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Factors and Impacts of Work-Life Balance of Police Officers: A Literature Review

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Abstract:

Purpose – 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.

Methodology –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.

Findings – The number of key factors were found that influence the achievement of work-life balance of police officer and the impact it has.

Keywords: Work-life balance; Police officers; Public service performance; Literature Review.

I. INTRODUCTION

In the good old times, the Police, as stated by Sir Walter Lawrence (1895), constituted of 1000 village watchmen or "Chowkidars" who were known for their vigilant and inquisitorial abilities. They were mostly drawn from the "Doom" caste of the population known for their excellent detection and transmission of intelligence. It was in the year 1873 AD that formal Police force came into existence with one Police officer Known as Kotwal and 14 Thanedars for Srinagar City. This nuclear force would control crime and take care of Law and order situations with the help of Chowkidars and "Harkars", who would be paid by the population out of their annual agricultural produce on a voluntary basis.

It was in June 1913 that the state requisitioned the service of an Imperial Police officer on deputation and appointed Mr. Broadway as the first Inspector General of Police. He continued to be Police Chief up to 1917 and was followed by other IP officers. Between 1913 and 1947, the State saw only one India Police Chief of J&K State in Col. Gandharab Singh, (1927-31). All others, 10 in all were IP Officers, and Prithinandan Singh was the first Indian Police Chief who took over on 1st June 1946.

Since then the Police in J&K has undergone several re-organizations. The strength of Police in J&K in the year 1889-90 was just 1040, which further raised to 1570 in the year 1903 and forty years later, in 1943-44, it was 3179. At present it has a strong force of more than 83000.

JAMMU & KASHMIR POLICE FORMATIONS

Jammu & Kashmir Executive Police: The command and control of the J&K Police vests with the Director General of Police, J&K, (DGP) who is in-charge of the entire gamut of Police Administration viz recruitment, discipline, internal economy and administration in the State of J&K. Besides being the head of the Police Department, the DGP is responsible for advising the Government on all matters connected with it. The J&K State has been divided into two Zones: Jammu Zone and Kashmir Zone, each headed by a Zonal Inspector General of Police (IGP) who is overall in-charge of law and order situation in the respective zones. The two zones are further sub-divided into Ranges, each headed by an officer of the rank of a Dy. Inspector General of Police (DIG). Presently, there are seven Ranges, four in Jammu Zone (Jammu-Kathua, Rajouri-Poonch, Udhampur-Reasi and Doda-Kishtwar Ranges) and three in Kashmir Zone (Central Kashmir, North Kashmir and South Kashmir Ranges). The Range DIG supervises the police administration in the Districts, each of which is headed by an officer of the rank of Superintendent of Police (SP)/Sr. Superintendent of Police (SSP). The Jammu Region has nine Police Districts (Jammu, Samba, Kathua, Udhampur, Reasi, Rajouri, Poonch, Doda, Kishtwar and Ramban while the Kashmir Region has twelve Police Districts (Srinagar, Ganderbal, Budgam, Pulwama, Anantang, Kulgam, Shopian, Awantipora, Baramulla, Sopore, Bandipora, Kupwara, Handwara, Leh and Kargil). The District SP/SSP are assisted by one or more Additional Superintendents of Police/Asstt./Dy. Superintendents of Police in the discharge of their duties. To bring the police administration nearer to the people, Districts have further been divided into Sub divisions, Police Stations and Police Posts/Divisions. The sub-Divisions are headed by officers of the rank of Assistant/Deputy Superintendent of Police. Presently, there are a total of 193 Police Stations (including two Women Police Stations one each at Srinagar and Jammu) and 158 Police Posts/Divisions manned by Police personnel of the rank of Inspectors, Sub-Inspectors, Asstt. Sub-Inspectors, Head Constables, Selection Grade Constables and Constables.

There is, at the Headquarters of each district, an Armed Reserve contingent under the charge of a Gazetted officer of the rank of Dy. SP to meet contingencies like leave/sickness etc. and to perform other miscellaneous duties in the district like armed and unarmed guards, escort of treasuries, prisoners/under trials and the like.

Jammu & Kashmir Police Headquarters: The Police Headquarters is headed by the Director General of Police who is assisted by Inspector General of Police (HQ), Inspector General of Police (Personnel & Training), Dy. Inspector General of Police (Administration), Dy. Inspector General of Police (CIV), Asst. Inspector General of Police (Personnel), Asst. Inspector General of Police (CIV), Asst. Inspector General of Police (Provisioning & Transport), Asst. Inspector General of Police (Welfare) who in turn are assisted by Dy. SP. and Section Officers to deal with various facets of administration, logistics, establishment and policy planning like:

- Recruitment, Promotions, Discipline, Internal economy and Administration in the force, Enquiries, Complaints and Appeals.

- Police purchases.

- Buildings and Constructions – The Police Headquarters has a Police Construction Division which is manned by an Executive Engineer who in-turn is assisted by Asstt. Executive Engineers and Jr. Engineers.

- Police Transportation.

Training - The Police HQ also is charged with the responsibility of Training Induction, on-job and specialized training is imparted to Police Personnel to inculcate professional competence and acquire specialized skills required to handle any kind of situation. A State level Police Training Academy headed by an officer of the rank of Inspector General of Police (IGP) is located at Udhampur with Police/Subsidiary training schools at Kathua and Talwara (Jammu Region) and Zewan, Manigam, Lethpora and Sheeri (Kashmir Region). In addition, there is an Intelligence and Security Training School at Vijaypur, Jammu.

Jammu & Kashmir Armed Police: The Armed Police is headed by an officer of the rank of Addl. Director General of Police. For effective supervision, the ADG Armed is assisted by two   IGP, four DIG. The two IGP exercise superintendence over Armed/IRP Battalions in their respective Provinces (Kashmir/Jammu), each headed by a Commandant of the rank of SSP/SP and deployed in every nook and corner of the State. There are at present 11 Armed and 20 IRP Battalions in the State. The Armed Police is not deployed for routine duties but instead used as a specialized force to deal with the maintenance of law and order and combat militancy. The Armed Police is also utilized for manning static guards on protected places, vital installations, and vulnerable areas besides striking force to meet any eventuality.

Jammu & Kashmir Traffic Police: This wing is headed by an officer of the rank of Inspector General of Police (IGP) who in turn supervises two DIG and zonal SSP who are charged with ensuring the smooth flow of traffic at Jammu, Srinagar and the National Highway respectively. This wing is primarily engaged in regulating traffic and enforcement of traffic laws. With the unprecedented rise in the vehicular population across the State particularly in twin cities of Jammu and Srinagar, the Wing is engulfed with heavy commitments in ensuring traffic regulation with meager manpower resources.

Jammu & Kashmir Police - Railway: This wing has been carved out of erstwhile Crime and Railways after Railways was made an independent organization in the aftermath of operation of railway traffic in the Valley. The Wing is headed by an officer of the rank of IGP who is assisted by one DIG at HQ and SSP Railways Jammu & S.S.P Railways Kashmir. The Railway Police deals with criminal cases at Railway Platforms and tracks besides includes protection of Railway property.

Jammu & Kashmir Police - Crime Branch: This wing is headed by an officer of the rank of Inspector General of Police (IGP) who is assisted by a DIG and SSP each at Jammu and Srinagar, in the discharge of his duties which include investigating cases of public importance, collection and consolidation of crime data, supervision of State Crime Records Bureau (SCRB), Crime Photograph Cell and maintenance of Dog Squad. Two Police Stations, one at Srinagar and other at Jammu, under Crime Branch, have powers of investigation vested in them vide Government order.

Jammu & Kashmir Police - Technical Wing: This organization is headed by an officer of the rank of IGP Technical Services who assisted by an officer of the rank of DIG designated as Director, Police Telecommunication and assisted by technical personnel. The Director is responsible for installation, functioning and maintenance of Police Telecommunication grid in the State linking Police Stations, Control Rooms, District Headquarters and other Police wings.

Jammu & Kashmir Police - Security Wing: The Security wing is supervised by an officer of the rank of ADG/Inspector General of Police (IGP Security) who in turn is assisted by a DIG Security and SSP Security at Headquarters. The Security wing is further divided into Security Kashmir, Security Jammu, Raj Bhawan, Civil Sectt, AHJ Airport Jammu/Srinagar each headed by an officer of the rank of SSP.

Jammu & Kashmir Police - Special Security Group (SSG) - The SSG is responsible for the protection of the Chief Minister of Jammu and Kashmir and their immediate family members. The Protection of the SSG also includes Ex-CMs and their immediate family members.

Jammu & Kashmir Police – Crime Investigation Department (CID): The CID is the premier intelligence wing of J&K Police and has been traditionally occupying the important position by functioning as eyes and ears of the Government. The CID is headed by an officer of the rank of ADG or IG, and presently one IGP heads the Wing. In the discharge of duties besides one IGP or DIG (as the case may be) and SSP at HQ, s/he is assisted by two DIGP CID Kashmir/Jammu who are assisted by SSP Special Branch/Counter Intelligence in their respective provinces. While Special Branch is dealing with collection, collation and dissemination of intelligence relating to political and other counts to maintain the surveillance over the undesirable elements etc, the Counter Intelligence is basically an anti-militancy set-up dealing with the collection of intelligence to counter the threat of anti-national, subversion, espionage, smuggling of contrabands and trans-border activities.

J&K Civil Defence, Home Guard & State Disaster Response Force: This wing is headed by the DGP J&K who is ex-officio Commandant General and assisted by Joint Commandant General of the rank of ADGP designated as ADGP HG/CD/Auxiliary Police. The ADGP/IGP is further assisted by two (02) DIG, who exercise command and control over Civil Defence/ Home guard and two SDRF (formerly Auxiliary Police Battalions) one each at Jammu and Srinagar which are headed by officers of the rank of SP/SSP. The Auxiliary Police discharges multifarious duties such as assisting the civil Police in traffic control / regulation, maintenance of law and order and protection of life and property.

Sheri-Kashmir Police Academy: Sher-I-Kashmir Police Academy at Udhampur was established as Police Training College in the year 1981 and upgraded to the level of Academy in April 1998. The Academy runs induction courses for Dy. SP, Prosecuting Officers and Sub Inspectors, besides promotion courses of Head Constables and ASIs. The Academy also runs 31 specialized courses for various ranks.

Prosecution - This cadre is headed by an officer of the rank of DIG, designated as Director Prosecution posted in the Police HQ, who in turn is assisted by Dy. Director Prosecution (SP), Chief Prosecuting Officer, Sr. Prosecuting Officers (Dy. SP) and Prosecuting Officers (Insps.). All the departmental litigations viz. Writs, appeals, civil suits, claim petitions, SLPs, contempt's, criminal prosecution etc. are conducted/ dealt with and supervised by this wing. The officers of this wing being police officers are also posted in the field for various law and order duties besides act as law instructors & legal advisors of the department.

FSL - An officer of the rank of IGP exercises control over the Forensic Science Laboratory (FSL) which in turn is headed by a Director. There are two Forensic Science Laboratories at Jammu and Srinagar along with ten (10) Field Mobile FSL units. The FSL has various sections like Chemistry and Toxicology, Biology and Serology, documents, finger print and foot print, physics, Ballistic, Polygraph and Explosive section. The FSL provided scientific aids to the criminal justice system.

Police Housing Corporation: There is an independent Housing Corporation called Police Housing Corporation (PHC) to execute construction works of J&K Police. The PHC is headed by a Chairman-cum-Managing Director who is assisted by Superintending Engineer, Executive Engineers, Assistant Executive Engineers and J. Engineers. The Engineering staff of PHC is all on deputation to the Corporation.

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.

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.

II. REVIEW OF LITERATURE

The researcher went through numerous work done by other researchers to study the problems faced by the Indian Police personnel. Stress and morale studies along with problems specific and peculiar to the work situation of policemen were studied. Most of the literature was available at the Indian Institute of Public Administration, I.T.O., New Delhi. Among the literary works studied , Dr. Pragya Mathur (1999), in her PhD thesis, studies the factors that lead to high rates of stress among the police force. In her thesis titled *Stress in Police in India: Recognition, Diagnosis and Coping Strategies,* she noted that a policeman usually has a neglected family life. Chronic family bickering and strife, the disruptive effects of irregular work schedules on family centred activities, delinquency, promiscuity, school and adjustment problems for the children are a heavy price paid by the policemen.

A sample of 55 policemen from a police station in Tamil Nadu was examined and the results were quite depressing as most of the children of policemen were found to be school drop outs and very few managed college education. It was reported (Kumar, 1995) that insufficient time for the family acted as a top stressor for policemen in Hyderabad. A study of police (Channabasvanna et al., 1996) reported that 52 percent of police personnel in Delhi do not stay with their families. Psychological and Motivational studies prove that an individual maybe willing to put up with deficiencies in his work environment and quality of work life if his basic physiological needs have been met and his domestic life and living environment are satisfactory so that he is not forced to bring his domestic worries to the workplace. Research studies have proven that a greatly strained marital relationship explains a high divorce rate among police officers more than any other public servants.

In a survey of stress in Police Personnel, Pragya Mathur (1993) reported work overload as the second highest ranking job related stressor as mentioned by a police sample. The policemen barely get any holidays and their hours of work are nearly 16 hours in some cases, not to forget the fact that a policeman is always on duty irrespective of the fact whether he is working that day or is on a holiday. Most policemen have accepted their dependence on alcohol and intoxicating substances to de-stress themselves.

Kashmir: Estranged by their khakis . What is it like to be a policeman in Kashmir today?

(The following is a report from a local Kashmir newspaper)

He is at the forefront of confrontations in the volatile state of Kashmir. Be it a public protest demanding civic amenities, stone-hurling youth raising their voice for 'freedom', or militants engaging them in a gunfight, the policeman has to bear the brunt of it all. Dressed in *khaki*, automatic rifle slung from his shoulder, today the cop can also be seen carrying a cane and a shield, more often than earlier – thanks to a surge in unarmed mass protests.

Even as images of Jammu and Kashmir Police personnel beating people, chasing protestors or firing tear gas canisters abound in the media and the public psyche, what the conflict has done to the everyday lives of Kashmiri policemen remains the least-talked-about aspect of the Kashmir tangle.

"We are Kashmiris, and our heart may be with our people, but our hands are operated by the State," a police officer in his mid-thirties said, explaining the dilemma he has to routinely face as part of his job. "As action against stone-throwers, protestors and militants is sanctioned by the State," he added, "we have to go against them."

The officer has been posted in Batmaloo and the Old City – Srinagar's volatile localities – for the last two years. His job involves taking action against 'pro-freedom' protestors and separatist leaders accused by authorities of 'instigating the masses'. The last three years in Kashmir have been rocked by widespread protests. Many saw the 2010 protests as an '*intifada*-like uprising'. Mostly trained to confront gun-wielding militants, the police now have to deal with a shift in focus from counterinsurgency operations to maintaining 'law and order'. This has brought them in direct confrontation with the people in a region where 'pro-freedom' sentiment runs deep.

According to a local human rights group, The Jammu and Kashmir Coalition of Civil Society, an estimated 374 unarmed people, mostly young men, were killed in police action in the last three years (2008-19). More than 20,000 people were injured. Despite the tough nature of a cop's job in Kashmir, beneath the *khaki* uniform there beats the heart of a human being – and a Kashmiri. He, too, has a viewpoint on the conflict, on his role, on his conflicting identity. He suffers, mourns and introspects in silence.

In his dimly lit office in a police station in downtown Srinagar, a police inspector confided, "I was in a dilemma. As a Kashmiri, it's difficult for me to fight against Kashmiri protestors." The officer expressed his helplessness in dealing with problems arising from State policy, though sometimes the policy itself may not be morally justified. "For instance," he explained, "the State wants an individual to remain inside a lock-up just because he is regarded as a threat to security. Even if he has not committed any crime, we have to concoct charges to put him behind bars."

Militant activities have been on a decline in Kashmir, but since 2008 the police have had to face a bigger challenge, for which they are ill-equipped. "Earlier there was militancy. But now it's on a decline. The real challenge comes from unarmed protestors. We don't want to beat them and have to take precautions to prevent killings," said a soft-spoken police officer, who is a Kashmiri Pandit. However, confrontations with unarmed protestors have often turned bloody, leading to a spiral of protests.**The policeman, too, has a viewpoint on the conflict, on his role, on his conflicting identity. He suffers, mourns and introspects in silence**

"The *khaki* uniform represents our occupation. They throw stones at us to register their protest as if we are the only symbols of the State around. We are seen as stooges of the Indian government, the tools of its oppression, and ostracized from Kashmiri society," he fumed, adding that irrespective of his position, a policeman is often regarded as a 'traitor' in Kashmir.

His friend, a 42-year-old deputy superintendent of police, said the policeman remains almost an outcast figure in Kashmiri society. "Nobody trusts us. We are not regarded as Kashmiris. They always suspect us while talking or sharing experiences with us in social gatherings. We have been isolated in the society for being policemen," he explained.

Moreover, workings long hours under stressful conditions, the policemen have little time to see their families. And whatever little time they have, they prefer not to talk much about their day's experience. A superintendent of police in south

Kashmir's Anantnag area said that whenever he is with his family, although he can be seen cracking jokes with his wife or playing with his kids, he is actually introspecting deep in the heart about gory events.

"It always upsets me," the 45-year-old officer said. He took a long pause before adding, "And then I reminisce about the hangman of Carl Sandburg's poem, *The Hangman at Home* (What does the hangman think about / When he goes home at night from work?)." At times their family members accuse them of committing 'excesses'. "Although it makes your heart burn, they are not to be blamed. They are Kashmiris, after all, and share the political sentiment of the majority. You can't help it," the officer admitted.

Sometimes the family members, too, have to face public outrage. The cops shared that as their children and other family members could not join the protests because of their jobs, they were seen as collaborators by other Kashmiris. Indeed, to be a policeman in Kashmir clearly means putting one's personal security at risk. "Behind our backs, they are after our blood. They are not our companions. They don't talk to us," rued a cop deployed in north Kashmir's Baramulla district.

According to police, from June to October 2010, 2,844 policemen were injured in clashes with stone-throwing youth. Nine police stations and 24 police posts were ransacked, damaged or set ablaze by protestors demanding 'freedom from Indian rule'. Seventeen police vehicles were also set on fire. Records reveal that 26 houses belonging to policemen were burnt down, and eight of their personal vehicles damaged or ransacked.

'The real challenge comes from unarmed protestors. We don't want to beat them and have to take precautions to prevent killings,' said a police officer, who is a Kashmiri Pandit

Both incidents occurred during the 2010 mass uprising. Rah was allegedly beaten to death by CRPF personnel, and Muzaffar died by drowning after he jumped into a stream while he was allegedly being chased by the police. "Incidents like these tormented me from inside. I would think long hours whether to carry on or to give up," the officer shared.

He said the police was demonized as an institution due to the nature of work, and that if he finds an alternative job, he would leave. "I do not adhere to any particular ideology. I am not here with conviction. I am a cop so that I can sustain myself and my family," he explained. He did admit that there are others who join the police out of conviction, but many end up revisiting their "ideological beliefs".

Most of the policemen this reporter talked to said they joined the force to find employment. More than 5, 97,000 youth are registered as unemployed in Jammu and Kashmir. Being a conflict-ridden region, there is always an acute shortage of job vacancies in the private sector in Kashmir. Moreover, people still prefer to work for the government sector because of the long-term job security it offers. Records at the police headquarters reveal that more than 5,000 youth were recruited in 2019 and 2020 by raising five battalions of Indian Reserve Police (IRP). The police department has requisitioned the formation of 10 more IRP battalions, which is awaiting approval.

'Panic has sometimes forced the police to fire straight into crowds of protestors. It happened because they were not trained to deal with such a situation,' said a police officer

There is little chance that the confrontational role of the police in the region will end as long as the political conflict lingers on. Rather, the role of the police in the conflict will increase as calls for demilitarization and scrapping laws like Armed Forces Special Powers Act (AFSPA), which gives immunity to personnel of the Indian army in cases of human rights violation, gain momentum.

GAPS IN RESEARCH:

This study is proposed to be undertaken, despite the fact that a good amount of work has already been done in terms of motivation and the Police forces of various states but not in the state of Jammu & Kashmir. The state itself holds a different position as far as law and order is concerned pertaining to it being a national/political issue, rise of militancy, internal turmoil

etc. Hence, the police force of this state can be looked at from angles which are very much different from that of other states. Therefore, this study aims at finding out whether the changes that have been brought about, under the heading of Police Reforms, has had any real effect on the work life balance among the policemen in the disturbed U.T. of India, (Jammu & Kashmir).

PURPOSE OF THE STUDY:

The purpose of the study is to revisit the factors that demotivated policemen at work after the introduction of changes in the working of the entire police system. This study aims at finding out the work and non-work factors that motivated/ demotivated Kashmir Police personnel. **There is no parallel situation in the entire sub-continent to study J&K police which has never been studied by any researcher in the past.**

III. RESEARCH METHOD

The proposed study would be a Descriptive Study. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group. This sort of a study is concerned with specific predictions, with narration of facts and characteristics concerning individual, group or situation. Since this study aims at finding out on- the-job and off-the- job characteristics that lead to motivation of the members of Police Force, keeping in view their educational and economic backgrounds, descriptive research design is considered to be most appropriate.

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 Science direct 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.

The study will be conducted in the union territory of Jammu & Kashmir, India. The universe would be all the Policemen of Kashmir and across all cadres, and in equitable proportion.

IV. RESULTS AND DISCUSSIONS

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)	Sampel	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 and full support are likely to have a high level of job professionalism, and vice versa.
2.	Nasrudin et al. (2022)	111 stafkepolisian di PoldaBidpropam Sulawesi Tenggara	Work load,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.

No.	Author (year)	Sampel	Variables	Result
3.	Widriasmatiwi et al. (2019)	Aparat Polri di Polres Kulon Progo	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 Gazettted Police Officer (LSM) Grade-II yang bekerja di 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)	Polisi lalu lintas Malaysia	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 DitlantasPolda 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 officers with good work-life balance..
7	Anju & Punia (2022)	Personelpolisi di Haryana, negara bagian India	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)	SampeladalahAngkatanKepolisianInggris, di mana data dikumpulkanmelalui situs web Police Care UK dari 15 Oktoberhingga 16 Desember 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)	Personel polisi di Davao Del Norte, Filipina	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 kepolisian di Dindigul District di 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 emotional intelligence with work-life balance
12	Coleman (2021)	PetugaslayanankepolisianGhana di pantaiCape Coast	Demographic variables, institutional factors, personal factor,	- Social demographics such as marital status, age, education level, and position have a positive impact on the work-life balance of

No.	Author (year)	Sampel	Variables	Result
		Metropolis	satisfaction	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	Anjumet al. (2021)	Studi pada aparat kepolisian di Baluchistan	Work-Life Balance, Kinerja, StresKerja	- 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. - 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.'

   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 environment and familial responsibilities.

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:
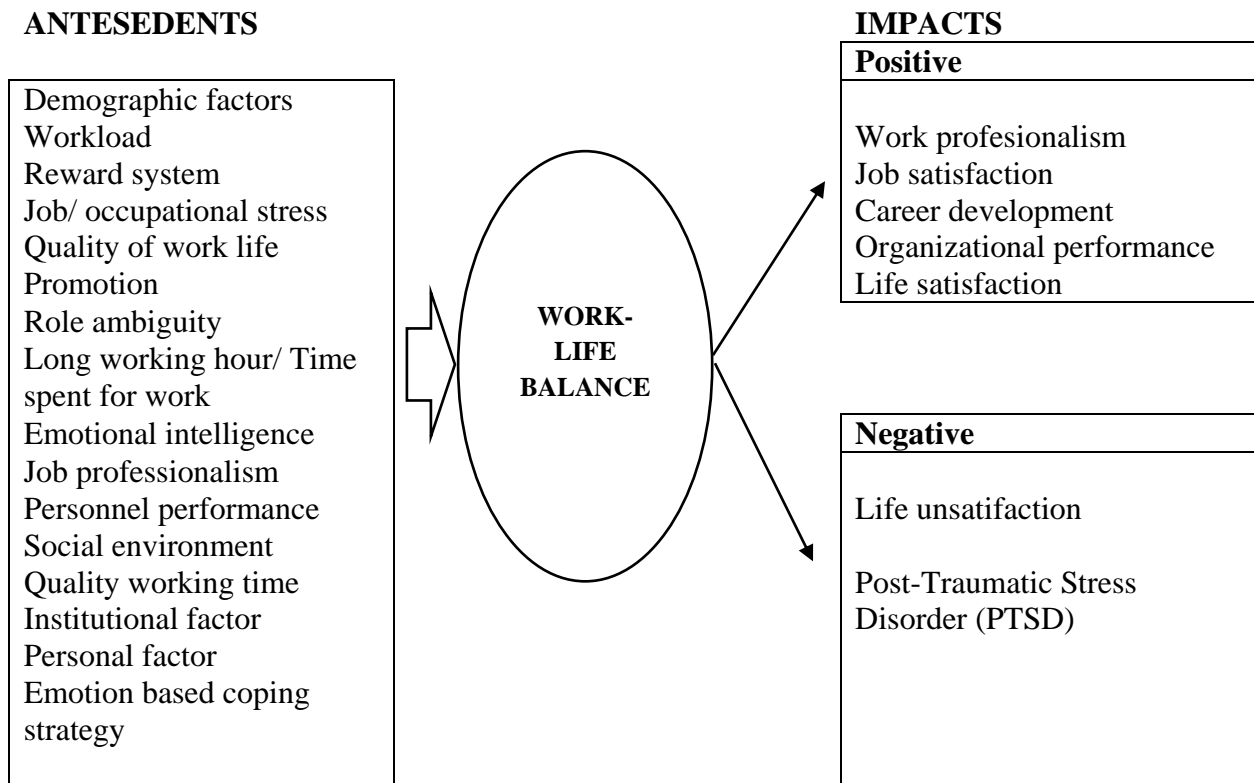
ANTESEDENTS

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**

IMPACTS

Positive

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:

A. Demographic factors encompassing gender, age, marital status, and educational level.

B. 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.

C. 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.
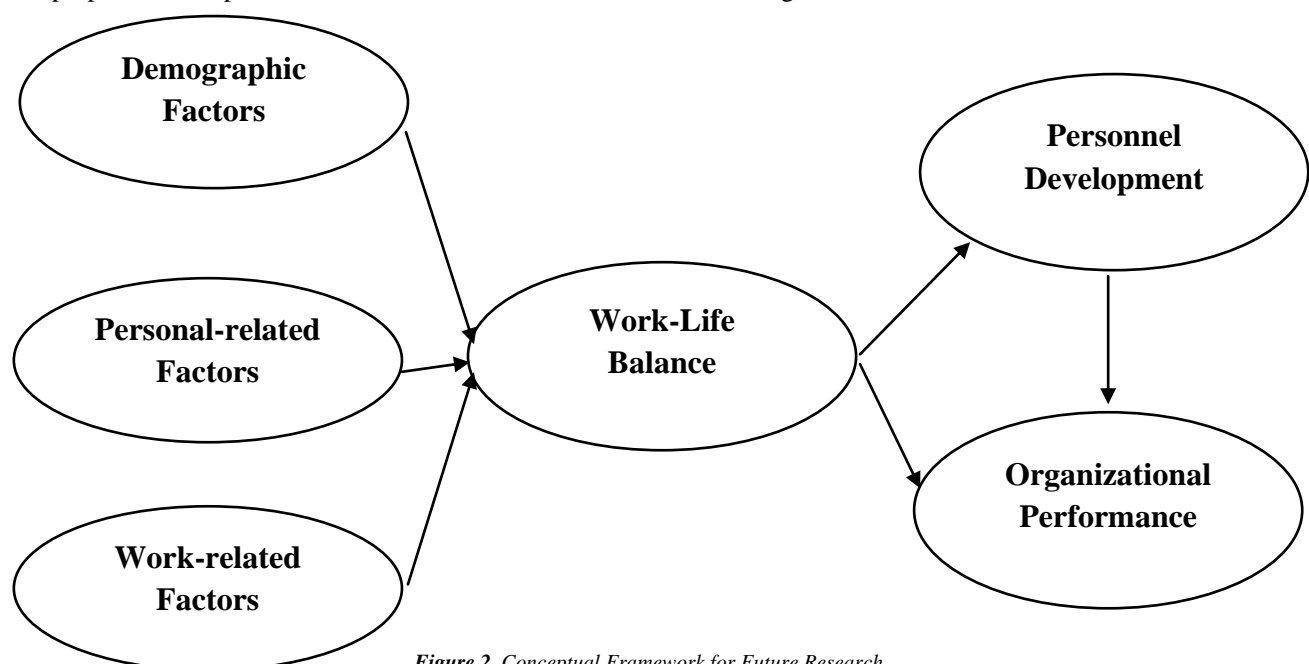

Figure 2. *Conceptual Framework for Future Research*

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.

V. CONCLUSION

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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