

Substance abuse versus adaptive coping mechanisms in Police officers: Investigating the influence of pro-sociality and emotional competence

Abhishek Sharma^{1*}, Ekta Yaduvanshi², Ankita Sharma³

^{1,2}Department of Psychology, Sardar Patel University of Police, Security and Criminal Justice

Jodhpur, Rajasthan, India, ³School of Liberal Arts, IIT Jodhpur, Rajasthan, India,

*Corresponding author: Abhishek Sharma (abhishek@policeuniversity.ac.in, <https://orcid.org/0000-0003-1788-6488>)

Cite this paper as: Abhishek Sharma, Ekta Yaduvanshi, Ankita Sharma (2024) Substance abuse versus adaptive coping mechanisms in Police officers: Investigating the influence of pro-sociality and emotional competence. *Frontiers in Health Informatics*, 13 (3), 1063-1073.

Abstract

The police organization plays a vital role in law enforcement, ensuring public safety through protection and welfare services. However, the occupational stress inherent in police work often leads to substance abuse, tarnishing their public image and reducing service orientation. This study examines the influence of pro-sociality and emotional competence on substance abuse and coping mechanisms among police officers in Rajasthan. A cross-sectional analysis was conducted with 681 officers, aged 28 to 43, each with at least five years of experience. Regression analyses revealed that pro-sociality and emotional competence significantly enhance adaptive, reframing, and acceptance coping strategies while reducing substance abuse. The findings suggest that fostering a service-oriented mindset and emotional competence can improve officers' mental and physical well-being, positively impacting their public image. To better equip officers for the demands of their roles, the study recommends regular training programs focusing on these traits during induction and throughout their careers.

Keywords: Substance abuse, adaptive coping, pro-sociality, emotional competence, service orientation

INTRODUCTION

Police organization is an integral part of law enforcement in every country, which delivers safety to the public in the form of protection, care, and welfare (Murad et al., 2021). They are supposed to preserve peace and harmony throughout the nation while dealing with criminal activities. Police play a vital role in the situation of emergencies because police are the first ones to respond to them. Police is a service-based organization and police officers are expected to serve the public.

In the course of their everyday duties within society, police officers encounter numerous challenging situations. Substantial evidence supports the existence of job-related stress due to the nature of their work experienced by police officers and staff, originating from various factors such as extended work schedules, traumatic events encountered during their duties, insufficient leave or off-duty periods, and frequent exposure to human suffering and death (Collins & Gibbs, 2003; Violanti et al., 2017, Agarwal & Sharma, 2011). These stressors cause significant risks to the mental health and psychological well-being of police personnel. Empirical studies have reported high incidences of depression, substance abuse, and suicide among police staff (Di Nota et al., 2020;

Edwards & Kotera, 2021).

To deal with these adverse situations and emotions felt by them while performing their duty officers adopt various techniques known as coping mechanisms. Coping mechanisms are the strategies people often use to face stress and/or trauma to manage their painful or difficult emotions. These mechanisms can be adaptive or maladaptive based on the method person is using; adaptive coping is considered an adaptive method for managing stressful events and is regarded as a crucial element of resilience in the face of stress, health problems, and other adversities, they focus on solving problems, reframing the meaning of the problems, or seeking information. Maladaptive coping is considered as more likely to involve in health-risk behaviors such as using harmful substance to deal with or get out of the adverse emotion (Sánchez et al., 2010). Police officers are notorious for using alcohol (Padilla, 2016) as coping mechanisms, which may provide temporary relief but do not improve the underlying situation. Once the effects of alcohol wear off, the situation and negative emotions can worsen.

Personal characteristics such as emotional competence can meaningfully help in dealing with adversity. Emotional competence refers to the fundamental skill-set and communicating abilities of an individual to observe, decode, and act according to their own feelings as well as other people. Studies have shown relationships between emotional intelligence and individuals mental well-being and they emphasized on mediating role of emotional regulation between emotional intelligence and mental health (Martins et al., 2010, Gomez-Baya et al., 2017). For the police officers being emotional competent and pro-social play crucial role in the line of their duties and responsibilities because they work for the society and in the society. An emotional competent officer will not only be able to manage their emotions, they will be able to understand and manage common public's emotions in any situation and take adequate action as per the demand of the situation. According to Davis and Humphrey (2012) emotional competence helped better mental health outcomes by allowing for a more adaptable choice of coping tactics, enhanced the effectiveness of coping by magnifying the positive impacts of active, problem-focused coping approaches.

Eisenberg et al. (2006) defined prosocial behavior as 'voluntary behavior intended to benefit another'. It is characterized by acts of kindness, compassion, and helping behaviors. According to Mares and Woodard (2007), prosocial behavior incorporates a broad range of positive actions and interactions. These include friendly and cooperative behaviors, altruistic acts, as well as behaviors that challenge and reduce stereotypical attitudes and perceptions. Folkman and Lazarus (1991) propose that social support can concurrently serve as both a problem-focused and an emotion-focused coping strategy. For example, engaging in a discussion with a coworker about a stressful event can act as a problem-focused coping mechanism when the individual gains practical information that assists in resolving the issue. By cultivating these traits, police officers can better direct the complexities of their roles, ensuring both their own well-being and the safety and trust of the public.

Rationale

While the police play a vital role in maintaining law and order, they are expected to be tough in dealing with the adverse situations in the line of duty. Substantial evidence exists documenting the job-related stress experienced by police officers and staff, stemming from factors such as extended work schedules/hours, traumatic events encountered in their line of duty, inadequate leave or off-duty periods, and frequent exposure to human suffering and death (Collins & Gibbs 2003; Violanti et al. 2017). These factors pose potential stressors

for police personnel, which can lead to significant mental health or psychological issues. Indeed, high rates of depression, substance abuse, and suicide have been reported among police staff (Di Nota et al., 2020; Edwards & Kotera, 2021). Several studies have projected that having skills and being able to recognize emotions is associated with better handling of stress, anxiety, and depression. (Ciarrochi et al., 2003; Luthar & Cicchetti, 2000).

Research into police officers' emotional competence and pro-sociality is critically important, potentially yielding insights that could transform law enforcement practices. Studying emotional competence and pro-sociality among police officers is essential to understand how these traits can reduce reliance on maladaptive coping strategies like substance abuse. Enhancing these qualities helps officers manage stress more effectively, fostering healthier coping mechanisms and improving their overall well-being and service delivery (Sharma, 2017). The expected insights will guide interventions to enhance these traits, promoting healthier coping strategies, improving officers' well-being, and ultimately enhancing their effectiveness in law enforcement.

Objective

1. The objective of the study was to explore the existence of various coping mechanism (acceptance coping, positive reframing coping and substance abuse coping) among police officers.
2. Also, it discovers what effect officers' emotional competence and pro-sociality has on effective and ineffective coping mechanism.

Hypothesis

H1: Pro-sociality and Emotional Competence will positively and significantly facilitate Adaptive coping (Reframing coping and Acceptance coping) among police officers.

H2: Pro-sociality and Emotional Competence will negatively and significantly affect substance abuse coping among police officers.

METHODOLOGY

This is a cross-sectional study exploring the effect of emotional competence and pro-sociality on the adaptive and maladaptive coping mechanism among Police officers. The questionnaire was provided in the Hindi language. On average, completing the survey took respondents around 25 minutes.

Participants:

This study was carried out among police personnel serving in the state of Rajasthan. The inclusion criteria in the study for the participants were that they have been serving at various police stations, check posts, and field duty and have served at least 5 years in Rajasthan.

A total of 689 officers took part in the study. After cleaning and processing the data, 681 responses were found to be complete and suitable for analysis.

Procedure:

Before initiating the study, proper approvals were taken from the Police Headquarters (PHQ) of Rajasthan. The research protocol, outlining the study objectives, methodology, procedures for obtaining informed consent, and measures to maintain participant confidentiality and privacy, was submitted for review to the PHQ. After receiving approval from the PHQ, the research work started. Participants were informed about the nature and

purpose of the study, their rights as research participants, any potential risks and benefits involved, and their voluntary participation. Informed consent was obtained from all participants prior to their inclusion in the study.

It was an online survey which was conducted using Google Forms. For this, a survey link was shared with the participants via WhatsApp and Gmail. The link was also shared by the snowballing method, with police officers receiving the message were requested to forward the link to their colleagues through WhatsApp. Those who does not have access to a smartphone/ Internet device were excluded from the study.

Measuring tools: These following tools were used to measure variables of the study:

Demographics: A basic information sheet includes age, gender, marital status, family-related details, educational qualifications, current job profile, duty-related questions were asked at the initial of the questionnaire.

For measuring the remaining study variables, respondents have given their responses using a five-point Likert scale ranging from 1 to 5. This scale allowed participants to indicate varying levels of agreement, from lowest to highest. A higher numerical score indicated to a greater presence or reporting of the particular variable being assessed.

Coping: Coping mechanisms were explored by selecting 15 items from the Cope COPE Inventory developed by Carver (2013). Responses from the participants were collected using a five-point Likert scale. The Cronbach's alpha value (α), which specifies the internal reliability of the scale for this sample, was 0.89.

Pro-Sociality: Pro-sociality was explored by the 2 items scale developed by researcher based on the literature review for pro-sociality. The Cronbach's alpha value for this sample (α) is 0.79.

Emotional Competence: The scale used to measure emotional competence was developed by Sharma and Bharadwaj (2007). The scale consists of 30 items having a five-point Likert scale. The Cronbach's alpha value of the scale for this study sample (α), was 0.78.

Analysis of data:

The statistical analyses were carried out using MS Excel and SPSS software. The reliability of the various sections of the measurement tool was evaluated using Cronbach's alpha, with the obtained values indicating fair reliability, making it an appropriate tool for the study. Pearson's correlation coefficient was applied to examine the associations between different variables. In applicable cases, regression analysis was performed.

RESULTS

The present study explored and identify the influence of emotional competence and pro-sociality on coping strategies among police officers serving in Rajasthan.

The collected data were analyzed accordingly, and this section presents the findings from the data analysis process.

Table 1: Results related to correlation analysis explaining the relationship among variables of the study.

	Reframing Coping	Acceptance Coping	Substance-abuse Coping
--	-------------------------	--------------------------	-------------------------------

Pro-Sociality	.42**	.34**	-.23**
Emotional Competence	.30**	.26**	-.14**

**Correlations are significant at 0.01 level

Results of correlation analysis revealed that pro-sociality and Emotional competence have significant positive correlation with reframing and acceptance coping. There is a significant negative correlation between pro-sociality, emotional competence and dysfunctional coping style which is substance use coping.

Table 2: Summary of Stepwise multiple regression analysis of Pro-sociality with Acceptance coping.

R	R Square	Change Statistics			Standardised Coefficient	t	Sig.
		R Square change	F Change	Sig. F Change	Beta		
.341	.116	.116	88.913	.000	.341	9.429	.000

Pro-sociality was found to be a statistically significant and positive predictor of acceptance coping. The R² statistic indicates that pro-sociality explained 11.6% of the total variance in acceptance coping. This result approves the hypothesis (H1) that pro-sociality would positively and significantly predict acceptance coping as a way of dealing with adversity.

Table 3: Summary of Stepwise multiple regression analysis of Pro-sociality with Positive reframing coping

R	R Square	Change Statistics			Standardised Coefficient	t	Sig.
		R Square change	F Change	Sig. F Change	Beta		
.421	.178	.178	145.678	.000	.421	12.070	.000

Pro-sociality was found to be a statistically significant and positive predictor of positive reframing coping. The R² statistic indicates that pro-sociality explained 17.8% of the total variance in positive reframing coping. This result approves the hypothesis (H1) that pro-sociality would positively and significantly predict positive reframing coping as a way of dealing with adversity.

Table 4: Summary of Stepwise multiple regression analysis of Pro-sociality with Substance abuse coping.

R	R Square	Change Statistics			Standardised Coefficient	t	Sig.
		R Square change	F Change	Sig. F Change	Beta		
.234	.055	.055	39.120	.000	-.243	-6.255	.000

Pro-sociality was found to be a statistically significant and negative predictor of substance abuse coping. The R² statistic indicates that pro-sociality explained 5.5% of the total variance in substance abuse coping. This result approves the hypothesis (H2) that pro-sociality would negatively and significantly predict substance abuse coping as a way of dealing with adverse situations among police officers.

Table 5: Summary of Stepwise multiple regression analysis of Emotional competence with Acceptance coping

R	R Square	Change Statistics			Standardised Coefficient	t	Sig.
		R Square change	F Change	Sig. F Change	Beta		
.225	.050	.050	35.864	.000	.225	5.989	.000

Emotional competence was found to be a statistically significant and positive predictor of acceptance coping. The R² statistic indicates that emotional competence explained 5.0% of the total variance in acceptance coping. This result approves the hypothesis (H1) that emotional competence would positively and significantly predict acceptance coping as a way of dealing with adversity.

Table 6: Summary of Stepwise multiple regression analysis of Emotional competence with Positive reframing coping

R	R Square	Change Statistics			Standardised Coefficient	t	Sig.
		R Square change	F Change	Sig. F Change	Beta		
.303	.092	.092	68.056	.000	.303	8.250	.000

Emotional competence was found to be a statistically significant and positive predictor of positive reframing coping. The R^2 statistic indicates that emotional competence explained 9.2% of the total variance in positive reframing coping. This result approves the hypothesis (H1) that emotional competence would positively and significantly predict positive reframing coping as a way of dealing with adversity.

Table 7: Summary of Stepwise multiple regression analysis of Emotional competence with Substance abuse coping

R	R Square	Change Statistics			Standardised Coefficient	t	Sig.
		R Square change	F Change	Sig. F Change	Beta		
.140	.020	.020	13.493	.000	-.140	-.3673	.000

Emotional Competence was found to be a statistically significant and negative predictor of substance abuse coping. The R^2 statistic indicates that emotional competence explained 2.0% of the total variance in substance abuse coping. This result approves the hypothesis (H2) that emotional competence would negatively and significantly predict substance abuse coping as a way of dealing with adverse situations among police officers.

DISCUSSION

Law enforcement through police organizations is a crucial component across nations, providing safety and security to the public in the form of protection, care, and welfare services. Their responsibilities include maintaining peace and order throughout the country while addressing crimes. Police personnel have direct interaction with the general public and play a pivotal role during emergency situations as they are typically the first responders on the scene. Efficacy of their role and the support from organization matters much in serving this great responsibility (Sharma & Sharma, 2021b).

Due to the inherent nature of their profession, police officers regularly encounter emotionally charged and intense situations on a daily basis; situations which anyone will try to avoid at any cost. These adverse situations can affect or impair their decision-making abilities, judgement, and responses to critical situations, potentially jeopardizing not only their own well-being but also the safety of the communities they are sworn to protect and serve.

Thus, this study inquires the influence of emotional competence and pro-sociality on the coping mechanism (acceptance coping, positive reframing and substance abuse coping) of the police personnel serving in Rajasthan (India). With a total of 681 police officers participating in this online survey, the sample size can be regarded as sufficiently large to derive reliable conclusions from the findings.

The correlation analysis revealed that pro-sociality and emotional competence had significant positive correlations with reframing coping and acceptance coping styles. On the contrary, there were significant negative correlations between pro-sociality, emotional competence and the dysfunctional coping style of

substance use. Later, the regression analysis was done to identify statistical significance and predictor of each pair of the variables.

Results of regression analysis showed that emotional competence plays a significant role in increasing acceptance and reframing coping in adverse situations and emotions among police officers. It helps officers in understanding the situations and negative emotions, regulate their emotions, preventing emotional outbursts or suppression that can lead to prolonged stress and health issues (Violanti et al., 2017). Officer possessing higher emotional competence can be able to accept the situations and emotions as it is and will try to deal with it in positive way (Sharma & Sharma, 2013). They will try to reframe their thinking of those difficult situations in positive light and take decision and actions to change adverse situation different way where it has more adaptive solutions.

As for the maladaptive coping in this study particularly alcohol abuse coping mechanism, emotional competence is a negative predictor which means possessing emotional competence will decrease officers' chances to depend on alcohol to cope with adverse or difficult situations and emotions. Emotional competence can be used to adjust psychological surroundings (stressful situations and emotions) and behavior. Researchers has shown that difficulty in identifying, managing, and describing emotions predicted increases negative emotions (Ciarrochi & Scott, 2006; Doyle et al., 2021) which can lead to maladaptive coping.

Regression analysis between pro-sociality and acceptance coping showed that pro-sociality plays a significant role in increasing acceptance coping adverse or difficult situations and emotions among police officers. Police officers who are more pro-social in their behaviors are more likely to accept the situations and emotions as the way it is and they are more likely to get trust and support from the common public to whom they serve unlike the less pro-social officers. Social exchange theory is a conceptual framework that proposes that the establishment of an interpersonal relationship between individuals develops through a process in which both parties evaluate and weigh the potential costs against the prospective benefits (Lawler & Thye, 2006).

Results of regression analysis has revealed that pro-sociality plays a significant role in increasing reframing coping among police officers. Officers having more helpful nature, provide assistance and tries to do their duty diligently might get help and support from the people they are serving which can be an assistance in challenging emotional situation and provide them positive reinforcement to re-think and re-frame those situations in more positive light. In the social exchange process employees need to bear the dynamic and erratic challenges of today's work environment (Leana & Barry, 2000; Chernyak-Hai & Rabenu, 2018, Sharma & Sharma, 2021a)

Regarding the maladaptive coping in this study particularly alcohol abuse coping mechanism, pro-sociality is a negative predictor which means the more pro-socially active an officer is, less likely to engage in substance abuse coping style to handle adverse and emotionally challenging situations. Prosocial strategies were linked to increased workplace social support in both the short-term and long-term (Monnier et al., 1998) and it can help officers to rely on the positive and effective coping methods instead of depending on alcohol.

The study's results highlight the positive impact that prosocial behavior can have on the mental and physical well-being of police officers, as well as enhancing their public image. Additionally, a high level of emotional competence enables officers to effectively reframe and manage the daily stresses and pressures inherent in their organizational environment. An individual's level of emotional competence may play a role in determining which coping strategies they select and how effectively they implement those strategies, suggesting that those

with higher emotional competence tend to choose coping approaches that are more conducive to successful adjustment (Davis & Humphrey, 2012). The stress and coping theory developed by Lazarus and Folkman (1984) makes a distinction between problem-focused coping and emotion-focused coping.

Policy recommendation

The study suggests implementing frequent training programs that focus on developing prosocial behavior and emotional competence, both during initial induction and at regular intervals throughout an officer's career. Such training would better equip officers to handle the demands of their roles by cultivating these crucial skills and competencies (Sharma, 2019). Police organization should increase the access to mental health services tailored to the unique stressors faced by police personnel. This includes providing resources such as counselling, stress management workshops, and peer support networks. There should be systematic efforts to encourage the adoption of positive coping mechanisms, such as acceptance and positive reframing, through workshops, seminars, and daily practice routines.

Conclusion

The study highlights the significant stress and emotional challenges police officers face due to the demanding nature of their work. To navigate these pressures, officers adopt various coping strategies. The research reveals that pro-sociality and emotional competence are essential traits that encourage the use of positive coping mechanisms, such as acceptance and positive reframing, over maladaptive strategies like alcohol abuse. These findings underscore the importance of expanding mental health services to support police personnel in managing their psychological challenges effectively. Developing healthy coping mechanisms through enhanced emotional competence is critical for fostering resilience among officers. By prioritizing these qualities, police organizations can better equip their personnel to handle the stresses of their roles, ultimately benefiting both the officers and the communities they serve.

REFERENCES

- Agarwal, M., & Sharma, A. (2011). Effects of hospital workplace factors on the psychological well-being and job satisfaction of health care employees. *Journal of Health Management*, 13(4), 439-461. DOI: 10.1177/097206341101300405
- Carver, C. S. (2013). Manual for the COPE Inventory: Measurement Inventory Database for the Social Sciences. <https://doi.org/10.1037/t10027-000>
- Chernyak-Hai, L., & Rabenu, E. (2018). The new era workplace relationships: is social exchange theory still relevant?. *Industrial and Organizational Psychology*, 11(3), 456-481. <https://doi.org/10.1017/iop.2018.5>
- Ciarrochi, J., & Scott, G. (2006). The link between emotional competence and well-being: A longitudinal study. *British Journal of Guidance & Counselling*, 34(2), 231-243. <https://doi.org/10.1080/03069880600583287>
- Ciarrochi, J., Scott, G., Deane, F. P., & Heaven, P. C. (2003). Relations between social and emotional competence and mental health: A construct validation study. *Personality and Individual Differences*, 35(8), 1947-1963. [https://doi.org/10.1016/S0191-8869\(03\)00043-6](https://doi.org/10.1016/S0191-8869(03)00043-6)
- Collins, P. A., & Gibbs, A. C. C. (2003). Stress in police officers: a study of the origins, prevalence and severity

of stress-related symptoms within a county police force. *Occupational medicine*, 53(4), 256-264. <https://doi.org/10.1093/occmed/kqg061>

Davis, S. K., & Humphrey, N. (2012). The influence of emotional intelligence (EI) on coping and mental health in adolescence: Divergent roles for trait and ability EI. *Journal of adolescence*, 35(5), 1369-1379. <https://doi.org/10.1016/j.adolescence.2012.05.007>

Di Nota, P. M., Anderson, G. S., Ricciardelli, R., Carleton, R. N., & Groll, D. (2020). Mental disorders, suicidal ideation, plans and attempts among Canadian police. *Occupational medicine*, 70(3), 183-190. <https://doi.org/10.1093/occmed/kqaa026>.

Doyle, N. A., Davis, R. E., Quadri, S. S. A., Mann, J. R., Sharma, M., Wardrop, R. M., & Nahar, V. K. (2021). Associations between stress, anxiety, depression, and emotional intelligence among osteopathic medical students. *Journal of Osteopathic Medicine*, 121(2), 125-133. <https://doi.org/10.1515/jom-2020-0171>

Edwards, A. M., & Kotera, Y. (2021). Mental health in the UK police force: a qualitative investigation into the stigma with mental illness. *International Journal of Mental Health and Addiction*, 19(4), 1116-1134. <https://doi.org/10.1007/s11469-019-00214-x>.

Eisenberg, N. (2006, October). Empathy-related responding and prosocial behaviour. In *Empathy and fairness: Novartis foundation symposium 278* (pp. 71-88). Chichester, UK: John Wiley & Sons, Ltd. <https://doi.org/10.1002/9780470030585.ch6>

Folkman, S., & Lazarus, R. S. (1991). Coping and emotion. In *Stress and coping: An anthology* (pp. 207-227). Columbia University Press. <https://doi.org/10.7312/mona92982-018>

Gomez-Baya, D., Mendoza, R., Paino, S., & de Matos, M. G. (2017). Perceived emotional intelligence as a predictor of depressive symptoms during mid-adolescence: A two-year longitudinal study on gender differences. *Personality and individual differences*, 104, 303-312. <https://doi.org/10.1016/j.paid.2016.08.022>

Lawler, E. J., & Thye, S. R. (2006). Social exchange theory of emotions. *Handbook of the sociology of emotions*, 295-320. https://doi.org/10.1007/978-0-387-30715-2_14

Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*. Springer publishing company.

Leana, C. R., & Barry, B. (2000). Stability and change as simultaneous experiences in organizational life. *Academy of Management Review*, 25 (4), 753–759. DOI: 10.5465/AMR.2000.3707707

Luthar, S. S., & Cicchetti, D. (2000). The construct of resilience: Implications for interventions and social policies. *Development and psychopathology*, 12(4), 857-885. <https://doi.org/10.1017/S0954579400004156>

Mares, M. L., & Woodard IV, E. H. (2007). WHY EXPECT POSITIVE EFFECTS OF VIEWING?. *Mass Media Effects Research: Advances Through Meta-analysis*, 281.

Martins, A., Ramalho, N., & Morin, E. (2010). A comprehensive meta-analysis of the relationship between

- emotional intelligence and health. *Personality and individual differences*, 49(6), 554-564. <https://doi.org/10.1016/j.paid.2010.05.029>
- Monnier, J., Stone, B. K., Hobfoll, S. E., & Johnson, R. J. (1998). How antisocial and prosocial coping influence the support process among men and women in the US Postal Service. *Sex Roles*, 39(1), 1-20. <https://doi.org/10.1023/A:1018821631246>
- Murad, M., Jiatong, W., Shahzad, F., & Syed, N. (2021). The influence of despotic leadership on counterproductive work behavior among police personnel: Role of emotional exhaustion and organizational cynicism. *Journal of Police and Criminal Psychology*, 36(3), 603-615. <https://doi.org/10.1007/s11896-021-09470-x>
- Padilla, K. (2016). *Stress and maladaptive coping among police officers*. Arizona State University.
- Sánchez, M., Rice, E., Stein, J., Milburn, N. G., & Rotheram-Borus, M. J. (2010). Acculturation, coping styles, and health risk behaviors among HIV positive Latinas. *AIDS and Behavior*, 14, 401-409. <https://doi.org/10.1007/s10461-009-9618-y>
- Sharma, A. (2017). Work engagement: an attitudinal outcome of organizational climate and identification. *Riding the New Tides: Navigating the Future through Effective People Management*. Emerald Group Publishing Private Limited.
- Sharma, A. (2019). Employee Empowerment Practices and Work Engagement. *Journal of Advanced Research in Dynamical and Control Systems*, 11(8), 2615-2623.
- Sharma, A., & Sharma, A. (2013). Role of emotional competence in motivation to work and extra-role behaviors. *Inclusive Growth: Need to Rethink the Business Model*, 35-45.
- Sharma, A., & Sharma, A. (2021). Beyond exchange relationship: Exploring the link between organizational justice, job involvement, and citizenship behavior. *The Journal of Behavioral Science*, 16(3), 123-135. <https://so06.tci-thaijo.org/index.php/IJBS/article/view/251645>
- Sharma, A., & Sharma, A. (2021). Efficacy of role and perceived organizational support as contributory factors of organizational commitment. *Pacific Business Review International*, 13(11), 88-96.
- Sharma, H. & Bhardwaj, R. (2007). *Manual for Emotional Competencies Scale*. MAPAN, Bal Niwas, Taj Basai, Agra, India.
- Violanti, J. M., Charles, L. E., McCanlies, E., Hartley, T. A., Baughman, P., Andrew, M. E., & Burchfiel, C. M. (2017). Police stressors and health: a state-of-the-art review. *Policing: An International Journal of Police Strategies & Management*, 40(4), 642-656. <https://doi.org/10.1108/PIJPSM-06-2016-0097>