



IMPACT OF DEMOGRAPHIC VARIABLES ON WORK-LIFE BALANCE OF POLICE PERSONNEL: A CASE STUDY OF ODISHA POLICE

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Abstract: Work-life balance is a concept that includes the correct definition of priorities between "work" (career and ambition) and "lifestyle" (health, pleasure, leisure, family and spiritual development/meditation). This study gives information on the balance between the work and personal life of police employees and the impact of the demographic profile on it. The objectives of the study are to investigate the relationship of demographic variables to the work-life balance of selected police personnel from the Odisha police department. The demographic variables considered in the study are age, gender and marital status. For this study, a sample size of 150 was selected using a stratified random sampling method. The one-way ANOVA is used for tabulation and hypothesis tests. The research study found that age, gender and marital status demographic factors have a significant relationship with the work-life balance of police personnel in Odisha state. The results of the study are important because police personnel may not spend enough time with their family and negatively impact individual performance.

Keywords-work- life balance, police personnel, demographic variables

I. INTRODUCTION

Work-life balance is becoming prominent in the recent past, particularly in developing economies. Work-life balance will be understood as the optimal use of resources between work or professional life and other areas of life. It is imperative that all individual to maintain a balance between both areas of life. One person must play multiple roles in life e.g. an employee, boss, subordinates, parents, spouse, friend, brother, daughter, mother, etc. The positive working environment will facilitate the reduction of work-life conflict, which will increase job satisfaction. Work-life conflicts significantly affect employee physical and mental health, which directly affects employee performance and organizational performance. Therefore, most organizations help their employees' balance work and private life by providing family-friendly work policies and programs. Many researchers have examined that demographic factors including age, gender, marital status, year of experience, number of dependents or family type, income and place of work have a significant impact on the work-life balance.

According to Bird (2006) and Thriveni and Rama, (2012) maintaining a balance between work and family life is often more difficult for female workers than for their male counterparts, as they are more responsible for the family than for their male counterparts. This means that in the work-life balance (WLB), the demographic factor, especially gender,

plays an imperative role. Another demographic factor, namely, marital status has the greatest effect on working hours. Long working hours and caring responsibilities affect the work-life balance of married employees compared to single men and women who are less concerned in long working hours (Eikhof, Warhurst and Haunschild 2007). Therefore, the marital status becomes another significant variable as a demographic factor in the WLB. As people get older; their physicality, behaviour, as well as the perception and evaluation of some phenomena change. Therefore, the assessment of the level of work-life balance achieved by employees is influenced by their age. As a result, a healthy work-life balance (WLB) practice is changed based on demographic factors, such as age, gender and marital status.

The police department is one of the most important and demanding in nature. Over the past 10 years, police forces have undergone several reorganizations in terms of tasks and organization. Conventionally, the police are designated as the executive civilian force of a county which is assigned the task of maintaining public order and enforcing the laws for the detection and prevention of crime. But this role is becoming a multifunctional and multidimensional issue in the modern world. Today it is assumed that the police, not only to act as a negative control agency, verify all types of crimes, but also see it as a positive agency that is dedicated to community police and contact with social front people to create reforms (CHRI, 2014). The nature of the police work and the multiplicity of stressful situations impose a high degree of stress among police personnel, which affects their physical, mental and interpersonal health. The present study focuses on the demographic variable that could possibly affect the balance between work and personal life of police personnel. This study is important because police personnel may not spend enough time with their family and it may negatively impact individual performance (Yawalkar and Sonawane, 2016).

II. REVIEW OF LITERATURE

Yawalkar and Sonawane (2017) in a study explored the association between demographic variables and the work-life balance of selected police personnel from the Jalgaon District Police Department. The research study found that demographic factors like age, the number of dependents and the workplace have a significant association with working life. It has also examined that demographic variables lead mistakes at the workplace, increases error, and has a negative bearing on a person's health.

Richert-Kazmierska and Stankiewicz (2016) conducted a study to know the impact of age in assessing the work-life balance of workers. The results indicated a statistically significant outcome. Employees belonging to the older group are more likely to indicate maintaining WLB.

Anitha and Muralidharan (2014) studied that demographic factors such as age, salary, educational qualification, experience, type of family and spouse who work, influence the balance between professional life and work-related factors, such as goal-oriented work, hours of work and extended benefits and means of transport.

Benjamin and Samson (2014) studied the relationship between demographic variables with work interference with the family (WIF) and family interference with work (FIW) and satisfaction with life. The results of the study revealed a perceptible effect of work interference with the family as a predictor of life satisfaction. However, no significant effect of family interference at work as a predictor of life satisfaction was found. Age and professional status were also found as predictors of life satisfaction, but gender was not a good predictor of life satisfaction. There were no gender differences in the perception of work and family interference.

Mjoli, Dywili and Dodd (2013) conducted a study to observe the association between work-family conflict and selected demographic factors among female workers in East London, South Africa. Age, marital status, number of children and the age of the youngest child were the demographic factors considered. From the study of the demographic factors like age, the number of children and the age of the youngest child are positively correlated with work-family conflict. Marital status was found not to be significantly correlated to work-family conflict.

Delina and Raya (2013) in their study revealed that married working women find it very difficult to balance their work and personal life, regardless of the age group they belong to, the number of children they have, their spouse's profession and from the industry in which they are located. Married working women in the 30-year-old age group were found to have more work-life imbalance problems (maybe more responsibility for childcare, early career stage, etc.) than those in the age group of 30 to 40 years with married working women. It has been discovered that more than 40 years balance work life a little better than the 30 and 40 to 40 age groups.

Thrivani and Rama (2012) found that women have more responsibilities with their dependent family members. Their study revealed that there is a connection between demographic factors and work-life balance. Demographic factors influence the work-life balance of women and the researcher suggested that in order to balance women's work and family life, there should be family friendly workplace policies in the organizations.

Ramadoss and Rajadhyaksha (2012) studied gender inequality in dedication to work, the conflict between work and family and social support in busy parents who have children who go to school and who also belong to the upper socioeconomic class of urban India. The study found that there was a noticeable difference between men and women in the conflict between work and parents and energy-based tension. A further study found no significant differences in work-spouse conflict, work-leisure conflict or work-homemaker conflict. Men indicated significantly greater support than women in supervisors' support, colleagues' support and expanded family support in job management and family responsibilities.

Crompton and Lyonette (2005) in their research show that older people report fewer interruptions in work life balance interruptions than younger ones (due to parental responsibilities, the early stage of professional development, etc.)

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III. RESEARCH GAP

From previous studies, it is clear that the workload of police personnel is currently on the rise due to the nature of their work and the great responsibility they have when it comes to dealing with people, anti-social elements, the judiciary, human rights and what is still most important, with family members, it led to greater stress for them. Therefore, it must be assumed that they must perform multiple roles throughout their lives. As a result, it has become difficult for them to manage their working and personal lives effectively. Further studies are available on the work-life balance of employees of public and private sector organizations. However, there is not enough literature available with particular emphasis on the work-life balance of police personnel, especially in Odisha. Previous studies in this area present the challenges and stress of police personnel. In the present study, an effort is made to discover the role of demographic factors in the work-life balance of police personnel in Odisha state.

IV. METHODOLOGY

The present study is predominantly based on primary data which was collected from 150 non gazetted police personnel (NGOs) of Grade II, i.e., constables and head-constables (including male and female) engaged in various police organizations of Odisha. In an attempt to get the required information a well-designed questionnaire was made and dispensed among respondents. At the time of districts selection proper care was taken so that the districts selected had an adequate representation of the respondents.

Work life balance was computed with 15-item scale given by Hayman (2005) to measure three dimensions of work life balance, namely, work interference with personal life (WIPL), personal life interference with work (PLIW) and work/personal life enhancement (WPLE).

V. OBJECTIVES OF THE STUDY

Against this backdrop the present study is undertaken to study the differences in work- life balance of police personnel at varied levels of demographic factors. To achieve this objective we have conducted the present study by collecting both primary and secondary data.

VI. HYPOTHESES

H₁: There is a significant difference in work life balance (and its dimensions) of police personnel at varied levels of age.

H₂: There is a significant difference in work life balance (and its dimensions) of male and female police personnel.

H₃: There is a significant difference in work life balance (and its dimensions) of single/ widowed/ divorced and married police personnel.

VII. FINDINGS AND DISCUSSION

One - way ANOVA was employed to find whether there is any significant difference in work life balance (and its dimensions) of police personnel at varied levels of age.

Table: 1, ANOVA Significance result of Work Life Balance w.r.t. Age

Sr. No	Work life balance (its dimensions)	F- value	P- value	Sig
1	Work Interference with Personal Life (WIPL)	13.372	0.000	Sig. at 0.01 percent level
2	Personal Life Interference with Work (PLIW)	3.575	0.0137	Sig. at 0.05 percent level
3	Work/Personal life Enhancement (WPLE)	3.436	0.0166	Sig. at 0.05 percent level
4	Overall Work Life Balance (WLBT)	10.845	0.000	Sig. at 0.01 percent level

Source: Author's compilation

From the results, it can be deduced that there is a significant difference in the work interference with personal life (WIPL, $F = 13.372$, $p < 0.01$) of police personnel at different age levels. However, there are no significant differences in the working / personal life enhancement (WPLE, $F = 3.436$, $p < 0.05$) of police personnel at different age levels.

Table 1 shows the output of the ANOVA analysis. F values were found to be significant for the dimension PLIW ($F = 3.575$, $p < 0.05$) and for WLBT ($F = 10.855$, $p < 0.01$). The results imply that there is a significant difference in personal life interference with work and overall work-life balance among police personnel at different levels of age.

The results of the present study show that police personnel in younger age group face greater difficulties in balancing work needs and other areas of life than police personnel in older age groups. This pursues the logical theory that work-life balance requirements vary at different stages of an employee's life. Employees of the younger group can marry and raise their families, making it difficult for them to manage the needs of work and life. Many other factors, such as longer working hours, frequent activities and night calls, little discretion or control over how to do the job, workload, role conflicts, lack of schedule flexibility, poor support, etc. also create difficulties in balancing the needs of work and other areas of life. The results of this study are supported by studies conducted by Williams and Alliger (1994), Adam (2008), Fub et al. (2008) and Welford (2008). Williams and Alliger (1994) testify that there is a negative correlation between age and job conflict testify that there is a negative correlation between age and work-life conflict. Adam (2008), Fub et al. (2008) found an earlier age as a predictor of family-work conflict. Welford (2008) found that employees aged between 40 and 49 are happier with the balance of their working life. Rabl and Kuhlmann (2009) provide evidence of fewer conflicts between the working and working lives of older employees.

Table: 2, ANOVA Significance result of Work Life Balance w.r.t. Gender

Sr. No	Work life balance (its dimensions)	F- value	P- value	Sig
1	Work Interference with Personal Life (WIPL)	6.8590	0.0090	Sig. at 0.05 percent level
2	Personal Life Interference with Work (PLIW)	0.3502	0.5541	Not Significant
3	Work/Personal life Enhancement (WPLE)	0.3655	0.5456	Not Significant
4	Overall Work Life Balance (WLBT)	1.3001	0.2546	Not Significant

Source: Authors compilation

Table 2 shows that the p-value for the work interference with personal life was less than 0.05, which means that there is a significant difference in the interference of work with the personal life of male and female police personnel with a level of significance by 5%.

The present study supports the observation made by Ngo and Lui (1999). Ngo and Lui (1999) reported that the negative effects of work interference with family are stronger for women than for men. Higgins, Duxbury and Lee (1994) concluded that women experience more work interference with the family and family interference with work than men. Williams and Alliger (1994) pointed out that women have shown stronger side effects from work to family and from family to work than men. However, the p-value of PLIW, WPLE and WLBT was found to be greater than 0.05, suggesting that there are no significant differences between PLIW, WPLE and WLBT in male and female police personnel. This indicates that both male and female officers experience similar levels of interference from personal life at work, the improvement of a similar working / personal life and also a similar overall balance of working life. These results are confirmed by the results of some previous studies by Frone et al. 1992 (a), Kinnunen and Mauno, 1998 and Wesley and Muthuswamy (2005).

Therefore, the H2 research hypothesis is accepted for dimension work interference with personal life. However, it is rejected for the dimensions of personal life interference with work, work/personal life enhancement and for overall work-life balance.

Table: 3, ANOVA Significance result of Work Life Balance w.r.t. Marital Status

Sr. No	Work life balance (its dimensions)	F- value	P- value	Sig
1	Work Interference with Personal Life (WIPL)	0.0714	0.7893	Not Significant
2	Personal Life Interference with Work (PLIW)	3.2751	0.0707	Not Significant
3	Work/Personal life Enhancement (WPLE)	0.7530	0.3858	Not Significant
4	Overall Work Life Balance (WLBT)	0.0918	0.2546	Not Significant

Source: Authors compilation

The p-value obtained (Table 3) for WIPL (.789), PLIW (.07) and WLBT (.254) is greater than 0.05, which does not imply significant differences in the work interference with personal life, personal life interference with work and overall work-life balance between married and unmarried police personnel at the 5% level of significance. The p-value obtained for WPLE (.385) is greater than 0.05, which does not imply significant differences in the improvement of work / personal life between married and unmarried police personnel. These results are in line with the study of Hsieh et al. (2005) who found no difference between married and single managers regarding the balance between work and personal life.

Therefore, the research hypothesis H3 is rejected by the dimension of working interference with personal life, by the interference of personal life with work, by the improvement of working / personal life and for the general balance of working life.

VIII. CONCLUSION AND IMPLICATIONS

The work-life aspects are very important for the police department, as the police force is very demanding and all police personnel, including the male police and the female police, have to work more than 12 hours a day dealing with many problems in their daily life. It is important to have a balance between work and life of police personnel. The main objective of the present study was to scrutinize the relationship between demographic factors and work-life balance (its dimensions) of police personnel {non gazetted police officers (NGOs) of Grade-II} of Odisha. From the results, as discussed above, it can be concluded that the balance between the work and the personal life of the selected police personnel is influenced by their age. Police personnel from the younger group face greater complications in balancing the needs of work and other areas of life. A number of reasons could be responsible for this, for example, longer working hours, frequent homework and night calls, exams, absences, little discretion or control over how to perform the job, workload, role conflict, the inflexibility of schedules, little assistance. In addition, police personnel of this age group can get married and start their own family, which makes it even more difficult to manage the needs of work and life. In addition, the study concludes that female police personnel face more occupational interference in family life than male counterparts while dealing with family commitments and also working on law enforcement.

Research implies that the balance between work and personal life can vary at different stages of an individual's professional life cycle. Therefore, organizations should have a flexible and open-minded approach to ensure the right balance. Approaches like providing a pleasant working environment in which employees can interact informally; creating an informal space to talk and relax with colleagues and seniors would help create transparency within the organization and allow employees the freedom to express their opinions. Further introduction of working life policies can help police officers find a balance between work and personal life. These policies should be supported by the culture of the organization (values, beliefs and norms) and by the support of the management. A survey by Tuffin and Baladi (2001) showed that the introduction of part-time working, job-share and career breaks have a positive effect on the retention of women police officers. Self-rostering in which staff can choose the models they want to work within the agreed parameters while meeting the needs of the organization rather than imposing tasks, can help employees be more efficient and effective at work and in other fields of life.

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