Research Paper

Relationship of Work Engagement and Work-Life Balance among Police Personnel

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ABSTRACT

Work engagement and work-life balance both play their significant role at the work-place as well as in an individual's life. These are some of the key factors for a successful career in a police department and the role of police personnel at work and in society. Due to so many work complexities such as political pressure, long working hours, dealing with anti-social elements, flexible work type, etc. make this occupation quite strenuous and tough. Work engagement describes the level of a person's involvement in his/her work and more engaged workers are more likely to produce better performance at the workplace. However, work-life balance can be explained as the perfect balance between the work and other fields of life. The present paper is an honest effort to discover the connection between work engagement and work-life balance among police personnel. For this purpose, the random selection of police personnel was done within the age group of 30-50 years from different places and a minimum of 4 years of experience in the service from the total sample of 120 (60 male and 60 female) of ASI/HC rank. Work Engagement Scale developed by Schaufeli et.al. (2006) and Work-Life Balance Scale given by Hayman (2008) were used during the process. The data was collected randomly and analyzed by using SPSS. The finding of the study discloses that there is a significant relationship between work engagement and work-life balance on different dimensions.

Keywords: *Work Engagement, Work-Life Balance, Police Personnel, Correlation*

T he police personnel have to go through so many challenges and tough times during their duties as it is one of the most difficult jobs in nature. Whether there are any emergency situations or normal situations police departments have to play an active role maintaining law & order, and social harmony and helping in decreasing the crime rate. Work engagement is the involvement of a person in his/her work in a positive way (Bakker and Demerouti, 2007). The concept of Work-life balance consists of the priorities of an individual between his/her work (profession, career aim, and goal) and life (personal life, love, hobbies, health, family, spiritual aspects).

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In a study, Madan Mohan (2003) found that police personnel of India face several problems and work hard to maintain their work-life balance. They have to go through stressful situations every day in their life. The servants of the Police department deal with both external stress (Political, Social, and Systemic stress) as well as internal stress (Family, Task, and Organizational, Personal stress).

Work engagement

The work engagement concept is getting importance increasing day by day in the field of occupational health psychology as the field of work-place research studies is growing (Schaufeli, 2007). Work engagement is a work-related state of mind that is optimistic as well as accomplishing and categorized by vigor, dedication, and absorption (Schaufeli & Salanova, in press; Schaufeli, Salanova, Gonzalez-Romá, & Bakker, 2002). One of the first person to do theoretical work on the concept of work engagement was Kahn (1990). He described some features of the engaged workers as being totally physically, cognitively, and emotionally associated with their parts of work. According to Macey, Schneider, Barbera, & Young, (2009) the focused energy that is directed toward the goals of organizations is referred to as Engagement. The workers who seem to be more involved are more likely to work hard with the help of a higher level of discretionary efforts than those who are less engaged.

Schaufeli and Bakker proposed the most widely used definition of work engagement in 2004. Work engagement refers to a state related to work that is not only optimistic but active and it includes three components i.e. vigor, dedication, and absorption. Vigor is defined as having energy and mental resilience of a high-level during work, while dedication is to experience a sense of significance, challenge, and enthusiasm and to be strongly in his/her work. Absorption is the happy engrossment and total concentration in work at such a level that rapidly time passes. Work engagement is an affective-cognitive state which has more determination and prevalence and without focusing on any particular incident, thing, person, or behaviour rather than a temporary and definite state (Schaufeli, Salanova, González-Romá, & Bakker, 2002). The measurement of Engagement and burnout: A confirmative analytic approach. Journal of Happiness Studies, 3, 71-92). The high level of engagement in work increases the motivation and commitment of a person at the work-place. It also helps the employees of any sector in feeling their significant presence in the organized body for their lives to such a level that it may influence their lives' deepest level and this also increases the performance of an organization in turn. (Shahrazad, Sulaiman & Zahoni, 2016)

Work-life balance

Work-life balance as the name itself suggests the meaning that it is the proper stability between "work" and "life". It has become an influential topic since in the past few years, especially in work-place studies and organizational studies. Work-life balance is a broader concept which includes many aspects of work (Career and Ambition) and many aspects of life (family, health, pleasure) on the other side (Salim & Safeena, 2016). So, it becomes very essential for an individual to maintain an appropriate balance between both sides at the same time. A person who does not enjoy his personal life can't be termed as a successful person even if he is a workaholic. Peacefulness, calm and harmony fades away from life which may lead to aversive effects if a person comes across such kind of imbalanced situations (Yawalkar & Sonawane, 2016).

Work-life balance is referred to as where all available resources are used properly between other fields of life and occupation. Various parts of an individual's life are included in work-

life balance not just family life, for e.g., social roles, religious deeds, leisure, etc. in which the person is engaged in (Frone, 2003). So, sustaining a sense of balance between work and other spheres of life is very necessary for everyone. Work-life balance is one of the issues related to work which plays a vital role in affecting the productivity of an organization's employees (Dolai, 2015). Tara and Jyotsna (2010) found in a research that successful WLB of workers can be helpful in controlling their lives, reducing levels of stress, and also increases job satisfaction.

A study by Padma & Reddy (2013), reveals that the pressure from many sides in the department leads the female police personnel in dilemma and it becomes tough to maintain a work-life balance. Another study by Bird (2006) and Thriveni & Rama (2012) explores that often female workers face more difficulty in upholding a sense of balance between their family as well as work life as compared to male workers because they are considered more responsible for their family. The preparations for work-life balance can increase the productivity of an organization for the duration of the four consequent pathways like absenteeism reduction, turnover rate reduction, encouraging employee morale, and effective recruitment enhancement (Baughman, et al. 2003)

The multidisciplinary nature involved in the Police force department not only affects the psychological health but also physical and interpersonal health due to stressful situations which leads to a high level of anxiety, stress, frustration, etc. among police personnel. They are so much involved in their work which does influences their personal life in some or other way and they strive hard to maintain a balance between their work life and personal life. The present study presents an insight into work engagement as well as work-life balance among police personnel.

Objectives
The purpose of the current study was to find the relationship between work engagement and work-life balance among police personnel.

Hypotheses
There shall be a significant negative relation between work engagement and work-life balance among police personnel.

METHODS
Participants
The aim of the current study was to explore the correlation between work-life balance and work engagement which involved 120 police personnel of which 60 were male and 60 were female aged 30-50 years of Haryana state.

Exclusion Criteria:
- Age: below 30 years and above 50 years.
- Less than four years of experience in the job.
- Any severe psychological problem.

Inclusion Criteria:
- Age: 30-50 years.
- Experience: Minimum four years in the job.

Description of the test

1. **The Utrecht Work Engagement Scale 9 (UWES-9) given by Schaufeli et al., (2006):** This scale is used to find the engagement level of the person during work. It is a 7-point scale (0 indicating Never and 6 indicating Always) which consists of 9 items. It has good internal consistency and test-retest reliability as well as validity.

2. **The Work-life Balance Scale, given by Hayman (2005):** The original scale had 19 items which were further reduced to 15 items along with the three dimensions i.e., Personal Life Interference with Work (PLIW), and Personal Life Enhancement (WPLE) and Work Interference with Personal Life (WIPL) which basically measure the balance between work and personal life of an individual. The subject had to respond according to the frequency with which they felt during the past 3 months on this 7-point rating scale (e.g., 1=Not at all, 4=Sometimes, and 7=All the time). The dimension WIPL has 7-items, PLIW consists of 4 items, and the WPLE also contains 4 items. It had good test-retest reliability i.e. 0.73. The validity of the test is also good.

Statistical Analysis:

The data was collected in different police stations and police line areas of Haryana state. After the data completion process, the scoring was done with the help of the scoring key. The mean score and standard deviation as well as the product moment correlation between the variables were calculated with the help of software SPSS.

RESULTS

Table1: Descriptive Statistics

	N	Mean	Std. D
1. WE	120	52.58	1.35
2. WE(Vigour)	120	17.48	0.83
3. WE(Dedication)	120	17.5	0.66
4. WE(Absorption)	120	17.62	0.64
5. WLB	120	79.77	12.32
6. WIPL	120	32.08	9.39
7. PLIW	120	23.45	5.2
8. WPLE	120	24.17	4.03

Note: Std. D- Standard deviation
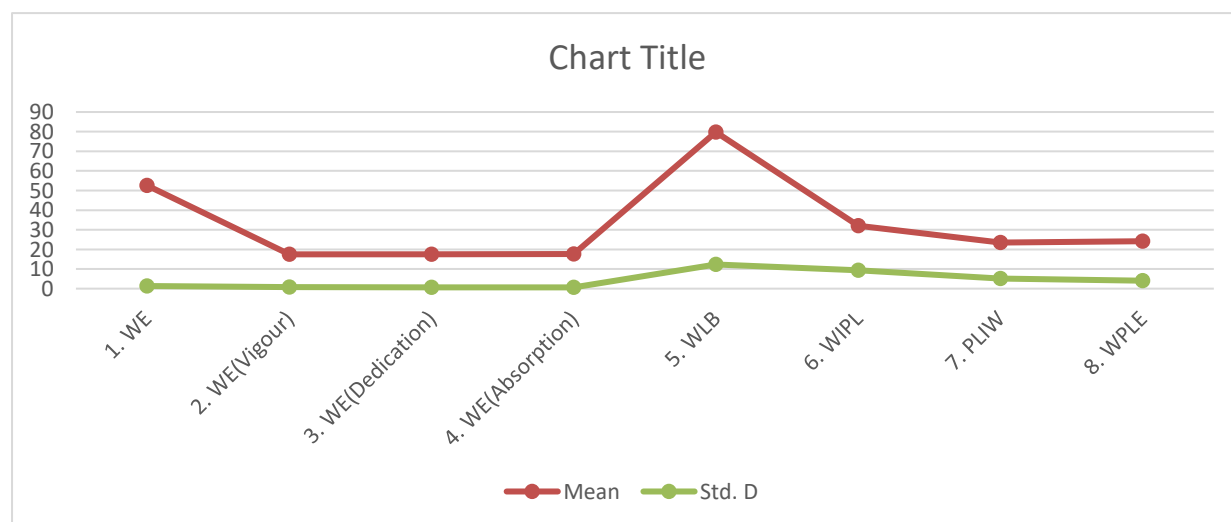
Figure 1.

Table 2: Inter-Correlation Matrix

	1	2	3	4	5	6	7	8
1. WE	1	.712**	.439**	.627**	0.163	0.161	0.095	0.026
2. WE(V)		1	-0.046	.283**	.206*	.196*	.227*	-0.107
3. WE(D)			1	-0.01	-0.111	-0.129	-.227*	.268**
4. WE(A)				1	0.128	0.168	0.094	-0.1
5. WLB					1	.876**	.802**	-0.014
6. WIPL						1	.571**	-.359**
7. PLIW							1	-0.163
8. WPLE								1

** Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed).
*Note: WE-Work-Engagement, **WE (V)** - Work Engagement Vigor, **WE (D)** - Work Engagement Dedication, **WE (A)** - Work Engagement Absorption, **WLB-** Work-Life Balance, **WIPL-** Work Interference with Personal Life, **PLIW-** Personal Life Interference with Work, **WPLE-** Work Personal life Enhancement.*

Table 1 shows the descriptive statistics calculated for the data. It presents the mean score and standard deviation of both the variables used in the study i.e. work engagement and work-life balance. The mean scores of work engagement, work engagement (vigor), work engagement (Dedication), and work engagement (Absorption) are 52.58, 17.48, 17.5, and 17.62 respectively while the standard deviations are 1.35, 0.83, 0.66, and 0.64 respectively. Likewise, the mean score on the variable of work-life balance, work interference with personal life, personal life interference with work, and work personal life enhancement are 79.77, 32.08, 23.45, and 24.17 respectively and S.D. is 12.32, 9.39, 5.2 and 4.03 respectively.

Table 2 shows the inter-correlation matrix which shows that there exists a significant relation between different components of work engagement and work-life balance among police personnel. Results shows that WE total is correlated with its all three dimensions Vigor (r=.712, p=.01), Dedication (r=.439, p=.01), and Absorption (r=.627, p=.01). Based on these results we can say that Vigor dimension of WE is positively correlated with Absorption dimension of WE (r=.283, p=.01), work life balance total (WLB) (r=.206, p=.05) and Work interference with personal life (WIPL) (r=.196, p=.05) and Personal life interference with work (PLIW) (r=.227, p=.05). There is a significant negative relationship between Dedication dimension of WE and Personal life interference with work (PLIW) (r= -.227, p=.05) while, Dedication is highly correlated with work personal life enhancement (WPLE) (r=.268, p=.01). Work-life balance is correlated with its two dimensions WIPL (r=.876, p=.01) and PLIW (r=.802, p=.01). On the other hand, WIPL is significantly correlated with PLIW (r=.571, p=.01) and it has a significant negative relationship with the dimension WPLE (r= -.359, p=.01).

DISCUSSION

The study was conducted to throw some light on the relationship between work engagement and work life balance among police personnel. The results showed some significant positive relationship between the different components of work engagement and work-life balance. The results of the study are to be supported by the previous studies that show similar results but some results were opposite also.

Work Engagement (Dedication) had a negative correlation with PLIW, the workers who are more dedicated towards their work and their personal life interference with work will

decrease. Those who spend extra time at the workplace like workaholics and are more involved in their work (Schaufeli & Salanova, 2011; van Wijhe, Peeters, & Schaufeli, 2011), but significant change depends on the perceived balance in private life. Likewise, similar to earlier studies (Greenhaus et al., 2003; Kinnunen, Feldt, Mauno, & Rantanen, 2010), the present research also depicts a positive relationship between two interference forms (i.e., Work Interference with Personal Life and Personal life Interference with work).

On the other hand, the lower levels of PLIW life-to-work interference are significantly correlated with work engagement, so it is quite valuable to highlight the important role performed in the context of non-work for engaged workers. This kind of person does not consider their personal life responsibilities as burdens for their role of job and they hardly complain that their personal life exhausts their energies or they feel tired from their work. However, the low scores by engaged workers on PLIW in this study suggest the importance of quality time spent in other activities (non-work/personal) for them and which contributes to a satisfactory balance in all spheres of life (Di Stefano, & Gaudiino, 2018).

Another study revealed a strong association between the vigor dimension of work engagement with Work Interference with Personal Life (Riyanto, Ariyanto, & Lukertina, (2019)). The same results were found in studies done on teachers where WIPL played a role in a high level of burden for work and private work, like a small amount of time for other activities (De Carlo et al., 2019). Moreover, the study of Rothmann and Baumann (2014) exhibited that employee engagement was influenced directly by work-home interaction. For those who have a high level of WIPL, their engagement in any other sphere of life is more likely to be diminished (Kenney et al., 2013).

Some other studies supports the connection between PLIW with the work engagement similar to ours (Hamilton Skurak et al., 2021; Martin, 2013; Schilling, 2014; Waclawska, 2018). More devotion towards personal life can divert an individual's attention from work which can certainly lead the person unavoidably to run for others (Mckay, 2019). Martin (2013) finished his survey on full-time professionals including two dimensions WIPL and PLIW. The significant negative impact of work and conflict with work engagement of employees was seen in the results attained through the survey.

The Work-Pesonal Life Enhancement dimension focuses on the enrichment of both work as well as personal life. Where there is enrichment in the family due to work, there is enhancement in personal life satisfaction. Likely, when there is enrichment in work due to family, there is enhancement in work-life satisfaction (Shankar & Bhatnagar, 2010). Shankar and Bhatnagar (2010) also stated that work engagement is indirectly affected by work personal life enhancement. Work-personal life enhancement facilitation is associated with work engagement (Bakker et al., 2012). Koekemoer (2020) mentioned that work personal life enhancement not only has a positive effect on work engagement but also acts as a strong predictor.

In contrast, the results of some studies explore the fact that there is no significant effect of work-life balance dimensions (work interference with personal life, personal life interference with work, and work/personal life enhancement) on work engagement. A study done on the faculty members of a private university in Bangladesh exhibits that despite their so many family and work problems, they continued their work commitments (Kamrunnahar, 2021). The correlation between work-life balance and employee engagement was studied by Toyaz Shekhar (2016). The paper also throws light on the factors which affect the

engagement of an employee and work-life balance like pleasure and work, and changes in work priorities on the private life of workers.

Besides these, many research studies have indicated the factors behind the low levels of work engagement and work-life balance of workers and the possible reasons responsible for their negative correlation between work engagement and work-life balance. The prolonged working hours of employees can create a great unevenness in work-life coordination (Macky and Boxall, 2008). Mckay (2019) reports that issues related to personal life for e.g., family circumstances, life-changing issues, psychological stress, and sickness can influence the profession and career advancement.

CONCLUSION

Despite so many social and organizational reforms, the problems faced by police personnel are not much resolved. The above research study gives a glimpse of their juggling between their work life and personal life and their struggle to make a balance between both.

In conclusion, the research reveals that the more individuals are engaged in their work and the more they are dedicated to their duty or work, the more it will influence their personal life and finally it may disturb their equilibrium between job and family life. So, police personnel have to make a balance between both their work as well as personal life so that it will enhance their work capacity and mental health too. The police department can benefit all the members of this sector by providing more help to them in the form of psychologists, work-life balance programs counsellors, etc. which will be helpful in enhancing productivity, better overall health, and achieving upgraded public service. Future research should also be encouraged to go through more details about this research topic and other factors can be included to know the mental health of police personnel and how they can improve it.

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