

Influences of work stressors and family support: the mediating role of job performance

Influences of
work stressors

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Abstract

Purpose – This present study sheds light on how these issues affect police officers' personal and professional lives. This research looks at how family support (FS) and workplace pressures affect police effectiveness.

Design/methodology/approach – The analysis of the measurement and structural model was conducted using AMOS version 26. To ensure the accuracy of the results, a two-stage analysis methodology (Anderson and Gerbing, 1988) was used. The first stage involved testing the measurement model using various validity indicators such as confirmatory factor analysis, comparative fit index, goodness of fit index and Tucker–Lewis index to evaluate the incremental compatibility of the model. Root-mean-square approximation error and CMIN/DF were also used to further assess the model's validity. In the second stage of the analysis, the structural model was estimated using structural equation modeling technique (Hair *et al.*, 1998). The data obtained from the measurement model was then used to determine the fit indices. Because the values were consistent with the criterion values, the model was deemed to be a good fit.

Findings – The study conducted sheds light on the crucial role that work stressors (WS) and FS play in determining job satisfaction (JS) among nongazetted officers (NGOs) and other ranks (ORs) police officials in the state of Punjab, India. The findings suggest that there exists a complex interdependence between WS and FS, and their correlation with regards to work, family and children's evaluations. The first hypothesis (H1, Table 4) was found to be true ($0.440, p = 0.001$), indicating that more than 44 % of the job performance of police officials in Punjab is affected by stressors related to work. The study also identified eight WS that have a significant impact on the performance of police officials on the job. On the other hand, FS was found to have no influence on the job performance of police officials in Punjab, and hence, the second hypothesis was rejected. Further analysis showed that FS was more prevalent among NGOs as compared to ORs police personnel, but it did not directly influence their job performance. The benefits of FS may be moderated by the nature of the job; hence, FS may be more critical in stressful jobs such as police work than in less stressful jobs. The study emphasizes the importance of balancing work and family demands and highlights the need for family-friendly policies to achieve this balance. Future research should focus on the types of policies that should be offered to lessen stress and conflict and examine the benefits of merely offering programs versus requiring or encouraging their usage. The findings of this study could be useful for policymakers and organizations in designing policies that promote employee well-being and JS while balancing work and family demands.

Research limitations/implications – As with any research endeavor, it is essential to interpret the findings of this study while considering its limitations. First, the study relied on a convenience sample drawn solely from one nation, namely, India, which may restrict the generalizability of the results to other countries or cultural contexts. Furthermore, it is important to note that this study exclusively explored the causal



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relationship between monetary compensation, intrinsic motivation and employee performance, without delving into the nuances of various forms or qualities of FS (e.g. emotional support, instrumental support, perceived vs actual support) and their impact on job performance among police officers. Additionally, the research did not investigate whether the influence of FS on job performance varies based on the specific WS encountered by police officers. These limitations highlight potential avenues for future research to explore in greater depth.

Practical implications – To enhance the well-being and JS of police officers and their families, a comprehensive set of tailored interventions and support programs can be implemented. Recognizing the unique stressors faced by officers and introducing critical incident debriefing sessions and counseling services to provide a confidential space for emotional processing. Offering flexible scheduling, exploring remote work options and developing workshops and resource programs to address the needs of officers' families, including stress management and communication skills. Strengthening parental leave policies, incorporating extended paid leave and clear communication, to alleviate stress during significant family events. Establishing peer support networks within police departments to provide officers with a valuable avenue for sharing experiences and coping strategies. Collectively, these interventions aim to create a supportive and family-friendly environment within the police force, ultimately fostering improved work-family balance and enhanced well-being for police personnel. To enhance the well-being and JS of police officers and their families, a comprehensive set of tailored interventions and support programs can be implemented. Recognizing the unique stressors faced by officers, critical incident debriefing sessions and counseling services should be introduced to provide a confidential space for emotional processing. Given the demanding nature of police work, exploring flexible schedules and remote work options can assist officers in achieving a better work-life balance, particularly when dealing with family-related challenges. Workshops and resource programs specifically addressing the needs of officers' families, including stress management and communication skills, can be developed to strengthen family connections. Strengthening parental leave policies, incorporating extended paid leave and clear communication, can alleviate stress during significant family events. Establishing peer support networks within police departments provides officers with a valuable avenue for sharing experiences and coping strategies. Regular mental health check-ins and screenings, as well as financial education workshops, acknowledge and address the unique challenges faced by officers and their families. Community engagement and recognition initiatives, along with specialized training on work-family balance, can foster positive morale. Finally, the establishment of a crisis intervention and FS hotline serves as a vital lifeline during critical situations, ensuring immediate assistance and resources for officers and their families in times of need. Collectively, these interventions aim to create a supportive and family-friendly environment within the police force.

Social implications – The primary objective of this study is to assess the impact of occupational demands and familial support on the overall happiness levels of police officers stationed in Punjab, India. The research underscores the crucial importance of implementing family-friendly policies aimed at achieving a harmonious equilibrium between professional responsibilities and family life commitments. The findings unveil a multifaceted interconnection between occupational stress, familial support systems and individual assessments concerning career fulfillment, domestic life and parental responsibilities. Moreover, the study sheds light on various family-friendly initiatives, such as empowerment strategies and recognition programs, that have the potential to augment JS among police personnel. Furthermore, it suggests that future investigations delve deeper into the efficacy of implementing voluntary programs rather than mandating or promoting their usage in mitigating stress and resolving familial conflicts. The study establishes a clear correlation between JS, overall well-being and the interplay between occupational demands and familial encouragement. Policymakers and corporate entities are urged to take cognizance of these factors while formulating strategies aimed at enhancing the health and contentment levels of employees in the workplace. Additionally, the study underscores the significance of cultural factors, emphasizing the need to consider them in future research endeavors and policy formulations. Cultural factors such as societal norms, values and expectations can influence the way that police personnel perceive and use FS, as well as the impact that FS has on their job performance. By conducting cross-cultural studies, researchers can gain insights into how the relationship between FS and job performance may vary across different cultural contexts. This can help to identify universal factors as well as culturally specific influences on the interplay between FS and job performance among police personnel. Furthermore, investigating the impact of FS on job performance in diverse cultural contexts can contribute to the development of culturally sensitive support programs and policies for police officers. Understanding how cultural factors shape the experiences of police personnel and their families can inform the design of interventions that are tailored to the specific needs and challenges present in different cultural settings. In summary, expanding the research scope to include diverse cultural contexts can

enhance the generalizability of the findings and contribute to the development of culturally sensitive support programs and policies for police officers.

Originality/value – The content of this paper is entirely original and has not been derived from any other published or unpublished documents. It has been created solely for the purpose of providing new and unique information for the readers.

Keywords Work stress, Family life, Work Life, Job satisfaction, Family support

Paper type Research paper

1. Introduction

The impact of stress on employee performance within organizations has increasingly been a prevalent concern. [Selye \(1936\)](#) was the initial proponent who introduced the concept of stress within the field of biological sciences. The impact of stress on employees is a widespread phenomenon that is observed globally ([Imtiaz and Ahmad, 2009](#)). Individuals have access to support networks that can help reduce conflict. One form of help that is widely encompassing is emotional support. Emotional assistance can be extended by demonstrating attentiveness toward police at times of distress. The family is an essential social network beyond the confines of the workplace. The provision of family support (FS) to law enforcement officers to achieve a harmonious equilibrium between their professional and personal lives is of utmost importance. Previous studies have indicated a significant correlation between FS and reduced work-family conflict ([Burke and Greenglass, 1999](#); [Frone et al., 1997](#); [Parasuraman et al., 1992](#)). A more specialized form of familial assistance is known as spousal support. The researchers discovered a substantial association between spousal support and marital satisfaction. The provision of spousal support has been found to mitigate the adverse consequences arising from conflicts between family and work domains. The professional culture in question imposes excessive expectations that deter individuals from acknowledging their experience of stress and openly expressing unpleasant feelings.

Several theories provide insights into the differences in FS between nongazetted officers (NGOs) and operational ranks (ORs) within police forces. The Work-Life Balance Theory posits that the higher stress and responsibility levels of NGOs in supervisory roles might challenge their ability to maintain a healthy work-life balance, potentially affecting FS, while ORs with more predictable schedules may face fewer such challenges ([Khateeb, 2021](#)). The job involvement and commitment theory suggests that NGOs, due to their leadership roles, may experience greater job-related stress and longer working hours, leading to a potential compromise in family time and support ([Huang et al., 2019](#)). The community engagement and public relations theory proposes that NGOs, being more involved in community activities, might have additional time commitments beyond regular duty hours, impacting FS compared to ORs primarily engaged in law enforcement activities ([Hutchins and Tindall, 2016](#)). Finally, the organizational culture and expectations Theory suggests that differing organizational norms for NGOs and ORs may influence the prioritization of work over family, affecting FS ([Cooke and Rousseau, 1988](#)).

2. Literature review

Throughout the course of time, researchers have extensively examined the phenomena of work-life conflicts, work-life balances and the influence of work-related pressures and familial support on individuals' job performance across diverse occupational domains. This section provides a comprehensive assessment and analysis of the existing literature pertaining to police professionals. Research has indicated a significant association between

the demographic features of officers, including gender, grade, role, education level and marital status, and their perception and management of stress. The variables examined in previous studies, as reported by [Ercikti \(2008\)](#) and [Johnson \(2012\)](#), demonstrated either minimal or negligible impacts on the job satisfaction (JS) levels of police officials. According to [Zhao *et al.* \(2002\)](#), officers with college degrees reported experiencing higher levels of stress compared to their colleagues with lower levels of education. The marital status of individuals is also considered as a potential factor for stress, as identified in previous research. According to [Qureshi *et al.* \(2019\)](#), there was a notable level of tension in the relationships amongst married officers due to difficulties arising from their familial and professional responsibilities. According to [Schultz and Schultz \(2010\)](#), occupational stresses encompass several factors such as overwork, high task pressure, intra-organizational conflict and dispute. In their seminal work, [Drory and Shamir \(1988\)](#) conducted a comprehensive categorization of stressors. The factors that contribute to stress in the workplace are contingent upon the characteristics of the employee, the organizational structure and the management practices, which in turn have an impact on the level of JS experienced by individuals ([Ok and Kim, 2001](#); [Park, 2008](#)). The research conducted by [Kaur and Jain \(2014, 2015a, 2015b, 2015c\)](#), [Kaur \(2016\)](#) and [Kaur and Gupta \(2015, 2016\)](#) have examined multiple dimensions of work-life balance among employees in both private and government sectors, across various positions and ranks. The findings of these studies have revealed a noteworthy influence of work-life balance on the well-being of employees' families and children. [Maulidiyah \(2019\)](#) found that organizational commitment mediated the influence of work-family conflict and job stress on employee performance. [Ardhaningrat *et al.* \(2018\)](#) further emphasized the role of FS in reducing job stress caused by work-family conflict. [Tran \(2023\)](#) expanded on this by demonstrating the positive impact of work-family-related managerial support on reducing work-family conflict and enhancing affective commitment and JS. These studies collectively underscore the importance of both organizational and FS in mitigating work stressors (WS) and enhancing job performance. [Ren *et al.* \(2023\)](#) in their study titled associations of JS and burnout with psychological distress among Chinese suggested that high burnout and low JS are prominent problems for Chinese nurses and improving work environment might be an effective strategy for better nursing outcomes in Chinese hospitals. [Sun *et al.* \(2022\)](#) expanded the discussion by exploring the mediating role of emotional exhaustion, work engagement and work meaningfulness in the relationship between marital satisfaction and job performance. A study by [Kim *et al.* \(2023\)](#) investigated the relationship between FS and JS among police officers in South Korea. The study found that FS was positively associated with JS, and that this relationship was mediated by work-family conflict. [Ehrhardt and Ragins \(2019\)](#) revealed from their findings that employees became more attached to their organization and experienced more beneficial outcomes when they had stronger psychological attachment to others at work. [Thilagavathy and Geetha \(2023\)](#) reviewed the systematic analysis on the Work-life balance and found that work family balance is a very vast area and researcher could explore further in a better way. [Yadav and Sharma \(2021\)](#) revealed from their findings that more JS can be attracted by lowering the work-family conflict of employees with the help of increasing the perception of support among employees using family-friendly policies and supervisor support. Family-friendly policies also significantly influence work-family conflict, but they do not directly influence JS. [Singh *et al.* \(2020\)](#) conducted research and represented their results which corroborate with the hypotheses of the existence of relationship between benefits of schemes and JS in the current context. The application of JS in labor economics and its relevance in quitting behavior of workers make it very important variable in the current context.

The “controlled variables” encompass factors such as age, marital status, experience, rank and number of children, among others, which have the potential to influence the work-life balance of police officers. Consequently, these variables hold significant importance in determining JS or dissatisfaction. Based on the above literature review, the present research contains explanations for the following research questions (RQ):

2.1 Research questions

- RQ1. To what extent do the personnel of Punjab police experience work stress?
- RQ2. Are police work stress and job performance influenced each other?
- RQ3. Do demographic characteristics affect work stress?
- RQ4. How family support relates with job performance?

2.2 Hypothesis development

The following are hypotheses developed to perform the present study:

- H1. Work stressor have a positive and significant impact on job performance.
- H2. Family support have a positive and significant impact on job performance.
- H3. Work stress have a negative impact on family support.

3. Research methodology

3.1 Participants and procedure

The study focused on three regions of Punjab, namely, Doaba, Malwa and Maaja. Gathering information on police professionals was pivotal for understanding the distribution of policing personnel across these regions. Data were sourced from the official websites of the Districts Police, Punjab. The sampling population included full-time and permanent police personnel from the Doaba region with designations such as inspector, subinspector, assistant subinspector, head constable and constable. Selection criteria were meticulously applied to ensure alignment with the study’s research objectives.

3.2 Measures

The primary participants in this study were police personnel stationed at different police stations within the Doaba region of Punjab, India. Permission was secured from the police department’s higher authorities before commencing the study. A meticulously crafted questionnaire, using a five-point Likert scale ranging from 1 for “strongly disagree” to 5 for “strongly agree”, was used. It was translated into the local language to ensure comprehension, gathering pertinent data regarding participants’ work and family aspects.

3.3 Measurement model

This research aimed to explore the hurdles encountered by police officers in managing their work and family duties, following the conceptual framework depicted in [Figure 1](#). Conducted in Punjab, India, the study involved participants from the police force stationed in the Doaba region. Data pertinent to both police personnel and their family members, used across different police stations in the vicinity, was gathered. The objective was to offer a holistic insight into the challenges police officers face in balancing work and family

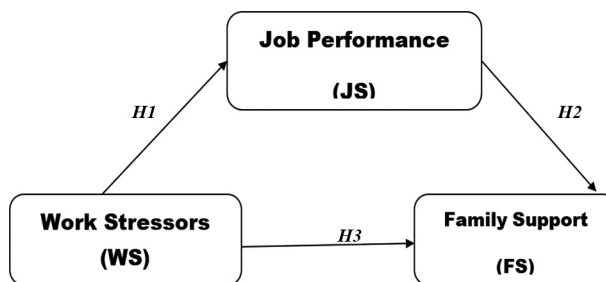


Figure 1.
Conceptual
framework

Source: The author

obligations, assessing the consequent impact on their overall well-being and professional performance. The questionnaire survey aimed to gauge the perceptions of police personnel regarding FS in their profession. It comprised nine questions covering various aspects:

- (1) the extent of support from family members;
- (2) children's sentiments;
- (3) work-related challenges affecting children;
- (4) time spent with spouse;
- (5) work stress encroaching on home life;
- (6) mutual influence between work and home;
- (7) positive outlook;
- (8) emotional assistance; and
- (9) prioritization of job responsibilities.

Additionally, socio-demographic details were collected from each respondent, including age, gender, marital status, working hours, household type and educational attainment. Instead of functioning as a precise measurement instrument, the statistical analysis of the collected data and the computation of total scores per respondent served as an indicator of familial support within the law enforcement community. FS, the variable under scrutiny, was evaluated among law enforcement professionals. Our analysis involved using frequency distribution tables and proportions, followed by result aggregation. To explore the association between various factors and FS, we used the chi-square test.

4. Structural model

4.1 Reliability and validity of the model

The analysis of the measurement and structural model was conducted using AMOS version 26. To ensure result accuracy, a two-stage analysis methodology (Anderson and Gerbing, 1988) was used. In the first stage, the measurement model was tested using various validity indicators including confirmatory factor analysis (CFA), comparative fit index (CFI), goodness of fit index (GFI) and Tucker–Lewis index (TLI) to assess the model's incremental compatibility. Root-mean-square approximation error (RMSEA) and CMIN/DF were also used for further validation. In the second stage, the structural model was estimated using structural equation modeling (SEM) technique (Hair *et al.*, 1998). Fit indices were determined

based on the data obtained from the measurement model. As the values aligned with the criterion values, the model was considered to be well-fitting (see Table 1).

The reliability of the questionnaire was calculated using Cronbach's alpha (Hair et al., 2014; Khor et al., 2016). Cronbach's alpha is greater than the threshold value of 0.7, indicating higher internal consistency, for all three constructs (Table 3). The Jöreskog (1971) composite reliability was then used to the investigation of internal consistency. Fair reliability is defined as a composite dependability of 0.7 or above (Richter et al., 2016). Because the overall dependability of all three constructs is greater than 0.7 (table 3), the findings imply a high level of internal consistency. Despite this, rho_A, which typically lies between the composite reliability and Cronbach's alpha (Dijkstra and Henseler, 2015), provides another option for determining construct reliability. In addition, the AVE was calculated to assess the construct's convergent validity. According to research (Hair et al., 2017), the average variance extracted (AVE) values reveal the extent to which construct convergence is used to interpret item variability. All AVE values in Table 2 are greater than the threshold value of 0.50, indicating that there is more than 50% variation among items in each construct. Hair et al. (2017) and Henseler et al. (2015) used the Heterotrait–Monotrait ratio (HTMT) to determine whether or not the measurement model was discriminant. For a structural model with

Model fit indices	Measurement model	Recommended value
Chi-square to the degree of freedom ratio (CMIN/df)	4.211	< 5
The goodness of fit index (GFI)	0.926	> 0.8
Normed fit index (NFI)	0.902	> 0.9
Comparative fit index (CFI)	0.920	> 0.9
Tucker–Lewis index (TLI)	0.905	> 0.9
Root mean square of error approximate (RMSEA)	0.071	< 0.08

Table 1.
The measurement model fit indices

Source: Author's compilation

Constructs	Items	Factor loading	Alpha coefficient	AVE	CR
Work stressors (WS)	WS1	0.792	0.810	0.521	0.842
	WS2	0.770			
	WS3	0.749			
	WS4	0.696			
	WS5	0.734			
	WS6	0.898			
	WS7	0.682			
	WS8	0.766			
Family support (FS)	FS1	0.798	0.808	0.621	0.812
	FS2	0.784			
	FS3	0.645			
	FS4	0.645			
Job-satisfaction (JS)	JS1	0.837	0.864	0.532	0.866
	JS2	0.855			
	JS3	0.785			
	JS4	0.652			

Table 2.
Reliability and validity values of the constructs

Source: Created by author

analogous components, the HTMT value proposed by Hensler *et al.* (2015) is 0.85. Based on the data in Table 4, it appears that discriminant validity was not an issue in this analysis.

Table 2 provides an assessment of the validity and reliability of the operational model presented in Figure 1. The table also provides an overview of reliability statistics, with a Cronbach's alpha score of 0.842 indicating that the model is conceptually sound. There is no convergent validity problem because the factor loadings (CFA) are more than 0.60 at the 1% level of significance (Anderson and Gerbing, 1988). Cronbach's alpha and composite reliability are both over the threshold value of 0.70, indicating that the constructs are reliable. Assumptions of convergent validity (Hair *et al.*, 1998) are met if the AVE of all accessed constructs is greater than 0.5. All diagonal values exceed the interconstruct coefficient of correlations, as shown in Table 4. As a result, the model's discriminant validity is unquestionable.

5. Data analysis and hypothesis testing

5.1 Structural model testing

In addition, the study used SEM to explore the impact of WS and FS on JS among NGOs and other ranks (ORs) police officials in Punjab. As indicated in Table 5, the first hypothesis was supported (0.440, $p = 0.001$), suggesting that over 44% of police officials' job performance is affected by work-related stressors. It was found that eight distinct WS significantly influence police officials' job performance. However, contrary to expectations, FS was not found to have a significant impact on the job performance of police officials in Punjab, leading to the rejection of the second hypothesis.

Table 3.
Reliability statistics
– overview

Cronbach's alpha (α)	Alpha based on std items	Number of items
0.842	0.834	16

Source: Created by author

Table 4.
Discriminant validity
testing

	FS	JS	WS
FS	<i>0.722</i>		
JS	0.144	<i>0.788</i>	
WS	0.286	0.395	<i>0.637</i>

Notes: *Italics* values are the square roots of average variance extracted (AVE). Family support (FS), job-satisfaction (JS) and work stressors (WS)
Source: Created by author

Table 5.
Hypotheses
verification results

Hypotheses path	Path coefficient	Significance (p)	Result
H1. WS → JS	0.440	0.001	Accepted
H2. FS → JS	0.054	0.215	Rejected
H3. WS → FS	0.489	0.003	Accepted

Source: Created by author

Upon thorough examination of Table 5, it became evident that hypothesis *H1* remains valid in both instances, emphasizing the pivotal role of FS in enhancing JS. This determination was made following the acquisition of *p*-values from the chi-square test of homogeneity, all of which fell below the conventional threshold of 0.05. This observed shift indicates a direct correlation between FS and the levels of JS among police personnel, underscoring its significance in policy and strategy formulation aimed at enhancing their overall JS.

6. Discussion

The research delves into the intricate dynamics of WS and FS in shaping the JS of NGOs and ORs within the police force in Punjab, India. It reveals a nuanced relationship between WS, FS and their connection to work, family and children's perspectives. The study's first key finding, as depicted in Table 4, validates the hypothesis (*H1*) by demonstrating a significant correlation (0.440, $p = 0.001$) between job performance and work-related stressors among Punjab's police officials. This suggests that over 44% of the job performance variance is attributable to WS. Notably, the research identifies eight specific WS that notably impact police officials' performance on the job.

Contrary to expectations, the study rejects the second hypothesis, indicating that FS does not significantly influence the job performance of police officials in Punjab. This study provides a nuanced understanding of the interplay between WS, FS and job performance among police officers in Punjab, India. The findings reveal a complex scenario where WS significantly impact job performance, whereas FS does not directly influence job outcomes but varies across different ranks.

6.1 Impact of work stressors

The research identified eight specific WS that detrimentally affect the job performance of police officers. These stressors, ranging from excessive workload to lack of professional autonomy, highlight the challenging environment in which police personnel operate. The positive and significant relationship between WS and job performance underscores the critical need for interventions aimed at stress reduction.

6.2 Role of family support

Contrary to the initial hypothesis, FS did not exhibit a direct positive impact on job performance. This aspect of the study challenges the traditional view that FS universally enhances job performance (Johnson and Johnson, 2012). Instead, it suggests that the nature and quality of FS, which was not measured in this study, could play a crucial role. The prevalence of FS among NGOs compared to ORs indicates a potential disparity in the availability and possibly the effectiveness of this support. Further investigation uncovers variations in the prevalence of FS between NGOs and ORs within the police personnel. This discrepancy is attributed to differences in job demands and responsibilities. NGOs likely benefit from more flexible work arrangements or less demanding roles, enabling greater access to FS. Conversely, ORs face more rigid schedules and demanding tasks, limiting their capacity to leverage FS. Additionally, variances in family structures and cultural norms may contribute; NGOs may rely on extended family networks for support, while ORs may depend more on immediate family members with competing obligations. The significance of FS may vary depending on job stress levels, with higher stress roles like policing potentially amplifying the importance of FS. Moreover, the study seeks to deepen understanding by exploring how JS mediates the relationship between work stress and FS. It

hypothesizes that work-related stress influences JS, which, in turn, positively impacts FS. In essence, this research underscores the intricate interplay between WS, FS and JS within Punjab’s police force, shedding light on factors crucial for optimizing job performance and well-being among officers.

Another significance of FS might vary depending on the nature of the job, with its impact potentially more pronounced in demanding professions like policing compared to less stressful occupations. Furthermore, this study sought to deepen insights into the mechanisms underlying the interplay between work stress and FS by investigating the mediating role of JS, as depicted in Figure 2. It could be hypothesized that a relationship exists between stress stemming from work responsibilities and the level of JS, which subsequently has a direct and positive influence on the extent of FS received.

Further analysis showed that FS was more prevalent among NGOs as compared to ORs police personnel. Major differences in job demands and responsibilities between NGOs and ORs. NGOs may have more flexible work schedules or less demanding job roles, which could allow for greater opportunities for FS. On the other hand, ORs may have more rigid work schedules or more demanding job roles, which could limit their ability to access FS. Additionally, it could be related to differences in family structures or cultural norms between NGOs and ORs. For instance, NGOs may be more likely to have extended family members living nearby who can provide support, while ORs may be more likely to rely on immediate family members who may have competing demands on their time and resources.

7. Recommendations

To enhance work-FS and employee well-being, it is crucial to identify and implement family-friendly policies, and the following recommendations offer practical insights. Firstly, conducting a thorough needs assessment within the organization is essential, involving surveys to understand employees’ specific work-life challenges and preferences. Flexible

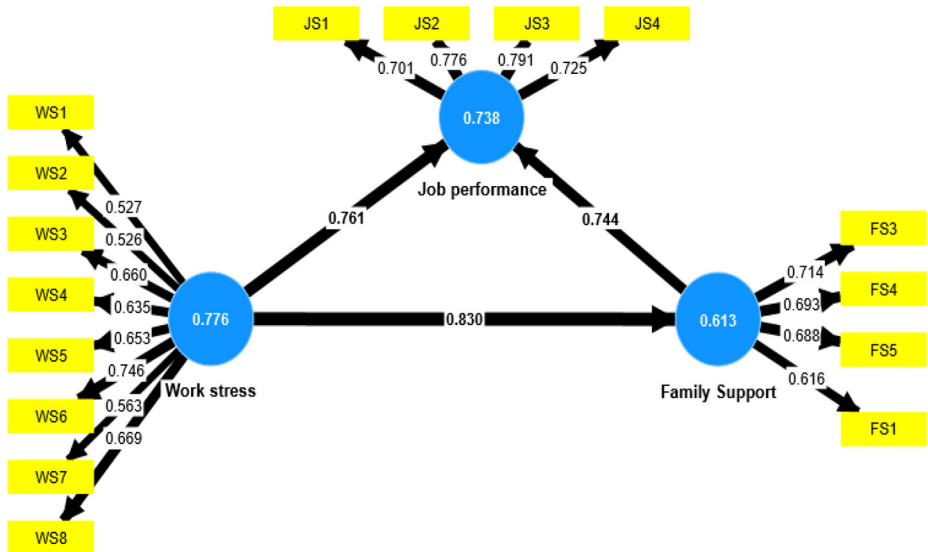


Figure 2. Full structural model with the mediator

Source: The author

work arrangements, such as telecommuting and flexible hours, provide employees the ability to balance work and family responsibilities, contributing to overall well-being. Clear policies on paid family leave, childcare support programs and Employee Assistance Programs can significantly alleviate stress and enhance the overall well-being of employees. Communication strategies and awareness campaigns ensure that employees are well-informed about available support mechanisms. Managers play a pivotal role, and providing training on supporting work-family balance can empower them to address the needs of their team members effectively. Establishing a system for regular policy review, fostering a culture of work-life integration and incorporating technology solutions contribute to creating a work environment that values and promotes the well-being of employees. These specific recommendations aim to align family-friendly policies with the unique needs of employees, ultimately fostering improved work-family balance and enhanced well-being.

8. Limitations

As with any research endeavor, it is essential to interpret the findings of this study while considering its limitations. First, the study relied on a convenience sample drawn solely from one nation, namely, India, which may restrict the generalizability of the results to other countries or cultural contexts. Furthermore, it is important to note that this study exclusively explored the causal relationship between monetary compensation, intrinsic motivation and employee performance, without delving into the nuances of various forms or qualities of FS (e.g. emotional support, instrumental support, perceived vs actual support) and their impact on job performance among police officers. Additionally, the research did not investigate whether the influence of FS on job performance varies based on the specific WS encountered by police officers. These limitations highlight potential avenues for future research to explore in greater depth.

9. Future directions

It is possible that several other factors may impact the study's findings, such as individual differences in personality, job characteristics and organizational culture.

Therefore, one potential avenue for further exploration could be to conduct a longitudinal study that tracks the relationship between FS and job performance over time. This could help to identify any lagged or delayed effects of FS on job performance, as well as any potential moderating factors that may influence this relationship. Another approach could be to conduct a qualitative study that explores the experiences and perceptions of police personnel regarding the role of FS in their job performance. This could involve conducting interviews or focus groups with police officers to gain a deeper understanding of how they perceive the impact of FS on their job performance and to identify any potential barriers or facilitators to the effective integration of FS into their work lives. Furthermore, investigating the impact of FS on job performance in diverse cultural contexts can contribute to the development of culturally sensitive support programs and policies for police officers. Overall, future research that explores the influence of FS on job performance in diverse cultural contexts can provide valuable insights for organizations and policymakers aiming to support the well-being and effectiveness of police personnel across different cultural and societal contexts. The exploration of factors influencing the relationship between FS and job performance among police personnel involves a multifaceted investigation. First, the intense demands inherent in police work, characterized by high stress, unpredictable situations and rapid decision-making, need to be examined to discern how these specific job requirements may interact with or overshadow the impacts of FS on job performance. Additionally, the organizational culture and structure within police departments play a pivotal role in

influencing the perceived importance and effectiveness of FS, with hierarchical or traditional structures potentially shaping the translation of support into enhanced job performance. Delving into the coping mechanisms and resilience of police personnel is crucial, as some officers may develop strategies to mitigate the direct impact of FS on their performance. Furthermore, considering JS and motivation as potential mediators in the relationship is valuable, especially if FS positively correlates with JS without directly affecting performance.

10. Practical implications

To enhance the well-being and JS of police officers and their families, a comprehensive set of tailored interventions and support programs can be implemented. Recognizing the unique stressors faced by officers and introducing critical incident debriefing sessions and counseling services to provide a confidential space for emotional processing. Offering flexible scheduling, exploring remote work options and developing workshops and resource programs to address the needs of officers' families, including stress management and communication skills. Strengthening parental leave policies, incorporating extended paid leave and clear communication, to alleviate stress during significant family events. Establishing peer support networks within police departments to provide officers with a valuable avenue for sharing experiences and coping strategies. Collectively, these interventions aim to create a supportive and family-friendly environment within the police force, ultimately fostering improved work-family balance and enhanced well-being for police personnel. To enhance the well-being and JS of police officers and their families, a comprehensive set of tailored interventions and support programs can be implemented. Recognizing the unique stressors faced by officers, critical incident debriefing sessions and counseling services should be introduced to provide a confidential space for emotional processing. Given the demanding nature of police work, exploring flexible schedules and remote work options can assist officers in achieving a better work-life balance, particularly when dealing with family-related challenges. Workshops and resource programs specifically addressing the needs of officers' families, including stress management and communication skills, can be developed to strengthen family connections. Strengthening parental leave policies, incorporating extended paid leave and clear communication, can alleviate stress during significant family events. Establishing peer support networks within police departments provides officers with a valuable avenue for sharing experiences and coping strategies. Regular mental health check-ins and screenings, as well as financial education workshops, acknowledge and address the unique challenges faced by officers and their families. Community engagement and recognition initiatives, along with specialized training on work-family balance, can foster positive morale. Finally, the establishment of a crisis intervention and FS hotline serves as a vital lifeline during critical situations, ensuring immediate assistance and resources for officers and their families in times of need. Collectively, these interventions aim to create a supportive and family-friendly environment within the police force.

11. Social implications

The primary objective of this study is to assess the impact of occupational demands and familial support on the overall happiness levels of police officers stationed in Punjab, India. The research underscores the crucial importance of implementing family-friendly policies aimed at achieving a harmonious equilibrium between professional responsibilities and family life commitments. The findings unveil a multifaceted interconnection between occupational stress, familial support systems and individual assessments concerning career

fulfillment, domestic life and parental responsibilities. Moreover, the study sheds light on various family-friendly initiatives, such as empowerment strategies and recognition programs, that have the potential to augment JS among police personnel. Furthermore, it suggests that future investigations delve deeper into the efficacy of implementing voluntary programs rather than mandating or promoting their usage in mitigating stress and resolving familial conflicts. The study establishes a clear correlation between JS, overall well-being and the interplay between occupational demands and familial encouragement. Policymakers and corporate entities are urged to take cognizance of these factors while formulating strategies aimed at enhancing the health and contentment levels of employees in the workplace. Additionally, the study underscores the significance of cultural factors, emphasizing the need to consider them in future research endeavors and policy formulations. Cultural factors such as societal norms, values and expectations can influence the way that police personnel perceive and use FS, as well as the impact that FS has on their job performance. By conducting cross-cultural studies, researchers can gain insights into how the relationship between FS and job performance may vary across different cultural contexts. This can help to identify universal factors as well as culturally specific influences on the interplay between FS and job performance among police personnel. Furthermore, investigating the impact of FS on job performance in diverse cultural contexts can contribute to the development of culturally sensitive support programs and policies for police officers. Understanding how cultural factors shape the experiences of police personnel and their families can inform the design of interventions that are tailored to the specific needs and challenges present in different cultural settings. In summary, expanding the research scope to include diverse cultural contexts can enhance the generalizability of the findings and contribute to the development of culturally sensitive support programs and policies for police officers.

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