

JOB SATISFACTION AS A PARAMETER OF WORK-LIFE BALANCE IN FEMALE POLICE PERSONNEL IN HIMACHAL PRADESH

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Abstract:

The present study examines the relationship between work-life balance and job satisfaction among female police personnel in Himachal Pradesh, focusing on the influence of organizational, sociological, and psychological factors. It also explores the impact of work-family conflict on overall satisfaction. A total of 250 female police personnel from Hamirpur and Bangarh districts were surveyed using structured questionnaires to gather data on demographic details, work-life balance, and job satisfaction factors. The tools employed include (1) descriptive statistics, (2) correlation analysis, (3) regression analysis, and (4) reliability analysis using Cronbach's alpha. The findings reveal that sociological factors significantly influence job satisfaction, while organizational and psychological factors do not show a significant impact. Additionally, work-life factors collectively explain only 9.2% of the variation in job satisfaction. These findings underscore the importance of sociological support in mitigating work-family conflict and enhancing job satisfaction among female police personnel. Future research could explore the role of cultural and regional variations in work-life balance and their influence on job satisfaction to provide a broader perspective. The study offers valuable insights for policymakers and law enforcement agencies to improve the work environment and well-being of police personnel.

Keywords: Work-life balance, job satisfaction, female police personnel, work-family conflict and sociological factors

Introduction

Work and family are the two most significant facets of an individual's life. Much time and effort are needed to fulfil the many obligations in the job and family domains. Individuals frequently experience increased interpersonal and intrapersonal conflict due to juggling different jobs in the two domains, which can lead to work-family conflict (WLC). According to Greenhaus & Beutell (1985), when the demands of roles from one domain—work or family—do not coincide with those from another, a form of interrole conflict known as WLC occurs. WLC is a two-dimensional construct. Work-related duties that clash with family-related responsibilities are the first dimension of family-to-work conflict, while work-related roles that clash with family-related roles are the second dimension. (Ernst Kossek & Ozeki, 1998; Beutell, 2010; Kinnunen et al., 2010).

The findings of several research carried out in various nations and cultures, have shown that a high degree of work-family conflict may cause problems for both the firm and its personnel. Particularly, studies have demonstrated that work-family conflict is associated with lower job satisfaction (JS), organizational commitment, and family satisfaction as well as higher turnover intentions and parental distress (Spector et al., 2007; Lu et al., 2010). Employees from a wide range of professions, including hotel staff, social workers, college professors, software developers, and others, have had their work-family conflict, job and family satisfaction, and other related factors thoroughly examined (Scholarios & Marks, 2004; Grandey et al., 2005; Karatepe & Kilic, 2007; Namasivayam & Zhao, 2007). However, few studies have examined the impact of WLC on several organizational and individual outcomes among police officers, especially in India. The population in most democratic nations has a positive opinion of police forces. In India, on the other hand, things are quite different. The Indian police are generally thought to be criminally negligent, abusive, corrupt, lawless, and incompetent. Police officers are viewed negatively by Indian residents, who also feel intimidated by them and lack trust in the entire police force. Furthermore, the police forces are severely understaffed, and political meddling typically interferes with their daily operations. Junior or low-ranking police officers sometimes referred to as constables and head constables, who comprise around 85% of the Indian police force, work in extremely stressful and unclean conditions. They have a high-stress level because of their heavy workload, are required by law to be on duty twenty-four hours a day, seven days a week, live in dirty and small barracks, are regularly moved, and are frequently demoralized by their poor living and working conditions (Saha et al., 2010).

Police officers usually feel neglected by higher authorities and receive little support. Furthermore, they are unable to spend months with their families because of their demanding jobs and erratic, rigid schedules, which causes work-family friction. Since family and social interactions play a major role in Indians' lives, they place a great value on fulfilling their obligations as members of a collectivist culture. Police officers, however, do not have enough time to attend to their family obligations because of their demanding jobs and work-family conflicts. Low job satisfaction and a bad attitude toward family life could result from this. However, the detrimental impact of WFC can be mitigated by social support obtained at work. The current study aims to gain a better understanding of this phenomenon by investigating the relationship between work-family conflict, including work-to-family and family-to-work conflict, and job and family happiness among police officers. Furthermore, this study aims to investigate how social support from coworkers may moderate the association between characteristics of WLC and JS.

Literature Review

Work-Life Balance (WLB)

WLB is the capacity of individuals to fulfil their commitments to their families, their careers, and other non-work-related responsibilities (Delecta, 2011). Programs for work-life balance include services for employee health and welfare, relocation, care, and parent and child care, among other things. Many organizations provide family-friendly advantages, such as telecommuting, job sharing, and flextime, to help employees manage work and life. According to Ramadhani (2012), additional elements can be implemented through the provision of bonuses, health and exercise facilities, help with the care of old parents and their children and a policy of leave for illness. The goal is to give workers the chance to manage the duties of the home and the demands of the workplace. In the work-life literature, WLB has become a distinct issue in recent years. Numerous methods have been used to determine work-life balance. WLB, for instance, is the degree of contentment people have when they can operate both at work and at home with no role conflict Clark (2000).

Grzywacz & Carlson (2007), WLC refers to the satisfaction of expectations regarding duties that are discussed and distributed between partners and individuals in the areas of work and family. Work-life balance is the degree to which a person's efficacy and contentment in their duties as a family and employee can coexist with the prioritization of their roles in their personal lives at a given moment. Sitohang (2023) emphasized that the police work environment has unique characteristics compared to other institutions, making work-life balance a significant challenge for police officers in carrying out their duties. Reviewing prior research, key factors influencing the achievement of work-life balance among police officers were identified, along with their impacts, providing a conceptual framework for future studies and practical recommendations for police institutions. Similarly, BAWA (2024) examined the relationship between organizational culture, quality of work life, and job satisfaction among nursing professionals in secondary and tertiary hospitals across Himachal Pradesh. A study of 362 nursing professionals using statistical analyses, including mediation analysis, revealed a positive association between organizational culture, quality of work life and JS, with quality of work life enhancing the effect of organizational culture on JS. Furthermore, sociodemographic and work

demographics significantly influenced these factors. Sharma & Saini (2024) highlighted the ongoing debate on work-life balance, particularly in the digital era, where constant connectivity has intensified work pressures. Data from 300 respondents analyzed using statistical tests demonstrated that increased workload and extended work hours negatively impact employees' ability to balance their professional and personal lives, leading to stress, job dissatisfaction, and higher employee turnover. These results highlight the significance of creating work-life policies that promote balance in a variety of professional domains.

Job Satisfaction

Judge (2001) performed a meta-analysis on 312 samples and a qualitative and quantitative examination of the relationship between job performance and job happiness, estimating a mean true correlation of 0.30 after examining seven models. Baeriswyl (2016) explored job satisfaction and emotional exhaustion among airport security screeners using the job demands-resources (JD-R) model, finding that supervisor support positively influenced job satisfaction, while workload contributed to emotional exhaustion, with work-family conflict acting as a mediating factor. Weiss (2002) argued that job satisfaction has been inappropriately defined as an effect, obscuring distinctions between evaluative judgments, affective experiences, and beliefs about jobs, suggesting that clearer differentiation could lead to improved predictions and measurement approaches. Zembylas (2004) examined job satisfaction among Cypriot teachers, highlighting that, unlike other countries, they were primarily motivated by salary, working hours, and holidays, emphasizing the need for similar research in developing countries. Devi & Suneja (2013) investigated JS among employees of Public Sector and Private Sector Banks, examining differences in satisfaction levels based on various job aspects. Using simple random sampling, the study surveyed 110 employees from the State Bank of India, Canara Bank, HDFC, and Axis Bank, covering managers, officers, and clerks across different age groups and career levels in Kurukshetra. Pawar and Chaudhari (2022) highlighted the challenges faced by women in policing, emphasizing that while they perform as well as men in various patrol assignments, they continue to experience significant disapproval from their male counterparts. However, the public tends to show greater acceptance of women in policing, expressing confidence in their abilities to handle difficult patrol tasks. In India, women constitute only 5.3% of the total police force, and their dual responsibilities—balancing professional duties with personal and family obligations—significantly impact their health, work quality, and overall well-being. Long working hours have been found to directly affect their job satisfaction, personal life, and social interactions. Maharashtra Police, one of the largest police departments in India, has approximately 1.95 lakh personnel, including 15,000 women officers. This gender disparity within the force further underscores the importance of studying JS among female police personnel, particularly in the Indian context.

Objective

1. To assess the impact of organizational factors on job satisfaction.
2. To evaluate the role of sociological factors in determining job satisfaction.
3. To investigate the influence of psychological factors on job satisfaction.
4. To analyze how Work-life factors collectively contribute to overall job satisfaction.

Hypothesis

- Organizational factors have no significant impact on job satisfaction.
- Sociological factors have no significant role in determining job satisfaction.
- Psychological factors have no significant influence on job satisfaction.
- Work-life factors collectively do not significantly contribute to overall job satisfaction.

Research Methodology

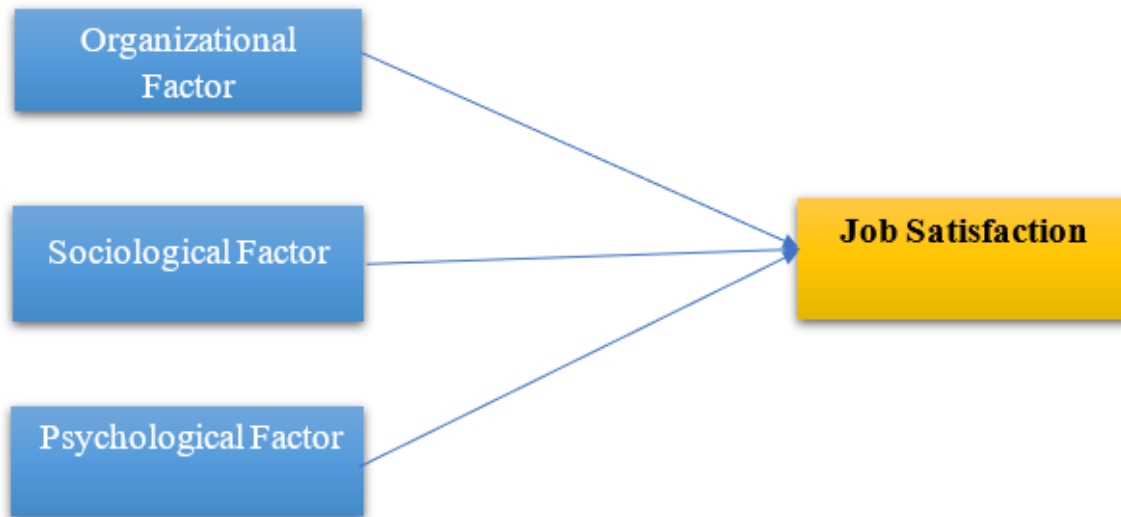
Research Design

The study adopts a descriptive research design to investigate the relationship between job satisfaction and work-life balance among female police personnel in Himachal Pradesh. This design is appropriate for identifying patterns, relationships, and insights within the population.

Figure 1 illustrates the key factors influencing Job Satisfaction, categorizing them into Organizational, Sociological, and Psychological Factors. Organizational Factors include workplace policies, leadership, salary, job security, work environment, career growth opportunities, and organizational culture, all of which play a crucial role in shaping employee satisfaction. Sociological Factors pertain to social interactions at the workplace, such as relationships with colleagues, supervisors, and team dynamics, where effective communication and a supportive work environment enhance job satisfaction. Psychological Factors encompass internal elements like motivation, work-life balance, stress levels, personality traits, and emotional well-being, which influence how employees perceive their jobs and their level of engagement. The arrows pointing towards Job Satisfaction indicate that it is a multidimensional construct shaped by a combination of workplace policies, social interactions, and individual psychological well-being.

Factors of Work-Life Balance

Figure 1: Conceptual Framework



Research Approach

A survey-based approach was employed to collect quantitative data. Structured questionnaires were designed to gather information on various aspects of work-life balance, job satisfaction, and related organizational, sociological, and psychological factors. This approach ensures systematic data collection and allows for statistical analysis.

Population Unit

This study focuses on female police personnel in Himachal Pradesh, aiming to understand their WLB and its impact on JS. The research was conducted in Bilaspur, a district in Himachal Pradesh, chosen for its relevance to the study population and accessibility for data collection. Selecting this area ensured that the sample accurately represented the targeted population while also facilitating efficient data gathering, making it a suitable and practical location for the study.

Sampling Technique

The study employs non-probability judgment sampling, also known as purposeful sampling, as the chosen technique due to its ability to ensure a representative sample based on expert selection. This method was selected because the researcher or authority possesses the expertise to identify participants who accurately represent the study population. Additionally, it allows for a targeted selection of participants based on their relevance to the research, ensuring that the sample aligns with the study's objectives. Furthermore, judgment sampling helps in capturing specific population characteristics, making it a suitable approach for studies requiring focused and purpose-driven participant selection.

Sampling Unit

A representative sample of 250 female police personnel was selected. This sample size ensures sufficient data for robust statistical analysis and meaningful conclusions.

Data Collection Method

Data was collected using a structured questionnaire, which was systematically divided into sections to cover various aspects relevant to the study. The first section focused on demographic information, including age, marital status, education, and type of family. The second section examined work-life balance factors, such as organizational, sociological and psychological. The third section addressed job satisfaction with tasks, supervision, work environment, and job security.

Data Analysis and Interpretation:

Different statistical approaches were used to examine the gathered data to get a significant understanding. Descriptive statistics were used to summarize the data by calculating measures such as the mean and standard deviation. Correlation analysis was conducted to explore the relationships between work-life balance factors and job satisfaction, identifying the strength and direction of associations. Additionally, regression analysis was employed to assess the combined influence of organizational, sociological, and psychological factors on job satisfaction, helping to determine the extent to which these variables impact overall employee satisfaction.

Reliability Analysis

Table 1 shows Cronbach's Alpha value, a scale's internal consistency or dependability metric. With 47 items, Cronbach's Alpha in this study is 0.891, suggesting great dependability. While a number above 0.80 signifies good dependability, a value above 0.70 is usually regarded as satisfactory; above 0.90 indicates great dependability. Since the value here is 0.891, it suggests that the questionnaire used in the study has strong internal consistency, meaning the items within the scale are highly correlated and measure the intended construct reliably.

“Table 1: Reliability Analysis

Cronbach's Alpha	N of Items
.891	47”

Demographic Variables:

Table 2: Respondent Profile

Classification	Frequency	Percentage
Age		
18-25	68	27.2
26-33	51	20.4
34-41	102	40.8
Above 41	29	11.6
Area of Residence		
Rural	141	56.4
Urban	46	18.4
Semi-Urban	63	25.2
Educational Qualification		
Graduate	168	67.2
Higher Secondary	64	25.6
Postgraduate & Above	18	7.2
Marital Status		
Married	168	67.2
Divorced	6	2.4
Single	76	30.4
Type of Family		
Nuclear	121	48.4
Joint	129	51.6

Descriptive Statistics:

“Table 3: Descriptive Statistics

	N	Mean	Std. Deviation
Mean_Organizational	250	3.2432	.54608
Mean_Sociological	250	3.1589	.67173
Mean_JobSatisfaction	250	3.2812	.59161
Mean_Psychological	250	3.0305	.76598”
Valid N (listwise)	250”		

Table 3 provides descriptive statistics for four key variables: Organizational, Sociological, Job Satisfaction, and Psychological factors. The mean values indicate that respondents generally had neutral to moderately positive perceptions across all factors. Job Satisfaction had the highest mean ($M = 3.2812$, $SD = 0.59161$), suggesting that respondents viewed their job satisfaction relatively favorably. Organizational factors ($M = 3.2432$, $SD = 0.54608$) and Sociological factors ($M = 3.1589$, $SD = 0.67173$) also received moderately positive ratings, though sociological factors showed slightly more variability in responses.

Psychological factors had the lowest mean ($M = 3.0305$, $SD = 0.76598$), indicating that respondents had a relatively less favorable perception of psychological aspects, with the highest standard deviation reflecting the greatest variation in responses. Overall, while perceptions were generally positive, psychological and sociological aspects showed more variability compared to organizational and job satisfaction factors.

Correlation Between Organization and Job Satisfaction

“Table 4: Correlations

		Mean_Organizational	Mean_JobSatisfaction
Mean_Organizational	Pearson Correlation	1	-.101
	Sig. (2-tailed)		.112
	N	250	250
Mean_JobSatisfaction	Pearson Correlation	-.101	1
	Sig. (2-tailed)	.112	
	N	250	250”

Table 4 Pearson correlation analysis indicates a weak negative relationship between organizational factors and job satisfaction, with a correlation coefficient of $r = -0.101$. This suggests that as organizational factors increase, job satisfaction tends to decrease slightly; however, the relationship is very weak. Additionally, the significance value ($p = 0.112$) is greater than the standard threshold of 0.05, meaning the correlation is not statistically significant.

Correlation Between Sociological and Job Satisfaction

“Table 5: Correlations

		Mean_Sociological	Mean_JobSatisfaction
Mean_Sociological	Pearson Correlation	1	.180**
	Sig. (2-tailed)		.004
	N	250	250
Mean_JobSatisfaction	Pearson Correlation	.180**	1
	Sig. (2-tailed)	.004	
	N	250	250”

** Correlation is significant at the 0.01 level (2-tailed).

Table 5 Pearson correlation analysis shows a very weak positive correlation between psychological factors and job satisfaction, with a correlation coefficient of $r = 0.031$. However, this relationship is not statistically significant as the p-value (.627) is much greater than the standard significance levels (0.05 or 0.01). This indicates that psychological factors do not have a meaningful impact on job satisfaction.

Correlation Between Psychological and Job Satisfaction

“Table 6: Correlations

		Mean_Psychological	Mean_JobSatisfaction
Mean_Psychological	Pearson Correlation	1	.031
	Sig. (2-tailed)		.627
	N	250	250
Mean_JobSatisfaction	Pearson Correlation	.031	1
	Sig. (2-tailed)	.627	
	N	250	250”

Table 6 Pearson correlation analysis indicates a very weak positive correlation between psychological factors and job satisfaction, with a correlation coefficient of $r = 0.031$. However, this relationship is not statistically significant as the p-value (0.627) is much greater than the commonly accepted significance levels (0.05 or 0.01). This suggests that psychological factors, such as personal attitudes, stress management, and emotional resilience, do not have a meaningful influence on job satisfaction in this study. With a sample size of 250 participants, the findings imply that other factors, such as sociological or organizational aspects, might play a more crucial role in determining job satisfaction.

Regression Analysis:

Table 7 model summary indicates that the multiple correlation coefficient (R) is 0.304, suggesting a weak relationship between the predictor variables (organizational, sociological, and psychological factors) and the dependent variable (job satisfaction). The R-square value of 0.092 implies that only 9.2% of the variance in JS is explained by the combined effect of the three predictor variables. Slightly lower, the corrected R-square (0.066) which considers the model's

number of factors suggests the model could not be a significant predictor of job satisfaction. The apparent prediction error (0.908) suggests that a significant portion of job satisfaction is influenced by factors not included in this model. Overall, while the model is statistically significant, its explanatory power is limited, highlighting the need to consider additional variables that may have a stronger impact on job satisfaction.

“Table 7: Model Summary

Multiple R	R Square	Adjusted R Square	Apparent Prediction Error
.304	.092	.066	.908”

Dependent Variable: Mean_JobSatisfaction

Predictors: Mean_Organizational Mean_Sociological Mean_Psychological

Table 8 ANOVA results indicate that the overall regression model is statistically significant ($F = 3.513$, $p = 0.001$), suggesting that the predictor variables—organizational, sociological, and psychological factors—collectively have a significant impact on job satisfaction. The regression sum of squares (23.058) represents the variation in job satisfaction explained by the independent variables, while the residual sum of squares (226.942) accounts for the unexplained variation. The mean square for regression (3.294) is relatively low compared to the mean square for residuals (0.938), indicating that while the model is significant, a large portion of the variance in job satisfaction remains unexplained. The significance value ($p = 0.001$) confirms that the independent variables, as a group, contribute meaningfully to the model, though their individual effects may vary.

“Table 8: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	23.058	7	3.294	3.513	.001”
Residual	226.942	242	.938		
Total	250.000	249			

Dependent Variable: Mean_JobSatisfaction

Predictors: Mean_Organizational Mean_Sociological Mean_Psychological

“Table 9: Coefficients

	Standardized Coefficients		df	F	Sig.
	Beta	Bootstrap (1000) Estimate of Std. Error			
Mean_Organizational	-.390	.338	2	1.336	.265
Mean_Sociological	.157	.273	2	.331	.718
Mean_Psychological	.414	.362	3	1.307	.273”

Dependent Variable: Mean_JobSatisfaction

The table 9 coefficient results indicate the relationship between organizational, sociological, and psychological factors with job satisfaction. The standardized beta coefficient for organizational factors is -0.390 ($p = 0.265$), suggesting a negative but statistically insignificant impact on job satisfaction. Similarly, the beta coefficient for sociological factors is 0.157 ($p = 0.718$), indicating a positive but non-significant effect on job satisfaction. The beta coefficient for psychological factors is 0.414 ($p = 0.273$), implying a positive relationship with job satisfaction, though the effect is also not statistically significant. The p-values for all three predictors exceed the conventional significance threshold ($p < 0.05$), indicating that none of the individual factors have a statistically significant effect on job satisfaction. Additionally, the F-values for organizational (1.336), sociological (0.331), and psychological (1.307) factors are relatively low, reinforcing the insignificance of their contributions. These results suggest that while the overall regression model was significant, the independent variables do not have strong individual effects on job satisfaction within this study.

Findings and Conclusion:

Findings

The analysis revealed that organizational factors do not have a statistically significant impact on job satisfaction ($r = -0.101$, $p = 0.112$), meaning the hypothesis was not rejected. In contrast, sociological factors showed a significant positive relationship with job satisfaction ($r = 0.180$, $p = 0.004$), leading to the rejection of the hypothesis that sociological factors have no role in determining job satisfaction. Psychological factors were found to have no significant influence on job satisfaction ($r = 0.031$, $p = 0.627$), so the hypothesis was not rejected. The regression analysis indicated that work-life factors collectively explain 9.2% of the variation in job satisfaction ($R^2 = 0.092$, $p = 0.001$), confirming that while the overall model is statistically significant, the individual contributions of organizational, sociological, and psychological factors were not significant. These findings align with previous studies, such as those conducted by Grandey et al. (2005) and Karatepe & Kilic (2007), which emphasize the role of social interactions in job satisfaction.

Discussion

The results align with previous research highlighting the importance of sociological factors in job satisfaction, particularly in professions where social interactions and workplace culture play a significant role (Devi & Suneja, 2013). The insignificant impact of organizational factors suggests that structural policies alone are insufficient to enhance job satisfaction and that more focus should be placed on interpersonal relationships and workplace dynamics (Baeriswyl, 2016). Similarly, the lack of significance of psychological factors could indicate that external workplace conditions and support systems might be more crucial than internal psychological states in influencing job satisfaction, as supported by findings from Weiss (2002). The relatively low R-squared value implies that other contributing factors to job satisfaction were not accounted for in this study, such as financial incentives, job security, and work-life balance measures (Judge, 2001).

Furthermore, the findings resonate with studies on work-family conflict, which indicate that balancing work and personal life is essential for job satisfaction (Greenhaus & Beutell, 1985; Beutell, 2010). The high levels of stress and unfavorable working conditions among police personnel, as observed by Saha et al. (2010), might have further influenced the results, indicating that workplace culture and support systems need to be prioritized in addressing job dissatisfaction.

Implications

The findings have practical implications for policymakers, organizational leaders, and HR professionals. Given the significant role of sociological factors, organizations should focus on fostering a positive work environment, encouraging teamwork, and improving workplace relationships to enhance job satisfaction. The insignificant impact of organizational factors suggests that simply implementing policies without addressing workplace culture and employee interactions may not be sufficient (Ernst Kossek & Ozeki, 1998). Additionally, since the overall impact of work-life factors on job satisfaction was relatively low, future studies should explore other determinants like financial rewards, leadership styles, and career development opportunities. Organizations should adopt a holistic approach that goes beyond structural and psychological considerations to improve overall job satisfaction (Ramadhani, 2012).

Limitations of the Study and Suggestions for Future Studies

The present research has a few limitations that must be addressed. First, the study focused on organizational, sociological, and psychological factors in determining job satisfaction. However, other crucial determinants such as financial incentives, job security, leadership styles, and career advancement opportunities were not considered. Future studies should thus include these elements to give a more complete knowledge of job satisfaction (Zembylas, 2004).

Second, the study depended on self-reported data, which can bring social desirability bias, response bias, or respondent misinterpretation of survey questions. Self-reported measures often lead participants to present themselves in a socially desirable manner, which can affect the accuracy of the findings (Zerbe & Paulhus, 1987).

Third, the sample for this study was limited to a specific sector, making it difficult to generalize the findings across different industries or work environments. Additionally, the study was conducted in a specific geographic region, which may not be representative of the broader working population. To increase generalisability, future studies should enlarge the sample size and involve people from many fields and several geographical areas (Delecta, 2011).

Fourth, the cross-sectional form of the study restricts its capacity to create causal links between job satisfaction and elements of work-life. Since JS is dynamic and can change over time, longitudinal studies should be conducted to examine how these factors influence job satisfaction in the long term (Grzywacz & Carlson, 2007).

Finally, the study did not consider external factors such as economic conditions, industry-specific challenges, and cultural influences, which may play a crucial role in shaping job satisfaction. Future research should explore these contextual variables and examine their potential mediating or moderating effects. Additionally, comparative studies across different work environments, such as public vs. private sector jobs or urban vs. rural workplaces, could provide deeper insights into the varying determinants of job satisfaction.

Conclusion

The study concludes that sociological factors are crucial in determining job satisfaction, while organizational and psychological factors do not show a statistically significant impact. This suggests that factors like relationships with colleagues, work culture, and social interactions at the workplace are more influential in shaping job satisfaction than organizational policies and psychological aspects. The collective impact of work-life factors on job satisfaction is limited, explaining only 9.2% of the variation, indicating that other unmeasured variables may have a stronger influence on job satisfaction.