Organisational Predictors Of Work-Life Conflicts Amongst Police Personnel In Indian State

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Abstract

Organisations are resorting diverse measures to contribute to health and happiness of its employees across sectors wherein least prevalence of work-life conflicts plays a dominant role. Though there are numerous contributors to work-life conflicts yet organisational factors have an overriding position. The central objective of this study has been to identify the organisational predictors of work-life conflict among police personnel in Haryana, state of India. A convenient and systematic random selection technique was used to survey 500 police personnel in Haryana, India to gather the data on the organisational contributors of work-life conflict. Work overload, role ambiguity and long working hours were primarily focussed, in addition to the sample police demography. The data was gathered through a structured questionnaire using internet (using a Google form). In order to analyse the research model, the partial least squares structural equations method (PLS-SEM) was applied to analyse the data using Smart PLS (v. 3.3.7) statistical software. The results found that work overload, role ambiguity and long working hours are directly associated and contributing to the work-life conflicts in police personnel.

Keywords: Work-life conflicts, Work overload, Role ambiguity, long working hours, Police

1   Introduction

Work-life balance approaches have received much attention in recent years because they have been shown to improve performance of individuals in organisations by reducing costs, increasing productivity, and decreasing turnover (Beauregard & Henry, 2009). A person's ability to counterbalance between work and family, as well as other non-work commitments and diversions, is referred to as their "work-life balance." It involves roles in different spheres of life in addition to the interaction between work and family responsibilities. As defined by Felstead and researchers in 2002, in countries where money is primarily earned and distributed through labour markets, work-life balance is the interplay between cultural and institutional times and places of work and non-work. On the word of many scholars, life balance refers to the act of appropriately addressing the needs of three significant areas of life: job, family, and self. Work requires working hours, a specific level of concentration, as well as a certain amount of core hours spent on work. This is why work-life balance has risen to the top of the priority list for both individuals and organisations. (McCarthy et al., 2010). Work-life balance policies, often known as family-friendly policies, frequently strive to ease this conflict by simplifying employees' schedules

and responsibilities. The term "formal support" refers to an organisation's family-friendly policy.

An imbalance in work and life will lead to work-life conflicts. Work-family conflict is described as the conflict between work-related and family-related commitments to the extent that participation in one area makes participation in the other challenging (Frone & Rice, 1987; Greenhaus & Beutell, 1985). According to meta-analytic research, work-family conflict (WFC) has a negative impact on employee's stress levels (Nohe at el., 2015). The result has been an increasing corpus of scholarship devoted to investigating the elements that contribute to work-life conflict (WLC). A person's work and non-work roles become conflicting when they are incompatible (Brauchli et al., 2011; Greenhaus & Beutell, 1985). Many different types of non-work roles can be found in many domains, such as family, friendships, communities (such as school, volunteer work, church,), self-love (Kirchmeyer, 1992), and activities related to relaxation (Rice et al., 1992). It is not only crucial for an individual's wealth and success that he or she works hard to support his or her family, but it is also essential for his or her own safety and privacy, as well as the safety and privacy of his or her co-workers and associates. During the course of trying to earn enough money for personal success, the amount of time spent at work will almost certainly increase. One strategy for dealing with growing time demands is to reduce the number of household activities. As a result, one's time spent with one's children, spouse, and grandparents is reduced, which will almost certainly result in work-life conflict for the individual. Work-life conflict (WLC) is a sort of interconnected conflict in expectations between the worker's and family member's duties. Taking into account that people spend significant amounts of time work, except sleeping time (about 70% of their daily time), it appears unavoidable that work will have an impact on a person's life, whether favourably or unfavourably.

Observations have been made in several departments that people spend more than 70% of their time working on their jobs. For example, the hospitality industry and the police department are well-known for their long working hours. Employees may naturally grow psychologically weary as a result of this situation. For police officers, both job and family are required and essential parts of their lives, and reconciling and resolving their positions in both realms is a difficult task.

2   Policing in India and Haryana: an overview

In spite of the fact that the existing police system is primarily a product of the British colonial administration, it is based on the approach followed by the Indian Police Service (Shah, 1999). There are many law enforcement agencies working in centre, including the border police squad and the central bureau of investigations, and a metropolitan police force in several significant cities, all under the government's control. Some big cities have a metropolitan police force, which is comprised of officers from various law enforcement agencies around the country, including the central bureau of investigations (CBI) and the border security force (BSF). The majority of the duty for Indian policing, on the other hand, is conducted by the country's state level 28 police organisations. The following is an Indian police department's quick overview in order to assist the present research and its conclusions into perspective with prior research on the subject. The federal government employs and appoints the senior administrators who oversee the operations of local, territorial, and national law enforcement agencies and organisations. College graduates who have passed the civil service examination and have completed the requisite national training are required to serve as senior-level command officers in the military (Shah, 1999; Singh, 2002). Because they employ and train police personnel, the police force is significantly controlled by the state government in India (Singh, 2002). Each state's government is

headed by a director-general of police who is accountable for the supervision and functioning of all local police units within the state. The police force of state is further classified into districts, each of which has its own police officers directed by district superintendent of police, which is in turn organised into districts. Generally, districts are subdivided into sub-districts, and sub-districts are further subdivided into police circles, each of which has several police stations. Metropolitan police forces, which are under the command of a director-general, are used in major urban areas (Lambert et al., 2015; Raghavan, 1999). Officers in the Indian police force are primarily assigned to the position of constable. Most officers begin their careers in this position, which is classified as a line post in most organisations. Among the several components of India's criminal justice system, the police force is the most prominent and well-known (Verma, 1999). Policing in India is a physically and mentally hard and demanding occupation. According to Kaur et al. (2013), the field of law enforcement is one of the most difficult to enter in Indian society. A labour organisation does not represent officers in any shape or form. On their usual days, Indian police officers spend more than 10 hours a day on duty and are prepared for summons at any time (Ranta & Sud, 2008). The police department's public-community relations with the Indian population could be problematic at times in the Indian community. Disruptions in the public square have been caused by religious and caste differences, and the authorities are working to put an end to them. The police, according to some Indians, are more concerned with satisfying the interests of the affluent and influential than they are with fulfilling the needs of the general public, which they feel is inappropriate (Nalla & Madan, 2011). Haryana, located in northern India, shares a border with the nation's capital, New Delhi, and is considered a moderately prosperous state (Census2011.co.in, 2015). The density of the population is 573 inhabitants per square kilometre (1,485 people for every sq. mile),

which is higher than India's national average of 382 persons per square mile, which is lower (i.e., 382 persons per square mile). The Indian Police Act (1861) governed the operation of the Haryana police until 2007. The Haryana Police Act, passed by the state of Haryana in 2007, allows for new laws and management to better serve the demands of the general population in the state. The Haryana Police Department has launched several unique professional development programmes in accordance with the new law. The Haryana Police Department established an online platform called Harsamay, where citizens can access 31 different services, such as complaint registration, lost property reporting, etc.

3   Work-life conflicts: concept development

Individuals' two responsibilities are incompatible when the aggregate demands of their two roles are irreconcilable. Taking part in one role makes it more difficult to take part in the other and the other way round. Specifically, according to Greenhaus & Beutell (1985), conflict arises when time devoted to the demands of one position, strain from participation in a role, or when a job requires a specific set of behaviours, it might be difficult to satisfy the needs of another role because of this. Work-life conflict research has generally concentrated on the conflicts within people's jobs and other aspects of life. The WLC happens as soon as work obligations conflict with family obligations and family obligations conflict with work obligations. Several distinct types of WLC come from a variety of different sources. According to De Villers & Kotze (2003), the most significant WLC is caused by complicated workplace concerns such as managing change, supervisory and technical skills, leadership, roles and accountabilities, and so on.

Employees had significant stress in both their job and personal lives, which resulted in them juggling conflicting work demands (Byron, 2005). As a result, they were driven to

comply with a conflict between these two aspects of their lives. Work-to-family conflict (where work interferes with family life) and family-work conflict (where family life interferes with work) were both explored in a study conducted by Gutek et al. (1991). The findings of Frone et al. (1992) revealed that work demands are the most significant sources of work-family conflict (WFC) and that family demands are closely associated with family-work conflict (FWC). Both were separate from one another and possessed a high degree of autonomy with respect to the other. The expectation nowadays is that both men and women would contribute to the monetary well-being of their families in today's highly competitive and global environment. The impact of full-time and part-time employment on Work-life balance as experienced by working women was studied in research conducted by Levy (2012), which looked into the effects of part-time as well as full-time work on Work-life balance as experienced by women. A high workload and free childcare support were also investigated in relation to their perceived work-life balance, as well as academic achievement, youngest kid's age, hours worked. Working women are supposed to share responsibilities for their houses with their husbands; failure to do so can result in work-family conflict and family-work conflict, resulting in an out-of-synch work-life balance. OSHA (Occupational Safety and Health Administration) states that the inability of an individual to satisfy and meet the expectations of work and home has a detrimental impact on his / her performance at both, employment and residence (Nayak & Pandey, 2015).

3.1 Work-life conflicts and police

Police are critical sectors of the economy and society. They are responsible for keeping the public safe. Police personnel must keep a consistent dedication to active vigilance and surveillance (Malach-pines & Kienan, 2007), which results in an exceptionally demanding and stressful routine. According to Selokar et al. (2011), the general public is not entirely aware of Policing life and society as it is a difficult and time-consuming endeavour, especially in today's ever-changing environment. Because of varying nature of families, the changing character of the police personnel, and the changing nature of work itself, both police personnel themself and their organisations (police departments) are devoting more efforts to addressing the integration of job and non-work-related domains than ever before. A societal shift towards modernisation has also resulted in increased crime rate. Today's Indian faces more complex work and non-work demands than ever before as a result of these changes, making it challenging to manage the work-life balance in today's society.

So, the work-life conflict has long been considered as an essential topic of research in the field of organisational psychology, and it continues to be so. This concept depends on a variety of interactions that exist between an individual and their place of work. Work-family conflict, according to the researchers, is a bidirectional concept, meaning that it is possible for work to conflict with family roles (WFC) and for the family to conflict with work roles (FWC) (Grandey et al., 2005; Judge et al., 2006; Kinnunen et al., 2010; Netemeyer et al., 1996). For the most part, WFC researchers have mostly used theoretical models to examine how stressors result in strain, which results in the formation of WFC (Frone et al., 1992; Greenhaus et al., 1989). Furthermore, WFC has been investigated as a source of stress, and it has been connected to negative consequences such as decreased work satisfaction and depression (Burke, 1988; Frone et al., 1992). Individuals' work-related results are also influenced by WFCs, whereas their family-related outcomes are influenced by WFCs and family-work conflicts, respectively. In terms of attribution of sources, this can be interpreted.

According to source attribution, individual hold the domain/source responsible for the conflicts that have arisen, and as a result, they begin to think adversely about the domain/source. WFC has emerged as a topic of

interest in researchers for the study of police personnel (Ahmad and Islam, 2019; Islam et al., 2019), and the consequences of police personnel's work-related activities have remained the focus of attention for such investigations. Many diverse employment demands are placed on officers. The repercussions of these demands might spill over into their personal lives, resulting in the conflict caused by strain on the relationship (Lambert et al., 2016). In terms of antecedents, officers in New Zealand and Norway were shown to have higher WFC when confronted with emotional problems from their jobs and work inconveniences (Hall at el., 2010). Workplace factors such as job control, psychological benefits, organisational justice, instrumental communication, and quality supervision have been found to be adversely linked with composite measures of work-family conflict for Canadian and a strain-based WFC measure for Indian police (Buker & Dolu, 2010; Lambert et al., 2016). Workplace conflict based on strain, conduct, and family had considerable good impacts on Indian police officer's job stress, whereas time-based conflict had no such positive effects (Lambert et al., 2017). Aiming to understand better the relationship between work overload, role ambiguity, and long working hours within the police workforce, we intend to investigate the association between work overload and long working hours.

4 Variables and hypotheses development

• Work overload

Time pressure (tight deadlines) and the total work done (in quantity) are all factors that influence workplace demands in various ways (work overload). This study examines work overload, which has been recognised as one of the most consistently reliable indicators of work-life conflict in previous studies (Geurts & Demerouti, 2003). The condition known as work overload occurs when employment's expectations surpass a person's ability to cope with them. For example, Frone et al., (1997)

discovered that work overload was significantly linked to working time, and they found that work-life conflict was somewhat associated with the workload. According to another study, the amount of work one has to complete appears to be a more important predictor of work-life conflict than the number of hours one works (Allan et al., 2007; Wallace, 1997). According to studies, job overload is the most important work-life conflict's predictor, which is what our study will investigate. So given alternative hypothesis was developed by the researcher.

Hypothesis 1: work overload is significantly related to work-life conflict.

• Role ambiguity

The term Role ambiguity refers to the lack of clarity, certainty, and predictability in a job's behaviour that one could have expected (for example, as a result of an unclear or ill-defined job description and uncertain organisational objectives). In their investigation, Kahneman & Lovallo (1993) concluded that role ambiguity occurs as a result of ambiguous legislation, ethics, and organisational culture. The degree to which an individual is unsure about his or her employment requirements is characterised as role ambiguity (Baral & Bhargava, 2010). Verbeke et al. (2011) stated, "When a person does not know exactly what to do, he or she may become confused about job or family responsibilities." In other words, it may result in a conflict between job and family life. As a result, the following alternative hypothesis was developed by the researcher:

Hypothesis 2: Role ambiguity is significantly related to work-life conflict.

• Long working hours

As per the report of Status of policing in India report (SPIR) 2019, the Police personnel work for 14 hours a day on an average, with about 80 percent police personnel working for more than 8 hours a day. Hours like these can and often do include working through

the night, on weekends and even on holidays. Even being forced to work extra hours is not unheard of. Working lengthy hours (full-time) is associated with an increased likelihood of work-life conflicts (Allan et al., 2007; Byron 2005; Frone et al., 1997;). Work-life conflict is more likely to occur when people work long hours than when they do not. When it comes to the influence of working long hours, Barnett (1998) contends that it is dependent on a person's living circumstances, as well as their subjective interpretations of those hours (Thornthwaite 2004; Spector et al. 2004). According to the theory, working long hours may be a risk factor for workplace conflict.

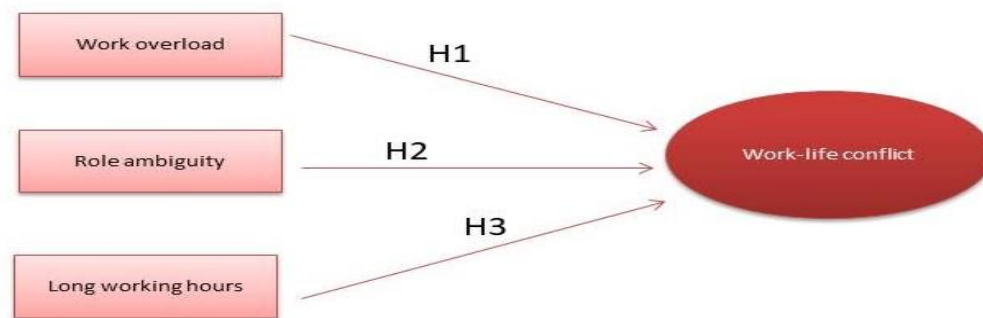Hypothesis 3: long working hours are significantly related to work-life conflict.

Figure 1: Hypothetical model

5 Methodology

This is a quantitative study in which participants were given survey questionnaires to complete. The objective of this study is to provide an answer to the following question:

Do the research factors (work overload, role ambiguity, and long working hours) are the predictor of work-life conflict in the lives of police officers?

- **Population and sample**

The study's participants were Haryana state police officers. The data was gathered through a structured questionnaire using internet (using a Google form). All five police ranges in Haryana are covered by the researcher by selecting respondents from each range randomly. Table 1 below shows the respondents' demographics.

- **Measurement**

Variables examined in this study are work overload, role ambiguity, long working hours, and work-life conflict. The work overload scale created by Musura et al. (2013) was used to assess the level of work overload. The work-life conflict was measured using an 8-item scale created by Netemeyer, Boles, and McMurrian in 1996 and administered to participants. The 7-item scale established by Rizzo, John R., Robert J. House, and Sidney I. Lirtzman in 1970 was used to assess people's feelings of role ambiguity. The researcher devised a scale to represent the long working hours. When using these scales, the results of the validity and reliability tests were significantly higher than the normal values (Table 2).

Consequently, the scales might be employed for additional statistical investigation. Each item on all scales was evaluated on a 5-point Likert scale, with the lowest score being (1) disagree, and the highest being (5) strongly agree. The survey also included questions about demographic information such as age and marital status, academic qualifications and job

titles, as well as the total number of years spent in the military, working hours, and kind of family members.

6 Result and analysis

- **Demographic profile**

Table 1 shows the demographic parameters of the sample of the study (n = 500). In summary, most of those who answered the survey questions were men under the age of 30 who were married. In addition, a high proportion of respondents had between 5 and 10 years of job experience. The majority of respondents (64.6 per cent) were from joint families, while the majority of respondents (68.2 per cent) lived in urban areas. The table below contains the specifics of all of the demographic information.

Table 1: Respondents' demographic information

		Frequency	Percentage
Gender	Male	365	73
	Female	135	27
	Married	300	60
Marital Status	Unmarried	152	30.4
	Separated	48	9.6
	Below 30	230	46
Age	Between 30-50	199	39.8
	Above 50	71	14.2
	10th	18	3.6
Academic	12th	76	15.2
qualification	Graduation	228	45.6
	Post-graduation	178	35.6
	Constable	115	23
	Head constable	155	31
Designation	ASI	102	20.4
	SI	86	17.2
	Inspector	42	8.4
Area of work	Rural	159	31.8
	Urban	341	68.2

Total years of service	Below 5	184	36.8
	Between 5-10	194	38.8
	Above 10	122	24.4
	8 to 9	99	19.8
Working hours	9 to 10	236	47.2
	More than 10	165	33
Type of family	Joint	323	64.6
	Nuclear	177	35.4

- **Construct validity**

A confirmatory factor analysis was required to evaluate the study model's construct validity. Initial considerations were given to convergent validity, which was then followed by construct validity. To demonstrate convergent validity, the composite reliability (CR) and Cronbach's alpha reliability coefficients must be 0.7 or greater, the factor loads must be 0.5 or greater, and the AVE (Average Variance Extracted) value must be 0.5 or greater (Fornell & Larcker, 1981).

Table 2: Confirmatory Factor Analysis and construct validity Results

Statements	Factor Loadings	CR	Cronbach Alpha Coefficient	AVE	VIF	rho
Work overload (WO)						
The work assigned to me is not of acceptable amount	0.713				1.645	
I feel overburden in my role	0.669				1.514	
There is need to reduce some part of my work	0.602				1.371	
I am not able to perform good due to heavy workload	0.737				1.706	
There is need to increase the staff	0.722				1.701	
I don't have much time to nourish myself as I have a lot of work to do in a day	0.727				1.703	
Now days my work load is increased due to pandemic of Corona virus	0.724	0.889	0.857	0.502	1.697	0.862

I don't even have time to take proper rest due to burden of my work in this Corona virus pandemic	0.764				1.776	
Role ambiguity (RA)						
Scope of my job responsibility are not clear to me	0.726				1.63	
The expectations of people I work with are not known to me	0.717				1.665	
Several of my role aspect are unclear to me	0.728				1.666	
I am not clear about the priorities in my role	0.723				1.542	
My role has not been clearly defined in department	0.743				1.605	
My different officers often give me contradictory instructions regarding my role	0.691				1.567	
In this Corona virus pandemic phase my job became ambiguous / unclear as many new tasks are involved in it	0.652	0.878	0.838	0.507	1.405	0.84
Long working hours (LWH)						
Normally I am expected to work beyond working hours	0.72				1.589	
There is no fix time slot in my job	0.739				1.725	
Sometime I feel that there is need to reduce my working hours	0.753				1.653	
I don't have enough time for the things I like to do	0.727				1.556	
Sometime I am not able to manage my family life because I have to spend much more time on my job	0.735				1.623	
In this phase of Coronavirus pandemic there is no fix time period of my job.	0.639				1.458	
Most of my time is spend at my work place because my work responsibilities are now increased due to Coronavirus pandemic	0.649	0.876	0.836	0.504	1.417	0.844

Work-life conflict (WLC)						
Because of my job, I can't involve myself as much as I would like in maintaining close relations with my family (or spouse/ partner).	0.739				1.677	
Things I want to do at home do not get done because of the demands that my job puts on me.	0.732				1.779	
I often have to miss important family activities because of my job.	0.63				1.413	
My home life interferes with my responsibilities at work, such as getting to work on time, accomplishing daily tasks, and working overtime.	0.731				1.687	
Things I want to do at work do not get done because of the demands of my family or spouse/partner.	0.73				1.758	
Sometimes have to miss work so that my family responsibilities are met.	0.732				1.735	
In this coronavirus phase due to my work I missed many things in my family life.	0.749				1.796	
In this coronavirus phase I found myself unfocused at work many times as of my personal tasks at home are also increased.	0.638	0.891	0.86	0.506	1.395	0.862

As shown in Table 2, the results of this investigation suggest that all variables are within the acceptable ranges for the standards. Using Cronbach's Alpha, we determined the reliability levels of the multi-item scales that were adapted for the study. Cronbach's Alpha, often known as composite reliability, is a valid and reliable measure of a scale's internal consistency (Netemeyer, 2003). In basic research, reliability values of greater than 0.70 are regarded as acceptable (Nunnally, 1978). According to Hair et al. (2006) and Henseler et al. (2015), average variance extracted (AVE) values less than 0.5 and Rho A coefficients more than 0.7 are acceptable. It can be observed in this data that the value of each test fits the criterion, where the value produced is greater than the standard value, indicating that this research is genuine and dependable. So that additional testing can be carried out. In addition, the VIF (Variance Inflation Factor) number in Table 2 indicates the degree to which two variables are correlated. Defaulting to a number less than 3, Smart PLS allows VIF values less than 3. Compared to cross-loadings on other latent variables, each indicator had a stronger outer loading on its latent variable, shown in Table 3.

Table 3: Cross Loadings

Construct	LWH	RA	WLC	WO
LWH1	0.72	0.308	0.343	0.422
LWH2	0.739	0.177	0.355	0.361
LWH3	0.753	0.248	0.419	0.37
LWH4	0.727	0.223	0.404	0.397
LWH5	0.735	0.243	0.366	0.277
LWH6	0.639	0.143	0.271	0.226
LWH7	0.649	0.278	0.295	0.318
RA1	0.254	0.726	0.288	0.296
RA2	0.175	0.717	0.282	0.305
RA3	0.212	0.728	0.262	0.315
RA4	0.333	0.723	0.336	0.351
RA5	0.204	0.743	0.349	0.367
RA6	0.158	0.691	0.289	0.386
RA7	0.276	0.652	0.301	0.301
WLC1	0.421	0.324	0.739	0.434
WLC2	0.318	0.35	0.732	0.466
WLC3	0.33	0.261	0.63	0.34
WLC4	0.413	0.27	0.731	0.424
WLC5	0.3	0.323	0.73	0.367
WLC6	0.316	0.306	0.732	0.384
WLC7	0.391	0.292	0.749	0.409
WLC8	0.344	0.295	0.638	0.391
WO1	0.317	0.342	0.411	0.713
WO2	0.358	0.326	0.399	0.669
WO3	0.359	0.296	0.328	0.602
WO4	0.281	0.321	0.391	0.737

WO5	0.342	0.36	0.371	0.722
WO6	0.278	0.311	0.417	0.727
WO7	0.345	0.366	0.391	0.724

Table 4: Fornell larcker criteria

	LWH	RA	WLC	WO
LWH	0.71			
RA	0.327	0.712		
WLC	0.5	0.426	0.711	
WO	0.482	0.468	0.568	0.708

Note: LWH- Long working hours; RA- Role ambiguity; WO-Work overload; WLC- Work-life conflict.

Secondly, the discriminant validity of the model was examined in accordance with the Fornell and Larcker criterion. Table 4 contains the variables' squared AVE values and correlation coefficients. The bold numbers in the table 4 indicate the square roots of AVE on the diagonal. These values must be statistically more significant than the correlation values in order for discriminant validity to be established (Compeau & Hihhins, 1995; Fornell & Larcker, 1981). As seen in the figures above that each construct's square root of AVE (average variance extracted) was significantly larger than the correlations with the other constructs. As a result, discriminant validity has been shown here as well.

Table 5: HTMT Table

	LWH	RA	WLC	WO
LWH				
RA	0.386			
WLC	0.579	0.498		
WO	0.563	0.551	0.655	

Note: LWH- Long working hours; RA- Role ambiguity; WO-Work overload; WLC- Work-life conflict.

The heterotrait-monotrait (HTMT) ratio was calculated to determine the discriminant validity of the variables in table 5. According to Kline (2011), if the construct has a score less than 0.85, it indicates that it is distinguishable from the other constructs, whereas others offer a threshold of 0.90. (Gold et al. 2001; Teo et al. 2008).

Results showed that all the variables had a value less than 0.85, indicating that all of the variables in the conceptual model are distinct from one another. Thus, the heterotrait to monotrait (HTMT) ratio is considered acceptable in this case. As a result, the discriminant validity of this study is not a significant source of concern for the authors. As a result, the validity of this study is considered satisfactory.

- **Research model testing**

In order to analyse the research model, the partial least squares structural equations method (PLS-SEM) was employed. The data were evaluated with the help of the SmartPLS statistical software. According to the analysis outcomes, they are shown in the following table: Table 6, whilst the model is depicted in Figure 2.

Table 6: Structural Equation Modelling Results

Hypothesis		Standardized Beta (β)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Results
H1	WO->WLC	0.357	0.357	0.050	7.109***	0.000	Accepted
H2	RA-> WLC	0.171	0.173	0.045	3.784***	0.000	Accepted
H3	LWH->WLC	0.274	0.275	0.043	6.317***	0.000	Accepted

Note: LWH- Long working hours; RA- Role ambiguity; WO-Work overload; WLC- Work-life conflict.

The route analysis and R2 are used to examine and explain the model verification. The value of **t** is utilised in route analysis to assess if the hypothesis is true. When the **t** value exceeds 3.29, it approaches the statistically significant threshold of 0.001 (shown by ***). As shown in Table 5, H1, H2, and H3 have all attained a statistically significant level with a **p** value less than 0.001. As a result, the study's H1, H2, and H3 hypotheses are correct. Figure 2 depicts the PLS-SEM path analysis model.

Bootstrapping analysis was performed to examine the variables' effects. Results shows that work overload with **β** value of 0.357 (p<0.001), Role ambiguity with **β** value of 0.171 (p<0.001), and long working hours with **β** value of 0.274 (p<0.001) significantly related to work-life conflict. As a result, all hypotheses were confirmed.
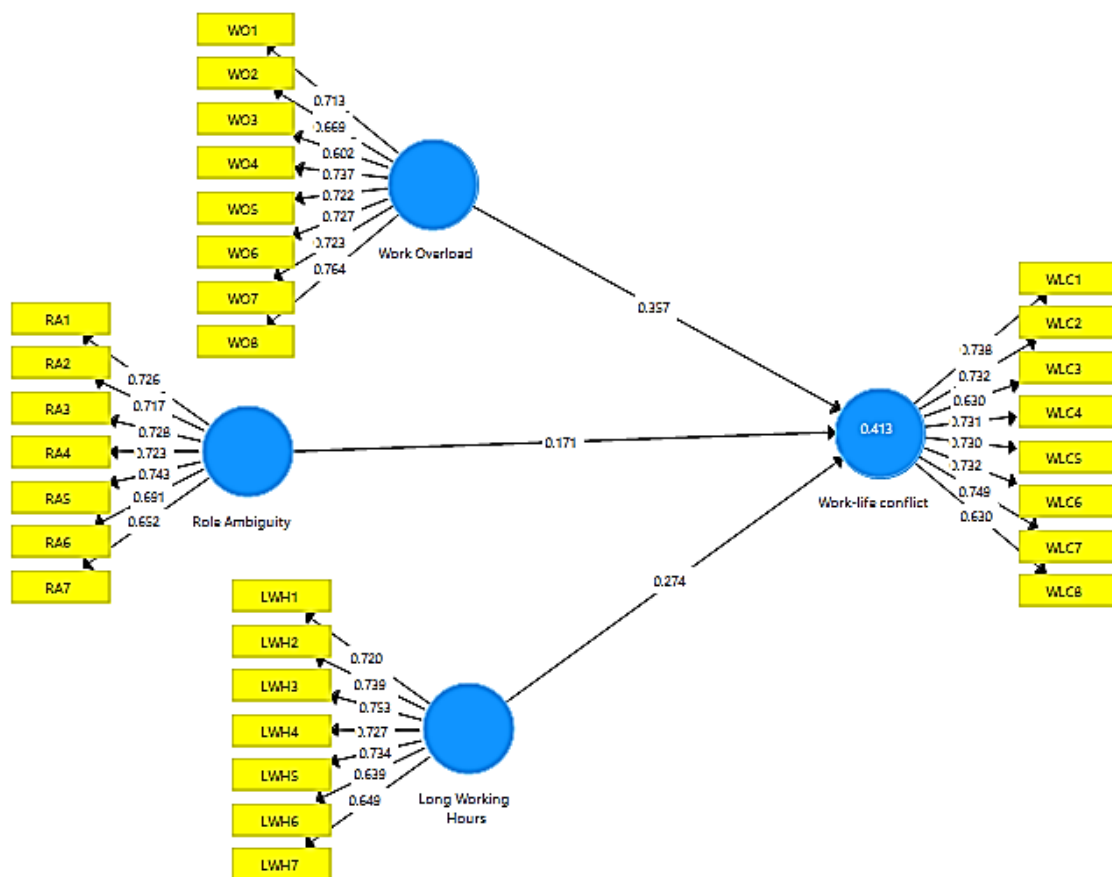

Figure 2: Structural Model with loading factor, path coefficients, and r square.

The R^2 value is used to assess the model's ability to explain variation in the data. The R^2 value is a number that falls between 0 and 1. Greater value of r square represents the greater explanatory capacity of the model. It is considered to have moderate explanatory power when the R^2 value is near 0.50 or higher. This suggests that these latent variables account for 41% of the variance explained by the wlc.

7   Discussion and implications

Overall aim of the current study is to investigate the job-related aspects that contribute to work-life conflict, using the PLS SEM model as a framework. Working-life conflict is explored in this study due to job-related variables (such as work overload, role ambiguity, and long working hours). Our goal in developing the hypothetical model is to determine the impact of these three variables on work-life conflict. In this section, we will explain the findings that were obtained as a result of the research model. According to the study, work overload, role ambiguity, and excessive working hours are all found to be positively and significantly associated with work-life conflict. The researcher determined that increasing these three variables is associated with increased workplace conflict. A previous study for H1 (Eby et al., 2005), another (Razak et al., 2011), H2 (Boles et al., 2003), and for H3 (Razak et al., 2011) all support the conclusions of this study (Akkas et al., 2015). Law enforcement officers are likely to experience critical occurrences, whether in the station house or on patrol, resulting in strain-based conflict as part of their job responsibilities (Manzoni & Eisner, 2006).

According to the findings of the study, despite the fact that role ambiguity had a positive correlation with work-life conflict, it was not the most crucial predictor among these three factors. So, it is important to highlight that role ambiguity exhibited a modest connection with the work-life conflict. In addition, among police personnel, work overload comes up with the highest values when considered a predictor

of work-life conflict. This indicates very clearly that work overload is a severe problem for police personnel in the state of Haryana and that this problem adversely affects their work-life balance in the form of work-life conflicts.

Practical implications

Practically, this study gives numerous helpful pieces of advice to policy-makers and management in the department. The practical consequences of the study include that the police department should pay particular attention to the workload among police employees. The police department can use the findings of this study to lessen WLC, which further can generate occupational stress among them as the workload is regarded as a primary factor behind WLC as high job expectations exhaust employees' energy and time. Management of the department has to plan it appropriately through reduced workweeks, family leaves, and flexible time. These measures may allow police workers to execute their family obligations, reducing WLC. The researcher also noted other characteristics, such as role ambiguity and long working hours, as predictors of work-life conflict among police employees in Haryana. The definition of role ambiguity is the ambiguity in identifying the activities that need to be made to reach stated individual goals. These could also be the point of focus for the department to reduce their work-life conflict and improve performance. To decrease role ambiguity among police officers, the department might benefit from a clear job description for each position and a list of objectives, goals, and deadlines.

8   Conclusion and recommendations

The study indicates that work overload, role ambiguity, and long working hours directly lead to work-life conflict among the police force in Haryana. It might also be concluded that excess work, day and night shifts directly affect their personal lives. As a person spends the maximum time at their workplace, it ultimately leads to dissatisfaction in their personal life. Moreover, this misbalance

in individuals' lives creates work-life conflicts as he cannot meet the obligations of their home and work. This imbalance also leads to life dissatisfaction in their lives. Work-life conflict is one of the significant factors of stress among individuals. Though this study had a sample size of 500 and a nearly equi-distributed across all five police ranges in Haryana, yet there are some restrictions. The first is the handy sampling procedure used, which prevents conclusions from being applied to the entire population. Further, the sample was predominantly composed of men (73 %). It would be beneficial in the future to have a higher proportion of female respondents in a survey as females are also affected from the work-life conflicts. Further studies can also be conducted beyond job-related criteria as well and additional job-related factors as only three variables viz. work overload, role ambiguity, and long working hours are used in the current study. In overall summation, behavioural studies on police personnel are the need of the hour as they only safeguard the interest of the society and if their life remains conflicts free, only then they will serve the system in a better way.

Work-life balance

Kirchmeyer (2000) described work-life balance as the realisation of rewarding experiences in multiple aspects of life that need diverse resources, such as energy, time, and commitment. These resources are distributed across all domains. As a result, maintaining a sense of balance in one's life is critical. Balancing work and personal life is the only way to solve the work-life conflict problem and the stress resulting from it. Work-life balance means planning one's time so that conflicts between work and personal life can be avoided and a healthy lifestyle can be kept. The balance between work and life differs for each person, depending on their lifestyle, circumstances, and priorities. It depends on the worker's standards, values, morals, ethics, way of thinking, and attitude.

As things changed, the idea of self-care was also emphasised in the literature. It is also important to make self-care a habit while juggling work and other parts of their lives. To explain this idea, the researcher used the term "work-life triangle". In literature, the concept of work-life balance has often been referred to as the "work-life triangle" or the "work-life balance triangle". The triangle represents three critical areas of life:

- Work
- Relationships
- self-care.

Work: Here, "work" refers to everything we do for our careers, jobs, and work at home.

Relationships: These are all the bonding that a person has with their friends and family, like their spouse, parents, and children.

Self-care: It includes the spiritual, intellectual, emotional, physical, health, wellness, and other parts of a person's life.
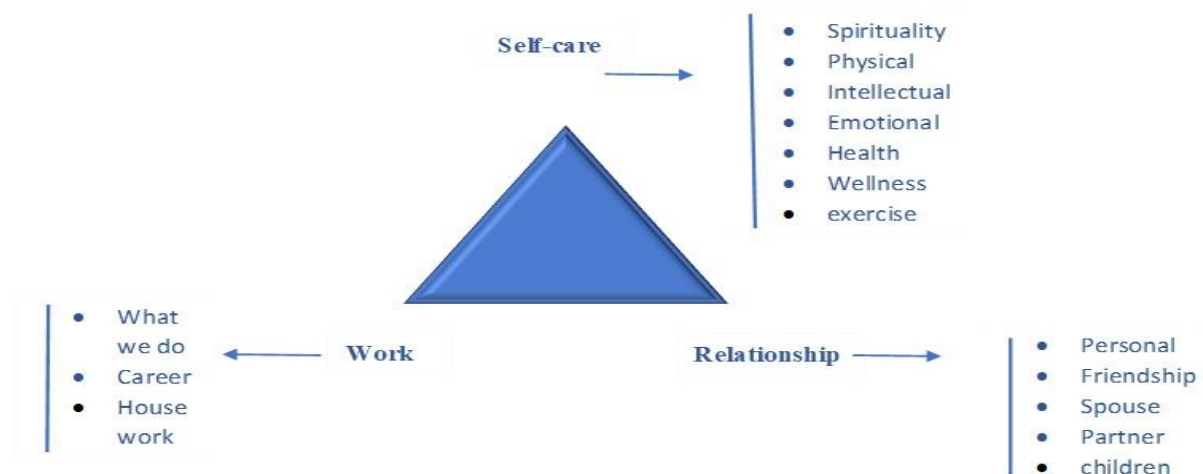
The same matter is shown in Figure 3.

Figure 3: A triangle representing work-life "work-life/work-life balance triangle"

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