

Influence of Service Conditions and Familial-Social Commitments on Job Satisfaction among Police Officers

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Abstract: Police officer job satisfaction is an important factor influencing individual well-being, organisational performance, professional commitment, and the quality of policing services. The working conditions of the police are tough, with long and irregular working hours, occupational stress, burden, restricted leave options, difficult working conditions, and exposure to hazards and emergencies. At the same time, family and social responsibilities can have a strong impact on officers' assessment of their professional position and job satisfaction as a whole. The study examines the significant aspects of service conditions, including working hours, work load, salary and benefits, career advancement chances, employment security, workplace amenities, transfers, leave policies and inter-personal interactions inside the business. It also takes into account family-social commitments such as responsibilities to spouses, children, parents, family time, social contacts, and the problems of juggling work and personal roles. The study employs a systematic research approach to analyse the relationship between these parameters and job happiness among police officers and to discover the aspects that influence favourably or negatively to their satisfaction. The findings are expected to throw light on the occupational and personal problems faced by the police personnel and to highlight the significance of conducive service conditions and effective work-family balance. The present study may help police administrators and policy makers to design suitable welfare measures, enhance working conditions, reinforce organisational support and introduce family friendly policies. These interventions can help to improve job satisfaction, morale, commitment and overall effectiveness of police personnel and hence contribute to the provision of efficient and responsive policing services to society.

Keywords: Familial-Social Commitments, Job Satisfaction, Police Officers.

Introduction

The police personnel have a critical role in preserving law and order, prevention of crime, protection of life and property and ensuring public safety. The nature of policing also differs from many other occupations in that it requires constant public accountability, unpredictable work situations, emergency deployments and availability outside normal working hours. This makes it difficult for police officers to establish an appropriate balance between their professional responsibilities and their personal, family and social lives. In this setting, police officers' working conditions and family and social responsibilities are key determinants of their capacity to attain and maintain work-life balance. Police service conditions include various interrelated characteristics, especially duty schedules and working-time conditions, workload and operational demands, leave, welfare and service support and the organisational and supervisory environment. Police officers may be required to work long and irregular hours, including night shifts and extended hours, and to respond to unplanned deployments triggered by law and order situations, investigations, public events, emergencies and other operational demands, which may reduce opportunities for sufficient rest and personal pursuits. Occupational demands may be further increased by heavy workloads, administrative obligations, staffing limits, operational stress and the



unpredictable nature of police job. Therefore, availability, welfare benefits, service related assistance and enough opportunities for rest may be essential factors in helping officers to manage commitments outside of work. Similarly, a supportive organisational and managerial environment, with equitable distribution of duties, communication, collegial support and sensitivity to personal circumstances, may help the effective management of work and non-work responsibilities. In addition to the job-related conditions, police officers have significant family and social responsibilities which continue irrespective of the demands of the occupation. Family duties and role commitments include responsibilities toward spouse, children, parents, dependants, home tasks, children education, caregiving and participation in major family concerns. The demands and unexpected nature of police job make it difficult to fulfill these commitments and require constant adjustment on the part of officers and their families. Therefore, the work-family interface and family adjustment are important areas for understanding the intersection of professional responsibilities and family life, especially when officers are faced with unanticipated demands of duty, hours of work, transfers, emergency assignments, or a failure to be present at important family events. Social and community commitments are another important aspect of officers' non-work lives, alongside immediate family responsibilities. These include maintaining relations with relatives and friends, attending social and community functions, engaging in cultural and social activities and fulfilling obligations within wider social networks. Such engagement may be limited by the lack of personal time and unpredictability of duty schedules, with a potential impact on social interactions and the general integration of professional and personal roles. Therefore, to comprehend the work-life balance of police officers, an integrated assessment of the professional circumstances and obligations of police officers outside of the work place is needed. Thus, the current study defines conditions of service by four dimensions namely duty schedule and working-time conditions, workload and operational demands, leave, welfare and service support, and organisational and supervisory environment. Familial and social commitments are defined by three dimensions namely family responsibilities and role commitments, work-family interface and family adjustment, and social and community commitments. The study of these seven characteristics provide a holistic framework to evaluate the interaction of the unique nature of police service and the out of work obligations of police officers and its impact on their work-life balance. This understanding can help to establish suitable organisational policies, welfare provisions, supervisory practices and supportive interventions for police personnel to handle their professional, familial and social duties more effectively.

Significance of the Study

Policing is unlike many traditional careers in that it entails constant public contact, a need to be ready, unusual working hours, the need to respond quickly to emergencies, and the need to react to the unexpected. Such expectations may provide serious obstacles to police officers in balancing their professional duties and family and social obligations. The present study is significant in that it explores this work-life interface through an integrated framework covering seven dimensions: duty schedule and working-time conditions; workload and operational demands; leave, welfare and service support; organisational and supervisory environment; family responsibilities and role commitments; work-family interface and family adjustment; and social and community commitments. Although the work-life balance has been examined in a number of occupational settings, the unique characteristics of policing require targeted empirical research to understand how the demands of service and the demands of non-work life interact to influence police officers' ability to balance their work and personal lives. The integrated study of these aspects can help better understand the occupational and personal factors related to the work-life experiences of police personnel. The study findings could have practical consequences for police administration and policy creation in pointing out areas which need organisational attention and supporting intervention. Information on duty schedules, workload, leave provisions, welfare support, supervisory practices, family responsibilities and social commitments can help police administrators to design more responsive duty arrangements, family-supportive policies, welfare measures and employee-oriented supervisory practices. These interventions can assist reduce friction between professional and personal roles,



build officers' capacity to handle family and social responsibilities and support better work-life balance while maintaining operational effectiveness. Therefore, the study is important not only for understanding the police officers' experiences but also for contributing to the development of sustainable human-resource and welfare practices in the police organization with possible benefits for the employee well-being, organisational effectiveness and the quality of public service delivery.

Statement of the Problem

Police service is a challenging public-service career with unpredictable and long working hours, emergency deployment, operational uncertainty, and continual duty for law and order, criminal prevention and investigation, and public safety. Such work pressures may limit police officers from giving appropriate time and attention to their personal, family, and social responsibilities. The problem is notably related with conditions of service, such as duty schedules and working-time conditions, workload and operational demands, availability of leave, welfare and service support, and the organisational and supervisory environment. Tilawat and Trivedi (2024) Long and irregular working hours, severe workloads, limited possibilities for rest and leave, and differences in supervisory and organisational support may pose challenges in balancing commitments outside the work setting. At the same time, officers are required to undertake significant family responsibilities to spouses, children, parents and other dependants, including childcare, eldercare, domestic duties and involvement in significant family issues. These opposing responsibilities may lead to work-family conflict and require ongoing adjustment by the officers and their families.

Police officers need to balance family obligations with maintaining social and community links and participating in social, cultural, recreational and community activities. But erratic scheduling and operational constraints may limit such engagement and further impede the attainment of work-life balance. Adhana and Rashmi (2023) Work-life balance has been studied across occupations, but the unique character of police service calls for an integrated empirical investigation of occupational and non-occupational elements rather than viewing them in isolation. Hence, this study investigates how far the seven dimensions of duty schedule and working-time conditions, workload and operational demands, leave, welfare and service support, organisational and supervisory environment, family responsibilities and role commitments, work-family interface and family adjustment and social and community commitments influence the work-life balance of police officers. Mishra (2024) The study is aimed at identifying the important contributing dimensions and their joint effect thereby creating empirical evidence to guide service conditions, organisational practices, welfare measures and family supportive interventions toward strengthening work life balance among police personnel.

Objectives of the Study

1. To examine the relationship between the various dimensions of work-life balance and job satisfaction among police officers.
2. To assess the influence of various service, familial, and social dimensions of work-life balance on job satisfaction and identify the significant predictors of job satisfaction among police officers.
3. To provide appropriate recommendations for improving work-life balance and job satisfaction through supportive service conditions, welfare measures, organizational practices, and family-supportive interventions for police personnel.

Literature Review

Usha Devi N et al. (2018) proposed to find the association among personal life, professional life and quality service. 60 women police were selected from Bangalore city. The researcher examined the current situation regarding the quality of service among female police officers and its anticipated improvement in relation to work-life balance by addressing its problems. A notable correlation was discovered between age group, marital



status, educational attainment, and work experience in relation to service quality. This research examined the correlation between professional life and service quality. The investigator recommends that the government establish incentives, accolades, and honours to advance the growth and advancement of female police officers.

R. Banurekha et al. (2020) paper aims to understand the women police service and its effects on the family. The researcher gathered a sample of 95 participants and employed a descriptive design as the methodological framework. This document explored multiple facets of women's police service and its impact on the family, including organisational factors, work hours, workplace conditions, economic standing, family dynamics, and occupational stress. Female officers have made strides within the police force; nonetheless, they continue to encounter challenges both professionally and domestically. They receive familial support; nonetheless, time remains insufficient. They have deficiencies in time management. At times, it is perceived that they are not granted adequate and necessary leave. The police department might adopt amicable strategies to assist female officers in managing their work-life dilemmas. Enhancing the quality of work life for female police officers can alleviate dissatisfaction by implementing an appealing incentives and recognition system for exemplary performance and by enhancing the work environment. The bosses ought to assimilate the necessary level of professionalism to address work-life matters more efficiently.

Satyajit Dikshit and Dr. Anjali Panda (2020) conducted a study on 'Impact of Demographic Variables on Work-Life Balance of Police Personnel' in which the researchers found that the balance between the work and the private life of the selected police employees is influenced by their age. A group made up of junior law enforcement personnel encounters heightened challenges in reconciling professional obligations with personal life. Female police officers experience greater professional disruption in their family lives compared to their male counterparts when balancing familial obligations with law enforcement duties.

Shobana P et al. (2020) observed 'the Work-Life Balance in Women Police –Tiruchirappalli' which proposed was to find the relationship between profile characteristics and work life balance and its factors among women police. The sample was composed of 50 law enforcement personnel. Researchers indicate that achieving an optimal equilibrium between personal and professional commitments is an increasing concern for all organisations. Enhanced work-life equilibrium contributes to diminished stress levels, thereby fostering a healthy atmosphere that promotes heightened job productivity. The examination of data indicated that there was no substantial correlation between age, health, quality of life, and family structure; nevertheless, a significant relationship was observed between educational attainment and health quality of life, as well as work efficiency and work-life balance.

Manoj H R and Dr. Shivalingappa B P (2021) concludes that the police personnel especially the traffic police personnel are facing a hard time balancing both their life and work. A range of strategies can be implemented to enhance their overall productivity and hence reduce superfluous work hours. It is therefore advised that the police department organise a training program for senior police officials to enhance the effectiveness of the police force. The police department might incentivise other educational institutions by offering educational loans and sabbaticals for advanced degrees. This will assist law enforcement officers in enhancing their expertise and abilities. It is recommended that, regardless of the police officers' gender, they engage in discussions about their profession with their family members. The relatives would comprehend their responsibilities and exhibit greater empathy toward them. The Law and Order and Armed Reserve division should implement measures to enhance facilities and develop specialised programs for police personnel to reconcile their professional and familial challenges.

Rajinikanth R (2021) investigated 'police performance - a study on the impact of work life balance' which aimed to assess the impacts of work-life balance on the performance of the police personnel. A total of 623 law enforcement personnel were chosen for this research from Tamil Nadu, India. Research indicates a substantial



correlation between work-life balance and job performance among law enforcement personnel. The research suggested that law enforcement agencies should investigate methods to enhance their personnel's capacity to manage job and familial responsibilities. Consequently, law enforcement personnel may operate both effectively and efficiently, which is essential for the community.

A. Mohammed Hussain and Dr. I. Carmel Mercy Priya (2022) study that training and development can help in reducing work stress and improve employee potential. Modifications in physical infrastructure and technical advancements tailored to contemporary requirements can assist traffic police in executing their responsibilities effectively. Both external and interior elements require periodic maintenance. These strategies can significantly enhance the organisational atmosphere and individual employee morale. This can assist in maintaining a minimal stress threshold and optimising employee potential for the enhancement of traffic services specifically and the overall well-being of traffic police. We aspire and beseech for an environment that grants advantages to the traffic police specifically and to society as a whole.

Research Methodology

The present study is descriptive in nature and aims to examine the work-life balance and job satisfaction of police officers. The study is based on primary data collected personally from the respondents using a structured and standardized questionnaire. The questionnaire served as the principal instrument for collecting information relating to the various dimensions of work-life balance and job satisfaction. The sample for the study comprises 474 police officers, selected through a simple random sampling method. The data collected from the respondents were systematically tabulated, classified, and analysed with reference to the different dimensions of work-life balance and their influence on job satisfaction. Multiple regression analysis was employed to examine the impact of various dimensions of work-life balance on job satisfaction among police officers. The analysis was used to determine the relative contribution of the individual dimensions of work-life balance and to identify the significant predictors of job satisfaction, while also assessing the overall explanatory power of the regression model. This methodological approach enables an empirical assessment of the extent to which different dimensions of work-life balance influence job satisfaction among police officers. IBM SPSS 21 version was used for statistical purpose.

Results and Discussion

Impact of various Dimensions of Work Life Balance on Job Satisfaction

Regression is the determination of statistical relationship between two or more variables. In simple regression two variables are used. One variable (independent) is the cause of the behaviour of another one (dependent). When there are more than two independent variables the analysis concerning relationship is known as multiple correlations and the equation describing such relationship is called as the multiple regression equation.

Regression analysis is concerned with the derivation of an appropriate mathematical expression is derived for finding values of a dependent variable on the basis of independent variable. It is thus designed to examine the relationship of a variable Y to a set of other variables $X_1, X_2, X_3, \dots, X_n$. the most commonly used linear equation in $Y = b_1 X_1 + b_2 X_2 + \dots + b_n X_n + b_0$

Here Y is the dependent variable, which is to be found. $X_1, X_2, \dots$ and X_n are the known variables with which predictions are to be made and $b_1, b_2, \dots, b_n$ are coefficient of the variables.

In this study, the dependent variable is Job Satisfaction; Independent variables are Work Life Balance they are Duty Schedule and Working-Time Conditions, Workload and Operational Demands, Leave, Welfare and Service Support, Organizational and Supervisory Environment, Family Responsibilities and Role Commitments, Work-Family Interface and Family Adjustment and Social and Community Commitments are discussed as follows:

- Dependent Variable – Job Satisfaction (y)
- Independent Variable
 - i. Duty Schedule and Working-Time Conditions (X_1)
 - ii. Workload and Operational Demands (X_2)
 - iii. Leave, Welfare and Service Support (X_3)
 - iv. Organizational and Supervisory Environment (X_4)
 - v. Family Responsibilities and Role Commitments (X_5)
 - vi. Work–Family Interface and Family Adjustment (X_6)
 - vii. Social and Community Commitments (X_7)
- Multiple R value: 0.862
- R Square value: 0.816
- Adjusted R square value: 0.808
- F value: 37.409
- P value: 0.000

Table 1 Variables in Multiple Regression Analysis

Variables	Unstandardized Coefficients(B)	S.E error of B	Standardized Coefficients Beta	t-value	p-value
Constant	2.372	0.216	-----	10.991	0.000**
Duty Schedule and Working-Time Conditions	0.006	0.033	0.008	0.174	0.862
Workload and Operational Demands	0.181	0.046	0.173	3.938	0.000**
Leave, Welfare and Service Support	0.300	0.038	0.384	7.970	0.000**
Organizational and Supervisory Environment	0.413	0.036	0.447	11.336	0.000**
Family Responsibilities and Role Commitments	0.229	0.031	0.285	7.262	0.000**
Work–Family Interface and Family Adjustment	0.019	0.033	0.024	0.587	0.557
Social and Community Commitments	0.246	0.031	0.301	7.879	0.000**



** Denotes significant at 1% level.

The multiple correlation coefficient is 0.862 measures the degree of relationship between the actual values and the predicted values of the Job Satisfaction. Because the predicted values are obtained as a linear combination of Duty Schedule and Working-Time Conditions (X_1), Workload and Operational Demands (X_2), Leave, Welfare and Service Support (X_3), Organizational and Supervisory Environment (X_4), Family Responsibilities and Role Commitments (X_5), Work–Family Interface and Family Adjustment (X_6) and Social and Community Commitments (X_7) the coefficient value of 0.862 indicates that the relationship between Job Satisfaction and the seven independent variables is quite strong and positive.

The Coefficient of Determination R-square measures the goodness-of-fit of the estimated Sample Regression Plane (SRP) in terms of the proportion of the variation in the dependent variables explained by the fitted sample regression equation. Thus, the value of **R square** is 0.816 simply means that about 81.6% of the variation in Job Satisfaction is explained and R square value is significant at 1 % level.

The multiple regression equation is

$$Y = 2.372 + 0.006 X_1 + 0.181 X_2 + 0.300 X_3 + 0.413 X_4 + 0.229 X_5 + 0.019 X_6 + 0.246 X_7$$

Here the coefficient of X_1 is 0.006 represents the partial effect of Duty Schedule and Working-Time Conditions on Job Satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job Satisfaction would increase by 0.006 for every unit increase in Duty Schedule and Working-Time Conditions and this coefficient value is not significant at 1% level. The coefficient of X_2 is 0.181 represents the partial effect of Workload and Operational Demands on Job Satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job Satisfaction would increase by 0.181 for every unit increase in Workload and Operational Demands and this coefficient value is significant at 1% level. The coefficient of X_3 is 0.300 represents the partial effect of Leave, Welfare and Service Support on Job Satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job Satisfaction would increase by 0.300 for every unit increase in Leave, Welfare and Service Support and this coefficient value is significant at 1% level. The coefficient of X_4 is 0.413 represents the partial effect of Organizational and Supervisory Environment on Job Satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job Satisfaction would increase by 0.413 for every unit increase in Organizational and Supervisory Environment and this coefficient value is significant at 1% level. The coefficient of X_5 is 0.229 represents the partial effect of Family Responsibilities and Role Commitments on Job Satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job Satisfaction would increase by 0.229 for every unit increase in Family Responsibilities and Role Commitments and this coefficient value is significant at 1% level. The coefficient of X_6 is 0.019 represents the partial effect of Work–Family Interface and Family Adjustment on Job Satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job Satisfaction would increase by 0.019 for every unit increase in Work–Family Interface and Family Adjustment and this coefficient value is not significant at 1% level. The coefficient of X_7 is 0.246 represents the partial effect of Social and Community Commitments on Job Satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job Satisfaction would increase by 0.246 for every unit increase in Social and Community Commitments and this coefficient value is significant at 1% level.

Based on standardized coefficient, Leave, Welfare and Service Support (0.384), Organizational and Supervisory Environment (0.447) Social and Community Commitments (0.301) and Family Responsibilities and Role Commitments (0.285) is the most important factors to extract Job Satisfaction, followed by Workload and



Operational Demands (0.173), Duty Schedule and Working-Time Conditions (0.008) and Work–Family Interface and Family Adjustment (0.024).

Suggestions

Based on the findings of the study, particularly the results of the multiple regression analysis on the influence of service conditions and familial-social commitments on job satisfaction among police officers, several measures are suggested to strengthen the work-life balance and enhance job satisfaction of police personnel.

1. Police departments should strengthen supportive supervision, fair duty allocation, transparent communication, recognition, and constructive relationships between senior and subordinate officers.
2. Adequate leave, regular weekly rest, welfare facilities, health and counselling support, and assistance during family emergencies should therefore be strengthened.
3. Police organizations may introduce family-friendly measures such as greater consideration of family circumstances in duty allocation, timely leave approval, support during family emergencies, and facilities that help officers manage family responsibilities.
4. Officers should be provided reasonable opportunities to participate in important social, cultural, and community activities, wherever operational requirements permit.
5. Appropriate manpower deployment, equitable distribution of workload, reduction of unnecessary administrative burden, and adequate staffing during high-demand periods may improve officers' work experiences and satisfaction.
6. Police authorities should continue to review long working hours, night duties, irregular shifts, and unexpected deployments to ensure adequate rest and recovery.
7. Family counselling, communication support, and awareness programmes may nevertheless help officers and their families adapt to the distinctive demands of police service.

Conclusion

The current study concludes that the aspects of work-life balance significantly contribute to the differences in job satisfaction among police personnel. Among the seven dimensions analysed, the Organisational and Supervisory Environment ($\beta = 0.447$) stands out as the most significant predictor, succeeded by Leave, Welfare and Service Support ($\beta = 0.384$), Social and Community Commitments ($\beta = 0.301$), Family Responsibilities and Role Commitments ($\beta = 0.285$), and Workload and Operational Demands ($\beta = 0.173$). These results suggest that police officers' job satisfaction is affected not only by the characteristics of their duties but also by the level of supportive supervision, welfare amenities, opportunities to meet familial and social obligations, and reasonable operational expectations provided by the organization. Conversely, Duty Schedule and Working-Time Conditions ($\beta = 0.008$) together with Work-Family Interface and Family Adjustment ($\beta = 0.024$) demonstrate favourable albeit statistically insignificant impacts at the 1% threshold. The results indicate that bolstering organisational support, welfare initiatives, supervisory methods, and family- and community-based assistance may provide greater improvements in job satisfaction than solely concentrating on work schedule adjustments. Law enforcement leaders and legislators ought to implement a cohesive work-life balance strategy that acknowledges the operational demands of policing alongside the personal, familial, and social necessities of police staff. Such initiatives can enhance job satisfaction, elevate morale, strengthen organisational allegiance, and facilitate more efficient provision of police services.



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