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Gender as a Moderator in the Relationship Between Crisis Call Responding and Police Job Satisfaction

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Walden University

College of Allied Health

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Krystal Fuller

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Walden University
2025

Abstract

Gender as a Moderator in the Relationship Between Crisis Call Responding and Police

Job Satisfaction

by

Krystal Fuller

MA, NorthCentral University, 2018

BS, Texas A&M University – Central Texas, 2015

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Clinical Psychology

Walden University

May 2026

Abstract

This quantitative study was conducted to investigate the relationship between crisis call responding and job satisfaction among police officers and whether gender moderates this relationship. With crisis helpline calls rising over the past decade, officers face increasing emotional labor demands, particularly female officers in male-dominated environments. While past research has explored stress and gender differences in law enforcement, few studies have examined their interaction. Using the job demands-resources model and gender role congruity theory, this study employed a correlational design with simple linear regression and Hayes' PROCESS macro to test moderation effects. Participants included 78 police officers from central Texas recruited through convenience sampling. Data were collected via an online survey using Spector's Job Satisfaction Survey. Results showed that crisis call frequency did not significantly predict job satisfaction, nor did gender significantly moderate the relationship. These findings suggest that neither variable independently nor interactively influenced officers' job satisfaction levels. A modest satisfaction advantage among female officers suggests that equity-focused practices, such as mentoring and flexible scheduling, may yield morale benefits. These findings can be used to encourage law enforcement leaders to prioritize resource sufficiency and inclusive leadership as strategies to improve officer well-being. They also challenge assumptions that gender equity and operational efficiency are at odds. The study highlights the need for future research into other contextual or psychological variables influencing job satisfaction, providing direction for more nuanced, data-informed approaches to police workforce support and sustainability.

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Dedication

This dissertation is dedicated to recognizing the impacts of increasing crisis calls on all women police officers. Now, it is time to identify that we are equals but deal with things differently, mentally, and physically. This step toward understanding those differences can create change and a brighter future for women police officers.

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Times have been hard, rough, and exhausting, but my family and I have made it this far, and nothing can bring us down. Don't count your chickens until they hatch!

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Chapter 1: Introduction to the Study

Law enforcement is experiencing unprecedented changes in crisis call response patterns, with recent studies documenting an approximately 20% surge in crisis-related calls over the past decade (Klose, 2024). The present study examined the relationship between increased crisis call responding (CCR; independent variable) and job satisfaction (dependent variable) among police officers and determined whether gender (moderating variable) moderates this relationship. Although past research documented the predisposing effect of crisis calls on stress among officers (Nair & Madhusoodanan, 2024), and challenges faced by female officers (Çetin et al., 2023), the combined effects of these two factors had not been considered. This research was needed because female officers also experience the pressure of doing more emotional work and face other organizational stressors (Schafer et al., 2024). The literature lacks sufficient analysis of how the rise in crisis-related calls alters the gendered pattern of job satisfaction for male and female officers (Bell et al., 2022). Positive social change can be achieved by creating gender equality-based theoretical and practical programs and resource supports, which can improve the well-being and job satisfaction of police officers. These changes might also lead to higher retention levels, especially among female officers. Improved officer well-being could result in better police services and a stronger police force capable of addressing modern challenges while maintaining fair employment standards for all officers (Huff et al., 2024; Mumford et al., 2024; Stogner et al., 2020).

This chapter introduces this quantitative study on the relationship between increased CCR and job satisfaction among police officers, with gender as a moderating

variable. The Background section presents current literature on crisis calls in law enforcement and gender dynamics in policing, identifying a critical knowledge gap regarding how gender moderates the relationship between crisis calls and job satisfaction. The problem statement establishes the current challenges law enforcement agencies face in understanding and addressing the differential impacts of crisis calls on officer job satisfaction across gender lines. The purpose statement outlines the study's quantitative approach to investigating these relationships. Research questions and hypotheses focus on examining the direct relationship between CCR and job satisfaction, and the moderating effect of gender on this relationship. The theoretical foundation draws upon both the job demands-resources (JD-R) model (Demerouti et al., 2001) and the gender role congruity theory (GRCT; Eagly & Karau, 2002) to frame the study. The chapter also addresses the nature of the study, key definitions, assumptions, scope and delimitations, limitations, and the significance of the research in advancing knowledge in law enforcement practices while promoting positive social change through an improved understanding of gender-specific challenges in crisis response. The chapter concludes with a summary of the key points and primary arguments presented, providing a transition to Chapter 2's comprehensive literature review examining CCR, job satisfaction, and gender dynamics in law enforcement.

Background

Recent research has documented significant transformations in law enforcement, particularly regarding the increasing complexity and frequency of crisis calls (Klose, 2024; Wood et al., 2023). This transformation has placed officers under higher pressure

than at any other point in history, bringing about a psychological effect and reducing officers' job satisfaction (Gavin & Porter, 2024; Shabrina et al., 2024). Literature indicates that crisis call handling is related to stress, emotional exhaustion, and burnout among officers (Hopkins et al., 2023; Jaafar et al., 2024). The demands are compounded by the emotional needs and fatigue resulting from handling crises, requiring officers to ensure they have sound emotional regulation (Black & Lumsden, 2020; Lennie et al., 2020). Analytic evidence has also revealed that crisis call response affects officer organizational support and resources in response to its effects on officers' well-being (Brunetto et al., 2022; Caballero et al., 2024). However, gender-specific issues exist in policing, such as workplace discrimination, heightened expectations for emotional labor, and difficulties in career advancement (Schafer et al., 2024; Schuck & Rabe-Hemp, 2023).

Despite extensive research on police stress and job satisfaction, there remains a significant gap in understanding how gender influences the relationship between CCR and job satisfaction. Although various scholars have explored the effects of crisis calls on stress among officers (Fix & Powell, 2024; Modula et al., 2024) and gender differences in police job satisfaction (Çetin et al., 2023; Huff et al., 2024), none have studied both aspects simultaneously. This gap exists because female officers endure different workplace stressors and may use different coping styles than their male counterparts (Bonner & Brimhall, 2021). The existing literature also lacks a clear understanding of how a greater call volume in crisis circumstances might influence the job satisfaction of male and female police officers uniquely (Bell et al., 2022; Stogner et al., 2020).

The need for this study was underscored by several critical factors identified in recent research. Due to the observed high rate of crisis calls, more emphasis is needed on the impact of the crisis calls on the officer's job satisfaction and retention (Mumford et al., 2024; Nonis et al., 2024). With calls for increased gender-diverse officers, learning gender-related aspects of critical incidents becomes even more appropriate (Huff et al., 2024). Research has also revealed that some special demands are placed on the capability of female officers to regulate emotional work and realistic job satisfaction within a predominantly male-dominated environment (Raj et al., 2021; Schafer et al., 2024). Current studies have highlighted the issues surrounding the development of gender-sensitive intercessions and aid devices for policing (Chitra & Karunanidhi, 2021; Nair & Madhusoodanan, 2024). Therefore, this research aimed to determine how gender moderated the relationship between crisis call response and job satisfaction using male and female officials.

Problem Statement

The problem in this study was that increased CCR may differentially affect job satisfaction among male and female police officers, yet this relationship remains poorly understood. Crisis helpline calls have risen over the past 10 years, contributing to nearly 20% expansion (Klose, 2024; Wood et al., 2023). This surge pressures the officers to perform escalating levels of emotional labor, defined as the psychological effort required to manage and regulate their emotional responses while maintaining professional conduct, in addition to achieving organizational professionalism during demanding operational exigencies (Hopkins et al., 2023). Solo women officers need to balance

emotional labor and maintain job satisfaction while working in a profession predominated by a masculine-dominated culture (Schafer et al., 2024). Concerning the emotional labor of crisis response, officers moderate their emotional state as they manage several complex and risky situations; this causes added stress and even potential officer burnout (Black & Lumsden, 2020; Jaafar et al., 2024). The pressure is made worse by aspects of gender roles and relationships at the workplace that influence how officers phase through the ordeal and encounter crises (Bonner & Brimhall, 2021).

Despite extensive research on various aspects of this problem, a significant gap exists in understanding how gender moderates the relationship between CCR and job satisfaction. The effects of crisis calls on officer stress and gender differences in police job satisfaction have been analyzed in several works. However, the combined analysis of these critical aspects is somewhat lacking (Hashmi et al., 2023; Tad-awan et al., 2024). This might be a notable gap given that contemporary research indicates that female officers may have stress reactions and coping behaviors to crises distinct from their male counterparts (Chitra & Karunanidhi, 2021; Miles-Johnson & Morgan, 2022). Moreno et al. (2024) noted limited scholarly analysis of the intersection, and this absence has real-world implications for the capabilities of police departments to assist their officers. Knowledge of these gender-specific dynamics is essential to design appropriate corresponding interventions and support systems aimed at improving job satisfaction from police work and decreasing turnover rates not only among female police officers but all members of the force (Bell et al., 2022; Stogner et al., 2020). Furthermore, the lack of studies focusing on this association raises the possibility that law enforcement agencies

cannot effectively adopt gender-sensitive approaches to crisis response and job satisfaction due to the lack of rigorous academic research (Wright et al., 2022).

Purpose of the Study

The purpose of this quantitative study was to examine the relationship between increased CCR (independent variable) and job satisfaction (dependent variable) among police officers and to determine whether gender (moderating variable) moderated this relationship. This correlational research was conducted to investigate the relationship between the frequency of crisis calls and the job satisfaction of police officers with a focus on gender differences. By using the JD-R model and GRCT, gender was examined as a moderator in the relationship between responding to crisis calls and job satisfaction. This research used a quantitative research approach to measure the current levels of job satisfaction among the officers using self-administered standardized questionnaires, the Job Satisfaction Survey (JSS) developed by Spector (1985). The study employed simple linear regression as a test of association between the response to crisis calls and job satisfaction; the study also used Hayes' PROCESS macro level 1 to determine the moderation effect of gender (Hayes, 2018). The approach also aided in finding out whether gender or to what extent it played a role in the relationship between the rise in CCR and officers' job satisfaction, thereby aiding the endeavor for legal help and support mechanisms in police departments (Schafer et al., 2024).

Research Questions and Hypotheses

Based on the theoretical frameworks and identified research gaps, the study investigated the direct relationship between CCR and job satisfaction and the potential

moderating effect of gender on this relationship. Recent research highlighted the need to understand these relationships to better support officer wellbeing and develop targeted interventions (Bell et al., 2022; Fix & Powell, 2024). The following research questions and hypotheses guided this investigation:

RQ 1: Does increasing crisis call responding negatively influence job satisfaction among police officers?

H_01 : There is no statistically significant association between increased crisis call responding and job satisfaction among police officers.

H_11 : There is a statistically significant negative association between increased crisis call responding and job satisfaction among police officers.

RQ 2: Does gender moderate the relationship between the increase in crisis call responding and job satisfaction among police officers?

H_02 : Gender does not moderate the relationship between increased crisis call response and job satisfaction among police officers.

H_12 : Gender moderates the relationship between increased crisis call response and job satisfaction among police officers.

Theoretical Framework for the Study

This study was grounded in two complementary theoretical frameworks: the JD-R model and GRCT. According to the JD-R model of Demerouti et al. (2001), occupational stress and job satisfaction incorporate job demands and resources. The model has been used in several different organizations, for example, within the police force (Bakker & Demerouti, 2007; Chen & Wu, 2022). The second framework was the GRCT by Eagly

and Karau (2002), asserting two premises: If people take roles, they will be more satisfied and efficient if they act within the gender roles—male and female framework. This theory has been especially popular in a discussion of gender relations in such traditionally male-oriented spheres of activity (Jiang et al., 2024; Koburtay et al., 2019). These theories assisted in forming an understanding of how gender may mediate between the effects of crisis call response demands and job satisfaction in police officers.

The central theoretical propositions relevant to this study included the JD-R model's assertion that job demands can lead to strain and decreased satisfaction when not balanced by adequate resources (Bakker & de Vries, 2020; Schaufeli & Taris, 2013). The theoretical proposition was key in crisis management situations because the officers were always on the receiving end of emotional and psychological demands (Hopkins et al., 2023). Primary assumptions from GRCT include the belief that gender role expectations influence organizational commitment and performance, whereby some occupations are stereotypically gendered (Davidson-Schmich et al., 2023; Tonoyan & Strohmeyer, 2021). Using such frameworks assumes that female officers may experience different levels of job satisfaction than male officers during crisis calls due to differences in tasks and gender stereotypes (Çetin et al., 2023; Schafer et al., 2024). More details of the theoretical frameworks, how they can be applied to the police force, and evidence from current research are presented in Chapter 2.

Integrating the JD-R model and GRCT provided a comprehensive theoretical foundation for examining this study's research questions. The JD-R model was consistent with RQ 1 because it identified potential costs regarding increased CCR since it is a job

demand, whereas the resource providing the possibility to relationship off-setting the expenses was not sufficient (Bakker & Demerouti, 2007; Chen & Wu, 2022). This relationship is especially notable in policing as mental pressure from working in crises might influence the officer (Hopkins et al., 2023). The GRCT helped address RQ 2 because it provided a theoretical framework to analyze how gender dynamics influenced the relationship between crisis calls and job satisfaction, suggesting that experiences differed by gender due to stereotype expectations and associated consequences (Jiang et al., 2024).

Current studies suggest that female officers may experience various forms of tension between career and gender roles in comparison with men (Schafer et al., 2024; Schuck & Rabe-Hemp, 2023), which made GRCT beneficial for answering the question about the differences in the effect of the frequency of crisis calls on job satisfaction, depending on gender. These theories explain why the researcher adopted a quantitative approach, as it was possible to measure the determined constructs and hypothesized relationships through statistical evaluation (Tummers & Bakker, 2021). The hypothesized gender differences in officers' perceptions and reactions to crisis-related job demands were also based on these theoretical frameworks suggested by Bonner and Brimhall (2021) and Çetin et al. (2023).

Nature of the Study

A quantitative, nonexperimental, correlational research design was utilized to examine the relationship between CCR and job satisfaction, as well as the moderating effect of gender on this relationship. This design choice was suitable because it enabled

the examination of the correlation between two variables. In contrast, I did not control the independent variable or allocate the participants into groups. A quantitative approach was appropriate because it allowed the variables to be defined and measured in terms of scores obtained on a range of validated instruments and to empirically test hypothesized relationships between such variables (Barnham, 2015). The regression analysis with moderation was chosen because it enabled looking at the direct link between variables and the presence of gender moderation in this relationship (Hayes, 2018).

The study examined three key variables: increased CCR (independent variable), job satisfaction (dependent variable), and gender (moderating variable). Crisis call response was analyzed as a continuous variable using the number of weekly crisis calls reported by the participants. The level of job satisfaction was established using Spector's (1985) JSS, a tool that consists of 36 items and measures nine different dimensions of job satisfaction. To assess gender, the moderating variable was calculated as a categorical variable through self-report in the demographic questionnaire.

The methodology involved collecting data from police officers in central Texas through an online survey platform (SurveyMonkey). Study participants were selected through convenience sampling; recruitment flyers were posted in the police districts and sent through the station mailing list. Based on G*Power analysis, the target sample size of 100 participants was used, because of a medium effect size and 80% power. Statistical analysis involved descriptive statistics to describe the study sample, linear regression analysis to determine the relationship between CCR and job satisfaction, and Hayes' PROCESS macro to compare the moderation effect of gender across both testing

conditions. This enabled the cumulative model of analysis to determine the direct impact of each variable and the mediating role played by gender.

Definitions

Crisis call response frequency: The quantifiable measure of emergencies requiring officers' intervention where immediate action is needed to address mental health crises, domestic disputes, or other high-stress situations that demand specialized police attention and emotional regulation (Wood et al., 2023).

Crisis intervention competency: An officer's ability to manage crises effectively by applying specialized knowledge, skills, and emotional regulation techniques while maintaining professional effectiveness (Tad-awan et al., 2024).

Crisis-related job demands: The specific psychological, emotional, and physical requirements placed on officers during crises that necessitate sustained effort and may lead to occupational stress (Bakker & de Vries, 2020).

Emotional labor intensity: The degree of psychological effort police officers require to manage and regulate their emotional displays during crisis interventions while maintaining a professional demeanor (Lennie et al., 2020).

Gender-based job strain: The unique psychological and emotional pressure experienced by officers due to gender-specific expectations and challenges in law enforcement (Schuck & Rabe-Hemp, 2023).

Gender role congruity: The degree to which an officer's gender-related behaviors and roles align with societal expectations within the law enforcement context, influencing their experiences and job satisfaction (Eagly & Karau, 2002).

Job satisfaction dimensions: A multifaceted construct encompassing nine distinct aspects of police work satisfaction, including pay, promotion opportunities, supervisory relationships, fringe benefits, contingent rewards, operating procedures, coworker relations, work nature, and organizational communication (Spector, 1985).

Occupational role conflict: The tension experienced by officers, particularly female officers, when their professional responsibilities conflict with societal gender role expectations in law enforcement settings (Çetin et al., 2023).

Organizational support resources: The structural, emotional, and professional support mechanisms provided by law enforcement agencies to help officers cope with job demands and maintain job satisfaction (Brunetto et al., 2022).

Police resilience capacity: An officer's ability to maintain psychological well-being and job satisfaction despite repeated exposure to crises and occupational stressors (Moreno et al., 2024).

Assumptions

The first critical assumption was that participants would provide honest and accurate responses regarding their experiences with crisis calls and job satisfaction. To increase the likelihood of truthful responses, methods such as anonymous data collection and the use of validated instruments, such as the JSS (Spector, 1985), were implemented. However, due to the self-reporting approach, it could not be categorically determined that the data were 100% accurate (Mumford et al., 2024). This assumption was necessary because the study measured the frequency of crisis calls received by officers and their job satisfaction levels based on their self-reported experiences. Thus, the truthfulness of the

responses was critical to the study's findings (Chen & Wu, 2022).

The second critical assumption was that the relationship between CCR and job satisfaction could be meaningfully quantified and measured through the selected instruments. Although the JSS has been validated for use with other samples and occupations (van Saane et al., 2003), it was important to understand that police work and crisis response could be dynamic, and some subtleties might not always be reflected in a traditional quantitative assessment (Hopkins et al., 2023). This assumption was crucial since the approach and conclusions made in the study depended on the possibility of quantifying these experiences and evaluating the relationships between variables quantitatively (Schafer et al., 2024).

The third critical assumption was that gender was a meaningful moderating variable in the relationship between CCR and job satisfaction. Previous research highlighted differences in experiences and job satisfaction between male and female law enforcement officers (Bonner & Brimhall, 2021). However, assuming that gender acted as a moderator in this relationship was speculative and could not be confirmed until this research was conducted. This assumption was essential as it underpinned the second research question and informed the moderation analysis applying Hayes' PROCESS macro (Çetin et al., 2023). This assumption was grounded in previous research on gender differences in policing and job satisfaction but had yet to be tested for responding to crisis calls in this study.

Scope and Delimitations

This study specifically focused on the relationship between CCR and job

satisfaction among police officers, with particular attention to gender as a moderating variable. The focused scope was chosen to address the significant research gap in assessing the impact of elevated calls during a crisis on job satisfaction disparities between genders among officers (Schafer et al., 2024). The study used the standardized JSS (Spector, 1985) to measure job satisfaction and the frequency of crisis calls, with participants' self-reports employed. These variables offered quantifiable metrics that improved internal validity (Chen & Wu, 2022). Other factors, including organizational support, leadership behaviors, and individual coping resources, may have also affected job satisfaction. However, this study did not test their influence to avoid confounding the impact of crisis calls on job satisfaction and to maintain the study's internal validity (Brunetto et al., 2022; Rauschmayr et al., 2023).

Both population and theoretical constraints defined the study's boundaries. The population was limited to active police officers in central Texas, excluding retired officers, civilian law enforcement personnel, and officers from other regions (Mumford et al., 2024). Although other theories like the conservation of resources theory and the emotional labor theory were related to the theories underpinning this study, the JD-R model and GRCT, they were not examined in this study. Moreover, despite considering gender as a moderating variable, other possible moderating variables such as age, years of service, and rank were not explored due to scope and time limitations.

Several factors may limit the generalizability of findings. The study's focus on central Texas police officers might not have fully represented officers' experiences in other regions or countries with different policing cultures and organizational structures.

There were also limitations in convenience sampling, which, although practical, might have affected the generalization of results, as participants who willingly responded may have possessed different characteristics compared to those who did not participate in surveys (Nonis et al., 2024). However, using existing instruments that had been validated and relying on defined theories made the study potentially more relevant to comparable law enforcement contexts. The findings may have been applicable to other U.S. police departments with similar dynamics and staffing, especially in areas that received identical volumes of crisis calls and had a similar gender distribution among police officers.

Limitations

A primary methodological limitation of this study is its reliance on self-reported data for measuring crisis call frequency and job satisfaction. Although the JSS is a validated tool, self-report data can be prone to response bias and social desirability effects, especially in law enforcement, where officers might want to appear invulnerable. Also, as a cross-sectional study, there was no means through which a cause-and-effect relationship could be developed regarding the increase in responding to crisis calls and changes in job satisfaction. It also had internal validity issues because other variables inherent in working environments, such as organizational support, leadership styles, or personal coping mechanisms, which could have interfered with the results, were not monitored or adjusted in the evaluation.

Using convenience sampling from police departments in central Texas presented limitations to external validity and generalizability (Mumford et al., 2024). An important concern was self-selection because officers willing to participate in the study may not

have represented the population; their characteristics, experiences, and attitudes may have differed significantly from officers who decided not to participate (Schafer et al., 2024). The study was limited to central Texas and did not account for possible differences in policing culture, structure, and crisis management approaches across geographic regions or jurisdictions. Regarding construct validity, the measurement of the concept of “crisis call responding” may have been constrained by the level of the frequency of the calls, where the degree, severity, and emotional burden of varying types of crises might have been lost.

Potential biases that could have influenced study outcomes include recall bias in self-reported crisis call frequency, response bias in job satisfaction measurements, and gender-based reporting biases. It was also theoretically supported that female officers might not have shared the same likelihood to report their experiences or satisfaction levels due to expectations imposed or organizational cultures derived from the male-dominated population. Furthermore, social desirability bias may have distorted officers’ responses concerning job satisfaction, as they may not have wanted other people to perceive them as unsatisfied with their jobs. To minimize these biases, I used anonymous data, standardized measurement tools, and attention to gender roles.

Several measures were implemented in the study design to address these limitations. Measurement concerns were addressed by utilizing the validated JSS (Spector, 1985), with the contribution of multiple police departments from central Texas providing some variance in organizational settings. The study’s statistical analysis was conducted while considering the possibility of confounding factors through specification

and testing of assumptions (Hayes, 2018). Future research could overcome remaining limitations by employing longitudinal study designs, mixed methods, and larger geographic samples to better capture how gender moderates the link between crisis call responses and job satisfaction within law enforcement personnel (Moreno et al., 2024; Tad-awan et al., 2024).

Significance

This study held significant potential to advance knowledge in law enforcement by addressing a critical gap in understanding the relationship between CCR and job satisfaction, particularly through the lens of gender dynamics. Past research described the psychological effects of crisis calls on police officers in general, but the studies did not adequately delineate the dissimilarities between male and female police officers in terms of the impact they experienced (Bell et al., 2022; Schafer et al., 2024). By centering gender as the moderator of the model, this research offered novel perspectives on how female police officers could struggle to regulate their emotions in stressful situations. The contribution was crucial because, besides enhancing knowledge of officers' psychological functioning and job satisfaction, it underscored the need for gender-sensitive interventions in policing.

In addition to its theoretical contributions, the study could inform practice and policy within law enforcement agencies. Thus, the research about the understanding of how increased CCR negatively affected job satisfaction and female officers more than their male counterparts could inform police departments to enhance training and create support to minimize these impacts. For example, conclusions derived from the study

might have led to the adoption of administrative measures aimed at providing enhanced mental health care and emotional support for police officers of both genders, while considering their gender. In this respect, knowledge of these dynamics could be useful for police forces as they seek to achieve gender diversification and inclusion in an environment that directly impacts retention and satisfaction among officers of different sexes.

The implications for positive social change relate to this study's aim to create a more resilient and effective police force that could better serve diverse communities. The study helped enhance the morale and welfare of police officers, especially females who experienced higher stressors than their counterparts. Additionally, more satisfied and supported officers are likely to lead to better relations with the community and service delivery since the officers were content in their jobs. Finally, this research was conducted to expand existing knowledge. I primarily wanted to make a positive difference in society by changing the existing systems to make them fairer and to ensure policing effectiveness.

Summary

In this study, I investigated the relationship between increased CCR and job satisfaction among police officers, focusing on gender as a moderating factor. With a 20% rise in crisis-related calls over the past decade, law enforcement faces significant challenges, including emotional labor, stress, and burnout, which impact job satisfaction. Using the JD-R model and GRCT as theoretical frameworks, the study addressed a gap in understanding how gender dynamics influence job satisfaction in this context. It adopted

a quantitative, correlational research design, utilizing Spector's JSS and Hayes' PROCESS macro to analyze data from police officers in central Texas. The findings aimed to inform gender-sensitive interventions, improve officer well-being, and promote equitable support systems, ultimately enhancing job satisfaction, retention, and community service quality in law enforcement. This research has practical significance in fostering a more inclusive and effective police force while advancing theoretical insights into gender-specific challenges in policing.

Chapter 2: Literature Review

The policing landscape has undergone a significant transformation in recent years, largely due to the increasing frequency and complexity of crisis calls. According to Klose (2024), crisis calls have surged by approximately 20% over the past decade. This rise has necessitated specialized training programs, such as crisis intervention teams, aimed at equipping officers with the skills needed to handle these situations effectively (Klose, 2024). Despite these efforts, research indicates that officers involved in crisis calls experience higher levels of job-related stress and burnout.

Police officers are increasingly facing challenges that significantly impact their well-being and job satisfaction. One critical issue is the increase in the number of calls received during crises, which inevitably causes distress to the officers. In the current literature, there is evidence of the increased stress and reported mental health issues that police officers are subjected to because of the high number of crisis-related calls (Nair & Madhusoodanan, 2024). Beckley et al. (2023) investigated the preparedness of police organizational responses for protecting officer well-being and identified that numerous departments failed to develop adequate frameworks that could assist officers in coping with the psychological stresses emerging from such calls. Further, stigma and organizational culture in police work dissuade officers from seeking mental health services (Burns & Buchanan, 2020). Untreated mental health leads to low productivity at work, frequent sick leaves, and premature retirement among the affected police officers due to their unaddressed mental illnesses (Demou et al., 2020; Miles-Johnson & Morgan, 2022).

Another finding from the literature is that more studies should be conducted to determine the improvement in job performance when responding to crisis calls and its impact on female police officers' job satisfaction (Bell et al., 2022; Stogner et al., 2020). Chitra and Karunanidhi (2021) stated that stressful events impact female officers more, leading to decreased job satisfaction. Certain works have discussed the effects of crisis calls on the level of stress among police officers and on gender differences in police job satisfaction, but studies on the connections between these questions are scarce. More specifically, there is a lack of empirical research on how gender moderates the effects of the increase in crisis calls on the stress and job satisfaction of police officers.

This quantitative research was conducted to investigate the association between the number of crisis calls responded to (independent variable) and job satisfaction (dependent variable) of the police officers and whether officer gender (moderating variable) has a significant moderating effect on the said relationship. This study was grounded in two key concepts: the JD-R model (Demerouti et al., 2001) and the GRCT (Eagly & Karau, 2002). These theories offer a framework for conceptualizing the potential implications of higher crisis call volumes on job satisfaction and how gender might act as a moderator in this process.

This chapter begins with a definition the research problem and the aim of the study. The second section describes the database searches, specifying the databases and the keywords employed to retrieve the studies. The third section focuses on the theoretical background, highlighting the JD-R model and the gender role congruity theory. The fourth section contains the operational definitions of the variables, including

the independent variable (CCR), the dependent variable (job satisfaction), and the covariate (gender as a moderator). The fifth section is the review of the major findings in the literature, for example, on the effects of responding to crisis calls on job satisfaction or gender differences in the same. In this final section, the major conclusion of the chapter is presented together with the significance of the findings for the study.

Literature Search Strategy

A systematic search strategy ensured a comprehensive literature review. Some of the databases considered were EBSCOhost, Google Scholar, JSTOR, ProQuest, PsycINFO, PubMed, and Scopus. Also, the academic library's search engines were used to search for articles in peer-reviewed journals, dissertations, and conference proceedings. The key search terms used were *Police officers*, *Mental health*, *Police leadership*, and *Well-being*. These terms and other related words, such as *job satisfaction*, *crisis call responding*, *gender differences*, *stress*, *burnout*, and *coping strategies*, were added. The Boolean operators (AND, OR) were used in the search to filter the studies retrieved and ensure that only the relevant studies were included. For instance, the search queries were "*police officers and mental health*," "*police leadership and job satisfaction*," and "*gender differences and crisis call responding*."

The literature review focused mainly on studies published between 2020 and 2024. Both published and contemporary literature were used to gain a broader perspective on the issue under discussion and to avoid missing important information in the existing academic literature. The early works that were incorporated include Demerouti et al. (2001) on the JD-R model to ensure that the study had a sound

theoretical background on which the later literature could build, as well as Eagly and Karau (2002) on GRCT. In summary, the search strategy employed in conducting the literature review was aimed at identifying as many studies as possible that address the effect of CCR on the job satisfaction of police officers, with special attention paid to gender comparisons. I aimed to provide a solid foundation for understanding the current state of research on this topic and identifying gaps that the present study seeks to address by employing a systematic and thorough search strategy.

Theoretical Foundation

The theories underpinning this research are the GRCT by Eagly and Karau (2002) and the JD-R model (Eagly & Karau, 2002).

JD-R Model

The JD-R model is one of the widely accepted theories in the field of organizational psychology as it highlights the impact of job demands and job resources on the well-being, satisfaction, and performance of employees (Bakker & Demerouti, 2007). Stemming from the work of Demerouti et al. (2001), the JD-R model posits that job satisfaction emerges when there is provision of sufficient job resources to perform tasks. The model is often applied in various conditions to analyze the mechanisms of work stress and its impact on individual outcomes.

The JD-R model's major theoretical proposition is that an imbalance between job demands and job resources leads to strain and impacts job satisfaction (Bakker & Demerouti, 2007). High job demands, if not balanced by adequate job resources, can result in burnout and decreased job satisfaction. Conversely, high job resources can

enhance motivation and job satisfaction, even in the face of significant job demands. This model is particularly relevant in high-stress professions like law enforcement, where the balance between demands and resources is crucial for maintaining officer well-being and job satisfaction (Nandy et al., 2024).

In this study, the JD-R model was applied to examine how increased CCR affected job satisfaction among police officers and whether gender moderated this relationship. One of the major hypotheses of the JD-R model is that there is a statistically significant association between an increase in CCR and job satisfaction among police officers (Bakker & Demerouti, 2007). This hypothesis suggests that higher job demands, in the form of more frequent crisis calls, negatively impact job satisfaction. The second hypothesis is that gender moderates the relationship between increased crisis call response and job satisfaction among police officers (Bakker & Demerouti, 2007). This hypothesis explores whether the effect of job demands on job satisfaction differs between male and female officers, potentially due to differing societal expectations and stress responses based on gender.

Several assumptions underlie the application of the JD-R model in this study. First, it was assumed that job demands and job resources could be quantitatively measured using validated scales (Bakker & Demerouti, 2007). For instance, the JSS by Spector (1994) could be used to measure job satisfaction, while self-report measures and departmental records could quantify the increase in CCR. Second, it was assumed that the constructs of job demands and job resources were homogeneous across different contexts, including law enforcement, meaning that these constructs operate similarly regardless of

the specific job setting (Bakker & Demerouti, 2007). Another assumption was that the relationship between job demands, job resources, and job satisfaction was linear and additive. This means that increases in job demands would lead to proportional decreases in job satisfaction if job resources did not simultaneously increase. Lastly, it was assumed that the relationship between job demands and job resources was consistent across different organizational settings and roles, though it may be moderated by specific contextual factors such as gender.

The JD-R model has been widely applied in various occupational settings, including law enforcement, to understand the dynamics of job demands, resources, and their impact on job satisfaction and well-being. One study was conducted by Chen and Wu (2022), who examined the impact of job demands on police stress response, focusing on the roles of basic psychological needs and job autonomy. The findings revealed that job autonomy, as a job resource, moderated the relationship between job demands and stress response, highlighting the importance of providing police officers with autonomy to manage their work effectively. This study aligned with the JD-R model's proposition that high job resources can buffer the negative effects of high job demands on job satisfaction and well-being.

Another relevant study was a systematic review in which the researchers analyzed 139 studies on the relationship between leadership and the JD-R model. The researchers highlighted the importance of effective leadership as a job resource that can enhance job satisfaction and motivation among police officers. Tummers and Bakker (2021) emphasized that leadership styles that promote job resources, such as support and

recognition, can significantly improve officers' job satisfaction and reduce the negative impact of job demands. This systematic review underscored the JD-R model's applicability in understanding how organizational factors, such as leadership, influence job satisfaction in high-stress professions like law enforcement.

Schaufeli and Taris (2013) also provided an overview of important findings obtained with the JD-R model and its implications for improving work and health. The researchers discussed how high job demands, such as increased workload and time pressure, can lead to strain and health impairment among police officers. Schaufeli and Taris also highlighted the role of job resources, such as social support and job control, in mitigating the negative effects of job demands and promoting job satisfaction. The authors emphasized the need for organizations to balance job demands and resources to enhance employee well-being and job satisfaction.

GRCT

Gender role congruity theory is based on social role theory stating that people feel happier when their behavior matches the standards of their gender as expected by society (Eagly & Karau, 2002). This theory is helpful in addressing the issue of gender stereotypes when assuming leadership roles since the gender expectations are unlike those of leaders. Eagly and Karau (2002) established that the traditional perspective of women as individuals with a focus on the welfare of many people is incongruent with the characteristics of a leader, especially where assertiveness is expected. These contradictions create skewed assessments and discriminatory actions against women in managerial jobs.

Eagly and Karau (2002) theorized that prejudice emerges when the behavioral expectations of a given social role conflict with the features of the entity occupying that role. The core proposition of GRCT is that perceived incongruity between gender roles and leadership roles leads to two forms of prejudice: descriptive and prescriptive (Jiang et al., 2024). Descriptive prejudice is a subtype of prejudice where women are evaluated less positively than men for leadership positions because they are believed to lack the prototypic attributes of leaders including assertiveness. In contrast, prescriptive prejudice emerges when women displaying assertive behaviors are considered less desirable because such behaviors contradict the prescriptive scripts that define women as more communal, caring, and helpful (Jiang et al., 2024).

The GRCT hypothesizes that women in leadership positions are evaluated more negatively than their male counterparts, both in terms of their potential for leadership and their actual performance in leadership roles. This negative evaluation is a result of the perceived mismatch between the communal qualities associated with women and the agentic qualities associated with leadership (Eagly & Karau, 2002). Extending GRCT, recent research has proposed the “glass cliff” hypothesis, which suggests that women are more likely to be appointed to leadership positions during times of crisis (Koburtay et al., 2019). This makes their tenure more precarious and increases the likelihood of failure, as they are often set up to lead in challenging situations where success is less likely.

From the GRCT analysis, gender stereotyping is still evident and has an impact on the social thinking of all genders when assigned to particular roles. It also presumes that power or leadership roles mean possessing agentic qualities that are associated with

masculinity. Furthermore, the theory presupposes that the practical difference between the traditional gender roles and leadership roles can vary depending on the practical contexts and values in the cultural context in question (Jiang et al., 2024). Manzi (2019) suggested a critical evaluation of congruity models of gender discrimination that encompass the GRCT. They noted that while the theory has predominantly been framed in the context of discrimination against women, scholars have also extended research to investigate if men experience discrimination in gender-incongruent occupations (Manzi, 2019). As such, it can be concluded that the given findings indicate that the processes regarding gender discrimination may not be symmetrical between male and female test subjects, which calls for further research.

The GRCT has been employed in various fields to explain the perceptions or experiences influenced by gender role stereotypes. According to the role congruity perspective, Jiang et al. (2024) examined the termination of newly appointed female CEOs. Koburtay et al. (2019) examined the extent to which stereotyping relates to the likelihood of female CEOs in the firm after the termination of succession. The researchers found that new female CEOs indulged in some risk-taking activities, and when seen by the public, AFL, and others, this led to a perceived lack of alignment of gender expectations to the CEO's actions. This led to the mismatch, which in turn put them at an increased risk of getting dismissed (Jiang et al., 2024). Furthermore, Koburtay et al. discussed the perceived effect of gender stereotypes of female entrepreneurship via gender role congruity and its effect on the perception of female start-up businesses. The authors concluded that female entrepreneurs in male-typed start-up businesses had less

perceived competence and a feeling of agency than male entrepreneurs. This perception was fostered by the congruency between the feminine gender role and the masculinity of the businesses (Koburtay et al., 2019).

Tonoyan and Strohmeier (2021) proposed a conceptual model and hypothetical propositions about the circumstances under which entrepreneurial resource providers are likely to under-evaluate, over-evaluate, or equivocate female start-ups as compared to male start-ups. The researchers noted that gender bias was most probable due to reasons such as: it was observed that male-typed start-up business types run by female entrepreneurs were perceived as less competent and less active than males who were running them and were seen as less warm and other-oriented than men (Tonoyan & Strohmeier, 2021). The authors used the GRCT for defining these biases.

Gender role congruity theory offers a theoretical basis for understanding why female police officers might report lower job satisfaction compared to their male counterparts. The theory suggests that societal expectations and stereotypes about gender roles can lead to different experiences and perceptions of job demands and resources (Eagly & Karau, 2002). For example, female officers might face additional challenges in aligning their behavior with societal expectations of femininity, which can impact their job satisfaction. Furthermore, GRCT provides a framework for examining how gender differences might influence this relationship. The researcher can explore whether male and female officers experience the impact of job demands differently, leading to variations in job satisfaction by considering the congruence between gender roles and job roles.

According to Jiang et al. (2024), the theory offers that when an individual conforms to the prescribed gender role, they attract more positive outcomes to the behavior. Regarding CCR as one of the components of policing, it is essential to notice that many representatives of this profession regard their activity as stressful and gendered in terms of masculinity. This perception complements the conventional masculine gender role that compels men to be violent, assertive, and avoid emotions. Therefore, male officers are likely to express higher levels of job satisfaction when handling crisis calls because they are following traditional masculine scripts.

The purpose of this quantitative study was to examine the relationship between increased CCR (independent variable) and job satisfaction (dependent variable) among police officers and to determine whether gender (moderating variable) moderates this relationship. Therefore, applying the outlined theoretical framework, the current study was able to identify the general challenges peculiar to female officers and how gender roles impacted job satisfaction under stress.

Literature Review Related to Key Variables and/or Concepts

Crisis Call Responding in Law Enforcement

Crisis call responding is a significant subject of interest in enforcement studies due to the rising understanding of the stress it creates on the officers (Wood et al., 2023). Individuals who make crisis calls include those experiencing emotional distress or a crisis, family disputes, or an individual with a gun making a threatening gesture, and all these result in a lot of demands for both the cognitive and emotional aspects of a police officer (Sharma et al., 2024). Consequently, officers undergo common stress and burnout,

as well as reduced job satisfaction levels (Shin et al., 2023). Factors contributing to this phenomenon included high job demands, inadequate support, and organizational stressors. Shin et al. (2023) indicated that chronic job stress can result in emotional exhaustion, cynicism, and reduced job efficacy. Attending crisis calls significantly affects officers' psychological well-being, which in turn informs potential interventions aimed at enhancing their job satisfaction and the overall quality of their work life (Sharma et al., 2024).

Crisis call responding is a key variable in studies examining police officers' job satisfaction and mental health due to its significant impact on their emotional and psychological well-being (Merdiaty, 2024). The JD-R model may help explain the connection between CCR and job satisfaction. The JD-R model suggests that job demands, such as high exposure to stressful conditions, can lead to burnout and emotional exhaustion (Bakker & Demerouti, 2007). This is particularly likely when available resources, including coping mechanisms or organizational support, are limited. Responding to crisis calls, particularly those involving mentally ill clients, eruptive violence, or family turmoil, represents a significant job demand. These intense situations deplete officers' physical and emotional resources, leading to exhaustion and strain (Tadawan et al., 2024). Research by Queirós et al. (2020) further validated the assumptions of the JD-R model and identified that the absence of proper resources, including mental health training or debriefing sessions, magnified the emotional costs of responding to mental health crises. From the researchers' point of view, the lack of organizational support enhanced the chances of emotional exhaustion and reduced job satisfaction

among the officers. In the same regard, Moreno et al. (2024) supported these findings, showing that the overall stress derived from answering violent crime scenes is productive of emotional exhaustion and a lower level of job satisfaction, which is in line with the JD-R model discourse.

The GRCT provides a useful lens for examining how gender moderates the relationship between CCR and job satisfaction. According to gender role congruity theory, one gets high job satisfaction for the roles they pursue, provided these roles conform to social and cultural beliefs on gender roles (Jiang et al., 2024). In the context of police work, female officers may face unique challenges when responding to crisis calls, particularly those involving violence or domestic disturbances, as these situations may conflict with traditional gender roles that emphasize nurturing and caregiving (Jiang et al., 2024). This theoretical framework suggests that gender may play a moderating role in how police officers experience and cope with the demands of CCR, making it a critical variable to explore in future research.

There is abundant literature on the impact of such stressors on the psychological and emotional well-being of police officers, especially as they relate to situations involving mental health, violence, and domestic issues (Moreno et al., 2024; Queirós et al., 2020). Queirós et al. (2020) highlighted the emotional turmoil of officers attending to people in a mental health crisis and how that affects burnout and other forms of emotional exhaustion. The researchers employed organized questionnaires to measure the officers' emotional exhaustion, pointing out that dealing with emotionally unstable citizens makes these officers feel helpless and, ultimately, they stop performing their

tasks. Queirós et al. (2020) also pointed out that burnout is even more rife among officers who do not have adequate mental health training, which only worsens their overall well-being.

Moreno et al. (2024) also assessed the continuous impact of reacting to violent crime scenes as well as the gradual stress produced by officers. The researchers emphasized that crisis calls involving violent incidents pose a dual threat: They cause acute stress because they work in conditions that are disordered and can be lethal, and they result in chronic stress because police officers are exposed to violence in the course of their duties. The researchers also found that high levels of exposure to violent crime scenes were associated with high levels of post-traumatic stress disorder (PTSD) symptoms, making CCR an important variable in law enforcement research (Moreno et al., 2024).

Researchers have also discussed the psychological impact of domestic disturbances, as most of the disturbances present moving and unpredictable scenes. Lanchimba et al. (2023) pointed out that domestic disturbance calls are particularly stressful due to the interpersonal nature of the conflicts and the potential for volatility. The researchers, based on survey data, found that officers often feel ill-equipped to de-escalate these situations, leading to heightened anxiety and stress. The researchers found that while some officers developed effective de-escalation skills over time, others struggled with feelings of inadequacy and frustration, which negatively affected their job satisfaction (Lanchimba et al., 2023). Gavin and Porter (2024) elaborated on how workplace bullying, as well as the absence of organizational support in the police force,

aggravates the psychological demands on the officers. Stresses studied by the researchers combine to produce substantial detrimental consequences on the officers' mental health, expressed in high rates of PTSD, anxiety, and depression.

Crisis call responding has been identified in various studies as a major source of stress for police officers, a factor that is known to have a direct impact on job satisfaction. Crisis calls entail handling situations that may be chaotic and hard to predict, including cases of mental health crises, family disputes, or criminal offenses (Shabrina et al., 2024). Such circumstances entail the application of high emotional demands, physical risks, and ethical decisions, thus enhancing stress and emotional strain. A study conducted by Mumford et al. (2024) showed that officers, who often work in critical situations, have greater perceived psychological demands, which in turn leads to lowered job satisfaction. This is especially apparent in officers who work in areas such as suicides, shootings, and child abuse, which are emotionally taxing (Mumford et al., 2024).

Not all officers will have their job satisfaction reduced by crisis calls. Blumberg et al. (2023) reveal how officers find satisfaction and professional reward in the positive outcomes of crisis management. Officers who were able to successfully diffuse such altercations or assist a person in crisis felt increased confidence and efficacy. This indicates that CCR, although intrinsically stressful, can also be a rewarding experience for officers if they feel that they have been able to make a valuable impact. Maple and Kebbell (2020) also pointed out that exposure to multiple domestic violence calls can enhance officers' proficiency. This dynamic makes it challenging to establish a correlation between exposure to crisis-related events and job satisfaction because

satisfaction may depend on the outcomes of such crises and the ability of the officer to handle stress-related aspects.

It has been posited that officers' involvement in frequent CCR may lead to stress and burnout but not universal dissatisfaction with the job (Blumberg et al., 2023). In some cases, officers are exposed to critical incidents that can cause burnout to occur eventually, where one experiences increased levels of emotional and mental fatigue, detached callousness, and decreased effectiveness (Blumberg et al., 2023). Similarly, Fix and Powell (2024) asserted the implications of continued stress through exposure of the officers to high-stress circumstances. The findings implied that these officers are likely to be less happy with their jobs as the emotional resources are continuously drawn over time.

On the other hand, other research indicates that officers who have great coping strategies and resilience can find their job satisfaction to be boosted when frequently exposed to crises. Blumberg et al. (2023) argued that for officers who possess effective problem-focused coping strategies, frequent CCR can increase feelings of competence and mastery. These officers may find satisfaction in the accomplishment that they achieve when they manage to handle the existing complications (Bradley, 2020). Indeed, coping strategies like cognitive transformation, emotional regulation, and social support have been established as some of the predictors that can help reduce the effects of crisis exposure and enhance the positive effects on the job. This distinction in objectives implies that other factors peculiar to the callers, particularly their coping styles and future resistance, may prove critical in predicting how the job of responding to such crises

affects their job satisfaction. Police officers who are equipped to handle the pressure of such calls are likely to have increased job satisfaction, while those who feel pressured by the emotional demands of such calls are likely to have decreased job satisfaction (Modula et al., 2024). Such findings show why it is necessary to consider individual and contextual factors in studying the connection between CCR and job satisfaction.

Literature Gaps in Crisis Call Impact on Police Job Satisfaction

Although past studies offer valuable information on the impact of responding to crisis calls on job satisfaction, there are several areas within the literature that remain underdeveloped. These include the inability to distinguish between different types of crisis calls and the effect on the officers' job satisfaction. Wood et al. (2023) claimed that it is not possible to state that all crises are equally stressful or emotionally costly, adding that different types of calls, such as a mental health crisis, a domestic disturbance, or a violent crime, may vary in impact on officers, their well-being, and job satisfaction. Some calls, for instance, mental health calls, need the officers to actively use de-escalation measures and deal with a rather challenging scenario with a possibly unstable individual, whereas other types of calls may be more stressful due to physical danger involved in violent incidents (Wood et al., 2023).

It is necessary to carry out deeper investigations into these differences as this could reveal how different forms of crises affect job satisfaction, so that law enforcement agencies could create means of assisting the officers depending on the caliber or type of crises they encounter (Rollnik-Sadowska et al., 2023). However, studies that address moderating factors are lacking, especially the importance of organizational support in

mitigating the impact of crisis exposure. Caballero et al. (2024) also stressed that organizational resources, including counseling services, peer support programs, and mental health training, might mitigate the adverse impact of CCR. Nonetheless, the existing studies linking these resources to the actual enhancement of job satisfaction for officers in handling crisis cases remain scarce (Caballero et al., 2024).

A second significant omission relates to the impact of responding to crisis calls over time. Past research typically focuses on the short-term consequences of crisis exposure regarding job satisfaction, whereas little is known about the long-term effects of multiple exposures to crises on job satisfaction (Watson & Compton, 2019). It is essential to extend the knowledge of CCR to consider more than just single responses, as well as the dynamics of how officers' coping patterns may shift over time, in order to create effective interventions that can increase officers' quality of life and job satisfaction in the long term (Brickell et al., 2024).

Emotional and Psychological Demands of Crisis Calls

Emotional labor means controlling emotions in formal environments, especially when a person's job description entails dealing with the public (Black & Lumsden, 2020). This concept is evident particularly regarding police officers since they are always expected to demonstrate emotional neutrality, especially when handling emotionally charged incidents. The demands of police work often necessitate a façade of calmness and authority, even when officers are experiencing significant internal turmoil (Schafer et al., 2024). Police officers often engage in surface acting, where they fake emotions, or deep acting, where they attempt to genuinely feel the required emotions (Joffe et al.,

2024). Both strategies can lead to emotional exhaustion and affective symptoms (Joffe et al., 2024). These endeavors of emotional regulation have negative impacts on the officers' mental health and their general job satisfaction levels (Arya Permana et al., 2024).

Employing emotional labor in police operations has been the topic of exploration in various studies. Wright et al. (2022) explored this mood management theory focused on officers' suppression of emotions during crises. The researchers reported that such suppression is not only prevalent but also unhealthy for officers. Police officers tend to have higher levels of emotional exhaustion and lower levels of job satisfaction when they often engage in emotional concealment (Wright et al., 2022). This is in line with the notion that emotional work, especially the kind of work that entails denying self instead of expressing self in the workplace, may lead to burnout and disengagement (Black & Lumsden, 2020).

Lennie et al. (2020) on the effect of emotional labor and burnout among the police officers revealed detrimental effects on psychological well-being and work efficacy. While emotional suppression and depersonalization were discovered to be some of the most frequently used coping strategies, they resulted in elevated burnout and psychological symptoms. Lennie et al. further elaborated on the impact of emotional labor by arguing that policing is not only an acute emotional problem but an enduring one that continues to aggravate officers as they engage in their tasks daily.

Emotional labor is defended as an essential approach for analyzing the emotional workloads of police officers and how they connect with job satisfaction. Emotional labor

is intrinsically tied to the JD-R model, wherein high demands, including emotional labor, result in burnout if unaddressed appropriately (Bakker & de Vries, 2020). In the case of police, the emotional pressure is high, with officers having to control emotions while on service, dealing with emergency calls, escalations, and public interfaces (Fix & Powell, 2024). Thus, the data point to the fact that emotional labor is an important component of police work. For example, Stogner et al. (2020) noted that emotional costs were detrimental to officers' well-being and posited that emotional labor should be regarded as a demand that causes negative consequences. The conclusion was made based on the works, where it was highlighted that the lack of emotional labor's recognition and regulation can lead to such consequences as reduced officers' job satisfaction, high rates of turnover, and worsened mental state (Stogner et al., 2020). Furthermore, Taylor (2021) also pointed out that emotional suppression, which is involved in emotional labor, leads to adverse long-term outcomes like PTSD and chronic burnout. These findings therefore reaffirm the need to consider emotional labor as a factor in research into job satisfaction within the police force and among the police fraternity in general. Meeting the need to feel emotionally supported as well as creating programs and tools that allow officers to express their emotions would contribute to increasing the level of job satisfaction, thus reducing the consequences of emotional labor.

Emotional work in policing is not limited to the officers; it has organizational and societal impact on the police organizations and society. On an organizational level, the emotional labor required to maintain a façade of calmness and authority can lead to burnout and decreased job satisfaction among officers (Black & Lumsden, 2020). This

emotional strain can result in higher turnover rates, increased absenteeism, and a decline in overall morale within the police force. Research by Magny and Todak (2021) highlighted that emotional intelligence (EI) is crucial in managing these emotional demands, and a lack of EI can exacerbate stress and reduce job performance.

From a societal perspective, the emotional labor of police officers can impact public trust and legitimacy (Magny & Todak, 2021). When officers are unable to manage their emotions effectively, it can lead to negative interactions with the public, which in turn can erode community trust (Magny & Todak, 2021). This erosion of trust can have far-reaching consequences, including increased tension between law enforcement and the community, and a decrease in public cooperation with police initiatives. Moreno et al. (2024) emphasized the importance of empathy training in police organizations to improve officers' emotional resilience and their interactions with the public.

Wright et al. (2022) emphasized the importance of organizational support in helping officers manage emotional labor, suggesting that departments that prioritize officer well-being are better equipped to serve their communities effectively. Supervisor and organizational support are important in moderating perceptions of emotional demands among police officers as it affects their health, coping, and work commitment (Brunetto et al., 2022).

Job Satisfaction in Law Enforcement

Job satisfaction remains another important element for use in research studies in the law enforcement context because it affects the performance, well-being, and productivity of police officers (Mumford et al., 2022). By means of the JD-R model, it is

understood that when the role is very demanding, for example, when officers have a high level of exposure to traumatic or stress stimuli in their daily work, they need to receive more emotional, training, and organizational support as well as organizational support in terms of work-life balance in order to remain satisfied with the job (Rauschmayr et al., 2023). If such resources are unavailable, the officers develop burnout, emotional exhaustion, and eventually, decreased job satisfaction (Chen & Wu, 2022). Stress negatively impacts job satisfaction, which in turn positively impacts job performance among law enforcement officers, with resilience and wellness programs moderating these relationships (Mumford et al., 2024).

Several researchers have investigated the antecedents of job satisfaction in this population, often from the perspective of motivation and job satisfaction theories. One of the most famous theories used to explain job satisfaction within this field of study is Herzberg's two-factor theory, where there are intrinsic factors called motivators and extrinsic factors referred to as hygiene factors. Prysmakova and Vandenabeele (2020) suggested that extrinsic factors are not enough for increasing job satisfaction among police officers, but rather intrinsic factors such as personal accomplishment, recognition, and meaningful work. The researchers also found that officers who rate their job importance positively are more likely to express satisfaction in their work. Prysmakova and Vandenabeele used a cross-sectional survey in which officers were asked to provide an assessment of their level of satisfaction with particular factors of their job. The findings suggested that variables like personal objectives attainment and recognition by superiors are significant drivers of job satisfaction, quite in line with Herzberg's idea of

proactive motivators as a way of motivating employees to improve their morale to the betterment (Prysmakova & Vandenabeele, 2020).

Extrinsic factors, including administrative support, work conditions, and pay, were also found to be significant, but their impact on job satisfaction was more nuanced. Mumford et al. (2024) demonstrated that ensuring extrinsic factors such as administrative policies or fair pay can decrease job dissatisfaction. However, these factors are not as effective in enhancing job satisfaction as intrinsic factors. This finding further supports Herzberg's view that while hygiene factors are important, they lack the capacity to cause permanent satisfaction and can only prevent dissatisfaction.

Additionally, Wright et al. (2022) emphasized the importance of organizational support in helping officers manage emotional labor, suggesting that departments that prioritize officer well-being are better equipped to serve their communities effectively. Supervisor and organization support are important in moderating perceptions of emotional demands among police officers as it affects their health, coping, and work commitment (Brunetto et al., 2022).

Emotional Labor and Police Stress

Emotional labor, defined as the regulation of emotions for a particular organizational role, is a core component of police work, most particularly in relation to crisis calls (Black & Lumsden, 2020). This concept involves managing one's emotions to present the appropriate demeanor required by the job. In contrast, emotional self-regulation refers to the broader ability to control one's emotional responses to ensure appropriate behavior in various situations (Black & Lumsden, 2020). Effective self-

regulation is crucial as it helps officers maintain composure, make better decisions, and potentially defuse volatile situations. Current literature indicates that effective emotional self-regulation significantly predicts job satisfaction among police officers (Proskuryakova, 2022). Hopkins et al. (2023) conducted research where they discovered the positive results of the eight models of emotional regulation, as officers who reported positive emotions were able to complete tasks because they possessed emotions that enabled them to carry out their duties efficiently, which made them feel competent to work and get satisfaction from the job.

Emotional suppression can have negative consequences, such as inhibiting one's true emotions, which can have detrimental effects. One way of mobilizing emotional culture, discussed earlier while understanding policing, is emotion regulation, a tendency practiced by police officers who have to conceal emotions, especially when dealing with stress (Thompson & Morton, 2023). However, studies have found that the use of emotion regulation is associated with burnout, a condition resulting from the long-term exhaustion of stress (Jaafar et al., 2024). Emotional exhaustion, which is part of burnout, is a key finding of Blumberg et al. (2023), for the reason that officers who stifle their feelings all the time are normally stressed, demotivated, less productive at work, and therefore are likely to change their employer soon. Therefore, although there are gains made when controlling for emotions at the workplace, suppression of emotions can be very dangerous for an officer.

The role of emotional labor in police work is subject to ongoing debate, particularly regarding its impact on job satisfaction. One viewpoint suggests that

emotional labor is a necessary skill that, when used effectively, enhances job satisfaction by enabling officers to navigate complex social interactions and crises (Adams & Mastracci, 2020). For example, Lee (2020) argued that officers who excel at emotional labor, especially in high-stakes situations, feel more competent and gain greater job satisfaction as they successfully manage the emotional challenges of their work.

The studies that have been conducted in the most recent past have offered insight into the flow of emotional labor in policing. Stogner et al. (2020) argued that there is interest in studying officers' experiences of emotional regulation, and the authors conducted a broad study based on the collected data. The authors identified the feelings that patrol officers censor when on the job as a significant determinant of emotional fatigue, which in turn reduces the impression of job satisfaction and increases the likelihood of turnover intentions. Their findings demonstrated how emotional labor can harm officers' psychological well-being and emphasized the imperative of developing measures to facilitate optimal psychological functioning for officers (Stogner et al., 2020). Taylor (2021) further explored the long-term effects of emotional suppression. The author found that officers who practiced emotional regulation had high rates of PTSD and burnout, making it clear that policing is psychologically taxing. The conclusions of these studies indicate a need for members of police organizations to realize the level of emotional toll incurred during service delivery that may negatively affect the well-being of the officers (Stogner et al., 2020; Taylor, 2021).

Other scholars regard emotional labor as a load that has social costs and leads to emotional depletion and burnout. Adams and Mastracci (2020) noted that situations

where emotions need to be managed always and particularly in emotionally charged or stressful situations can lead to emotional overload. Nonetheless, the results highlight that officers who often perform emotional labor without organizational support or personal resources may experience deteriorated job satisfaction because of the wear and tear of regulating emotions through work in stressful contexts (Black & Lumsden, 2020). This is where the concept of emotional labor becomes more complex since it potentially acts either as a positive or negative source of job satisfaction with consideration to factors such as resilience, the organizational culture, and emotional support such as professional counseling and peer support (Brunetto et al., 2022).

Gender as a Moderator

Gender is a critical factor that influences the lives of law enforcement officers, particularly the satisfaction in their jobs (Çetin et al., 2023). Gender-specific stressors, role expectations, and coping mechanisms contribute to how male and female officers perceive their work environments (Bonner & Brimhall, 2021). Specifically, male officers may experience stress from societal expectations to appear strong and unemotional, while female officers might face stress from gender-based discrimination and the pressure to prove their competence in a male-dominated field. Coping mechanisms also differ; male officers may rely more on physical activities or substance use, whereas female officers might seek social support or use emotional regulation strategies (Bonner & Brimhall, 2021).

Gender can influence how an officer feels about their job, especially when it involves responding to crisis calls. The gender role congruity theory further elaborates

how traditional gender roles influence the perception of job roles and satisfaction, notably in male-dominated careers such as policing (Ogungbamila & Olaseni, 2019). For instance, female officers face extra pressures, including discrimination and exclusion, which in turn influence their job satisfaction in a way that may not be similar to that of their male colleagues and subordinates (Çetin et al., 2023; Huff et al., 2024).

Furthermore, the expectation for women to perform emotional labor more intensely due to societal gender norms introduces a distinct stress dynamic (Koburtay et al., 2019).

Women joining traditionally male-dominated sectors like policing are expected to act like their male counterparts while being disciplined for doing so (Fix & Powell, 2024). For instance, a female officer might emulate the assertiveness and authoritative demeanor expected of her male colleagues (Fix & Powell, 2024). However, despite adhering to these behavioral norms, she could be reprimanded for being perceived as “overly aggressive” or “unfeminine” (Fix & Powell, 2024). In GRC theory, female officers become dissatisfied with their jobs if they perform tasks that are male-stereotype-associated, like dealing with violent incidents or exhibiting authoritative behavior (Davidson-Schmich et al., 2023). The integration of gender as a moderator stems from current studies that have compared how different job demands affect male and female officers. Çetin et al. (2023) showed that while dealing with stressful calls, female police officers are more likely to use empathy and EI to reduce the psychological impact of highly stressful scenarios.

On the other hand, male officers tend to use hierarchical and bureaucratic or procedural approaches to crisis management, which conforms to the hegemonic

masculine stereotypes in policing (Huff et al., 2024). Koburtay et al. (2019) suggested incorporating gender as a mediator to help explain the dissimilar experiences of police officers. Koburtay et al. aimed to determine how these coping styles affect job satisfaction by incorporating gender as a mediating factor.

Several scholars have explored the moderating role of gender in law enforcement, highlighting the unique experiences and challenges faced by female officers. For instance, Schafer et al. (2024) concluded that female officers have lower job satisfaction because of factors such as gender biases, role modeling, and promotion. Furthermore, Fix and Powell (2024) analyzed the broader impacts of rapidly changing policies, including the COVID-19 pandemic, on policing stress, burnout, and mental health. Their research highlights how these factors contribute to overall policing stress and burnout, but it does not specifically address the moderating role of gender in the context of crisis call responses. Instead, it underscores the significance of organizational support in mitigating these stressors. Although Fix and Powell's study provides a general understanding of the broader impacts of stress and burnout in policing, the current study builds on this by specifically investigating how gender moderates the relationship between responding to crisis calls and job satisfaction among police officers.

Female officers are expected to perform more emotional labor, and the moderating influence of gender on the relationship between job demands and satisfaction is indicated. In a study conducted by Schafer et al. (2024), it was revealed that female officers usually experience more stress than male officers in their performance due to work-related stress as well as family stress. The researchers observed that female officers,

in particular, are prone to experiencing gender-based discrimination, such as unequal promotion opportunities and lack of recognition for their contributions. Furthermore, Schuck and Rabe-Hemp (2023) aimed at identifying specialty areas for female police officers. The study showed that female officers are more likely to be emotionally weary and display 'professional burnout' than male officers (Schuck & Rabe-Hemp, 2023). This was due to reasons such as family pressures, feeling unsupported by colleagues and managers, and the emotional work required of the employees. These challenges often go a long way in reducing the job satisfaction of the female officers, hence the inclusion of gender as a moderating variable in determining the satisfaction level in this field.

Impact of Gender on Job Satisfaction in Crisis Situations

Research has consistently shown that gender plays a significant role in shaping job satisfaction, particularly in fields like law enforcement where traditional gender roles and organizational culture often present unique challenges (Fix & Powell, 2024; Nonis et al., 2024). Female police officers exhibit lower job satisfaction than their male counterparts, primarily because of stressors associated with gender, for instance, discrimination at the workplace, harassment, and extra emotional workload (Nonis et al., 2024). Raj et al. (2021) pointed out that there are extra emotional pressures on women in the police force; this includes handling interpersonal issues and de-escalating tense situations in a manner that aligns with stereotypically feminine traits like empathy and nurturing. This extra psychological work helps cause higher stress levels and may harm job satisfaction. However, the studies also point out that female officers might get satisfaction from a few specific features and aspects of policing, especially those who

focus on compassionate problem-solving.

According to Adams and Mastracci (2020), when female officers can successfully handle problems or incidents, such as domestic violence, family matters, and so on, they are more satisfied in their jobs than other females in law enforcement. Showing concern and compassion for the affected victims is regarded as a professional achievement and personal gain, which improves job satisfaction (Adams & Mastracci, 2020). Moreover, female officers practicing in specific areas such as sexual assault and child abuse reveal more compassion satisfaction as a result of empathetic interaction they have, which also cannabinoinds burnout (Losung et al., 2021). The results of this study imply that even though women officers have special concerns, they may also have special benefits that make them satisfied with their work.

Several studies have explored gender as a potential moderator of job satisfaction (Fix & Powell, 2024; Hopkins et al., 2023; Raj et al., 2021). Some of the findings are incongruent, such as the relationship between emotional labor and burnout. One study suggested that female officers are relatively more susceptible to burnout as they are likely to undertake more emotional work under pressure (Raj et al., 2021). Emotional work, the regulation of emotion at the workplace, is especially demanding when the workplace is constituted by events that tend to be traumatic, for instance, police work as described by Hopkins et al. (2023). Since this affective component of police work may be especially demanding for female officers, increased levels of emotional exhaustion and, in turn, decreased job satisfaction, may be expected.

Methodological Approaches in the Literature

Quantitative Research on Job Satisfaction and Crisis Calls

Part studies of job satisfaction in the policing context can be characterized by the following methodologies: In the given field, the most popular are correlational studies and survey research (Brickell et al., 2024; Caballero et al., 2024). The purpose of these studies was to identify weak and strong associations between the investigated job demands, for example, responding to calls during the crisis, and job satisfaction. For illustration, Mumford et al. (2024) undertook a correlational study in which two large databases from different police departments showed the relationship between the level of access to job resources and job satisfaction. This work used complex research tools, including regression analysis and analysis of covariance structures, to produce conclusions about the interdependencies of the variables of interest, namely job demands and resources, and job satisfaction. These studies are based on large samples, and that is why they evidence general trends, which enable researchers make generalizations in regard to factors influencing the job satisfaction of police officers.

Several methods have been used by scholars to investigate the impact of gender in law enforcement with special regard to job satisfaction. Journal articles and books that include first-person narratives by female officers suggest the use of qualitative methods of data collection like interviews and focus group discussions. Schafer et al. (2024) noted the need to adopt qualitative data in explaining how experiences in the workplace are influenced by gender roles. Nevertheless, quantitative research on gender moderation is lacking, which is just beginning to emerge with moderation analysis. Moderation analysis

provides a quantitative framework to establish how gender relates to other factors, such as exposure to crisis calls or job content to affect job satisfaction (Busenbark et al., 2021). In moderation analysis, Freemon (2024) explored how gender and race moderate the effects of body-worn cameras and early intervention systems on officer misconduct. One of the major strengths of moderation analysis is that it can give clear honest evidence of how gender influences the relations between major variables. Nevertheless, this specific approach has one drawback: it can exclude individual perceptions that pertain to job satisfaction, while such perceptions can be addressed with more accuracy using qualitative research (Freemon, 2024).

Strengths and Limitations of Quantitative Approaches

The quantitative data in surveys has proven useful in identifying the relationships between various strategies of coping with work-related stress and other factors like job satisfaction and burnout. Quantitative approaches afford more structured analysis but limit the extent to which female officers' daily experiences can be captured, as demonstrated by the omission of the psychic vulnerability induced by constant observation of police work (Surya, 2023).

Despite the utility of such quantitative methods in providing a wide view of the association between coping strategies, stress, and job satisfaction, these techniques have drawbacks. Some limitations are worth noting when using self-report questionnaires, one of which is officers' self-reports of their coping strategies, including the possibility of social desirability effects (Blumberg et al., 2023). Additionally, questionnaires can be limited in understanding the situational specificity of coping, in which the effectiveness

of a given method may depend on the type of crisis or situation an officer is experiencing (Moreno et al., 2024).

Surveys allow researchers to evaluate patterns throughout a broad sample. However, evaluating feelings, psychological orientations, and appraisals will not be perceived easily in surveys. As highlighted by Caballero et al. (2024), officers may provide a lower level of self-rated satisfaction than they actually experienced or provide a higher level of self-rated satisfaction than they have because of the perception associated with mental health problems in the police force. This limitation suggests that measurable approaches do not capture the whole picture of job satisfaction. Moreover, according to Kosec et al. (2022), one major weakness of such correlational studies is that they do not assess the process aspects that underpin job satisfaction.

Qualitative Research on Job Satisfaction and Crisis Calls

Although not commonly used in law enforcement research, qualitative methods have provided valuable insights into job satisfaction. For instance, Rohwer et al. (2022) interviewed focus groups of officers to discuss emotional events and job satisfaction. This approach gave officers more freedom than other structured methods, allowing them to comprehensively explain areas that determine job satisfaction within their values, coping mechanisms, and the culture of the department.

Face-to-face interaction lets researchers gather more comprehensive information regarding the perceived experiences of officers and ways in which coping response develops over time and in various circumstances (Moment, 2024). For example, Singo and Shilubane (2022) conducted a study aimed at exploring the perception of police

officers on how they cope during crisis episodes, and this was done using semi-structured interviews. The researcher found that officers employed both coping mechanisms and organizational support whenever they were involved in a crisis. Although the extent of their usage varied with the intensity of the crisis and available tools, this qualitative approach allowed for a more dynamic exploration of coping and resilience in policing, in addition to revealing the role of emotion regulation in high-pressure contexts (Singo & Shilubane, 2022).

Additionally, Mumford et al. (2022) examined occupational prestige, job satisfaction, and resilience of public safety officers, noting the need for satisfaction in coping with stressors. Fix and Powell (2024) interviewed officers to know how they manage their emotions and found that many officers felt that they had to portray the 'real man,' a barrier to expressing emotions. Although qualitative research gives a descriptive and comprehensive representation of experiences and perceptions, it may not explain trends between one police department and another or across regions (Casas & Kegel, 2023).

Qualitative studies are associated with some limitations. One of the potential shortcomings is that smaller sample sizes are typically employed in qualitative studies, which can reduce the external validity of the results (Mwita, 2022). Moreover, research with a qualitative focus can take a long time to complete and may require significant resources, which limits the possibility of conducting large-scale research. Nonetheless, qualitative methods may be useful in capturing the plight of the officers, which adds to the understanding of the emotional strain in policing and coping mechanisms for

enhancing resilience (Bozga et al., 2020; Domínguez Ruiz et al., 2022).

Mixed-Methods Approaches

To address gaps in understanding job satisfaction, mixed-methods studies have been conducted, combining large survey studies with qualitative interviews (Fix & Powell, 2024). The surveys allow for the evaluation of patterns throughout a broad sample, whereas the interviews bring more depth to officers' experiences. For example, although several officers claimed contentment in their jobs in standard questionnaires, interviews pointed to several grievances dealing with organizational support, training, and work pressure (Fix & Powell, 2024). Combining surveys with interviews offers a rich picture of the moderating role of gender in job satisfaction in policing (Timans et al., 2019).

The mixed-methods design offers a more detailed picture of the antecedents to job satisfaction while demanding more resources than a purely quantitative study. According to Thomson (2022), combining both approaches enhances diversity, novelty, comprehensiveness, and generalizability, but it also presents challenges. Mixed-methods studies require significant time and resources to conduct, making large-scale research challenging. Despite these challenges, such methods offer valuable insights by quantifying findings while examining the personal experiences and hardships of officers, particularly related to gender and crisis calls.

Summary and Conclusions

Summary of Key Themes in the Literature

This chapter offered an analysis of past literature on the interconnections between

CCR, job satisfaction, and the emotional labor of police officers. The chapter outlined the psychological effects of continuous crisis exposure on police officers, detailing the mental health challenges that arise, such as stress, anxiety, and burnout. CCR can have significant negative impacts on police officers. Although some literature suggests that awareness of crisis situations may enhance officers' readiness and confidence when appropriate coping mechanisms are employed (Blumberg et al., 2023; Bradley, 2020), the primary concern of this study is the potential negative outcomes. The pressure of feeling emotionally drained by managing critical incidents can lead to potential burnout (Fix & Powell, 2024; Modula et al., 2024), highlighting the importance of understanding how different types of crisis calls affect officers' job satisfaction and overall well-being.

Although past studies offer valuable insights into the impact of responding to crisis calls on job satisfaction, several areas within the literature remain underdeveloped. Hashmi et al. (2023) highlighted the inability to distinguish between different types of crisis calls and their respective effects on officers' job satisfaction. Wood et al. (2023) asserted that not all crises are equally stressful or emotionally taxing, indicating that different types of calls, such as mental health crises, domestic disturbances, or violent crimes, vary in their impact on officers' well-being and job satisfaction. Thirdly, although other literature indicators reveal that gender has a significant influence on job satisfaction in law enforcement (Nonis et al., 2024), the underlying role of gender and coping strategies in emotional labor and coping in crisis call response are not understood enough.

Female officers experience lower job satisfaction because of gendered sources of stress at work, including discrimination and expectations of emotional labor (Raj et al.,

2021); simultaneously, they get value from providing compassionate resolutions of crises (Adams & Mastracci, 2020). Moreover, it is also found that in the present literature, scholars tend to concentrate on immediate consequences of exposure to crisis and fail to emphasize the chronic manifestations that a series of crises may bring into play in terms of job satisfaction and coping (Watson & Compton, 2019).

Contribution of the Current Study

In this study, I investigated whether gender influences the relationship between job satisfaction and frequency of crisis response calls among police officers. I attempted to provide a nuanced understanding of the variables influencing job satisfaction by focusing on gender as a moderating variable. Ultimately, my goal was to contribute to the literature by offering a comprehensive analysis of gender's moderating effect on police officers' job satisfaction in the context of CCR.

Chapter 3: Research Method

The purpose of this quantitative study was to examine the relationship between increased CCR (independent variable) and job satisfaction (dependent variable) among police officers, and to determine whether gender (moderating variable) moderates this relationship. Although existing research has separately examined the impact of crisis calls on officer stress and gender differences in police job satisfaction, there is a lack of studies investigating the potential intersection of these issues. Specifically, the literature has not adequately explored how the increase in crisis-related calls may differentially affect stress levels and job satisfaction among male and female law enforcement officers. Bell et al. (2022) and Stogner et al. (2020) recommended a need for further research to establish police officers' job satisfaction in relation to an increase in CCR. Therefore, this study was conducted to address the following research questions:

- RQ 1: Does increasing crisis call responding negatively influence job satisfaction among police officers?
 - H_01 : There is no statistically significant association between increased crisis call responding and job satisfaction among police officers.
 - H_11 : There is a statistically significant negative association between increased crisis call responding and job satisfaction among police officers.
- RQ 2: Does gender moderate the relationship between the increase in crisis call responding and job satisfaction among police officers?
 - H_02 : Gender does not moderate the relationship between increased crisis call response and job satisfaction among police officers.

- *H*₁₂: Gender moderates the relationship between increased crisis call response and job satisfaction among police officers.

This chapter includes a detailed discussion of the rationale for selecting a quantitative, nonexperimental, correlational design for the study. This chapter also includes a discussion of the population, sampling, and sampling procedures, as well as the recruitment and data collection procedures. The instrumentation and operationalization of constructs will also be discussed in detail. The data analysis plan, threats to validity, and ethical procedures are also presented. Finally, this chapter ends with a summary of the key points of the research method employed in this study.

Research Design and Rationale

A quantitative, nonexperimental, correlational research design was used to examine the relationship between increased CCR (independent variable) and job satisfaction (dependent variable) among police officers, and to determine whether gender (moderating variable) moderates this relationship. A quantitative methodology was utilized in the study in order to provide an empirical-based conclusion about whether gender moderates the relationship between increased crisis calls and job satisfaction. Linear regression analysis was employed in this study to provide an objective measure of the association between variables (Patton, 2015). Quantitative research involved the use of data analyses to address a research problem and test the hypothesis (Disnan & Barliana, 2017). The specific and objective nature of quantitative studies allows generalizing of results to the target population (Barnham, 2015). The focus of quantitative studies is to provide reliability through utilizing rigorous research

methodology to contribute to the existing body of knowledge.

A quantitative methodology was selected because the variables of increased crisis calls, job satisfaction, and gender were measured using survey items represented with numerical ratings or values. The qualitative and mixed-methods approaches were considered, but the focus of these approaches is different from the focus of this study. Qualitative studies involve interviews, observations, and case studies to gather information about a certain phenomenon from identified individuals or groups of people under study (Barczak, 2015; Park & Park, 2016). Qualitative approaches use inductive logic to arrive at explanations and insights from different sources of information such as interview transcripts, recordings, documents, case studies, and/or observations (Barczak, 2015; Park & Park, 2016). Qualitative analysis focuses on answering “how” and “why” questions and the interpretation of data as collected in their natural circumstances (Peters & Halcomb, 2015). In comparison, a mixed-methods approach is a methodology that involves the collecting, analyzing, and integrating of quantitative and qualitative techniques (Halcomb & Hickman, 2015; Terrell, 2012). A mixed-methods approach study used qualitative analysis to support the quantitative results or vice versa. Data in this study were collected from survey responses of participants to examine the relationship between the variables without the need to interview or gather experiences, opinions, and qualitative observations from the participants (Rahman, 2016). Therefore, the qualitative and mixed-methods approaches would not have provided evidence on the potential relationships between variables as compared to a quantitative approach.

The quantitative analysis design was appropriate for examining the relationship

between crisis call increases and job satisfaction, while investigating gender as a potential moderating variable. The approach allowed the testing of specific hypotheses about the moderating effect of gender on the relationship between increased crisis calls and job satisfaction among police officers without manipulating variables, which was suitable for studying data collected from participants in a natural setting. In particular, a nonexperimental correlational research design with moderation was employed to address the research questions. Hayes' PROCESS macro was used in investigating the moderating relationship of gender on increased crisis call and job satisfaction.

Quantitative research can be experimental or non-experimental (Johnson, 2001).

Although an experimental research design is a stronger design that allows the assessment of causation, this study utilized a nonexperimental design because the focus of the study was to examine potential relationships between variables without considering causation. A nonexperimental design was selected for this study because conducting experimental research is more stringent and requires the random assignment of participants to control and intervention groups (Baker, 2017).

The specific nonexperimental design was correlation with moderation analysis. A correlational design allowed the research to determine whether and to what extent a relationship existed between two or more variables (Johnson, 2001). Correlational research is typically the strongest type of non-experimental research because, while the results cannot prove causation, they can describe a functional, predictive model that accurately describes real-world behavior (Seeram, 2019). A correlational design was appropriate to analyze RQ 1 because the focus was to examine the relationship between

increased crisis calls on job satisfaction. Moreover, the moderation analysis in the second research question required that the study utilize a regression analysis, as moderation is an extension of a regression analysis. In RQ 2, the focus was to examine whether gender moderates the relationship between increased crisis calls and job satisfaction.

A descriptive research design and a causal-comparative research design were considered but were deemed inappropriate for the study. The purpose of a descriptive design is to describe an existing phenomenon (Apuke, 2017). The correlational research purpose is to explore relationships within a sample from a population of two or more variables (Apuke, 2017). The focus is specifically on the linear relationship of variables and the effect of the moderating variable on the relationship. Therefore, a descriptive design was considered inappropriate. Moreover, a causal-comparative design was determined inappropriate because the focus of the study was not on identifying differences between groups. Participants were not categorized into groups. An experimental design was considered but not selected for the study because there was no random assignment of participants to control and intervention groups. Participants were also not manipulated or exposed to an intervention. Thus, a correlational design with moderation analysis was deemed most appropriate for the study.

Methodology

This section includes the description of the target population, sampling, and sampling procedures employed in the study. This section provides a discussion on the inclusion and exclusion criteria for study participants. The sample size calculation utilizing G*Power v3.1.0 is also presented in this section.

Population

The target population for this study was police officers in central Texas, United States. Police officers who are male and female were included in the study. The participants should be at least 18 years of age. The participants were recruited from police districts within the area of central Texas, United States. Permission from the police district head was obtained to recruit participants from the different police stations within the district. The inclusion criteria for this study included active police officers who were 18 years old and above and had access to the internet. The survey for this study was conducted online using SurveyMonkey. Thus, participants should have had access to the internet.

Sampling and Sampling Procedures

A convenience sampling technique was utilized to gather prospective participants in the study. Convenience sampling is a nonprobability sampling technique wherein participants participate in the study based on their willingness and availability. All police officers who qualified with the inclusion criteria in the police stations were invited to participate in the study. Recruitment flyers were distributed in police stations and were sent to the mailing list of the police district to recruit potential participants in the study. Interested participants were asked to access the link to the survey in SurveyMonkey.

An a priori power analysis was conducted using G* Power v3.1.0 to determine the minimum number of samples necessary for the study. The power analysis involved a medium effect size of .15, a power of 80%, a significance level of .05, and a linear regression analysis with three predictor variables (Faul et al., 2009). The three predictors

were an increase in crisis calls, gender, and the interaction of crisis calls and gender for the moderation analysis. The result of the G* Power calculation determined a minimum sample of 77 participants. Therefore, at least 77 participants were included in the study. To ensure a sufficient number of complete responses were gathered, at least 100 responses were collected before the survey was closed.

Procedures for Recruitment, Participation, and Data Collection

Approval from Walden University's Institutional Review Board (IRB) was obtained prior to collecting any data for the study. Permissions from the police district heads and the police station heads were obtained to ensure that they agreed to include their police officers in the participant recruitment for this study. After gaining approval from the IRB, recruitment flyers were posted in central Texas police stations. An email of the recruitment flyer was also sent to the mailing list of the police stations. Interested participants were asked to access the survey through the SurveyMonkey link provided in the recruitment flyer.

Upon accessing the link in SurveyMonkey, participants were led to the informed consent form. Participants were asked to read and agree to the informed consent form to ensure that they were aware of the conditions of the study. Participants were informed about the risks and the benefits of participating in the study. Participants who agreed with the informed consent form were directed to the demographic questionnaire, the item on the average frequency of crisis calls per week, and the JSS. After completing the survey questionnaires, participants were asked to submit their responses to SurveyMonkey, and they were thanked for their participation in the study. All data were downloaded to SPSS

v29.0 to prepare for data analyses one month after the start of the survey or until at least 100 responses had been collected.

Instrumentation and Operationalization of Constructs

The primary data collection instrument was a structured survey questionnaire, which included validated scales to measure job satisfaction. The JSS developed by Spector (1985) was utilized in the study. JSS was developed to measure job satisfaction. JSS is free to use for academic purposes. Thus, JSS was utilized as the survey instrument to measure job satisfaction in this study. The development of JSS involved 3,148 respondents to assess their feelings about their jobs. This scale composed 36 items, which measure nine subscales of job satisfaction, namely Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Procedures, Coworkers, Nature of Work, and Communication. The scale showed correlations with employee perceptions and behaviors. The results of the development of JSS also showed consistent findings with other satisfaction scales.

van Saane et al. (2003) noted that a discriminant validity of .50 or less was established with this instrument, which is considered as moderate to low, with a convergent validity ranging from .61–.80. The results of validity were tested using confirmatory factor analysis, identifying the nine subscales of JSS. The survey instrument was determined to be valid (relative Chi-square = 1.18, RMSEA = .04, GFI = .93, AGFI = .91). In a similar study, Ogunkuade and Ojiji (2018) noted the validity of Spector (1985) JSS survey when utilized with public and private organizations in the Nigerian region as a way to measure Job Satisfaction. Results indicated a mean score of 6.5+92.86,

which was accepted as valid (Ogunkuade & Ojiji, 2018). The JSS showed reliability and an Alpha Coefficient in Overall wellness (.94), Job Satisfaction (.91), Pay (.84), Promotion (.81), Supervision (.93), and Coworkers (.84; Spector, 1994). To test the reliability of the instrument, Spector (1985) gathered 3,148 respondents in 19 samples to evaluate the feelings of employees about their jobs. The results of the analysis determined consistent correlation results with other satisfaction surveys. Gholami et al. (2012) showed that the Cronbach's alpha value was .86 for the overall measure. According to Spector (1985), the Cronbach's alpha value for the overall scale was determined to be .91. Likewise, researchers Gholami et al. conducted a study with 301 subjects to evaluate the reliability and validity of the instrument. The results of Gholami et al. showed that the Cronbach's alpha value was at .86 for the overall measure. Thus, the instrument was considered as reliable and valid.

For the purpose of this study, the overall job satisfaction score was utilized, calculated as the average of the responses for the 36 items. A 6-point Likert-type scale was utilized to measure the job satisfaction score of police officers. Spector (1985) used the survey specifically for human services nonprofit and public organizations, which are aligned with this study. The job satisfaction variable was measured using a continuous scale.

To assess the increase in responding to crisis calls, a combination of self-report measures within the survey was utilized. Participants were asked about the average frequency of crisis calls they received per week. The average frequency of crisis calls was measured using a continuous scale. Demographic information, including gender, age,

years of service, and rank, was collected through a separate section of the survey questionnaire. Additionally, to ensure the reliability and validity of the CCR increase data, a critical incident log for officers was used to record the experiences of police officers over a specified period, supplementing the self-report and departmental data (Weiss, 2020).

Data Analysis Plan

All data collected in the study were downloaded to SPSS v29.0. The downloaded data were cleaned for missing values. Cases with missing values were excluded from the data analyses. After ensuring that the dataset was complete, descriptive statistics were utilized to describe the data gathered for the study. Frequencies and percentages were employed to present the demographic characteristics of participants. The job satisfaction score was calculated as the average of the item responses. Measures of central tendencies and variability, such as the mean, standard deviation, and range, were used to present the JSS score and the frequency of crisis calls.

To address the research questions posed in the study, linear regression analyses were conducted. However, prior to conducting the linear regression analysis, the assumptions were tested. The first assumption was that the independent variables were measured on a continuous or a categorical scale. The independent variable of frequencies of crisis calls was measured on a continuous scale (Hayes, 2018). The second assumption was that the dependent variable was measured on a continuous scale (Laerd Statistics, 2018). The JSS scores were measured on a continuous scale, which indicated that the assumption was met. The third assumption was the normality of data. Shapiro-Wilk's test

was used to determine whether the data followed a normal distribution. The Q-Q plot was used to determine whether the residuals followed the normal distribution. If data did not follow the normal distribution, a transformation was employed to meet the assumption on normality (Kite & Whitley, 2018).

The fourth and fifth assumptions were the assumption on linearity and homogeneity of data. Scatterplots were used to determine whether there was linearity in the data. The independent variables were plotted against the dependent variables. The linearity of the criterion and predictor variables collectively was also tested using the scatterplot of the student revised residuals against the standardized predicted values. Partial regression plots were also utilized to test for the assumption of linearity. The homogeneity of data was also examined using scatterplots. A scatterplot of residuals was also generated to determine whether there was a pattern formed. A pattern formed in the scatterplot indicates that the assumption on homogeneity was violated (Laerd Statistics, 2018). Thus, this was considered as a limitation in the study.

To test the assumption on outliers, boxplots were used to determine whether there was an outlier in the job satisfaction scores. Significant outliers identified in the boxplots were excluded from the analysis (Laerd Statistics, 2018). Thus, the assumption on outliers was satisfied.

To test for multicollinearity, the variance inflation factor (VIF) was used. A VIF value of 10 and below was determined to indicate that the multicollinearity assumption was met (Kite & Whitley, 2018). However, if there were VIF values above 10, the predictor would be excluded from the linear regression analysis. For the assumption of

independence, the Durbin-Watson statistic of 1.5 to 2.5 was determined to indicate that the assumption was met (Hayes, 2018). The data were also gathered from individual participants. Therefore, the assumption was met. After testing the assumptions, the multiple linear regression analysis was conducted. The predictor variable was the frequency of crisis calls, while the criterion variable was the job satisfaction scores. A significance level of .05 was utilized for the analyses.

To examine the moderating effect of gender on the relationship of increased crisis calls and job satisfaction, a moderation analysis using Hayes' PROCESS macro was utilized. Hayes' PROCESS macro is an add-in function in SPSS that simplifies the process of moderation analysis. Hayes' PROCESS macro is often used for mediation, moderation, and conditional process analysis. This macro was developed by Andrew F. Hayes to conveniently integrate with SPSS and provide a simple interface for performing the analyses. Hayes' PROCESS macro provides an automated process for conducting the moderation analysis which lessens human error to enhance the reliability of results. In the Hayes' PROCESS macro, gender was inputted as the moderating variable (M), frequency of crisis calls was inputted as the predictor variable (X), and job satisfaction was inputted as the dependent variable (Y). The moderation analysis followed the same assumptions as the linear regression analysis. Thus, the testing of assumptions conducted for RQ1 was sufficient for this study. The results of the moderation analysis determined whether gender was a significant moderating factor to the relationship of the predictor and criterion variables. The Int_1 variable in the results of the moderation analysis was also observed. If the significance level was less than .05, it indicated that gender was a

significant moderating variable.

Threats to Validity

Validity is the measure of how well an instrument measures its intended construct (Kite & Whitley, 2018). Existing studies that tested the validity of the instruments were reviewed to establish the validity of the JSS instrument. The instrument used to measure job satisfaction was the Spector (1985) JSS. The survey involved a six-point Likert-type scale to measure the feelings of participants towards their job. The instrument was determined to be reliable and valid in measuring the construct of job satisfaction (Spector, 1985; van Saane et al., 2003).

For the crisis call data, self-report data from police officer participants were obtained. Police officer participants were asked to recall and report the average frequency crisis calls within a week that were reported to them. The use of data from first-hand experience increased the validity and reliability of the data. The anonymous nature of the study also encouraged participants to be honest with their responses, which limited the threats to validity in this study.

Ethical Procedures

The ethical principles in the Belmont Report guided the researcher's ethical concerns for this study: (a) minimizing the risk of harm to participants, (b) obtaining informed consent, (c) protecting participant anonymity and confidentiality, (d) avoiding deceptive practices such as involuntary participation, and (e) providing the right for participants to withdraw from the study at any time without any punishments or negative implications (National Commission for the Protection of Human Subjects of Biomedical

and Behavioral Research, 1979). These principles were adhered to and addressed during recruitment of participants and prior to any data collection in the consent procedure before participants agreed to respond to questions. Upon accessing the link to the survey in SurveyMonkey, participants were asked to read and agree to the informed consent form. Permissions and IRB approval were obtained prior to the start of the data collection procedures.

The data that were gathered in the study were anonymous. The identity of the participants in the study was not known. Although ID numbers were electronically assigned to each participant in SurveyMonkey, no names were associated with the ID numbers. Interested participants who qualified with the inclusion criteria were asked to read and agree to the informed consent form on the first page of the survey. Participants had to click on “I agree” to proceed to the survey items. Participant identity was protected by deidentification of survey responses in SurveyMonkey. No personally identifiable information was collected in the study. After the surveys were completed, the researcher downloaded and saved the dataset in a password-protected folder on the researcher’s personal laptop. This file was saved and stored for three years and then was permanently deleted through a data wipe-out application from the researcher’s laptop.

Summary

A quantitative, nonexperimental, correlational research design was utilized to examine the relationship between increased CCR (independent variable) and job satisfaction (dependent variable) among police officers, and to determine whether gender (moderating variable) moderated this relationship. The target population for this study

was police officers in the southern United States. The participants were recruited from police districts within the area of the southern United States. Permission from the police district head was obtained to recruit participants from the different police stations within the district. The inclusion criteria for this study included active police officers who were 18 years old and above and had access to the internet. The survey for this study was conducted online using SurveyMonkey. Participants were asked to respond to a demographic questionnaire and the JSS. At least 77 complete responses were collected in the study to ensure statistical validity. Descriptive statistics, linear regression analysis, and Hayes' PROCESS macro were utilized to test the hypotheses posed in the study. A significance level of .05 was utilized for all analyses. Chapter 4 provided a presentation of the data analysis results for this study.

Chapter 4: Results

The purpose of this quantitative study was to examine the relationship between increased CCR and job satisfaction among police officers and to determine whether gender moderated this relationship. The study employed a non-experimental, correlational design to analyze the extent to which the frequency of crisis-related calls, as reported by participants, impacted their self-rated job satisfaction. The study also investigated whether gender served as a moderating factor in this relationship, providing insight into differential occupational experiences among male and female law enforcement officers.

This study focused on four specific objectives. First, I aimed to quantify the direction and magnitude of the relationship between weekly crisis-call volume and self-rated job satisfaction. Second, I sought to estimate how much variance in job satisfaction could be explained by crisis-call volume alone. Third, the study tested whether gender moderated that relationship, revealing any differential impact on male and female officers' satisfaction. Fourth, the aim was to generate evidence to guide gender-sensitive supports and resource allocations for units handling a high volume of crises. Two research questions guided the analysis:

- RQ 1: Does increasing crisis call responding negatively associate with job satisfaction among police officers?
- RQ 2: Does gender moderate the relationship between the increase in crisis call responding and job satisfaction among police officers?

The theoretical frameworks guiding this inquiry were the JD-R model (Demerouti

et al., 2001), which posits that job demands reduce satisfaction and well-being when not balanced with adequate resources, and GRCT (Eagly & Karau, 2002), which explains how societal gender norms influence professional expectations and outcomes. The results of the study contribute to advancing both theory and practice in the evolving domain of crisis-response policing.

The remainder of this chapter is organized into three major sections. The first section reviews the demographic characteristics of the sample and confirms adherence to the planned methodology. The second section presents the findings of the inferential analyses aligned with each research question. The final section contains a concise recap of the key findings and serves as a transition to Chapter 5.

Data Collection

Data collection was conducted over a 3-week period following IRB approval from Walden University. Recruitment occurred via email and physical flyers distributed across law enforcement departments in central Texas. Participation was voluntary, and eligibility required respondents to be active-duty police officers. Participants accessed an anonymous survey hosted on SurveyMonkey, where they completed demographic questions, reported the number of crisis calls they typically received per week, and responded to the 36-item JSS developed by Spector (1985).

A total of 80 participants completed the survey; however, two participants provided invalid data. One participant indicated their age was 249, whereas the other reported receiving 100 crisis calls per week. These two cases were excluded from the analyses, yielding a 97.5% usable response rate. This exceeded the minimum required

sample size of 77, as determined by a priori power analysis using G*Power, ensuring adequate statistical power for both regression and moderation analyses. Data collection fully adhered to the procedures outlined in Chapter 3, and no discrepancies or technical challenges were encountered.

Descriptive statistics for the sample ($N = 78$) are presented in Table 1. Slightly more than half identified as female (53.8%, $n = 42$). Nearly half (44.9%, $n = 35$) reported less than 1 year of law enforcement experience. The most common current rank was Officer/Deputy (56.4%, $n = 44$). Regarding crisis call types, mental health crises were most frequently encountered (66.7%, $n = 52$). Because respondents could endorse multiple call types, percentages do not sum to 100%. Compared with national estimates indicating that women account for approximately 13–14% of full-time sworn officers, this sample overrepresents female officers (Bureau of Justice Statistics, 2022).

Table 1*Frequencies and Percentages of Demographic Characteristics and Types of Crisis Calls**Received (N = 78)*

		Frequency	Percent
Gender	Male	36	46.2
	Female	42	53.8
	Total	78	100.0
Years of Service in Law Enforcement	Less than 1 year	35	44.9
	1–5 years	14	17.9
	6–10 years	13	16.7
	11–15 years	5	6.4
	16–20 years	8	10.3
	More than 20 years	3	3.8
	Total	78	100.0
Current Rank	Officer/Deputy	44	56.4
	Corporal	6	7.7
	Sergeant	12	15.4
	Lieutenant	8	10.3
	Captain	2	2.6
	Assistant Chief/Deputy Chief	2	2.6
	Chief of Police/Sheriff	4	5.1
	Total	78	100.0
Types of Crisis Calls	Mental health crises (e.g., individuals in distress, psychiatric emergencies)	52	66.7
	Domestic disturbances involving mental health concerns	40	51.3
	Suicide attempts or suicide threats	25	32.1
	Substance abuse-related crises	29	37.2
	Homelessness-related crises	24	30.8

Univariate statistics are also provided for continuous variables. As shown in Table 2, the average age of participants was 36.86 years ($SD = 11.38$), and the mean number of crisis calls handled per week was 9.32 ($SD = 10.99$). The mean job satisfaction score, based on the JSS, was 131.04 ($SD = 25.65$), indicating a moderately high level of satisfaction across the sample. To assess internal consistency of the JSS within this study sample, Cronbach's alpha reliability analysis was conducted. The Cronbach's alpha value was .901 for the 36-item scale, indicating acceptable reliability for exploratory research.

Table 2

Descriptive Statistics of Age, Number of Crisis Calls, and Job Satisfaction

	<i>N</i>	Min	Max	<i>M</i>	<i>SD</i>
Age	78	17.00	77.00	36.86	11.38
Average Number of Crisis Calls per Week	78	.00	59.00	9.32	10.99
Job Satisfaction	78	46	197	131.04	25.65

Results

Before performing the regression and moderation analyses, key statistical assumptions were assessed to confirm the suitability of the data for analysis. These assumptions included the structure and level of measurement of the data, normality of the continuous variables, linearity between predictor and outcome variables, and homoscedasticity of residuals. The assumption of multicollinearity was not considered because only one predictor variable was included in the analyses.

The variables of interest, weekly crisis call frequency and job satisfaction, were measured at the interval level and thus satisfied the assumption of continuous data

required for linear regression. Gender, used as a moderator, was treated as a dichotomous categorical variable and dummy-coded for regression procedures. Because gender was a planned moderator and no other demographic variables showed meaningful variation in relation to the outcome variable, no covariates were included in the regression models. The sample's gender and experience distributions provided an adequate approximation of the target population of regional police forces in terms of rank, years of service, and operational experience with crisis-related calls, supporting reasonable external validity for similarly structured departments.

Normality of the two continuous variables, weekly crisis call frequency and job satisfaction, was assessed using the Shapiro–Wilk test. As shown in Table 3, the results indicated statistically significant deviations from normality for both variables. The Shapiro–Wilk statistic for weekly crisis calls was .708 ($p < .001$), and for job satisfaction, it was .956 ($p = .009$). These findings suggest a non-normal distribution for both variables. Given the sample size of 78 and the robustness of regression analyses to minor deviations from normality, especially for residual-based methods, the analysis proceeded as planned.

Table 3

Shapiro–Wilk Normality Test for Continuous Variables

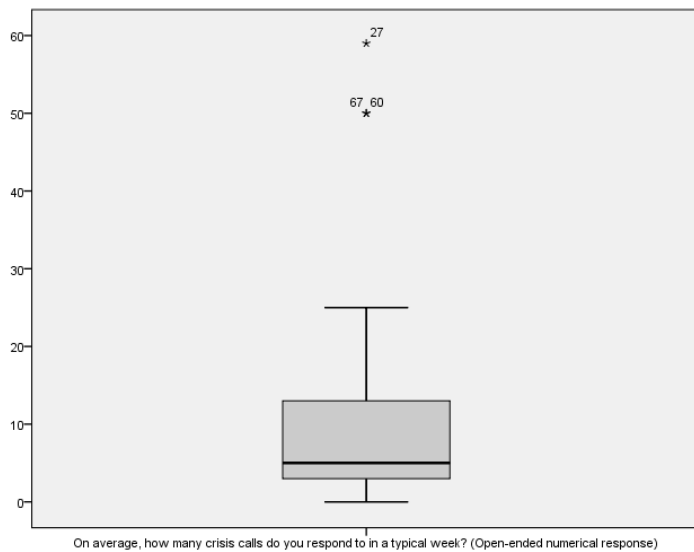
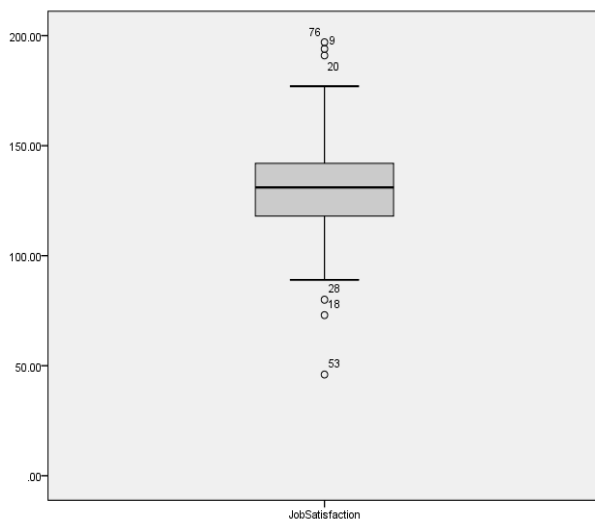
Variable	Statistic	<i>df</i>	Sig.
Weekly Crisis Calls (open-ended)	.708	78	<.001
Job Satisfaction	.956	78	.009

The presence of outliers was assessed using boxplots presented in Figures 1 and 2.

For the weekly crisis call frequency variable, the boxplot revealed several outliers above the upper whisker, including values as high as 59, which appeared to be extreme relative to the rest of the data (see Figure 1). Notable outliers were observed for participants with values in the range of 50 to 59 crisis calls per week. These outliers suggest a positively skewed distribution and potential variability in workload among respondents.

The boxplot for job satisfaction also showed a few outliers, though they were less extreme (see Figure 2). One low-end outlier with a satisfaction score below 2.0 and several slightly high or low values were identified. These values fell within plausible response ranges and did not distort the overall central tendency or variability of the data.

In both variables, the outliers were retained in the dataset after confirming they were not data entry errors and represented legitimate responses. The decision to retain these cases is further supported by the robustness of linear regression to mild violations of normality and the preservation of sample size for statistical power. Sensitivity analyses could be considered in future studies to evaluate the influence of these data points, but they were included in the present analysis to maintain the integrity of the real-world variation present in the sample.

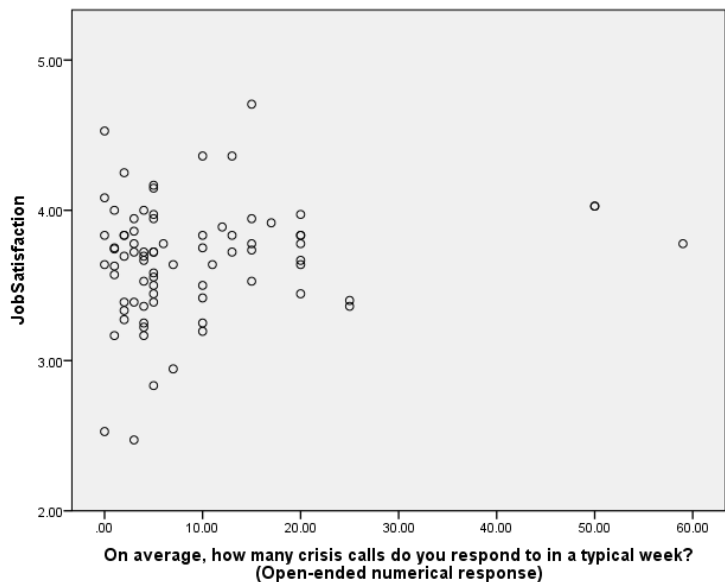
Figure 1*Boxplots of Number of Crisis Calls per Week**Note.* * Indicates outliers.**Figure 2***Boxplots of Job Satisfaction Scores**Note.* * Means outliers

Linearity between weekly crisis call frequency and job satisfaction was assessed visually using a scatterplot. As shown in Figure 3, the distribution of data points does not reveal a distinct linear pattern. Although most data points are concentrated between 0 and 20 crisis calls per week, job satisfaction scores appear relatively constant across the range of crisis call frequencies. The absence of a clear upward or downward slope suggests a weak or negligible linear relationship between the variables.

The scatterplot was also examined for homoscedasticity, which refers to the assumption that the variance of residuals remains constant across levels of the predictor variable. In this case, the spread of data points appears relatively uniform throughout the range of weekly crisis call values. There is no obvious funneling or widening of the data spread that would indicate heteroscedasticity. Although a few extreme values appear on the right-hand side of the graph, these cases do not seem to skew the overall variance substantially. The scatterplot supports the decision to proceed with linear regression. While the linear trend is weak and the relationship appears diffuse, no strong evidence of heteroscedasticity or other violations emerged that would undermine the validity of regression assumptions.

Figure 3

Scatterplot of Average Number of Crisis Calls per Week and Job Satisfaction

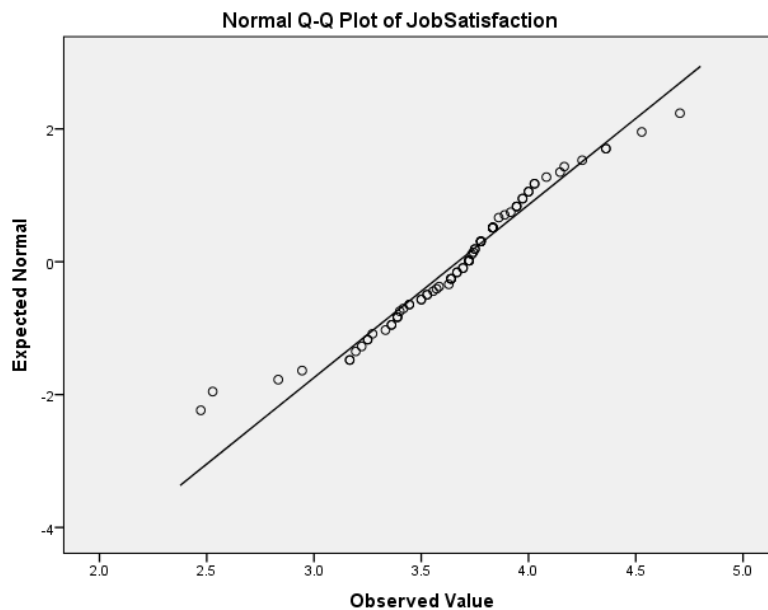


Normality of residuals was also examined to evaluate whether the residuals from the regression model followed a normal distribution. This is an important assumption in linear regression for ensuring valid inference and hypothesis testing. The Shapiro–Wilk test yielded a statistically significant result ($W = .960, p = .013$), indicating a deviation from normality. However, as seen in the normal Q–Q plot of standardized residuals (see Figure 4), the residuals closely followed the diagonal reference line, with only slight deviations at the tails. This visual evidence suggests that the residuals approximate a normal distribution reasonably well despite the formal test result. Considering that the Q–Q plot shows most data points clustering along the expected normal line and no major skew or kurtosis is visually evident, the violation is likely minor. Combined with the relatively large sample size ($N = 78$), which reduces the impact of small deviations from normality, this assumption is considered sufficiently met to proceed with regression

analysis (see Figure 4).

Figure 4

Normal Q-Q Plot of Standardized Residuals



Research Question 1

A simple linear regression tested whether weekly crisis call frequency predicted job satisfaction. The overall model was not statistically significant, $F(1, 76) = .131, p = .718$, accounting for .2% of the variance in job satisfaction ($R^2 = .002$; adjusted $R^2 = -.011$; SE of estimate = 25.791). Weekly crisis call frequency did not significantly predict job satisfaction, $B = .097, SE = .267, \beta = .042, t(76) = .363, p = .718$, 95% CI $[-.436, .629]$. The direction of the (nonsignificant) effect was positive, each additional weekly crisis call was associated with an estimated .006-point increase in job satisfaction, but the confidence interval included zero. In a single predictor model, $R = .177$ reflects the bivariate correlation, indicating a small association; the corresponding effect size was

$f^2 = .032$ (small). The intercept was 3.613 ($SE = .057$; $t(76) = 63.740$, $p < .001$), representing the estimated job satisfaction when weekly crisis calls equal zero. These results provide no evidence that crisis call frequency is meaningfully related to job satisfaction in this sample. Therefore, there is insufficient evidence to reject the null hypothesis (H_{01}) that weekly crisis call frequency and job satisfaction.

Table 4

Model summary for Regression of Crisis Call Frequency on Job Satisfaction

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.042	.002	-.011	25.791

Note. Predictor: Weekly crisis call frequency; Dependent variable: Job satisfaction.

Table 5

ANOVA results for Regression Model Predicting Job Satisfaction

Model	Sum of Squares	df	Mean Square	F	p
Regression	87.426	1	87.426	.131	.718
Residual	50553.459	76	665.177		
Total	50640.885	77			

Note. Predictor: Weekly crisis call frequency; Dependent variable: Job satisfaction.

Table 6

Regression Coefficients for the Effect of Crisis Call Frequency on Job Satisfaction

Predictor	B	SE	β	t	p
(Constant)	130.135	3.839		33.900	<.001
Weekly crisis calls	.097	.267	.042	.363	.718

Note. Dependent variable: Job satisfaction.

Research Question 2

To address RQ 2, a moderation analysis was conducted. A general linear model

was estimated to examine whether gender moderated the association between weekly crisis call frequency and job satisfaction. Predictors were crisis calls, gender (dummy coded; reference = 2.00), and their interaction; job satisfaction served as the dependent variable. The overall model was not statistically significant, $F(3, 74) = .700, p = .554$, explaining 7.7% of the variance ($R^2 = .077$; adjusted $R^2 = .006$; *see* Table 7). Neither the main effect of crisis call frequency, $F(1, 74) = .040, p = .841$, nor the main effect of gender, $F(1, 74) = 1.65, p = .203$, was significant. The Crisis Calls \times Gender interaction was also nonsignificant, $F(1, 74) = .144, p = .706$, indicating no moderation by gender.

Parameter estimates (see Table 8) were consistent with the ANOVA results. Crisis call frequency showed a trivial, nonsignificant slope, $B = -.196, SE = .974, t(74) = -.20, p = .841, 95\% \text{ CI } [-2.136, 1.744]$, partial $\eta^2 = .001$. The interaction term was likewise nonsignificant, $B = .215, SE = .568, t(74) = .38, p = .706, 95\% \text{ CI } [-.916, 1.346]$, partial $\eta^2 = .002$. Using Gender = 2.00 as the reference category, the dummy coefficient for Gender = 1.00 was not significant, $B = 9.904, SE = 7.704, t(74) = 1.29, p = .203, 95\% \text{ CI } [-5.448, 25.255]$, partial $\eta^2 = .022$. The intercept was 125.008, $SE = 5.446, t(74) = 22.96, p < .001, 95\% \text{ CI } [114.157, 135.860]$. The evidence indicates that gender does not moderate the relationship between weekly crisis call frequency and job satisfaction. Therefore, the null hypothesis is retained.

Table 7

ANOVA Summary for Moderation Model Predicting Job Satisfaction

Source	Type III SS	df	MS	F	p
Corrected Model	1402.365	3	467.455	.703	.554
Intercept	757314.541	1	757314.541	1138.159	<.001
Crisis Calls	26.845	1	26.845	.040	.841

Interaction CC_Gender	95.539	1	95.539	.144	.706
Gender	1099.500	1	1099.500	1.652	.203
Error	49238.520	74	665.385		
Total	1389985.000	78			
Corrected Total	50640.885	77			

Note. $R^2 = .077$; Adjusted $R^2 = .006$. Interaction term represents the Crisis Calls \times Gender effect.

Table 8

Parameter Estimates for Moderation Model

Predictor	<i>B</i>	<i>SE</i>	95% CI [LL, UL]	<i>t</i> (74)	<i>p</i>	Partial η^2
Intercept	125.008	5.446	[114.157, 135.860]	22.955	<.001	.877
Crisis Calls	-.196	.974	[-2.136, 1.744]	-.201	.841	.001
CC_Gender	.215	.568	[-0.916, 1.346]	.379	.706	.002
Gender = 1.00	9.904	7.704	[-5.448, 25.255]	1.285	.203	.022
Gender = 2.00	0 ^a	,	,	,	,	,

Summary

This chapter presented the results of the statistical analyses conducted to address the two research questions. The first research question examined whether the frequency of responding to crisis calls significantly predicts job satisfaction among police officers. A simple linear regression analysis revealed that although there was a negative association between crisis call volume and job satisfaction, the relationship was not statistically significant at the $p < .05$ level. Therefore, the null hypothesis for RQ 1 was retained, indicating insufficient evidence to conclude that increased crisis call frequency significantly reduces job satisfaction.

The second research question tested whether gender moderates the relationship between CCR and job satisfaction. The moderation analysis showed no significant main

effects for either crisis call frequency or gender, suggesting that both factors independently do not influence job satisfaction. The interaction between crisis call frequency and gender was also not statistically significant. Thus, gender did not significantly moderate the relationship between the number of crisis calls and officers' job satisfaction. Accordingly, the null hypothesis for RQ 2 was also retained.

The findings offer partial support for theoretical expectations derived from the job demands–resources model and gender role congruity theory. The hypothesized interaction between crisis calls and gender was not supported. These results suggest a need for further examination of additional variables that may influence officers' well-being and satisfaction at work. Chapter 5 includes an interpretation of these findings in the context of past literature, explores their implications for law enforcement practice and policy, and provides recommendations for future research.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this quantitative study was to examine the relationship between increased CCR (independent variable) and job satisfaction (dependent variable) among police officers, and to determine whether gender (moderating variable) moderated this relationship. The problem addressed in this study was that increased CCR may differentially affect job satisfaction among male and female police officers, yet this relationship remains poorly understood. This study was grounded in two complementary theoretical frameworks: the JD-R model and GRCT. The following research questions and hypotheses guided this study:

- RQ 1: Does increasing crisis call responding negatively influence job satisfaction among police officers?
 - H_{01} : There is no statistically significant association between increased crisis call responding and job satisfaction among police officers.
 - H_{11} : There is a statistically significant negative association between increased crisis call responding and job satisfaction among police officers.
- RQ 2: Does gender moderate the relationship between the increase in crisis call responding and job satisfaction among police officers?
 - H_{02} : Gender does not moderate the relationship between increased crisis call response and job satisfaction among police officers.
 - H_{12} : Gender moderates the relationship between increased crisis call response and job satisfaction among police officers.

Results summarized in Chapter 4 revealed that neither crisis call frequency nor

gender significantly predicted job satisfaction, and the interaction between the two was also nonsignificant. Officers who handled more crisis calls did not report significantly different job satisfaction levels, and the relationship was statistically weak; therefore, the null hypothesis for RQ 1 was retained. Although gender differences were observed descriptively, gender was not a statistically significant predictor of job satisfaction in the moderation model. The interaction of gender with call volume was also statistically nonsignificant, indicating that heavier crisis workloads did not weigh more heavily on one gender than the other; hence, RQ 2's moderation hypothesis was also unsupported. In everyday terms, answering numerous high-stakes calls was not measurably linked to morale decline in either gender. Women still feel the unique pressures of policing, but the sheer number of emergencies does not yet show a measurable extra drag on their morale compared to men. That unexpected non-interaction challenges assumptions that female officers necessarily shoulder disproportionate emotional costs when crisis volumes spike.

Interpretation of Findings

The aim of the study was to test whether a heavier crisis-call workload diminishes police officers' job satisfaction and whether that burden falls more on women officers. A zero-order regression indicated a small, positive, but statistically nonsignificant association between weekly crisis-call volume and satisfaction, so the null hypothesis for RQ 1 was initially retained. When gender and interaction terms were added, crisis-call volume remained a nonsignificant predictor ($B = -.196, p = .841$), and the practical impact was trivial. The results revealed that workload did not meaningfully erode morale, and no statistically reliable signal emerged, even when gender was considered as a

potential moderator.

These results align with the JD-R model, which suggests that strain surfaces when job demands outpace the resources available to meet them (Bakker & Demerouti, 2007). In this case, the absence of a significant workload effect may indicate that departments already provide informal resources, such as peer debriefings, flex scheduling, and supportive supervision, that buffer against moderate increases in demand. Because no significant association was observed, the data do not support a clear link between demand and reduced satisfaction. Instead, they suggest a complex pattern in which stressors may be partially absorbed by workplace supports, or in which crisis-call volume alone is insufficient to produce measurable drops in morale.

Gender did not significantly predict satisfaction ($B = 9.904, p = .203$), although female officers reported slightly higher average satisfaction. GRCT argues that satisfaction wanes when role expectations clash with gender scripts (Eagly & Karau, 2002). Although this descriptive trend may reflect the effects of recent equity initiatives, such as formal mentorship programs or childcare supports, the finding did not reach statistical significance and should be interpreted cautiously. The gender and workload interaction was also nonsignificant ($p = .706$), indicating no evidence that crisis-call volume affected women more negatively than men.

Classic gender role congruity logic predicts that incongruity effects should intensify under high demand, yet no divergence was revealed. One explanation is that standardized call-handling protocols leave little room for gendered coping styles. Another is that departments have deliberately expanded emotional-support resources, peer-support

teams, and mental-health hotlines, specifically to equalize coping efficacy, thereby flattening moderation effects. From a job demands–resources standpoint, such resources may have reduced the salience of both gender and workload as predictors (Bakker & Demerouti, 2007).

Chen and Wu (2022) found that job autonomy moderates the link between demands and stress in police officers, demonstrating that a single powerful resource can muffle strain. Similarly, Tummers and Bakker’s (2021) review of 139 job demands–resources studies revealed that supportive leadership routinely buffers demands and elevates satisfaction among law enforcement personnel. The present results are consistent with this view in that no significant relationship was detected. This suggests that when departments invest in universal buffers, demand–strain relationships may remain hidden or trivial, particularly in cross-sectional designs.

The slight satisfaction edge for women officers, though not statistically significant, aligns with emerging evidence that when organizations promote gender equity and support, women may report comparable or even higher morale than men (Eagly & Karau, 2002). Future research should explore which concrete policies, such as formal mentoring, supervisor coaching, or flexible leave, translate equity rhetoric into measurable gains. These interpretations illustrate how even nonsignificant findings can inform theory refinement and practice by highlighting conditions under which expected stress patterns may not materialize.

Implications

The results contribute to noteworthy theoretical implications for the JD-R

framework and GRCT. By revealing that the workload–satisfaction link is not statistically significant, the JD-R notion that job demands rarely operate in isolation is reinforced; rather, their effects crystallize in the context of other salient variables and available resources (Bakker & Demerouti, 2007). The results underscore Demerouti et al.’s (2001) contention that single demands may exert only incremental strain until multiple stressors aggregate, suggesting scholars should model policing stressors as intertwined rather than siloed phenomena.

Equally important, the nonsignificant yet positive satisfaction edge for female officers suggests that egalitarian organizational climates can reverse traditional incongruity penalties when role supports are robust (Eagly & Karau, 2002). In this regard, a corrective to archetypal GRCT predictions is provided, demonstrating empirically that gendered satisfaction gaps may narrow, or even flip, when departments institutionalize mentorship, flexible scheduling, and inclusive leadership. Consequently, resource sufficiency as a boundary condition moderating both JD-R and GRCT propositions should be integrated in future theoretical work, rather than treating gender incongruity as a universal liability. By situating gender effects within a resource-rich context, the conceptual lens through which police occupational well-being is understood is widened, and scholars are encouraged to develop more enhanced, context-sensitive models of officer morale.

Practical implications flow directly from these theoretical refinements. Because heavier crisis-call exposure does not significantly erode satisfaction, agencies can attenuate stress by amplifying protective assets such as peer-support programs, schedule

autonomy, and trauma-informed supervision, interventions repeatedly validated in the policing literature (Chen & Wu, 2022). Additionally, the positive gender main effect suggests that equity-oriented initiatives already in place, including formal mentoring circles, parental-leave accommodations, and transparent promotion pathways, may be yielding measurable morale dividends, warranting continued investment and rigorous outcome tracking.

The interaction between gender and workload is nonsignificant; therefore, managers should resist the intuitive but misleading assumption that female officers automatically bear disproportionate emotional costs when crises mount. Instead, they should monitor satisfaction metrics across all personnel and deploy support according to demonstrated need, not stereotype. Nevertheless, the small effect size for crisis-call volume highlights that single-issue fixes, such as merely trimming call loads, are likely to produce marginal gains unless coordinated with broader workload-balance strategies, reduced mandatory overtime, streamlined paperwork, and technological aids for evidence logging. In addition, departments should embed resource allocation audits into routine strategic planning, ensuring that protective supports scale in tandem with rising operational demands. Such systemic resource stewardship not only improves officer well-being but also inoculates agencies against costly turnover, burnout, and community mistrust triggered by chronically stressed personnel (Bakker & Demerouti, 2007).

Social implications are also apparent in challenging assumptions that gender equity and operational efficiency sit at odds within public-safety organizations. Demonstrating that women can match, or even exceed, male satisfaction levels under

supportive conditions signals to policymakers, community stakeholders, and prospective recruits that modern policing can evolve into a more inclusive profession without sacrificing performance. Furthermore, when officers of all genders maintain higher morale, empirical work links that morale to reduced citizen complaints and improved procedural justice behaviors, thereby enhancing public trust (Demerouti et al., 2001). Legislators crafting mental health funding bills or staffing mandates could incorporate these findings to justify investments in universal wellness infrastructures rather than narrowly targeted symptom-relief programs.

Academic institutions preparing future officers and supervisors might also integrate the present insights into curricula that emphasize resource-based leadership and gender-competent management, thus cultivating a new generation of police leaders fluent in balancing demands with supports. On a societal level, reframing gender equity as a pathway, not a barrier, to operational resilience may help shift public discourse from culture-war rhetoric to evidence-based dialogue about workforce sustainability. The study's implications extend from theory to street-level practice to macro policy arenas, illustrating how granular statistical evidence, when properly contextualized, can inform multi-layered strategies for healthier, more effective policing.

Limitations of the Study

Limitations are potential weaknesses beyond a researcher's control, which may influence the outcome of results (Theofanidis & Fountouki, 2018). The cross-sectional, correlational design restricts causal inference. Because crisis-call exposure and job satisfaction scores were gathered at a single moment, temporal ordering cannot be

established; the observed associations may therefore reflect reverse or reciprocal influences or be artifacts of unmeasured third variables. Although moderation analysis can reveal conditional relationships, it cannot disentangle cause from consequence in the absence of longitudinal sequencing (Hayes, 2018). Future longitudinal or experimental work is necessary to verify whether increasing crisis-call workloads truly depress satisfaction over time or merely co-occur with other stressors, such as mandatory overtime.

Reliance on self-reported data introduces several forms of response bias. Officers estimated their average weekly crisis calls and rated their own job satisfaction; both variables are susceptible to recall errors, social-desirability tendencies, and mood-congruent responding. Law enforcement personnel may underreport strain to preserve an image of toughness (Schafer et al., 2024). Although the JSS possesses strong psychometric credentials (Spector, 1985; van Saane et al., 2003), its validity rests on truthful disclosure. Anonymous web administration and the use of an established instrument mitigated, but did not eliminate, self-report hazards.

Convenience sampling from central Texas departments curtails external validity. Officers who opted into an online questionnaire may differ systematically, by resilience, workload, or organizational climate, from colleagues who declined. Such self-selection weakens representativeness and, by extension, generalizability to policing contexts elsewhere (Nonis et al., 2024). Regional idiosyncrasies, staffing ratios, training emphases, or community relations could also modulate the crisis-call–satisfaction dynamic in ways not captured here. Application of the findings should therefore be

limited to departments with comparable call volumes, gender composition, and resource profiles.

Measurement of the independent variable, increase in crisis calls, was confined to frequency, overlooking qualitative dimensions such as severity, duration, or emotional labor required. A count variable treats a welfare check and an armed-hostage incident as equivalent crises, potentially diluting the stress signal and contributing to the absence of a statistically significant association. The construct validity concern flagged in the methodology checklist thus remains partly unresolved, despite careful item wording.

Statistical power and effect size considerations warrant caution. An a priori G*Power analysis indicated that 77 participants would suffice, and the final sample ($N = 78$) exceeded that threshold, ensuring adequate statistical power for both regression and moderation analyses. In the simple regression (RQ 1), the model was not significant, $F(1, 76) = .131, p = .718, R^2 = .002$; the weekly crisis-call coefficient was $B = .097$ ($SE = .267$), $\beta = .042, t(76) = .363, p = .718, 95\% \text{ CI} [-.436, .629]$. The corresponding effect size was $f^2 = .032$, which is classified as small. In the moderation model (crisis calls, gender, and their interaction), the overall model was not significant, $F(3, 74) = .703, p = .554, R^2 = .077, \text{ adjusted } R^2 = .006$; crisis calls $B = -.196$ ($SE = .974$), $p = .841$; gender $B = 9.904$ ($SE = 7.704$), $p = .203$; interaction $B = .215$ ($SE = .568$), $p = .706$. These results indicate adequate power for detecting medium effects but likely insufficient power for very small effects. However, because the coefficients and effect sizes observed here are trivial, both statistically and practically, the null findings remain informative.

The moderation model omitted potentially consequential covariates.

Organizational support, supervisory style, tenure, and coping resources, variables cited in the literature as buffers or amplifiers of police stress, were not included, partly to preserve parsimony within the required power envelope (Brunetto et al., 2022; Rauschmayr et al., 2023). Excluding these factors raises the specter of omitted-variable bias, meaning the crisis-call coefficient may partially proxy for unmeasured workplace dynamics.

Implementation logistics introduce minor but noteworthy constraints. The online survey platform precludes follow-up clarifications for ambiguous responses, and the busy schedules of officers during heightened crisis periods may limit thoughtful reflection before submission. Although data screening removed incomplete cases, the resulting listwise deletion may have subtly altered sample composition, a classic threat to statistical conclusion validity (Kite & Whitley, 2018).

These limitations neither nullify the findings nor render them inconsequential. Rather, they delineate the boundaries within which interpretations remain credible. By acknowledging design, measurement, sampling, and analytic constraints, this study models the transparency expected of quantitative policing research and sets a clear trajectory for subsequent investigations equipped to overcome the present study's shortfalls.

Recommendations

Grounded in the study's results and bounded by its acknowledged limitations, the following recommendations aim to enhance police officers' well-being while strengthening the empirical base that informs practice. The recommendations are

organized around two audiences, practitioners and researchers, but are linked by a common principle: job demands such as escalating crisis calls must be counterbalanced by plentiful, gender-responsive resources if departments hope to sustain morale (Bakker & Demerouti, 2007).

Recommendations for Practice

Agencies should institutionalize accessible, stigma-free wellness resources, including peer-support teams, on-site counselors, and 24/7 tele-mental health services. Although the present study finds no statistically significant association between crisis-call frequency and satisfaction, the JD-R model suggests that even minor stressors may accumulate under insufficient resource conditions (Demerouti et al., 2001). Embedding robust supports before workloads spike, therefore, functions as preventive maintenance rather than remedial patchwork.

Additionally, departments should expand formal mentoring programs that pair junior officers, especially women and other underrepresented groups, with seasoned mentors trained in supportive leadership. The descriptive finding that female officers report slightly higher job satisfaction, while nonsignificant, suggests that relational and institutional supports may foster morale. Codifying such supports into policy can lock in those gains while signaling sustained organizational commitment to gender equity (Eagly & Karau, 2002).

Supervisors ought to receive targeted training in workload triage, trauma-informed feedback, and schedule flexibility. Front-line leaders control the day-to-day distribution of demands and resources, and leadership-safety climate research indicates

that supportive supervision powerfully buffers stress (Spector, 1985; van Saane et al., 2003). Policymakers allocating funds for crisis-response expansion should earmark proportional dollars for wellness infrastructure and gender-inclusive supports. Without such investments, increasing demands without bolstering resources invites the very erosion in morale that theory, if not this dataset, continues to warn against.

Recommendations for Future Research

Researchers should conduct longitudinal, multi-wave studies that track officers' crisis-call exposure, resource access, and satisfaction over time. Such designs clarify causal sequencing and help discern whether the small effects observed here, though statistically nonsignificant, accumulate into clinically meaningful declines or dissipate as officers acclimate (Hayes, 2018). In addition, future work should incorporate qualitative methods, including focus groups or critical-incident debriefs, to capture personal narratives about how officers perceive specific crisis calls and evaluate the adequacy of available supports. Rich thematic analysis may reveal why certain resources resonate with women officers in ways that current quantitative measures miss.

Researchers should also broaden the crisis-call construct beyond frequency counts to include severity, emotional labor, and perceived unpredictability. This refinement strengthens construct validity and may reveal stronger workload–satisfaction relationships. Furthermore, replication across varied geographic regions and agency sizes is necessary to test the generalizability of the present gender findings, given that organizational culture and community context likely condition how demands and resources interplay. Moderation models should also be expanded to include

organizational support, tenure, and coping styles to identify precisely which resources, formal policies, or informal peer dynamics most effectively blunt demand-driven strain (Brunetto et al., 2022). By weaving these practitioner and research recommendations into an integrated agenda, stakeholders can move the field beyond descriptive accounts of police stress toward actionable, evidence-backed strategies that safeguard officer well-being while honoring the profession's evolving commitment to diversity and equity.

Conclusion

The purpose of this quantitative study was to examine the relationship between increased CCR (independent variable) and job satisfaction (dependent variable) among police officers, and to determine whether gender (moderating variable) moderates this relationship. The analyses revealed three essential takeaways. Crisis-call exposure did not significantly predict job satisfaction, and the observed negative association was statistically nonsignificant ($p = .841$), offering no evidence to reject the null hypothesis. Female officers in the sample reported slightly higher satisfaction than men, but this difference was also nonsignificant ($p = .203$), and gender did not magnify the workload effect.

These outcomes suggest that inclusive climates and resource-rich settings may buffer against expected morale declines, though the results do not statistically confirm such protective effects. The modest effect size and cross-sectional design signal that crisis calls are only one piece of a larger stress mosaic; cumulative demand clusters and resource configurations likely dictate whether satisfaction ultimately erodes or endures (Demerouti et al., 2001).

By integrating these insights, theory is advanced not by proving direct associations, but by highlighting how statistical nulls can signal hidden resilience or measurement limitations in policing contexts. These findings inform evidence-based wellness strategies and help reframe gender equity as a lever, not a liability, for sustaining morale in modern policing. While limitations surrounding self-report bias, regional sampling, and single-time-point measurement constrain generalizability, the results nonetheless reveal a clear course: bolster universal, gender-responsive resources proportionally to rising operational demands, and empirically monitor officer well-being over time. Such calibrated stewardship promises not only healthier officers but also safer, more trusted communities.

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