Preliminary Analysis of Work-Life Balance (WLB) on Women Police in Tiruchirappalli

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Abstract: *Women empowerment is needed both in work and personal life. In today's life circumstance, women are deemed necessary to contribute their duties, skills talents equally both in work and personal life. Striking a balance between work and in personal life is of utmost importance. Therefore, the need of a good Work-Life Balance (WLB) is gaining importance among the employees. This paper covers the challenges being faced by women police in Tiruchirappalli, South India, specifically addresses the impact of recruitment, training, and welfare programs towards work-life balance. This paper also addresses how discipline and performance expectancy are vital towards a successful WLB. A survey was conducted with 100 police personnel to perform the quantitative analysis.*

Keywords: Work-Life Balance, recruitment, training, welfare, discipline, performance expectancy

1. Introduction

Work-Life Balance (WLB) of women employee has become an important subject since the time has changed from men earning the family living. In today's world, both men and women equally share the responsibility of earning for the betterment of their family life. Hence it is necessary to know how the women maintain a balance between professional and personal life, and the various other obstacles being encountered by women. Women are trying every possible way, to manage their personal and professional life efficiently. Motivation of women and giving them equal rights not only improve the position of women, but the entire society gets transformed.

Human Resource Management means employing people, developing their resource utilizing, maintaining and compensating their services in tune with the job and organizational requirements with a view to contribute to the goals of the organization, individual and the society. Human resource play a crucial role in the development process of modern economics. Arthur Lewis (as cited in C.D.Balaji, 2016) observed, there are great differences in development between countries which seem to have roughly equal resources, so it is necessary to enquire into the difference in human behavior".

According to Stephen P.Robbins (as cited in C.D.Balaji, 2016), HRM is concerned with the "people" dimension in management. It is a process consisting of four functions namely acquisition, development, motivation and maintenance of human resources.

This paper is an initial analysis on how factors such as recruitment, training, and welfare programs can impact one's WLB and how vital the discipline and performance influence the expectancy of a successful woman police.

2. Literature Review

Clark (2000) mentioned that there will be a minimum of role conflict if WLB is well implemented at home and at work. Greenhaus et. Al (2003) stressed that equal engagement is important for a person to have a successful professional and personal life. He proposedthree successful components of WLB namely (i) time balance, (ii) involvement balance, and (iii) satisfaction balance. Carlson et al (2009) mentioned that the success of WLB is based on the accomplishment of role related expectation that are negotiated and shared between an individual and his or her role related partners in the work and family domain.

Kalliath and Brough (2008) promoted that WLB is the individual perception, with which one can make the work and non-work activities compatible and promote growth in accordance to an individual's current life priorities. Lakshmi et al (2012) echoed that career women are challenged by family commitment and it is important to have a periodical review to ensure that both professional and family performance are satisfactory, otherwise it can lead to stress. White et. al (2003) argued that there could be a conflict between high performance practices and WLB policies.

Mazerolle and Goodman (2013) examined in their research paper that development and implementation of policies are vital to create family friendly work environment. In their research, they have induced that it is of paramount importance to promote family bonding and concentrate on work simultaneously which can be achieved through personal strategies. Mazerolle and Goodman (2018) mentioned that WLB has dominant factor in women who cannot fulfill their role of mother, spouse, and atheletic trainer without proper training and career life balancing. It is also revealed that higher education cultivates a climate balance through flexible work place arrangement time to establish a good WLB.

Beauregard (2009) mentioned that it is vital to attract best applicant to reduce work life conflict among existing employee in order to enhance an organizational performance.

WLB practices indeed can influence organizational performance, including enhanced social exchange processes, increased cost saving, improved productivity and including the factors job level, and managerial support.

Naithani (2009) suggested that emergence of WLB discourse, from the days of early communal, living till the present day theories, and a macro level model of work life balance. It is resulted that the employees who achieve improved WLB with the assistance of the policies implemented by the employing organization tend to be more productive as their work engagements enhance, on the other hand organization which neglects WLB would results in lower employee productivity. Thus organizations which tend to promote WLB initiative, would lead to high productivity.

Yasbek (2004) identified a number of benefits including reduced absenteeism and stress, improved recruitment and retention rates, and greater employee satisfaction and productivity. WLB could reduce costs by improving staff retention rates and it's for enhancing productivity. It is revealed that those exist a strong bondage between work life balance policies, reduced absenteeism and increased productivity. WLB policies play an important part in creating safe, healthy and productivity in work places. The study of Dex and Scheibl (1999) also identified a strong link between work life policies, reduced absenteeism and increased productivity. WLB policies can reduce stress associated with work life balance conflicts as well as reducing the stress caused by a work place, Thus, reducing stress can improve productivity.

Bell et al (2012) suggested that high levels of perceived job pressure stress and job threat stress would predict increased levels of work life balance conflicts and decreased levels of work life balance. Stress management, flexible arrangement, and the complex nature of stress still seems to influence academic, health and work life balance in order to better understand the relationship between these effectively, improves academic work life.

Clark (2000a) agreed that *WLB* is important for an individual's psychological well-being, high self-esteem, satisfaction, and overall sense of harmony in *life. These* can be regarded as indicators of a successful *balance* between *work* and *family* roles. He identified three assessment categories for a successful WLB, they are (i) time balance, (ii) involvement balance, and (iii) satisfaction balance. He mentioned that, for individuals, who spent more time on family than work experienced a higher quality of life with a minimum role of conflicts. Clark (2000b) interestingly highlighted that people are like daily border-crossers between domains of work and family. He reiterated that allocation of time towards personal matters, family care, and work will have to be balanced to achieve a minimum role conflicts.

Kofodimos (1993) provided numerous checklists and self-assessment tools to help determine the degree and the nature of imbalance in our lives and organizations. The author outlined a step-by-step process for personal change that can lead to an improved quality of life. In addition, she provided

individuals with a blueprint for initiating organizational changes that jointly optimize personal development and organizational effectiveness. If no proper WLB is put in place, the imbalance would lead to high levels of stress, distracts from quality of life, and ultimately reduces individual effects.

Rice et al., (1992) paper examined number of attributes such as work-family conflict, work-leisure conflict, job satisfaction, family satisfaction, leisure satisfaction and global life satisfaction. These attributes have been examined for the overall quality of life.

3. Research Methodology

The study is a collection of both primary and secondary data. A structured questionnaire was designed to measure their work–life balance. This questionnaire was distributed to 100 women police in Tiruchirappalli police stations. It is best presented in the following table.

Data collection	Questionnaire
Type of Data	Primary data & Secondary data
Sample Size	100
Type of Questionnaire	Structured (29 Questions)
Research Instrument	Descriptive and correlation analysis
Sampling Technique	Simple Random Sampling

3.1 Research Objectives:

a) To study the impact of recruitment, training and welfare programs for women police.
b) To study how discipline and performance expectancy are deemed important for work-life balance.

3.2 Hypothesis Statements

H1 There is a nexus between recruitment and effectiveness of work based on training and welfare.
H2 There is a relationship between performance expectancy and effectiveness of work based on discipline.

4. Analysis and Discussion

Fundamental statistical analysis including chi-square, T-test, and ANOVA have been performed to test the hypothesis mentioned in the earlier section.
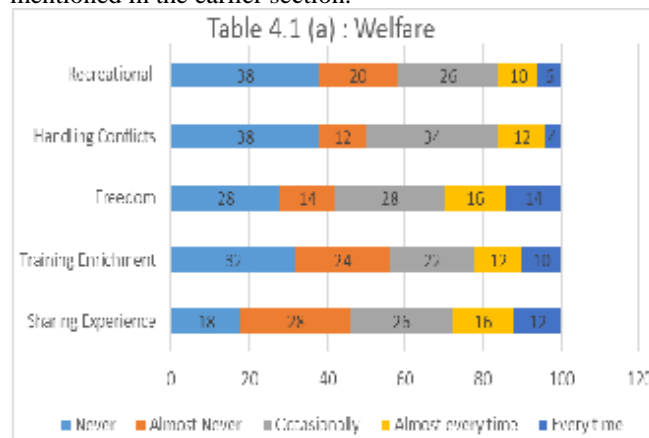

Table 4.1 (a) : Welfare

Table 4.1 (a) shows that, 18% of the respondent are never satisfied with the staff members sharing their experience to help each other, 28% are almost satisfied sharing their experience, 26% of the respondents are occasionally sharing their experience, 16% of the respondents are almost every time sharing their experience, and 12% of the respondent are every time sharing the experience to help each other. 32% of the respondents never accepted that training would enrich the skills of the staff, 24% of them are almost never accepted, 22% of them are occasional accepted to enrich the skills for providing training, and 12% of them are almost every time accepted to enrich the skills, 10% of them accepted every time that providing training would enrich the skills of staff., 28% of the people indicated that they are given sufficient freedom to perform their duties, 14% of them indicated that they are almost never given sufficient freedom to perform duties, 28% of them indicated that they are occasionally given sufficient freedom to perform duties, 16% of the respondents indicated that they are almost every time given freedom to perform duties, and 14% indicated that they are given sufficient freedom to perform duties every time. 38% of the respondents indicated that they never handled conflicts among the colleagues properly, 12% of them indicated that they almost never handled conflicts among the colleagues properly, 34% respondents of them indicated that they occasionally handled conflicts properly, 12% of them indicated that they handled conflicts properly almost every time, and 4% of them indicated that they handled conflicts among the colleagues properly every time. 38% of the respondents never satisfied on the recreational activities provided the department, 20% of them almost never satisfied, 26% of them are occasionally satisfied, and 10% of them are almost every time satisfied on the recreation activities, and 6% of them are satisfied every time on the recreational activity given by the departments.
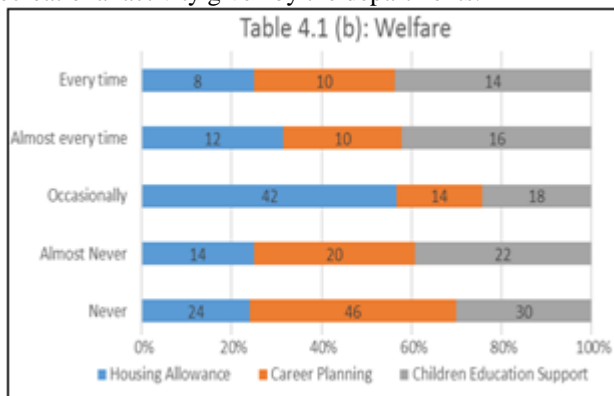

Table 4.1 (b): Welfare

Table 4.1 (b) shows that 24% of the respondents are never satisfied on the housing facilities provided to the department, 14% of them are almost never satisfied, 42% of them are occasionally satisfied, 12% of them are almost every time satisfied, and 8% of the them are every time satisfied. 46% of the respondents are never satisfied on the career planning programmes. 20% of them are almost never satisfied, 14% of them are occasionally satisfied, 10% of the them are almost every time satisfied, and 10% of them are satisfied every time. 30% of the respondents are never satisfied on the department supporting children education, 22% of them are almost never satisfied, 18% of them are

occasionally satisfied, 16% of them are almost every time satisfied, and 14% of them are every time satisfied.
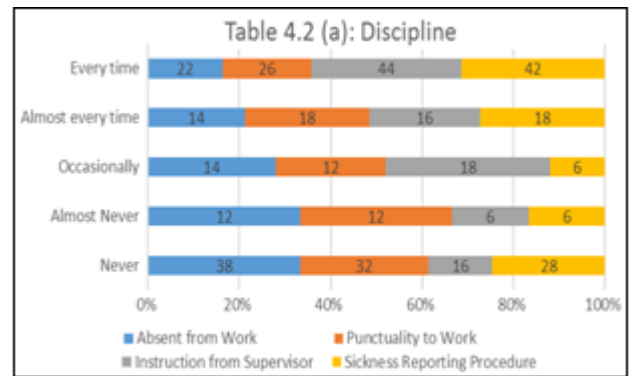

Table 4.2 (a): Discipline

Table 4.2 (a) shows that 38% of the respondents are never satisfied on the absenteeism from work without proper authorization,12% of them are almost never satisfied, 14% of them are occasional, 14% of them are almost every time satisfied, 22% of them are every time satisfied. 32% of the respondents are never satisfied on punctuality to work, 12% of them are almost never satisfied,12% of them are occasionally satisfied, 18% of them are almost every time satisfied, and 18% of them are every time satisfied. 16% of the respondents are never satisfied on the lawful and reasonable instruction from the supervisor, 6% of them are almost never satisfied, 18% of them are occasionally satisfied, 16% of them are almost every time satisfied, and 44% of them are every time satisfied. 28% of the respondents are never satisfied to comply with sickness reporting procedure, 6% of them are almost never satisfied, 6% of them are occasionally satisfied, 18% of them are almost every time satisfied, and 42% of them are every time satisfied.
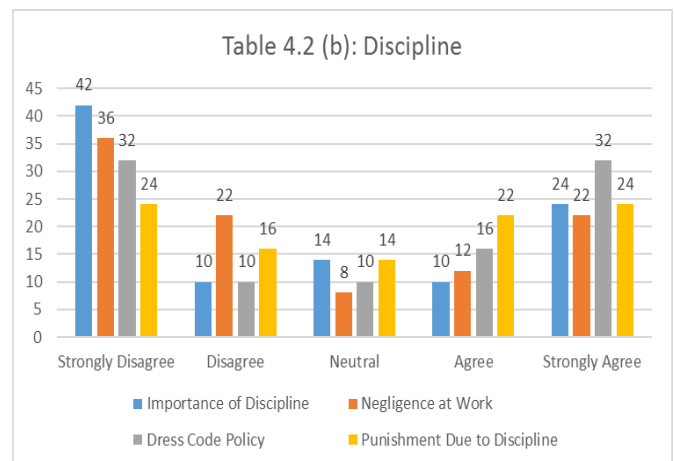

Table 4.2 (b): Discipline

Table 4.2 (b) shows that 42% of the respondents are strongly disagreed to give importance to discipline, 10% of them disagree, 14% of them are neutral, 10% of them agreed, 24% of them strongly agreed the importance of discipline. 36% of respondents are strongly disagreed to negligence at work ,22% of them are disagreed, and 8% of them are neutral, 12% of them are agreed, and 22% of the them are strongly agreed. 32% of the respondents are strongly disagreed to dress code policy, 10% of them are disagreed, 10% of them are neutral, 16% of them are agreed, and 32% of the

respondent are strongly agreed. 24% of the respondents are strongly disagreed to punishment due to discipline, 16% of them are disagreed, 14% of them are neutral, 22% of them are agreed, 24% of the are strongly agreed.
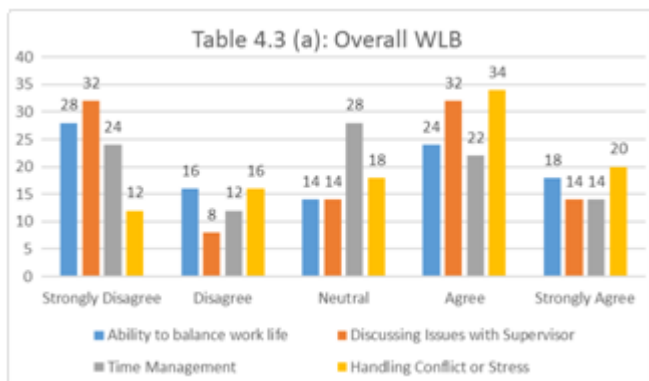

Table 4.2 (b) shows that 28% of the respondents are strongly disagreed to having the ability to balance work-life, 16% of them are disagreed, 14% of them are neutral, 24% of them are agreed, and 18% of them are strongly agreed. 32% of the respondents are strongly disagreed to discussing issues related to work life balance with the superior, 8% of them are disagreed, 14% of them are neutral, 32% of them are agreed, and 32% of them are strongly agreed. 24% of the respondents are strongly disagreed on time management, 12% of them are disagreed, 28% of them are neutral, 22% of them are agreed, and 14% of them are strongly agreed. 12% of the respondents are strongly disagreed on handling conflict or stress, 16% of them are disagreed, 18% of them are neutral, 34% of them are agreed, and 20% of them are strongly agreed.
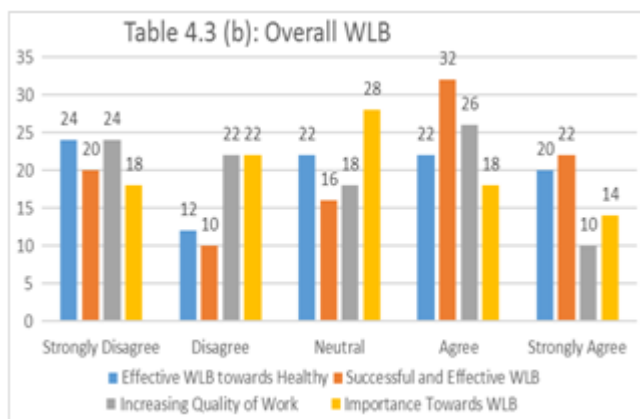

Table 4.3 (b) shows that 24% of the respondents are strongly disagreed to having effective work-life balance to stay healthy, 12% of them are disagreed, 22% of them are neutral, 22% of them are agreed, and 20% of them are strongly agreed. 20% of the respondents are strongly disagreed to have a successful and effective WLB, 10% of them are disagreed, 16% of them are neutral, 32% of them are agreed, and 22% of them are strongly agreed. 24% of the respondents are strongly disagreed for WLB to increase the quality of life, 22% of them are disagreed, 18% of them are neutral, 26% of them are agreed, and 10% of them are strongly agreed. 18% of the respondents are strongly disagreed to give importance for WLB, 22% of them are

disagreed, 28% of them are neutral, 18% of them are agreed, and 14% of them are strongly agreed.

Table 4.4: Chi-square test between age group of the police women and factors of work life balance

S.No.	Factors	Pearson Chi-square	p-value
3	Training and Welfare	8.888**	0.002
4	Discipline	14.558**	0.006
5	Work life balance	14.012**	0.007

*(** p<0.01; * p<0.05.)*

Table 4.4 reveals the Chi-square test between age group of the respondents and factors of work life balance of police women opinion at three levels (low, moderate and high) among the variables health and quality of life, work efficiency, training and welfare, discipline and work life balance and age of the police women. As seen from the table 4.4, the p-value is less than 0.05, so the null hypothesis is rejected at 5 percent level of significance. Hence it is concluded that there is an association between the age group of police women and training & welfare (χ^2 = 8.888, p<0.01), discipline (χ^2 = 14.588, p<0.01) and work life balance (χ^2 = 14.012, p<0.01).

Table 4.5: Independent sample t-test between family type of the police women and factors of work life balance

Table 4.5 Independent sample t-test between family type of the police women and factors of WLB

Independent Samples Test		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
TW	Equal variances assumed	.081	.776	-1.696	98	.093	-2.62698	1.54936
	Equal variances not assumed			-1.593	43.712	.118	-2.62698	1.64950
DIS	Equal variances assumed	.025	.876	-2.225*	98	.028	-2.90476	1.30543
	Equal variances not assumed			-2.188	47.639	.034	-2.90476	1.32737
WLB	Equal variances assumed	22.403	.240	1.445*	98	.015	1.78571	1.23548
	Equal variances not assumed			1.139	33.750	.026	1.78571	1.56793

*(** p<0.01; * p<0.05.)*

Table 4.5 on t-test reveals that, the two tail significance for the family type indicates that p<0.05 and, therefore, is significant. It shows that there exists a significant mean difference among the police women on discipline (t = -2.225, p<0.05) and work life balance (t = 1.445, p<0.05).

Table 4.6 One-way ANOVA test between educational qualification of the police women and factors of WLB

		Sum of Squares	Df	Mean Square	F	Sig.
TW	Within Groups	4413.201	96	45.971		
	Total	4881.760	99			
	Between Groups	176.226	3	58.742	1.678	.177
DIS	Within Groups	3360.734	96	35.008		
	Total	3536.960	99			
	Between Groups	386.756	3	128.919	4.595**	.005
WLB	Within Groups	2693.244	96	28.055		
	Total	3080.000	99			

*(** p<0.01; * p<0.05.)*

Table 4.6 reveals that there is no significant mean difference in educational status of the police women towards discipline (F-value =1.678**,** p>0.05).

Table 4.7 One-way ANOVA test between work experience of the police women and factors of WLB

		Sum of Squares	Df	Mean Square	F	Sig.
TW	Within Groups	4410.091	95	46.422		
	Total	4881.760	99			
	Between Groups	628.277	4	157.069	5.130**	.001
DIS	Within Groups	2908.683	95	30.618		
	Total	3536.960	99			
	Between Groups	60.362	4	15.090	.475*	.014
WLB	Within Groups	3019.638	95	31.786		
	Total	3080.000	99			

*(** p<0.01; * p<0.05.)*

One – way ANOVA was applied to find the significant mean difference between work experience among police women and the result showed (Table 4.7) that there is a significant mean difference in the work experience of the police women towards health & quality of life (F-value = 1.388**,** p<0.05), work efficiency (F-value = 1.554**,** p<0.05), Training & welfare (F-value = 2.540**,** p<0.05), discipline (F-value = 5.130**,** p<0.01).and work life balance (F-value = 0.475**,** p<0.05). Hence the above table reveals that the null hypothesis is rejected and there is significant mean difference between educational status towards health & quality of life, work efficiency, Training & welfare, discipline and work life balance among police women.

5. Conclusion

A good disciplinary approach will bring out welfare in terms of physical and mental balances, and it will lead to fabulous work life balance. The epitome of success of a good work life balance depends on family status, perhaps a good joint family with compatible person. It is suggested that non-standard schedule such as night shifts are viewed as balancing technique by employees with child care responsibility. The factors such as health and quality of life, work efficiency, training and welfare, discipline and work life balance among the police women are significantly different with the demographic profile of them. The independent sample t-test suggested that the family type does affect WLB. Thus, the study has drawn various conclusions about the present scenario of women police personnel working in various districts of Tamilnadu. It is seen that various obstacles coming in way in the empowerment of women. Women are managing their personal as well as professional lives efficiently. The removal of all such issues like gender bias, income differentiation shows the progress of inequality. Motivation of women by giving them equal rights in order for men not only to improve the position, but

the society as a whole.

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