

THE IMPACT OF WORK CULTURE ON WORK-LIFE BALANCE OF POLICE FORCE: LITERATURE REVIEW

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Abstract

Although the topic of Work Life Balance has been much discussed everywhere nowadays, but nobody has come up with a satisfactory solution to overcome this truly global issue. Many a times while trying to attain the positive balance between work and life issues, individuals get influenced with negative family and work life satisfaction. As far as work life balance issues are impacting every sector in the corners of the world, employees of Police force are also going through very critical situations nowadays. This study evaluates the relationship between organizational culture and work-life balance. Organizations which have policies and benefits in place generally create a stronger work-life balance for employees, but if the employees do not take advantage of the policies, then the overall balance will decrease. Keeping the focus on the same, this study explores the facts behind the work life imbalance of Police employees of police force. This paper covers the literature concerned with Work life balance, problem statement of the research study, objectives of study, research methodology and Literature Study.

Keywords: - *satisfactory solution, organizational culture, work-life balance, job satisfaction, policies.*

INTRODUCTION

Work-life balance has become an important concern for both organizations and individuals. In recent years, increasing attention has been paid to work-life balance practices since they have been found to enhance organizational performance through increased cost savings, improved productivity, and reduced turnover. Many studies shed light on the importance of organizational culture and the attitudes and behaviors of colleagues and managers as key determinants in work-life balance issues. The perception of organizational support to work-life balance is not only influenced by the formal provision of work-life balance measures, but also by the organizational culture, as well as the attitudes and behaviors of colleagues and supervisors. Research has showed that engaging in a challenging employment with a lack of organizational support tends to make employees more stressed, less apt to face difficulties, and less energetic after work, which can reduce personal and family wellbeing.

Stress is an inherent factor in any type of vocation or career. At its best, the presence of stress can be a motivator that urges the individual to strive for excellence. However, excess amounts of stress can lead to a lack of productivity, a loss of confidence, and the inability to perform routine tasks which can have an adverse impact on the work life balance. As a result, quality employees lose their enthusiasm for their work and eventually withdraw from the company. Occupational Stress is defined in terms of its psychological and physiological effects on a person (or thing). Stress is mental, physical, or emotional strain or tension or it is a situation or factor that can cause this. Occupational stress occurs, when there is a discrepancy between the demands of the environment/workplace and an individual's ability to carry out and complete these demands. Often a stressor can lead the body to have a physiological effect, which, in turn, will result in strain on a person physically as well as mentally. One of the main causes of occupational stress is work overload. Occupational stress is often caused by an increased workload without the addition of employees to take on that additional work. Instead, the increased amount of work is given to the current employees to finish it in the same time span that they would be asked to finish their regular or standard workload.

In any city, a common man's life moves along with crime, traffic, and other unsuspected factors. For them life becomes smooth and less stressful if these are under control. The police organization, play a significant role in this regard. The police personnel's physical and psychological well-being is a crucial factor for enhancing their work efficiency. Maharashtra is one of the bright examples of a state with very high population density, in India. For proper management of criminal activities and traffic, there are many hindrances, which might come into the way of efficient service delivery. The population has grown ten times in the last two decades and the number of policemen has remained almost the same or can say less than requirement. The job is physically demanding as well as mentally challenging. How efficiently one will deliver services depends on several factors like interest, benefits received, proper coordination and cooperation among the staff etc. If somebody works out of compulsion, then the output is not expected to be very high in terms of quality and resulting into stress which further leads towards less job and life satisfaction among police personnel's causing adverse effect on their work life balance. If a person has problems, then he may not be able to concentrate on work. In this context the present study made its effort to explore the job satisfaction, life satisfaction as well as occupational stress among police personnel in relation to their various branch

LITERATURE REVIEW.

The National Institute for Occupational Safety and Health (NIOSH) expresses that job stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the workers. Job stress can lead to poor health and even injury. Job stress results when the requirements of the job do not match the capabilities, resources, or needs of the workers. Workplace stress is due to the interaction between a person and their work environment. Matters outside the workplace, such as, family problems, a second job, or poor mental or physical health, can cause stress.

Mathur (1993)-He suggested that longitudinal studies would be very good to identify the impact of police work on individual. He also suggested that the family members of police personnel can also include in future studies.[1]

Dr. Pavithran G. Nambiar (2005) in his study concludes that interpersonal relation in police has much significance in ensuring effective work and its impact on the society. It is the lack of cordial relation among personnel of various levels that are responsible for rising violence and suicide in police and their low image in public eye. Value based training, work culture and welfare are the prominent factors that must be considered for improving the relationship between different levels in police organization.[2]

Thompson, B. M., Kirk, A and Brown, D (2005) attempted to test a path model in which work stress affects policewomen's functioning in their family environment through a component of burnout, emotional exhaustion. Role ambiguity and role overload were considered as work role stressors for assessment. It was found that work-based support from supervisors, but not colleagues, was predicted to reduce role stressors and emotional exhaustion, and improve perceptions of family functioning (cohesion and conflict).[3]

Umranikar(2009), has narrated the results of similar studies. He states that according to the Mumbai study conducted in 2004, on festive days, police force is on the streets rather than celebrating festivals. This means that police officers and other ranks in the commission rate can't avail holidays or leave due to this. For various reasons, police work in 12-hour shifts while the labour law provides for an 8-hour shift. In view of the shortage of manpower, heavy crime works and uncertain law and order duties, policemen have to work for 16 hours at a stretch. They also do not avail weekly holidays, casual leave, earned leave and the other gazette holidays. As a result, over- worked policemen suffer from stress related diseases like diabetes, high blood pressure, ulcer, heart problems etc.[4]

Bushara Bano (2011),in his article stated that political pressure, lack of time for family; negative public image and low salary are the primary causes of stress among police personnel are the reasons for stress [5]

Vaijyanthee Kumar & T.J. Kamalanabhan (2014), according to him, overload work, long working hours, job insecurity, lack of participation in decision making, unfair practices, poor compensation, improper tools and techniques for investigation, poor public image of police and criticizing role of media warrants immediate are the reasons for stress among the police personal. [6]

Arundhati Samir Chitre (2014) in her thesis submitted to UGC has said, the inadequacies in the police personnel are due to the inadequacies in the police system. Hence if anything warrants change, it must be the system. It needs to be altered with a proactive backing from the Government. Attention and consideration to improve the wellbeing of the police, police organisation and the society at large extent is today's need. [7]

Varun Kapoor (2014) in his article has suggested that culture of sensitivity exhibiting concern towards officers will help improve lower the stress levels and subsequently increase their efficiency. Difficulty in maintaining social life, lack of time for family, excess negativity to be handled in terms of crimes and criminals, working on festivals are the factors which increases the stress resulting in the impact on the work life of police personnel. [8]

Shweta Singh and Sujita Kumar Kar (2015), in her article found that officers were shown to be most stressed up in the areas of managing people and ambiguity of roles. Moreover, the qualitative analysis had revealed that they were also highly stressed up in the areas of overload, organizational structure, and role conflict. Although constables were found to experience overall stress lesser than inspectors and officers, they were significantly most stressed up in the areas of environmental stress, traveling away from the organization and work overload. [9]

G Ragesh (2017), states in his article that police personnel undergo significant occupational stress. Stress is more among younger age groups, lower-level rank police personnel, and in females. Changes are essential and gender specific stress reduction programmes are also recommended. [10]

Maheshwari S. Kachapur (2018), Women police constables generally face many problems viz., non-cooperation from the family for the domestic works, parenting, taking care of elders and children, guests and relatives. Even at workplace too, they face problems such as unhealthy workplace, misbehaviour from male colleagues, use of vulgar language, non-cooperation from the officers and colleagues. [12]

Nidhi Tewathia (2014) have undertaken the research study titled “Work -Life Balance in the IT Sector: A Case Study of Delhi” Researcher try to find out the influence of the professional life factors on personal life balance of women employees in Delhi. The findings of this study explore that both men and women employees have a strong belief that flexible working hours will enhance the WLB. Home working was also another factor which was preferred by both men and women, and it was believed that it would enhance WLB. Women felt that childcare facilities should be available in working places to ensure WLB. Work has an adverse effect on both men and women, as it affects their health and even their sleep. The spill-over of work into family life showed that both men and women did not have enough time to spend with their families and moreover work pressures affected quality the of family life. [13]

Munwari Padmanabhan and S. Sampath Kumar (2016) focuses on the work life balance (WLB) and work life conflict (WLC) of women employees in ICT sector and tried to examine the factors related to work life balance and work conflict of working ICT Women Professionals. The study reveals that WLB & WLC have been a concern and real issue among the ICT Women professionals. The importance of WLB & WLC is dual in nature and it does provide disturbance in motivation, job satisfaction, and self-confidence, career growth, balancing life & career encouragement. It was also revealed that less support from family & colleagues, unequal treatment, education, stressful nature of job, frequent health problems, travelling constraints, job switching talent pool creates an imbalance and conflict in work and life. The study shows that if the organization or workplace provides or enables better work life balance, the individuals will be happy and achieve their aims and can be successful in their career & life. [14]

Sonali R. Kshirsagar (2018) in her research study focuses on Women Employee Work-Life Balance of service sector namely Academics, Banks, and Health care sector of Aurangabad Region. An Attempt was done to study the existence of work-life balance problem among the working women in the specified area. It was tried to examine how the factors affecting work-life balance influence quality of life of married working women. It was found that majority of the women employees were found saying that the Work

Life provided to them was worst. It was revealed that they may be under substantial stress due to lack of work–life balance. Due to longer stretched working hours their productivity could suffer along with their relationships, health, and long-term employability. [15]

Monika Jindal (2016) in her research article “A Study on Work-life Balance of Working Women in Service Sector” try to investigate about the perception of working women towards work involvement and family responsibilities in the service sector and the extent of factors likewise age group, family type, industry, service sector & number of children and how all these factors affecting to work life balance of married working women. This study measures the work–life balance of working women and it was found that mostly working women unable to balance their work and personal life irrespective of the sector they are into, the age group they belong to, the number of children they have, income and their occupation. The married working women of all the sectors predominantly find it very hard to take out time for their own hobbies or leisure activities and maintain friendships or extended relationships. [16]

R. S.V. Rama Swathi and A. K. Das Mohapatra (2017) tries to compare the Work-life Balance of women employees in Indian Public and Private sector organizations in 29 different service sector organizations in India. Researchers had keenly examined the attitude of Public and Private Service sector women employees towards Work- life Balance in their research article “Work-Life Balance of Women Employees In Indian Service Industry: A Comparative Study Between Public And Private Sector” It was found in a study that there is a significant difference in Work-life Balance of women employees in Public and Private Service sector organizations. Public service sector organizations are providing Work-life Balance facilitators in more number to women employees than that of Private Service sector organizations. It was also observed that the facilities such as onsite day care, well-funded care initiatives, health care allowance, pension system and housing relocation assistance are not being provided by both Public and Private Service sector organizations. [17]

Aditi Aeran and Ravindra Kumar (2015) aim to highlight the attitudes & beliefs of women regarding job anxiety in their formal work organizations & particularly balancing their work & personal life. This research study was conducted among the working women of some colleges of Meerut (Uttar Pradesh, India), to find out the working environment and the level of satisfaction as perceived by the women employees on the varied determinants of WLB. Research also identifies the major factors influencing it among various categories of women employees in education sector irrespective of their cadre. It is observed in this study that education sector has higher responsibilities work pressure, never ending academic work, always think about working on next course, applying for next grant. [18]

RESEARCH GAPS

The present research is an attempt to fill up the gaps by studying the reasons for the stress and its impact on the police personals working condition and family, which are expected to be seen in general in the police department.

PROBLEM STATEMENT

The application of new human resource management techniques to police department is a neglected area though many experts have attempted and tried to improvise and implement the changes, nothing significant has emerged so far and has resulted in the change in psychological aspects of police personnel hence found necessary to undertake the research study in these areas.

OBJECTIVE OF STUDY

1. To study the factors that influences the work life and personal life of Police employees.
2. To study the level of stress and its impact on work life balance of Police employees.
3. To study the policies implemented by concerned organizations to ease of work life balance of Police employees.

SIGNIFICANCE OF STUDY

Satara Police shall ensure the Rule of Law, enforce the law of the land impartially and firmly without fear or favor, and strive to create a fear free environment that is conducive for growth and development. Satara Police remains committed to maintaining public order, preventing, and detecting crime, maintaining and promoting communal harmony, ensuring a smooth flow of traffic, and taking strong action against terrorism, organized crime, anti-social elements. They serve and protect all, particularly the downtrodden, the weak, women, minorities, senior citizen's, slums dwellers, the poor & other marginalized sections of society.

The role of the police in Indian society is undergoing a transformation that reflects the economic social and technological changes in the community and the assertion of individual rights within a democracy. The aim of this study is to evaluate level of stress among a group of Satara policemen and to examine the association between policing, potential stressors, and stress levels. Overload work, long working hours, job insecurity, lack of participation in decision making, unfair practices, poor compensation, improper tools and techniques for investigation, poor public image of police and criticizing role of media warrants immediate are the reasons for stress among the police personal.

RESEARCH METHODOLOGY

This research study is primarily to explore the research problem. The research design comprises of the theoretical, methodological, and moral considerations relevant to a particular study. This research is both exploratory and descriptive. This research is predominantly exploratory in nature. However, part of this research is descriptive. There search design is intentionally chosen by there searcher for this study because it deals with the qualitative and quantitative features of a research problem and provides plentiful understanding about the nature and significant facts about the research problem.

The purpose of this research was to study the work related variables like working conditions, income level, living standards, stress level, job satisfaction, organizations support, work overload, organizational activities to achieve work life balance etc. that influences the work life or professional life of women

employees and family life related variables like family support, spouse support and support from friends, relatives, society, impact on children, excessive household work, health problem etc. that influences personal life of women employees. The researcher also aims at understanding the policies implemented by concerned organization to ease of work life balance of women employees and to analyze the factors associated with balancing professional and personal life of police employees in the police force and banking sector.

- **Sampling:** Convenient Random Sampling
- **Sampling Frame:** Police Station from Satara District
- **Sample size:** The total population is 2772. The total number of Male is 2180 and Female is 592 According to Morgan table, the sample size undertaken for the study are- Male Police 315 and Female Police 228 and 40 Officers from SP to API Grade. Total sample size will be 583. The sample size of each police station will be decided on the population size of the police station.
- **Data Collection Instruments**
 - Questionnaire – Likert 5-point.
 - Interviews (Open-ended) and Secondary Data.
- **Medium of Data Collection:** Personal, Email and Phone Calls
- **Proposed analytical tests**
 - Cronbach 's alpha for internal consistency
 - Appropriate test for normality of distribution (t- test, z- test)
 - Test to find out correlation

Any other tests as may be required

DATA COLLECTION

Primary Data

In this research study, the source of the primary data is the responses to the questions in the structured questionnaire. The well-designed self-administered questionnaire is administered to the Police employees working in the police force belonging to all the categories in Satara district.

Secondary Data

The sources of the secondary data are there relevant research articles & books available on the Internet, books from the library and other research works, various related publications, periodicals, annual reports, articles, previous research theses, websites of concerned organizations as well as related informative websites etc.

CONCLUSION

Review of literature replicates individual's nature and a way we can learn and communicate to others. By reading through a first-person point of view, one can fully dip into a different mindset and figure out how others think and experience. It helped researcher a lot to clarify and focus on the research problem. It also helped in proper usage of research methodology and broadens the knowledge base in the existing research area which is undertaken by the researcher. Researcher has got the clear idea about the actual need for additional research and unlocks the questions left from other research to justify his current study. Therefore, the main purpose of literature review is fulfilled here by identifying inconsistencies and gaps in research.

It is very necessary from the viewpoint of the researcher to have a deep knowledge about the subject area of the research. In connection to this, the researcher has undertaken various conceptual backgrounds of work life balance.

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