

Influences on police women's work life balance: A structural equation modeling approach

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ABSTRACT: Posited in contingency perspective and job demands literature, the key constructs for the study are 'Occupational Hardiness', 'Career Management Behavior', 'Intentions to work', 'In domain job demands', 'In domain job resources', 'Leader Management Exchanges', 'Team Management Exchanges', 'Psychological Empowerment', 'Perceived Fit', 'Work life balance', 'Thriving at work' and 'Taking Charge'. The research relied on quantitative analysis of the variables across contextual and social perspective. The gender specific operationalization with focus on contextual embeddedness of multiple influences from across personal perspective, job based perspectives and contextual forces; were considered. The approach and operationalization of topic borrows from existing literature particularly the Bakker's 'individual approaches', 'organizational and system approaches', Bird's two leg work balance proposition, Greenhaus's perspectives on involvement, Guest's modeling of influences and organizational interventions. The SPSS and AMOS statistical software were leveraged to analyze the mine the data hence collected. The choice of research tools need to keep in mind the conceptualization of 'gender based dimension' of 'work-life balance behavior' as being explored from contrasting dimensions across the literature. The women based 'work life balance' thinking has been observed as being influenced by the self-determination impetus by the job crafting propositions and by the responses to contextual influences. The observations are in line with evolving that calls for major role of individual's (women police official's) self-role in seeking the requisite work life fit and balance. The challenges are immense in terms of personal dexterity, job based demands and extent of balancing contextual

demands and aspirations. The research concludes that realization of career aspiration in police services is prone to satisfactory achievement of work life balance.

Key Words: SEM, Work life balance, women professionals, society, workplace, work- family conflict struggle, challenges, working women, career aspiration, individual aspects, role conflict, Jharkhand.

I. BACKGROUND

The work-life balance (Guest, 2001) constitutes a vital phase in work life of individuals. The amount of research and scholarly work with regard to women's 'work-life balance behavior' is on the rise and has been observed to overtake the general human resource management emphasis on other key areas. The work life balance (WLB) is widely regarded as an evolving and multidimensional construct and the body of knowledge on the subject continues to develop in developed and developing economies alike. WLB is widely recognized as essential part of employee's work life and non-work life. As the term suggests, this involves the employee-employer interface and sense of hairline balance that differentiates a state of balance from state of non-balance. WLB could manifest across individual employee perspective or across employer perspective in terms of support and policies for employees. The term "work life balance" has been defined in multiple ways and means in literature. There are instances of "gender specific" differences in defining and interpreting the work life balance based propositions. The recent definition reviewed the phenomenon as involving the individual, organizational and contextual aspects. The "work-life" balance (Felstead, 2006) has been interpreted as the

relationship between institutional, individual and cultural mechanisms across spaces of work and non-work across the societies where the income is generated and presumptively distributed across the labor markets. In simpler words, the individual factors (mindsets, attitudes, cognitions, perceptions) across evolving organizational cultures and work places does impact the discretion that a worker enjoys at the respective workplace. "Individual choices" as being constrained by the prevailing work structuring and organizational culture (Vyas, 2017), could be a simpler explanation for the phenomenon across organizational domains. The work and non-work related domains of life seem to clash and lays the basis for the obvious need for attainment of fragile balance. The work life balance across police services has been observed as a major challenge. The studies (Guest, 2001) across women work force further attribute the phenomenon as a tight rope balance (Nissen, 2018) between the work based compulsions and life based aspirations. The research (Guest, 2001) on subject matter holds the organizational and individual factors as well as level of contextual embeddedness of the individual as influencing the work-life balance behavior. The section of literature (Crompton, 2009) emphasizes the interfaces between work and life as predominantly responsible for the prevalence of need for work-life balance across women employees and employers. The women employees (Dassanayake, 2019) particularly have been observed to be at fore front of work-life balance crises as she shares the responsibility for disproportionate domestic duties and family bound responsibilities along with career based mobility and attainment of professional excellence in life. The research interest in work life balance behavior of women police officers in Indian police services, stems from the reported instances of work-life mismanagement. The rationale behind this research is to classify and examine the individual derived, cognition driven, organization determined and contextual embeddedness based aspects that seem to shape the women police officer's work balance behavior. The research is needed to review the phenomena affecting the women police officers across Indian police services. The research could review the phenomena by combining the theoretical paradigms with the practical knowledge to arrive at conclusions that reflect the ground based reality.

II. LITERATURE

The phenomenon of theorizing the women police officer's work life balance behavior would borrow extensively from the existing theoretical

frameworks, paradigms, conceptual frameworks and earlier research as accomplished. A large section of studies (Almuth, 2014) report the incidence of impact of organizational environment, work culture, access to job resources, lateral job based demands as shaping women's perceptions with regard to achievement of balance. Thus the research attempts at theorizing the phenomena will explore the factors or the antecedents that could possibly impact the women's sense making in work conditions. The individual personal assets (Barney, 1995), abilities, capabilities, dynamic competencies and assets in terms of traits and skills; often have been observed as instrumental in shaping the impetus for occupational proficiency (Demerouti, 2003), hardiness, ability to resist, signal intention to stay and lead. The women police personal based individual competencies (Daderman, 2019) and skillsets (Kumaraswamy, 2015) could involve the mental and physical toughness, preparedness, proactive signaling, ability to resist pressures, task related hardiness and intentions to work well beyond time frames. The individual employee based sense making owes a lot towards achieving work life balance. The literature (Albertson, 2008) regards these abilities (Cheeng, 2019) and dynamic capabilities (Daderman, 2019) and employee's personal resources and personal capabilities as prime contributors towards occupational proficiency. The individual based personal resources (Xanthopoulou, 2009) count as the potential assets which are considered as functional in achievement of goals, seem to protect extensively from being copied or stolen, owes a lot to stimulating the personal growth and psychological development, shape positive image of self and self-abilities at respective place of work. The literature (Xanthopoulou, 2007) on subject seems to link 'personal resources' with 'job resources' and work based engagement. The 'conservation of resources' paradigm (Hoobfoll, 1989) reflects extensively on the 'resources' as the fulcrum of all decision making in organization and individual perspective. The woman's own competencies, personal career resources and career based meta capabilities seem to figure prominently across the attempts to seek fit and balance in prevailing work conditions. The "job design" in police services (Wolter, 2019) is widely believed to shape women employee's access to job resources and respective demands from the role that is being assigned. The job design and job crafting in police services (McDowall, 2014) in Indian perspective seems to harp on the job based provisions, interdependencies, relations and contextual influences. The 'job design' in public services

(Dulk, 2010) often involves the characteristics of tangible aspects that shape role development and respective role playing. The theoretical paradigm emphasizes the job as involving the distinct job based demands and distinct job based demands. The job design in police services in developing economies (Schaufeli, 2017) has been observed to involve the aspects of the consistent law enforcement and community policing perspectives. Job design and job demands are in turn dependent on resources and their allocation efficiencies, contexts and patterns; matter in public services. The contextual forces (Lee, 2015) seem to be prominent in shaping the impetus with regard to sense making and decision making. The contingency theory establishes the rationale for the contextual influences as prevalent on the human action, human resource decision making and strategy building across uncertain environments. The literature on subject calls for the identification of the unique influences that seem to operate in myriad ways and means. The literature (Basinska, 2020) emphasizes the role of contextual work related actors as shaping the interaction tendency. The studies on subject however point towards the incidence of the substantial impact of agency and capabilities (Hobson, 2011) approach to achievement of work-life balance in public service organization across developing economies in particular. The women officer's sense of empowerment at workplace seems to matter. The study (Liden, 2000) across 337 middle ranking employees explored the scope for the role of empowerment in relation between leader-member

exchanges, team member exchanges and the employee based occupation characteristics. The study deployed the factor analysis and structural equation modeling methodology to figure out the relationships and the subsequent impact on sense making with regard to workplace empowerment. The traditional social outlook and lack of parental interest in girl child career orientation and spousal support seem to matter for professionalism development in challenging work conditions. The "high performing work practices" based literature lays enormous emphasis on need of family based lateral support in formal achievement of institutionalized work life balance. The studies advocate the WLB as vital for the sustained human resource development and organizational human capital sustenance in women police officials. The studies also seem to link the family support with women official's WLB with psychological benefits for women employees in terms of "thriving at workplace" and "taking more responsibilities" as respective workplace based outcomes. The career advancement (Inamdar, 2017) and family support has been observed bearing a direct relationship across the young women employees in public services domain. The family-career linkages (Frone, 1992) seem to strengthen across the time and pace of adaptation and transformation as per job based demands and requirements across tough working conditions. The women official's ability (Fels, 2005) to create solutions, to introspect, to reconfigure, reset and realize the career goals and objectives is being observed as shaped more by social contexts than internal resolves.

III. OBJECTIVES

Research Objective	Research Questions and focus area
To study challenges faced by women police in Ranchi, Jharkhand in their wokplace.	The objective emphasizes the exploration of the dimensions (internal and external, contextual and environmental) as influencing the women police officers and the factors that seemingly contribute to this state of affairs in context of Jharkhand state. The objective addresses the research gap with regard to inadequate operationalization of construct in Indian perspective. In simpler terms, what is the effect of "personal capabilities" and "work related aspects" on achievement of person-organization fit, leading to work life balance
To explore the career aspiration of women police in Ranchi, Jharkhand.	The objective emphasizes the exploration of influences that seemingly shape the achievement of the career aspirations by women police in context of Jharkhand state. The objective addresses the research gap with regard to understanding of career aspiration realization

To throw light how women police of Ranchi manages their work life balance (Personal and professional life).	The objective reflects upon the segment wide operationalization of the construct of work life balance across Jharkhand based women police officers
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Factors as assumed for study

Construct	Factors	Factor explanation
Individual Aspects (Theme A)	Factor One: Occupational Hardiness Factor Two: Career Management Behavior Factor Three: Intentions to work	Factor “Occupational hardiness” is being defined as the extent to which the incumbent employee is able to withstand the job related temperament and stress. The tough mindset related prospective approach in police services. The individual based ability to withstand the stress and exhibit work related resilience is regarded as vital in personal capacity and regarded as important for the achievement of person-organization fit in police organizations in particular
		Factor “Career management behavior” is being defined as individual’s own inclination for the self-career management, career signaling, interest in acquiring relational and social capital, acquisition of skills, updating the skillsets and acting proactively across organizational domains and departments.
		Factor “intentions to work” is being defined as the individual harnessed intentions to actually work or shun the work.
Work place based influences (Theme B)	Factor Four: In domain job demands Factor Five: In domain job resources	Factor “In domain job demands” is being defined as the job based demands in terms of resource commitments, skills, time and attention as well as alertness and vigilance
		Factor “In domain job resources” is being defined as the extent to which the incumbent employee is able to access and marshal the consistent access to job based resources and capabilities.
Contextual Aspects in behavior Outcomes (Theme C)	Factor Six: Leader Management Exchanges Factor Seven: Team Management Exchanges Factor Eight: Psychological Empowerment	Factor “Leader Management Exchanges” is being defined as pattern and quality of two way informational exchanges actually taking place across the leader, top management and the incumbent employee across organizational perspective
		Factor “Team Management Exchanges” is being defined as pattern and quality of two way informational exchanges actually taking place across the team members on sustainable basis and in enhanced frequency. The quality of such interactions is essential for the achievement of person organization fit and achievement of the respective work life balance in rightful proportion.
		Factor “Psychological Empowerment” is being defined as the extent to which the employee feel empowered and autonomous in decision making

		while at place of work
Work life balance(Theme D)	Factor Nine: Perceived Fit	Factor “Perceived Fit” is being defined as the possible fit between the person(employee) and the organization(police services) in particular
	Factor Ten: Work life balance	Factor “Work life balance” is being defined as the sense of balance across work and life domains
	Factor Eleven: Thriving at work	Factor “Thriving at work” is being defined as the self-experienced phenomenon of satisfactory and sustainable state of vitality, learning and progress at place of work. Thriving at workplace as perceived by employee is more a procedural psychological experience and imbibes the influences across contextual and external work place elements.
	Factor Twelve: Taking Charge	Factor “Taking Charge” is being defined as the incumbent’s potential and capability to undertake autonomous charge of role playing and underlying responsibilities at place of work.
Control Variables(Theme E)	Individual specific and Organizational characteristics based	The theme exhibits the operationalization of difference son account of control variables across individual employee level and across employer level.

IV. METHODOLOGY

The research objectives revolve across the aspects that shape the individual employee based sense making to decide and act vis a vis the personal and job based resources. The strategic decision making with regard to leverage and use of personal and job derived resources in economic and viable manner has a lot in common with ensuring the person-organization fit and consequences for work life balance behavior. The study involves gender based considerations and reflections on the key aspects that binds an individual employee with employer in public sector. The women participation has been under dismal state of affairs and requires considerable research attention. The study setting for this research involves the women work force who is aspiring to excel in policing services yet face challenges in terms of fair access to departmental resources, opportunities to leverage the personal resources and contextual supports from with the organization. Jharkhand state based police organization and enrolled women employees constitute the study setting. Like the other states, the women representation in Jharkhand police force is nominal and exhibit more women concentration across roles and areas of lesser responsibility with male counterparts occupying positions of more responsibility across organizational hierarchy. The women employed across police services and across ancillary public services coming under law enforcement and state based policing

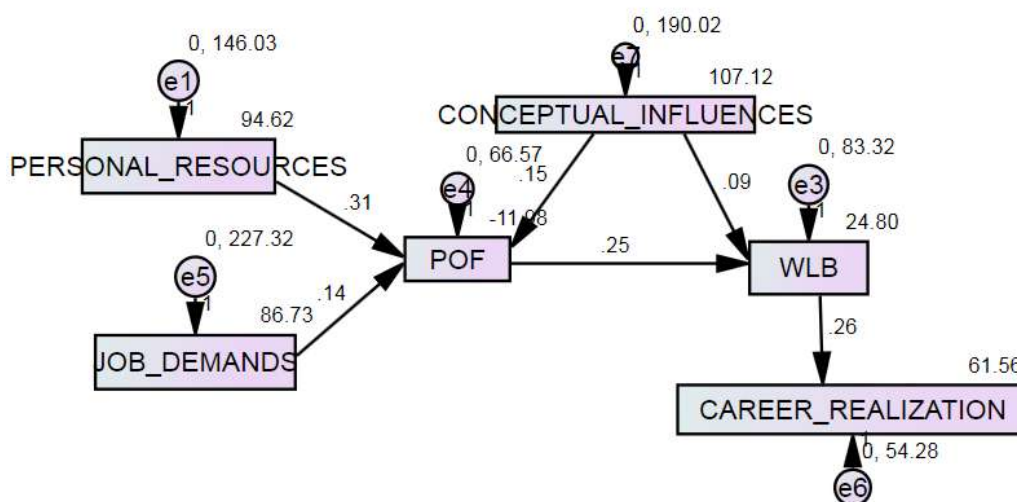
authorities, come under the preview of the target population for this research study. The sampling frame comprises the Jharkhand police services based women employees who are undertaking permanent roles and duties across the geography of state. Secondly these women police personals must have completed tenure of more than three years in the police force since joining. Further the sample frame comprises the women officials that are in permanent charge of responsibilities in any of the departments of law enforcement spread across Jharkhand. Various criteria were used to segregate the most suitable women police officials for the current research study. The research relies on the “random sampling” as appropriate sampling methodology. The research inclined to randomly chose women employees across Jharkhand based police services as sample that matches study setting and satisfies the conditions set in research based unit of analysis. The sampling technique borrows from the earlier studies as well as dominant literature on the subject matter. Amidst the 730 questionnaires that were emailed, posted, couriered, or shared across electronic channels of communication, 438 responses (around sixty per cent) were found as complete, valid and satisfactory in nature. The sample individuals (women police personals) were consciously drawn from across larger and diversified workforce comprising different divisions, agencies, divisions and specialization of policing work.

Structural Equation Modeling approach

The structural equation modeling assists in determination of the linkages across the input and the output variables. The regression weights as achieved across the AMOS output help interpret the pattern of relationships across the constituent variables in current research activity. The research deployed the structural equation modeling for ascertaining the relationships that could possibly exist amongst the factors as per conceptual model. The SEM was incorporated to ascertain the system of linear equations to test the fit of a hypothesized 'causal' model. The construct 'personal resources' across participating police personals was observed to impact the tendency to seek fit across existing organizations along with construct 'job demands'.

The police personal's tendency to leverage 'personal resources' while attempting to adjust and adapt to organizational circumstances was observed to be exerting an effect of 0.31 times. The women police personal's perceptions of 'job demands' while attempting to adapt to organizational circumstances was observed to be exerting an effect of 0.14 times. The research outcomes illustrate the aggregate impact of women police official's personal resources as well as job demands on shaping the propensity to fit in existing circumstances. The observations are in line with existing studies that call for inclusive and comprehensive impact of personal preparedness and job engagement as defining the fit based attributes.

Figure: Aggregate effect modeling of influences



Source: Source: Compiled from AMOS version release 22.0

The respective regression weights are highlighted in the illustration below. The regression weights as such identify the direct linkages and the

underlying aggregate impact that exist amongst the concerned factors.

Table: Path regression coefficients: Aggregate effect modeling of influences

		Estimate	S.E.	C.R.	P	Label
POF	<--- PERSONAL_RESOURCES	.314	.032	9.713	***	par_1
POF	<--- JOB_DEMANDS	.137	.026	5.307	***	par_2
POF	<--- CONCEPTUAL_INFLUENCES	.149	.028	5.275	***	par_5
WLB	<--- POF	.247	.047	5.231	***	par_3
WLB	<--- CONCEPTUAL_INFLUENCES	.092	.032	2.825	.005	par_6
CAREER_REALIZATION	<--- WLB	.263	.037	7.136	***	par_

Source: Source: Compiled from AMOS version release 22.0

V. CONCLUSIONS

Law enforcement as a career (Hilal, 2019) across women in Jharkhand state is attracting nominal interest yet possesses immense potential with perceived improvements in ability to seek work life balance in timely manner. The women police personal's 'person organization fit' was observed as a deterministic aspect in shaping work life balance propositions. The research outcomes point towards the 'work life balance behavior' as being modeled by the internal and external, contextual and environmental actors. The women police personals in Jharkhand perspective exhibited the tendency to adapt and change as per organizational requirements, while seeking work life balance at their respective work places.

VI. IMPLICATIONS

The research outcomes make four distinct contributions to existing knowledge with regard to subject matter. The existing studies emphasize the women's work life balance seeking tendency as organization driven as well as individual resident. The "work life balance" behavior (WLBB) across police personals remains a matter of utter confusion and academic misunderstanding. The work life balance behavior derives strength not only from the individual personal competencies and resources, but also from the environment in which the employs works, the lateral job based demands and the differential access to career resources and job based resources. The review of literature reported strong currents of inconsistency with regard to factor selection, factor conceptualization, measure based operationalization vis a vis the outcomes. The concept of organizational embeddedness of careers (Guillaume, 2009) has offered fresh insights into the manner in which the phenomenon has been explored and introspected in near future. The organizational embeddedness of women's police based career (Guillaume, 2009) has offered new ways of thinking with regard to influences, roles of individual abilities, occupational mobility, employee based choice making and sense of refusals (Gregory, 2013) to work under pressure, organizational politics and gender based stereotyping. Women's efforts to shape their career trajectories (Guillaume, 2009) in law enforcement is not purely self-driven yet an amalgam of multiple influences that are beyond one's personal control. The management of these influences is feasible yet not controllable in nature and scope. The challenges faced by women police in Ranchi, Jharkhand in their workplace are numerous yet the systematic management of influences is suggested.

The challenges are contextual, personal, temporal and work-life interface based.

Further Avenues for research

The future research could be conducted across other governmental agencies, and emphasis could be on exploration of possible influences of decisions on growth of career in law enforcement domain in state perspective of Jharkhand.

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