (Wang et al., 2012; Avey et al., 2009). According to Shin et al. (2013), there is a strong correlation between occupational stress and depression and burnout related to the job.

According to the study's third hypothesis, a key moderator between police officers' burnout and occupational stress is their dedication to serving the public interest. The Lazarus Transactional Model of Stress and Coping states that dedication to the public interest is a key factor in reducing the association between police officer burnout and occupational stress. Stressors are seen as challenges rather than threats by police officers who have a strong commitment to serving and safeguarding the community (Bakker et al., 2007). By preserving their resilience and motivation in the face of work-related stress, this positive cognitive evaluation lowers the risk of burnout.

Furthermore, a police officer's coping mechanisms are greatly influenced by their commitment to the public good. Strong commitment increases the likelihood of problem-focused coping, which involves actively looking for ways to deal with stressors. They might look for social support, take part in training courses, and practice self-care, all of which help them better control and lessen the negative impacts of stress. Officers can better guard against burnout by using healthy coping strategies. Moreover, dedication to the public interest improves organizational commitment and work satisfaction. Officers of the police force who are devoted to serving the public interest typically feel more fulfilled in their work and grow more devoted to their organization. Burnout is less likely when there is a good affective connection, which strengthens resilience. People who have a strong sense of belonging to their employers are more likely to stay motivated, engaged, and prepared to face the difficulties brought on by occupational stress. A thorough framework for comprehending how dedication to the public good mitigates the association between work-related stress and burnout is offered by the Lazarus Transactional Model. It highlights the importance of coping mechanisms and the subjective evaluation of stressors, both of which are impacted by a person's dedication to the public good. Police officers can effectively manage occupational stress and reduce the risk of burnout by increasing job satisfaction and organizational commitment, considering their work as worthwhile, and participating in problem-focused coping.

In conclusion, among police officers, dedication to the public interest acts as a strong moderator between occupational stress and burnout. It affects organizational commitment, job satisfaction, coping mechanisms, and cognitive assessment. Strongly dedicated to serving the public interest, police officers are better able to manage stress, stay motivated, and avoid burnout. Acknowledging and supporting this dedication can enhance police officers' resilience and general well-being, which will ultimately improve their capacity to serve and safeguard the public (Bakker et al., 2007).

5.1 Implications

By illuminating the connection between police officers' motivation for public service, burnout, and occupational stress, the current study has significantly added to the empirical literature. The results highlight the value of public service motivation as a coping strategy for managing burnout in the workplace. Consequently, these findings have a number of consequences. First and foremost, it is advised to create and carry out psychological interventions meant to raise police personnel' motivation for public service. The tactics to increase officers' sense of duty, intrinsic motivation, and dedication to the public good could be the focus of these treatments. Through enhancing their enthusiasm for public service, officers could be more capable of handling and lessening the consequences of burnout in the workplace.

Second, given the importance of public service motivation, police stations and police training facilities should host awareness seminars. Officers should learn about the main causes and effects of work stress and burnout from these courses. They should also stress how important public service motivation is in overcoming these obstacles. Raising awareness of these problems can encourage the police force to take more preventative and proactive actions. Public service motive is something more that police organizations ought to think about adding to their training and development initiatives. An officer's motivation can be cultivated and ingrained from the beginning of their career, potentially becoming the basis of their professional identity. Officers' resilience and motivation can be enhanced by training programs that contain modules on the value of community involvement, ethical issues, and public service.

Additionally, police departments ought to spend money on mental health and other programs for its staff members. It is important that these programs be easily available and de-stigmatized in order to motivate officers to seek assistance when they experience burnout or stress at work. Reducing burnout and its detrimental effects can be achieved in large part by fostering a culture of mental health. Policies and organizational adjustments that are in line with the tenets of public service motivation should also be taken into consideration by police organizations. This include giving officers a say in how policies are made, making sure their opinions are heard, and recognizing their contributions. These adjustments may strengthen an officer's commitment to the policy-making process and raise their motivation and job satisfaction.

Finally, in order to determine the efficacy of programs and techniques intended to improve public service motivation and lessen police officer occupational burnout, ongoing study and evaluation are necessary. Research ought to be done to track changes over time in burnout rates, job satisfaction, and motivation levels.

5.2 Limitations

Although this study provides insightful information about the connection between police officers' motivation for public service, burnout, and occupational stress, there are a number of significant limitations that should be considered when interpreting the findings. First off, the study's conclusions may not apply to all populations—even those in law enforcement—because they are based solely on a small sample of police officers. The experiences of police officers can be greatly impacted by differences in work settings, corporate cultures, and local conditions; therefore, the conclusions may not be applicable in all situations. Second, the data collection for the study is done by self-report measures, which may introduce standard method variance. This suggests that participant perceptions and responses may have an impact on the relationships between the variables that are observed. Diverse data sources and approaches could be used in future study to provide a more thorough understanding of the constructs being researched.

Thirdly, the cross-sectional form of the study makes it impossible to establish causal links between the variables. To find out which way causality runs and how these interactions change over time,

longitudinal or experimental designs are required. This restriction emphasizes the necessity of more investigation into the temporal facets of these conceptions.

Finally, participant responses may have been influenced by social desirability bias, especially when measuring job stress, burnout, and public service motivation. Police officers could have an inclination to show themselves in a more positive light, which could cause others to overestimate their positive traits and underestimate their bad ones. It is important for researchers to consider this possible bias when analyzing the results.

5.3 Suggestions for the Future Studies

Future research directions are suggested in order to address the limitations of this study and to expand our understanding of the links among different occupational groups between occupational stress, burnout, and public service motivation. First off, it is advised to use a longitudinal research design. Using this method would make it possible to evaluate the causal connections between the putative causes of job burnout. Researchers can learn more about the temporal dynamics and the direction of causality by examining these variables over an extended period of time.

Second, it's imperative to increase the study's participant pool. To get a more complete picture of the experiences of law enforcement personnel, this can be accomplished by including people from other law enforcement agencies, such as federal agencies, state troopers, and local police departments. Moreover, broadening the scope of the study to include workers in other professions, like banking, industry, healthcare, and teaching, would offer important new perspectives on how these concepts appear in various work environments. Understanding the differences and similarities across these groups may help to clarify the connections between burnout, public service motivation, and professional stress.

Lastly, a multi-method approach to data gathering should be taken into consideration for future study. Diverse metrics and data sources combined could lessen the possible impact of standard method variance. Employing methods like as surveys, interviews, observational data, or physiological tests may offer a more comprehensive understanding of the concepts being studied. The legitimacy and dependability of study findings would be improved by this variety of data collection techniques.

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