A Structural Equation Model on Occupational Stress Among Police Officers

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Abstract— The aim of this research is to construct a causal model on occupational stress through the perception of barriers, work environment, and frustration discomfort of police officers. This study was also set up to provide a research-based landscape of the occupational stress among police officers viewed in the local Police Station of Misamis Occidental, Region X, Philippines. Survey and correlational methods of research and structural equation model were used in the study involving 400 police officers. Findings revealed that the level of occupational stress, work environment, and frustration discomfort was high and moderate for the perception of barriers. Results also show that there was a positive correlation between barrier perception and workplace stress, work environment and work stress, frustration discomfort, and work stress. Moreover, perception of barriers, work environment, and frustration discomfort are predictors of occupational stress. In addition, to express the latent variable frustration discomfort representing the measured variables entitlement, emotional intolerance, achievement, and discomfort intolerance, as the best fit model for occupational stress among police officers.

Keywords— Criminal Justice, Occupational Stress, Perception of Barriers, Work Environment, Frustration Discomfort, Structural Equation Model, Philippines

I. INTRODUCTION

A problem of police occupational stress in the police organization has been viewed as part of police professionalism. Police officers, who are constantly exposed to pressure, if not easily managed, can be harmful both in terms of the quality of their job and their physical and mental condition and in terms of the police organization in which they operate (Maslach, 2003). This exhausting demand for work can be very stressful and many occupations are severely strained in terms of responsibility, time and quality (Adegoke et al., 2014).

Conversely, Lipp (2009) in his study, argued that a vast number of pressure side effects and lower quality of life necessitate corrective action, inspire changes in lifestyle, enhance coping skills, and promote higher quality of life between many police officers. Then, police poor performance in the Philippines in general, is due to occupational stress. This problem is spreading all along the police organizations in the country; and this brought ill effects to the individuals working in the police force. Police officers who severely suffer occupation stress display physical and psychological problems. If not treated, it surely affects work performance.

Further, the importance of determining job-related stress is to land with the best intervention program/s in coping with occupational stress, as recommended by Onkari (2015). He further stated that job stress can be resolved through efforts by the police administration to take corrective procedures such as changes within organizational and improving training planned. Aside from that, there should be a good effort on both the management side to educate on the administrative stress of employment, and job folks should be joining

hands. Specific care should be taken to the essence of job stress, the causes and consequences of stress, as well as techniques for mitigation, and approaches for risk management and prevention (Divacar, 2015).

The existence of police occupational stress has a direct link with the perception of barriers; relatively lack of administrative support can be a problem which raises work levels of stress. Lack of administrative help will hamper police officers and contribute to an unimportant feeling, growing the psychological pressure experienced by the staff. Administrative aid as a source of jobs has been projected to have a detrimental association for officers with work related stress (Frank et al., 2017).

Likewise, police occupational stress has also a direct link with working environment; Dwamena (2012) stated that the implementation of new technologies into the workplace required employees to constantly become adapted to new equipment, technologies and ways of doing things. This can lead to a major cause of pressure on the police officers at the workplace. A supervisor educated in the new techniques, for example, can be an extra pressure on an officer educated in the ancient ways and this will raise the officer's stress level. In addition, workplace pressure often has a direct connection with irritation distress; Ayres et al. (1990) reported that police officers feel irritation and stress when the organization has no specific path or task. They also claim that they do not understand the aims and objectives. Disappointment also claim that they do not understand the aims and objectives. Disappointment is often intensified when bureau-wide priorities and strategies are either not aligned or are not articulated and organized.

The present research fills up this gap by analyzing the correlation between the nature and working condition of police and the significant effects on police officers for work completion despite of occupational stress considerations. It also suggests means and methods on how police officers can overcome immense pressure of work have led to stress. In the same way, Nyaga (2006) claimed that it is important to find whether or not occupational stress play a main part in causing police poor job performance. Data gathered from this research will also be used to better determine how the police officers are feeling tension during daily duty. This strengthened the reasons to conduct this study in the Philippines particularly in Region X, Misamis Occidental PNP Provincial Headquarters with the aims to add more evidence and to provide new model in coping with police officers' occupational stress in the stations/headquarters through professional innovations or programs.

1.1 Research Objective

The aim of this research is to construct a causal model on occupational stress through perception of barriers, work environment, and frustration discomfort of police officers in the province of Misamis Occidental, Region X.

Specifically, it considered the following objectives:

1. To describe police officers' level of perception of barriers in terms of:
1.1 inhibition;
1.2 lack of motivation;
1.3 lack of time/opportunities; and
1.4 social repression.

2. To assess the level of work environment of the police officers on:
2.1 Negative environment;
2.2 counseling support;
2.3 coworkers' discussion on family.

3. To ascertain respondents' level of frustration discomfort in terms of:
3.1 discomfort intolerance;
3.2 entitlement;
3.3 emotional intolerance;
3.4 achievement.

4. To evaluate respondents', level of occupational stress in terms of:
4.1 organizational stressors; and
4.2 operational stressors.

5. Determine the significant relationship between:
5.1 perception of barriers and occupational stress;
5.2 work environment and occupational stress; and
5.3 frustration discomfort and occupational stress.

6. To determine what model best fits for occupational stress among police officers.

1.2 Hypothesis

The following hypotheses are tested at a significance level of 0.05.

1. There is no significant relationship between:
1.1 Perception of Barriers and Occupational Stress;
1.2 Work Environment and Occupational Stress;
1.3 Frustration Discomfort and Occupational Stress.

2. There is no model that best fits Occupational Stress of Police Officers within the Province of Misamis Occidental in Region X.

II.   REVIEW OF RELATED LITERATURE

This section presents different views from related studies pertaining to the dependent variables occupational stress which consist of the perception of barriers, work environment, and frustration discomfort.

Perception of barriers has 4 indicators as identified by Morais (2014) namely: inhibition, lack of motivation, lack of time and social repression. Whereas, work environment has three variables namely: negative working place, counseling support, and coworkers' discussion about family (Nolasco, 2017). On the other hand, frustration discomfort according to Harrington (2005) has four indicators namely: discomfort intolerance, entitlement, emotional intolerance and achievement.

2.1 Occupational Stress

Yearly in-service training equips the police officers to face numerous work challenges in respective work stations; the complexities of law enforcement, however, do not yet resolve the policing source of stress. Simply stated by Ayres et al. (1990), job stress is the workplace strain or pressure that negatively affects the police officers. Bano (2011) describes that, in the form of exhaustion, sadness, inability to focus, irritability, and compulsive conduct, pressure will be apparent among police officers.   To counter this risk, police officers must maintain reports on their duties at work. This includes education programs that deal with workplace pressure and other types of obstacles that affect job efficiency. Aggola (2009) stated that in order to enhance the coping mechanisms of police officers, consideration should be given to multidimensional contributing factors to pressure on law enforcement officers. Maybe this was due in part to a police officer's background, employment, religious values, faith or general perspective on life. Whatever the reason, the question is not that local police work may be the most challenging profession. What is significant is that physiological pressure, actual or potential, has been recognized to the point that it is a major workplace threat able to cause severe health problems in police work (Ayres et al., 1990).

Furthermore, as with sources of pressure, reactions to pressure and particular overwork are different from person to person. In risky conditions, some police officers are vulnerable while others are eager to react to stress. Rajesware (2018) suggested that there are other strategies to alleviate pressure, such as relaxation, exercise, and so on. Psychological stress or frustration destroys the positive mindset of the police officers and leads to absenteeism, unemployment, immorality, depression, sadness, violence, etc. It will therefore be effective if it turns depression into healthy living, as well as occupational well-being.

The utilization of resources to pay for services and institutional improvements that aid police officers succeed (peer support services, stress reduction therapy, etc.), as stated by Frank et al. (2017) should be weighed against the higher costs of removing police officers who are terminating their jobs due to stress-related cognitive disabilities. In addition, police officers need to know how to cope, and how to feel differently regarding situations they encounter as an officer. Post-traumatic development is one thing. After surviving the upset of community policing, citizens will evolve positively and be good policemen and individuals.

Furthermore, research indicates that most of the exhausting kinds of work require increased stresses that are not consistent with the knowledge and expertise of police officers, since there is no potential to exercise any decision or power and there is no aid from everyone else. Job-related pressure may be induced by inadequately controlled job organization, inadequately controlled job styling, lack of management, and operating flocks are not satisfied with situations, and less promotion from coworkers and superiors (Divacar, 2015).

In relation, Bano (2011) highlighted that tension often has a detrimental impact on officers' well-being. It increases their vulnerability to both physiological deficiencies. and physiological conditions that render the police officers unhealthy for jobs. It affects work fulfillment and lowers work efficiency. The relationship among workplace and psychological disorders appears to be reciprocal, frequently creating painful periods. For example, workplace-related stress-related dissociative symptoms may impact ability to do the job through "presenteeism," meaning shorter work efficiency while at job due to lower concentration and encouragement, and judgment-making errors as well as "employee turnover," means loss of productivity from illness.

More so, negative comments from the agency, lowered ego-esteem, and lower wages may result and contribute to the levels of stress of unhappy employees. When such pain persists and escalate, police officers can be exposed to abuse, psychological disorders, or high stress levels; many policemen encounter high levels of anxiety and life-loss negative experiences (Kenwright, 2008). Conversely, productive police officers exhibit highly strong leadership skills. They are good at positively influencing others individuals beyond and above their professional knowledge. In the workplace, this involves knowing others' underlying reasons, their opinions and emotions, actively talking about them, which involves providing and getting positive input and registering

individuals to do what needed to be done with minimum tension, confrontation and discomfort (Onkari, 2015).

In this context, there should also be a growing positive understanding of what is widely referred to as "stress at work" and the negative effects this can have for police officers and for the quality of their working lives (Mark, 2013). In fact, there are also several professions wherein one or more workplace stress and anxiety, such as police departments, can often impact the police officers. An option is to manage and control police officers' pressure in these specific jobs (Nyaga, 2006). Furthermore, Hodges (2015) believed that most police officers' tension stems from organizational environments of police organizations and is outside the management domain of the policeman. Findings revealed that certain jobs such as the army, aircraft crew, and policemen seem to place widespread and extremely high pressure on the person, resulting in cardiovascular disease susceptibility (Adegoke 2014).

However, Hodges (2015) stated that the intensity to which policemen are susceptible as part of their work has made public safety profession one of the most difficult in the countries. Stress at the community policing has been shown to influence the standard of living of police officers and their family. If a challenging situation occurs in the job, preventive strategies may include growing employees' ego-efficacy and reducing the desire for delays. This condition has a soothing effect on police officers' stress and anxiety.

In addition, workplace pressure poses a risk to most organization and it is important to identify the problem by coping with unnecessary and soon-term pressure triggers. It is well known that pressure decreases the well-being of police officers, and that extreme or prolonged job stress can contribute to stress   (Nyaga, 2006) that the distinction among performance and disappointment is lightened by experiencing job stress. Nobody can monitor working circumstances; but, which does not mean hopelessness within challenging tasks. Pressure comes when there are requests for jobs and stresses on the delegated duties of staff with less experience. Deschamps (2003) noted that policemen have been documented to face greater pressure from marginalized groups such as aging respondents or policemen. Shortage of skilled workforce and long hours has negatively impacted this community.

It is possible to say that certain police officers may refrain from leisure activities when a work dispute occurs in order to avoid contact with other officers with whom they may be in dispute (Misis, 2012). The main objective of the PNP Strategic Change Plan is to implement an innovative operational structure, policy, and system that will turn the PNP into a more competent, efficient, and effective police department. The PNP could strengthen the condition of peace and stability and preserve a secure atmosphere which is conducive to progress (Eduardo, 2010).

2.2 Perception of Barriers

Perceived dangerousness was hypothesized to have a negative working relationship. It is a widely held belief that professional life is evolving in Britain and around the world and these developments have led to new challenges and issues for companies and workers (Mark, 2013). Rajeswari (2018) further mentioned that pressure is the way human beings lead to changes, occurrences, and circumstances in their life both physically and psychologically. People have experienced pressure in various ways, often for various reasons. The response is reflected in the way you view an occurrence or circumstance. For example, if you perceive a condition adversely, you will probably feel depressed, frustrated, depressed or out of power. In recent years, according to Misis (2012), a new paradigm has been developed to establish organizational-centric solutions to address the most popular organizational stress factors that adversely affect potential stress rates for both public and private law enforcement agencies.

In accordance with this, Frank et al. (2017) considered that it may be a source of dissatisfaction when conceptual model is absent or weak due to the absence of clarification on whether or how to do a particular function. Formal expectations have been suggested to have a negative relationship with tension at the job. Nyaga (2006) also mentioned that pressure is characterized as a harmful or unpleasant ego-perceived effect. In this research, the term is used to refer to mental, behavioral, and social adaptation to change that has a negative emotional, cultural, and physiological impact on a person.

On the other hand, it is also viewed that absence of organizational assistance can be an obstacle that raises the degree of job stress. Absence of organizational assistance can hinder officers and result to a sensation that they do not care, boosting the mental pressure they think from job administrative assistance was projected as a job tool to have a poor working pressure connection for policemen (Frank et al., 2017).Furthermore, policemen feel that a lack of organization help is demoralizing particularly when higher management is not speaking out openly on their side for required pay increases and better benefits (Ayres et al., 1990).

The reality regarding potential job obstacles that could potentially cause individuals to overlook their own

capabilities overlook employment prospects, and choices. Furthermore, the reported signs of policemen under pressure were tiredness, difficulty focusing, stress and worrying about day and weekends issues, thinking tensed and nervous, feeling stressed, decreased appetite, loss of personal pleasure and sensation of restlessness (Aggola, 2009). In this context, the emotions that policemen bring with them during emotionally charged events may be a more lasting source of anxiety than to any individual not in the law enforcement work (Nyaga, 2006).

Moreover, Graf (1986) reported that some men police officers frequently find it difficult to seek medical support from their colleagues when they encounter work-family tension and unpleasant dealing with each other because they feel they would be seen as poor. Moreover, this rejection of seeking support may result from the impression of the officer's feeling that such support would only expose their vulnerabilities to their peers (Weisheit, 1987) to cope with problems that go along with their work, which makes the policemen quickly fall prey to pressure. Policemen may believe like the only individuals intelligent enough to understand the stress and pressure of police work would be their colleagues the policemen, which is why they should be supported by a high degree of potential peer support and confidence between policemen (Aggola, 2009).

According to Guadamor (2011), community support will largely dictate the degree of cooperation on officer will receive from the citizenry. It will make the job easier. Professed absence of community support, law enforcement can become impossible. Workplace expectations can have significant implications for an organization. These perceptions can become barriers or points of access, creating negative or positive differences between employees. For example, in individual observations or perceptions and experiences of police work, patrolmen reporting more pressure were less pleased with their jobs, superiors, and (but not with their pay) motivational opportunities (Lester, 1981).

2.3 Work Environment

The police staffs tend to become susceptible to physiological effects in the face of negative atmosphere. Mental and emotional result is one of the main consequences of such circumstances. The signs are cognitive. Discontent, low job engagement, stress, distress, exhaustion, frustration, insecurity, poor self-esteem or lower self-concept and mental tiredness etc. are some of the most common symptoms found for policemen serving in stressful circumstances Kohli et al. (2006)

Similarly, Divacar (2015) has stated that there is ambiguity among stress and pressure, and is thus used to

justify poor leadership behavior. Pressure starts in a vast array of work settings. Therefore, it also gets worse when workers believe like they have no higher authority and peers help, and consider it to manage job operations. Mark (2013) posited that adverse working climate has led to greater stressful job attributes, as well as increased awareness of work stress issues. It shows how these shifts can also be causally involved in many subordinates' physical and mental issues linked to pressure.

Furthermore, the job-stress of the law enforcement officers is defined in different ways in the sense that various municipalities do not have identical crimes, hence, the essence of the existing workplace varies from one location to another (Aggola, 2009). By reducing workplace stress factors, a supervisor can decrease the degree of related stress in that individual, that may improve job satisfaction, job performance and reduce health issues (Nyaga, 2006).

While pressure has been deemed an employee's behavioural stimulus, it should also be observed that pressure on jobs is the product of a person who feels unsafe in the work place. In this respect, there is tension caused by inadequate wages, lack of personnel and other personnel not doing their work. High stress job expectations involve coping with emergency situations, endless documentation, having to conduct activities that are not mentioned in the job role and trying to do the job of others. Having offenders go free has also been a fairly serious source of anxiety to policemen (Rajeswari, 2018).

In the same vein, an occupationally disturbing atmosphere, it is said, pushes an agency towards degradation and obliteration. A socially demanding supervisor struggles to guarantee that an organisation's successful and competitive results are achieved (Suleman et al., 2018). Work climate is consequently one of the causes of police officers' tension. This may be physical or emotional, as working environments cause tension as a result of uncomfortable workplace, insufficient illumination or inappropriate temperatures and noise control. Police officers conduct their duties in the current climate, including areas of global terrorism, in the face of high demand and rising at-risk conditions (Kula, 2011).

Moreover, due to the demanding atmosphere in which policemen work, there is a risk that they may suffer from pressure and thus be inefficient (Kenwright, 2008). In addition, in itself, the position of the policeman has been recognized as a type of pressure that influences the family of the policeman. A further cause of stress on the law enforcement officer's families, and perhaps one of the very important, is the shift work. Work shift disrupts the family life and hinders with fun family occasions and

vacations (Rajeswari et al., 2018). Additionally, police officers who are not helped by colleagues and members of the family and lack the requisite structures to cope with stress are much more fragile (Thompson et al., 2005).

In fact, Fratesi (2014) said secret policing is another aspect of police officers that brings pressure to the families of the policeman. Thanks to the confidentiality of the task, there are long, unpredictable hours and consideration for the policeman's wife. The clandestine job is also difficult on the partner, who is left with children at home, as the task takes the policeman away from family and friends for a prolonged period of time. In addition, Onkari (2015) claimed that several factors, particularly their superiors, have overwhelmed policemen, changing work contributing to the loss of time spent with their families, fellow officers, and the general public. Several other factors, including low pay, erratic sleep patterns and friction with family and friends, have overwhelmed the officers. Bad responses to pressures in police officers that are the result of external factors, or an aggregate of social and psychological factors, are said to have a negative impact on policemen (Misis, 2012).

Furthermore, Onkari (2015) claimed that organizational issues are problematic characteristics of the job organization in terms of pressures. They involve unpleasant experiences with other departmental policemen, perceptions about the organization's status and resources, racism and abuse, and overestimations and underestimations of physical capabilities. Furthermore, there is proof by Dwamena (2012) for policemen that occupational issues have a strong impact on pressure. This refers to the external environment of the job, which includes high noise levels, high or low illumination, vapors, temperature, poor heating systems, tastes, and all the stressors that bomb the police officers' senses and can affect their emotions and their general mental state.

2.4 Frustration Discomfort

Many studies indicate that reactions are due to stress influencing the mind and include anxiety, resentment, anxiety, mood swings, irritation, over-reaction to daily issues, loss of memory and a concentration for any job. In addition, depression is usually seen as a reaction to the undetermined loss, failure, risk, or apprehension. Anger is a normal reaction to annoyance or mental stress, which, if not held in control, might become a danger to the public. Anxiety is also seen as an emotional reaction to traumatic circumstances such as a parent's death, disease and failure (Edmonton, 2017). Mentally, and most likely, anxiety is the negative consequence of vulnerability to job-stress. In other words, individual suffering from discomfort intolerant feelings need a hassle free life. If noticeable,

people have to provide them tranquility and comfortable environment. Sensitivity also counts in order to heal frustrated or stressed individuals. It is said that high frustrations are feelings of alienation, if detected; anyone should come for a rescue before depression overwhelmed the frustrated person (Frank et al., (2017).

More, frustration experience varies according to the circumstances surrounding it and the person himself. To evade from this experience one should set goal to accomplish the task to be done. A major factor in setting goals and reaching them is target commitment, which refers to the desire to strive to succeed in achieving a goal. In addition, Williams (2008) claimed that frustration, anger, sadness, anxiety or these psychological responses to work stress are accompanied by biological changes inside your body. Hence, Harrington (2005) assessed that one can withstand anger in the sense of instant gratification and wealth, quality of life, accomplishment/tasks, and negative emotions. These people's high expectations lead to dissatisfaction, anger and impulsive responses if developed into disappointment schemes.

Moreover, it is expounded by Aytaca (2015) who said that the adverse employee effects coming from work pressure create adverse perspective dissatisfaction, feelings and physical structures where people live lead to a further rise in the anxiety in the working life with each passing day. He stressed that managing anger differs from individual to individual because circumstances in life influence the severity of one's ability to resist. In other words, the entitlement factor was linked to low performance in the student learning (Harrington, 2005). It is clear that the thoughts of depression will somehow be turned to when people are upset. Dwamena (2012) stated police officers high in psychological aversion seek immediate relaxation because if those emotions persist for prolonged periods of time, they lead to increased anger, helplessness, ego-deprecation and depression.

Further, in view of the police officer, Misis (2012) expounded that families of this officer play a major role in his recovery when traumatic experience strikes him. However, it is important to keep in mind that relatives should not be exhausted in their physiological response; otherwise they are unable to provide the right help for the rehabilitation of the suffering policeman. Sometimes, the traumatic effects to the victim may be so powerful that their families may develop fear; and think of their own weaknesses forgetting the officer. It may be late that the officer's traumatic experience is widespread wherein it is difficult to treat. Ongoing hardship, a troubled family or an abusive relationship can lead to discontent in the workplace. This happens when an individual rarely finds

an exit from the source of pressure and keeps searching for alternatives.

Furthermore, it can also be triggered traumatic experience Felman et al. (2017).Police officers are at a higher risk of frustration outcome job. In fact, frustration is so widespread in the police profession frequently when they failed to achieve the objectives of their duty (Hilliard, 2019).Furthermore, individuals suffering from discomfort intolerant feelings need a hassle free life. If noticeable, people have to provide them tranquility and comfortable environment. Sensitivity also counts in order to heal frustrated or stressed individuals. It is said that high frustrations are feelings of alienation, if detected; anyone should come for a rescue before depression overwhelmed the frustrated person (Frank et al., 2017).

In the same token, the job of policemen is sometimes frustrating and is frequently treated with disappointment when they respond to calls for domestic violence. Disappointment can drive them to poor health with low morale and behavioral issues (Johnson 2004). Moreover, frustration experience varies according to the circumstances surrounding it and the person himself. To evade from this experience one should set a goal to accomplish the task to be done. A major factor in setting goals and reaching them is target commitment, which refers to the desire to strive to succeed in achieving a goal.

To this end, Deschênes et al., (2017) asserted that pressure is expressed between police officers in the form of exhaustion, stress, loss of focus, tiredness and emotional instability. Those are common negative signs for officers. They are also labeled as arrogant and condescending. Citizens should recognize that problems of health and quality of life will often make the police officers unsafe for work and impair performance at work. Similarly, Shahsavarani et al. (2015) research found South African police department members suffering from depression worked differently at work and were hateful to occupational stresses. This distress is known as wrongdoing charges, a disciplinary hearing or departmental proceedings against the police pending or just completed. Therefore, before attempting suicide, policemen suffer comment-traumatic stress, anger, sorrow and alienation.

Additionally, Nyga (2006) made mention that frustration was significantly associated to angry emotional reactions, latent hostility and job dissatisfaction. It is clear that mental and environmental stress laid down to feeling of depression. The tendency to quit from the job, is not far, to be done by the depressed individual. It is because organizational frustration effects a lot of unpleasant behaviors like: aggression, sabotage, hostility and

complaining, withdrawal, and intent to quit (Ayres et al., 1990) added.

2.5 Correlation between Measures

The probability of describing a job as "highly stressful" significantlyincreases as workers perceive their actions have an effect on coworkers, the environment and their company as well as when their jobs require additional or variable hours

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Occupational stress has a direct relationship to perceived job strain which negatively affects job satisfaction. The employees' stress experience lowers job satisfaction level but ascends their burnout level (Kula, 2011). Shahsavaraniet al., (2015), furthermore, stated the environmental factors are not traumatic and/or dangerous in their principle; yet the perceptual processes of the police officers perceive themselves as such. Pressure inducing stimuli such as abrupt and awful hums, or witnessing different artifact types that mimic police officer's severe events, may be viewed as stresses.

In addition, Idris (2009) stated potential obstacle to job that social factors play a significant role in stress at work, and administrative factors might have been the major factor found that leads to job pressure. In addition, human beings, especially police officers, spend time thinking as to whether they fit to the work; anything else, abandoning it is a good decision. Dewa et al., (2011) stressed that the possibility that a work is identified as extremely stressful increases significantly as employees

believe their behaviors have an impact on colleagues and the community.

In addition, Nyaga (2006) defined pressure as an identity-perceived negative or negative effect referring to mental, behavioral change-adjustment that has a negative psychological, emotional and social effect on police officers. Moreover, a perceived career barrier that may possibly cause job stress where people tend to underestimate their own capabilities and neglect job openings and prospects. For instance, recent studies have shown that stronger expectations of job obstacles have an adverse connection to job expectations factors. Empirically validated job-related pressure as reported stress is caused by inappropriate working conditions (Bugajska et al., 2008).

On other hand, work atmosphere and conditions of employment can contribute to stress, job management, leadership style, interpersonal relationships, job responsibilities and job issues. It is indicated that pressure is not inherently bad in Ekienabor's (2019) statement; it is a chance when it provides possible benefits. Although its existence, typically starts when people are put in a work setting that is inconsistent with their leadership style and/or personality. Once people find out they have or may practice no influence over everything, it is exacerbated. Many companies around the world are seeing an unprecedented rise in the adverse effects of stress on the performance of workers.

Further, Gharib (2016) claimed that environmental pressure is influenced by multiple negative stimuli and motives (physical, morality and mental), which, in turn, influence the police officers; these pressures, not just at home but also in the workplace, lead police officers lives in a state of fear, frustration and agitation that influence the roles, operations and relationships of the organization with personnel. In addition, Mangwani (2012) reported in her report that participants of the South African police department had been diagnosed with schizophrenia and had encountered numerous workplace distress hostility, and could no longer withstand the workplace stress resulting in anger.

Furthermore, Fonkeng (2018) submitted that job tension has become so diversified in a workplace. The job pressures are becoming greater for police officers who are willing to ascend to higher levels of commitment, as the ability to develop new skills is now a prerequisite. Usually, however, environmental factors and the nature of policing are leading to officer pressures. The everyday stresses of the community policing have an adverse effect on the morale of the policemen and they should liberate one as

much as possible from these negative influences that are deemed stressors of life.

In addition, Frank et al. (2017) claimed in his research that, due to the absence of clarification as to what to do and how to do a specific function; it can be a source of disappointment in the incomplete or poor formalization. Formalization has been asserted as having an adverse correlation with tension at jobs. This can lead policemen to experience hopelessness, a sense of failure, anger, and guilt, while others go through periods of anger, anxiety, and personality-blame, both causing frustration in community policing, which can have serious impacts on their mental health.

More so, the study of Ayres et al. (1990) reported that police officers' dissatisfaction when leadership fails to help them on these problems is typically expressed in the form of work alienation or alienation. So some policemen are affected in various ways by job pressures. Pressure may also be the best answer for people when requests for jobs and stress are made that does not suit their skills and knowledge. In addition, increasing social contact at work, having a strong correlation of supportive friends and family members is extremely important to managing stress in all areas of your life. On the flip side, the lonelier and more isolated you are, the greater your vulnerability to stress(Segal, Smith, Robinson, & Segal).

The related literatures and studies provided most needed knowledge and background for the subject under study specifically on the relationship among variables and how these variables and their indicators affect one another. The knowledge culled out from renowned scholars contributed with much understanding in the formulation of the theoretical framework and in the development of the questionnaire.

2.6 Theoretical Framework

The researcher attempted to explain occupational stress among Police Officers. To have a clear understanding on the nature of occupational stress, this research is anchored on the following credible authorities; Theory of Preventive Stress Management,

This study is anchored on the Theory of Preventive Stress Management where demonstrated how it has contributed to theoretical understanding, empirical exploration, and Police organizational and occupational stress practices (Hargrove, Quick, Nelson, & Quick, 2011). They further describe the theoretical concepts contained in the theory, reviews the empirical findings based on the theory and outlines of the Police organizational stress practices associated with the application of the theory. Police individuals high in vulnerability modifiers are at greater risk of distress than Police individuals low in

vulnerability modifiers. On other hand, Police Individuals high in protective mechanisms and defenses are shielded from the risk of distress more than individuals low in these factors. Protection and prevention are at the heart of a police officer's health response to occupational stress.

In addition, the study is also anchored on social-ecological theory (Glanz, Lewis, & Rimer, 2002; Stokols, 2000). The hypothesis has indicated that perceived barriers is also involved in social-ecological theory it described that judgments of barriers among police officers are commonly used as proxies for objective measures of multilevel determinants of behavior. Social-ecological theory conceptualizes barriers along a continuum from proximal (e.g., family) to intermediate (e.g., health care team, work-related stress) to more distal (e.g., community access, media advertising and regulatory policy) factors. Additionally, perceived barriers are also an important, though largely implicit aspect of goal, goal attainment, and self-regulation theories (Locke & Latham, 2002; Leventhal & Diefenbach, 1991). They further described that these theories, goals are established and health behaviors are executed in attempts to attain these goals. Barriers, and how barriers are perceived, interpreted, and addressed, have a large influence on both goal setting and goal attainment among police officers.

Additionally, work environment is anchored on stress theory (Leather, Zarola, & Santos, 2010). They stated that it is important to acknowledge that the work environment is central to stress theory. In other words, stress theory all biological systems must self-regulate and adapt in the context of changing environmental conditions (Evans & Cohen, 1987). and stress derives from the particular appraisals of and reaction to those conditions and/or changing conditions (Leather, Zarola, & Santos, 2010; Evans & Cohen, 1987). They further described that many of the current theoretical models of stress aid our understanding of the observed association between the physical work environment and police officers health, job satisfaction and performance among police officers.

More specifically, stress theory provides a useful theoretical approach to: understanding and accounting for the appraisal process, accommodating and integrating physical and psychosocial elements within a single explanatory framework; and acknowledges the role of police officers differences and other moderating factors within this process including, coping resources(Leather, Zarola, & Santos, 2010).

More, this research also supported the statement of Kohli et al. (2006) that unfavorable workplace environments and leadership activities were frequent sources of job stress. Coping techniques may include unreasonable demands, lack of care, unequal treatment, low decision-making latitude, lack of consideration, work and time-reward imbalance, contradictory responsibilities, lack of clarity and poor management. Increased tasks and administrative tasks, indicative of police departments' organizational existence, can generate an overwhelming, unpleasant work climate (Violanti & Aron, 1995).

Moreover, Preston (1996) claimed that adverse psychological signs towards group suffering from occupational pressure: mismanagement in the workplaces; unhappiness; hostile attitudes and actions towards colleagues; company where they operate and the career in general; elevated absences and turnover; lack of confidence in the work environment. Their work frustration is an unavoidable consequence in non-military organizational structure, where supervisors control the organizational relationships and do not respect subordinates (Pursley, 1974). Managerial strategies were viewed as successful if they enhanced leadership styles and provided regular exercise, rests, and sufficient preparation time for job assignments (Lester, 1981). In this manner, job stress and the psychosocial work environment may increase the probability of help seeking and injury reporting of police officers without exerting a direct influence on the underlying pathology (National Academie press, 2001).

In like manner, Frustration- discomfort is also anchored on General Strain Theory (GST) (Agnew, 2001). It described that, anger, negative emotions, and personal relations cause career stress. He further stated that career police officers should escape from the above-stated causes of stress. Some police officers, to this end, encounter loneliness, feelings of inferiority, rage, fright, and remorse, while others go through periods of incredulity, anxiety, and self-denial, all of which give police officers dissatisfaction. Indeed, Frank et al. (2017) reinforced the concept that he said lacks a believer in substantial administrative judgments could induce feelings of anger and helplessness, leading to increased mental pressure. The contribution into decision-making was anticipated to have a horrible work stress connection.

In connection with this, Williams (2008) argued that pressure is a widespread component and that police officers from almost every occupation have to face pressure. The adverse police officer's mind set has negative effects that increases job pressures and produces perceptions of anger, feelings and natural phenomena which contribute with each passing day to a subsequent rise in pressure-related diseases in the workplace (Aytaca, 2015).

In addition, Dwamena (2012) confirmed that police officers are facing a high pressure rate when two supervisors are requesting opposing items and when responding to one would mean that they disobey the other supervisor. This creates uncertainty and dissatisfaction among personnel. Additionally, Ayres et al. (1990) added that the police officers' dissatisfaction when administration fails to help them on these problems is typically expressed in the form of work alienation (Ranta, 2008).

Further, it is assumed that in male-dominated workplaces, there are certain extreme rules and administrative procedures that can be hard for women to deal with, and thus represent significant causes of workplace pressure (Ranson, 1998; Lindsay, 2001; Akinnawo, 2010).

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III.   METHODS

The discussion of the research methods and procedures used in this study is presented in this chapter. These include the research design, research locale, population and sample, research tools, data collection, statistical treatment of data and ethical considerations.

3.1 Research Design

In this analysis the investigator used quantitative non-experimental method of design study. Structural Equation Method (SEM) approach has been used to produce the best fit model.

Next, using this method, a prescriptive-correlative design technique was utilized to size-up the relationship of variables to different degrees of measurement. As mentioned by Szapkiw (2012) prescriptive-correlative analyzes provided insight into the particular circumstances of recognized inhabitants and explores the degree of association and regression between two or more factors, indicating how one element may influence the other.

Second, the analysis used the structural equation model (SEM). As mentioned by Lomax and Li (2013) this methodology incorporates a path interpretation variable for the verification of endogenous variable statistical correlations. Designs which differ in existence from basic to complicated by implicating any various factor or anything like that (i.e. observed, unobserved, latent, endogenous and exogenous variables). Combining element assessment into structural equation modelling enables the investigator to be using several calculations for each latent variable rather than a single number, thus making sure easier quantification circumstances (i.e. accuracy and validity) than a possible measure. This method was used to measure the occupational stress between perceptions of barrier, environment work and frustration discomfort

among police officers within the Province of Misamis Occidental.

3.2 Population and Sample

The respondents to the study were the police officers assigned in the Municipality of Bonifacio, Municipality of Don Victoriano, Municipality of Clarin, Municipality of Tudela, Municipality of Sinacaban, Municipality of Jimenez, Municipality of Panaon, Municipality of Aloran, Municipality of Plaridel, Municipality of LopezJaena, Municipality of Baliangao and Municipality of Sapang Dalaga, Municipality of Conception, City of Tangub, City of Ozamis and City of Oroquieta police officers; they were asked to answer the survey questions.

In SEM, it is commonly assumed that the sample data follows a standard multivariate distribution, so that the means and the covariance matrix contain all of the information. The approach used for estimation was the Maximum Likelihood (ML) calculation, which assumed normal multivariate data and a fair sample of 200 observations, while the simulation studies needed 400 observations or samples. As cited by Asten (2008), the minimum number of samples in the study is 400. On the contrary, some scholars argued that the sample size does not depend very much on the size of the population, which is counter-intuitive to many studies (Sergiovane, 2015).

To identify 400 samples appropriate for the Structural Equation Modelling, the finger principle has been observed (Bentler, Yuan, & Wu, 2010) and the use of the right sample per stratum of 10 (Changing Minds, 2012). As shown in Figure 6, the three City Police Stationsand13 Municipal Police Stations under the Province of Misamis Occidental were the subjects of the study with the total number of 400 respondents. The 400 police officers assigned within the Province of Misamis Occidental were involved in the study and each of them was evaluated to adhere to the rule of the thumb samples.

Inclusion criteria comprised all police officer's/uniform personnel assigned within the Province of Misamis Occidental. Exclusion criteria comprised those who were non-uniform personnel, not available at the time of data collection and those who were not willing to participate. Withdrawal criteria would include violation of privacy and confidentiality.

3.3 Research Instrument

The study adapted the questionnaire downloaded from web sources. It was modified to include only those items relevant to the study. The adapted questionnaires were modified to fit to the research environment. On other hand, the researcher has shown the said questionnaires to

the adviser for comments and suggestions. In addition, the researcher conducted pilot test on the reliability of questionnaires using Cronbach Alpha of .877 after validation by experts. George and Mallery (2003) further stated that the Cronbach's Alpha accuracy ratio usually varies from 0 t 1. There was no limit to the ratio. However, the closer the alpha coefficient of Cronbach is to 1,0, the higher the inner constancy of the objects in the scale. Furthermore, the following are the rules of thumb: Cronbach'sAlpha> .9 – Excellent; Cronbach'sAlpha> .8 – Good; Cronbach'sAlpha> .7 – Acceptable; Cronbach'sAlpha> .6 – Questionable; Cronbach's Alpha > .5 – Poor; and Cronbach'sAlpha< .5 – Unacceptable. When raising the value alpha depends in part on the amount of items in the scale, it should be observed that this has decreasing yields. It should also be observed that a .8 alpha is likely to be a sensible objective. It is important to measure and record the alpha coefficient of Cronbach for internal accuracy performance for any scales or subscales that may be used when using Likert-type scales. Finally, the information based on statistical analysis, rather than individual items, must use these summary scale or subscales.

This questionnaire consisted of variables such as: occupational stress, perceptions of barrier and frustration discomfort among police officers. There were four instruments used in this study namely: occupational stress, perceptions of barrier, and frustration discomfort scale.

Occupational Stress Scale. Based on the dissertation research of Ragesh, et al., (2017), this scale was made to measure parameters that might affect how stress occurs in the workplace of the police officers. The instrument contained factors that are related to police workforce and to the individual's perception of the situation. Occupational stress consists of 40 items divided into two subscales: operational stressor and organizational stressor. The scoring guide in the occupational stress among police officer's analysis of the responses is categorized into five levels. The scale is as follows:

Set of Means	Description of Equivalent	Interpretation
4.20 – 5.00	Very High	This means that occupational stress among police officers is always manifested.
3.40 – 4.19	High	This means that occupational stress among police officers is oftentimes manifested.
2.60 – 3.39	Moderate	This means that occupational stress among police officers is sometimes manifested.
1.80 – 2.59	Low	This means that occupational stress among police officers is seldom manifested.
1.00 – 1.79	Very Low	This means that occupational stress among police officers is never manifested.

Perception of Barriers Scale (PBS). Perception of barriers was developed by Morais et al., (2014). This PBS instrument consists of 45 items divided into 4subscale: inhibition, lack of motivation, lack of time and social repression. In evaluating the Perception of Barriers, the scale below is utilized

Range of Means	Descriptive Equivalent	Interpretation
4.20 – 5.00	Very High	This means that occupational stress among police officers is always manifested.
3.40 – 4.19	High	This means that occupational stress among police officers is oftentimes manifested.
2.60 – 3.39	Moderate	This means that occupational stress among police officers is sometimes manifested.
1.80 – 2.59	Low	This means that occupational stress among police officers is seldom manifested.
	Very Low	This means that occupational stress among police officers is never manifested.

Work Environment Scale. This instrument was developed by Claire Nolasco (2017) in Texas A & M University San Antonio. The WES consists of 12 subjects divided into three sub-scales: negative working environment, support counselling and family discussion with co-workers. The following scale is used to evaluate the work environment.

Range of Means	Descriptive Equivalent	Interpretation
4.20 – 5.00	Very High	This means that occupational stress among police officers is always manifested.
3.40 – 4.19	High	This means that occupational stress among police officers is oftentimes manifested.
2.60 – 3.39	Moderate	This means that occupational stress among police officers is sometimes manifested.
1.80 – 2.59	Low	This means that occupational stress among police officers is seldom manifested.
1.00 – 1.79	Very Low	This means that occupational stress among police officers is never manifested.

Frustration Discomfort Scale. This instrument was developed by Niel Harrington (2005). The FDS consists of 42 items divided into 6 sub-scales: and organizational stressor. In evaluating the occupational stress, the scale in the succeeding page is used.

Range of Means	Descriptive Equivalent	Interpretation
4.20 – 5.00	Very High	This means that occupational stress among police officers is always manifested.
3.40 – 4.19	High	This means that occupational stress among police officers is oftentimes manifested.
2.60 – 3.39	Moderate	This means that occupational stress among police officers is sometimes manifested.
1.80 – 2.59	Low	This means that occupational stress among police officers is seldom manifested.
1.00 – 1.79	Very Low	This means that occupational stress among police officers is never manifested. .

Goodness of Fit Statistics for the Alternative Model thru Analysis of Moment Structure (AMOS). In order to identify the best fit model, all the values of the given indices must fall with each criterion.

Chi Square/Degree of Freedom (CMIN/DF)	0>value 2
P Value	0.95
Normative Fit Index (NFI)	0.95Fit Index
(CFI)	> 0.95
Goodness of Fit Index (GFI)	>0.95
Tucker Lewis Index	>0.95
Root Mean Square Error of Approximation (RMSEA)	< 0.05
P close	> 0.50

3.4 Data Collection

The data were gathered following the hereunder procedures: the researcher got the name of the Provincial Director and his office address in Misamis Occidental Province, Region X via internet. A duly signed letter, approved by the College Dean of Professional School University of Mindanao, was sent to the Provincial Police manager of Misamis Occidental requesting permission to conduct an investigation among police officers. For potential clarification and feedback, the revised questionnaire was forwarded to the research advisor and then forwarded to the expert panel for correctness and confirmation.

The investigator personally distributed and administered the study tool to the participants upon permission to guarantee that the questionnaire was retrieved by 100 percent. The study took place in the second semester of the 2018-2019 school calendars. On other hand, after the investigator has sincerely obtained the information from the respondents of the research, the chief of police duly signed the researcher's certificate of appearance. Based on the aim of the investigation, the

investigator counted, tabulated, evaluated and interpreted the results.

3.5 Statistical Tools

The aforementioned descriptive statistics were utilized for the sample estimation and hypothesis analysis at significance point alpha 0.05.

Mean. This was used to determine the level of occupational stress between, perception of barriers, work environment and frustration discomfort.

Pearson (r). This was used to determine the interrelationship occupational stress, perception of barriers, work environment and frustration discomfort.

Structural Equation Modeling (SEM). This was utilized to explore for best-fit model. Factor analysis would carry out in testing the latent variables.

IV.   RESULTS AND DISCUSSIONS

4.1 Level Occupational Stress of the Police Officers

Displayed in Table 1 is the level of occupational stress which is measured by two indicators, namely: *organizational stress* and *operational stress*. Each of these describes a specific way for the personal stress of the police officers. The occupational stress of police officers with means ranges from 3.63 to 3.78 and the general average score of 3.71 is described as *high* with the respective square root variance of 0.59. This meant that occupational stress is oftentimes manifested. In addition, the remaining indicators were organized from the highest to the lowest average organizational stressors obtained an average score of 3.78 which described as *high* and operational stressors with an average score of 3.63 is still described as *high*. To facilitate thorough understanding on the facets of occupational stress, the details of the indicators of this variable is staged in this section.

Table 1 Level of Occupational Stress of the Police Officers

Indicator		SD	Mean	Descriptive Level
stressors	*organizational*	0.66	3.78	High
stressors	*operational*	0.69	3.63	High
		0.59	**3.71**	**High**

4.2 Level of Perception of Barriers of the Police Officers

Presented in Table 2 is the list of the items in the four indicators of perception of barriers. These indicators are *inhibition*, *lack of motivation*, *lack of time/opportunities* and *social repression*.

The four indicators of the perception of barriers were organized from the highest to the lowest average score with their corresponding quantitative depiction and square root of variance. In addition, indicators were assessed and deduced in a straightforward manner to improve the understanding of the other investigator. Moreover, the outcome of the investigation of this variable obtained an average score of 3.20 to 3.44 and the general average rating score of 3.35 which is described as *moderate* with respective square root of variance of 0.74. The indicator *occupational stress* of police officer is sometimes manifested. Furthermore, the remaining indicators were structured with their corresponding

Table 2 Level of Perception of Barriers of the Police Officers

Indicator	SD	Mean	Descriptive Level
Inhibition	0.97	3.20	*Moderate*
Lack of Motivation	0.85	3.40	*High*
Lack of time/opportunities	0.84	3.36	*Moderate*
Social Repression	0.79	3.44	*High*
	0.74	**3.35**	**Moderate**

descriptive interpretation level from highest to lowest average scores, *social repression* attained an average score of 3.44 which is described as *high*; *lack of motivation* attained an average score of 3.40 which is defined as *high*; *lack of time*/opportunities attained average rating score of 3.36 which is described as *moderate* and *inhibition* attained an average rating score of 3.20 which is labeled as *moderate*.

4.3 Level of Work Environment of the Police Officers

Exhibited in Table 3 is the level of work environment as measured by three indicators namely: *negative environment*, *counseling support*, and *family discussion with coworkers*. These indicators determined the work environment and positive interaction among police officers. The outcome of the further investigation showed that the three indicators attained an average rating score of 3.58 which is defined as *high* with respective square root of variance of 0.59. This meant that occupational stress is oftentimes manifested. In addition, the

Table 3 Level of Work Environment of the Police Officers

Indicator	SD	Mean	Descriptive Level
Negative Environment	0.70	3.84	*High*
Counseling Support	0.85	3.52	*High*
Family Discussion with Coworkers	0.72	3.37	*Moderate*
	0.59	**3.58**	***High***

remaining indicators were organized according to average score from the highest to lowest average rating score, *negative environment* attained average score of 3.84 which is defined as *high*; *family discussion with coworkers* attained average score of 3.37 which is labeled as *moderate*; *counseling support* attained average rating score of 3.52 which is defined as *high*. In consonance, items involved in the indicators of work environment of police officers are presented in table 3.

4.4 Level of Frustration Discomfort of the Police Officers

Depicted in Table 4 is the list of items in the four indicators of the frustration discomfort. These indicators include *entitlement, emotional intolerance, achievement* and *discomfort intolerance*.

The level of frustration discomfort of police officers were from the upper to lower average score rating with their corresponding quantitative depiction and square root of variance. In addition, the outcome of the investigation of this factor attained an average score rating of 3.46 to 3.53 and the general average

Table 4 Level of Frustration Discomfort of the Police Officers

Indicator	SD	Mean	Descriptive Level
Entitlement	0.71	3.53	*High*
Emotional Intolerance	0.80	3.46	*High*
Achievement	0.75	3.47	*High*
Discomfort Intolerance	0.65	3.48	*High*
	0.61	**3.49**	***High***

received was 3.49 which is defined as *high* with respective square root of variance of 0.61. This meant that occupational stress is oftentimes manifested. Additionally, the indicators were structured from the highest to lowest average score; entitlement attained the highest average rating score of 3.53 which is described as high; *Discomfort*

Intolerance attained average score of 3.48 which is labeled described as *high; achievement a*cquired average rating score of 3.47 which is described as *high* and *emotional intolerance* has earned the lowest average score of 3.46 that is still defined as *high*.

4.5 Significance on the Relationship between Perceptions of Barriers

and Occupational Stress of Police Officers

Shown in Table 5.1 are the data on the correlation between the perception of barriers and the occupational stress of police officers. It can be perceived from the results that perception of barriers has *important* connection with occupational stress of police officer with overall registered computed r-value of .597 with p-value which is equal to .000. On other hand, finding disclosed that p-value is lower than the level of significance of .05 which implies that there is important correlation between perception of barriers and occupational stress. The indication perception of barriers of police officers has a connection with occupational stress.

Analyzing further, inhibition is correlated to: organizational stressor with registered computed r-valueof.427 with p-value which is equal to .000 (*significant*); operational stressors with registered computed r-value of.410 with p-value which is equal to

.000 (significant);   The overall results on the correlation between inhibition and organizational stressor of perception of barriers attained with registered computed r-value of.476 with p-value which is equal to .000 (significant).In addition, lack of motivation is correlated to: organizational stressor with registered computed r-value of.325 with p-value which is equal to .000 (significant);operational stressor with registered computed r-value of.510 with p-value which is equal to .000 (significant).The overall results on the correlation between lack of motivation and occupational stress attained with registered computed r-value of.478 with p-value which is equal to .000 (significant).

Likewise, lack of time/opportunities is correlated to: organizational stressor attained with registered computed r-value of.430 with p-value which is equal to .000 (significant); operational stressor attained with registered computed r-value of.543 with p-value which is equal to .000 (significant). The overall test of correlation between lack of time/opportunities and occupational stress attained with registered computed r-value of.556 with p-value which is equal to .000 (significant). It means that lack of time/opportunities significantly

Table 5.1 Significance on the Relationship Between Perception of Barriers and Occupational Stress of Police Officer.

Perception of Barriers	Occupational Stress		
	Organizational Stressors	Operational Stressors	**Overall**
Inhibition	.427**	.410**	**.476****
	(.000)	(.000)	**(.000)**
Lack of Motivation	.325**	.510**	**.478****
	(.000)	(.000)	**(.000)**
Lack of time/ opportunities	.430**	.543**	**.556****
	(.000)	(.000)	**(.000)**
Social Depression	.533**	.417**	**.539****
	(.000)	(.000)	**(.000)**
Overall	**.499****	**.548****	**.597****
	(.000)	**(.000)**	**(.000)**

correlated with occupational stress. It implies that the increase in lack of time/opportunities correspond to slight increase in stress.

Moreover, social depression is tested correlated to: organizational attained with registered computed r-value of.533 with p-value which is equal to .000 (significant); operational stressor attained with registered

computed r-value of.417 with p-value which is equal to .000 (significant). The overall test on the correlation between social depression and occupational stress attained with registered computed r-value of.539 with p-value which is equal to .000 (significant).It means that social depression was significantly correlated with occupational stress.

Table 5.2 Significance on the Relationship between Work Environment and Occupational Stress of Police Officers

Work Environments	Occupational Stress		
	Organizational Stressors	Operational Stressors	**Overall**
Negative Environment	.147**	.007	**.086**
	(.000)	(.896)	**(.088)**
Counseling Support	.367**	.372**	**.421****
	(.000)	(.000)	**(.000)**
Family Discussion with Coworkers	.507**	.464**	**.553****
	(.000)	(.000)	**(.000)**
Overall	**.539****	**.368****	**.459****
	(.000)	**(.000)**	**(.000)**

4.6 Significance on the Correlation between Work Environments

and Occupational Stress of Police Office

Similarly, shown in Table 5.2 the test on the correlation between work environment and occupational stress of police officers attained with registered computed r-value of.459with p-value which is equal to .000. The finding disclosed that test level of significance is lower than .05. It implies that work environment is significantly correlated with occupational stress.

Presenting the detail of the data, negative environment is correlated to: organizational stressor attained with registered computed r-value of.147with p-value which is equal to .000 (significant); operational stressors attained with registered computed r-value of.007 with p-value which is equal to .896 (non-significant). The overall test on the correlation between negative environment and occupational stress attained with registered computed r-value of.086 with p-value which is equal to.088 (non-significant).

In the same view, counseling support is correlated to: organizational stressor attained with registered computed r-value of .367 with p-value which is equal to .000 (significant); operational stress attained with registered computed r-value of.372with p-value which is equal to .000 (significant). The overall test on the correlation between work environment and occupational stress attained with registered computed r-value of.421attained with registered computed r-value of.000 (significant). It implies that work environment of police officers is significantly correlated with occupational stress.

On the other hand, family discussion with coworkers is correlated to: organizational stressors with registered computed r-value of.507 with p-value which is equal to .000 (significant); operational stressors with registered computed r-value of.464 with p-value which is equal to.000 (significant). The overall results on the correlation between family discussions with coworkers between occupational stress is attained with registered computed r-value of.553 with p-value which is equal to .000 (significant). It implies that family discussion with coworkers of police officers significantly correlated with occupational stress.

4.7 Significance on the Relationship between Frustration Discomfort and Occupational Stress of Police Officers

Portrayed in Table 5.3 is the test on the correlation between frustration discomforts with occupation of police officers attained with registered computed r-value of.649with p-value which is equal to.000. The test revealed that level of significance is lower than .05. It implies that frustration discomfort of police officers is significantly correlated with occupational stress. It means that frustration discomfort of police officers has a connection with occupational stress.

Table 5.3 Significance on the Relationship between Frustration Discomfort and Occupational Stress of Police Officers

Frustration Discomfort	Occupational Stress		
	Organizational Stressors	Operational Stressors	**Overall**
Entitlement	.449**	.479**	**.529****
	(.000)	(.000)	**(.000)**
Emotional Intolerance	.521**	.482**	**.571****

	(.000)	(.000)	**(.000)**
Achievement	.487**	.460**	**.539**
	(.000)	(.000)	**(.000)**
Discomfort	.480**	.471**	**.542**
Intolerance	(.000)	(.000)	**(.000)**
Overall	**.577**	**.562**	**.649**
	(.000)	**(.000)**	**(.000)**

Articulating the details of the data, entitlement is correlated to: organizational stressors attained with registered computed r-value of.449with p-value which is equal to.000 (significant); operational stressors attained with registered computed r-value of.479with p-value which is equal to.000 (significant). The overall results on the correlation between entitlement and occupational stress of police officers attained with registered computed r-value of .450 with p-value which is equal to.000 (significant). It implies that entitlement of police officers is significantly correlated with occupational stress. It is an indication that entitlement of police officers has an important connection with occupational stress.

Consequently, emotional intolerance is correlated to: organizational stressors attained with registered computed r-value of.521 with p-value which is equal to.000 (significant); operational stressors attained with registered computed r-value of.482 with p-value which is equal to.000 (significant). The overall results on the correlation between emotional intolerance and occupational stress of police officers attained with registered computed r-value of .571 with p-value which is equal to.000 (significant). It implies that emotional intolerance of police officers is significantly correlated with occupational stress. It means that emotional intolerance of police officers has important connection with connection occupational stress.

On the other hand, achievement is correlated to: organizational that got with registered computed r-value of.487with p-value which is equal to.000 (significant); operational stressor attained with registered computed r-value of.460with p-value which is equal to .000 (significant). The overall results on the correlation between achievement and occupational stress of police officers attained with registered computed r-value of.539with p-value which is equal to.000 (significant). It implies that achievement of police officers significant correlated with occupational stress. It means that achievement of police officers has important connection with occupational stress.

Furthermore, discomfort intolerance is correlated to: organizational stressors got with registered computed r-

value of.480 with p-value which is equal to.000 (significant); operational stressors got with registered computed r-value of .471 with p-value which is equal to .000 (significant). The overall results on the correlation between discomfort intolerance and occupational stress of police officers got with registered computed r-value of .542 with p-value which is equal to.000 (significant). It implies that discomfort intolerance of police officers is significantly correlated with occupational stress. It means that discomfort intolerance has important connection with occupational stress.

Underscored in Table 6 are the direct effects of predictor variables to the dependent variable. Frustration discomfort has the highest total effects of .642 on occupational stress. This is followed by work environment with the total effects of .282 and perception of barriers with an effect of .172 on occupational stress.

4.8 Establishing the Best Structural Model for Occupational Stress

This section highlights the analysis on the interrelationships among perception of barriers, work environment and frustration discomfort to work-related stress of the police officers in the Province of Misamis Occidental. There are four alternative models tested to achieve the best fit model of occupational stress of police officers. Each model has a framework that could be decomposed in the calculation model and the structural models are available in two sub-models. The calculation method describes the measured loads of each factor's latent constructs, while the structural model determines the latent factors relationship.

Moreover, the assessment of fit was used as baseline for accepting and rejecting the model. As a rule, the researcher establishes the relationship of the latent variable toward the different latent variables. Furthermore, it institutes the relationship between endogenous and exogenous variables. The moment that structured model exhibits with suitable fit, it underscores that there is consistency of the empirical relationships among variables inferred by the model. The model parameter estimates

entail the magnitude and direction of the relationships among variables.

4.9 Direct and Indirect Effect

There were four hypothesized (conceptual) models formulated and tested in this study. Screening of variables was critically observed to give premium on the normality of the data. Variables with interval or ratio data were counted in the formulation of models. Generated models of this study were solidified with theories.

Presented in figure 7 is the hypothesized model 1, where all the paths are pointing from the independent variables to the dependent variable. It signifies the direct link of perception of barriers, work environment, and frustration discomfort on the way to occupational stress with the assumptions that the independent variables bear significant influence on the dependent variable. In addition, the direction design shown in Figure 7 illustrates how regression coefficients have an integrative effect on result assessment. Direct effects are usually represented by arrows from a predictor variable from left to right where the dependent variable is, without going through another variable.

Indirect effects are connections formed by going across one or more parameters between the predictive factor and the dependent factor. The amount of indirect effects is calculated by multiplying the coefficients for any mixture of paths linking the predictor variable on the left with the dependent variable on the right and summarizing the maximum. The calculation of its direct and indirect effect is the cumulative effect on the multivariate regression of a certain predictor variable.

4.10 Generated Model 1

It could be viewed in Table 6 emphasizing the direct effects of the latent variable perception of barriers, work environment and frustration discomfort which are predictor variables of occupational stress. The latent variable frustration discomfort with entitlement, emotional intolerance, achievement, and frustration discomfort as indicators has the highest direct effect and total effect of .642 on work occupational stress. This would be accompanied by a negative work climate, support therapy and family interaction with staff as measures with

a clear and full impact of .282. The latent variable perception of barriers with inhibition, lack of motivation, lack of time/opportunities and social depression has yielded the lowest direct effect and total effect of .172 on occupational stress.

Revealed in Table 7 is the examination of Model 1 using goodness of fit indices: Chisquare/Degreesof Freedom (CMIN/DF), Root Mean Square of Error
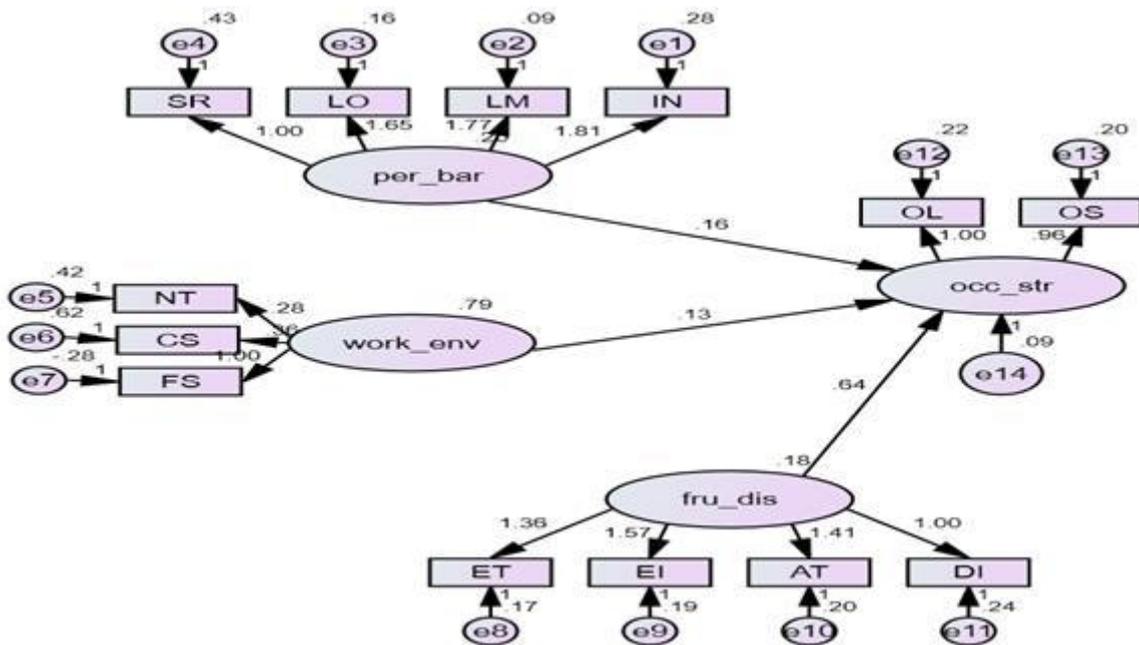

Fig.7. Generated Model 1 Showing Direct Causal Relationship of Occupational Stress, Perception of Barriers, Work Environment and Frustration Discomfort

Legend:

per_bar- Perception of barriers   **wor_env**- Work Environment

SR- Social Depression   **NT**- Negative Environment

LO- Lack of time/opportunities   **CS** – Counseling Support

LM – Lack of Motivation

IN – Inhibition

Occ_str – Occupational Stress

OL - Operational Stressors

OS – Organizational stressors

FS – Family Discussion with Coworkers

DI –Discomfort Frustration

fru_dis – Frustration Discomfort

ET - Entitlement

EI – Emotional Intolerance

AT –Achievement

Approximation (RMSEA), Normed Fit Index (NFI), Tucker Lewis Index (TLI), Comparative Fit Index (CFI) and Goodness of Fit Index (GFI). The requirement

Table 6 Direct and Indirect Effects of the Independent Variables on Occupational Stress of Model 1

Variables	Direct Effect	Indirect Effect	Total Effect
Perception of Barriers	.172	_	.172
Work Environment	.282	_	.282
Frustration Discomfort	.642	_	.642

Table 7 Goodness of Fit Measures of Structural Model 1

INDEX	CRITERION	MODEL FIT VALUE
P-Close	>0.05	.000
CMIN/DF	0 <value <2	27.339
GFI	>0.95	.666
CFI	>0.95	582
NFI	>0.95	.574
TLI	>0.95	.474
RMSEA	<0.05	.257

_____

Legend:

CMIN/DF	-	Chi-Square/Degrees of Freedom
NFI	-	Normed Fit Index
TLI	-	Tucker-Lewis Index
CFI	-	Comparative Fit Index
GFI	-	Goodness of Fit Index
RMSEA	-	Root Means Square of Error Approximation
P-close	-	P of Close Fit

per each dataset indicating a good fit can also be perceived in Table 11. The results of the goodness of fit of the model is poor because attained with registered p-value which is equal to .000with level of significance is bigger than 0.05 and RMSEA (.257) is not lower than .05 with p-close which is equal to .000 which described not higher than .05.

The rest of the indices like NFI, TLI, CFI and GFI conformed the model fit value but still the model remains poor because there are some requirements in the measurement of goodness of fit which are not met or satisfied.

4.11 Generated Model 2

Presented in Figure 8 is the generated structural model 2 showing the interrelationship between exogenous variables: perception of barriers, work environment and frustration discomfort and its causal relationship on occupational stress. It could be observed in Table 8 that the direct effects of predictor variables to the dependent variable which is the occupational stress of police officers pointed out that .884 has the highest total effects 1.037 on occupational stress. While frustration discomfort has total

effect .326 and perception of barriers has total effect of -.604 on occupational stress.

Utilizing the goodness of fit measures to evaluate the data of Model 2 is demonstrated in Table 9. For instance, indices CMIN/DF, GFI, CFI, NFI and TLI were 19.630, .767, .714, .704, and .628, respectively emphasizing a logical fit for data. However, the remaining indices which are RMSEA (.216), p-values (.000) and p-close (.000) deviate from the appropriate values for acceptance. Hence, generated model 2 is a poor fit model.
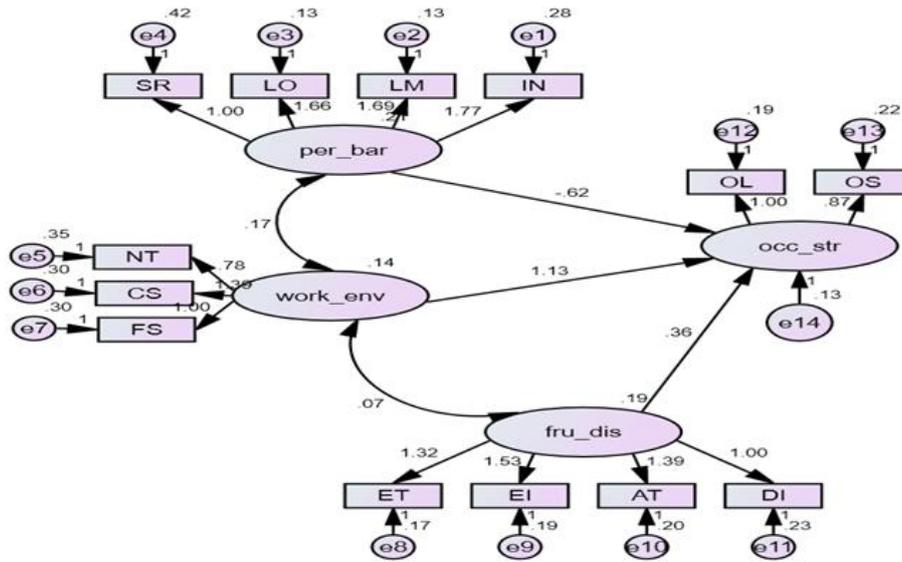

Fig. 8. Generated Model 2 Showing the Interrelationship between the Exogenous Variables: Perception of Barriers, Work Environment and Frustration Discomfort and its Causal Relationship on Occupational Stress.

Legend:

per_bar- Perception of barriers   **wor_env**- Work Environment

SR- Social Depression   **NT**- Negative Environment

LO- Lack of time/opportunities   **CS** – Counseling Support

LM – Lack of Motivation   **FS** – Family Discussion with Coworkers

IN – Inhibition

Occ_str – Occupational Stress   **fru_dis** – Frustration Discomfort

OL - Operational Stressors   **ET** - Entitlement

OS – Organizational stressors   **EI** – Emotional Intolerance

                                                          AT -Achievement

                                                          DI –Discomfort Frustration

Table 8 Direct and Indirect Effects of the Independent Variables on Occupational Stress of Model 2

Variables	Direct Effect	Indirect Effect	Total Effect
Perception of Barriers	-.604	_	-.604
Work Environment	.884	_	.884
Frustration Discomfort	.326	_	.326

Table 9 Goodness of Fit Measures of Structural Model 2

INDEX	CRITERION	MODEL FIT VALUE
P-Close	>0.05	.000
CMIN/DF	0 <value <2	19.630
GFI	>0.95	.767
CFI	>0.95	.714
NFI	>0.95	.704
TLI	>0.95	.628
RMSEA	<0.05	.216

Legend:

CMIN/DF	-	Chi-Square/Degrees of Freedom
NFI	-	Normed Fit Index
TLI	-	Tucker-Lewis Index
CFI	-	Comparative Fit Index
GFI	-	Goodness of Fit Index
RMSEA	-	Root Means Square of Error Approximation
Pclose -	-	P of Close Fit

4.12 Generated Model 3

Introduced in Figure 9 is the generated structural model 3 showing direct causal link of the variables occupational stress and their relationship to each other. It shows combined effects of perception of barriers and frustration discomfort. It could be grasped from the data that perception of barriers and frustration discomfort has negligible correlation with computed r-value of .16. Further, perception of barriers and frustration discomfort consistently represent their respective attributes with their Betas >0.16.

It could be observed in Table 10 that the direct effects of predictor variables to the dependent variable which is the occupational stress of police officers pointed out that .815 has the highest on occupational and followed by frustration discomfort with total effect of .006 on occupational stress.

Examining the goodness of fit of generated structural model 3 portrayed in Table 11. The fit indices CMIN/DF, NFI, TLI, CFI, GFI were all in the acceptable ranges indicating a good fit of the model. On the contrary, the indices RMSEA and p-values failed to meet the criteria which indicate a poor fit for the model.
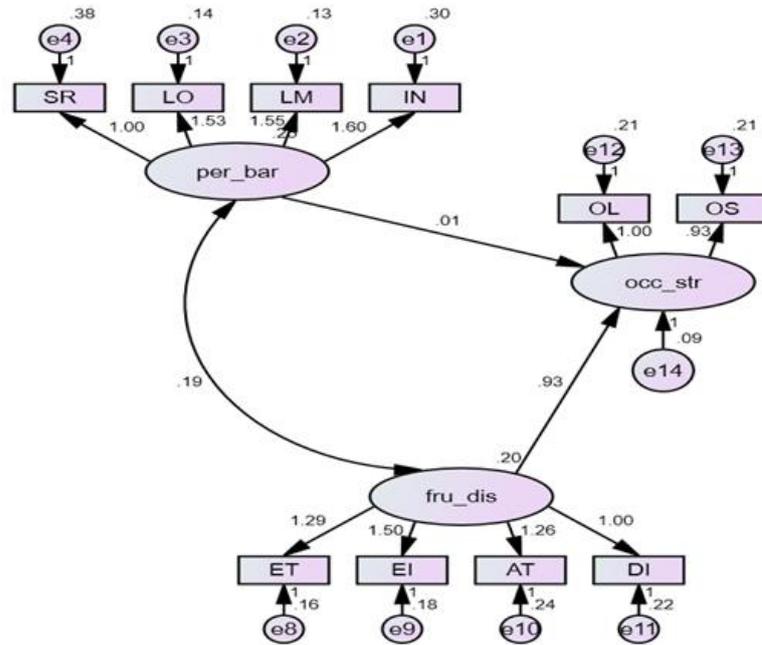
Fig.9. Generated Model 3Showing Direct Causal Link of the Variables Toward Occupational Stress and their Relationship of Each Other

Legend:

per_bar- Perception of barriers

SR- Social Depression

LO- Lack of time/opportunities

LM – Lack of Motivation

IN – Inhibition

Occ_str – Occupational Stress

OL - Operational Stressors

OS – Organizational stressors

wor_env- Work Environment

NT- Negative Environment

CS – Counseling Support

FS – Family Discussion with Coworkers

fru_dis – Frustration Discomfort

    ET - Entitlement

EI – Emotional Intolerance

    AT -Achievement

    DI –Discomfort Frustration

Table 10 Direct and Indirect Effects of the Independent Variables on Occupational Stress of Model 3

Variables	Direct Effect	Indirect Effect	Total Effect
Perception of Barriers	.006	-	.006
Frustration Discomfort	.815	-	.815

Table 11 Goodness of Fit Measures of Structural Model 3

INDEX	CRITERION	MODEL FIT VALUE
P-Close	>0.05	.000
CMIN/DF	0 <value <2	13.804
GFI	>0.95	.821

CFI	>0.95	.854
NFI	>0.95	.845
TLI	>0.95	.796
RMSEA	<0.05	.179

Legend:

CMIN/DF	-	Chi-Square/Degrees of Freedom
NFI	-	Normed Fit Index
TLI	-	Tucker-Lewis Index
CFI	-	Comparative Fit Index
GFI	-	Goodness of Fit Index
RMSEA	-	Root Means Square of Error Approximation
Pclose	-	P of Close Fit

4.13 Generated Model 4

Figure 10 illustrates the structural model 4 created by the standardized solution. Findings indicate that the working environment of the latent variables is the negative environment of the calculated variables, share therapy and family consultation for employees; and frustration discomfort represented by the measured variables of entitlement, emotional intolerance, achievement, and frustration discomfort ; and occupational stress represented by the measured variables in terms of organizational stressors and operational stressor contributes significantly to latent factor occupational stress. The data show that the latent factor work environment contributes significantly to the working environment. On the other hand, there is no significant contribution to the occupational pressure in the latent factor work environment. Likewise, irritation annoyance does not contribute significantly directly to job stress.

The direct and indirect effects of predictor variables on the dependent variable could be seen in Table 12, frustration discomfort has the highest direct effect of 1.510 with total effect of 1.510 on occupational stress. This is followed by work environment with direct and total effect of.-.714 on occupational stress.

The calculated model fit is highly acceptable as shown in Table 13. The chi square is divided by 11,488 degrees of freedom. This means that the model fits very well with the results. This is also strongly reinforced by the RMSEA index (.162 greater than 0.05, with its corresponding p-close value which is equal to .000 and smaller than the test level significance of 0.05. Certain indices such as NFI (0.885 > 0.95), TLI (.797>0.95), CFI(.865>0.95) and GFI (0.883>0.95) are accessible. All such indicators met the quality requirement of the fit measure. In addition, this indicates that the model 4 produced is indeed a very good fit model.
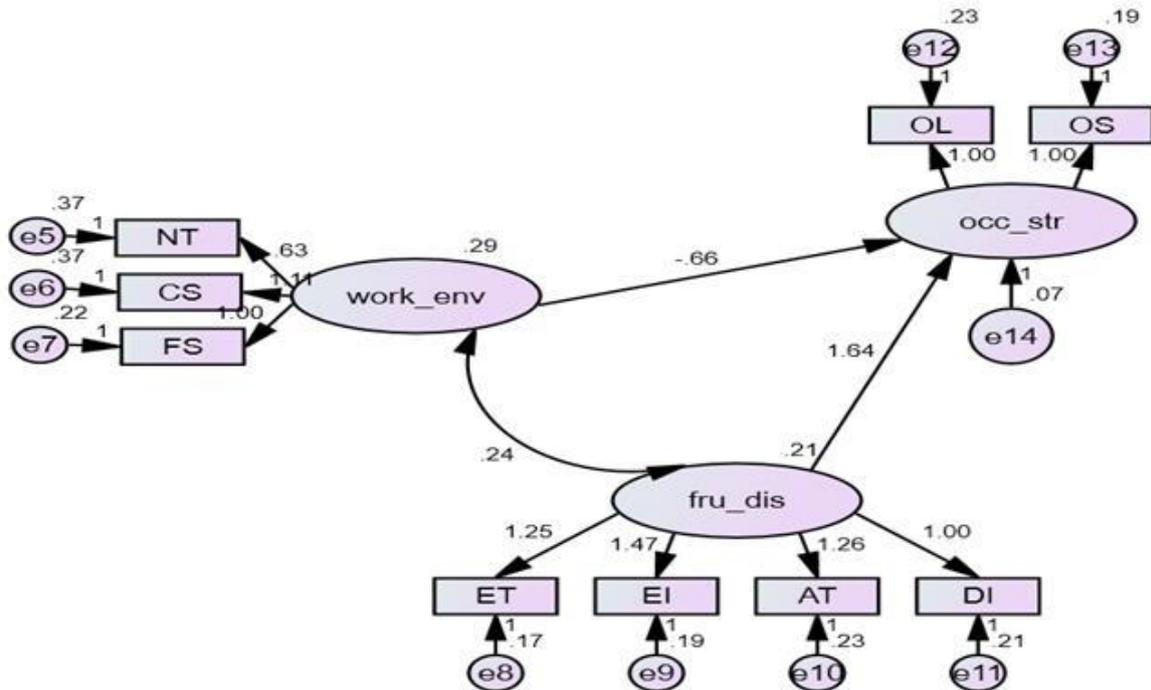
Fig.10. Direct and Indirect Effects of the Independent Variables Occupational Stress of Model 4

Legend:

per_bar- Perception of barriers   **wor_env**- Work Environment

SR- Social Depression   **NT**- Negative Environment

LO- Lack of time/opportunities   **CS** – Counseling Support

LM – Lack of Motivation   **FS** – Family Discussion with Coworkers

IN – Inhibition

Occ_str – Occupational Stress   **fru_dis** – Frustration Discomfort

OL - Operational Stressors   **ET** - Entitlement

OS – Organizational stressors   **EI** – Emotional Intolerance

                                                   AT -Achievement

                                               DI –Discomfort Frustration

Table 12 Direct and Indirect Effects of the Independent Variables on Occupational Stress of Model 4

Variables	Direct Effect	Indirect Effect	Total Effect
Work Environment	-.714	-	-.714
Frustration Discomfort	1.510	-	1.510

Table 13 Goodness of Fit Measures of Structural Model 4

INDEX	CRITERION	MODEL FIT VALUE
P-Close	>0.05	.750
CMIN/DF	0 <value <2	1.087
GFI	>0.95	.996

CFI	>0.95	1.000
NFI	>0.95	.996
TLI	>0.95	.999
RMSEA	<0.05	.015

_____

_____

Legend:

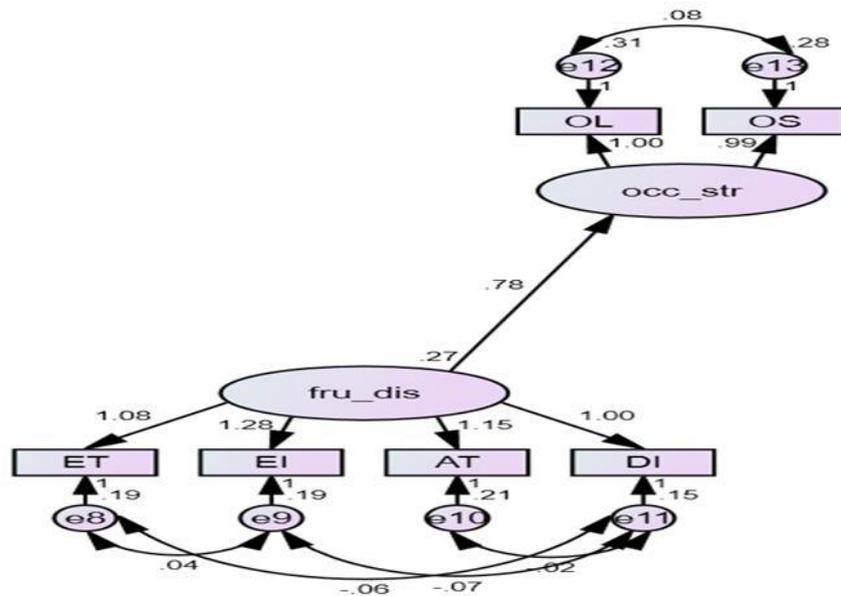|		
CMIN/DF	-	Chi-Square/Degrees of Freedom
NFI	-	Normed Fit Index
TLI	-	Tucker-Lewis Index
CFI	-	Comparative Fit Index
GFI	-	Goodness of Fit Index
RMSEA	-	Root Means Square of Error Approximation
Pclose	-	P of Close Fit

Fig.11. A Model Showing the best fit model of interrelationship between the Exogenous Variable frustration discomfort and its Causal Relationship on Occupational Stress

Legend:

ET- Entitlement Tolerance   **OS** – Operational Stress

EI – Emotional Intolerance   **OL** – Organizational Stress

AT – Achievement Tolerance   **OCC**- Occupational Stress

DI – Discomfort Intolerance

Table 14 Direct and Indirect Effects of the Independent Variables on Occupational Stress of the Best Fit Model

Variables	Direct Effect	Indirect Effect	Total Effect
Frustration Discomfort	1.000	-	1.000

Table 15 Goodness of Fit Measures of Structural the Best Fit Model

INDEX	CRITERION	MODEL FIT VALUE
P-Close	> 0.05	.750
CMIN/DF	0 < value < 2	1.087
GFI	> 0.95	.996
CFI	> 0.95	1.000
NFI	> 0.95	.996
TLI	> 0.95	.999
RMSEA	< 0.05	.015

Legend:

CMIN/DF	-	Chi-Square/Degrees of Freedom
NFI	-	Normed Fit Index
TLI	-	Tucker-Lewis Index
CFI	-	Comparative Fit Index
GFI	-	Goodness of Fit Index
RMSEA	-	Root Means Square of Error Approximation
Pclose	-	P of Close Fit

4.14 Best Fit Model

Introduced in Figure 11 is the best fit model for occupational stress showing direct causal link of the variables toward occupational stress and their relationship to each other. It could be observed from the latent variable frustration discomfort representing the measured variables entitlement, emotional intolerance, achievement, and frustration discomfort. It could be observed from the data that latent variable occupational stress has no significant correlations to each other.

Table 14 shows the direct and indirect effects of predictor variables on the dependent variable of the best fit

model, with annoyance having a direct effect of 1,000, with a total effect of 1,000 on job stress.

The best fit template determined as shown in Table 15. The chi square is 1,087 separated by the degrees of liberty. It indicates the model's best fit to the results. RMSEA index (.015 greater than 0.05, with its equivalent p-close (.000) < 0.05) thus strongly supports it. Furthermore, certain indexes involve NFI (.996 > 0.95),TLI (.999>0.95)CFI (1.000 > 0.95), and GFI (.996 > 0.95). These indexes follow the match measure's goodness criteria. This is also an example of the best fit model.

4.15 Model Development

The research question related to the model that best represents the variables as predictor of work engagement of non-commissioned police officers, the

proposed model sketched in Figure 1 needs to be modified to meet the requirements of the goodness of fit measures. The five models generated in the study were encapsulated in Table 16.

Distinguishing the best fit model, all the indices included must consistently fall within acceptable ranges. Chi-square/degrees of freedom value should be less than 5 with registered p-value which is greater or equal to 0.05. Root Mean Square of Error Approximation value must be less than 0.05 and its corresponding p-close value must be greater or equal to 0.05. The other indices

Table 16 Summary of Goodness of Fit Measures of the Five Generated Models

Model	P-value (>0.05)	CMIN DF (0<valu2)	NFI (>0.9)	TLI (>0.95)	CFI (>0.95)	GFI (>0.95)	RMSEA (<0.05)	Pclose (>0.05)
1	.000	27.339	.574	.474	.582	.666	.257	.000
2	.000	19.630	.704	.628	.714	.767	.216	.000
3	.000	13.804	.845	.795	.854	.821	.179	.000
4	.000	11.488	.855	.797	.865	.883	.162	.000
5	.361	1.087	.996	.999	1.000	.996	.015	.750

Legend:

CMIN/DF–*Chi Square/Degrees of Freedom*   **NFI**–*Normed Fit Index*
GFI– *Goodness of Fit Index*   **TLI**–*Tucker-Lewis Index*
RMSEA–*Root Mean Square of Error Approximation* **CFI**–*Comparative Fit Index*

such a Normed Fit Index, Tucker Lewis Index, Comparative Fit Index and Goodness of Fit must be all greater than 0.90.

The first generated structural model showed the direct causal relationship of the exogenous variables, perception of barriers, work environment and frustration discomfort to endogenous variable, occupational stress. Some of the computed indices of this model do not reach the acceptable ranges of values, thus, the model is a poor fit.

The second generated structural model exhibits the interrelationship of the exogenous variables: perception of barriers, work environment and frustration discomfort and its causal relationship on the endogenous variable, occupational stress. This model found poor fit because the p-value = 0.000 and RMSEA= .216 with p-

close = 0.000, all did not fall to the acceptable ranges of values.

The third generated structural model highlights the direct causal link of the variables toward work occupational stress and their relationships for each other. The results settled to non-fit model as indicated by its p-value = .000 and RMSEA= .179 with p-close = 0.000. Furthermore, the modified model showing the direct causal link of the exogenous variables, perception of barriers, work environment and frustration discomfort toward the endogenous variable, occupational stress and their relationship with each other. The generated model 4 is found to have indices that show a very good fit to the data

as indicated by CMIN/DF= 11.488, RMSEA = .179, p-close= 0.000 and indices such as NFI (.855), TLI (.797), CFI (.865) and GFI (.883). All of the indices with their corresponding values are greater than 0.90 or meet the requirements of goodness of fit measures.

Since, generated model 4 is a good fit model of occupational stress, this does not warrant for further testing to any models. It is therefore stated that the null hypothesis is rejected. It could be surmised that there is model that best fit on occupational stress of police officers of Misamis Occidental. Evidently, the paradigm illustrates the construction of a work environment and the frustration of occupational stress factors.

Therefore, work environment and frustration discomfort are the most important considerations to come up with suitable coping strategies/innovations to overcome the challenge of occupational stress among police officers. The results are therefore continuing occupational stress in the work environment in relations to negative environment, counseling support, and family discussion with coworkers; and frustration discomfort with reference to entitlement, emotional intolerance, achievement and frustration discomfort.

4.16 Perception of barriers of the police officers

The level of perception of barriers of police officers is moderate. This was due to all statements described as moderate when computed per indicator. The highest three mean statements are: feeling of not promoted to higher rank despite of the length of service; feeling of miscommunication between police officers and community; and feeling of uncooperative community/public.

This means that the negative perception of the respondents manifests their personal perception towards occupational stress among police officers. Also, the respondents are positive that having a negative perception towards police officers work performance is a problem as they consider it as a tool towards police work job dissatisfaction.

The moderate level result of negative perception of occupational stress among the respondents is congruent to the point that negative perception on occupational stress is relevant to determine and cure the feeling of discontentment of respondents to achieve the police tasks. This is evident in the study of Lester et al. (1981) which stated, that patrolmen who are reporting more stress are less satisfied with their work, their supervisors and their promotional chances.

Further, Rollinson (2005) connoted that occupational stress is a wide spread problem because of its

numerous negative effects on individuals and on police organization. Police officers who experienced high level of occupational stress report a high incidence of physical ailments and psychological problems that affect their work performance. Accordingly, several studies have been conducted to explore suspected signs of police pressure, such as feelings of restlessness, attention problems, night and weekend worries and concerns, feelings of agitation and anxiety, feelings of depression, increased appetite, loss of personal work and lack of energy (Agolla, 2009).

4.17 Work Environment of the Police Officers

The level of work environment is high. This rating is manifested in the statements with the three highest mean scores described as high. The statements are: *Feeling police work stress when police work is more on public/community relations, laws and policies implementation; Feeling police work stress when police work is exposing to danger/risk; and Feeling police work stress when police officers and family are expected to behave by a higher set of standards.* These claims are part of an indicator negative environment that implies a high level of manifestation among respondents about occupational stress of police officers, which may further discourage respondents from improving their work effectiveness.

This is supported by Goolkasian et al. (2001) who said that police officers are affected by their exposure to human indecency and pain. Dealing with a suspicious and sometimes hostile people triggers their resilience and even causes serious job stress.

Further, this is being supported in the study of Waters and Ussery (2007) deliberated the results of his study which concluded that the reasons of stress are negative working environment, long working hours, lack of time for family, irregular eating habits, need to take tough decisions, sleepless nights, poor living condition, disturbed personal life and the dwindling public confidence in the police force. Thus, taking the findings of this study, it can be construed when it comes to personal occupational stress, the increased level of negative environment work of the respondents can be considered as factors in occupational stress in police force.

The outcome of the study of Malach-Pines and Keinan (2007) signifies on the result of this study. Examining closely, the respondents obtained high level in all indicators in negative environment and counseling support. However, in the remaining indicator, family discussion with coworkers got a moderate level.

At the same time, Gershon et al. (2002) concluded from their research that constant aggressive behavior, human suffering and crucial occurrences are

causes to the development of post-stress traumatic disorder (PTSD).

At the same time, Ranta et al. (2008) indicated from his research that this prolonged exposure of police officers to physiological hazards brings them in a state of continuous dispute between their instinctive desire to avoid hazards and their duty to face risks. The outcome could also be confirmed by Warner (2019), who indicates that pressure exists when the environmental situation arises a demand that threatens to exceed the abilities and resources of the police officers. Accordingly, it can be argued from the descriptions that stress is an excessive demand that affects police officer both physically and mentally. The fear of risk from the officers may be both functional and dysfunctional. However, continuous consideration about risk may make a significant contribution to a rise in pressure and exhaustion. These are apparent in the declaration: beginning to feel the stress of community policing when police officers work is exposed to a high level of threat / potential danger.

Finally, the result of this study can be affixed in the study of Vold, Thomas and Snipes (2002) that law enforcement pressure is caused by continuing to work in environments where pressures, perceptions and constraints far exceed the capacity, understanding or continuing education of the officer and suggests that pressure caused by an adverse workplace and work-related experiences have been identified as a major issue for policemen.

4.18 Frustration Discomfort of the Police Officers

The level of frustration discomfort of the police officers is high. When the level of Frustration Discomfort was computed per indicator, the results showed that the level of frustration discomfort in terms of entitlement, emotional intolerance, achievement and discomfort intolerance were *high.*

With this result, the points of Nyaga (2006) expressed that frustration is one of the causes and it comes when we are not able to satisfy a motive. For example, a policeman who cannot combat crime against high public expectations. Job-related stress is the reaction that police officers may have when viewed with job demands and stresses that do not suit their knowledge and skills and challenge their capacity to deal. Pressure takes place in a wide variety of work situations, but often worsens when police officers feel that they have little assistance from supervisors and peers and have little power over work or how they can deal with their needs and pressures.

Specifically, the result of the study is in accordance with the study of Ayres (1990) who stated that the "street-educated" officer had proven hostility towards him or her as another source of disappointment for an officer pursuing higher education. This was a particular issue when a subordinate with a higher education decided to make a recommendation to a more seasoned officer who had not attended university. Between the inexperienced no common sense police officer and the seasoned policeman who had earned his street education, animosity prospers. Therefore, some officers feel loneliness, a sense of inferiority, rage, surprise, and remorse, while others go through periods of denial, anxiety, and ego-blame, all of which cause disappointment in the police work, which ultimately has a major effect on their mental well-being.

Further, occupational pressure and its related causes such as job stress, anger, and depression on psychological and social well-being can have an impact on law enforcement officers. Therefore, tension has usually been one of the causes for successful day-to-day operation excursions among policemen; primarily because of the inadequate working environment they have encountered inside them.

4.19 Occupational Stress of Police Officers

Police officers have a high level of workplace tension. The outcome of this research can be attributed to Bano's research (2011), he said that occupational stress is generally characterized as some other aspects of its personnel organization and activities that can generate pressure for police members. Most of the recent studies have also shown that police officers tension has had a significant effect on a police organization's activities. In addition, job stress can also create problems for the police officers themselves and their families, as well as for the local populations (Ibrahim, 2013).

Further, Fonkeng (2018) argued that the issue of sustainability is of paramount importance in a stormy and competitive market climate because administration is under stress to boast of its police officer's efficiency in order to achieve a competitive advantage over their enemies. This is the main success improvement goal. In conjunction with policing, most of the police officers have become overloaded with jobs and have to stay away from their homes and children for long periods that sometimes contribute to family problems and conflicts. Duty-related inability to manage family conflict and stress associated with work may turn into offensive behavior. Police officers have often been found to treat their colleagues in a terribly bad and disrespectful way. Furthermore, work fatigue in reaction to persistent emotional stressors in the workplace has also arisen as a mental condition.

The study could be further affirmed by Misis (2012) when he discussed the adverse impact that occupational stressors have on rural police departments officers' expected levels of stress. Rural police officials

have the duty to resolve operational issues that can impact officers' efficiency and the provision of services of a specific police. This has been proposed that special attention must be provided to workplace pressure in the area of police work, as its possible negative effects have a more direct and critical positive impact on society than those illustrated in most other jobs police officers on duty under extreme and persistent pressure may well be at higher risk of misconduct, injuries and over-reaction, which can impair their efficiency by placing public life at risk and imposing additional responsibility costs on the department. Because the effect of pressure may be intellectual, mental, physiological and behavioral, multifaceted treatment can be designed for the use of multifaceted action by policemen.

4.20 Correlation between perception of barriers and Occupational Stress

There is a clear association between perception of barriers and occupational stress. The result is consistent with Graf's (1986) findings that failure to ask for help was a product of the belief of policemen that such assistance would only expose to their peers their vulnerability in dealing with problems relevant to their duty; thus, policemen frequently fall prey to law enforcement pressure and lead to poor job results. The results are also consistent with the study of Warner (2019), which stated that observed job stress influence the environment of police departments and that has been a problem for police agencies, the community, the family of policemen, and the policemen themselves.

Furthermore, the result is also consistent with the results of Frank et al. (2017) in their report that apparent lack of administrative aid may be a requirement that raises the degree of stress and depression. Lack of administrative aid can discourage police officers and contribute to a sensation of not being essential, raising the psychological burden of duty. As a work aid, it was expected that administrative aid would have a direct correlation with job stress for policemen.

The statement may, in fact, be reinforced by Aggola (2009) who claimed that policemen may feel that the only individuals able to understand the pressure and stress of community policing would be the officers' colleagues, for this reason, a high degree of expected peer support and confidence between policemen would help them cope with the level of stress they have encountered. The study discussed above also confirms the findings of the Yoo (2007) report, which suggested that high expected pressure would be substantially linked to a higher risk factor for jobs. As a result, the personal experience of the victim in the sense of police officers is defined as a response that policemen experience once faced with a circumstance that involves conduct that they consider outside their ability to manage.

4.21 Correlation between Work Environment and Occupational Stress

The correlation among work environment and work stress is important. The result is consistent with the results of McCarty, et al. (2007) in their research it was argued that the pressure which exists in the workplace has adverse effects on the attitude of the police officers which eventually adversely affects individual and occupational performance. Various adversarial effects of workplace pressure may trigger job discomfort, poor public relationships and stress. Also associated with Misis' (2012) results in his research where he found that adverse responses to police pressures that are the result of humanitarian causes, or an aggregate of behavioral and social factors, are said to have a negative impact on policemen. Among various organizational adversarial effects, the tension of the workplace may trigger job discontent and poor public connection.

In this study, the respondents' responses which manifested negative working environment significantly showed overt poor performance of the police officers in the implementation of their duties. This is confirmed by the research of Suleman et al. (2018) which has shown that an educationally disruptive climate is driving the agency towards devastation and harm. An occupationally exhausting commander who refuses to assure the achievement of fruitful and rewarding results in an agency's social support has showed up to be part of a comprehensive measure of work stress and decreased job performance.

In this line of thinking, it is essential to figure out that the adverse workplace caused ineffective policemen who generated lousy service in the society. As confirmed by Water and Ussery (2007), he convened on the findings of his research which suggested that the causes for pressure are adverse workplace; long working hours, lack of family time, erratic eating habits, hard decisions, sleepless nights, bad living conditions, disrupted private life and decreasing trust and confidence in the police department. As confirmed by Rajeswari (2018), he debated on the findings of his research which suggested that insufficient wages, shortage of personnel and other policemen who did not do their jobs induced pressure. High stress job demands involved coping with emergency situations, endless reporting, having to conduct activities that are not mentioned in the job role and trying to do the job of others often; a fairly serious stressful event for policemen was watching suspects. Thus, the workplace has

a connection to the stress and depression against the job performance of the law enforcement officers.

4.22 Correlation of Frustration Discomfort and Occupational Stress

There is a clear association among anger distress and workplace pressure, the finding being confirmed by Adegoke (2014) that job tension, anxiety and dissatisfaction have had a direct impact on the mental well-being of police workers. Administrative effectiveness and performance rely on the fulfillment, enjoyment and health of the workforce. Disappointment has to do with the sensation of citizens in the daily life, and this sensation can range from good feeling, pleasure, and joy to unpleasant feeling of anxiety and disappointment that can contribute to law enforcement officers' poor job efficiency.

The result of the study supports the study of Dwamena (2012) confirmed that police officers are facing a high pressure rate when two supervisors are requesting opposing items and when responding to one would mean that they disobey the other supervisor. This creates uncertainty and dissatisfaction among personnel. The outcome supports the Bano study (2011) that the climate tends to overlap weaknesses to their devastating effects, creating issues for people who would otherwise not have experienced them. It will therefore have an adverse effect on the part of law enforcement agencies that can lead to a low level of job performance.

4.23 Best Structural Model for Occupational Stress

Hypothesized Model 5 as seen in Figure 5 is the identified best fit. The model fitting was calculated as being highly acceptable as reflected in Table 16. The Chi-square divided by the degrees of freedom was 27.339 with the P- close value of .000 is indicated significant. This indicated a very good fit model to the data. This was also strongly supported by RMSEA index of .257 which was higher than to 0.05level of significance, with its corresponding P-close value that was greater than .000. Similarly, the other indices such as GFI,NFI, TLI and CFI were found to be consistently indicating a very good fit model as their values, all fall within each criterion.

Parallel to this, the findings of this research are oriented towards the idea of Rollinson (2005), which commonly understood that with its multiple negative effects on people and police organization, occupational stress is a widespread issue. Policemen with a high level of workplace pressure show a greater rate of physiological issues. According to Akinboye et al. (2002), organizational pressure describes physiological and emotional wear and tear caused by incongruity between the work requirement and the police officers' ability, funds, and needs to deal

with job requirements in order to avoid poor work levels of efficiency.

Mayer and Salovey's findings (1997) seemed to conclude that stress, distress, down heartedness, stress and frustration are possible outcomes as a consequence of this research. Pressure has adverse impacts on workplace satisfaction.

4.24 Conclusion

Conclusive statement based on the results of the study, the degree of perception of police barriers is moderate. At the same time, Kula (2011) argued that administrative inability, i.e. fewer police officers than it should be, and unequal treatment of personnel, are considerations that promote the view of an untrustworthy organization. These conceptions might become obstacles or access points, create negative inequalities between police members can result to pressure in the place of work.

At the same time the Agolla study (2009), argued that the only citizens capable of understanding the stresses and pressure of police work could be their fellow policemen, which is why a good level of viewed peer trust and support between many personnel should assist them to improve the level of stress they have encountered. Moreover, Morash et al. (2006) stated that high rates of perceived peer support and confidence are a strong shield against pressure in community policing, as policemen believe like the only individuals who can appreciate the pressures of community policing would be their colleagues. As seen in numerous studies, police who experience high peer support rates experience low levels of stress.

The level of work environment of police officers is high which support the studiesof law enforcement stress, both Bailey and Bhagat (1987) and Crank and Caldero (1991) found that organizational features of the negative work environment were cited as more stressful than the operational nature of the work.

Police officers' level of anger dissatisfaction is high which goes parallel to Kop it al., (1999) posited that police officers' tension can appear in the form of exhaustion, anxiety, loss of focus, tiredness and compulsive actions resulting in work discontent. Similarly, high rates of workplace pressure are connected to adverse job consequences; it often has more negative consequences outside of the job in private life factors.

On the other hand, there are major associations among barrier perception and job stress, workplace culture and stress at work, pain from anger and workplace pressure. In addition, perception of obstacles, job environment and dissatisfaction with irritation are predictors of workplace

stress. This expressed the latent element irritation discomfort that reflects the police officer's calculated, entitled, emotional resistance, accomplishment and anger dissatisfaction as the best fit model for workplace pressure.

4.25 Recommendation

The results and findings of the study structural equation model on occupational stress among police officers of Misamis Occidental revealed that work environment and frustration discomfort are predictors of occupational stress. In this study, the level of perception of barriers of police officers obtained the lowest mean which implies that perceptions of barriers have lesser influence on occupational stress. The result suggests a further study to come up with strategies objectively in reducing more negative perceptions among police officers and the community.

Moreover, this suggests that police directors, high ranking officials, provincial, city and regional directors of the Philippine National Police shall design programs to address issues on occupational stress of police officers which would support the global community standpoint to have a high level of work commitment for community service. Thus, the chief of police, supervisors and other high ranking officers should trim down the level of occupational stress of police officers.

On the other hand, findings of this study serves as reference facts in aid of craftingseries of trainings and seminars on how to positively manage stress, criticism, feedback and stress management in order to decline the level of job-related stress of police officers. Further, it is best to explore for an intervention program as recommended by Onkari (2015). He further stated that job stress can be resolved through efforts by the police administration to take corrective procedures such as changes within the organization and improving training plan. Apart from that, adequate effort should be undertaken to inform on the administrative burden of employment, both the management side and working people should live in harmony. The essence of job stress, the sources and consequences of pressure, as well as preventive approaches and risk evaluation and coping strategies should be given special attention (Divacar, 2015).

The present study gives some insight into the association that should be of importance to more studies among workplace stress and perception of barriers, work environment and frustration discomfort. The findings in this study may serve as guide in the police chain of command todevelop their strategies in dealing with the public and improve their personality approach in dealing

with police work to gain self-confidence to minimize the level of occupational stress towards police officers' work.

Further exploratory study of occupational stress in other organizations similar to the Philippine National Police whose task is in contact with the community applying the best fit model in occupational stress using related linkages of perception of barriers, work environment and frustration discomfort to identify more clearly the causality of the relationships between the variables using structural equation model (SEM).

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A STRUCTURAL EQUATION MODEL ON OCCUPATIONAL STRESS AMONG POLICE OFFICERS

Dear Respondents:

The undersigned is presently conducting study on the above-title. One of the purposes of this study is to find out the best fit model of occupational stress among police officers. You are chosen as one of the respondents for this undertaking. Your kind participation on this matter is highly appreciated. Rest assured that all the information will be treated with confidentiality.

The Researcher.

Direction: The items below are indicators of stress. Kindly check the box provided for your honest answers using the scale based on your experience or observe.

5- Strongly agree

4- Agree

3- Neutral

2- Disagree

1- Strongly disagree

Survey Questionnaire

Part I- Occupational Stress

Operational Stress   **5   4   3   2   1**

I feel police work stress on…

1) upholding a "high image" in public as a police officer and as a public servant;

2) work related health issues (e.g. shift in work, traumatic events, workload, etc.);

3) negative comments from public/community;

4) family, friends, and other social life limitations;

5) work risks such as raids, assaults, entrapment and other police operational actions.

Organizational Stress

I feel police work stress on…

1) constant changes in policy/legislation implementation and inconsistent leadership style;

2) unequal sharing of work responsibilities in the stations/headquarters;

3) lack of hands-on trainings, seminars or workshops on investigative processes and equipment;

4) staff shortage that can result to overload work and work fatigue;

5) lack of resources (office supplies) and office facilities maintenance (malfunctioned comp).

Part II-Perception of Barriers

                                          5   4   3   2   1

Inhibitions

I feel police work stress on the feeling of…

1). insecurity and inferiority of other works;

2) fear to oppose/confront people and being misunderstood in the implementation of police job;

3) too negative on police operational works;

4) too confident to one's self;

5) too inflexible to work and decision making towards job.

Lack of motivation

I feel police work stress onthe feeling of…

1) being not resourceful because of the limited resources;

2) not concentrated to work because of high ranking officer favoritism;

3) not persistent because of the inconsistent implementation of laws/policy;

4) undedicated to job because of the perceived oneself less importance in the workplace;

5) being not promoted to higher rank despite of the length of service.

Lack of time/Opportunities

I feel police work stress on the feeling of…

1.less recognition from work because of time pressure/opportunities;

2. ineffective to work because of limited time/opportunities;

3.unexplored to ideas and doings because of restrictions;

4.not involved in some important issues and concerns in the station/headquarters;

5.being not given the chance to join trainings, seminars, workshops or conferences.

Social Repression

I feel police work stress on the feeling of…

1.being dictated or limited to job activities;

2.authoritarian because of the job nature;

3.community disrespect towards police officers;

4 miscommunication between police officers and community;

5). uncooperative community/public.

Part III-Work Environment

                                            5   4   3   2   1

Negative Working Environment

I feel police work stress when...

1). police work is expose to danger/risk;

2). police work is more on public/community relations, laws and policies implementation;

3). police organization processes, decision and mandate is based on hierarchy of the station/headquarters;

4). police officers and family are expected to behave by a higher set of standards;

5). police work processes are bounded to the area of standards and procedures.

Counseling Support

I feel police work stress when…

1). police chief is not supportive of police officers who seek counseling;

2). Higher Rank police officers supports only those personnel seeking counseling and not all are being in the activities;

3). there is no activities/programs given for those personnel who will not be included in counseling activities;

4). there is no preliminary orientation that will motivate all pnp personnel to undergone counseling activities;

5). counseling activities is not one of the main priority in the workplace;

Family discussion with co-workers

I feel police work stress on…

1). family discussion of negative experiences with co-workers;

2). co-workers' discussion of negative experiences with family;

3). emotional conversation responses between family and co-workers;

4). conflict between family and co-workers;

5). family and co-workers' unpleasant sharing.

Part IV- Frustration Discomfort

Frustration Discomfort   **5   4   3   2   1**

Discomfort Intolerance

I feel police work stress on…

1). things that involve a lot of hassle in the workplace;

2). tasks' pressure in the workplace;

3). time/opportunities limitations in the workplace;

4). public/community demands in the police service;

5). long processes of system in the police workplace.

Entitlement

I feel police work stress on…

1). contradiction, corrections and requests in the workplace;

2). handling a principled, un manageable and close minded personnel in the workplace;

3). unfollowed issued orders, instructions, mandates and memorandums;

4). undisciplined and unreasonable personnel;

Emotional Intolerance

I feel police work stress on…

1). disturbing negative feelings in the workplace;

2). conflict on job related issues with co-workers;

3). upsetting situations in the workplace;

4). unfinished and unaccomplished tasks in the workplace;

5). actions of disobedience and disrespect in the workplace.

Achievement

I feel police work stress in the workplace on…

1). unsatisfied work;

2). frustration on the job tasks;

3). unrecognized outputs/achievements;

4). limited time/opportunities in achieving tasks;

5). dictated actions or strategies in accomplishing the tasks.

Thank you for participation