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The Effectiveness of Emotion-Focused Training (EFT) on Job Stress, Quality of Work Life, Job Satisfaction and Resilience in Police Officers

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The present research investigates the effectiveness of EFT emotion-focused training on job stress, quality of work life, job satisfaction and resilience in police officers. In this research, an experimental method with a pre-test and post-test design was used. The statistical

population of research was the entire police force working in Kermanshah police stations. All of the statistical population responded to the SPIO and SPOKAN job stress questionnaires and 50 people who got the highest scores were selected as the sample and randomly divided into two groups, the experimental and control, each of 25 persons. During the pre-test and post-test phases, participants answered the SPIO and SPOKAN job stress questionnaires, Walton's quality of work life, job satisfaction, and Connor's and Davidson's resilience questionnaires. The experimental group received the EFT emotion-focused therapy training for 9 sessions of 2 hours, and the control group did not receive any treatment. The results of the research with covariance analysis showed that EFT emotion-focused training has a positive and significant effect on reducing job stress, and increasing the quality of work life, job satisfaction and resilience. The research showed that EFT emotion-focused training can be a beneficial training method to improve police officers' mental health.

Keywords: emotion-focused training, job stress, quality of work life, job satisfaction, police resilience.

Stress is an inseparable part of life, and it happens when the demands expected of a person are beyond his ability to adapt. (Haider, devvies, Kavaretin, & El-Rassi, 2018). Stress in the workplace can reduce a person's ability, and cause demotivation among the organization's employees. Job stress is a harmful physical and emotional response in people that occurs in situations or times when job demands, abilities and resources are not related to personnel needs (Hayes, Doglas, & Bonner, 2015). Job stress decreases a person's performance and causes the worker to lose his concentration and use his abilities less. (Piaox & mangi, 2023).

The presence of unhealthy competition, lack of relation between the amount of effort with the expected success from the perspective of individuals, discriminations, incorrect management and leadership methods by the heads of groups or

organizations, hard and exhausting working conditions, all lead to experiencing high job stress (Friga-Novic, Kovacevic, Lisse-Zulec, Kviksic and gvagas, 2018). Hence, unhealthy social comparisons, organizational discrimination and the type of leadership style can affect job stress. Over time, exceeding job stress shall gradually have a negative effect on the quality of work life and decreases it. Quality of work life refers to the employees' understanding of their work life conditions based on the goals, expectations, standards in the context of the culture and value system that they work in. (Chen, 2017). The quality of work life affects the performance of an organization's personnel (Sriv & Estav & Kanpur, 2017). When the organization cannot meet the expectations of the personnel or involve them in decision-making, the performance of the employees decreases.

The most important factor in an organization is its personnel. (Kanlens, 2019). Success of the organization in the implementation of the performance of the quality of work life affects the job motivation of the people in the organization. (Panyarso, Syarifaddiin, Moelion and Fazrido, 2018). This shows the necessity and importance of addressing the quality of life in every organization. (Jain and Jain, 2019). The quality of work life is improved when a person is satisfied with his job.

According to Tajuddin and Ambad, job satisfaction comes from an individual's perception and evaluation of his job (Tajuddin and Ambad, 2021). Job satisfaction occurs when the actual rewards or feelings received meet the expectations (Wuo, Lin, Lai, Teseng, 2021). Having job satisfaction can make a person successful in his profession and job, because improving the professional identity is very important (Wang et al., 2020).

Evidence shows that job satisfaction is related to job performance, and job satisfaction will cause employees' job involvement, increase in their intrinsic motivation, and higher job performance (Akkerman, Kef, & Meininger, 2018). To experience less job stress and achieve job satisfaction and increase the quality of work life, it is necessary for employees to have high resilience. Resilience is a broad concept that researchers have addressed its different definitions and each of them has addressed one of its aspects. Resilience is defined as the ability or outcome of a person's successful adaptation process, despite threatening circumstances. It is important that in the definition of resilience, it is not just passive resistance against harm or training conditions, but the resilient person is an active, and constructive participant in his environment. Resilience is the individual's ability to maintain a bio-psychological and spiritual balance against risky situations (Conway, Wolverson and Clark, 2020). Resilience leads to greater life satisfaction by reducing negative emotions, and increasing happiness, and is defined as a resource to facilitate overcoming hardships, problems, resisting stress and eliminating their psychological effects (Beckman and Stanko, 2020). Resilience can help people to be resistant to emotional diseases and fear of cancer and other mental disorders and not to suffer from phobias (Koral and Cirak, 2021).

It facilitates the decision-making process, strengthens memory, and facilitates interpersonal interactions when excitement occurs in motor, physiological, and behavioral responses. Those who have difficulty controlling their emotions are more likely to suffer from job stress (Hatamian & Hatamian, 2019). Emotion is a phenomenon related to the brain, which is

very different from thought. Emotion has its own neurochemical and physiological basis which is a unique language through which the brain speaks to the body (Leslie Greenberg, 2021). One of the new trainings for the emotion control, which is one of the third wave training, is emotion-focused training (EFT). This training is a new humanistic perspective and is designed to help clients in the psychotherapy become aware of their emotions, and use them in a useful way. Patients are helped better identify, experience, accept, understand, change and flexibly manage their emotions (Greenberg, 2021). Emotion-oriented therapy is based on three stages of training, these three stages are: unity stage, evaluation stage and action stage (Power, 2018). In Toronto, Dr. Leslie Greenberg, a distinguished professor of psychology at York University, introduced an emotional-therapy training method based on a humanistic approach for the first time (Greenberg, 2021). The results of emotion regulation techniques in various research were registered such as: Rubin, Falcon, Weber, Kishon, Ehses et al. (2020), Wang, Lee, Kweeon, Li, Chue et al. (2020), Kalis, Muller and Tuscher (2017), Gay, Zhang, Wei, Dong, and Deny (2019).

One of the most stressful jobs is the police job. Police should be present in the physical conflicts with criminals. Physical conflicts will not only result in physical and life risks, but also have a significant impact on the psychological system of the parties concerned. In addition to this, a person develops a negative attitude towards his job, and this issue causes him to lose opportunities for advancements in his job, and the quality of his work life reaches the lowest level, and the working person slowly feels job dissatisfaction. The high level of job stress, in

addition to reducing the quality of work life and job satisfaction, reduces the resilience of the employee in the face of the organization's stress, decreases his ability and he cannot cope with unexpected situations; consequently, he goes absent from his work, does not care about the rules of the organization, does not have an emotional commitment to the organization, and is more likely to leave his job.

It is essential for the health and resilience of employees to be able to regulate their emotions during stressful times. The work environment is characterized by the characteristics of police work in police stations, such as long working hours, shift work, heavy workload, direct contact with people, low autonomy, complex missions, strict rules, possibility of injury, disability, death and insufficient salary. They can cause high stress, and endangering the health of police forces (Keshvarian, Azad, Peikani, 2016). In many research occasions, including Hatamian and Hatamian (2020), Rahimi et al. (2022), Farhangian, Mihan Dost and Ahmadi (2020), Kiani, Abbasi, Pakizeh, Qolizadeh and Darvishi (2016), Juny and Yoon (2016), Rubin, Wger, Kshon et al. (2020), Brachett, Palomera and Mossa (2020), Queiros. (2022). The results showed that emotion control can reduce stress and increase resilience, quality of work life, and job satisfaction in the organization's employees. People spend a third of their day at work, so it is necessary to experience their emotions or respond to problems. This research can be a basis for introducing a training method called EFT so that its proper training by specialists increases the mental health of police organization employees. The most important research issue is the answer to the question of whether EFT training will have a meaningful effect on reducing job stress, increasing job

satisfaction, resilience and quality of work life in the organization or not?

Research hypotheses

EFT training can reduce job stress, increase the quality of work life, job satisfaction, and resilience by helping the organization's personnel to experience awareness, experience, and acceptance of emotion. This research tests the following hypotheses:

- Emotion-focused training reduces job stress in police officers
- Emotion-focused training increases the quality of work life in police officers.
- Emotion-focused training increases job satisfaction among police officers.
- Emotion-focused training increases resilience in police officers.

Method

The current research is experimental and of pre-test - post-test type with a control group. The statistical population of the research was the entire police force working in Kermanshah police stations. All the statistical population responded to SPIO, and SPOKAN job stress questionnaire and 50 people who got the highest score were selected as a sample and randomly divided into two groups of 25 people, the experimental and control. In addition to the score of the stress questionnaire, the entry criteria for the subjects, referring to their personnel file, were many conflicts with criminals, absenteeism at work,

reprimands and disobedience to superiors. We asked both groups to answer Walton's quality of work life, police job satisfaction, and Connor and Davidson's resilience questionnaires. Then, for 8 sessions, we trained the experimental group on Leslie Greenberg's emotional therapy training protocol.

After performing the post-test, we analyzed the data from both groups using descriptive statistics methods, including mean, standard deviation and variance, and inferential data with covariance analysis using SPSS software. For ethical considerations, the participants have been assured that this was an academic research. Moreover, it has no role in their organizational position, also the results of the research will be announced to them. Following the necessary obligations, Shahid Chamran University of Ahvaz registered the topic with code IR.scu.REC1402.021 before it was implemented.

Instruments

SPIO and SPOKAN Job Stress Questionnaire

This questionnaire was created by SPIO and SPOKAN in 1987, includes 60 questions and 6 components, which is used to measure the amount of stress in a person, and was based on the Likert scale (very low to very high), 1 to 5 scores are given. Cronbach's alpha coefficient was used to measure the reliability of the questionnaire, which is equal to 0.89. Furthermore, for validity content-dependent validity has been used and its validity was confirmed (according to Pakand, Yar Ahmadi, Chaichi, Mazinani, 2019). In the present study, Cronbach's alpha method was used to calculate the reliability of this questionnaire which was 0.88.

Walton's Quality of Work Life Questionnaire:

This questionnaire was created by Walton in 1973. It is based on the Likert scale (from very low to very high), where very low has 1 point and very high has 5 points. The questionnaire does not have reverse questions and has 32 questions. Walton declared the reliability coefficient of the questionnaire to be .88 (Virme 2001). In an internal investigation, Rahimi declared its reliability to be .85. (Rahimi, 2006). Cronbach's alpha method was used to calculate the reliability of this questionnaire and 0.86 was obtained.

Police Force Job Satisfaction Questionnaire

This questionnaire was created and validated by Alizadeh, Ahmadvand, Hatami and Rezaei, 2010, in Iran. The questionnaire has 45 questions. It includes: development of job promotion, organizational communication, empowerment, creation of equal opportunities, participation, leadership, learning opportunities, appreciation, explanation of goals and services, rights and benefits, communication with colleagues, management of change and transformation, and working environment conditions.

The test-retest reliability coefficient for all subscales is reported between .61 and .84, and for the whole questionnaire it is reported 0.73, and the cross-sectional similarity coefficient of all subscales is reported between 0.57 and 0.70, and for the whole questionnaire is reported .91. Cronbach's alpha method was used to calculate the reliability of this questionnaire and 0.78 was obtained.

Connor and Davidson Resilience Questionnaire

This questionnaire was created by Connor and Davidson in 2003 and it has 25 items scored on a Likert scale in which zero showing (completely false) and five (always true). Andami Khosh et al. (2013) reported the reliability of this questionnaire by using Cronbach's alpha coefficient to be equal to .89. Using Cronbach's alpha coefficient, Mohammadi et al. (2005) according to Andami Khosh et al. (2007) found the reliability of the questionnaire to be .89. In the current study, the reliability of the questionnaire was reached 0.84 with Cronbach's alpha method.

Results

Table 1

Multivariate Tests

Effect	value	f	Hypothesis df	Error df	sig	Partial Eta Squared
Group						
Pillai's Trace	.702	25.873 ^b	4.000	44.000	.000	.702
Wilks' Lambda	.298	25.873 ^b	4.000	44.000	.000	.702
Hotelling's Trace	2.352	25.873 ^b	4.000	44.000	.000	.702
Roys' Largest Root	2.352	25.873 ^b	4.000	44.000	.000	.702

As can be seen in Table 1, the Wilks' Lambda value is significant, which means there is a significant difference between the groups.

The First Hypothesis: Emotion-focused training reduces job stress in police officers.

Table 2

The Results of Covariance Analysis for The Effectiveness of Emotion-Focused Training on the Job Stress of Police Forces

Source	Type III sum of squares	df	Mean of squares	F	Sig	Partial eta squared
Correction model	13162.971 ^a	2	6581.486	771.957	.000	.970
Intercept	122.163	1	122.163	14.329	.000	.234
pretest	12514.971	1	12514.971	1467.909	.000	.969
group	724.697	1	724.697	85.001	.000	.644
Error	400.709	47	8.526			
Total	245308.000	50				
Corrected Total	13563.680	49				

As can be seen in Table 2 The F value of the independent variable (group) is equal to 85.001

Moreover, this amount is significant, which means that EFT training has a significant effect on reducing occupational stress

Thus, the first hypothesis of the research is confirmed.

The second hypothesis: Emotion-focused training increases the quality of work life in police officers.

Table 3

The Results of Covariance Analysis for the Effectiveness of Emotion-Focused Training on The Quality of Work Life of Police Forces

Source	Type III sum of squares	df	Mean of squares	F	Sig	Partial eta squared
Correction model	4296.194 ^a	2	2148.097	203.555	.000	.897
Intercept	39.865	1	39.855	3.778	0.58	.074
pretest	2827.374	1	2827.374	267.924	.000	.851
group	455.826	1	455.826	43.194	.000	.479
Error	495.986	47	10.553			
Total	164857.000	50				
Corrected Total	4792.180	49				

In Table 3 the F value of the independent variable (group) is equal to 43.194 and this amount is significant, which means that the training has had a significant effect on increasing the quality of working life. Thus, the second hypothesis is confirmed.

The third hypothesis: Emotion-focused training increases job satisfaction among police officers.

Table 4**Covariance Analysis Results for the Third Hypothesis**

Source	Type III sum of squares	df	Mean of squares	F	Sig	Partial eta squared
Correction model	2503.470 ^a	2	1251.735	367.905	.000	.940
Intercept	5.995	1	5.995	1.762	.191	.036
pretest	1417.690	1	1417.690	416.681	.000	.899
group	383.331	1	383.331	112.667	.000	.706
Error	159.910	47	3.402			
Total	239473.000	50				
Corrected Total	2663.380	49				

As seen in Table 5 The F value of the independent variable (group) is equal to 74.921 and this amount is significant, which means that EFT training has a significant effect on increasing resilience. Consequently, the fourth hypothesis of the research is confirmed.

Discussion

This study aimed to determine the effect of EFT emotion-focused training on job stress, quality of work life, job satisfaction and resilience in police officers. Overall, results showed that EFT training can reduce work stress and increase job satisfaction, resilience, and quality of life for police officers. Job stress in the workplace is an inevitable occurrence for police officers, and personnel. Confrontation with criminals, listening to client's talk, night shift work problems, and staying at the police station, causing physical diseases, job fluctuations,

organizational reprimands for the employees of the organization, are among the factors that cause increasing stress for the police forces in this research. Due to their increased presence in the organization and experience of more stress, some of the samples of this research had reached the point where they were considering applying for retirement from the organization. In addition to being involved in this mental problem, they had problems with their family relationships and their work stress had spread to their family members as well. The results of EFT emotion-focused training for police officers showed that the emotional experience and training of this training method has caused a significant reduction in the occupational stress among them. This amount of reduction was significant at an acceptable level. Experiencing excitement in their consciousness to know its nature made the members of the organization able to have appropriate responses in stressful situations, avoid conflict with criminals and avoid transferring occupational stress at work to the family.

These findings are in agreement with the results of Frank, Bond and David (2010), Graven and Grant (2020), Queiros (2022), Stevens (2018), Niromand, Moradi, Kakavand and Tavasoli (2019), Farhangian, Mihan Dost and Ahmadi. (2020), Hatamian and Hatamian (2020), Khodabakhshi and Karami (2017), Bakshi, Sepahvandi and Gholamrezaei (2019).

The quality of work life is lower among occupations that experience high stress than other occupations. The low quality of work life causes demotivation among the organization's personnel. Because of hard organizational conditions, intense emotions, and physical conflicts, police forces have a low quality of work life. It was found that policemen see their job

more as a means to meet economic needs; not that they do their organizational duty with enthusiasm and attachment to their work; because false emotions cause a negative attitude towards the job, but the proper experience of emotion can increase the quality of these people's work life and attachment to their jobs. The results of research showed that EFT (Emotion-Focused training) increases the quality of work life of police officers in police stations, and this change was significant. Experienced emotional training among personnel made police employees more willing to participate and make decisions in organizational affairs. The findings of this hypothesis are consistent with the findings of Zamiri and Zamani research (2019), Jamal Omidi, Hasani, Kochak Entezar (2021), Mustajeran, Jazayeri and Fatehizadeh (2021), Tabenjad et al. (2021), Eizadi, Barzegar and Javidi (2017).

Evidence shows that job satisfaction is related to job performance, and job satisfaction will cause employee job involvement, increase in internal motivation, and higher job performance (Akerman et al., 2018). As a result of needs, motivations, and interests on the one hand and job conditions on the other, job satisfaction is determined by a person's favorable and positive attitude towards his job in the organization (Bakotic, 2016). EFT training changes the excitement for the personnel of the organization from a negative and disgusting experience to a positive one, it can keep the members of the organization happy even in less favorable working conditions.

Most researchers agree on the relationship between work, and social and psychological factors and believe that if the desired work provides a suitable excitement for the person, then the person will be satisfied with his job (Rastgu et al., 2016). When

police experience high levels of stress, they have less job satisfaction, less control over negative emotions, and less ability to experience positive emotions; but EFT training offers them this opportunity to accept and experience their emotions. The results of the research showed that the training of EFT emotion-focused training increases job satisfaction among police forces. The results of this hypothesis were consistent with the studies of Juny and Yoon (2016), Brachett et al. (2020), Feiz, Farsizadeh and Farehi (2016), Keiani et al. (2016), Rezaei Dizgah, Mehrabanian, Janipour (2017), Tabnejad et al. (2021).

Resilience improves people's ability in the workplace so that the employee can provide an appropriate response to stress. People with low resilience usually get nervous at work very quickly which may be aggressive to their colleagues and not be able to deal properly with clients. The concept of resilience has been proposed as a multi-dimensional one encompassing personality factors, as well as specific skills that have become increasingly influential in regulating emotions and increasing motivation in people's daily lives.

The result showed that EFT emotion-focused training increases resilience in police forces. Emotion-oriented training could increase the ability of the participants in the face of unfortunate events to respond appropriately to new tensions. The results of this hypothesis are in agreement with the results of the research of Andami Khoshk, Golzari and Ismaili Nasab (2013), Rahimi, Imam Juma, Darvishi Badagh, Ghafari Shahir (2022), Niromand, Sayed Moradi, Kakavand and Tavasoli (2019), Pascol-Leono et al. 2019).

The general results of this research show that EFT emotion-focused training can be a way to improve the mental health of

police forces so that they can protect themselves from workplace stress. Considering the introduction of a new training method, this research can help maintain the mental health of police officers, identify environmental stressors that can cause burnout in employees, and teach employees how to experience their emotions in times of conflict, increase their resilience, and avoid physical conflicts to a large extent by using a psychological solution and mechanism. Additionally, it prevents police officers from transferring their stress after they have been released from work to their families and children. The results of this research can be used for other industrial psychologists to use the new training method (EFT) in jobs that are in stressful environments, and it is expected that the results of this research can open the way for other organizations to be able to regulate the emotions of their employees and improve their performance and their organization with a suitable training method.

Limitations

Among the limitations of the research, the following can be mentioned:

The absence of some participants in the training sessions due to attending ceremonial and organizational events

Limiting the statistical sample to the men. If female police officers do not receive psychological training such as EFT, they may face criminal resistance to crimes against women, experience more job stress, and experience lower quality of work life, job satisfaction, and resilience.

Failure to pursue EFT training in research due to non-cooperation of officials for the presence of researchers in the organization due to security reasons.

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