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WORK-LIFE BALANCE AND ITS RELATION TO DEMOGRAPHIC FACTORS: A STUDY OF POLICE PERSONNEL OF HIMACHAL PRADESH

Poonam Kaushal*, Jai Singh Parmar**

**Himachal Pradesh University Business School, Himachal Pradesh, India.*
Email: poonamkaushal47@gmail.com

***Professor, HPUBS, Himachal Pradesh University, Summer Hill, Shimla, Himachal Pradesh, India.*

Abstract: *The objective of the study is to examine the relationship between demographic factors and work-life balance (WLB) among police personnel of Himachal Pradesh. The study further examines differences in work-life balance of police personnel at varied levels of demographic factors. The demographic factors considered in the present study are age, gender and marital status. This study was conducted through the sample of 781 Non Gazetted Police Officers (NGOs) of Grade-II employed in Himachal Pradesh. The collected data has been analyzed with the help of SPSS 21. The study found that the demographic factors like age and gender has a significant relationship with work-life balance of police personnel. Police personnel of the lower age group face more difficulty in balancing the demands of work and other domains of life in comparison to police personnel of higher age group. No difference was found between married and unmarried police personnel with regard to work-personal life balance. Work interference with personal life was found less in case of male police personnel (WIPL, M=27.50) than female police personnel (WIPL, M=25.61).*

Keywords: *Demographic Factors, Police Personnel, Work-Life Balance, Work-Family Conflict*

Introduction

Work-life balance (WLB) has become remarkably eminent in the advancing economies in recent past. Work-life balance is understood as optimum utilization of resources between work and other domain of life. Work-life balance is often replaced by work-family balance. Work-life balance is a much broader concept than work-family balance in the sense that it encompasses multiple roles outside family life e.g. community, leisure and religious roles, that an individual engages in (Frone, 2003). It is vital for all individuals to maintain a balance between both the domains of life. Guest (as cited in Shah, 2014) emphasized that changing work demands such as long working hours, working intensively and working in strict deadlines to meet the demands of work influence the non-work life negatively, causing imbalance between the work-life and non-work life of individuals. Long working hours and strict deadlines at work may result in higher stress levels of individual and lead to less quality time with the family members (Guest, 2002). In response to shifts in the labor market and the changing nature of work, organizations are now modifying their workplaces to accommodate the varied needs of the workforce. Traditionally, work-life balance focused on family-friendly policies, however, today there is increasing recognition from organizations that work-life balance is about more than non-work life of individuals, and instead is helping employees to have access to working arrangements that are congruent with their other responsibilities, lifestyle and non-work life (Visser & Williams, 2006).

Policing is an important and demanding work. In the last 10 years, the police force has undergone several reorganizations in terms of its tasks and organization. Conventionally, the police is designated as the executive civil force of a county that is assigned with the duty of upholding public order and executing laws for the detection and prevention of the crime. But this role is developing into a multi-functional and multidimensional affair in the modern world. Today, the police is assumed, not solely to act as a negative enforcement agency, check all sorts of crimes, however additionally seen as a positive agency that is indulged in community policing and contacting people in social front for creating reforms (CHRI, 2014). Nature of police work and a multiplicity of stressful situations impose a high degree of stress among police personnel which affects their physical health, mental health as well as interpersonal relationship. The present study

focuses on the demographic variable which may possibly impact the work-life balance of police personnel. This study is important because police personnel may not able to spend sufficient time with their family and it has an adverse impact on individual performance (Yawalkar & Sonawane, 2016).

Literature Review

Many researchers examined that demographic factors which include age, gender, marital status, year of experience, number of a family dependent or family type, income and the working place have a significant impact on work-life balance. According to Bird (2006) and Thriveni and Rama (2012) maintaining a balance between work and family life is commonly more challenging for female employees than for their male counterparts as they are more responsible to family than their male counterpart. This signifies that in work-life, demographic factors, namely, gender play an important role. Other demographic factors, namely, marital status have the major effect on employment hours. Long working hours and caring responsibilities do indeed affect work-life balance of married employees than single men and women who are least likely bothered about long working hours (Eikhof, Warhurst, & Haunschild, 2007). Therefore, marital status becomes another significant variable as a demographic factor in work-life balance. As people become older; their physicality, behaviour as well as perception and evaluation of certain phenomena change. Therefore, assessment of work-life balance level achieved by employees is affected by their age. As a result, a wholesome practice of work-life balance is changed depending on the demographic factors, for instance, age, gender and marital status. Anitha and Muralidharan (2014) have found that demographic factors like age, salary, educational qualification, experience, type of family and working spouse have influence on work-life balance and on work related factors (like target oriented work, working hours, extended benefits and means of transportation facility). Crompton and Lyonette (2006) and Richert-Kazmierska and Stankiewicz (2016) in their research prove that the older people report lesser occurrences of work-life balance interruptions than younger ones (due to parental responsibilities, the initial phase of career development, etc.) i.e. people falling in older age groups are more likely to indicate the maintenance of work-life balance.

Yawalkar and Sonawane (2017) explored the relationship between demographic variables and work-life balance of police personnel. They found that demographic factors life age, number of family dependents, and working place has a significant relationship with work-life balance. It has also investigated that demographic variables lead mistakes at workplace, increases error, and has negative impact on a person's health. Thriveni and Rama (2012) have found that women have more responsibility of the dependents. Their study revealed that demographic factors have influence on work-life balance of women and researcher have suggested that to balance the work-life and family life of women, there should be family-friendly workplace policies in the organizations. Mjoli, Dywili, and Dodd (2013) observed that demographic factors, namely, age, number of children and age of the youngest child were to be positively correlated to work-family conflict. Marital status was found not to be significantly correlated to work-family conflict. Benjamin and Samson (2014) investigated the relationship of demographic variables and life satisfaction. They found age and occupational type as predictors of life satisfaction, but gender was found not a good predictor of life satisfaction. Ramadoss and Rajadhyaksha (2012) investigated the gender disparity in dedication to the job, work-family conflict and social support in employed parents who have school going children and also belonging to the upper socioeconomic class in urban India. The study found a considerable difference between men and women in work-to-parent conflict and energy-based strain. Further study found no considerable difference in work-spouse conflict, work-leisure conflict or work-homemaker conflict. Men indicated appreciably more support than women in supervisor support, co-worker support and extended family support in managing work and family responsibilities.

Balance between work and non-work demands is an issue that pertains to all who are in paid work, regardless of whether they have family responsibilities or not (Dex & Scheibl, 2001; Fu & Shaffer, 2001; Rotondo, Carlson, & Kincaid, 2003). Past studies makes it clear that the employees who live within a family that does not include children (Waumsley, Houston, & Marks, 2010) or those who are not married yet can experience a low level of work-life balance too and need to be taken into consideration when implementing family-friendly policies that promote flexibility in the workplace. Delina and Raya (2013) in their study revealed that married working women find it very challenging to balance their work and personal life irrespective of the age group they belong to, the number of children they have, their spouse's profession and the industry they are into.

Research Gap

Today, the demands in family have increased as a consequence of a shift in demographic factors and change in the family social system such as an inflow of women in the workforce, dual-earner couples, one-parent families and nuclear households. No longer does a man solely work to financially support the family, nor does a woman stay at

home to care for dependents and the home; men and women are assuming multiple roles as they take responsibilities for earning money and caring for their family and home. This trend has enhanced the child and elder care burden on a large number of employees and in addition created new challenges in balancing work and family life. The environment in which organizations now operate is totally different from past history, with new demands in a constant state of flux (Riley, 2012).

From the previous studies, it is clear that nowadays the workload of police personnel is increasing due to the nature of their work and heavy responsibilities which they carry while dealing with people, anti-social elements, judiciary, human rights and more importantly, with family members, led to higher stress for them. Thus, it is to be considered that they have to perform multiple roles throughout their lives. Consequently, it has become difficult for them to manage work domain and non-work domains of life effectively. More number of studies are available for work-life balance of employees in public sector organizations and private sector organizations. However, there is not enough literature available with special focus on work-life balance of police personnel particularly in Himachal Pradesh. The previous studies conducted in this area bring forth the challenges and the stress of police personnel. In the present study an effort is made to find out the role of demographic factors in im/balancing work-life of police personnel of Himachal Pradesh.

Objectives

The present study was conducted with the following objectives:

- To study the relationship between demographic factors and work-life balance of police personnel of Himachal Pradesh.
- To study the differences in work-life balance of police personnel at varied levels of demographic factors.

Hypothesis

- $H_{a(i)}$: There is significant correlation between age and work-life balance (and its dimensions) of police personnel in Himachal Pradesh.
- $H_{a(ii)}$: There is a significant difference in work-life balance (and its dimensions) of police personnel at varied levels of age.
- $H_{b(i)}$: There is significant correlation between gender and work-life balance (and its dimensions) of police personnel in Himachal Pradesh.
- $H_{b(ii)}$: There is a significant difference in work-life balance (and its dimensions) of male and female police personnel.
- $H_{c(i)}$: There is significant correlation between marital status and work-life balance (and its dimensions) of police personnel in Himachal Pradesh.
- $H_{c(ii)}$: There is a significant difference in work-life balance (and its dimensions) of single/widowed/divorced and married police personnel.

Methodology

The present study is mostly based on primary data which was collected from 781 Non Gazetted Police Personnel (NGOs) of Grade-II, i.e., constables and head-constables engaged in various police organizations of Himachal Pradesh. To obtain the required information a well-structured questionnaire was designed and dispensed among respondents. There are twelve districts in the state of Himachal Pradesh. The districts with the maximum number of police personnel viz., Shimla, Solan, Kangra and Mandi were selected for the study. 781 police personnel (NGOs-Grade II) were selected for the study on the basis of convenience and judgment sampling. Questionnaires were distributed among 1040 police personnel out of which 812 questionnaires were returned by respondents. Out of these 812 questionnaires, 781 were taken for the analysis purpose, thus yielding a response rate of 75%. Total 31 questionnaires were omitted due to reasons of incompleteness and irrelevance. The data, thus, collected has been analyzed with the support of SPSS 21. The various statistical tools viz. Pearson correlation coefficient, one-way ANOVA and post hoc tests were used to analyze the data.

Tool Used

Work-Life Balance: Work-life balance was computed with 15-item scale given by Hayman (2005) to measure three dimensions of work-life balance, namely, work interference with personal life (WIPL), personal life interference with work (PLIW) and work/personal life enhancement (WPLE). The scale used in the present study is modified from an instrument developed by Fisher-McAuley, Stanton, Jolton, and Gavin (2003). Their original scale consisted of 19 items was developed to measure three dimensions of work-life balance which has been modified to 15 items but retains all three dimensions. The selected police personnel were asked to state the frequency with which they have felt in a particular way during the preceding three months using a seven point scale, e.g. 1=Not at all, 4=Sometimes and 7=All the time. The scale was scored as 7,6,5,4,3,2,1 (7=Not at all,

4=Sometimes, and 1=All the time) meant for the dimensions of work interference with personal life (except item 7, which was reverse coded) and personal life interference with work. Higher scores implied low interference and lower levels of interference were interpreted as higher levels of work-life balance. For work/personal life enhancement dimension scoring was as 1,2,3,4,5,6,7 (1=Not at all, 4=Sometimes and 7=All the time) as the items were positively stated. The overall work-life balance score was calculated by adding the score on three dimensions. Reliability for the scale was estimated using the Cronbach alpha coefficient. The Cronbach alpha coefficient was .86 for WIPL, .85 for PLIW and .82 for WPLE. The overall work-life balance (WLBT) scale had a reliability of α=.86.

Findings and Discussion

Demographic Summary of the Respondents

The demographic summary of the respondents is described in Table 1. The average age of the police personnel (NGOs Grade-II) worked out in the study was 32.58 years (S.D.=7.50). 78.9% of the police personnel were male and 21.1% were female. In terms of marital status, 57.6% of respondents were married and 42.4% were single, widowed, or divorced.

Table 1: Demographic Summary of the Respondents

Gender		Marital Status		Age		
Male	Female	Married	Single/Widowed/Divorced	Min.	Max.	Mean
616(78.9)	165(21.1)	450(57.6)	331(42.4)	22	58	32.58

Note: *Figures in parenthesis shows percentages.*

Relationship between Work-Life Balance and Demographic Factors (Age, Gender and Marital Status)

The demographic factors considered for the present study are age, gender and marital status. Table 2 shows the relationship between work-life balance and demographic factors, i.e. age, gender and marital status.

Table 2: Correlation Coefficient Between Work-Life Balance and Demographic Factors

Work-Life Balance (its dimensions)	Demographic Factors		
	Age	Gender	Marital Status
1WIPL***	.169**	-.093**	-.010
1PLIW***	.104**	.021	.064
WPLE***	.043	.021	-.031
WLBT***	.154**	-.041	005

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

*Correlation is significant at the 0.05 level (2-tailed).

***WIPL – Work interference with personal life, PLIW – Personal life interference with work, WPLE – Work/ Personal life enhancement, WLBT – Overall work-life balance.

[1]Higher score means less interference.

As shown in Table 2, age was found to be significantly positively correlated to work interference with personal life (WIPL, r=.169**, p<.01), personal life interference with work (PLIW, r=.104**, p<.01), and overall work-life balance (WLBT, r=.154**, p<.01) at 1% level of significance. No relationship was found between age and work/personal life enhancement (WPLE, r=.043, p=n.s.). Hence, the research hypothesis $H_{a(i)}$ i.e., *there is significant correlation between age and work-life balance (and its dimensions) of police personnel in Himachal Pradesh* is accepted for the dimensions of work interference with personal life, personal life interference with work and for overall work-life balance. However, it is rejected for the dimension of work/personal life enhancement.

Gender was found to be significantly correlated to work interference with personal life (WIPL, r=-.093**, p<.01) at the 1% level of significance. However, no significant correlation was found between gender and personal life interference with work (PLIW, r=.021, p=n.s.), work/personal life enhancement (WPLE, r=.21, p=n.s.) and overall work-life balance (WLBT, r=-.041, p=n.s.). Hence, the research hypothesis $H_{b(i)}$ i.e., *there is significant correlation between gender and work-life balance (and its dimensions) of police personnel in Himachal Pradesh* is accepted for work interference with personal life. However, it is rejected for the dimensions personal life interference with work, work/

personal life enhancement and for overall work-life balance.

In case of marital status, no correlation was found between marital status and work interference with personal life (WIPL, r=-.010; p=n.s.), personal life interference with work (PLIW, r=.064; p=n.s.), work/personal life enhancement (WPLE, r=-.031; p=n.s.) and overall work-life balance (WLBT, r=-.005; p=n.s.). Hence, the research hypothesis $H_{c(i)}$ i.e., *there is significant correlation between marital status and work-life balance (and its dimensions) of police personnel in Himachal Pradesh* is rejected for the dimensions work interference with personal life, personal life interference with work, work/personal life enhancement and for overall work-life balance.

From the above, it can be concluded that there is an association between demographic factors viz., age and gender and work-life balance of police personnel. The study found no correlation between marital status and work-life balance of employees. Aryee, Luk, Leung, and Lo (1999) found that gender was negatively related to work-family conflict, advocating that men did not experience as much work-family conflict as women. Women reported experiencing significantly greater role overload than men. Higgins, Duxbury, and Lee (1994); Rajadhyaksha and Velgach (2009) found that women were experiencing greater work to family interference than men. Emslie and Hunt (2009) found age as one of the constraints for work-life balance.

Panisoara and Serban (2013) found that marital status, i.e., unmarried and married do not have a significantly different level of work-life balance. The relationship between these demographic variables and work-life balance of employees will prove an important input in designing appropriate policies for employees to address their work-life balance issues.

Difference in Work-Life Balance (and Its Dimensions) among Police Personnel at Varied Levels of Age

One-way ANOVA was employed to find whether there is any significant difference in work-life balance (and its dimensions) of police personnel at varied levels of age. If significant difference was found, the post hoc test was employed to identify the pair of groups that contributed to significant differences. The results of the test are discussed.

Table 3: Descriptive Statistics for Police Personnel (in relation to age)

Work-Life Balance	Age	N	Mean	Standard Deviation
WIPL	≤ 30	398	26.21	7.78
	31–40	254	27.37	8.93
	41–50	104	28.10	7.48
	≥51	25	35.64	8.13
PLIW	≤30	398	16.91	4.57
	31–40	254	17.28	5.06
	41–50	104	17.76	4.77
	≥51	25	19.88	5.46
WPLE	≤30	398	15.18	5.09
	31–40	254	14.85	4.71
	41–50	104	15.41	5.38
	≥51	25	18.24	7.17
WLBT	≤30	398	58.29	13.37
	31–40	254	59.50	13.39
	41–50	104	61.27	13.70
	≥51	25	73.76	17.48

As per details given in Table 3, the total sample of police personnel belongs to four groups when classified on the basis of their age. The groups are 'less than or equal to 30 years', '31–40 years', '41–50 years' and 'greater than or equal to 50 years'. The mean scores of work-life balance and its dimensions of four groups were compared using one-way ANOVA.

Table 4: Test of Homogeneity of Variances – (in relation to age)

Work-Life Balance	Levene Statistic	Df1	Df2	Sig.
WIPL	2.715	3	777	.044
PLIW	1.219	3	777	.302
WPLE	4.371	3	777	.005
WLBT	2.492	3	777	.059

Table 4 shows the results of Levene's test of homogeneity of variances, which tests for similar values. The significance value is greater than 0.05 for the dimension PLIW, and for WLBT. Therefore, the assumption of homogeneity of variance is supported for these dimensions. However, for the dimensions WIPL and WPLE, the sig. value is lesser than 0.05. This suggests that the homogeneity of variance is not met and therefore two robust tests (Welch and Brown-Forsythe) were conducted that should be accurate when the homogeneity of variance does not hold true.

Table 5: Robust Tests of Equality of Means – (in relation to age).

		Statistic	Df1	Df2	Sig.
WIPL	Welch	11.485	3	102.739	.001
	Brown-Forsythe	11.541	3	185.288	.001
WPLE	Welch	1.958	3	99.699	.125
	Brown-Forsythe	2.608	3	95.0474	.056

Table 5 shows the details of robust tests of equality of means. From the results it can be inferred that there is a significant difference in work interference with personal life (WIPL, $F=11.485$, $p<0.05$) of police personnel at different levels of age. However, no significant difference is found in work/personal life enhancement (WPLE, $F=1.958$, $p>0.05$) of police personnel at different levels of age.

Table 6: ANOVA Table for Work-Life Balance of Police Personnel at Varied Levels of Age

Work-Life Balance	Sources of Variance	Sum of Squares	Df	Mean Square	F	Sig.
PLIW	Between Groups	247.495	3	82.498	3.599	.013
	Within Groups	17811.156	777	22.923		
	Total	18058.650	780			
WLBT	Between Groups	5983.436	3	1994.479	10.835	.001
	Within Groups	143033.127	777	184.084		
	Total	149016.563	780			

Table 6 shows the output of ANOVA analysis. F values were found to be significant for the dimension PLIW ($F=3.599$, $p<0.05$) and for WLBT ($F=10.835$, $p<0.05$). The results imply that there is a significant difference in personal life interference with work and overall work-life balance among police personnel at different levels of age.

Since the groups were found to be significantly different on the dimensions WIPL, PLIW and for WLBT in one-way ANOVA, the post hoc test was employed to identify the pair of groups that contributed to significant differences. The results of the comparison are summarized in Table 7.

Table 7: Games-Howell Post Hoc Test for Comparison of Work-Life Balance of Police Personnel at Varied Levels of Age

DV	(I) Age_g	(J) Age_g	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
WIPL	≤30	31–40	-1.16799	.68254	.319	-2.9275	.5916
		41–50	-1.89012	.83086	.108	-4.0464	.2662
		≥51	-9.43397*	1.67279	.001	-14.0135	-4.8544
	31–40	≤30	1.16799	.68254	.319	-.5916	2.9275
		41–50	-.72214	.92318	.862	-3.1115	1.6672
		≥51	-8.26598*	1.72051	.001	-12.9443	-3.5876
	41–50	≤30	1.89012	.83086	.108	-.2662	4.0464
		31–40	.72214	.92318	.862	-1.6672	3.1115
		≥51	-7.54385*	1.78456	.001	-12.3606	-2.7271
	≥51	≤30	9.43397*	1.67279	.001	4.8544	14.0135
		31–40	8.26598*	1.72051	.001	3.5876	12.9443
		41–50	7.54385*	1.78456	.001	2.7271	12.3606

The mean difference is significant at 0.05 level.

Table 7 shows the results of the Games-Howell post hoc analysis. Work interference with personal life enhancement significantly among age group '≥51'. However, no significant difference in WIPL was found between age group '≤30', '31–40', '41–50' ($p>0.05$). Work interference with personal life was found to be highest among NGOs-Grade II in the age group '≤30 ($M=26.21$)' followed by age group '31–40 ($M=27.37$)', age group '41–50 ($M=28.10$)' and age group '≥ 51 ($M=35.64$)'.

Table 8: Tukey HSD Post hoc Test for Comparison of Work-Life Balance of Police Personnel at Varied Levels of Age

DV	(I) Age_g	(J) Age_g	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
PLIW	≤30	31–40	-.37500	.38540	.764	-1.3649	.6149
		41–50	-.85509	.52727	.367	-2.2126	.5024
		≥51	-2.97548*	.98718	.014	-5.5171	-.4339
	31–40	≤30	.37500	.38540	.764	-.6149	1.3649
		41–50	-.48009	.55737	.825	-1.9151	.9549
		≥51	-2.60047*	1.00358	.048	-5.1843	-.0167
	41–50	≤30	.85509	.52727	.367	-.5024	2.2126
		31–40	.48009	.55737	.825	-.9549	1.9151
		≥51	-2.12038	1.06646	.193	-4.8661	.6253
	≥51	≤30	2.97548*	.98718	.014	.4339	5.5171
		31–40	2.60047*	1.00358	.048	.0167	5.1843
		41–50	2.12038	1.06646	.193	-.6253	4.8661
WLBT	≤30	31–40	-1.20603	1.08962	.685	-4.0114	1.5993
		41–50	-2.97526	1.49417	.192	-6.8222	.8716
		≥51	-15.46603*	2.79748	.001	-22.6684	-8.2636
	31–40	≤30	1.20603	1.08962	.685	-1.5993	4.0114
		41–50	-1.76923	1.57949	.677	-5.8358	2.2973
		≥51	-14.26000*	2.84396	.001	-21.5821	6.9379
	41–50	≤30	2.97526	1.49417	.192	-.8716	6.8222
		31–40	1.76923	1.57949	.677	-2.2973	5.8358
		≥51	-12.49077*	3.02215	.001	-20.2716	-4.7099
	≥51	≤30	15.46603*	2.79748	.001	8.2636	22.6684
		31–40	14.26000*	2.84396	.001	6.9379	21.5821
		41–50	12.49077*	3.02215	.001	4.7099	20.2716

Table 8 shows the results of the Tukey HSD post hoc analysis. Personal life interference with work differed significantly among age group '≥51' ($p<0.05$). However, no significant difference in PLIW was found between age groups: '≤30', '31–40' and '41–50' ($p>0.05$). Personal life interference with work was found to be highest among NGOs-Grade II in the age group '30 & below 30 (M=16.90)' followed by age groups '31–40 (M=17.28)', '41–50 (M=17.76)' and above '50 (M=19.88)' respectively.

In addition, overall work-life balance differed significantly between the age group '≥51' ($p<0.05$). However, no significant difference in WLBT was observed between age groups: '≤30', '31–40' and '41–50' ($p>0.05$). Overall work-life balance was found to be highest among police personnel in the age group 'above 50 (M=73.76)' followed by age groups '41–50 (M=61.27)', '31–40 (M=59.50)' and '30 and below 30 (M=58.29)' respectively.

Hence, the research hypothesis $H_{a(ii)}$ i.e., *there is a significant difference in work-life balance (and its dimensions) of police personnel at varied levels of age* is accepted for the dimensions of work interference with personal life, personal life interference with work and for overall work-life balance. However, it is rejected for the dimension of work/personal life enhancement.

From the analysis of the present study, it can be concluded that the police personnel who are in a lower age group face more difficulty in balancing the demands of work and non-work domains in comparison to police personnel of higher age group. This finding is supported by the studies conducted by Williams and Alliger (1994), Adam (2008), Fub, Nubling,

Hasselhorn, Schwappach, and Rieger (2008) and Welford (2008). Williams and Alliger (1994) testify that there is a negative correlation between age and work-life conflict. Adam (2008), Fub et al. (2008) found younger age as a predictor of work-family conflict. Welford (2008) found that employees in the age group 40 - 49 are more contented with their work-life balance. Rabl and Kuhlmann (2009) provide evidence for lower work-life conflict of older employees. Sharma and Parmar (2015) also found that the doctors who are in the age group 'below 30' face more difficulty in balancing the demands of work and other domains of life.

Difference in Work-Life Balance (and Its Dimensions) among Male and Female Police Personnel

Independent sample t-test was employed to find whether there is any significant difference in work-life balance (and its dimensions) of male and female police personnel. The results of the test are discussed.

Table 9: T-test Descriptive Statistics (in relation to gender)

Group Statistics				
Work-Life Balance	**Gender**	**N**	**Mean**	**Standard Deviation**
WIPL	Male	616	27.50	8.54
	Female	165	25.61	6.96
PLIW	Male	616	17.17	4.92
	Female	165	17.42	4.42
WPLE	Male	616	15.11	5.18
	Female	165	15.38	4.76
WLBT	Male	616	59.78	14.27
	Female	165	58.41	11.35

As per details given in Table 9, the total sample of police personnel belongs to two groups when classified on the basis of their gender. The groups are 'male' and 'female'. The mean scores of work-life balance and its dimensions of two groups were compared using t-test. The result of this comparison is given in Table 10.

Table 10: Test for Equality of Means (Work-life balance in relation to gender)

Work-Life Balance		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	T	df	Sig. (2-tailed)	Mean difference	Std. Error difference	Lower	Upper
WIPL	Equal variances assumed	9.362	.002	2.614	779	.009	1.88626	.72160	.46974	3.3027
	Equal variances not assumed			2.938	309.342	.004	1.88626	.64202	.62297	3.1495
PLIW	Equal variances assumed	3.703	.055	-.575	779	.566	-.24286	.42257	-1.0724	.58666
	Equal variances not assumed			-.611	282.527	.542	-.24286	.39733	-1.0249	.53925
WPLE	Equal variances assumed	2.018	.156	-.596	779	.551	-.26656	.44688	-1.1437	.61067
	Equal variances not assumed			-.627	277.349	.531	-.26656	.42535	-1.1038	.57076
WLBT	Equal variances assumed	15.264	.001	1.146	779	.252	1.37684	1.20191	-.98253	3.7362
	Equal variances not assumed			1.306	317.173	.193	1.37684	1.05442	-.69770	3.4514

Table 10 shows an analysis of work-life balance in relation to gender. The significance value, i.e., p-value corresponding to the F-test of equal variances assumed is greater than .05 for PLIW (.055) and WPLE (.156). This suggested that the independent two sample t-test with equal variances should be used to compare the mean scores. The p-value or the significance value corresponding to the F-test of equal variances assumed is less than .05 for WIPL (.002) and WLBT (.001). This suggested that the independent two sample t-test with equal variances not assumed should be used to compare the mean scores. The p-value of t-test with equal variance not assumed was WIPL (.004) and WLBT (.193). The p-value for work interference with the personal life was found to be less than 0.05 which means that there is a significant difference in work interference with the personal life of male and female police personnel at the 5%

level of significance. From the details of the Table 10, work interference with personal life was found to be less in case of male (WIPL, M=27.50) than female (WIPL, M=25.61). However, the p-value for PLIW, WPLE and WLBT were found to be greater than .05 which suggested that there is no significant difference in PLIW, WPLE and WLBT of male and female police personnel. Hence, the research hypothesis $H_{b(ii)}$ i.e., *there is a significant difference in work-life balance (and its dimensions) of male and female police personnel* is accepted for the dimension work interference with personal life. However, it is rejected for the dimensions of personal life interference with work, work/personal life enhancement and for overall work-life balance.

As significant difference was found in WIPL of male and female police personnel, this finding supports the observation made by Ngo and Lui (1999). Ngo and Lui (1999) reported the negative effects of work interference with family are stronger for female than for male. Higgins et al. (1994) concluded that women experiences more work interference with family and family interference with work than men. Williams and Alliger (1994) noted that the women displayed stronger spillovers from work to family and family to work than men. Researchers Higgins et al. (1994) and Rajadhyaksha and Velgach (2009) found that women were experiencing greater work to family interference than men.

As no significant difference was found in PLIW, WPLE and WLBT of male and female police personnel, this indicates that both male and female police personnel experience similar levels of personal life interference in work, similar work/personal life enhancement and also have similar overall work-life balance. These findings are corroborated by the results of some earlier studies by Frone, Russell, and Cooper (1992a), Kinnunen and Mauno (1998) and Wesley and Muthuswamy (2005). Warrier (2013) also reported no effect of gender difference in work-life balance index of software professionals.

Difference in Work-Life Balance (and Its Dimensions) among Single/Widowed/ Divorced and Married Police Personnel

Independent sample t-test was employed to find whether there is any significant difference in work-life balance and its dimensions of single and married police personnel. The results of the test are discussed.

Table 11: T-Test Descriptive Statistics for police Personnel (in relation to marital status)

Work-Life Balance	Marital Status	N	Mean	Standard Deviation
WIPL	Single/Widowed/Divorced	331	27.19	7.64
	Married	450	27.03	8.70
PLIW	Single/Widowed/Divorced	331	16.86	4.06
	Married	450	17.49	5.29
WPLE	Single/Widowed/Divorced	331	15.35	4.90
	Married	450	15.03	5.23
WLBT	Single/Widowed/Divorced	331	59.42	12.40
	Married	450	59.56	14.62

As per details given in Table 11, the total sample of police personnel belongs to two groups when classified on the basis of their marital status. The groups are 'Single/Widowed/ Divorced' and 'Married'. The mean scores of work-life balance (and its dimensions) of two groups were compared using t-test. The result of this comparison is given in table 12.

Table 12: Test for Equality of Means (Work-life balance in relation to marital status of police personnel)

Work-Life Balance		Levene's Test for Equality of Means		t-test for Equality of Means						
				95% Confidence Interval of the Difference						
		F	Sig.	T	df	Sig. (2-tailed)	Mean difference	Std. Error difference	Lower	Upper
WIPL	Equal variances assumed	13.049	.001	.271	779	.786	.16224	.59867	-1.0129	1.3374
	Equal variances not assumed			.276	755.018	.782	.16224	.58696	-.99002	1.3145

Work-Life Balance		Levene's Test for Equality of Means		t-test for Equality of Means						
							95% Confidence Interval of the Difference			
		F	Sig.	T	df	Sig. (2-tailed)	Mean difference	Std. Error difference	Lower	Upper
WPLE	Equal variances assumed	3.382	.066	.870	779	.385	.32094	.36906	-.40352	1.0454
	Equal variances not assumed			.878	735.350	.380	.32094	.36540	-.39641	1.0382
WLBT	Equal variances assumed	11.381	.001	-.142	779	.887	-.14086	.99368	-2.0914	1.8097
	Equal variances not assumed			-.145	763.435	.884	-.14086	.96916	-2.0433	1.7616

Table 12 shows analysis of work-life balance in relation to marital status of police personnel. The significance value, i.e., p-value corresponding to the F test of equal variances assumed is less than 0.05 for WIPL (.001), PLIW (.001) and WLBT (.001). This advocated that independent two sample t-test with equal variances not assumed should be used to compare the mean scores of work interference with personal life, personal life interference with work and overall work-life balance for married and unmarried police personnel. The p-value of t-test with unequal variances obtained for WIPL (.782), PLIW (.063) and WLBT (.884) is greater than 0.05 which implied no significant differences in work interference with personal life, personal life interference with work and overall work-life balance between married and unmarried police personnel at the 5% level of significance. The significance value, i.e., p-value corresponding to the F test of equal variances assumed is greater than 0.05 for PLIW (.066). This suggested that independent two sample t-test with equal variances should be used to compare the mean score of work/personal life enhancement for married and unmarried police personnel. The p-value of t-test with equal variances obtained for WPLE (.385) is greater than 0.05 which implied no significant differences in work/ personal life enhancement between married and unmarried police personnel. These results are in line with the study of Hsieh, Pearson, Chang, and Uen (2005) who found no difference between married and unmarried managers with regard to work-personal life balance.

Hence, the research hypothesis $H_{c(ii)}$ i.e., *there is a significant difference in work-life balance (and its dimensions) of single/ widowed/ divorced and married police personnel* is rejected for the dimension work interference with personal life, personal life interference with work, work/personal life enhancement and for overall work-life balance.

Conclusion and Implications

The main aim of the present study was to examine the relationship between demographic factors and work-life balance (its dimensions) of police personnel (Non Gazetted Police Officers (NGOs) of Grade-II) of Himachal Pradesh. From the results and discussion above, it can be concluded that work-life balance of selected police personnel is influenced by their age. Police personnel of the lower age group face more difficulty in balancing the demands of work and other domains of life. A number of reasons could be responsible for this e.g., longer working hours, frequent night duties and calls, examinations, no post duty offs, low discretion or control over how to carry out the job, workload, role conflict, schedule inflexibility, low support etc. (Sharma & Parmar, 2015). In addition, police personnel in this age group may get married and start their family making it even more challenging for them to manage the demands of work and life. Further, the study concludes that the female police personnel face more interference of work in their family life than their male counterparts, while managing the family commitments and also working in law enforcement.

The present study further reveals that the work-life balance may vary at different stages in the life cycle of an individual's career life. Hence organizations are expected to have flexible and open-minded approach for ensuring the right balance. Approaches like providing a pleasant atmosphere at work where employees can interact informally; creating a casual space for chatting and unwinding with colleagues' and seniors would help in building the transparency within the organization and let employees the freedom to voice their views. Further introduction of work-life policies can help police officers in achieving work-life balance. These policies should be supported by the culture of organization (values, beliefs and norms) and support of management. A research

by Tuffin and Baladi (2001) showed that introduction of part-time working, job-share and career breaks have a positive effect on the retention of women police officers. Self-rostering where staff can choose the patterns they want to work, within agreed parameters, while meeting the needs of the organization and not imposing duties can help employees becoming more efficient and effective at work and at other domain of life.

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