FACTORS AND IMPACTS OF WORK-LIFE BALANCE OF POLICE OFFICERS: A LITERATURE REVIEW

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Abstract

The police work environment has different characteristics from other institutions, as a result, work-life balance is a challenge for police officers in carrying out their service duties to the community. Based on this background, this study aims to review previous studies that discuss the main factors and impacts related to work-life balance for police officers. This study is a literature review of previous research investigating the determinants and impacts of work-life balance for police officers. The selected articles were published from 2019 to 2023 from selected journals. The number of key factors were found that influence the achievement of work-life balance of police officer and the impact it has. This research looks at trends in the study of work-life balance in police officers so that it can provide a conceptual framework for future research and practical suggestions for police institutions.

Keywords: Work-life balance, police officers, public service performance, literature review

Introduction

In the police work environment, there are factors that can contribute to conflict between work and personal life of police officers. These factors may include high workloads, irregular schedule changes, or other organizational pressures that can disrupt work-life balance (Anju & Punia, 2022). Factors that contribute to a good work-life balance, such as effective time management or organizational support to cope with stress (Anjum et al., 2021). Based on these two studies, the life characteristics of police officers are closely related to work-life balance. Good organizational and management factors can play an important role in helping police personnel achieve a healthy balance between their work and personal lives.

Kaushal and Parmar (2019) contend that policing is a vital profession. The police force is a civil executive force responsible for maintaining public order and preventing crime. The demands of the job and various field situations contribute significantly to the stress levels of police officers, affecting their physical and mental health as well as interpersonal relationships. The nature of the police profession and the heavy obligations they bear when interacting with the public, anti-social elements, the judiciary, human rights, and most importantly, their family members, result in an increased workload for the police, leading to elevated stress levels. In this context, work-life balance becomes crucial, considering the ongoing demands of the job on the time and energy of police officers. Evidence from Burchell et al. (2023) found that police officers in the UK have a high prevalence of complex Post-Traumatic Stress Disorder (PTSD). There is a strong correlation between poor working conditions and high PTSD prevalence. Moreover, officers with better working conditions tend to have substantially lower PTSD levels.

Tiwari (2023) explains that the phenomenon of work-life balance is described differently across various theories and approaches. The spillover approach to work-life balance defines spillover as the process of transferring positive or negative experiences, moods, and skills from one life domain to another, subsequently satisfying or ignoring demands from each life domain. Conflict theory portrays work-life conflict as role conflict, where participation in these two domains is mutually exclusive. The involvement in one domain makes it difficult or sometimes impossible to participate in another, resulting in conflict. Subsequent advancements in work-life balance include the introduction of enrichment theory, which describes enrichment as the process of obtaining experiences and resources from one life domain that enhances the quality of life in another domain. Boundary theory focuses on the creation, maintenance, and change of physical, psychological, and behavioral boundaries between personal and professional lives, aiming to separate these two domains to achieve a balanced work-life. Compensation theory emphasizes that negative influences in one life domain cause individuals to perceive another life domain in a positive manner, and individuals are reluctant to engage in a dissatisfying life domain, seeking more rewards from a relatively satisfying domain.

Based on Tiwari's (2023) review, work-life balance pertains to psychological aspects, conflicts, moods, and potential negative impacts on an individual. An imbalance between work and personal life can lead to various problems with detrimental consequences. In the context of police work, an imbalance can result in increased stress levels, physical and mental fatigue, and mental health risks. Officers struggling to distinguish between work demands and family or rest time are vulnerable to burnout, decreased productivity, and even family conflicts. This can lead to feelings of anxiety, depression, and a decrease in life quality. Therefore, understanding and support from the organizational environment, coupled with effective work-life balance management strategies, are crucial in preventing and addressing these negative impacts.

Based on Tiwari's (2023) review, work-life balance relates to psychological aspects, conflicts, moods, and potential negative impacts on an individual. An imbalance between work and personal life can give rise to various problems with detrimental consequences. In the police work context, such an imbalance might manifest as heightened stress levels, physical and mental fatigue, and risks to mental health. Officers who find it challenging to differentiate between work demands and family or rest time are at risk of burnout, diminished productivity, and familial conflicts. This situation can induce feelings of anxiety and depression and a decline in life quality. Thus, the understanding and support from the organizational environment, together with effective strategies for managing work-life balance, are pivotal in mitigating these adverse effects.

Work-life balance can be conceptualized as striking the right equilibrium between professionalism (career and ambition) and personal life (encompassing health, leisure, family, and spiritual development/meditation). Balance entails having ample time to fulfill commitments both at home and at work (Lavelakar et al., 2019). The term "quality of work-life balance" is used to denote the equilibrium an individual seeks between the time dedicated to work and other life facets, such as personal interests, family, and social or recreational activities (Naganandhini & Malliga, 2019).

Regarding job and family conflicts for police officers, work-life balance has become a salient issue in contemporary organizations. The social and family lives of police personnel often intertwine and interfere with each other due to the demands of their roles and familial responsibilities (Naganandhini & Malliga, 2019). Numerous studies have delved into factors associated with the work-life balance of police officers (e.g., Kaushal & Parmar, 2019; Omar et al., 2020; Bhayangkara, 2022; Anju & Punia, 2022; Burchell, 2023). On the flip side, police officers represent a pivotal asset to the community, given their integral roles and functions. Prioritizing their well-being and welfare is of utmost importance (Naganandhini & Malliga, 2019).

Based on the above considerations, it is crucial to examine the factors influencing work-life balance and the implications of these factors for police officers. This study aims to summarize and review the findings from previous research concerning the determinants and effects of work-life balance on police personnel. Of the 20 articles we reviewed, only the article by Coleman (2021) addressed the determinants and consequences of work-life balance for police officers. Therefore, the novelty of this study lies in proposing a conceptual framework concerning the factors and effects of work-life balance for police officers, distinguishing it from prior research.

Methods

This study is a comprehensive literature review, examining recent and relevant literature that investigates the factors influencing the work-life balance of police personnel and their implications. Papers were sourced by searching Google Scholar and Sciencedirect using a combination of related keywords, namely: 'work-life balance', 'police officer', 'quality of work life', 'work-life conflicts', 'work overload', 'long working hours', and 'job stress'. The paper search was conducted manually. The reviewed papers were published between January 2019 and June 2023, all of which are cited in the references section.

Results and Discussion

Based on a review of previous research related to the theme of work-life balance among police officers, the following summary was obtained:

Table 1. Previous Research

No.	Author (year)	Sample	Variables	Result
1.	Bhayangkara (2022)	50 police staff at the Benowo Surabaya Police District.	Work life balance, work professionalism	- There is a significant influence of work-life balance on job professionalism. - Police officers with high work-life balance conditions

No.	Author (year)	Sample	Variables	Result
				and full support are likely to have a high level of job professionalism, and vice versa.
2.	Nasrudin et al. (2022)	111 police staff at Polda Bidpropam Southeast Sulawesi	Workload, work life balance, job satisfaction	- Workload infuences work-life balance of police officers positively and significantly. - Workload infuences job satisfaction of police officers positively and significantly. - Work-life balance influences job satisfaction positively and significantly.
3.	Widriasmatiwi et al. (2019)	Police officers at the Kulon Progo Police Station	Organizational citizenship behavior, work life balance, performance	- There is a positive relationship between work life balance and organizational citizenship behavior with personnel performance - There is a significant relationship between wor- life balance with performance.
4	Kaushal & Parmar (2019)	781 Non Gazetted Police Officer (LSM) Grade-II working in Himachal Pradesh	Demographic factor, work-life balance	- Demographic factors such as age and gender have a significant relationship with work-life balance.
5	Omar et al. (2020)	Malaysian traffic police	Workload, work-life balance, reward system, job stress	- As a stress-causing factor for Malaysian traffic police officers, there is a significant correlation between job stress and work-life balance. - There is no significant correlation between work stress, compensation system, and workload.
6	Wijaya et al (2021)	Subdirektorat RTMC Ditlantas Polda Jatim	Intrinsic in work (workload), career development (promotion), individual character (age and gender)	- Work performance such as discipline, sense of responsibility and obedience will increase in police

No.	Author (year)	Sample	Variables	Result
				officers with good work-life balance..
7	Anju & Punia (2022)	Police personnel in Haryana, Indian state	Work overload, role ambiguity, long working hours, work life conflict	- Excessive workload, role ambiguity, and long working hours directly correlate and contribute to conflict in police work lives. They also experience life dissatisfaction as a result of this imbalance.
8	Burchell et al (2023)	The sample was the UK Police Force, where data was collected via the Police Care UK website from 15 October to 16 December 2018	Social environment, intensity of work, quality working time and work–life balance, skill and autonomy, meaningful work	- There is a strong correlation between poor working conditions and a high prevalence of Post-Traumatic Stress Disorder (PTSD) and PTSD. - Police who have better working conditions tend to have much lower rates of PTSD.
9	Besagas & Branzuela (2023)	Police personnel in Davao Del Norte, Philippines	Occupational Stress, work life balance, quality of work life	- There is a significant relationship between work stress and work-life balance. - Quality of work life of police officers partially mediates the relationship between job-induced stress and balance in their work life.
10	Naganandhini & Malliga (2019)	324 police force in Dindigul District in Tamil Nadu, India	Designation and the demands of work, number of hours worked in a day and time, gender, work-life balance	- There is no significant relationship between designation and the demands of work which disrupt the family lives of police personnel. - There is no significant relationship between the number of hours worked in a day and the time allocated to caring for parents/children.
11	Tiwari (2019)	Literature review	Emotional intelligence, work-life balance	- There is a positive relationship between

No.	Author (year)	Sample	Variables	Result
				emotional intelligence with work-life balance
12	Coleman (2021)	Ghana police service officers on the beaches of Cape Coast Metropolis	Demographic variables, institutional factors, personal factor, satisfaction	- Social demographics such as marital status, age, education level, and position have a positive impact on the work-life balance of police officers. By ensuring the fulfillment of a good work-life balance, it will positively increase the job satisfaction and morale of the police officers.
13	Bhuvaneswari & Thirumoorthi (2019)	50 Town Women police station di Salem City	Demohrahic factors, work-life balance.	- Age and family factors have significant effects in ensuring work-life balance
14	DeCruise (2020)	Literature review	Work/Life Balance and Promosi	- Promosion influences work-life balance positively
15	Anjum et al. (2021)	Study of police officers in Baluchistan	Work-Life Balance, Kinerja, Stres Kerja	- Performance and job stress have a positive influence on work-life balance
16	Rosman et al. (2020)	110 policewomen in Kuching, Sarawak	Organizational factors (flexible working hour, organization support and self-management), emotion based coping strategy, work-life balance	- Emotion based coping strategy mediated the relationship between self-management and work life balance
17	Essien et al. (2023)	The Nigeria Police Force, Ikot Akpan Abia.	Work-life balance and organizational performance	- All of work-life balance proxies (work arrangements and welfare policies) have a positive effect on organizational performance. - There is a significant relationship between flexible work arrangements and organizational performance.

No.	Author (year)	Sample	Variables	Result
				- There is a significant relationship between welfare policies and organizational performance
18	Elango & Fonceca (2021)	Women Police Officials in Tirupattur District, Tamil Nadu-India.	Work-life balance, time spent for work and family, job satisfaction, promotion, stress management.	- There's only variable time spent for work and family which has significant relationship to work-life balance.
19	Lavalekar et al. (2019)	740 officer of paramilitary forces (Security Force and Police) in India	Work-life balance, life satisfaction	- There were significant group differences in positive affect, but not in negative affect.
20	Ghalib et al. (2021)	Police officer among two district Attock and Rawalpindi.	Work-Life Balance, Job Performance and Life Satisfaction	- Work-Life Balance and Job Performance predicted Life Satisfaction.

Source: various literatures reviewed (2023)

Based on the findings from twenty research articles summarized in Table 1, various factors that can influence the work-life balance of police officers are revealed as follows:
1. Demographic factors (Kausha & Parmar, 2019; Naganandhini & Malliga, 2019; Coleman, 2021; Wijaya et al., 2021; Bhuvaneswari & Thirumoorthi, 2019)
2. Workload and intensity (Omar et al., 2020; Wijaya et al., 2021; Anju & Punia, 2022; Nasrudin et al., 2022; Burchell et al., 2023)
3. Reward system (Omar et al., 2020)
4. Occupational stress (Omar et al., 2020; Besagas & Branzuela, 2023; Anjum, 2021)
5. Promotion opportunities (DeCruise, 2020)
6. Role ambiguity (Anju & Punia, 2022)
7. Extended working hours (Anju & Punia, 2022)
8. Emotional intelligence (Tiwari, 2019)
9. Professionalism in the job (Bhayangkara, 2022)
10. Personnel performance (Anjum, 2021)
11. Time allocated to work (Elango & Fonceca, 2021)
12. Social environment (Burchell et al., 2023)
13. Quality of working time (Burchell et al., 2023)
14. Institutional elements (Coleman, 2021)
15. Personal determinants (Coleman, 2021)
16. Emotion-based coping strategies (Rosman et al., 2020)
    On the other hand, there are several aspects affected by work-life balance, including:
1. Professionalism at work (Bhayangkara, 2022)
2. Job satisfaction (Nasrudin et al., 2022)
3. Career advancement (Wijaya et al., 2021)
4. Life dissatisfaction (Anju & Punia, 2022)
5. Post-Traumatic Stress Disorder (PTSD) (Burchell et al., 2023)
6. Organizational performance (Essien et al., 2023; Widriasmatiwi et al., 2019)
7. Satisfaction in life (Lavalekar et al., 2019; Ghalib et al., 2021)

Kaushal & Parmar (2019) investigated the relationship between demographic variables and work-life balance among non-degree police officers in Himachal Pradesh's Class II. They measured work-life balance using three dimensions: work interference with personal life (WIPL), personal life interference with work (PLIW), and work/personal life enhancement (WPLE). Their findings indicated that younger police personnel faced more challenges in balancing work demands and other life domains than their older counterparts. No

difference was found between married and unmarried police personnel regarding work and personal life balance. Male police officers experienced fewer interruptions from work in their personal lives compared to their female counterparts. However, in other studies, work-life conflicts were found to be prevalent among working women. As Bhuvaneswari & Thirumoorthi (2019) pointed out, when a working woman, especially if she's married, tries to juggle her dual roles in personal and professional life, she faces mental strains and complexities, leading to what's termed as 'role conflict.' This becomes a significant challenge for women aiming for higher positions in their careers since both roles are equally demanding and crucial.

On a different note, Bhayangkara (2022) emphasized that police members should work professionally. Being professional means being an expert in one's field and demonstrating a profound understanding of mastery in the role as a police member. Police professionalism in their bureaucratic duties involves aligning skills to enhance their performance. This is measured through content, effectiveness, efficiency, and accountability. The effectiveness of the police organization's bureaucracy lies in the smooth execution of tasks by its members. Hence, work-life balance becomes a continuum between work life and personal life, yielding satisfaction when both aspects are harmoniously aligned.
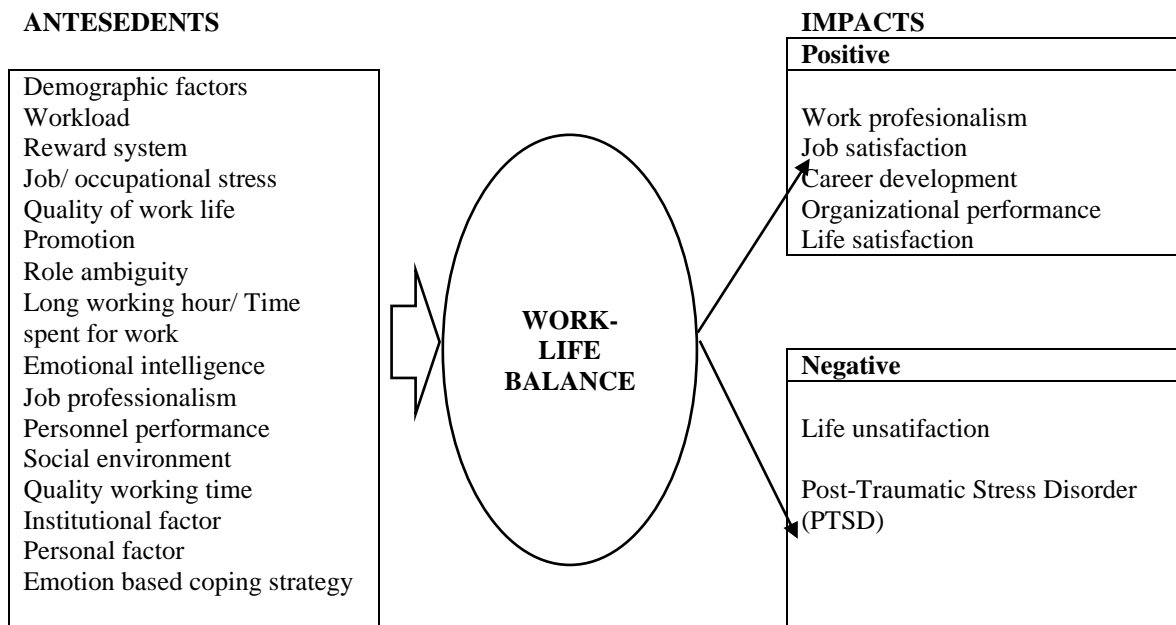
In a study by Nasrudin et al. (2022) on the Southeast Sulawesi Regional Police, issues related to the police workload were highlighted. The research showed that the high workload and associated risks often result in police officers spending more time at work than with their families. Excessive workloads can adversely affect performance and job satisfaction. According to the Internal Government Regulation no. 12/2008 Article 7 paragraph 2, workload is defined in terms of obligations an employee must fulfill as part of the organization, volume of work, and time norms. Work-life balance can be interpreted as the equilibrium achieved by police officers between their professional duties and personal life. It is a concept explaining a police officer's ability to manage both work environtment and familial responsibilities. A balanced work-life is when an individual effectively juggles work responsibilities with family life and other obligations. Achieving this balance helps prevent conflicts between personal life and professional commitments. In situations where police officers can manage their time and energy effectively, they can strike a balance between work, individual needs, recreation, and family life. When police officers have a good work-life balance, they tend to be more productive, because they feel more supported and satisfied in their roles. This balance also allows for increased creativity due to the availability of more time, energy, or resources to explore various tasks. Conversely, an absence of work-life balance can lead to decreased performance and negatively impact other areas of one's life.

Essien et al. (2023), in their research, examined the relationship between work-life balance and organizational performance within the Nigerian Police at Ikot Akpan Abia, Akwa Ibom State. Two hypotheses were formulated in line with the research objectives. From a sample of 353 respondents drawn from a population of 3,008 personnel, it was found that all proxies for work-life balance had a significant positive relationship with organizational performance. Therefore, the government should introduce flexible work arrangements, such as remote work options for specific roles within the police force, where officers can perform their duties from remote locations using technology. Through welfare policies, the government should ensure that police officers receive competitive salaries and benefits that reflect the demands and risks associated with their roles. A comprehensive health and well-being initiative should be implemented, emphasizing the physical and mental welfare of police officers, as this will enhance organizational performance. The government should also encourage officers to take breaks and engage in activities outside of work to recharge, fostering a healthy work-life integration. Providing such flexible work arrangements can help reduce commute times, enhance productivity, and improve both the work-life balance and overall organizational performance.

In their research, Besagas and Branzuela (2023) identified a significant relationship between job stress, quality of work life, and work-life balance. Additionally, the quality of work life among police officers partially mediates the relationship between job-induced stress and the work-life balance of police members. Similar findings were echoed by Omar et al. (2020) who discovered a significant correlation between job stress and work-life balance, identifying it as a stressor for traffic police officers in Malaysia. To help alleviate stress among employees, traffic police management should consider solutions to balance work and personal life, such as flexible working hours and leave policies. Job performance indicators such as discipline, sense of responsibility, and compliance are heightened among police officers with a favorable Quality of Work Life (QWL). Leaders can offer motivation, instill confidence, and establish rational regulations to prevent police officers from experiencing additional stress at work. Wijaya et al. (2021) posited that effective coping mechanisms can enhance the physical and mental states of police officers, boost performance, and ultimately elevate the QWL of each member.

Another determinant of work-life balance in Anju and Punia's (2022) study is excessive workload, role ambiguity, and extended working hours, which directly correlate and contribute to conflicts in police work life. As a result of this imbalance, they also experience life dissatisfaction. One of the most significant stress factors an individual encounters is the conflict in their work life. Consequently, balancing personal and professional life remains the only avenue to address conflicts and stress resulting from work life (Anju & Punia, 2022).

Based on these aspects, several factors influencing the work-life balance of police officers can be deduced, and its implications for both personal life and the organization are depicted in Figure 1 below:

ANTESEDENTS

		IMPACTS

Positive

Demographic factors
Workload
Reward system
Job/ occupational stress
Quality of work life
Promotion
Role ambiguity
Long working hour/ Time spent for work
Emotional intelligence
Job professionalism
Personnel performance
Social environment
Quality working time
Institutional factor
Personal factor
Emotion based coping strategy

WORK-LIFE BALANCE

Work profesionalism
Job satisfaction
Career development
Organizational performance
Life satisfaction

Negative

Life unsatifaction

Post-Traumatic Stress Disorder (PTSD)

Figure 1. Antesedents and Impacts of Work-Life Balance of Police Officers

Figure 1 reveals that a myriad of conditions – personal, work environment, and social environment – can influence the extent of work-life balance among police officers. A positive work-life balance can lead to beneficial outcomes, such as enhanced work professionalism, job satisfaction, career development, life satisfaction, and improved organizational performance. However, poor work-life balance can result in negative impacts, including the development of post-traumatic stress disorder (PTSD) and life dissatisfaction, which can detrimentally affect the overall organizational performance.

It is crucial for police institutions to prioritize the balance between professional duties and personal lives of their members to ensure optimal mental and physical well-being. Efforts to bolster work-life balance can be achieved through the implementation of flexible working hour policies, setting realistic job expectations, and providing sufficient psychological support.

Facing the challenges of work-life balance, police institutions should adopt strategies grounded in theories identified by researchers Kaushal and Parmar (2019). One approach that can be embraced is the integrative model of work-life balance. This model recognizes the intricate, reciprocal relationship between professional duties and personal life. Hence, the police force should emphasize work schedule flexibility, allowing personnel to manage their time more effectively between professional tasks and family time.

Moreover, it is vital for police institutions to implement the concept of support enrichment. In this theory, Kaushal and Parmar (2019) underline the significance of social and organizational support in fostering a better work-life balance. Police institutions should establish a supportive working environment where team members feel emotionally and practically supported by colleagues and leadership. Initiatives such as employee wellness programs, psychological counseling, and stress management training can assist in addressing pressures that could disturb this balance.

When integrating these theories, police organizations must ensure that applied policies and practices focus not only on professional tasks but also recognize the personal needs of the personnel. In doing so, police institutions can forge a balance between work productivity and personal life quality, allowing team members to make optimal contributions while maintaining their well-being.

Based on the above discourse, we synthesize that factors affecting work-life balance can be categorized into three main factors, namely demographic factors encompassing gender, age, marital status, and educational level; work-related factors including workload, reward system, job stress, promotion, role, working hours, initiatives taken by the organization, job professionalism, and quality of work life, and weekend assignments;

and personal-related factors such as emotional intelligence, social background, sleep duration, opportunities for family gatherings, and leisure hours.

These three aspects can influence the quality of work-life balance among police officers. Therefore, efforts to address a lack of work-life balance should aim to foster self-development, boosting individual and organizational performance. This equilibrium is essential as an individual's optimal performance is crucial for any organization's growth and the personal growth of the employee (Anjum, 2021). Thus, both individual and organizational performance aspects are equally significant. Based on this, we propose a conceptual framework for future research, illustrated in Figure 2 that follows.

Figure 2 illustrates that demographic factors, personal-related factors, and work-related factors can influence the work-life balance of police personnel. This, in turn, can positively impact personnel development, which has implications for organizational performance in police institutions. This serves as a conceptual framework for subsequent research.
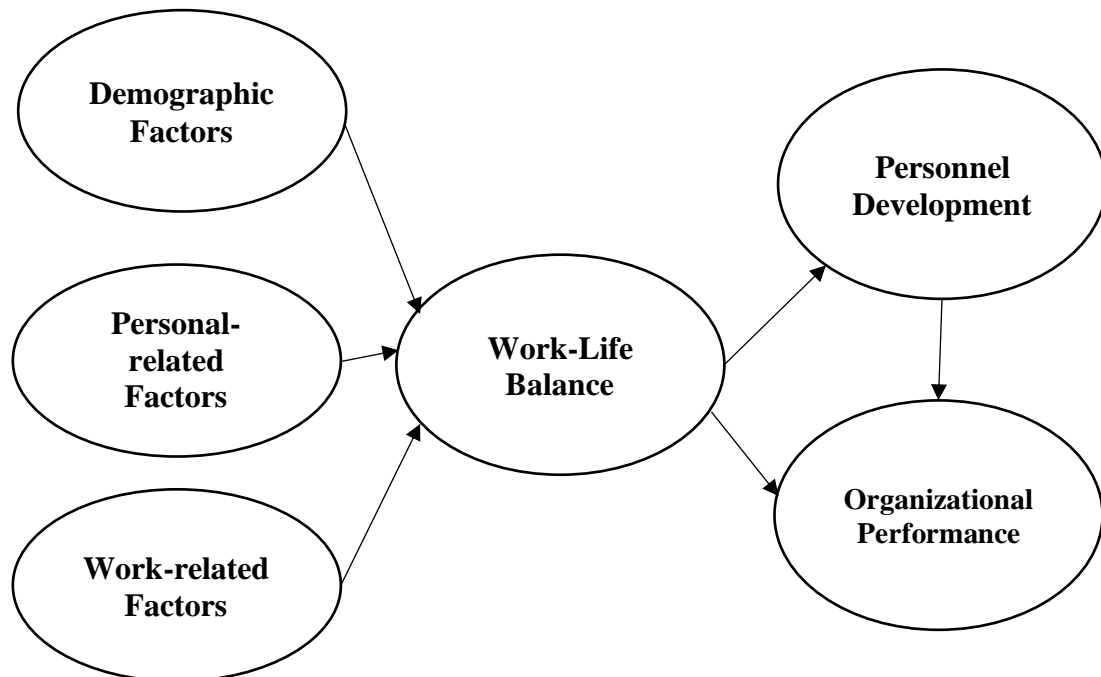

Figure 2. Conceptual Framework for Future Research

Conclusions

Based on the discussions and analysis of 20 articles, it can be concluded that several factors influence the quality of the work-life balance of police personnel. These factors have been categorized into three groups: demographic factors, personal-related factors, and work-related factors. Drawing from the literature review, we have formulated a conceptual framework to guide future research.

A limitation of this study is that the Conceptual Framework, derived from our literature review, has not been empirically tested, either qualitatively or quantitatively. By testing this model, researchers and leaders in police institutions can gain a richer perspective in developing the relationships depicted in the model.

The practical implication of this study suggests that police institutions should consider effective strategies in managing demographic, personal-related, and work-related factors. This would contribute positively to achieving a work-life balance for police personnel and support the enhancement of personnel's self-development and the general performance of the police institutions. It's imperative for police institutions to prioritize a balance between professional tasks and the personal lives of their members, ensuring optimal mental and physical well-being. The integrative model of work-life balance can be implemented. This approach acknowledges the intricate reciprocal relationship between work and personal life, particularly emphasizing work schedule flexibility. Additionally, it's crucial for police institutions to adopt the support enrichment concept, emphasizing the importance of social and organizational support. Creating a supportive work environment where team members feel emotionally and practically backed by colleagues and leadership is vital. Initiatives such as employee wellness programs, psychological counseling, and stress management training can help counterbalance pressures that might disrupt this equilibrium. By integrating these insights, the hope is that police institutions will implement policies and practices that recognize not only professional tasks but also the personal needs of their members. This would enable police institutions to strike a balance

between work productivity and personal life quality, ensuring team members can contribute optimally while maintaining their well-being.

Police institutions should also consider collaborative studies with leading researchers in this domain, further assisting in developing more tailored and effective approaches for a better balance between job demands and personal life for police members. By doing so, police institutions can lay a robust foundation to address work-life balance challenges, enhancing the overall well-being of their members, which in turn can influence their self-development and lead to improved organizational performance.

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