Received: 18 March 2026; **Revised:** 12 August 2026; **Accepted:** 24 October 2026; **Published:** 20 November 2026
Archs Sci. (2026) Volume 76, Issue 5 Pages 289-294, Paper ID 2026530.
https://doi.org/10.68304/as/76530

Economic Working Conditions, Occupational Stress, and Employee Motivation in the Ministry of the Interior: An Integrated Conceptual Model

Mila I. Ivanova[1,*], Galina G. Kurteva[1] and Kiril K. Georgiev[1]
[1]Burgas Free University, 62 San Stefano Boulevard, Burgas, Bulgaria
Correspondence: milla.ivanova@abv.bg

Abstract This article examines the relationship between economic working conditions, occupational stress, and employee motivation within the Ministry of the Interior. Through a theoretical analysis of established models in organizational psychology and human resource management, it argues that economic working conditions constitute a key organizational resource and that deficiencies in these conditions may generate chronic occupational stress and weaken employees' intrinsic and extrinsic motivation. The article presents an integrated conceptual model linking economic working conditions, organizational stress, motivation, and professional performance. The proposed model is intended to provide a theoretical basis for future empirical research and for the development of human resource management policies. The theoretical synthesis suggests that a sustained imbalance between job demands and the organizational resources provided may contribute to emotional exhaustion, perceptions of unfair treatment, and reduced professional engagement. Practical recommendations are formulated for improving human resource management within the Ministry of the Interior, focusing on remuneration, staffing levels, material and technical resources, and mechanisms for the prevention of occupational stress.

Index Terms economic working conditions; occupational stress; motivation; human resource management; Ministry of the Interior

I. Introduction

Work-related stress remains one of the most significant contemporary challenges for organizational psychology, occupational health, and human resource management [1]. In occupations involving substantial public responsibility—such as policing, emergency medical services, fire and rescue services, and the military—exposure to demanding or potentially dangerous situations can generate significant occupational stress. The management of such stress is closely connected with the effective performance of public functions and with employees' physical and psychological well-being [2].

The Ministry of the Interior (MoI) operates within a distinctive organizational environment characterized by occupational risks involving potential threats to life and health, unpredictable situations, decisions made under severe time pressure, substantial administrative workloads, and a complex hierarchical structure. The combination of these factors can contribute to both acute and chronic occupational stress, which may, in turn, increase the likelihood of burnout, reduce professional motivation, and impair the quality of work performance.

Although stressors within the MoI have traditionally been associated primarily with operational activities—combating crime, responding to crisis situations, maintaining public order, and participating in rescue operations—recent years have witnessed growing scholarly attention to the organizational and economic factors of the work environment [2]. Organizational and economic working conditions—including remuneration, social benefits, staffing, material and technical resources, and opportunities for professional development—shape the organizational environment in which employees perform their duties. When an imbalance develops between job demands and the organizational resources available to meet those demands, these conditions may become persistent sources of organizational strain and chronic work-related stress.

Despite the considerable body of research devoted to occupational stress in police organizations, most studies focus on operational risks, mental health, or individual organizational factors. The interrelationship between economic working conditions, organizational stress, and motivation as elements of an integrated causal mechanism remains insufficiently explored. In particular, evidence specifically examining these relationships within the Bulgarian Ministry of the Interior remains limited, making a context-sensitive analytical frame-

work valuable for subsequent empirical testing.

The principal theoretical contribution of the present study is the development of an integrated conceptual model that brings together economic working conditions, organizational stress, motivation, and professional performance within a unified analytical framework. The proposed model systematizes established theoretical approaches in organizational psychology and human resource management and provides a basis for future empirical research involving employees of the Ministry of the Interior.

The central argument of this article is that stress arising from deficiencies in economic working conditions functions as a key explanatory mechanism between the organizational and economic environment and employee motivation, with potential downstream consequences for professional performance that require direct empirical verification.

II. Methodology

The study adopts a theoretical-conceptual design based on an analytical and comparative review of established approaches to occupational stress, motivation, and human resource management. It synthesizes Effort–Reward Imbalance Theory, Conservation of Resources Theory, the Job Demands–Resources Model, and major motivational theories, and it examines their relevance to the Bulgarian Ministry of the Interior in light of published empirical research on police organizations. No original survey, interview, administrative, or experimental data are reported. Consequently, the principal outcome is a theoretically derived conceptual model whose proposed relationships require subsequent empirical testing among employees of the Bulgarian Ministry of the Interior.

III. Theoretical Review

Occupational stress is a multifaceted phenomenon that may involve harmful physical and emotional responses when job demands exceed, or are poorly matched to, a worker's capabilities, available resources, or needs [3]. In an organizational context, stress can be classified into several categories. Acute stress is a short-term response to a specific stressor that may initially support rapid adaptation but can also impair functioning when demands become excessive; within the context of the MoI, this may include a response to making an arrest, participating in a rescue operation, or investigating a serious crime. Chronic stress is a prolonged state of strain caused by persistent stressors and is associated with long-term adverse effects on physical and mental health, including an increased risk of cardiovascular disease, depression, and metabolic disorders [4].

Although closely related, occupational stress and burnout are not interchangeable concepts. Burnout is commonly characterized by emotional exhaustion, cynicism, and reduced personal efficacy arising in the context of chronic workplace demands. Within law enforcement organizations, combinations of high job demands and insufficient coping or organizational resources can increase vulnerability to burnout [5]. Stressors in the public sector and in law enforcement organizations can be divided into two main categories: operational stressors, associated with the performance of immediate job duties, and organizational stressors, related to the administrative environment, management practices, economic conditions, and organizational culture [6]. Organizational stressors may receive less attention than operational hazards, although research suggests that they can be persistent and may significantly affect employees' health, well-being, and motivation [2].

Organizational and economic working conditions encompass a range of material and non-material factors that influence the quality of employment and opportunities for professional development. In the context of occupational psychology and labour economics, these conditions include:

- *remuneration* – basic and supplementary remuneration commensurate with job complexity, occupational risks, and responsibilities;
- *additional payments* – bonuses, risk allowances, compensation for night work, and payments for work on public holidays;
- *social benefits* – health and pension insurance and social support;
- *resources* – material resources, technical equipment, and information systems;
- *workload* – the volume of work and the ratio between the number of tasks and the time available, as well as staffing adequacy, understood as having a sufficient number of employees to perform the required functions.

When an imbalance exists between job demands and the organizational resources provided, organizational pressure arises and may develop into chronic stress. The Effort–Reward Imbalance (ERI) Model developed by Siegrist [7] provides a theoretical framework for understanding this mechanism. According to the model, when the effort expended exceeds the rewards received—including financial, status-related, and socio-emotional rewards—an imbalance occurs that generates recurrent negative emotions and sustained stress responses, with adverse long-term effects on health. The model identifies three main components: extrinsic effort, reward, and overcommitment. Overcommitment acts as a moderator that intensifies the adverse health effects of effort–reward imbalance [8]. In the context of the MoI, where occupational duties can entail substantial demands and risks, the model offers a relevant framework for investigating whether perceived inadequacy of remuneration and other rewards contributes to organizational stress. Whether such imbalances occur in particular units must be established through employee-level evidence.

These relationships can also be examined through Hobfoll's Conservation of Resources (COR) Theory, which proposes that stress arises when resources are lost, are threatened with loss, or cannot be replenished despite sustained investment and effort. In an organizational context, remuneration, material resources, staffing resources, and opportunities for professional development can be regarded as key organizational resources, the scarcity of which increases the likelihood of occupational stress [9].

ARCHIVES DES SCIENCES
A Multidisciplinary Journal

Motivation is a complex psychological process that activates, directs, and sustains behavior. In organizational psychology, a distinction is commonly made between intrinsic motivation, associated with the meaningfulness of work, professional interest, and opportunities for development, and extrinsic motivation, associated with material incentives, external recognition, and social status. Herzberg's Two-Factor Theory distinguishes between hygiene factors, such as remuneration, working conditions, and job security, whose absence leads to dissatisfaction, and motivators, such as recognition, responsibility, and opportunities for development, whose presence promotes satisfaction and motivation [10].

Within Maslow's Hierarchy of Needs, the satisfaction of basic needs, including security and material well-being, is proposed to facilitate attention to higher-order needs such as recognition and self-actualization [11]. In the context of the MoI, when economic working conditions fail to provide basic security, employees may find it difficult to focus on higher-order motivational goals.

Vroom's Expectancy Theory posits that motivation is a function of expectancy—the belief that effort will lead to successful performance—instrumentality—the perceived relationship between performance and reward—and valence—the value attached to the expected reward [12]. When economic working conditions create a perception of unfairness, instrumentality decreases, thereby weakening professional engagement.

Adams' Equity Theory emphasizes perceived fairness, proposing that employees compare the ratio of their own inputs to outcomes with the corresponding ratio of others [13]. When inequity is perceived, psychological tension arises, motivating individuals to restore equity, often by reducing their effort or leaving the organization.

Table 1: Theoretical Models Linking Economic Working Conditions, Stress, and Motivation

Theoretical Model	Core Propositions	Relevance to the Analysis of MoI Employees
Maslow [11]	Unmet basic needs may constrain attention to higher-order goals.	Inadequate economic security may undermine sustained professional motivation.
Herzberg [10]	Remuneration and working conditions are hygiene factors, while recognition and opportunities for development are motivators.	Improvements in working conditions may reduce dissatisfaction and create conditions that support motivation.
Vroom [12]	Motivation depends on expectancy, instrumentality, and the perceived value of rewards.	An unclear connection between professional effort, results, and rewards may weaken engagement.
Adams [13]	Perceived inequity in social exchanges can produce dissatisfaction and corrective behavior.	A perceived mismatch between occupational risk, effort, and remuneration may diminish engagement.
Siegrist [7]	A persistent imbalance between occupational effort and reward can generate chronic stress.	Provides a mechanism for investigating how economic conditions relate to occupational stress.
Hobfoll [9]	Stress can arise from actual or anticipated resource loss or insufficient resource replenishment.	Shortages of material, organizational, and staffing resources may intensify work-related stress.
Bakker and Demerouti [14]	High job demands coupled with insufficient resources may contribute to burnout and lower work engagement.	Clarifies the proposed pathways among demands, organizational resources, employee motivation, and performance.

Source: Authors' synthesis of the theoretical publications cited in the table.

Occupational stress may affect motivation through several interrelated mechanisms. Emotional exhaustion—a core component of burnout—depletes employees' emotional and physical resources and undermines their ability to maintain engagement. Cynicism—expressed through negative attitudes toward work, colleagues, and the people served—can erode the sense of professional belonging and meaningfulness. Reduced perceptions of professional efficacy may lead to the avoidance of challenges and organizational passivity. Intrinsic motivation is particularly vulnerable to chronic stress, as emotional exhaustion and cynicism directly undermine employees' emotional connection to their profession. Extrinsic motivation also weakens when economic working conditions fail to provide adequate rewards for the effort expended [5]. Table 1 summarizes the principal theoretical models used in the analysis, identifies their core propositions, and clarifies how each model may inform the study of economic working conditions, occupational stress, and motivation within the MoI.

IV. Specific Features of Stress Within the Ministry of the Interior

The MoI is characterized by a unique combination of stressors that distinguishes it from both other public institutions and the private sector. Depending on their duties, MoI employees may face threats to physical safety while making arrests, investigating organized crime, maintaining public order, or participating in rescue operations. The intensity of these exposures may differ considerably among operational and administrative roles. The unpredictability of such situations requires constant vigilance and readiness to respond rapidly, creating sustained psychological strain [2].

Economic constraints in public-sector organizations may contribute to inadequate staffing, outdated equipment, insufficient training, and shortages of essential material resources. Whether and to what extent these problems occur in particular MoI units requires institution-specific evidence. Such deficiencies require employees to compensate through additional personal effort, thereby reinforcing the perceived imbalance between effort and reward—a key mechanism of the Effort–Reward Imbalance Model [7].

Typical stressors within the MoI include duty schedules and shift work. Shift work, night shifts, and irregular working hours are well-documented stressors in the policing profession. Empirical studies indicate that shift work is associated with sleep disturbances, metabolic disorders, and an increased risk of cardiovascular disease [15].

Staff shortages represent another critical factor. Chronic understaffing leads to excessive workloads for existing personnel, longer working hours, and reduced opportunities for rest and recovery, thereby creating conditions conducive to chronic stress and burnout. Administrative pressure—manifested in bureaucratic procedures, excessive paperwork, political pressure, and limited decision-making autonomy—may constitute a significant organizational stressor that is often perceived as more stressful than operational duties themselves [6].

Low remuneration relative to occupational risk also represents a significant source of organizational stress. Comparatively low financial remuneration, particularly in the context of high occupational risks and responsibilities, may create perceptions of unfairness and being undervalued. This relationship directly reflects the Effort–Reward Imbalance Model, according to which high occupational effort combined with insufficient reward creates an effort–reward imbalance with

ARCHIVES DES SCIENCES
A Multidisciplinary Journal

adverse consequences for both health and professional motivation [7].

The analysis of specific stressors within the MoI indicates that occupational stress does not arise solely from the risks associated with operational duties. Organizational and economic factors constitute a distinct group of organizational determinants that may exert an even more sustained influence on employees' mental well-being, motivation, and professional performance. It is precisely the interaction between operational, organizational, and economic factors that supports the need to regard economic working conditions as a strategic component of human resource management policies within the MoI.

V. The Relationship Between Economic Working Conditions, Stress, and Motivation

The relationship between economic working conditions, occupational stress, and motivation operates through a series of interrelated psychological and organizational mechanisms. Low remuneration, limited career development prospects, and inadequate social benefits may create a sense of uncertainty about the future. According to Maslow's Hierarchy of Needs, the satisfaction of basic security needs is a proposed foundation for pursuing higher-order motivational needs [11].

Dissatisfaction arises when remuneration does not correspond to expectations formed on the basis of the effort expended, professional qualifications, and occupational risks assumed. Such a mismatch may generate cognitive dissonance and emotional dissatisfaction, which is consistent with the core propositions of Equity Theory [13].

Perceived unfairness—the belief that one's contribution to the organization is not adequately rewarded—represents a powerful demotivating factor. This mechanism lies at the core of the Effort–Reward Imbalance Model, according to which a lack of reciprocity between high effort and insufficient reward generates persistent negative emotions and chronic stress [7].

Stress affects motivation through several interrelated mechanisms. Emotional exhaustion resulting from chronic stress leads to the gradual depletion of emotional resources and reduces the ability to sustain enthusiasm and engagement, thereby undermining intrinsic motivation associated with the meaningfulness of the profession and a sense of belonging. Cynicism, which can develop as a defensive response to prolonged occupational stress, may erode organizational loyalty, professional identity, and sustained engagement. Reduced perceptions of professional efficacy, potentially associated with chronic stress and insufficient recognition, may also limit employees' willingness to take initiative, accept professional challenges, and assume responsibility.

As illustrated conceptually in Figure 1, intrinsic motivation, grounded in professional fulfilment, public service, and personal satisfaction, may be particularly sensitive to prolonged occupational stress. The figure depicts hypothesized relationships rather than measured causal effects. When employees are exposed to prolonged organizational pressure without adequate support and remuneration, their sense of meaningfulness gradually diminishes. Extrinsic motivation, driven by material rewards, recognition, and opportunities for professional development, also declines when employees do not perceive a clear relationship between the effort invested, the results achieved, and the rewards received [12]. As a result, a perception of unfairness may emerge, which, according to Adams' Equity Theory, may lead employees to reduce their professional effort as a compensatory mechanism [13].

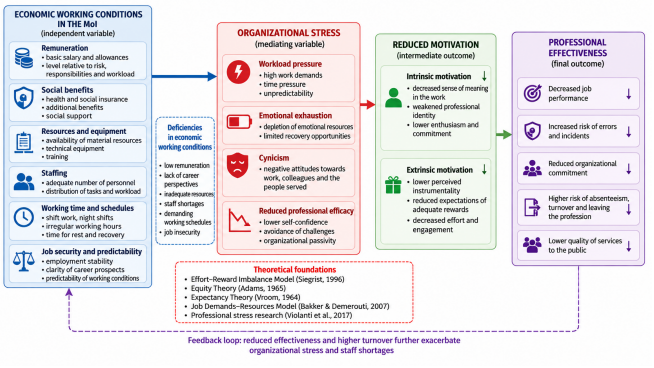


Figure 1: Authors' Conceptual Model of the Impact of Organizational and Economic Working Conditions on the Professional Performance of MoI Employees

Source: Authors' own elaboration.

On the basis of the theoretical perspectives outlined above, the conceptual model integrates the core propositions of the motivational theories discussed and is consistent with the Job Demands–Resources (JD–R) Model. This model proposes that high job demands combined with insufficient organizational resources can contribute to occupational stress and burnout, with possible consequences for work engagement and professional performance [14]. In this context, organizational and economic working conditions function as a strategic organizational resource: when adequately provided, they mitigate the adverse effects of job demands; when deficient, they may contribute to the development of chronic stress, which in turn may reduce employees' professional motivation and performance.

VI. Discussion and Empirical Evidence

International scholarship documents important associations among working conditions, occupational stress, health, and motivation in police organizations. The state-of-the-art review by Violanti et al. [2] synthesizes research on occupational exposures, including organizational stressors, shift work, and traumatic experiences, and their associations with mental and physical health outcomes. The review supports the importance of examining organizational and economic conditions alongside operational demands, without establishing that every organizational stressor is necessarily more harmful than every operational stressor [2].

The study by Arujunan et al. [16] examines motivation as a mediator in the relationship between workplace stress and police officers' professional performance. The reported

associations suggest that higher occupational stress is related to lower motivation and poorer job performance, while motivation functions as a statistical mediator within the model examined. These findings provide evidence consistent with the proposed mediating role of motivation, although the research design does not, by itself, establish a universal causal sequence [16].

The Effort–Reward Imbalance (ERI) Model has also been supported by numerous empirical studies. Siegrist and Li [4] reviewed evidence linking components of effort–reward imbalance, including overcommitment, to adverse health outcomes. Their synthesis supports the relevance of examining the psychological and health consequences of perceived imbalances between occupational effort and reward. In the public sector, where remuneration often does not correspond to occupational demands and responsibilities, this imbalance is of particular significance [4].

The literature review prepared by Harvey et al. [17] considers a range of organizational conditions and prevention strategies relevant to mentally healthy workplaces. Its findings provide a rationale for reviewing job design, organizational support, employment security, and psychosocial risks, but do not establish that remuneration changes alone are the most effective intervention for reducing stress and improving motivation.

Taken together, the empirical studies reviewed indicate that organizational working conditions are relevant to occupational stress, motivation, and professional performance. However, the strength, direction, and causal interpretation of particular relationships may vary across policing systems, national contexts, organizational units, and research designs.

Several hypothetical situations involving the MoI illustrate how the mechanisms described in the international literature could arise in a Bulgarian institutional setting. These examples are not presented as observed deficiencies or verified conditions within particular departments. Inadequate staffing in certain organizational units of the MoI may result in excessive workloads for existing personnel, longer working hours, and limited opportunities for rest and recovery, thereby creating conditions conducive to chronic stress and burnout. Low remuneration relative to occupational risk, particularly among employees involved in combating organized crime or maintaining public order during mass events, may create perceptions of unfairness and being undervalued. Inadequate technical resources may require employees to compensate through additional personal effort, thereby exacerbating the imbalance between the effort expended and the rewards received. Limited opportunities for career development in certain organizational units may also contribute to organizational stagnation, reduced professional motivation, and weaker engagement. These examples do not constitute findings from an independent empirical study; rather, they are intended to illustrate how the mechanisms identified in the international literature may manifest themselves in the organizational practice of the MoI. Taken together, the empirical studies reviewed support the proposed conceptual model and indicate that improving organizational and economic working conditions may represent an effective means of reducing occupational stress and enhancing employee motivation within the MoI.

VII. Conclusion

The present theoretical analysis supports the plausibility of the central argument that occupational stress may function as an explanatory mechanism linking economic working conditions and employee motivation within the MoI. Because the model has not been tested using Bulgarian MoI data, the strength and direction of these relationships remain empirical questions. Economic working conditions—including remuneration, social benefits, material resources, and staffing—shape the organizational environment in which employees perform their professional duties. When an imbalance exists between job demands and the organizational resources provided, organizational pressure may arise and develop into chronic stress. Chronic stress may, in turn, adversely affect both intrinsic motivation—associated with professional meaningfulness, a sense of belonging, and professional identity—and extrinsic motivation—associated with remuneration, recognition, and opportunities for career development. The hypothesized downstream outcomes include reduced work engagement, lower job satisfaction, and diminished professional performance, although each of these consequences requires empirical assessment.

The conceptual model proposed by the authors draws on Siegrist's Effort–Reward Imbalance (ERI) Model and Bakker and Demerouti's Job Demands–Resources (JD–R) Model, which provide a robust theoretical framework for explaining the relationships between economic working conditions, organizational stress, and professional performance [14].

Research conducted in police organizations outside Bulgaria reports associations among organizational and economic stressors, occupational stress, motivation, and job performance, providing relevant but not directly transferable evidence for the proposed framework [2], [16].

The practical implications of the theoretical analysis indicate that improving economic working conditions should be regarded not merely as a matter of social policy, but as a strategic organizational resource for enhancing employees' professional performance and mental well-being. Adequate remuneration, job security, opportunities for professional development, and sufficient organizational resources represent not only hygiene factors within the framework of Herzberg's theory, but also key organizational resources that may mitigate the adverse effects of occupational stress and help sustain high levels of professional motivation [10].

The main limitation of the present study is its theoretical nature. The proposed conceptual model should therefore be empirically tested within the Bulgarian Ministry of the Interior using both quantitative and qualitative research methods. The conceptual model developed by the authors provides a theoretical foundation for future empirical research and may contribute to the development of human resource management policies within the MoI.

VIII. Practical Recommendations

Based on the theoretical analysis, the conceptual model developed by the authors, and the international empirical studies discussed above, the following practical recommendations can be proposed for consideration in the development of human resource management policies within the MoI. Their appropriateness, feasibility, and effectiveness should be assessed in consultation with employees and relevant decision-makers:

1) *Improving the remuneration system* by more closely linking basic and supplementary remuneration to the level of occupational risk, the complexity of the tasks performed, professional responsibility, and performance outcomes.
2) *Optimizing staffing levels* in organizational units with the highest workloads in order to limit overtime, reduce excessive occupational workload, and ensure adequate conditions for employees' effective rest and recovery.
3) *Improving material and technical resources* through the modernization of equipment, information systems, and technical facilities, thereby reducing the need for employees to compensate for organizational deficiencies through additional personal effort.
4) *Developing a comprehensive system for the prevention and management of occupational stress*, including periodic psychosocial risk assessments, psychological support, stress management training, and measures to enhance organizational resilience.
5) *Developing a transparent system for professional development and recognition*, based on clear criteria for career advancement, fair assessment of professional performance, and opportunities for continuing training and professional development.

The proposed recommendations represent mutually reinforcing components of a possible integrated human resource management policy within the MoI. They are derived from theory and published research rather than from an intervention evaluation conducted in the institution. Their consistent implementation could help reduce organizational stress, enhance professional motivation, and improve employees' professional performance within the MoI. The implementation of such an integrated approach could contribute both to strengthening the organizational resilience of the MoI and to improving the quality of public services provided to society.

Author Contributions

All authors contributed equally to the conception and design of the study, data collection and analysis, and the drafting and critical revision of the manuscript. All authors have read and approved the final version of the manuscript.

Conflict of Interest

The authors declare no conflicts of interest regarding this manuscript.

Funding Information

The authors received no financial support for the research, authorship, and/or publication of this article.

Data Availability

No data was used for the research described in the article.

References

[1] World Health Organization. (2026, September 15). *Mental health at work* [Fact sheet]. https://www.who.int/news-room/fact-sheets/detail/mental-health-at-work
[2] Violanti, J. M., Charles, L. E., McCanlies, E., Hartley, T. A., Baughman, P., Andrew, M. E., Fekedulegn, D., Ma, C. C., Mnatsakanova, A., & Burchfiel, C. M. (2017). Police stressors and health: A state-of-the-art review. *Policing: An International Journal, 40*(4), 642–656. https://doi.org/10.1108/PIJPSM-06-2016-0097
[3] National Institute for Occupational Safety and Health. (1999). *Stress... at work* (DHHS (NIOSH) Publication No. 99-101). https://www.cdc.gov/niosh/docs/99-101/
[4] Siegrist, J., & Li, J. (2016). Associations of extrinsic and intrinsic components of work stress with health: A systematic review of evidence on the effort–reward imbalance model. *International Journal of Environmental Research and Public Health, 13*(4), Article 432. https://doi.org/10.3390/ijerph13040432
[5] Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology, 52*, 397–422. https://doi.org/10.1146/annurev.psych.52.1.397
[6] McCreary, D. R., & Thompson, M. M. (2006). Development of two reliable and valid measures of stressors in policing: The operational and organizational police stress questionnaires. *International Journal of Stress Management, 13*(4), 494–518. https://doi.org/10.1037/1072-5245.13.4.494
[7] Siegrist, J. (1996). Adverse health effects of high-effort/low-reward conditions. *Journal of Occupational Health Psychology, 1*(1), 27–41. https://doi.org/10.1037/1076-8998.1.1.27
[8] Siegrist, J., & Li, J. (2017). Work stress and altered biomarkers: A synthesis of findings based on the effort–reward imbalance model. *International Journal of Environmental Research and Public Health, 14*(11), Article 1373. https://doi.org/10.3390/ijerph14111373
[9] Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist, 44*(3), 513–524. https://doi.org/10.1037/0003-066X.44.3.513
[10] Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work* (2nd ed.). John Wiley & Sons.
[11] Maslow, A. H. (1943). A theory of human motivation. *Psychological Review, 50*(4), 370–396.
[12] Vroom, V. H. (1964). *Work and motivation*. John Wiley & Sons.
[13] Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 2, pp. 267–299). Academic Press. https://doi.org/10.1016/S0065-2601(08)60108-2
[14] Bakker, A. B., & Demerouti, E. (2007). The job demands–resources model: State of the art. *Journal of Managerial Psychology, 22*(3), 309–328. https://doi.org/10.1108/02683940710733115
[15] Ma, C. C., Andrew, M. E., Fekedulegn, D., Gu, J. K., Hartley, T. A., Charles, L. E., Violanti, J. M., & Burchfiel, C. M. (2015). Shift work and occupational stress in police officers. *Safety and Health at Work, 6*(1), 25–29. https://doi.org/10.1016/j.shaw.2014.10.001
[16] Arujunan, K., Ismail, I. A., Othman, S., & Arshad, M. M. (2021). Job motivation as a mediator in the relationship between job stress and job performance of police officers at the Federal Territory Police Headquarters. *International Journal of Human Resource Studies, 11*(4S), 145–156. https://doi.org/10.5296/ijhrs.v11i4S.19237
[17] Harvey, S. B., Joyce, S., Tan, L., Johnson, A., Nguyen, H., Modini, M., & Groth, M. (2014). *Developing a mentally healthy workplace: A review of the literature*. National Mental Health Commission. https://www.mentalhealthcommission.gov.au/sites/default/files/2024-03/developing-a-mentally-healthy-workplace-a-review-of-the-literature_0.pdf