Dr. OM Ashtankar
Asso. Professor-K.I.T.S.,
Ramtek, Nagpur District,
Maharashtra, India.

Analysis of the impact of work life balance on wellbeing of police department employees of Nagpur district

Dr. OM Ashtankar

Abstract

Individuals experience more conflict between work and personal life as they continue to pursue the quality of life that they need. Thus, successfully balancing work and family life is one of the major challenges being faced by the employees in this global ear. This study focused on assessing the impact of work-life balance determined by work-family conflict and family-work conflict on the wellbeing of Police department employees of Nagpur district. Wellbeing was measured by levels of family satisfaction, work satisfaction and psychological distress. This research paper is an attempt to identify the impact of work life balance on employees wellbeing.

Keywords: work life balance; WLB, gender difference; wellbeing; stress; conflict, satisfaction, police

Introduction

The term work/life Balance was coined in 1986 in USA. This term has evolved around the idea of balancing work, life and family responsibilities. The interlinked concepts of work/life balance, work/family balance, work/life conflict, work/family conflict have gained prominence in the recent years due to the changes in the society and the workplace.

Work-family balance is defined as "satisfaction and good functioning at work and at home, with a minimum of role conflict" (Clark, 2000, p. 751) [2]. Parkes and Langford (2008) [14] defined this as "an individual's ability to meet work and family commitments, as well as other non-work responsibilities and activities". That is, these two definitions for work-life balance imply establishing an acceptable combination of work and life (Thornthwaite, 2004) [17]. And the majority of work-life studies have defined work-life balance in terms of the level of work-life conflict (Carlson *et al.*, 2009) [3]. This study assumes that work-life balance corresponds to the absence of work-life conflict.

Work-family conflict: In case of excessive interference of work activities with family activities Work-family conflict occurs. And in contrast, family-work conflict occurs when family activities interfere with work activities. The literature indicates various definitions of work-family conflict and family-work conflict. Netemeyer, Boles and McMurrian (1996) [12] describe family-work conflict as "a form of inter role conflict in which general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities", and work-family conflict as "a form of inter role conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-responsibilities".

Wellbeing: Wellbeing is a crucial component of a happy, good-quality life. Wellbeing is associated with happiness, satisfaction, vitality, optimism, passion, and self-actualisation (Seligman, 2002) [16]. Aristotle in his *Nicomachean Ethics* states that eudaimonia (the Greek word for happiness) is the highest good for human beings and can be achieved by correct actions that lead to individual wellbeing (Myers, 1992) [11]. Corbin and Lindsey (1994) [4] state that wellbeing is the utilisation of "an emotional, intellectual, physical, spiritual and social dimension that expands one's potential to live and work effectively and to make a significant contribution to society".

Correspondence
Dr. OM Ashtankar
Asso. Professor-K.I.T.S.,
Ramtek, Nagpur District,
Maharashtra, India.

Wellbeing can be divided into: (a) subjective wellbeing, focusing on positive effects and the absence of negative effects; and (b) psychological wellbeing, focusing on achieving individuals' full potential. This study considers wellbeing as subjective wellbeing, which can be also defined as emotional wellbeing.

Emotional wellbeing is experiencing bodily pleasure and avoiding suffering. This pleasure-pain theory is used by Ryan and Deci (2001) [15] who argue that wellbeing involves three components of happiness: (a) life satisfaction, (b) the presence of positive mood, and (c) the absence of negative mood. Diener (2000) [5] also argues that satisfaction with life, positive effect and negative effect are the main factors indicating wellbeing Therefore, it can be understood that well-being refers to positive and negative evaluations that people make about their lives, which includes "reflective cognitive evaluations, such as life satisfaction and work satisfaction, interest and engagement, and affective reactions to life events, such as joy and sadness".

Need for the Study: This research work is of mutual benefit of both employer and employee by ensuring deeper understanding of the importance of a healthy balance between work and family demands and their effects on people's wellbeing and organizational performance. For employees, it ensures a better understanding of the importance of balancing work and family demands should help in recognising the areas that negatively affect their wellbeing, and allow addressing these issues by seeking access to the family-friendly initiatives that would improve their work and family satisfaction and overall wellbeing. From employers point of view, it ensures better insights regarding connections between WLB and employees' wellbeing, and their impacts on employees' commitment, absenteeism, turnover, productivity and overall performance. This information may be useful to organisations in developing and implementing WLB policies

Literature Review: The literature suggests that WLB practices potentially improve firm performance by reducing worker turnover and absenteeism and by enhancing recruiting effectiveness.

- **Greenhaus and Beutell (1985)** [8]**:** said that Work/life balance is out of kilter when the pressures from one role make it difficult to comply with the demands of the other leading to work/life conflict.' Defined as 'a form of interrole conflict' wherein pressures from the work and family domain are mutually incompatible. They have identify three forms of work– family conflict (a) time-based conflict, (b) strain-based conflict, and (c) behavior-based conflict.
- **Thornthwaite (2004)** [17]**:** said historically, work-life balance issues have been considered personal issues and employers have just responded to their employees' needs by providing additional benefits such as on-site childcare service and paid maternity leave in the workplace. However, with environmental shifts and value changes of employees, employees' desire for work-life balance has increased and employers have begun to offer more active support of their employees' work-life balance.
- **Ryan and Deci (2001)** [15]**:** said Emotional wellbeing means experiencing bodily pleasure and avoiding

suffering. This pleasure-pain theory argue that wellbeing involves three components of happiness: (a) life satisfaction, (b) the presence of positive mood, and (c) the absence of negative mood. Further, satisfaction with life, positive effect and negative effect are the main factors indicating wellbeing.

- **Hartel *et al* (2007)** [18]**:** said that Organizations can implement various work-life balance initiatives that may assist employees to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits. There are a large variety of family friendly policies which include but are not limited to the following: flexible working hours, job sharing, part-time work, compressed work weeks, parental leave, telecommuting, on-site child care facility.
- **Konrad, A.M and Mangel, R., (2000)** [10]**:** said none of the known work-life policies has been consistently found as beneficial for job performance. No relationship could be established between a composite measure of 19 work-life initiatives and productivity. While there is not strong evidence for the universalistic approach for work-life policies regarding their effects on job performance.
- **Baughman *et al*. (2003)** [1]**:** WLB practices can increase firm productivity through the following four channels: enhancing worker morale, reducing turnover rates, reducing absenteeism, and enhancing recruiting effectiveness.
- **Heather S. Mc Millan *et al*, (2011)** [9]**:** suggested that the individual harmony and its effects has developed a new Harmony based on conflict and enrichment. N. Krishna Reddy *et al*, (2010) concluded that the married women employees indeed experience Work Family Conflict (WFC) while attempting to balance their work and family lives. Thus, Organization needs to formulate guidelines for the management of WFCs since they are related to job satisfaction and performance of the employees.
- **Niharika and Supriya, (2010)** [13]**:** have studied the work based factors and family related factors that are considered to contribute to work life balance. Work based factors are flexi time, option to work part time and freedom to work from home and the family related factors are child care facility and flexibility to take care of emergencies at home.
- **N. Gayathri & P. Karthikeyan, (2013)** [7]**:** said that Work Life balance is not something that just happens. It involves the efforts of a number of partners: the employee, the organization for which the employee works, the family with whom the employee lives and the society in which all are embedded. It involves mutual understanding and respect between all of these players.

Scope of The Study: The present study is confined to the employees of Police department in Nagpur district. Policemen posted in various Police stations of the district and who use to work in the field are considered for this study. The Police employees of officer rank are excluded from this research work.

Statement of The Problem: In these days the industrial career is continuously challenged by the increasing demands at work place. When the day is completed at the office,

employees will have responsibilities and commitments to handle at home. Majority of the employees are stretching themselves to discharge their roles at office and home and in the process experience work-life imbalance which will have undesirable consequences for individuals in the form of increased levels of stress complaints, depression, lower mental health, higher family conflicts, less life satisfaction, etc., as well as for the organizations such as decreased job satisfaction, increased absenteeism, reduced organizational commitment, reduced productivity, employee disengagement and high turnover intention. This research paper is an attempt to identify the impact of work life balance on employees wellbeing.

Objectives: The specific objective of this research work is to study the impact of work life balance on the wellbeing of Police department employees of Nagpur district. Following are the hypothesis framed for this purpose.

H1: Work family conflict is negatively correlated with family satisfaction.

H2: Work family conflict is negatively correlated with Work satisfaction.

H3: Work family conflict is negatively correlated with Psychological health.

H4: family Work conflict is negatively correlated with family satisfaction.

H5: family Work conflict is negatively correlated with Work satisfaction.

H6: family Work conflict is negatively correlated with Psychological health.

Research Methodology: Research Methodology
Descriptive study was used for this research work. Through the literature review, the hypotheses were developed. Using data gathered from 120 Police department employees of Nagpur district, the current study tested hypotheses using Correlation analysis. Quantitative research methods were used for the study, and a sample population was chosen amongst participants who were single and in a relationship, female and male, with and without children, by using a convenient sampling method. Structured questionnaire was used for data collection by personal survey method from 150 employees of Police department of Nagpur district. After scrutiny responses of 120 respondents were found to be complete in all respect. Hence, sample size of 120 was considered for this research work.

Results
Descriptive statistics are shown in Table 1. On average, conflicts seems to be more than the satisfaction.

Table 1: Descriptive Statistics

Variables	N	Mean Score	Standard Deviation	Min.	Max.	Range
Family- Work Conflict	120	3.313333	1.251355	1	5	1-5
Work- Family Conflict	120	3.875	0.347311	1	5	1-5
Family Satisfaction	120	2.34	0.563915	1	5	1-5
Work Satisfaction	120	2.466667	0.64291	1	5	1-5
Psychological Health	120	3.433333	0.751362	1	5	1-5

The correlation between various variables are shown in the table- 2 –

Table 2: Correlation Table

	Parameters	1	2	3	4	5
1	Family- Work Conflict	1				
2	Work- Family Conflict	0.498	1			
3	Family Satisfaction	-0.80	-0.34	1		
4	Work Satisfaction	-0.579	-0.7	-0.03	1	
5	Psychological Health	0.47	-0.4	0.135	0.81	1

The following table explains about the results of hypothesis testing.

Table 3: Hypothesis testing

Hypothesis	Correlation Coefficient	Result	Interpretation
H1:Work family conflict is negatively correlated with family satisfaction.	-0.34	Accepted	More work-family conflict is experienced by Police dept. employees the less satisfied they are with their family lives.
H2: Work family conflict is negatively correlated with Work satisfaction.	-0.7	Accepted	More work-family conflict is experienced by Police dept. employees the less satisfied they are with their work.
H3: Work family conflict is negatively correlated with Psychological health.	-0.4	Accepted	More work-family conflict is experienced by Police dept. employees the less psychological distress will be observed.
H4: family Work conflict is negatively correlated with family satisfaction.	-0.80	Accepted	More family-work conflict is experienced by Police dept. employees the less satisfied they are with their family lives
H5: family Work conflict is negatively correlated with Work satisfaction.	-0.579	Accepted	More family-work conflict is experienced by Police dept. employees the less satisfied they are with their work.
H6: family Work conflict is negatively correlated with Psychological health.	0.47	Rejected	More family-work conflict is experienced by Police dept. employees the more psychological distress will be observed.

Limitations & Future Research directions
This study has several limitations that should be considered in the future research. The study was conducted for assessing the impact of work-life balance on Police department employees of Nagpur district. The sample size was small & convenience sampling method was used for data collection. Hence, the results of the study are valid for Nagpur district only. As such the results of the study cannot be generalized for the other areas also. Similar research studies can be carried out for various other organizations as well as sectors of the economy. Further, the present study focused on a broader concept of work-life balance. Balance between work and a variety of roles should be considered, as individuals perform multi-roles at the same time through their complex relationships with neighbors, friends, and community. For example, studies on work-family balance, work-leisure balance, and work-community membership balance need to be conducted.

Conclusion
This research work concludes that WLB by the Police employees is essential for the wellbeing of the employees & the organization. It is concluded that more work-family conflict is experienced by Police dept. employees the less satisfied they are with their family lives & work life and less psychological distress will be observed. More family-work conflict is experienced by the Police dept. employees the less satisfied they are with their family lives & work life and also more psychological distress will be observed. Considering the importance of work-life balance in the workplace, the findings of the study have important practical implications to every organization.
This article further argues that building an organizational culture which supports work-life balance is a long term process for large organizations like Police department. It involves changing the way people think and talk about their work and about work-life balance so that using flexible working options and other work-life initiatives becomes accepted and normal for everyone regardless of their gender, seniority within the organizational or personal commitments.

References
1. Baughman, Reagan, Daniela DiNardi, Douglas Holtz-Eakin. Productivity and wage effects of family-friendly fringe benefits, International Journal of Manpower. 2003, 24(3).
2. Clark SC. Work/family border theory: A new theory of work/family balance, Human Relations, 2000, 53(6).
3. Carlson DS, Grzywacz JG, Zivnuska S. Is work-family balance more than conflict and enrichment? Human Relations, 2009, 62(10).
4. Corbin CC, Lindsey R. Concepts of fitness and wellness with laboratories. (8th ed). Madison, WI: Brown and Benchmark Publications, 1994.
5. Diener E. Subjective well-being: The science of happiness and a proposal for a national index'. American Psychologist, 2000.
6. Daniels L, McCarraher L. The Work–Life Manual. London: Industrial Society, 2000.
7. Gayathri N, Karthikeyan P. Work life balance in India–A social responsibility or a Competitive tool", International Research Journal of Business and Management. 2013, 1.
8. Greenhaus JH, Beutell NJ. Sources of conflict between work and family roles. Academy of Management Review, 1985, 10(1).
9. Heather MS, Morris ML. Constructs of the Work / Life interface: A Synthesis of the Literature and Introduction of the Concept of Work / Life Harmony', Human resource Development Review, 2011, 10(1).
10. Konard AM, Mnagel R. The impact of work-life programs on firm productivity, Strategic Management Journal. 2000, 21(12).
11. Mayer RC, Schoorman FD. Predicting participation and production outcomes through a two-dimensional model of organizational commitment, Academy of Management Journal. 1992, 35(3).
12. Netemeyer RG, Boles JS, McMurrian R. Development and validation of work – family conflict and family – work conflict scales. Journal of Applied Psychology. 1996.
13. Niharika Doble, Supriya MV. Gender Differences in the Perception of Work-Life Balance, Management, 2010, 5(4).
14. Parkes LP, Langford PH. Work-life balance or work-life alignment? A test of the importance of work-life balance for employee engagement and intention to stay in organizations, Journal of Management & Organization. 2008, 14(3).
15. Ryan RM, Deci EL. On happiness and human potentials: A review of research on hedonic and eudemonic well-being. Annual Review of Psychology, 2001.
16. Seligman MEP. Authentic happiness: Using the new positive psychology to realize your potential for lasting fulfilment. New York: Free Press, 2002.
17. Thornthwaite L. Working time and work-family balance: A review of employees' preferences, Asia Pacific Journal of Human Resources. 2004, 42(2).
18. Hartel. The role of Work life balance Practices in order to improve organisational Performance, European Research Studies 2007; XIII(1):2010.