



Impact of Work Life Balance on Job Satisfaction of Non- Gazette Officers in Sri Lanka Police “With Special Reference to Badulla District”

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ABSTRACT

Work life balance is an emerging researchable area in the field of human resource management in modern academia, hence this study was conducted with the aim of finding the impact of work life balance on job satisfaction of non-gazette police officers in Sri Lanka. The target population of this study were non gazette police officers working in Badulla district and out of them a sample of 80 respondents were selected adopting convenience sampling method covering Badulla, Bandarawela, Welimada and Diyathalawa police areas. Structured questionnaires were used to collect data from respondents and were analyzed using the SPSS Software package. Result revealed that personal related factors, social factors and organizational related factors have significant association on job satisfaction and only organizational factors and social factors had a statistical significant linear relationship with job satisfaction of police officers in Badulla district in Sri Lanka. Light of the study recommended that organizational factors and social factors should be used to increase the work life balance of the non gazzetted police officers then it automatically lead to job satisfaction of police offices in Sri Lanka. Organizational factors like flexible working arrangement, job sharing, employee wellness programs, family-friendly policies can be used to enhanced work life balance of police officers. Further, family support and background of the family would help them to further enhance work life balance as personal factors of police officers.

KEY WORDS; *job satisfaction, Non-gazette police officers, Work life balance,*

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1. Background of the Research

At present peoples are engaged in many works in their working place whilst managing their personal life. Balancing of personal and professional life is mostly influence on person's job satisfaction. The challenge of modern Human Resource Management is to help employees to balance their work and personal life (Lockwood, 2003). Ability of balancing personal and professional life of a person is depending on the nature of the jobs and the capability of a person to manage them all. Organizations have to attract and retain best talented employers to achieve the organizational goals and objectives. Employer should create a good working environment for the satisfaction of the employees. The requirements of the human talent is growing faster and also the expectation about the humans are vary. As a result getting the right person to the right job, training and career development of them is more challenging (Institute of Personal Management, 2014). Practically, employees are facing the job-related goals while balancing their personal life, hence employees try to balance their personal life and commitment. The term Work-Life Balance comes into play in this context. Work-Life Balance is satisfying arrangement with an individual (Poulose & Sudarsan, 2014). Police is a special category of service in Sri Lanka which responsible for the prevention and detection of crime and the maintenance of public order. Non-gazette police officer (**Police Men**) is a kind of special category of employment in Sri Lankan police. As non gazette police officers, they have to follows specially defined rules and regulations, 24 hours duty, high responsibility, and discipline (police ordinance, 1974). With stated responsibilities it is very difficult to manage work and personal life. Hence, this study intended to identify work life balance on job satisfaction of Non – Gazette employees of Sri Lanka police.

1.2. Problem statement

A good work life balance improves employees' satisfaction, performance and collaboration and then productivity (Nick, Tobias & John, 2006). The duties of police officers are unique as they are guided by code conducts which is not applicable to any normal employees in other organizations. Duties, responsibilities, discipline, working hours, even dress code are decided by the code of conduct of the Police Department. The police officers do not have a right to join with the unions (Trade Union Ordinance of 1935) and the Ordinance does not explain a standard way to handle grievance of policemen. The police job by nature involves working shift, long working hours, active attention to duty even in off time therefore it is very difficult to handle personal matters effectively. This break down of work life balance will lead to family conflict and finally to job dissatisfaction. According to the Satoris & Young court, (2005), police officers get in to conflicts with family members when they are stressed at work. Police men are stressed when they feel unsafe at blockades and at investigations (Satoris & Young court, 2005). These situations are frequent in the police jobs. Accordingly, police job itself leads to break down of work life balance and to job dissatisfaction. Hence the problem of this study was how does work life balance of non gazette police officers effect on their job satisfaction in Sri Lanka.

1.3.Objective of the study

The objective of this study is to identify the impact of work life balance on job satisfaction of the non-gazette police officers in Sri Lanka.

A Number of previous studies have been conducted in different countries on impact of work life balance on job satisfaction, but those findings and the recommendations would not 100% match with Sri Lankan context due to inherent cultural differences. Also, work-life balance of non- gazette officers in Sri Lanka has not been explored by previous studies. Accordingly, this study will fill the literature gap of the area and help non - gazette officers to make their life success by balancing the work and family life.

2. Literature review

2.2.Work- Life Balance

Work life balance has important consequences toward employee attitudes that affect to their organizations as well as for the lives of the employees. Then many organizations have begun to take a role in developing quality of work-life programs (Beata & Izabela, 2013). In the recent years there have been an increased interest in work-family interface of the employees (Behav, 2009). In 1980s and 1990s, companies began to officer work/life programs, while first wave of these programs were primarily to support women with children, (Lockwood, 2003). Work life balance is creating a good balance between work life and

personal/family life of an individual (Bird,2003). It can be defined as the degree to which you fulfill demands coming from your employment and your family, (Opatha, 2009). According to the Gayathiri & Ramakrishnan, (2013) work life balance can be measured through organizational factors, personal related factors and social related factors. It include fair working hours, work-life atmosphere, Opportunity for doing religious ceremonies, Ergonomics, No physical and mental damages, distance between workplace and home. Not only that but also Work/life issues impact everyone, regardless of education level, gender, income level, and family structure, on level, gender, income level, family structure, occupation, race, age, job status or religion (Tomazevic, Kozjek, & Stare, 2014)

2.3. Employees Job Satisfaction

Managers, supervisors, human resource specialists, employees, and citizens in general are concerned with ways of improving job satisfaction (Roos, 2005). Human resources are considered the most valuable assets and a major factor to achieve organizational objectives. Organization can achieve success when its employees are committed and hardworking that can only be possible when they are satisfied with their jobs. Poor satisfaction results in lower morale and lower productivity (Gupta & Charu, 2013). Job satisfaction is a set of the favorable or unfavorable feelings with which employees view their work (Davis, 2013). Job satisfaction is a way to attract and retain the best people in the organization. Job satisfaction also refers to a person's general attitude towards his or her job (Robbins & Coulter, 2013).

2.4. Non-gazette police officer

There are two types of police officers gazetted officers and non-gazetted police officers. The non gazetted police officers include police sergeant major, police sergeant, and police constable (police hierarchy)

3. Research methodology

3.2. Research Approach

The study on impact of work life balance on job satisfaction of the non- gazetted police officers in Sri Lanka with special reference to Badulla District followed the deductive approach. The researcher studied previous researches, theories and phenomenon's and then developed hypothesis for the study.

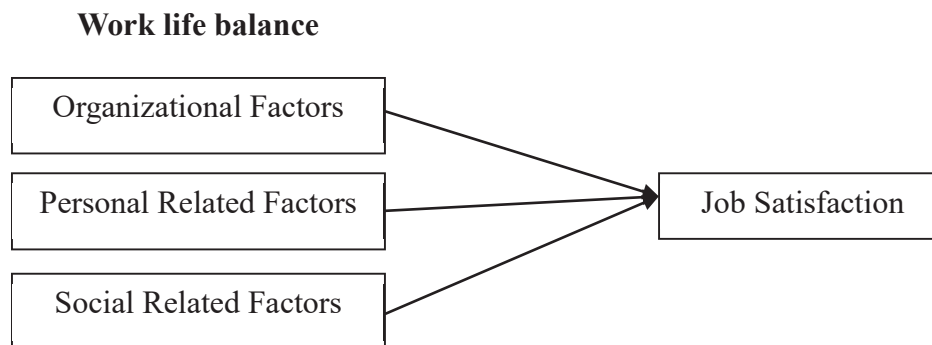
3.3. Type of study

This study describes the existing situation of work-life balance and job satisfaction of non-gazette police officers in Sri Lanka and identify the impact of work life balance on their job satisfaction. Hence the study is a descriptive and explanatory type study.

3.4. Unit of measurement

Thus study collected data from non-gazette police officers individually taking them as a unit of measurement of the study.

3.5. Conceptual framework



According to the conceptual framework, the study considered Organizational Factors, Personal Related Factors, Social Related Factors as independent variable of the study while job satisfaction was considered as the dependent variable

Hypothesis

H1- There is a positive relationship between organizational factors and the job satisfaction.

H2- There is a positive relationship between Person related factors and the job satisfaction.

H3- There is a positive relationship between Social related factors and the job satisfaction.

3.6.Population of the Study

Sekaran (2007) defined population as the entire group of people, events or things of interested that the researcher wishes to investigate. This study is conducted to identify the impact of work life balance on job satisfaction of the non- gazette police officers in Sri Lanka with special reference to Badulla District. Accordingly all non-gazette police officers in the Badulla district were considered as the population. There are two police divisions in Badulla District namely: Badulla Division and Bandrawela Division. Hence all 1507 non-gazette police officers in Badulla District were considered as the population of the study.

3.7.Sample

To identify the impact of work-life balance on satisfaction of non-gazette police officers in Badulla district, the study selected 80 non gazette police officers as the sample of the study based on convenient sampling technique was employed because the nature of the work restrict filling the questionnaire while they are working. As a result applying of probability sampling is not practical the study.

3.8.Data collection

Data were collected from non-gazette officers through questionnaire. All questionnaires were distributed directly to respondents after taking permission from the Sri Lanka Police of respective branches, Bandarawela, Badulla, Diyathalawa and Welimada in Uwa province. Researcher personally visited to the police stations and distributed the questionnaire among 80 respondents.

3.9.Data analysis and presentation

Collected data were measured in Likert five point scales and analyzed using SPSS application software. Descriptive statistics, reliability test, correlation test and regression analysis were run to find solutions to the research questions. Analyzed data were presented through tables and charts.

4. Data Analysis and Discussion

4.1. Reliability test

Table.1: Reliability test

Variable	Cronbach's Alpha
Organizational factors	0.932
Personal related factors	0.869
Social related factors	0.878

Source: Survey Data(2015)

The table.1 illustrates the level of reliability of the study. According to the reliability test Cronbach's alpha value of organization factors was 0.932 and Personal related factors was 0.869 and Social related factors was 0.878 respectively. The Cronbach's alpha values were greater than the acceptable level (0.7). It indicates that questionnaire was more reliable to test Work-life balance of police officers.

4.2. Descriptive Analysis for Research Variables

Table.2: Descriptive Statistics

Variables	N	Mean	Std. Deviation
Satisfaction	80	2.3802	.66572
Organizational factors	80	2.6028	.63125
Personal related factors	80	2.5323	.63347
social factors	80	2.1547	.63403
Valid N (list wise)	80		

Source: Survey Data(2015)

According to the table.3, mean value of the job satisfaction was 2.3802 and mean value of organizational factors was 2.6028. Also, mean of personal related factors was 2.5323. These means of all independent variables were belonging to the category of Agree. As well as mean of job satisfaction also belong to the Agreeable category.

4.3. Correlation analysis

Table.3: Correlation Analysis

Variables		Satisfaction
Organizational factors	Pearson Correlation	.801**
	Sig. (2-tailed)	.000
	N	80
Personal related Factors	Pearson Correlation	.714**
	Sig. (2-tailed)	.000
	N	80
Social factors	Pearson Correlation	.755**
	Sig. (2-tailed)	.000
	N	80
**. Correlation is significant at the 0.01 level (2-tailed).		

Source: Survey Data

According to the table 4, correlation coefficient between organizational factors and job satisfaction was 0.801 and the sig value was 0.000. sig value of the correlation smaller than 0.05. Accordingly, there is a strong positive statistically significant association between organizational factors and job satisfaction of police employees of Badulla District.

The Correlation coefficient of personal related factors and satisfaction was 0.714 and sig value was 0.000. As sig value is less than the 0.05, there is a statistically significant positive association among personal factors and the job satisfaction of non-gazette police officers in Badulla district.

The correlation result indicated a 0.755 of Correlation coefficient between social factors and job satisfaction. Sig value of the test was less than 0.05. Accordingly there is a statistically significant positive association among social factors and job satisfaction.

Light of the correlation indicated that job related factors, organizational factors and personal related factors have significant association with job satisfaction. In order to identify the linear relationship between independent and dependent variables a regression test was conducted.

4.4. Regression Analysis

Table.4: Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874 ^a	.763	.754	.33015

Source: Survey Data

According to the table.5, R Square was .0.763. It indicated that 76.3% variation of job satisfaction of non-gazette police officers in Badulla district are explain by the social factors, personal related and organizational factors.

Table.6 ANOVA

ANOVA ^s						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.728	3	8.909	81.739	.000 ^a
	Residual	8.284	76	.109		
	Total	35.012	79			

Source: Survey Data

According to the table.6 sig value of regression was 0.000. It indicates that model is strong enough to predict the job satisfaction. It further explains the linear relationship between satisfaction and the social factors, personal related, organizational factors because of sin value is 0.000 and it was less than 0.05.

Table.7 Coefficients

Regression Coefficients						
Model		Un standardized Coefficients		Standardize Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	-.123	.167		-.735	.464
	organizational factors	.484	.107	.459	4.542	.000
	person related	.117	.102	.111	1.150	.254
	social factors	.439	.074	.419	5.945	.000

H₁-There is a positive relationship between organizational factors and the job satisfaction.

According to the table .7, regression coefficient of organization factors is 0.484 and sig value is 0.000 and it is less than 0.05 therefore study rejected H₀ and accepted H₁: There is a positive relationship between organizational factors and the job satisfaction. Accordingly there is a statistically significant linear relationship between organizational factors and job satisfaction. It revealed that when organizational factor increase by 1% it will lead to increase the job satisfaction among non-gazette employees by 0.484.

H₂- There is a positive relationship between Personal related factors and the job satisfaction

According to the regression table, regression coefficient of the personal related factors is 0.117 and sig value is 0.254 and it is greater than 0.05. Therefore study did not reject H₀: There is no positive relationship between Personal related factors and the job satisfaction. Accordingly there is no statistically significant linear relationship between personal related factors and job satisfaction of non-gazette police officers in Badulla district.

H3- There is a positive relationship between Social related factors and the job satisfaction.

The regression table illustrated 0.439 regression coefficient and 0.000 sig value in social related factors. Therefore study rejected H0 and accepted H1: There is a positive relationship between Social related factors and the job satisfaction. Accordingly there is a statistically significant linear relationship between social related factors and job satisfaction of non-gazette police officers in Badulla district. Indicate 1% of increase social related factor will lead to increased job satisfaction by 0.439.that formula. By using the above table Regression equation can be developed ($Y = a + bx$) as follows.

$$\text{Job satisfaction} = -123 + 0.484\text{OF} + 0.439\text{SF} \dots\dots\dots 1$$

OF: Organizational Factors

SF: Social Related Factors

5. Conclusion

In any organization long-term job satisfaction requires the potential for growth of employees. Job satisfaction typically increases with improved balance of work and personal life. The study mainly discussed how does work life balance affect on job satisfaction. Organizational factors, personal factors and job related factors were used to measure the work life balance. The study revealed a significant association of organizational factors, personal factors and job related factors with job satisfaction among non-gazetted police officers in Badulla District in which only organizational factors and social factors have a statistical significant linear relationship with job satisfaction.

6. Recommendation

Light of the study recommended that organizational factors and social factors should be used to increase the work life balance of the non gazetted police officers then it automatically lead to job satisfaction of job of police offices in Sri Lanka. Organizational factors like flexible working arrangement, job sharing, employee wellness programs, family-friendly policies can be used to enhanced work life balance of police officers. Further, family support and background of the family would help them to further enhance work life balance as personal factors of police officers.

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