



**A STUDY ON WORK LIFE BALANCE OF 15TH NAGALAND
ARMED POLICE (IR) MAHILA BATTALION, CHUMUKEDIMA**

THESIS

**SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF DOCTOR OF
PHILOSOPHY**

BY

IMSULEMLA

Regn. No: PhD/MNG/00311

**DEPARTMENT OF MANAGEMENT
SCHOOL OF MANAGEMENT STUDIES**

AUGUST, 2025

**A STUDY ON WORK LIFE BALANCE OF 15TH NAGALAND
ARMED POLICE (IR) MAHILA BATTALION, CHUMUKEDIMA**

BY

Imsulemla

Under the Supervision of

Dr. Manoj E. Prabhakar

Associate Professor

**Submitted in partial fulfillment of the requirements for the Degree
of Doctor of Philosophy in Management of Nagaland University**

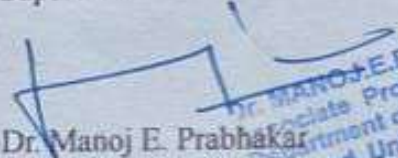
CERTIFICATE

This is to certify that the thesis entitled "A Study On Work Life Balance Of 15th Nagaland Armed Police (IR) Mahila Battalion, Chumukedima" which is submitted herewith for the degree of Doctor of Philosophy in Management of Nagaland University, is the result of the original work completed by **Mrs. Imsulemla**, bearing Registration number **PhD/MNG/00311** under my supervision and guidance.

The thesis has not been submitted to any other university or institute for any research degree. This thesis is fit for submission and evaluation.

Dated: 4/8/25

Supervisor


Dr. Manoj E. Prabhakar
Associate Professor
Department of Management
Nagaland University, Kohima
Kohima Campus: Meriema

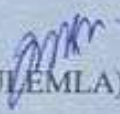
DECLARATION

Nagaland University

August, 2025

I, **Imsolemla**, hereby declare that the subject matter of this Thesis, titled "**A Study On Work Life Balance Of 15th Nagaland Armed Police (IR) Mahila Battalion, Chumukedima**", is the record of work done by me, that the contents of this Thesis did not form basis of the award of any previous degree to me or to the best of my knowledge to anybody else, and that the thesis has not been submitted by me for any research degree in any other University/Institute.

This is being submitted to the Nagaland University for the degree of Doctor of Philosophy in Management.


(IMSULEMLA)

Research Scholar

Department of Management

Nagaland University

Kohima Campus: Meriema

Regd. No. PhD/MNG/00311


(PROF. K.D. SINGH)

Head, Department of Management

Nagaland University

Kohima Campus, Meriema

Head
Dept. of Management
Nagaland University


(DR. MANOJ E PRABHAKAR)

Supervisor

Department of Management

Nagaland University

Kohima Campus, Meriema.

DR. MANOJ E. PRABHAKAR
Associate Professor
Department of Management
Nagaland University, Kohima

ACKNOWLEDGEMENT

This thesis would not have been possible without the help and support of several individuals. First and foremost, I express my deepest gratitude to the Almighty God for giving me the strength, perseverance, and wisdom to complete this doctoral research.

I am sincerely grateful to my supervisor, Dr. Manoj E. Prabhakar, Associate Professor, Department of Management, Nagaland University, for his invaluable guidance, encouragement, and constant support throughout the course of this research. His insightful feedback and patient mentorship have played a pivotal role in shaping this thesis.

I am indebted and would also like to extend my appreciation to the faculty members of the Department of Management, Nagaland University, Prof. K. D. Singh, Dr. Ditalak Mpanme, Dr. Dhrubajyoti Bordoloi, and Dr. Mani R., for their invaluable advice, suggestions, constructive criticism, and for being a constant pillar of support to me. Their vast expertise has enriched my research substantially.

My heartfelt thanks to the officers and personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion, whose participation and cooperation made this study possible. I am also thankful to the Nagaland Police Department for granting permission and support during the data collection phase.

I am forever indebted to my family, especially my mother, sister, and husband, for their unconditional love, patience, and sacrifices. Their belief in me has been a source of constant motivation.

To my Patkai family, my fellow research scholars, and friends, I offer my sincerest gratitude. Your unwavering support has been a cornerstone in this endeavour.

To my little sunshine, Kiara, who may not fully understand this journey yet, but whose unconditional love, hugs, and stories made each day lighter. You've been my biggest cheerleader without knowing it, and for that, I am forever grateful.

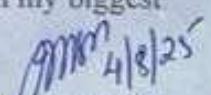

(IMSU EMLA)

TABLE OF CONTENTS

Certificate	
Declaration	
Acknowledgement	i
Contents	ii-vi
Abbreviations and Acronyms	vii
List of Tables	viii-ix
List of Figures	x
CHAPTER 1: INTRODUCTION	Page No.
1.1	Introduction
	1-4
1.2	Background of the study
	4-5
1.1.1	Brief Overview of the Indian Police Force
	5-6
1.1.2	Nagaland Police Department
	6-9
1.1.3	The 15 th Nagaland Armed Police (IR) Mahila Battalion
	9-12
1.3	Statement of the Problem
	12-13
1.4	Theoretical Framework
	13-14
1.4.1	Role Theory
	14
1.4.2	Spillover theory
	14-15
1.4.3	Job Demand-Resources (JD-R) Model
	15-17
1.5	Need for the study
	17-18
1.6	Significance of the Study
	18-19
1.7	Scope of the Study
	19-20
1.8	Relevance of the topic from an Academic and Industry Perspective
	20-21
1.9	Operational Definition of Key variables in the study
	21
1.9.1	Core Psychological and Organizational Constructs
	22-27
	• Work-Life Balance • Work Overload • Emotional Intelligence • Organisational Support

	• Work Stress • Job Engagement • Social and Family Support • Coping Mechanism & Resilience	
	1.9.2 Demographic and Occupational Variables	27-28
	• Age, Educational Qualification, and Marital Status • Salary and Accommodation, Length of Service, Working Hours, Shift Pattern, Location of Work, and Rank or Position	
1.10	Organization of the Thesis	29-31
1.11	Conclusion	31-32
CHAPTER 2: REVIEW OF LITERATURE		
2.1	Introduction	33
	2.1.1 Human Resource Management- An Overview	34-35
	2.1.2 HRM in the Police Sector	35
	2.1.3 Work-life balance as an HRM issue	36-37
	2.1.4 Time-Based Model of Work-Life Balance: The 8:8:8 Framework	37-38
	2.1.5 The Happiness Index as a Complementary Framework in Understanding Work-Life Balance	38-39
2.2	Work-life balance and influencing factors	39-41
2.3	Work-life balance among women police	41-45
2.4	Core Dimensions of Work-life balance in the study	45
	2.4.1 Work Overload and Its Impact on Work-Life Balance	45-46
	2.4.2 Emotional Intelligence in Managing Work-Life Balance	47-48
	2.4.3 Organizational Support and Work-Life Balance	48-49
	2.4.4 Work Stress and Its Influence on Work-Life Balance	49-50
	2.4.5 Job Engagement as a Factor in Work-Life Balance	50-51
	2.4.6 Social and Family Support in Maintaining Work-Life Balance	51-53

2.4.7	Coping Mechanisms & Resilience and their role in Work-Life Balance	53-54
2.5	Influence of Demographic variables on work-life balance	54-55
2.5.1	Age, educational qualification, and marital status	55-56
2.5.2	Salary and accommodation	56-57
2.5.3	Working hours, shift pattern, length of service and location of work	58-59
2.5.4	Rank or position in influencing job demands and Work Life Balance (WLB)	59-60
2.6	Research Gap	60-61
CHAPTER 3: RESEARCH METHODOLOGY		
3.1	Introduction	62
3.2	Research Design	62-63
3.3	Research Questions, Objectives and Hypotheses of the study	63-65
3.4	Area of the Study	65-66
3.5	Population and Sampling	66-67
3.6	Sources of Data	67-68
3.7	Tools for Data Collection	68-69
3.8	Validity and Reliability of the Tool	69-70
3.9	Statistical Tools used	71-72
3.10	Ethical Consideration	72
3.11	Limitations of the Study	73-74
3.12	Summary	74-75
CHAPTER 4: DATA ANALYSES AND INTERPRETATION		
4.1	Introduction	76-77
4.2	Demographic Profile of the Respondents	77
4.2.1	Age	77-78
4.2.2	Educational Qualification	78-79
4.2.3	Marital Status	79-80
4.2.4	Length of Service	80-81
4.2.5	Monthly Salary	81-82

	4.2.6 Type of Accommodation	82-83
	4.2.7 Working Hours	83-84
	4.2.8 Shift Pattern	84-85
	4.2.9 Rank/Position	85-86
	4.2.10 Location of Work	86-87
4.3	Reliability and Validity	87
	4.3.1 Content Validity Ratio (CVR)	87-88
	4.3.2 Reliability (Cronbach's Alpha)	88
4.4	Analysis of Work-Life Balance	89
	4.4.1 Group Differences (t-test)	89-92
	4.4.2 ANOVA Results	92
	4.4.2.1 Based on Salary	92-93
	4.4.2.2 Post-Hoc T-Test on Salary	93-95
	4.4.2.3. Based on Accommodation	95-96
	4.4.3 Work-Related Variables (t-test)	97-99
	4.4.4 ANOVA based on Rank/Position	99-101
	4.4.5 Regression Analysis	101-105
4.5	Factor Analysis	106
	4.5.1 Reliability Test	106
	4.5.2 Exploratory Factor Analysis	106-109
	4.5.3 Kaiser-Meyer-Olkin (KMO) and Bartlett's Test	109
	4.5.4 Communalities	109-112
	4.5.5 Total Variance Explained	112-114
	4.5.6 Scree Plot	114-115
	4.5.7 Rotated Component Matrix	115-117
	4.5.8 Grouping of Variables	118-119
	4.5.9 Naming of the Extracted Six Factors	120-121
CHAPTER 5: FINDINGS, RECOMMENDATIONS, AND CONCLUSION		
5.1	Introduction	122
5.2	Summary of key findings	122
	5.2.1 Demographic Summary	123-124

5.2.2 Findings based on Research Objective	124-126
5.2.3 Findings based on interaction with the respondents	126-127
5.2.4 Findings from Factor Analysis	128
5.3 Recommendations	128-131
5.4 Scope for Future Research	131-132
5.5 Conclusion	132-133
Bibliography	134-169
Questionnaire & Interview Schedule	170-177
Plagiarism Report	
Certificate of publication and seminar	
Ph.D. Course Work Mark Sheet and Certificates	

ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
COVID	Corona Virus Disease
CRPF	Central Reserve Police Force
CVR	Content Validity Ratio
CWW	Compressed Work Week
DEF	District Executive Force
DGP	Director General of Police
DIG	Deputy Inspector General of Police
EFA	Exploratory Factor Analysis
EI	Emotional Intelligence
GoN	Government of Nagaland
HR	Human Resource
HRM	Human Resource Management
IR	Indian Reserve
KMO	Kaiser-Meyer-Olkin (KMO)
MHA	Ministry of Home Affairs
MPF	Modernisation of Police Force
NAP	Nagaland Armed Police
POS	Perceived Organisational Support
VIP	Very Important Person
WFH	Work From Home
WLB	Work-Life Balance
WLC	Work-Life Conflict

LIST OF TABLES

Table No.	Title	Page No.
1.1	Factors of WLB	3
1.2	Outcomes of WLB	3
1.3	Manpower of 15 th NAP (IR)	10
3.1	Reliability Statistics	70
4.1	Age of the respondents	77
4.2	Educational qualification of the respondents	78
4.3	Marital status of the respondents	79
4.4	Length of service of respondents	80
4.5	Monthly Salary	81
4.6	Accommodation	82
4.7	Working Hours	83
4.8	Shift Pattern	84
4.9	Rank/Position of the respondents	85
4.10	Location of work	86
4.11	Level of work-life balance	89
4.12	Mean, Standard Deviation of Police Women with respect to Age, Qualification, and Marital Status	90
4.13	Summary of ANOVA on Women Police with respect to Salary	92
4.14	Post-hoc t-test of Mean and Standard Deviation for Women Police with respect to Salary	94
4.15	Summary of ANOVA on Women Police with respect to Accommodation	95
4.16	Significant effect of working hours, shift patterns, location of work, or length of service on the personal and professional lives of employees.	97
4.17	Summary of ANOVA on Women Police with respect to Rank/Position	100
4.18 (a)	Model Fit (Overall Regression Statistics)	102

4.18 (b)	ANOVA Table (Significance of overall model)	102
4.18 (c)	Individual Predictor Analysis	102-103
4.19	Hypothesis testing result: Summary	105-106
4.20	Reliability Statistics	106
4.21	Items for Exploratory Factor Analysis	107-109
4.22	Kaiser-Meyer-Olkin (KMO) and Bartlett's Test	109
4.23	Communalities	110-111
4.24	Total Variance Explained	112-113
4.25	Rotated Component Matrix	115-117
4.26	Grouped variables for each of the extracted six factors	118-119
4.27	Naming of six extracted factors	120
4.28	Final Variance Summary (from Rotated Loadings)	120
5.1	Demographic summary of the respondents	123

LIST OF FIGURES

Figure No.	Title	Page No.
1.1	Organisational Structure of Nagaland Police	8
1.2	Organisational structure of 15 th NAP (IR)	11
2.1	Evolution of Modern Management	35
2.2	Segmentation of factors influencing work-life balance	40
4.1	Age-wise profile of the respondents	78
4.2	Educational qualification of the respondents	79
4.3	Marital status of the respondents	80
4.4	Length of service of respondents	81
4.5	Monthly Salary	82
4.6	Accommodation	83
4.7	Working Hours	84
4.8	Shift Pattern	85
4.9	Rank/Position of the respondents	86
4.10	Location of work	87
4.11	Mean, Standard Deviation of Police Women with respect to Age, Qualification, and Marital Status	91
4.12	Summary of ANOVA on Women Police with respect to Salary	93
4.13	Difference between Women police with respect to Accommodation	96
4.14	Significant effect of working hours, shift patterns, location of work, or length of service on the personal and professional lives of employees	99
4.15	Significant difference in women police with respect to Rank/Position	101
4.16	Scree Plot	114

Abstract

This study explores the complex dynamics of work-life balance (WLB) among women police personnel in the 15th Nagaland Armed Police (Indian Reserve) Mahila Battalion located in Chumukedima, Nagaland. With policing recognized as one of the most demanding and stress-inducing professions, women in this field often face compounded challenges stemming from long work hours, rigid hierarchies, shift duties, and societal expectations around caregiving roles. These pressures make it difficult to maintain equilibrium between professional responsibilities and personal life, thus affecting well-being, job satisfaction, and performance.

The research adopts a descriptive quantitative design using factor analysis to identify and examine the key dimensions that influence WLB in this specific paramilitary context. Primary data were collected through structured questionnaires administered to a sample of 350 women personnel across ranks. Variables studied include work overload, emotional intelligence, organisational support, work stress, job engagement, social and family support, coping mechanisms & resilience. The study is further framed using theoretical models such as the Job Demands–Resources (JD–R) model, Role Theory, and Spillover theory.

Findings reveal that while marital status, educational background, and salary significantly affect WLB, factors such as working hours and location of work did not show a strong influence. The study also identifies key psychological constructs, such as emotional intelligence, work stress, organizational support, and job engagement, as critical dimensions of WLB. Factor analysis yielded six major components, including Emotional-Spiritual Self-Awareness, Role-related work stress, Work-Life Conflict, Workload and digital overload, Perceived Organisational Indifference, Job Engagement – Vigor and Absorption. The research further highlights the importance of social and family support and personal coping mechanisms and resilience, which emerged as strong buffers against occupational stress.

The study concludes that improving WLB among women police requires targeted interventions, including flexible scheduling, better support systems, and inclusive policy frameworks. Institutional efforts must consider both structural and psychosocial dimensions of work-life conflict.

This research contributes to the growing literature on gender, policing, and occupational health in Northeast India. It also offers a foundation for future comparative studies and qualitative inquiries into the lived experiences of women in uniform.

Keywords: 15th Mahila Battalion, JD-R model, Nagaland Police, Policing, Role theory, Spillover theory, Women police, Work-life balance

CHAPTER 1: INTRODUCTION

1.1 Introduction

1.2 Background of the study

1.2.1 Brief Overview of the Indian Police Force

1.2.2 Nagaland Police Department

1.2.3 The 15th Nagaland Armed Police (IR) Mahila Battalion

1.3 Statement of the Problem and Research Questions

1.4 Theoretical Framework

1.4.1 Role Theory

1.4.2 Spillover theory

1.4.3 Job Demand-Resources (JD-R) Model

1.5 Need for the study

1.6 Significance of the Study

1.7 Scope of the Study

1.8 Relevance of the topic from an Academic and Industry Perspective

1.9 Operational Definition of Key variables in the study

1.9.1 Core Psychological and Organizational Constructs

- Work-Life Balance
- Work Overload
- Emotional Intelligence
- Organisational Support
- Work Stress
- Job Engagement
- Social and Family Support
- Coping Mechanism & Resilience

1.9.2 Demographic and Occupational Variables

- Age, Educational Qualification, and Marital Status
- Salary and Accommodation, Length of Service, Working Hours, Shift Pattern, Location of Work, and Rank or Position

1.10 Organization of the Thesis

1.11 Conclusion

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Work-life balance reflects the proportion of time dedicated to one's job in relation to time spent with family and on personal interests or recreational activities (Cambridge Dictionary).

Work-life balance (WLB) is a term used for the idea that one needs time for both work and other aspects of life, whether those are family-related or personal interests. The old saying "all work and no play makes Jack a dull boy" emphasizes the need for rest and recreation alongside work. However, solely engaging in leisure without any meaningful contribution can also lead to dissatisfaction. For human being, work, whether paid employment or voluntary service, is often seen as essential for personal fulfilment. Therefore, work-life balance refers to an individual's ability to effectively manage both professional duties and personal life, leading to improved productivity and greater job satisfaction.

Work-life balance involves how individuals distribute their time and effort between their work obligations and personal life, including family responsibilities, hobbies, and social connections. With the rise of digital tools like smartphones, email, and video conferencing, work can now be completed more quickly, though this often leads to a greater overlap between professional and personal life. Even after work hours, an employee is available over email and phone, too. Technological advancements allow people to perform their work duties beyond the constraints of a standard full-day schedule.

Deepika & Rani M. (2014) emphasize that work-life balance involves separating one's job responsibilities from personal life, ensuring that work does not interfere with other important life roles and activities.

Work-life balance is not the same across different demographic groups, and is to a large extent influenced by personal and social characteristics (Prithi & Vasumathi, 2018). Work-life balance does not necessarily mean that an employee should spend an equal amount of time at work and rest. It talks about the appropriate division of work schedule and personal time, which will add up to an employee's job satisfaction, thereby making them more productive. An employee might end up spending too much time at work due to reasons like upcoming promotions, work overload, or due to understaffing. Hence, he/ she might end up having a work-life imbalance. Work-life imbalance often leads to various work-related stress and tensions. Lifestyle diseases like hypertension, depression, diabetes, etc, are also a product of the work-life stress and tension. In large multinational corporations, care is taken by the management to provide adequate breaks and rest time for the employees. They install gyms, laundry, cafes, crèches, and other recreational centres for the employees to refresh themselves. Sometimes, corporate houses also provide a sleeping zone for the employees so that they can get a quick power nap and work with more vigour. All these efforts by the management are important boosters for the employees to increase their productivity and thereby save time in commuting to those places for breaks. The concepts of telecommuting, flexi-work hours, etc, are all outcomes to ward off the problem of work-life balance.

For many generations, men were considered and expected to be the breadwinners of the house, but nowadays, women are also sometimes the sole breadwinners. The role division between male and female has somewhat become blurred, and women are now expected to work and also take care of the family. Long working hours, competition, and deadlines have forced the modern employee to divert their attention from their family and personal life to work. Nowadays, people hardly get time to spend with their family and children due to the hectic work schedule. What we need to understand is that one's health, family, and personal life are also equally important as career growth. Focusing only on one aspect will not satisfy an individual.

Greenhaus & Powell (2006) define work-family enrichment as the extent to which experiences in one role improve the quality of life in the other role.

Factors and outcomes of Work Life Balance (WLB) are highlighted in the tables below:

Table 1.1: Factors of WLB

Individual Factors	Organisational Factors	Societal Factors	Other Factors
1. Personality 2. Well being 3. Emotional intelligence	1. Work arrangements 2. Work-life balance practices & policies 3. Organisation support 4. Superior support 5. Colleague support 6. Job stress 7. Role conflict 8. Role ambiguity 9. Role overload 10. Technology	1. Child care arrangements 2. Spouse support 3. Family support 4. Social support 5. Personal & family demands 6. Dependent care issues 7. Family quarrel	1. Age 2. Gender 3. Marital status 4. Parental status 5. Experience 6. Employee level 7. Job type 8. Income 9. Type of family

Source: Poullose, S. & N, Sudarsan (2014). *Work Life Balance: A Conceptual Review*, International Journal of Advances in Management and Economics, Vol.3 | Issue 2|01-17

Table 1.2: Outcomes of WLB

Work-related outcomes	Non-work related Outcomes
1. Job / Work satisfaction 2. Career satisfaction 3. Organisational commitment 4. Employee turnover 5. Absenteeism 6. Retention of employees 7. Job performance	1. Marital satisfaction 2. Family satisfaction 3. Life satisfaction 4. Leisure satisfaction 5. Burnout 6. Health outcomes 7. Family performance

Source: Poullose, S. & N, Sudarsan (2014). *Work Life Balance: A Conceptual Review*, International Journal of Advances in Management and Economics, Vol.3 | Issue 2|01-17

The factors affecting the work-life balance of employees have been receiving attention from employers and researchers in recent years. These factors need more research to

be carried out so that the employees are able to maintain the required balance between their personal and professional lives.

1.2 BACKGROUND OF THE STUDY

Over the past few decades, there has been a tremendous change in the composition of the workforce and in the way organisations interact with their employees. The shift from traditional management styles to the modern style, along with technological infusion, has transformed employee-management relations drastically, thereby affecting the work-life balance. However, despite the growing interest in work-life balance, there is limited research on women police in Nagaland.

Work-life balance is an important ingredient for job satisfaction and motivation for an employee. The work schedule for a police is very challenging irrespective of gender. Balancing both family and work life becomes difficult when it comes to a woman. Irrespective of the modernisation, our society still expects working women to be the ones taking care of the household chores along with taking care of the dependents. As a result, it might lead to stress and reduce productivity. WLB has been gaining importance, especially in professions that are demanding and high-pressure, like policing. And as more women are joining the uniformed services, it becomes more challenging for them to manage their job and life responsibilities. Areas such as the Police and other law enforcement departments are still male-oriented, often requiring their female counterparts to manage both work and personal life with limited organisational/ institutional support.

Police work often involves unpredictable and long working hours, exposure to physical risk, and frequent transfers to remote or sensitive locations. Such work requirements might clash with the traditional family roles that we follow, where women often bear the burden of household and caregiving roles. Therefore, women in the police force face a distinctive challenge in balancing their roles at home and work.

To address gender gaps, India has implemented various initiatives to encourage and bring more women into policing, such as a special recruitment drive for women and the creation of all-women units. One such initiative is the inception of the 15th

Nagaland Armed Police (IR) Mahila Battalion, a fully female battalion on the 1st of June 2009. The roles of women police require significant physical and emotional resilience, and little research has focused on how these women manage their personal lives alongside such demanding work.

For understanding the experiences and perceptions of the women police, there is a need to have a closer look at the specific factors like the demographic, financial, occupational and environmental factors that affect their ability to maintain balance in both professional and personal spheres. Therefore, this study seeks to explore such factors and dynamics that are both academically valuable and practically relevant.

1.2.1 BRIEF OVERVIEW OF THE INDIAN POLICE FORCE

India started developing a modern police system in the early 19th century. Before British rule—and even in its early years—there was no clear idea or structure for a proper police force. It wasn't until 1774 that Warren Hastings implemented the first significant police reforms under the East India Company, which eventually led to the enactment of the Police Act of 1861 (Singh, 2020).

The Indian Police Force is important for keeping the country's internal security, enforcing the law, and keeping the peace in its large and diverse population. The Ministry of Home Affairs, Government of India (MHA, 2023) is in charge of the police force as a whole, even though each state government runs its own police. There are three main types of police: civil police, armed police, and special branches. The Central Armed Police Forces are one of these special units (Verma, 2005).

The roles of state and central police forces in India are distinct yet complementary. It is the responsibility of the state police to oversee matters relating to local crime prevention, investigation, and maintenance of law and order within their respective state. They also serve as the first line of response during internal security threats like terrorist attacks or insurgency-related incidents. In contrast, central forces are trained and equipped to manage more severe and large-scale conflicts. The Central Reserve Police Force (CRPF) is specially trained to manage large-scale civil unrest with minimal casualties and property damage, frequently outperforming local police in such

high-intensity situations. Furthermore, central paramilitary units play a crucial role in assisting the armed forces with securing national borders. The central government also oversees policing in the seven union territories and provides states with both intelligence-sharing and financial assistance to strengthen state-level policing.

Although the Indian Police System ranks among the largest in the world, it still continues to face persistent struggles and challenges such as shortages of staff, inadequate training, outdated infrastructure, and a low level of public confidence (Second Administrative Reforms Commission, 2007; Commonwealth Human Rights Initiative, 2015). Various reform measures have been recommended to enhance accountability and operational efficiency, yet their implementation remains uneven across states (Commonwealth Human Rights Initiative, 2021)

There is an increasing need to modernise the police force, especially in areas such as digital surveillance, forensic support, and data-driven policing (Bajpai, 2016). Programs like the Modernisation of Police Forces (MPF) have been introduced to address technological and logistical gaps (MHA, 2023).

Women's representation in the police force remains low, which reflects broader societal norms with low representation and limited leadership roles. However, growing efforts are being made to promote gender-sensitive policing and encourage greater inclusion of women in law enforcement roles (Natarajan, 2008; National Crime Records Bureau, 2022).

1.2.2 NAGALAND POLICE DEPARTMENT

The Nagaland Armed Police Act of 1966 was approved by the Governor on 24th November and officially published in the *Nagaland Gazette (Extraordinary)* on 26th November 1966. The Act outlines the creation and regulation of the Nagaland Armed Police Force. The Nagaland Police is the law enforcement agency of the state of Nagaland in India, and it functions under the Home Department of the Government of Nagaland. The department steadily expanded its organizational capacity after it came into existence to manage internal security, law enforcement, and public order. It is also the biggest Directorate under the Government of Nagaland (GoN). Its headquarters is

located in Kohima, and it operates under the head of the Director General of Police (DGP), who is assisted by a number of officers at different ranks.

The Nagaland Police is structured into several battalions and specialized units, including the Nagaland Armed Police (NAP), Indian Reserve (IR) Battalions, and intelligence and counter-insurgency wings. These units are tasked with maintaining law and order, addressing insurgency threats, and ensuring the safety of citizens. The 15th NAP (IR) Mahila Battalion, in particular, plays a vital role in promoting gender-sensitive policing and empowering women in law enforcement.

The department emphasizes community policing, modern training, and inter-agency cooperation to enhance effectiveness. Despite challenges such as terrain, insurgency, and resource constraints, the Nagaland Police continue to adapt to the evolving needs of public safety and governance.

Mission Statement of Nagaland Police:

“We are policing a democratic society and our duty is to protect the lives and properties of the citizens including their rights, to uphold the law fairly and firmly with due respect for the rights of the citizens, to prevent and detect crimes and bring to justice those who break the law, to maintain law and order, to protect, help and reassure the community of our commitments, for dedicated service with the motto

“SECURITY SERVICE AND SACRIFICE”

with integrity, common sense and sound judgement.”

The Department consists of 11 DEF (District Executive Force), headed by an officer in the rank of DIG (commissioner) /Superintendent of Police. These DEFs are analogous to 11 Districts in the State. The State has 8 Nagaland Armed Police (NAP) Battalions and 7 NAP (IR) battalions based in different districts, and these battalions

are headed by an officer in the rank of Commandant. There are a total of 71 police stations and 24 outposts.

Organisational Structure of Nagaland Police

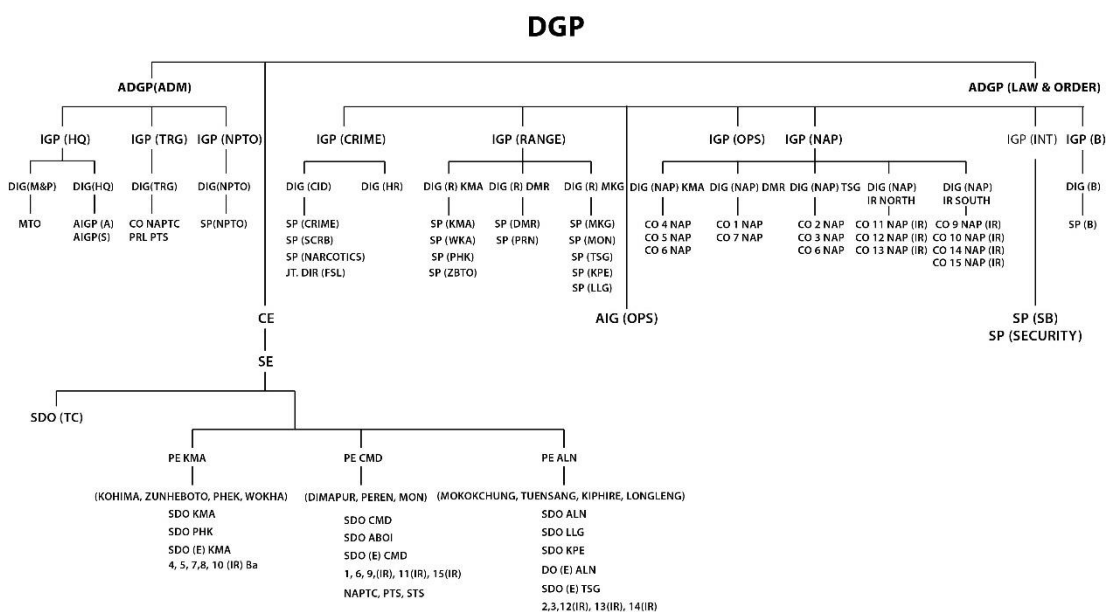


Figure 1.1: Organizational Structure of Nagaland Police

Source: Government of Nagaland. (n.d.). *Nagaland Police*. Home Department.

<https://police.nagaland.gov.in/>

Locations of Battalions in various districts of Nagaland Are as below :-

- | | |
|---------|-------------------------|
| 1ST NAP | - Chumukedima, Dimapur. |
| 2ND NAP | - Alichen, Mokokchung. |
| 3RD NAP | - Tuensang. |
| 4TH NAP | - Thizama, Kohima. |
| 5TH NAP | - Phek |
| 6TH NAP | - Tizit, Mon. |
| 7TH NAP | - Bhandari, Wokha. |

8TH NAP	- Naltoqa, Zunheboto.
9TH NAP (IR)	- Saijang, Peren.
10TH NAP (IR)	- Zhadima, Kohima.
11TH NAP (IR)	- Riizhaphema
12TH NAP (IR)	- Tuli, Mokokchung (Paper Nagar).
13TH NAP (IR)	- Yajang 'C'
14TH NAP (IR)	- Kiphire
15TH NAP (IR)	- Chumukedima, Dimapur.

Functions and duties of the Police Department are stated below:

1. Maintenance of Law and order
2. VIP security
3. Protocol duty
4. Criminal investigation
5. Riot control
6. Intelligence collection
7. Imparting training
8. Traffic Management

1.2.3 THE 15TH NAGALAND ARMED POLICE (IR) MAHILA BATTALION

The 15th Nagaland Armed Police (Indian Reserve) Mahila Battalion was set up by the Government on 1st June 2009 at Chumukedima, a district of Nagaland, with the aim of giving more space for women in the police force and to deal with issues that

specifically affect women and children. As an all-women unit, it also shows progress in including women in a field that has long been dominated by men. The Battalion works under the Nagaland Police Department, and the battalion is trained in many important areas like crowd control, dealing with insurgencies, disaster response, and working closely with communities. The women in this unit are posted both within Nagaland and in other parts of the country, where they help keep peace and support national security. Their presence helps bring a more gender-sensitive approach to policing, especially in tense or risky situations.

This full-fledged women's battalion in Nagaland has a total sanctioned staff strength is 1039. The minimum qualification for recruitment as Constable is Class 8th pass, and for the ranks of Sub Inspector and above is a Graduate. The recruitment & selection, training, induction, promotion, and transfers, etc., in the 15th NAP Mahila (IR) Battalion are all controlled and governed by the Police Headquarters, Kohima.

Number of manpower in each rank is given below: (as on 30.03.2021)

Table 1.3 Manpower of 15th NAP (IR)

Sl.No.	Designation	Total number of employees	Number of female employees
1.	Commandant	1	0
2.	Deputy Commandant	3	2
3.	Assistant Commandant	7	4
4.	Inspector	7	0
5.	Sub-Inspector	23	21
6.	Havaldar	115	97
7.	Naik	56	54
8.	Lance Naik	56	56
9.	Constables	682	579
10.	Non-Combat Employees	70	7
Total		1020	820

Source: Office record of the 15th NAP (IR)

The Following chart shows the hierarchical structure of the 15th NAP Mahila (IR) Battalion in Chumukedima, Nagaland. It also depicts the upward and downward flow of information from the top to bottom and vice versa.

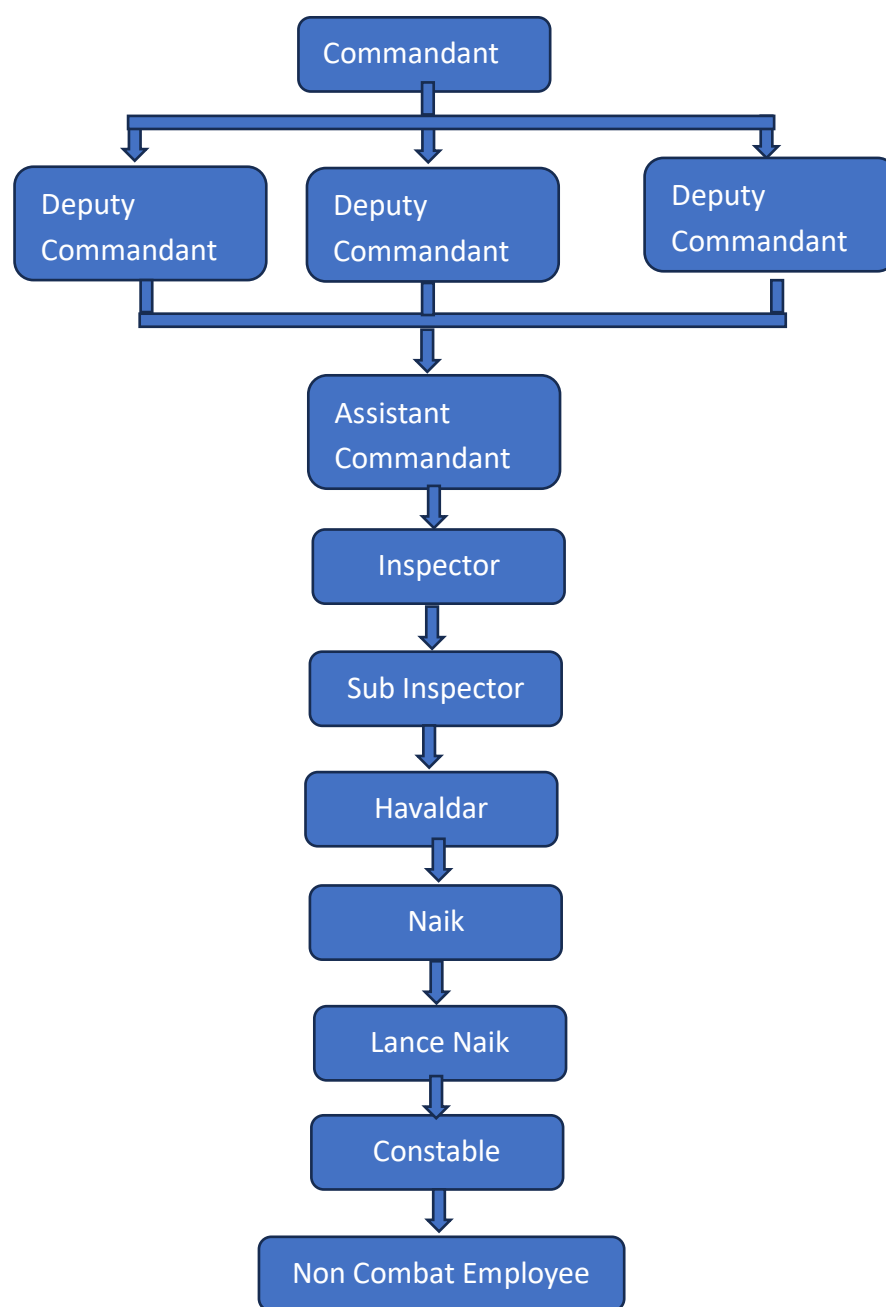


Figure 1.2 Organisational Structure of 15th NAP (IR)

Source: Office record of the 15th NAP (IR)

Here, the Commandant is the head of the battalion and is in charge of the overall function and activities undertaken by the personnel. Proper welfare facilities such as canteen facilities, accommodation, drinking water, and first aid are provided. Adequate health and safety measures are adopted as required.

In Nagaland, the Police Department plays a very important role in maintaining the law and order situation. Policemen have long work schedules at times and in difficult conditions too. Therefore, it has become imperative to undertake this study on how they manage their work and balance their personal life, especially for the women police. Women are considered to be the primary caretakers and homemakers in our society. At the same time, a woman police is expected to be prompt and punctual at work and be available for additional working hours/overtime if the need arises. The nature of work for uniformed personnel is not always favourable or the best working conditions. Work life and a hectic working schedule might lead to stress and burnout in an individual, which has an impact on the personnel's physical, mental, and psychological well-being.

Most of the time, the women personnel often face such double pressure—not just from the tough nature of their job, but also from social expectations tied to being women; and managing both work and personal life becomes a real challenge. This study looks closely at these issues and tries to understand how things like age, job demands, and finances affect their ability to maintain a healthy work-life balance.

1.3 STATEMENT OF THE PROBLEM

Work-life balance in itself has been a movement even before the Industrial Revolution. Management of most organisations has always focused more on increasing production/output, and workers have been exploited to achieve targets. Gradually, with the human relations movement and behavioural studies, attention is now driven towards maintaining a proper balance of work life and personal life. It is now understood that a healthy balance of work and personal life of an employee reduces absenteeism, increases motivation, and thereby leads to productivity of the employees.

The integration of women into police forces has been a gradual process marked by systemic limitations and evolving societal norms. Before the 1970s, policing was almost exclusively a male-dominated profession. Women constituted less than 2% of the total sworn personnel and were typically confined to narrowly defined roles such as handling juveniles, conducting body searches on female suspects, or performing

clerical tasks. Their presence, though vital, was largely marginalized within the broader structure of law enforcement.

Over the last three decades, however, the landscape has shifted. By 2005, women comprised approximately 11.3% of sworn officers, and their roles had expanded significantly. They began serving in mainstream policing functions, occupying specialized units, and taking on leadership roles that were once restricted to men. This progression reflected not only institutional reforms and affirmative action policies but also a growing recognition of the value women bring to the field in terms of communication, conflict resolution, and community engagement.

With more women joining the workforce, it is indeed important to understand the factors affecting their work-life balance, especially in a male-dominated sector as the police force. The nature of duty and work allocated to police personnel is the same irrespective of their gender. Given the expectations of society for a woman towards her family, it is imperative to study and understand the factors that influence the balancing of work and personal life. In the context of the 15th Nagaland Armed Police (IR) Mahila Battalion, these challenges take on added dimensions. Hence, this study aims to bridge the gap of dual burden or professional and personal demands by examining the multi-dimensional aspects influencing the Work-Life Balance of personnel in the 15th NAP (IR) Mahila Battalion by identifying potential areas for policy intervention and support mechanisms.

1.4 THEORETICAL FRAMEWORK

Over the years, the concept of work-life balance has evolved, moving beyond early frameworks centered on time management and conflicting roles. Now it is shifting towards a more broader interpretations with a focus on employee satisfaction, mental well-being, and the role of organisational support (Rincy & Panchanatham, 2014). Thus, a more inclusive approach that goes beyond time-focused or conflict-based definitions is needed to shape an individual's sense of balance (Haddon et al., 2009). Several theoretical models provide insight into the mechanisms and outcomes of work-life balance. To understand the dynamics influencing work-life balance among women

personnel in the 15th Nagaland Armed Police (IR) Mahila Battalion, this study draws upon three theoretical perspectives: Role Theory, Spillover theory, and Job Demands-Resources (JD-R) Model, which are discussed as follows:

1.4.1 ROLE THEORY

Role Theory has evolved and has been primarily developed and formalized by sociologists and social psychologists in the mid-20th century. Originally developed by Linton (1936), Parsons (1951), and further refined by Merton (1957), the role theory explains that individuals have multiple roles to play in the capacity of an employee, spouse, parent, or caregiver. Each of these roles comes with its own set of behavioural expectations and norms, responsibilities, and time commitments (Biddle, 1986). When the expectations and demands of one role hinder or interfere with the fulfillment of another, an individual is bound to experience role conflict or role strain (Merton, 1957). This will ultimately lead to reduced performance in one or more roles that the individual attempts to fulfil.

This theoretical perspective is relevant to the study of work-life balance, especially in the context of uniformed policewomen. In a high-demand and strict discipline profession like the uniformed service, work schedules and working hours are rigid, roles are hierarchical, and deployment-related separations from family often lead to more tension between professional duties and personal obligations. For women in the uniformed services, such tensions become even more pronounced due to societal expectations relating to caregiving and domestic responsibilities (Katz & Kahn, 1978), making the Role Theory an important basis to understand and explore their work-life dynamics. Thus, this framework is particularly relevant in understanding how the rank or position, marital status, and caregiving responsibilities interact to affect perceived balance.

1.4.2 SPILLOVER THEORY

Spillover theory provides another view to understand the interaction between work and non-work domains. Spillover theory, as conceptualised by Staines (1980), explores how experiences in one domain of life - work or home - can transfer into another, either

positively or negatively. This transfer from one domain of life to another influences emotions, attitudes, and behaviors across contexts (Edwards & Rothbard, 2000). Experiences at work can positively or negatively influence one's personal life, and vice versa. It indicates how work and non-work domains are interdependent. If an individual is under a lot of stress at work, it can easily affect their personal life too, causing them to feel tired, tense, or emotionally distant at home. But when the work environment is supportive and positive, that good energy can spill over and help them feel happier and more balanced in their everyday life.

For women police, the stress or satisfaction that they experience at work may spill over into their personal/family life. Thus, it affects their emotional well-being and interpersonal relationships. This theoretical perspective helps explain how stress from long shifts or an inadequate support system may influence personal domains. This theory may also help explain the impact of variables such as accommodation, salary, organisational support, and length of service on both job satisfaction and personal well-being.

1.4.3 JOB DEMANDS-RESOURCES (JD-R) MODEL

The Job Demand-Resources Model (JD-R) Model, introduced by Demerouti et al. (2001) offers a more dynamic framework by classifying workplace elements into job demands (e.g., workload, shift patterns, emotional strain) and job resources (e.g., supervisor support, autonomy, and training), and it serves as a guiding theoretical lens to understand the work-life balance experiences of the women personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion. Job Demands means the physical, psychological, social, or organizational aspects of the job that necessitate sustained effort and are therefore associated with certain physiological and psychological costs. In the context of this study, these include variables such as workload, shift patterns, role-related stress, and extended working hours, all of which are common in policing environments and can contribute to diminished work-life balance.

In contrast, job resources refer to the physical, mental, social, or organizational supports that help employees reach their work objectives, ease the pressure of job

demands, and encourage their personal growth and development. Resources identified in this study include salary, accommodation, organizational support, emotional and spiritual intelligence, job engagement, and rank or position. These factors are expected to enhance coping capacity, reduce burnout, and improve overall WLB.

A high job demand without adequate resources will lead to burnout and decreased work-life balance. But when people have enough support and resources at work, the stress from job demands can feel more manageable, and that often leads to feeling more motivated and satisfied with their job. Thus, support from the organisation, mentoring, and flexible work arrangements can act as buffers, improving both work-life balance and psychological resilience (Abdou et al., 2024).

For women in the 15th IR Mahila Battalion, who face both structural (e.g., rank-based authority) and situational (e.g., accommodation, shift hours) challenges, the JD-R model will be helpful in examining how resources like housing, salary, or organizational support can mitigate stress and promote work-life harmony.

Integration of the three theories with the present study

The theoretical integration of these three frameworks allows for a comprehensive exploration of the multiple pressures faced by women police personnel, where the job demands are high but the resources are often constrained. While Role Theory explains the inherent tension between competing social roles, Spillover Theory captures the bidirectional impact of experiences between home and work. The Job Demands–Resources (JD-R) model offers a framework for understanding how job-related pressures and supportive resources influence employee well-being and their capacity to achieve a healthy work-life balance.

Together, these theories provide a conceptual lens for examining how demographic (e.g., age, marital status, education), financial (e.g., salary, housing), and occupational factors (e.g., working hours, shift patterns, rank) contribute to or detract from work-life balance. They also help in the development of the study’s hypotheses and guide the interpretation of statistical results. Integrating these frameworks allows for a more

nuanced understanding of the multifactorial nature of work-life balance among women police personnel operating in demanding field environments.

These theoretical perspectives collectively underscore that work-life balance is not merely about equal time allocation but is contingent on the dynamic interaction between personal, professional, and contextual factors. By grounding the concept in theory, this framework informs the present study's examination of the antecedents and outcomes of WLB in the 15th NAP (IR), Mahila Battalion.

1.5 NEED FOR THE STUDY

Women, since time immemorial, have always been confined to the walls of their home, engaged with the household work and family responsibilities. However, this concept seems to be evolving and changing as they started going out of their homes to work. When a working woman gets married and has children, she gets the additional responsibility of taking care of not only her home but also the extended family, along with juggling her professional work. Hence, the challenge becomes more stressful and difficulty crops up in managing her personal and professional life.

In Nagaland, the scenario is also the same. Women are employed in almost all sectors, whether it is in Government departments or the private sectors like retailing, telecom, banking, etc. Initially, women started taking up careers in teaching and healthcare. But nowadays they are taking up more challenging roles and career paths as a result of which many changes have started taking place in the societal roles too.

The need for taking up this study on work work-life balance of women battalion in Nagaland came up since the women uniformed employees have a different work culture and environment as compared to those women employed in other sectors. Their duties and responsibilities call for more physical activity, long working hours, and job stress. Other researchers in similar studies of the work-life balance of women employees found that with increasing age, it becomes difficult to manage both work and personal life for women. Some studies point out that those women who devote more time to work-life affect their attention to their family life.

This dynamic can be theoretically explained with the help of Role Theory, which puts forward that individuals hold multiple social roles like worker, spouse, caregiver, etc., and when the expectations of these roles conflict then it leads to increased stress and dissatisfaction. The women police in the Battalion should constantly navigate the expectations in both personal and professional roles, making them susceptible to role conflict and overload.

Further, the JDR model explains how the job demands, such as work shift, workload, and emotional strain, when not properly balanced, can lead to burnout. This model is relevant for women police personnel where the nature of the job demands is considerably high, with limited personal and organisational support. If such support is low, then the risk of work-life imbalance, job dissatisfaction, and turnover intention increases.

However, even with the growing participation of women in the uniformed sector in India, there is a noticeable gap concerning women in uniformed services in Nagaland, and till now, no major studies have been conducted to study the work-life balance of women in the 15th Nagaland Armed Police (IR) Mahila Battalion in Nagaland.

It thus becomes imperative to study the impact of the work-life balance of the women uniformed personnel in Nagaland affects job satisfaction and motivation. This study aims to shed light on the challenges and unique pressures faced by Women in the 15th Battalion in balancing their work and personal life by anchoring the analysis within the Role theory and JD-R Model. The findings of the study can be helpful in implementing policies aimed at improving employee well-being, job satisfaction, and organisational effectiveness.

1.6 SIGNIFICANCE OF THE STUDY

The study is an attempt to understand the work-life balance of the 15th Mahila Battalion in Chumukedima. This study contributes to the growing literature on work-life balance by providing empirical evidence on managing the workforce, particularly as departments, namely the Police in the country, are striving to become more inclusive and gender sensitive. It offers practical insights on the various demographic,

occupational, and psychosocial factors that affect the work-life balance of employees and brings to light the variables that have an impact on the ability of employees to manage work-life balance. With the increasing number of women joining the police force, the challenges they face in balancing work and personal life remain insufficiently explored. The study aims to contribute to a deeper understanding of professional and personal variables such as age, marital status, salary, accommodation, working hours, and rank that affect work-life balance in a high-stress, male-dominated profession. In doing so, the research addresses an existing gap in the literature on uniformed services, particularly in the context of Nagaland.

Additionally, the findings can guide policymakers and police administrators in designing supportive policies and initiatives to effectively manage work-life balance, thereby reducing burnout, increasing motivation, and improving the job satisfaction level of employees.

Future scholars and researchers can build on this study to explore various other factors affecting work-life balance, explore broader issues relating to gender, role expectations, and develop institutional support and strategies to manage it.

1.7 SCOPE OF THE STUDY

The study focuses on examining the work-life balance of women personnel in the 15th Nagaland Armed Police (Indian Reserve) Mahila Battalion located in Chumukedima, district of Nagaland. The scope of the study is defined in terms of geography, population, variables, and time frame.

Geographically, the study is limited to the state of Nagaland, focusing exclusively on the 15th Mahila Battalion stationed within the state. The target population consists of women personnel currently serving in this unit during the period of study, across various ranks and service tenures.

The study aims to identify key demographic variables (age, marital status, and educational qualification), occupational variables (salary, accommodation, rank/position, working hours, shift pattern, location of work, length of service, etc.),

and environmental factors that impact their ability to manage professional responsibilities alongside domestic and family roles. It also explores multiple dimensions of work-life balance, including emotional-spiritual well-being, role-related work stress, work-life conflict, workload, digital overload, perceived organizational indifference, and job engagement (vigor and absorption).

To ensure a thorough understanding, the study employs both qualitative and quantitative methods to explore the challenges faced and the coping strategies adopted by the respondents. The respondents are limited to only the women personnel and do not include male counterparts or staff. The data collected through have been analyzed using statistical techniques such as t-test, regression analysis, Anova, and factor analysis. The data collection was conducted during the period 2021-2022.

This scope intentionally excludes male personnel, other police battalions, and civilian administrative staff, as the focus is on understanding the unique challenges faced by women in uniformed service within the 15th Nagaland Armed Police (Indian Reserve) Mahila Battalion, located in Chumukedima, a district of Nagaland.

1.8 RELEVANCE OF THE TOPIC FROM AN ACADEMIC AND INDUSTRY PERSPECTIVE

This study on work-life balance among the 15th Nagaland Armed Police (IR) Mahila Battalion is equally important both in academics and in real-world policing practice. From an **academic point of view**, it explores a topic that continues to gain relevance from various disciplines such as Human Resource Management, Organisational Behaviour, Gender Studies, and Public Administration, as more women take on demanding roles in uniformed services. While work-life balance has been widely studied, there is very limited research that focuses on women in the police force, especially in the context of a northeastern state like Nagaland. As more women join the uniformed service, there is a growing need for empirical studies that will help in understanding how organisational dynamics affect their personal and professional responsibilities. This study will be an attempt to add a fresh understanding to discussions around human resource management, gender studies, and organisational

behaviour, by investigating how variables such as age, salary, work schedules, and rank/position influence the balance between personal and professional lives.

From an **industry perspective**, the study is important as the police force in India is becoming more inclusive and gender-sensitive, but at the same time, women police personnel still face unique challenges such as long hours, physical demands, societal expectations, and limited institutional support. Mostly, these are issues that often go unnoticed or unaddressed. In this study, by shedding light on what affects their work-life balance, senior police officials and policymakers will be able to introduce better support systems like flexible work shifts, mental health support, and family-friendly workplace policies. Such initiatives and changes can help improve job satisfaction, reduce burnout, and make the profession more sustainable for women.

The study, therefore, aims to connect classroom theory with real-life experiences, offering insights that can lead to meaningful change both in academia and within the policing system itself.

1.9 OPERATIONAL DEFINITION OF KEY VARIABLES IN THE STUDY

This section outlines how the key variables used in this study are defined and measured within the research context. Operational definitions are essential for translating abstract concepts into measurable elements, ensuring clarity, consistency, and replicability of the research (Creswell & Creswell, 2018).

The study on work-life balance among personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion involves both psychological/organizational constructs such as emotional intelligence, job engagement, and demographic and occupational characteristics like age, rank, salary, and working hours. Each variable has been defined based on existing literature and adapted to suit the context of women personnel working in uniformed services.

In the sections that follow, the variables are grouped into two categories for clarity and are discussed as follows:

1.9.1 CORE PSYCHOLOGICAL AND ORGANIZATIONAL CONSTRUCTS

This study incorporates several core psychological and organizational constructs that are critical to understanding the work-life balance experiences of women personnel in the 15th Nagaland Armed Police (IR) Mahila Battalion. These constructs were identified based on an extensive review of the literature and validated measurement tools commonly used in occupational psychology and human resource research.

Each construct reflects a specific aspect of the employee experience—ranging from personal emotional regulation to perceptions of workplace support—and was operationalized using Likert-scale items in the structured questionnaire. The key constructs are:

WORK-LIFE BALANCE

In this study, Work-Life Balance refers to the extent to how well personnel feel they can manage and fulfil both their job responsibilities and personal or family life. It's about finding a sense of balance between work duties and home or social roles, without one consistently interfering with the other.

This construct was measured through nine self-report items on a 5-point Likert scale ranging from “Strongly Disagree” to “Strongly Agree.” The statements reflect both work-to-family conflict (e.g., “My personal life suffers because of work,” “I neglect personal needs because of work,” “I miss personal activities because of work”) and family-to-work conflict (e.g., “My work suffers because of my personal life,” “I find it hard to work because of personal matters”). Other items assess overall energy levels and coping (e.g., “I am too tired to be effective at work,” “I struggle to juggle work and non-work,” “I would always encourage myself to try my best”). Higher scores on these items indicate greater perceived difficulty in balancing work and life roles.

This definition is theoretically supported by:

- **Role Theory** (Kahn et al., 1964; Merton, 1957), which posits that individuals occupy multiple social roles (e.g., employee, parent, caregiver), and conflict arises when the expectations from one role hinder performance in another.

WLB in this study is thus understood as the individual's ability to manage these competing role demands effectively.

- **Spillover Theory** (Staines, 1980) explains how experiences in the work domain (such as fatigue, stress, or time pressure) can positively or negatively affect personal life, and vice versa. In this context, WLB reflects the extent to which work-related demands spill over and disrupt personal functioning.
- **Job Demands-Resources (JD-R) Model** (Bakker & Demerouti, 2007): which views work-life balance as an outcome influenced by high job demands (e.g., workload, long hours) and the availability of personal and organizational resources (e.g., emotional intelligence, family support, organizational support). Employees who can access more resources are more likely to report positive WLB.

Together, these frameworks provide a multidimensional lens through which work-life balance in a high-demand, uniformed service environment—such as the 15th Nagaland Armed Police (IR) Mahila Battalion—can be understood and assessed.

WORK OVERLOAD

In this study, work overload refers to the respondent's perceived experience of being burdened with excessive work demands, extended working hours, and job-related pressures that affect both performance and personal well-being. It encompasses physical fatigue, mental exhaustion, difficulty focusing, and the strain placed on personal relationships due to job responsibilities.

Work overload was measured using six questionnaire items, each rated on a 5-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree." These items assessed dimensions such as excessive work pressure, working beyond regular hours (including overtime and holidays), difficulty meeting job demands, reduced ability to concentrate, fatigue during the day, and the impact of long work hours on personal life.

A higher score on these items indicates a greater perceived level of work overload. This operationalization is closely aligned with the Job Demands-Resources (JD-R)

Model, which categorizes excessive workload and long hours as key job demands that can deplete an employee's energy and disrupt their work-life balance.

EMOTIONAL INTELLIGENCE

In this study, emotional intelligence refers to the individual's ability to recognize, understand, and regulate their own emotions in order to respond effectively to stress, manage interpersonal relationships, and maintain self-motivation. It includes emotional self-awareness, emotional regulation, and the ability to set and strive for personal goals.

Emotional intelligence was measured using eight self-reported items in the questionnaire, each rated on a 5-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree." These items assessed the respondents' capacity to control anger, remain calm in difficult situations, understand their own emotions, recognize feelings of happiness, and pursue goal-directed behavior.

Higher scores on these items indicate a stronger level of emotional intelligence. This construct is particularly relevant in high-stress professions like policing, where emotional regulation and self-awareness are essential for maintaining professional performance and personal well-being. Within the framework of the Job Demands-Resources (JD-R) Model, emotional intelligence functions as a personal resource that can buffer the negative impact of job demands (like work overload and stress), supporting better work-life balance.

ORGANISATIONAL SUPPORT

In this study, Organisational Support refers to the extent to which employees believe that their organization recognizes their contributions, values their efforts, and is concerned about their well-being. It reflects how supported and appreciated personnel feel in their workplace, especially in a demanding environment like the police force.

Perceived Organisational Support (POS) was measured using four negatively worded statements rated on a 5-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree." These items assessed whether respondents felt that the organization

acknowledged extra effort, responded to employee concerns, recognized high performance, and cared about their overall welfare.

Higher scores on these items (after reverse coding) indicate lower perceived support, while lower scores suggest that employees feel more supported and valued. This variable is particularly significant within the Job Demands–Resources (JD-R) Model, where organizational support functions as a critical job resource. When present, it can help buffer the effects of work-related stressors, improve job satisfaction, and promote better work-life balance.

WORK STRESS

In this study, work stress is defined as the psychological strain experienced by personnel due to an inability to manage job demands, unclear roles, lack of peer support, and interpersonal tensions in the workplace. It reflects feelings of emotional exhaustion, nervousness, and difficulty coping with the pressures of the job.

Work stress was assessed using five self-reported statements rated on a 5-point Likert scale ranging from “Strongly Disagree” to “Strongly Agree.” The items explored the respondent's ability to meet job demands, clarity of job roles, support from colleagues, quality of workplace relationships, and common stress-related feelings such as nervousness or irritability.

Higher scores on these items indicate a greater level of perceived work stress. Within the context of the Job Demands–Resources (JD-R) Model, work stress is considered a negative outcome that arises when job demands outweigh available resources. In high-pressure environments like policing, persistent work stress can negatively affect job performance, morale, and work-life balance.

JOB ENGAGEMENT

In this study, job engagement refers to the degree of emotional, cognitive, and physical involvement an individual experiences in their work. It reflects a positive work-related state characterized by energy, dedication, enthusiasm, and deep immersion in professional tasks.

Job engagement was measured using nine self-reported statements on a 5-point Likert scale ranging from “Strongly Disagree” to “Strongly Agree.” The items assessed the respondent’s energy levels, sense of pride and inspiration at work, emotional attachment to job tasks, and the meaningfulness they derive from their roles. Statements such as “I am immersed in my work,” and “My job inspires me,” capture the core dimensions of vigor, dedication, and absorption.

Higher scores indicate a higher level of job engagement. This variable is closely associated with both individual well-being and organizational performance. Within the framework of the Job Demands–Resources (JD-R) Model, job engagement is seen as a motivational outcome, enhanced by the availability of job and personal resources. In the context of the police force, strong job engagement can buffer the negative effects of stress and contribute to better work-life balance and job satisfaction.

SOCIAL AND FAMILY SUPPORT

In this study, social and family support refers to the emotional and practical assistance provided by an individual’s immediate family or close social network, particularly during periods of work-related stress or when managing dual responsibilities. It reflects the perceived availability of support in the form of listening, understanding, and help with domestic tasks when work demands increase.

This construct was measured by asking questions to the respondents on whether they can talk to family when they feel stressed and whether their family helps them with household responsibilities while they are on duty. These items assessed the respondent’s ability to communicate with family during stressful times and the extent of household support received during duty.

The response reflected the perceived support from family, which serves as a crucial buffer against work stress and contributes to a better sense of work-life balance. Within the framework of the Spillover Theory, such support can help reduce the negative impact of work-related strain on personal life. In the JD-R Model, family support acts as an external personal resource, helping personnel cope more effectively with high job demands.

COPING MECHANISM & RESILIENCE

In this study, Coping Mechanism and Resilience refers to the psychological and emotional capacity of personnel to manage stress, recover from setbacks, and maintain a sense of purpose and well-being in the face of adversity. It encompasses the ability to find meaning in difficult experiences, adapt positively, and engage in self-reflective or higher states of awareness as a form of inner strength.

This construct was assessed by asking open-ended questions to respondents during face-to-face interactions. While personal coping strategies were strong, the lack of institutional mechanisms to reinforce resilience was noted as a concern by several personnel.

In alignment with the Job Demands–Resources (JD-R) Model, coping mechanisms and resilience function as personal resources—internal strengths that help individuals withstand job demands like stress, long hours, and emotional fatigue. This is especially relevant in policing, where personnel regularly face high-stress, high-risk situations that challenge both mental and emotional well-being.

1.9.2 DEMOGRAPHIC AND OCCUPATIONAL VARIABLES

In this study, demographic and occupational variables refer to the personal and job-related characteristics of the respondents that may influence their experience of work-life balance. These variables are important control and independent factors that help contextualize the relationships between psychological constructs and work outcomes. Each variable is defined below based on how it was captured through the questionnaire:

- **Age:** Refers to the chronological age of the respondent at the time of the survey, grouped for analysis as “Below 25 years” and “25 years and above.”
- **Educational Qualification:** Represents the highest level of formal education attained by the respondent, classified as “Up to Class 12” and “Undergraduate/Postgraduate.”

- **Marital Status:** Indicates whether the respondent is “Married” or “Unmarried,” which may affect familial responsibilities and work-life balance dynamics.
- **Salary:** The monthly income earned by the respondent from the organization. It was grouped into three brackets: “Below ₹25,000,” “₹25,000–₹35,000,” and “Above ₹35,000.”
- **Accommodation Type:** Refers to the nature of the respondent’s current housing—categorized as “Official Quarters,” “Rented House,” or “Own House.”
- **Length of Service:** Denotes the total number of years the respondent has served in the police department, grouped as “Less than 10 years” and “10 years or more.”
- **Working Hours:** Refers to the average daily duty hours, grouped as “Up to 8 hours” and “More than 8 hours.”
- **Shift Pattern:** Indicates whether the respondent’s work schedule is “Regular” (fixed hours) or “Flexible” (rotational/irregular).
- **Location of Work:** Denotes whether the respondent is posted in an “Urban” or “Rural” setting, which can influence workload, family interaction, and availability of resources.
- **Rank or Position:** Reflects the respondent’s role within the organizational hierarchy, categorized based on official designations (e.g., constable, head constable, havildar, etc.), which may affect job demands and autonomy.

These variables were selected due to their relevance in past research on work-life balance, particularly in uniformed services, and were analyzed to examine their impact on the psychological and organizational constructs central to this study.

1.10 ORGANISATION OF THE THESIS

The study is organised into five chapters, which are given as follows:

Chapter 1: Introduction

Chapter 1 lays the foundation for the study by presenting the overall context, rationale, and research focus. It begins with an introduction to the topic of work-life balance, particularly in the context of women in uniformed services, and gradually narrows down to the specific setting of the 15th Nagaland Armed Police (IR) Mahila Battalion. The chapter also provides a background of the Indian police system, the structure of the Nagaland Police Department, and the unique role of the Mahila Battalion within this framework.

Theoretical foundations are established through a review of relevant models such as Role Theory, Spillover Theory, and the Job Demands–Resources (JD-R) Model, all of which inform the study’s analytical lens. This chapter also clearly states the research problem, research questions, objectives, and the significance of the study. Additionally, it presents the operational definitions of key variables and outlines the scope and structure of the thesis, thereby guiding the reader through the roadmap of the research.

Chapter 2: Review of Literature

Chapter 2 provides a comprehensive review of existing literature related to work-life balance, particularly within the framework of human resource management and the policing profession. It explores foundational concepts, emerging trends, and the multidimensional factors influencing work-life balance, such as emotional intelligence, job engagement, work stress, organisational support, and socio-demographic variables. Special emphasis is given to research on women in policing and the unique occupational challenges they face.

The chapter is structured thematically, covering both psychological and workplace variables. It critically examines prior studies, identifies methodological and contextual gaps, and positions the current research within those gaps to establish its relevance and originality. This literature synthesis lays the groundwork for the development of research questions, hypotheses and helps in identifying the research gap.

Chapter 3: Research Methodology

Chapter 3 consists of the research design and methodological approach used in the study to investigate the factors influencing work-life balance among personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion. It explains the research approach implemented, area, and population of the study, sampling technique, tools used for data collection, and the methods of statistical analysis applied.

The chapter begins with a justification for adopting a mixed-method research approach, integrating both quantitative (structured questionnaire) and qualitative (interview schedule) tools. It elaborates on the rationale for selecting the study location and target population, and describes the use of convenience sampling to gather data from 350 respondents.

Key components such as the validity and reliability of the research instrument are discussed, followed by an explanation of the ethical considerations observed throughout the research process. The section also outlines the statistical tools employed, including t-tests, ANOVA, regression analysis, and factor analysis, as well as thematic analysis for interpreting qualitative inputs.

This chapter forms the backbone of the study, ensuring rigor, reliability, and replicability of the research process.

Chapter 4: Data Analyses and Interpretation

Chapter 4 presents the empirical findings of the study through systematic analysis and interpretation of the collected data. It begins with the demographic profile of the respondents, offering a clear picture of the age, educational qualifications, marital status, length of service, rank, salary, accommodation, and other relevant characteristics of the personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion.

The chapter proceeds to assess the level of work-life balance among the respondents using descriptive statistics. It also examines the influence of demographic, occupational, and environmental variables on work-life balance using appropriate inferential statistical tools such as t-tests, ANOVA, and regression analysis.

Furthermore, exploratory factor analysis is carried out to identify the underlying dimensions of work-life balance in the context of women in uniformed service. The results are presented through detailed tables, graphs, and narratives that facilitate interpretation. Each section concludes with observations and insights that form the basis for the findings and discussions in the next chapter.

Chapter 5: Findings, Recommendations, And Conclusion

Chapter 5 brings together the core results of the study, offering a summary of key findings derived from both descriptive and inferential statistical analyses. It presents insights related to each research objective, highlighting how various demographic, occupational, and psychosocial factors influence work-life balance among personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion.

Based on these findings, the chapter offers practical recommendations aimed at improving policies and support systems to enhance work-life balance, especially for women in uniformed service roles. It also outlines suggestions for institutional reforms, better work schedules, psychological support mechanisms, and further areas of inquiry.

The chapter concludes the study by reflecting on both its theoretical and practical contributions, showing how the findings align with Role Theory, Spillover Theory, and the Job Demands–Resources Model. It also takes into account the study’s limitations and offers directions for future research to build on what has been explored.

1.11 CONCLUSION

Work-life balance is a very important aspect to be considered and can be properly implemented for job satisfaction and to motivate employees. the work-life balance of women employees differs as per region, social and cultural practices of a place. Many women in the workforce can juggle work and their personal lives. However, for some women, it becomes difficult to manage both personal and professional lives when they start their families.

The cultural and societal expectations of a woman in Nagaland are slightly different from those of the other states in India; as such, they directly and indirectly have an impact on the work-life balance. For the 15th Nagaland Armed Police (IR) Women Battalion, till now, no such studies on work-life balance have been conducted so far and very little literature is available for the same in their library. This study will be focused on bringing to light the problems and challenges faced by the women's battalion in balancing their work and personal life.

CHAPTER 2: REVIEW OF LITERATURE

2.1 Introduction

2.1.1 Human Resource Management- An Overview

2.1.2 HRM in the Police Sector

2.1.3 Work-life balance as an HRM issue

2.1.4 Time-Based Model of Work-Life Balance: The 8:8:8 Framework

2.1.5 The Happiness Index as a Complementary Framework in Understanding Work-Life Balance

2.2 Work-life balance and influencing factors

2.3 Work-life balance among women police

2.4 Core Dimensions of Work-life balance in the study

2.4.1 Work Overload and Its Impact on Work-Life Balance

2.4.2 Emotional Intelligence in Managing Work-Life Balance

2.4.3 Organizational Support and Work-Life Balance

2.4.4 Work Stress and Its Influence on Work-Life Balance

2.4.5 Job Engagement as a Factor in Work-Life Balance

2.4.6 Social and Family Support in Maintaining Work-Life Balance

2.4.7 Coping Mechanisms & Resilience and their role in Work-Life Balance

2.5 Influence of Demographic variables on work-life balance

2.5.1 Age, educational qualification, and marital status

2.5.2 Salary and accommodation

2.5.3 Working hours, shift pattern, length of service and location of work

2.5.4 Rank or position in influencing job demands and Work Life Balance (WLB)

2.6 Research Gap

CHAPTER 2

REVIEW OF LITERATURE

2.1 INTRODUCTION

Work-life balance is a multidimensional construct and is understood as a subjective state where people feel satisfied and capable of fulfilling their roles both at work and personal domains (Kalliath & Brough, 2008). So, it is not merely about how many hours a person spends at work or home, but having a sense of self-fulfilment and happiness in delegating roles in both domains.

Much existing literature views work-life balance as a measure for enhancing employee productivity, but Reiter (2007) argues that it is rooted in a broader ethical and ideological foundation. This study, therefore, adopts a rights-based framework emphasising the importance of employee well-being and fairness, which is often overlooked, over organisational gain. Organisations often maintain an image of being supportive rather than providing a sincere effort to support employee well-being. This underscores the need to closely examine how work-life balance is understood and applied in organisational settings (Hoffman & Cowan, 2008). Based on organisational priorities, arrangements such as work-from-home aim at cost-saving rather than a genuine concern for employees' well-being. Remote work does not automatically lead to a balanced work-life, but rather it creates blurred boundaries between work and life (Felstead et al., 2002).

Work-life balance is an area that affects all walks of working individuals, whether it be in the private or public sector. Employees from different age categories face different challenges in balancing work-life (Maiya & Bagali, 2014). Work-life balance is an important factor affecting employee motivation and job satisfaction (Alfatihah, Nugroho, Haessel, & Maharani, 2021), so it is imperative for the management and the Human Resource Managers to pay due attention to it. Hence, a brief overview of HRM is contained in this chapter.

2.1.1 HUMAN RESOURCE MANAGEMENT- AN OVERVIEW

The Industrial Revolution brought a sea of change all over Europe and the US with the transition from small production to mechanised, large, and medium-sized manufacturing and production units. Machines started replacing humans, and more work stress and pressure started. The owners and managers were challenged to adapt to this sudden change, and as a result, many transformations and alterations started in the way things were done in the manufacturing units and factories. The advancement of technology and globalization stimulated the modern management approach to adjust and complement the scientific management by supplementing the human factor and their contributions within an organization rather than substituting the traditional approach (Uddin & Hossain, 2015).

Frederick Winslow Taylor (1856-1915), an American Mechanical Engineer, is widely known for his methods to improve industrial efficiency. He emphasised the role played by the planning department in increasing vertical communication and feedback in his book *Shop Management* (1905). In his next book, *The Principles of Scientific Management* (1911), he highlighted, “*there is a best way in doing everything, and that [...] best way can always be formulated into certain rules.*” *When such rulemaking takes place, “you can get your knowledge away from the old chaotic rule-of-thumb knowledge into organized knowledge”* (Schachter, 2010). Taylor believed that a business or any other complex organization would operate more effectively if its practices were subjected to rigorous scientific study. His classic *Principles of Scientific Management* spread his ideas for organization, planning, and employee motivation throughout the industrialized world (Nelson, 1992). The first object of any good system must be that of developing first-class men; and under systematic management, the best man rises to the top more certainly and more rapidly than ever before (Taylor, 1913). Taylorism is not an extinct advocacy but evergreen research findings that apply to the modern shop-floor practices too (Vijai et al., 2017).

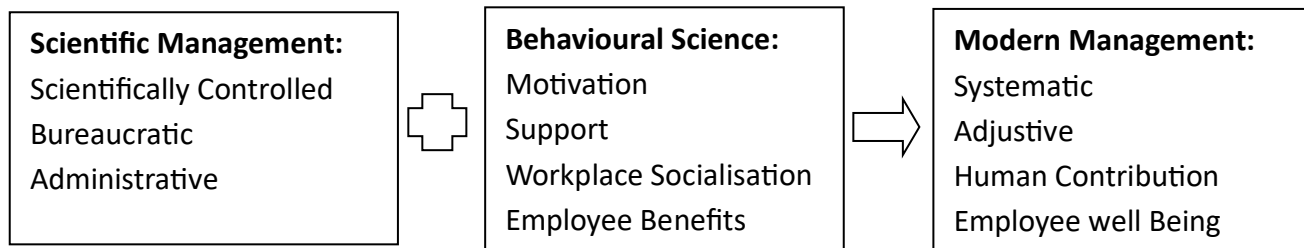


Figure 2.1: Evolution of Modern Management.

Source: Uddin, N., & Hossain, F., (2015). *Evolution of modern management through Taylorism: An adjustment of Scientific Management comprising behavioral science*

2.1.2 HRM IN THE POLICE SECTOR

The police is such a sector that requires strict compliance with rules, guidelines, work, and discipline. HRM functions should be effectively implemented in the organisation so that the employees' performance is enhanced (Otoo, 2024). The effectiveness and efficiency of the Police force are determined by how effectively the administration has performed the HRM functions (Ahmed & Faruk, 2023). However, there has been a shift from the traditional HRM practices in the public sector towards HR roles that are more professional and goal driven (Brunetto & Beattie, 2020). The performance of the police personnel is positively influenced by proper career planning, adequate compensation, job rotation, etc.. (Tahir, Parveen, & Khan, 2023). Therefore, the focus of the administrators/HR should be on developing effective HRM strategies for enhancing the personnel's work-life balance (Steijn, 2004). Given the challenging nature and working conditions of the police, the HRM structures should be reformed to meet the needs of modern demands of policing (Townsend & Loudoun, 2024). Leadership values, routine practices, and technology must work together to enhance positive organisational culture in the police and allied public sectors (Syahranaia & Firnando, 2025). HR policies should be tailored to accommodate employees from diverse backgrounds to improve satisfaction and productivity (Thakur & Sharma, 2019). A positive and supportive work environment combined with effective work-life practices reduces turnover intention in employees (Sriram et al., 2022).

2.1.3. WORK-LIFE BALANCE AS AN HRM ISSUE

Work-life balance refers to how effectively a person manages to stay involved and fulfilled in both their professional responsibilities and family life (Greenhaus & Allen, 2011). It can be explained as both being engaged as well as satisfied in both domains of life. Work-life balance can also be understood as how an individual is able to manage the boundaries between work and personal life to reduce conflict. It involves achieving contentment and effective performance in both professional and personal domains, while experiencing minimal conflict between the two roles (Clark, 2000). Thus, it is the absence of conflict between work and family roles, allowing individuals to participate fully in both domains (Frone, 2003).

The interest of researchers in work-life balance has gained momentum only in recent years. Work-life balance is defined as the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities (Kalliath et al., 2008). The driving force for work-life balance is related to individual dimensions of diversity, such as gender, family responsibilities, sexual orientation, and demographic and religious background. In the interest of employee well-being and productivity, it is imperative for an organisation to properly manage Work Life Balance (Syed, 2015). The meaning of work-life balance has been evolving and changing over time. *From the employee viewpoint*, work-life balance is the dilemma of managing work obligations and personal/family responsibilities and *from the employer viewpoint*: it is the challenge of creating a supportive company culture where employees can focus on their jobs while at work (Lockwood, 2003). The meaning of work-life balance may change over time and depends on the various work-life balance practice adopted by the organisation (Lewis & Beauregard, 2018).

An extensive review of literature brought forth major areas affecting work-life balance such as flexibility, gender dynamics and organisational practice and policies (Rashmi & Kataria, 2021). The increasing importance of work-life balance is concerned within the area of Human Resource Management and comes from the changes in the economic, social, and cultural environment (Fleetwood, 2007). COVID-19 accelerated organisations with digital transformation, blurring personal and professional lives,

which led to changes in the HRM practices (Gigauri, 2020). Imbalance of work-life leads to stress, and affects job satisfaction, leading to increased absenteeism and turnover intentions (Thriveni, 2012). Thus, to gain a competitive advantage, HRM strategies must be flexible to accommodate family friendly policies for a balanced work-life (Dhas & Karthikeyan, 2015). For effective practice of work-life policies in an organisation, fairness in its implementation along with support from management is needed (Wei et al., 2013).

Managers and workers have different issues and needs when it comes to work-life balance. So, the management, instead of focusing only on work-life balance programmes, should also pay attention to the other areas of corporate policy for improving the lifestyle of the employees engaged at different levels (Moore, 2007). Work-life balance and its practices/policies have an effect on various quality of life conditions, i.e, Job Satisfaction, Work Stress, Career Growth, Turnover, Absenteeism, Appreciation, and competitive environment (Singh, 2013). Spousal supportiveness at home and colleague supportiveness at work contribute positively to work-life balance, whereas child care problems, elder dependency at home, and unfair criticism at work contribute negatively towards work-life balance (Vyas & Shrivastava, 2017). An employee with a balanced work-life can be more productive and contribute to organizational growth; thus, work-life balance is not only a matter of employee well-being but also a strategic HRM concern (Mendis & Weerakkody, 2017).

2.1.4 TIME-BASED MODEL OF WORK-LIFE BALANCE: THE 8:8:8 FRAMEWORK

One of the foundational ideas behind the concept of work-life balance is the 8:8:8 principle, which suggests dividing a 24-hour day equally into three parts: 8 hours for work, 8 hours for personal or leisure time, and 8 hours for sleep. This model, introduced by 19th-century labor reformers like Robert Owen, was originally intended to promote humane working conditions and has since served as a reference point in modern discussions on occupational well-being (Owen, 1817, as cited in Greenhaus & Allen, 2011).

The 8:8:8 framework emphasizes that allocating time evenly across work, rest, and personal life contributes to better mental health, higher productivity, and overall life satisfaction (Kossek & Ozeki, 1998). However, in high-pressure occupations such as policing—especially for women—this balance is often difficult to maintain due to the overlapping demands of professional duties and household responsibilities (Rajadhyaksha & Smita, 2004; Jeyarathnam, 2020).

In policing, long hours, irregular shifts, and job-related stress frequently disrupt any possibility of following a structured time balance (Violanti et al., 2016). For female officers, cultural and familial caregiving roles can further reduce the time available for rest and leisure (Singh & Nayak, 2022). As a result, the 8:8:8 model remains largely idealistic—serving more as a conceptual goal than a practical reality—yet it continues to inform efforts to create workplace policies that support healthier work-life integration.

2.1.5 THE HAPPINESS INDEX AS A COMPLEMENTARY FRAMEWORK IN UNDERSTANDING WORK-LIFE BALANCE

While traditional measures of occupational well-being often emphasize job satisfaction, stress levels, or engagement, the Happiness Index provides a broader and more holistic indicator of overall life satisfaction and well-being. Rooted in positive psychology, this index incorporates emotional, cognitive, and social dimensions to assess how individuals evaluate their lives as a whole (Diener, Oishi, & Lucas, 2003). Unlike economic measures like GDP, the Happiness Index foregrounds subjective well-being, capturing both daily affective experiences and long-term life evaluations.

The World Happiness Report (Helliwell et al., 2023) ranks countries based on multiple dimensions such as GDP per capita, social support, healthy life expectancy, freedom to make life choices, generosity, and perceived corruption. These dimensions align closely with the broader determinants of well-being in organizational settings, particularly those relevant to high-stress professions like policing.

In work-life balance (WLB) studies, happiness has increasingly been recognized as a key outcome variable. Researchers have shown that happier individuals tend to be

more engaged, resilient, and productive, and are more capable of managing work-life challenges (Lyubomirsky, King, & Diener, 2005). For women in the police force, who often operate under rigid hierarchies, erratic shift patterns, and dual domestic-professional demands, the Happiness Index becomes particularly significant in capturing the emotional cost and subjective well-being implications of work-life imbalance.

Furthermore, empirical studies support the association between happiness and several demographic and structural variables. For instance, accommodation quality, income level, shift timing, and workplace autonomy have all been linked to increased life satisfaction in high-demand jobs (Helliwell et al., 2023). These factors—many of which are explored in the present study—offer valuable insights into how the work environment can either support or erode well-being.

Thus, integrating the Happiness Index into the theoretical framework of work-life balance allows for a more person-centered understanding of occupational well-being. It emphasizes that beyond structural balance, what matters is how women police personnel feel about their lives, which can be a critical metric for evaluating the effectiveness of WLB policies and interventions.

2.2 WORK-LIFE BALANCE AND INFLUENCING FACTORS

Work-life balance can be influenced by how experiences at work "spill over" into the family domain and vice versa, either positively or negatively. (Staines, 1980). An individual can have a good work-life balance when they are able to manage their time well and don't let problems in one part of life affect another (Delecta, 2011). Work-life balance strongly relates to individual well-being (Hoffmann-Burdzińska & Rutkowska, 2015). Employees from nuclear families and dual-income households are increasingly being pressured to maintain a good work-life balance (Chavda & Gaur, 2013). Individual variables as well as organisational elements are interlinked factors that shape and influence work-life balance (Apsite, 2021). There are variations in the way people manage work and personal lives. It is influenced by culture, environment, and various demographic factors (Crompton & Lyonette, 2006).

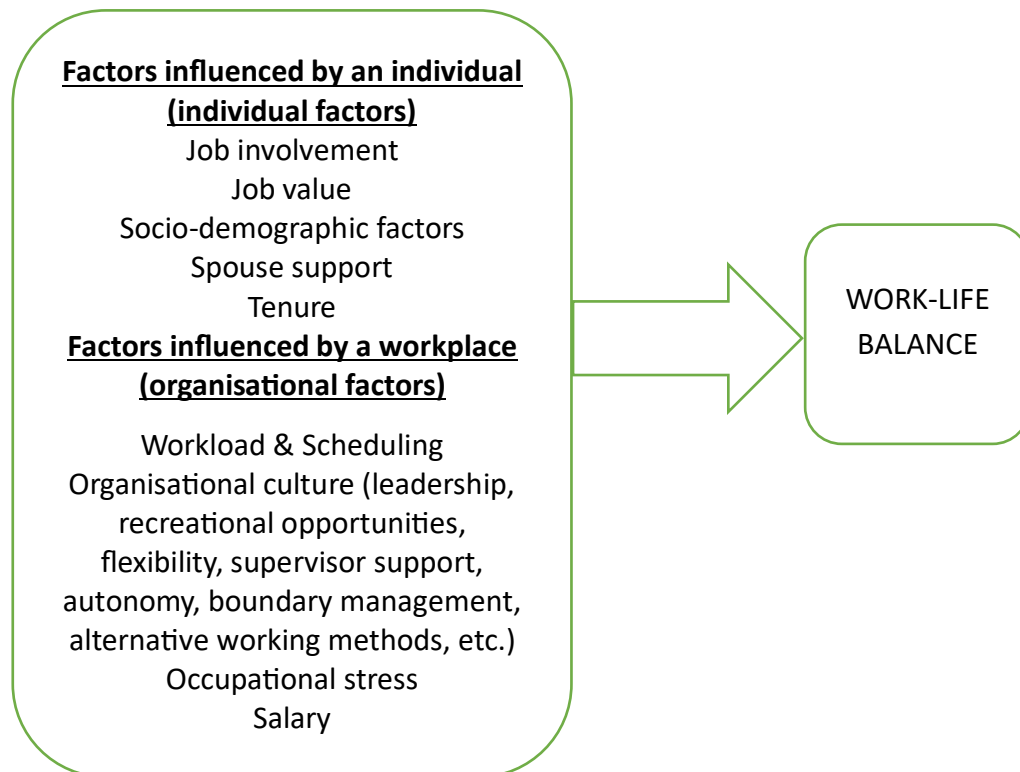


Figure 2.2: Segmentation of factors influencing work-life balance

Source: Apsīte, A. (2021). In search of a theoretical framework for factors influencing work and life balance. *Baltic Region*, 13(2), 52–63

Thus, based on an extensive review of literature, we can see that work-life balance is a dynamic process that is shaped both by individual and organisational factors (Poelmans et al., 2015). Most researchers concentrate too much on studying the work in isolation. Therefore, we need to broaden our conceptual frameworks to incorporate a fuller understanding of life outside work (Guest, 2002). Personal-professional conflict is plainly visible and therefore it is important to have good free flow communication, discipline, and proper education of the employees within the organisation (Tomaszewska & Pawlicka, 2019). Work-family conflict exists when: (a) time devoted to the requirements of one role makes it difficult to fulfil requirements of another; (b) strain from participation in one role makes it difficult to fulfil requirements of another; and (c) specific behaviours required by one role make it difficult to fulfil the requirements of another (Greenhaus et al., 1985). Family-Supportive Organization Perceptions (FSOP) mediates the relationship between family-friendly benefits available and the dependent variables of work–family

conflict, affective commitment, and job satisfaction. FSOP also mediated the relationship between supervisor support and work–family conflict (Allen, 2001).

The initiative to educate employees on maintaining a good work-life balance should come from top management. Work-life balance plays an important role in improving productivity and increasing job satisfaction of employees in an organisation (Lazăr & Rațiu, 2010). Organizations should be restructured to account for the various ways in which work-life balance initiatives can impact performance, such as by strengthening social exchange relationships, reducing costs, boosting productivity, and lowering employee turnover (Beauregard & Henry, 2009).

2.3 WORK-LIFE BALANCE AMONG WOMEN POLICE

Organisations are growing more competitive and the pressure of achieving higher goals and targets stresses the employees. So, employees need to manage stress and time for a healthy work-life balance (Muthukumar et al., 2014). A healthy work-life balance helps to improve productivity, brand image and working environment in the firm (Benito-Osorio et.al., 2014). There is, however, diversity in terms of how people perceive the concept of Work-Life Balance in the Banking, Educational and Power Sector, and that integrating work-life balance policies into an organization's strategic planning can offer a competitive advantage by enabling the recruitment and retention of highly skilled and experienced personnel (Stella et al., 2014). In comparison to other specialty disciplines, burnout among physicians is more common, and they seem to be at greatest risk (Shanafelt et al., 2012). Employees carry the emotions, attitudes, skills, and behaviours that begin at their work to their homes and vice versa, and given the nature of work and work timing in the private sector, the employees' personal and family lives are affected (Murthy & Shastri, 2015). It has been seen that female employees were slightly more negatively impacted on their personal lives due to work pressure (Bhatnagar & Sanadhya, 2015). The impact of longer work hours on work-life balance was more amongst women as compared to male employees because women are still expected to take charge of house chores, children, and other additional responsibilities at home (Albertsen et al., 2008). However, an employee will be able to perform better when care and attention is given to the individual, group, and

organisational factors by the organisation (Anand et al., 2016). It is important to have work as well as personal life enhancement for job satisfaction (Agha et al., 2017). It is therefore imperative for the management to provide good working conditions with ample scope for career advancement, compensation, motivation, and welfare for the employees (Hemalatha & Shunmugasundaram, 2018).

Organizations should have a work arrangement that helps employees have flexibility in timing and the ability to spend more time with their families, which will lead to higher job satisfaction (Shantha, 2019). Organizations that implement various approaches to boost employee productivity often see substantial professional development among staff, which ultimately drives the organization's global advancement (Santhanalaxmi & Chandramohan, 2019). Employees are happy about the time they spend at work if they get support from their immediate supervisors and managers too along with flexible finishing time. However, they are disappointed with the demands of work and meetings conducted after work hours as their time was affected (Chaitra et al., 2016). Prioritization of work and career among the employees are different to one another depending on the gender, marital status, family structure, wages, working conditions, and terms of employment (Kumar & Vigneshwari, 2019). Employees who maintain a better work-life balance are more likely to be dedicated to their roles and feel more fulfilled in their jobs. (Pathak et al., 2019).

Women are more challenged in managing work-life balance as they are expected to take up the multi-task role of taking care of children and managing household work in addition to their job (Fischlmayra & Kollingerb, 2010). The women employees with long working hours and very short breaks in between makes the them exhausted and tired because of which they are unable to spend quality time at home with family. So focus should be given to enable the employee to balance their personal and professional life (Pahuja, 2016). When women employees spend extended hours at work and remain mentally preoccupied with job-related tasks, it often disrupts their ability to manage household responsibilities and impacts their emotional well-being (Thakur & Geete, 2014). Motivation and commitment are basic elements needed for organisations to perform better as well as for female employees to be incentivised for

better organisational commitment and productivity, particularly in the recent troubled business times (Nwagbara & Akanji, 2012). Differences in workload and job pressure lead to significant variations in the work-life balance levels among women employees in the studied service sectors. (Kumari & Devi, 2015).

In most cases, women's participation in the workforce positively influences their marital relationships and demonstrates their ability to balance professional and family responsibilities (Balaji, 2014). Adequate balance between personal and professional life boosted the morale of the women employees. One of the key challenges faced by women employees is managing irregular or extended work hours, long commutes, and involvement in extra tasks or assignments beyond their core duties (Bharathi, Mala, & Bhattacharya, 2015). Due to the prevalence of gendered work structures, women are not able to achieve equality despite being educated and employed. Everywhere, it is expected of the woman to be the primary caregiver of the family, irrespective of whether she has a job or not. Hence, it becomes taxing for a woman to juggle work-life balance (Pradhan, 2016). Despite being employed, women continue to shoulder the majority of household duties, and marital status appears to have no significant impact on their work-life balance. Even with the rise in women's workforce participation, the distribution of domestic responsibilities has changed very little (Sidhu & Saluja, 2017). Female employees in the private sector are dissatisfied as their family life is affected by their work. Work pressures and no support from employers are also making them more depressed in coping with the balance between work and their personal life (Tiwari, 2017). Women employees in the banking sector suffer from the burden of excessive work as they have multiple roles to play, and that work interferes with family life due to long working hours (Rachel & Babu, 2018). Women employees who have children often face difficulties in juggling work and family responsibilities, especially when obligated to work overtime (Khare & Kapoor, 2019). Although female academics are enhancing their research careers, there remains a gender gap in academia that is perpetuated by structural barriers to women's research capacity development, There is a need for more opportunities for female academics to collaboratively discuss challenges, share experiences and learn from each other's

strategies provide on how to improve their research capacities (Nzonzo & Maingehama, 2018).

The nature of the job and workload affect both the career and personal life of an employee, especially for a woman police. Hence, in their best interest, the department should indicate to implement suitable work-life balance strategies (Devi et al., 2016). The police personnel were dissatisfied with the unpredictable working hours, uncertain role, workload, no fixed place for duty, etc. All these factors affected their work-life balance, and therefore, a good welfare scheme and counselling centre have been suggested. (Yawalkar & Sonawane, 2016). Awareness camp, counselling, workload distribution, two-way communication, and adequate training programmes will aid in improving the work-life balance (Yawalkar & Sonawane, 2017). Counselling and social support help in improving the Quality of Life of Police (Donitta et al., 2015). Awareness of the importance of having a healthy work-life balance should be provided, as many employees are not aware of the cause-and-effect relationship of imbalance in work and life (Gokulakrishnan, 2017).

Given the odd working hours and nature of duties in the police, women are emotionally and physically unable to handle the role. However, since crimes against women are on the rise and women victims find it more comfortable to approach and discuss their problems with female police so it is suggested to have more “all-women police stations” in all sectors. Work-life balance programmes are benefiting the overall emotional, physical, and mental health of the police. Given the nature of work and stress level that a policeman has to go through, work-life balance acts as a mediator in balancing work and family life (Kaur & Jain, 2014). The grievances of the lower level police personnel should be paid attention and action should be taken to level out them (Naganandhini & Malliga, 2019). Effective training and awareness programs for the women police have helped in reducing work stress and have a better work and life balance, thereby leading to job satisfaction (Jayasathya & Swathi, 2019). Factors such as health and quality of life, work efficiency, training and welfare, discipline, and work-life balance among the police women are significantly different from the

demographic profile of them (Shobana & Kanchana, 2019). Having a good work-life balance leads to better efficiency (Shobana & Kanchana, 2019).

2.4 CORE DIMENSIONS OF WORK-LIFE BALANCE IN THE STUDY

In today's world, it has become very challenging to achieve work-life balance due to increasing pressure from long work hours, technology, and rising expectations in both professional and personal spheres (Byrne, 2005). Work-life balance is no longer a personal issue but a societal issue tied to economic productivity and quality of life (Houston, 2005). Hence, maintaining a healthy work-life balance is essential for enhancing employee productivity, satisfaction, and overall well-being (Meenakshi et al., 2013).

The women personnel in the 15th Mahila Battalion are engaged in a type of job that is demanding both physically and emotionally. The employees' perception and understanding of the overall work environment influence their ability to have a healthy work-life (Bhende, Mekoth, Ingalthalli, & Reddy, 2020). In a state like Nagaland, which is composed of multiple tribes and cultural practices, it is pertinent to use culturally sensitive approaches in studying work-life balance (Muaf, 2021). Hence, we need to have an overview of the core dimensions affecting the work-life balance of an employee, which is discussed as follows.

2.4.1 WORK OVERLOAD AND IT'S IMPACT ON WORK-LIFE BALANCE

Work overload happens when someone has more tasks than they can reasonably handle in the time they have, which often leaves them feeling exhausted, stressed, and less effective at their job. It can mean having too much to do (quantitative overload) or facing work that feels too complex or emotionally draining (qualitative overload). Kahn et al. (1964) identify work overload as a form of role-related stress that arises when individuals perceive that they cannot fulfill job expectations, often due to time constraints or task complexity. In high-pressure professions like policing, such overload can contribute to emotional fatigue and negatively impact work-life balance.

According to the Job Demands–Resources (JD-R) model, work overload is a major job pressure that can leave people mentally and emotionally drained. If they don't have enough support or control over their work—like having flexibility or encouragement from supervisors—it can eventually lead to burnout (Bakker & Demerouti, 2007).

Work overload is one of the major factors leading to job stress and burnout and, thereby, work-life balance (Kelly et al., 2020; Mu et al., 2024). Therefore, employees' workload needs to be managed effectively so that a good work-life balance is achieved (Ross & Vasantha, 2014). In order to achieve work-life balance and improve job performance under high workload, an employee needs to have good time management skills to ward off the negative effects (Zorec et al., 2021). Shift schedule with more 12-hour shifts, altered working conditions, and extra off days enhanced work-life balance and job satisfaction for police officers (Rohwer et al., 2022). However, when there's job satisfaction, then excessive workload does not have a direct effect on productivity (Nugraha & Rukhviyanti, 2024). As the workload increases, the turnover intentions of employees increases too (Omar, Aluwi, Fauzi, & Hairpuddin, 2020).

A healthy work-life balance can help to reduce the ill-effects of work overload and increase career commitment (Poulouse & Dhal, 2020). Employees commitment to the organisation reduces with increased workload (Abdulaziz, Bashir, & Alfalih, 2022). Police personnel are often faced with an intense workload and rigid organisational structures. Work-life balance is compromised by increased workload, which leads to turnover intentions (Alves et al., 2024). It is thus seen that work overload increases the job stress level of employees (Khalil, Khan, & Shah, 2021), so measures should be taken up by policymakers to reduce it. Based on recent literature, it has been brought to light how COVID-19 has impacted work overload and affected work-life balance across various sectors (Austen, 2022). This impact is more so in the case of essential services and frontline workers like the police, where their services are non-negotiable and continuous.

2.4.2 EMOTIONAL INTELLIGENCE IN MANAGING WORK-LIFE BALANCE

Salovey and Mayer (1990) define emotional intelligence as the capacity to observe and understand one's own emotions as well as those of others, to differentiate between various emotional states, and to use this insight to inform thoughts and behavior. Key aspects of emotional intelligence include being aware of emotions, managing them effectively, and using emotions to support reasoning and decision-making. Daniel Goleman (1995) broadened the concept of emotional intelligence by introducing five core components: self-awareness, self-regulation, motivation, empathy, and social skills. He emphasized that emotional intelligence is crucial not only for individual well-being but also for effective leadership and performance in demanding professions such as policing.

Emotional intelligence will enable employees to create a better work environment (Farahbakhsh, 2012). Management should be innovative enough to ensure self-awareness, self-regulation, motivation, empathy, and social skills of employees so as to enable them to achieve the right work-life balance (Jeya Praya et al., 2019). Employees with higher levels of emotional intelligence were more successful in balancing work demands with personal life (Naz et al., 2021), and so they are able to lower their burnout and increase their job satisfaction (Nathaya, Hidayat, & Dalimunthe, 2022). When an employee has emotional intelligence, he/she will be able to be more engaged in his/her work and attain work-life balance (Marseno & Muafi, 2021). Women who can effectively navigate their emotions and understand their job roles are in a better position to handle work overload as well as personal lives (Sree & Jyothi, 2012).

Emotional intelligence and work-life balance are dependent on each other (Ross & Vasantha, 2014). This relationship is strengthened with high organizational support (Kumarasamy et al., 2016). Emotional Intelligence and Work-life balance play an important role in fostering an effective and satisfied workforce (Arar & Öneren, 2021). Employees with high emotional intelligence were found to be more committed towards their organisation and were less likely to quit under stressful situations (Chigeda et al.,

2022). Job performance is positively impacted by emotional intelligence, job involvement, job satisfaction, and work-life balance (Nair et al., 2023). Emotional Intelligence (EI) enables an individual to have better stress management, develop interpersonal skills and self-regulation which contributes to a healthy work-life balance (Praya et al., 2019). It is thus important for organisations to integrate emotional intelligence training into organisational well-being strategies (Lamćja, 2024).

2.4.3 ORGANIZATIONAL SUPPORT AND WORK-LIFE BALANCE

Eisenberger et al. (1986) explain that perceived organizational support (POS) is shaped by how employees interpret the organization's treatment of them, especially regarding fairness, appreciation, and support from supervisors. When employees perceive high levels of support, they are more likely to respond with increased commitment, satisfaction, and performance.

Organizational support moderated by the self-efficacy of employees resulted in a good work-life balance of employees (Thakur & Kumar, 2015). In an organisation such as the police force, organizational support (both formal and informal) is needed to enable work-life balance and encourage the personnel (Tremblay et al., 2011). Support in the form of flexible work arrangements and practical resources had found to be more impactful in enabling work-life balance than emotional support (Idrovo & Bosch, 2019). In a study by McCarthy et al. (2012), it was found that support from supervisors, as well as perceived organisational support, showed a higher level of work-life balance, job satisfaction, and organisational commitment. While work-life balance policies might exist, it cannot survive alone without a supportive environment (Daverth et al., 2015). Supportive environment often leads to more positive work attitudes and reduces work-life conflict (Webber et al., 2010). When the employees perceive strong support for Work-Life balance from their organisation, they report a higher level of job satisfaction, commitment, and leadership behaviour (Forsyth & Polzer-Debruyne, 2007). Thus, a supportive organisational culture mediates the impact of work-life balance initiatives. Without such support that genuinely values work-life integration, the initiatives would have limited success in practice (Cegarra-Leiva et al., 2012; Medina-Garrido et al., 2023). Women more often experience greater work-life conflict, and strong organisational support with policy changes can help mitigate its

negative impacts (Johnston et al., 2022). Organisations play an important role in implementing supportive work-life balance measures as poor balance might lead to lower productivity, burnout, and other health issues (Babin Dhas, 2015).

Following the post-pandemic, it has been found that even though remote work and changing work job expectations posed new challenges to Work-Life Balance (WLB), the presence of organisational support significantly reduced the negative effects (Kumarasamy et al., 2022). In a workplace with strong organisational support, employees achieve better work-life balance (WLB), which in turn enhances their work engagement (Andrić, Ali, & Ramanathan, 2025). Therefore, organizations should not only introduce WLB policies but also foster a supportive environment that encourages their usage, especially in the Indian socio-cultural context (Chaudhuri et al., 2020).

2.4.4 WORK STRESS AND ITS INFLUENCE ON WORK-LIFE BALANCE

Lazarus and Folkman (1984) describe stress as a dynamic interaction between the individual and their environment, occurring when the demands of a situation are perceived to outweigh the person's coping resources. In the workplace, this often manifests as tension, anxiety, or burnout when employees feel unable to meet job expectations. According to the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2007), work stress arises when the demands of the job, like long hours or emotional strain, are greater than the support and resources available to handle them, such as help from colleagues or control over one's schedule. In demanding roles like policing, ongoing stress can lead to burnout, lower motivation, and a poor balance between work and personal life.

When employees have increased role conflict and work overload, they experience work stress, and it leads to an increase in intention to leave (Khalil, Khan, & Shah, 2021). Interpersonal tensions and overload in the workplace were connected to decreased job satisfaction and heightened turnover intentions (O'Neill & Davis, 2011). It has been examined that women police do not necessarily get work stress merely due to work overload, but it can be attributed to the long work hours and childcare responsibilities (Sandhya & Belur, 2024). Higher work stress leads to poorer work-life

balance (Sirajunisa & Panchanatham, 2024). Bell et al. (2012) investigated different types of job stress, namely threat-type (anxiety, lack of control), and pressure-type (deadlines, workload), and how these affect work-life balance and Work-Life Conflict (WLC). The findings highlight a need to mitigate and manage threat-related stressors to promote employee well-being and work-life integration. Work-life balance plays a very important strategic role in enhancing job satisfaction and morale in high pressure jobs or work environment (Attar, Cagliyan, & Abdul-Kareem, 2020).

Prompt intervention and assistance from the organization can foster a more balanced work-life, ultimately decreasing employee stress, anxiety, and burnout (Shah & Gawande, 2024). Thus, there is a need for organisations to provide resources and policies to manage work pressure effectively since work-life positively correlates with job satisfaction, while work/job stress has a significant negative impact (Irawanto, Novianti, & Roz, 2021). Reducing job stress alone may not be sufficient, so efforts should be made to enhance work-life balance along with job stress reducers so as to improve job satisfaction (Saeed & Farooqi, 2014). It is important to take up measures for reducing job stress so as to foster satisfaction and commitment for enhancing perceived balance between work and life responsibilities (Aruldoss, Kowalski, & Parayitam, 2021).

2.4.5 JOB ENGAGEMENT AS A FACTOR IN WORK-LIFE BALANCE

Schaufeli, Salanova, González-Romá, and Bakker (2002) describe job engagement as a positive and fulfilling state of mind related to work. It includes vigor, which refers to having energy and mental strength while working; dedication, marked by enthusiasm, pride, and a deep sense of purpose in one's job; and absorption, which is being fully focused and joyfully immersed in work activities. The Job Demands–Resources (JD-R) model proposed by Bakker and Demerouti (2007) views job engagement as a positive motivational response that arises when individuals have sufficient job and personal resources, such as autonomy, social support, and emotional intelligence, to cope with work demands. High engagement can help protect against stress and enhance both work-life balance and job performance, making it particularly important in high-pressure roles like policing.

For gaining employee commitment towards the organisation, job engagement acts as a mediator for work-life balance (Abdulaziz, Bashir, & Alfalih, 2022). An employee who is engaged in his job experiences work-life balance and boosts productivity (Nugraha & Rukhviyanti, 2024). Therefore, organisations that are aiming at retaining talent and have job engagement should be able to develop strategies and policies that support work-life balance, as it increases job engagement and reduces the intention to leave (Jaharuddin & Zainol, 2019). However, a study among the y-generation employees revealed that work-life balance did not influence job engagement, but work-life balance, along with other factors like length of service and conditions of work, impacted job engagement (Lestari & Margaretha, 2021). In yet another study, it has been found that changes in the macroeconomic conditions significantly affected job satisfaction, employee engagement and satisfaction with work-life balance indicating that not only the internal environment but the external environment shapes employees attitudes (Cahill, McNamara, Pitt-Catsoupes, & Valcour, 2015). Work-life balance as compared to other factors in the organisation had relatively weaker association with employee engagement and retention (Parkes & Langford, 2008). When employee engagement acts as a mediator between quality of work-life and work-life balance, then it will lead to increased job satisfaction. This clearly indicates that fostering engagement can be used as a tool by policymakers for enhancing job satisfaction and work-life balance (Arief, Purwana, & Saptono, 2021). The organisations should develop strategies and policies to support work-life balance by ensuring organisational stability, promoting a positive and supportive work environment, allowing time for rest and offering training programs because when employees personal and professional lives are balanced, they are more likely to exhibit higher energy, commitment and engaged to their jobs (Larasati, Hasanati, & Istiqomah, 2019).

2.4.6 SOCIAL AND FAMILY SUPPORT IN MAINTAINING WORK-LIFE BALANCE

According to House (1981), social support can be categorized into four main types: emotional support (such as empathy and reassurance), instrumental support (practical

assistance), informational support (advice or guidance), and appraisal support (helpful evaluation or feedback). In relation to work-life balance, family support, a key form of social support, is especially significant, as it directly influences how individuals cope with responsibilities and emotional needs at home.

Spillover Theory (Staines, 1980) suggests that strong family support can help counteract the negative impacts of work-related stress, thereby promoting better overall well-being. Similarly, the Job Demands–Resources (JD-R) model proposed by Bakker and Demerouti (2007) views social and family support as valuable external resources that assist individuals in managing work stress, while also fostering greater engagement and emotional resilience.

Work-life balance is affected by workload, role conflict, and interpersonal relationships (Razak et al., 2014). However, when the employees perceive strong support from home as well as work like a supervisor's understanding, flexible policies etc., they are most likely to exhibit greater balance between personal and professional lives, which is an important ingredient for effective job performance (Russo, Shteigman, & Carmeli, 2015; Uddin, Ali, & Khan, 2020). Social and family support is crucial for work-life balance as it helps in dealing with stress, increases job satisfaction, and improves the overall well-being of the employee (Oludayo, 2020). Work-life balance of an employee is directly influenced by social support; however, it is even higher when psychological well-being is high. Employees who get emotional and relational factors are more likely to have a healthier work-life balance (Kurtuluş, Yıldırım Kurtuluş, Birel, & Batmaz, 2023). A combination of government policies, organisational practices, and family support systems plays a significant role in balancing work-life rather than one domain alone. It should be noted that contextual and cultural influence varies across countries on how they are perceived and utilised by the employees (Abendroth & den Dulk, 2011; Uddin, Ali, & Khan, 2020). When an employee has support from family, peers, and professional networks, it will enable them to expand their freedom to choose and also develop the necessary capabilities to manage a good work-life balance (Annink, 2017). A high level of work-life balance will lead to improved psychological and emotional well-being. This can be achieved

only when there is a supportive work environment and family dynamics (Rahim, Osman, & Arumugam, 2020). An individual will experience higher life satisfaction when parents have a positive work-life balance and have strong family support. This becomes particularly important in fostering emotional health, as family support tends to have a cascading effect on individuals (Schnettler et al., 2018).

2.4.7 COPING MECHANISMS & RESILIENCE AND THEIR ROLE IN WORK-LIFE BALANCE

Coping mechanisms refer to the mental and behavioral strategies individuals employ to manage both internal tensions and external pressures that are perceived as difficult or stressful. As outlined in Lazarus and Folkman's (1984) Transactional Model of Stress and Coping, these strategies may be problem-focused, targeting the source of stress directly, or emotion-focused, aimed at regulating the emotional response to stress. When applied effectively, coping strategies help individuals maintain psychological stability and function well in high-pressure settings like policing.

Resilience, in contrast, is the ability to adapt positively and recover from setbacks, trauma, or prolonged stress. It is not a fixed trait, but rather a dynamic capacity that enables individuals to withstand and bounce back from challenging experiences. Masten (2001) famously described resilience as "ordinary magic," emphasizing that it results from common adaptive systems present in most people rather than extraordinary strength.

In high-demand professions such as law enforcement, both coping and resilience serve as personal resources under the Job Demands–Resources (JD-R) framework. They help mitigate the negative effects of occupational stress, sustain motivation, and promote a healthier work-life balance.

In order to manage work and life demands, individual needs to build resilience, which can be facilitated by social support. Working in high stress environment requires such support so as to enable an employee to have a good work-life balance (Köse, Baykal, & Bayat, 2021). Creating a supportive work environment, offering employee wellness programs, and establishing prompt promotion and transfer policies can help

individuals achieve a balance between work and personal life (Bhuvaneswari & Thirumoorthi, 2019). To cope with the dual challenges faced by women police during the pandemic, they relied on support from peers, family resilience, and inner strength (Sandhya & Belur, 2024). Positive coping mechanisms, supportive policies, programs, and work arrangements should be provided, especially for women employees who juggle work and life. Instead of avoiding dealing with problems or difficulties, effective coping strategies should be implemented for them to have higher resilience and a better quality of life (Anastasopoulou, Vraimaki, & Trivellas, 2023). Resilience helps individuals manage Work-Life Conflict (WLC) and therefore, promoting resilience should be a strategic priority in work-life balance interventions in the workplace (Bernuzzi, Sommovigo, & Setti, 2022). Reflective thinking, emotional regulation, and other resilience-building exercises will help employees to balance demanding work and prevent burnout (Kim & Windsor, 2015). An employee with higher resilience will be able to maintain a positive work-life balance even at times when faced with job stress (Barut-Tusun & Ercan-Şahin, 2025). Individual Resilience acts as a mediator between Perceived Organisational Support (POS) and Work-Life Balance (WLB). During the COVID-19 pandemic, workers had to Work From Home (WFH) due to lockdowns, which affected work as well as personal life. Individual resilience, when supported by Work-From-Home (WFH) structures and organizational support, contributes to improved work-life balance among employees (Ferreira & Gomes, 2023). Thus, there is a need for both personal resilience-building coping strategies that will help an employee derive meaning and manage stress effectively (Kim, 2022).

2.5 INFLUENCE OF DEMOGRAPHIC VARIABLES ON WORK-LIFE BALANCE

Review of literature shows that demographic variables like age, gender, educational qualification, salary, etc., do have an impact on the ability of an employee to maintain work-life balance. This impact varies based on various factors like the type of organisation, the nature of work, length of service, working hours, etc. The number of dependents that an employee needs to take care of at home after work also significantly influences their work-life balance. So, there's a need to develop tailored support

systems for WLB (Suryakumar & Suresh, 2018). Organisations should consider employees' personal and demographic attributes when formulating effective work-life policies and interventions (Thriveni & Rama, 2012). Lack of balance tends to impede performance and restrict advancement and so WLB continues to be an important factor in influencing overall participation of the employees (Sarna, Tyagi, & Ghosh, 2019). Work-life balance is not the same across different demographic groups, and is to a large extent influenced by personal and social characteristics (Prithi & Vasumathi, 2018). The following review gives an overview of how the demographic variables influence work-life balance.

2.5.1 AGE, EDUCATIONAL QUALIFICATION, AND MARITAL STATUS

According to Lifespan Development Theory (Baltes, 1987), individuals across different age groups exhibit varying psychological resources and adaptive behaviors, potentially shaping their work-life balance experiences. Individuals with higher levels of education often benefit from improved job prospects, access to flexible working arrangements, and enhanced psychological resources.

As explained by Human Capital Theory (Becker, 1964), education increases one's value in the labor market, making it more likely for educated individuals to obtain positions that offer greater autonomy and organizational support, factors that help reduce conflict between professional and personal responsibilities.

Role Theory (Merton, 1957) suggests that individuals occupying multiple social roles, such as those of employee and spouse, may experience role strain when the demands of these roles conflict. In the policing profession, this strain can be particularly pronounced for married women, as the rigid and high-pressure nature of the job can make it challenging to balance family responsibilities with professional duties.

Demographic factors such as age, gender, marital status, income, and job position significantly influenced WLB perceptions (Anand et al., 2016; Singh, 2023). Married employees faced more challenges in balancing personal and professional life, and age was found not to have a significant impact on WLB. Compared to the male employees, the female employees faced more difficulties managing work-life balance (Padmasiri & Mahalekamge, 2016). This could be attributed to the fact that dual responsibilities

both at home and work are expected from female employees, and society still expects women to be the primary homemakers even if they are employed full-time. During the COVID-19 pandemic, studies have shown that even though married employees faced more challenges in balancing work and life, they received emotional and family support, especially under lockdown and remote work conditions (Mukuze et al., 2023). Work-life balance strategies, therefore, need to be tailored to marital context (Panisoara & Serban, 2013). Healthy coping mechanisms, especially problem-focused along with Perceived Organisational Support (POS), need to be implemented (Amazue & Onyishi, 2016). Higher educational qualification, especially for women, is linked to improved WLB as it offers greater job quality like managerial roles, which come with better working conditions, autonomy, flexible work arrangement, and higher income (Kromydas, 2020). All these are critical for managing work and family responsibilities.

Female employees are found to have lower work-life balance and higher stress levels compared to their male counterparts, even though they are working in the same work environment (Ip et al., 2018). Demographic variables have a significant influence on an employee's perception and experience of work-life balance. Employees who are married and have children are found to have greater challenges in balancing life and work responsibilities (Warrier, 2013). Married and female employees face more difficulties in balancing personal and professional responsibilities (Padmasiri & Mahalekamge, 2016).

Younger workers are prone to more work-life conflicts, while older workers tend to have a more balanced perspective. This calls for an age-sensitive WLB policies and practices in organisations (Richert-Kaźmierska & Stankiewicz, 2016).

2.5.2 SALARY AND ACCOMMODATION

In the Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2007), salary functions as an essential job resource that can ease work-related stress by enabling access to supportive services like childcare, household assistance, transportation, and recreational activities. Additionally, as outlined in Maslow's Hierarchy of Needs (1943), sufficient financial compensation satisfies both fundamental and psychological

needs, contributing to higher levels of job satisfaction and overall emotional well-being.

Living arrangements play an important role in shaping the balance between work and personal life. As outlined in Boundary Theory (Ashforth, Kreiner, & Fugate, 2000), the degree of physical and psychological separation between work and home influences how people manage their roles. For police personnel residing in government-provided quarters close to their workplace, reduced commuting time may offer convenience, but it can also make it harder to maintain clear boundaries between professional duties and personal time.

Work-life balance and salary/compensation together boost employee satisfaction (Al-Omari et al., 2020). Employees who perceive themselves as being paid well tend to be more satisfied with their jobs. In organisations where work demands are high, the benefits of compensation can be maximised along with adequate work-life balance support to increase job satisfaction (Lando et al., 2023). Earnings might not necessarily translate into better balancing of personal and professional responsibilities; other demographic factors like dependents, marital status, work experience, etc., played a more impactful role (Bandela & Rao, 2020). It has been found that workers with lower annual incomes experienced greater challenges in maintaining work-life balance. So organisations should be proactive and take up necessary measures to help employees manage their personal and professional responsibilities (Prithi & Vasumathi, 2018). Tailored interventions should be provided by organisations to provide support to the employees (Gürcanlı et al., 2024). When employees perceive their salary as fair or adequate then they reported a better balance between work and personal lives. A higher or better salary helps the employees in reducing the financial strain and enable them to access resources that make balancing responsibilities easier (Pradila & Fadli, 2023). Studies show that job satisfaction acts as a link between employees' understanding of Work-Life Balance and compensation to their commitment towards the organisation (Reners, Harahap, & Sugiarti, 2024)

2.5.3 WORKING HOURS, SHIFT PATTERN, LENGTH OF SERVICE AND LOCATION OF WORK

Long working hours can cause physical and mental fatigue, limit personal time, and intensify role conflict. According to Spillover Theory (Staines, 1980), prolonged work hours often intrude on personal life, leading to emotional exhaustion and diminished work-life balance. Similarly, the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2007) identifies extended work hours as a job demand which, if not offset by sufficient resources, can increase the risk of burnout and reduce employee engagement.

In policing, shift work often disrupts natural sleep cycles and interferes with social and family routines. Role Theory (Merton, 1957) suggests that irregular or rotating shifts can lead to conflicting role demands, heightening role strain. Studies have also found that such shift patterns are associated with reduced sleep quality and weakened social ties, both of which can adversely impact work-life balance (Costa, 2003).

Lifespan Development Theory (Baltes, 1987) states that individuals develop coping skills and emotional intelligence over time, which enhances their ability to handle work-life stress. With increased years of service, individuals often gain deeper job familiarity and build access to formal and informal support networks, both of which can help mitigate job demands and promote better work-life balance.

Location plays a significant role in shaping work-life balance, as it influences workload demands, commuting time, and the availability of resources. In the context of the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2007), the work environment acts as a contextual element that can either intensify or alleviate job-related stress. Urban assignments may provide better infrastructure and amenities but are often accompanied by increased pressure and traffic congestion. In contrast, rural postings may offer a calmer atmosphere but can also lead to isolation and logistical challenges—particularly for women personnel.

Granting employees more autonomy over their schedules and work locations can lead to notable improvements in their ability to balance work and personal life. According to Anttila et al. (2015), work-life balance is shaped not only by individual flexibility

but also by the wider organizational and national work-time structures. Therefore, adjusting work-time policies to increase employee autonomy can be a powerful tool for employers and policymakers seeking to promote healthier work–life integration.

Although flexible working hours can improve work–life balance, their overall impact is shaped by wider contextual elements such as national labor policies, workplace culture, and employment norms (Fagan et al., 2012). While flexibility can be beneficial, its effectiveness will depend on how it's structured and whether it maintains clear boundaries between professional and personal lives (Peters et al., 2009). Compressed Work Week (CWW) may be implemented as a flexible work strategy to reduce job stress (Paje et al., 2020). Counterclockwise shift rotations lead to more strain between the employees' job and personal lives, leading to noticeably lower satisfaction with their family and social interactions (Shiffer et al., 2018). Employees who have control over how they manage time are more resilient to negative effects (Hsu et al., 2019), and end up working fewer hours (Nijp et al., 2016). Workplace support can help reduce the issues associated with inadequately structured working hours or shift patterns, which might put a strain on employees' personal and professional lives (Brown et al., 2010).

2.5.4 RANK OR POSITION IN INFLUENCING JOB DEMANDS AND WLB

Role Theory (Katz & Kahn, 1978; Merton, 1957) suggests that individuals at different hierarchical levels encounter distinct role expectations and varying levels of role conflict. While senior officers may face higher administrative demands, they often enjoy greater autonomy and schedule flexibility, which can help ease work-life tensions. On the other hand, lower-ranking personnel such as constables typically have less control over their shifts and perform more physically demanding duties, placing them at higher risk for work-life imbalance. According to the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2007), rank serves as a marker of access to workplace resources such as supervisory support, control over work schedules, and clearer role expectations. Individuals in higher positions are often better equipped to manage job demands, resulting in lower stress and greater work engagement. In addition, Spillover Theory (Staines, 1980) highlights that those in lower ranks may

lack sufficient resources to shield their personal lives from the effects of work-related stress, while those in senior roles are more likely to maintain this separation due to greater institutional support and flexibility.

Employees with higher job ranks tend to enjoy better work-life balance as they have greater autonomy, flexible work arrangements, and better access to organisational resources. At the same time, supportive managerial behaviour had a positive and significant influence on the employees' ability to manage personal and professional lives (Gilley et al., 2015). Job rank is an important determinant of WLB as employees get more decision-making freedom (Imsulemla & Prabhakar, 2025). Moreover, the employees having lower designations faced more challenges as compared to their supervisors or those in higher positions due to less bargaining power over working conditions (Singh, 2023). Even in academics, the rank among the faculty members affected work-life balance as the senior ranked faculty demonstrated higher satisfaction due to research autonomy and flexible work design (Marič & Žnidaršič, 2018). In comparison with senior and married personnel, the lower-ranked and younger personnel experienced more work-life balance challenges (Kaushal & Parmar, 2019).

In summary, demographic characteristics significantly shape individuals' experiences of work-life balance. Variables such as gender, age, marital status, and job role not only influence the extent of work and family demands but also affect the resources available for coping. Recognizing these differences is essential for developing inclusive WLB policies.

2.6 RESEARCH GAP

Despite a growing body of literature exploring work-life balance (WLB) across various professional sectors, there remains a significant dearth of empirical studies focusing on women employed in uniformed services, particularly within the Indian policing system. Most existing studies on WLB in India tend to concentrate on sectors like education, healthcare, IT, and corporate environments, where the nature of work is relatively predictable and less physically demanding. However, the police force, and

especially women personnel in armed battalions, operate under high-stress conditions, irregular shifts, rigid hierarchies, and heightened physical and emotional demands, conditions that make their work-life interface uniquely complex.

Furthermore, while national-level studies may touch upon gender disparities in law enforcement, region-specific insights, especially from Northeast India, are largely absent from mainstream discourse. The cultural, geographical, and socio-political uniqueness of Nagaland calls for contextualized research that can shed light on the lived experiences of women in policing roles in this region.

Additionally, few studies have attempted to combine theoretical perspectives such as Role Theory, Spillover Theory, and the Job Demands–Resources (JD-R) model to holistically examine the personal, demographic, and organizational factors affecting WLB in uniformed forces. Even fewer have applied factor analysis and regression in tandem with qualitative insights to identify both predictors and coping mechanisms in such settings.

Finally, no academic research to date appears to have exclusively studied the 15th Nagaland Armed Police (IR) Mahila Battalion, which was created to promote women's participation in state security while simultaneously navigating traditional gender roles. This study thus addresses a vital research gap by offering context-specific, gender-sensitive, and methodologically comprehensive insight into the work-life balance challenges of women in a high-demand, under-researched occupational setting.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

3.2 Research Design

3.3 Research Question, Objectives and Hypothesis of the Study

3.4 Area of the Study

3.5 Population and Sampling

3.6 Sources of Data

3.7 Tools for Data Collection

3.8 Validity and Reliability of the Tool

3.9 Statistical Tools used

3.10 Ethical Consideration

3.11 Limitations of the study

3.12 Summary

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter contains the methodological approach adopted to examine the work-life balance of personnel in the 15th Nagaland Armed Police (IR) Mahila Battalion. It provides a systematic approach adopted for data collection, analysis, and interpretation, ensuring the reliability and validity of the findings. A well-designed methodology is critical for achieving the research objectives and answering research questions meaningfully. A systematic methodology will help in selecting the appropriate tools, sampling methods, and analytical techniques to generate credible results with clarity and precision.

A well-structured research methodology forms the foundation of scientific investigation, allowing researchers to uphold objectivity and ensure transparency throughout the research process (Kothari & Garg, 2019). In the area of social science research involving perceptions, behaviours, and subjective experiences like work-life balance, it is important to choose a methodology that will be able to capture both the quantitative and qualitative dimensions effectively.

This chapter on Research methodology discusses the research design, area of study, sample design, sources of data, tools used for analysis, and ethical considerations involved in the research. These components will help to ensure that the study adheres to scientific accuracy while remaining contextually relevant to the specific group under investigation.

3.2 RESEARCH DESIGN

The study adopts a descriptive and exploratory research design to examine the factors influencing the work-life balance of the 15th Nagaland Armed Police (IR) Mahila Battalion in Chumukedima, a district of Nagaland. In order to gather data from the respondents in a systematic and measurable way, a quantitative approach has been employed, using a structured questionnaire, along with some unstructured questions.

This descriptive design component allows for the exploration of how key demographic and occupational characteristics affect individuals' perceptions of work-life balance. This allows for the identification of patterns, group differences, and central tendencies within the data. The exploratory aspect seeks to investigate how various factors such as age, marital status, salary, shift patterns, and job rank interact and influence work-life balance outcomes, particularly within a high-demand, male-dominated uniformed service environment. Face-to-face interactions were also conducted with the respondents to gain deeper insights into their personal experiences and perceptions. It thus enables the incorporation of both qualitative and quantitative methods to ensure a comprehensive understanding of the issues being explored.

Given the nature of the research objectives, the research design adopted is appropriate as it not only helps in analysing the relationship among the variables studied but also supports the use of inferential statistical tools such as t-test, ANOVA, regression analysis, and factor analysis, enabling hypothesis testing and identifying meaningful predictors of work-life balance.

As noted by Kothari and Garg (2019), the choice of an appropriate research design is fundamental in ensuring the validity, reliability, and overall scientific rigour of any study, particularly when exploring behavioural and occupational phenomena in social science research.

3.3 RESEARCH QUESTION, OBJECTIVES AND HYPOTHESIS OF THE STUDY

Research Questions:

The present study aims to investigate how various demographic, occupational, and environmental factors impact the work-life balance of women personnel serving in the 15th Nagaland Armed Police (IR) Mahila Battalion. Based on the problem statement and theoretical foundation, the study is guided by the following research questions:

1. How do demographic variables such as age, educational qualification, and marital status influence the work-life balance of women personnel?

2. What role do financial factors, including salary and housing, play in shaping work-life balance?
3. How do occupational factors like working hours, shift patterns, length of service, and posting location affect personal and professional life balance?
4. To what extent does an individual's rank or position within the battalion influence work-life balance?
5. What is the combined effect of demographic, occupational, and environmental variables on overall work-life balance among the personnel?

Research Objectives and hypothesis of the study

The main aim of the study is to assess the work-life balance of women in a uniformed service context and examine the various factors that influence it. Specifically, the study seeks to:

1. To analyze the influence of demographic variables (age, educational qualification, and marital status) on work-life balance among personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion.
2. To assess the impact of financial factors, such as salary and accommodation, on the ability to maintain work-life balance.
3. To investigate the factors such as working hours, shift patterns, length of service, and location of work' influence on the personal and professional lives of employees
4. To study the role of rank or position in influencing job demands and work-life balance.
5. To investigate the combined effect of demographic, occupational, and environmental factors on the overall work-life balance of personnel.

Based on the above objectives, the following null hypotheses were formulated:

H₀ 1: There is no significant relationship between demographic variables (age, marital status, and educational qualification) and work-life balance among personnel.

H₀ 2: There is no significant impact of financial factors (salary and accommodation) on the ability to maintain work-life balance.

H₀ 3: There is no significant effect of working hours, shift patterns, length of service, or location of work on the personal and professional lives of employees.

H₀ 4: There is no significant difference in work-life balance based on rank or position.

H₀ 5: There is no significant combined effect of demographic, occupational, and environmental factors on the overall work-life balance of personnel.

3.4 AREA OF THE STUDY

The study has been conducted in Chumukedima in the 15th Nagaland Armed Police (Indian Reserve) Mahila Battalion. Chumukedima is a town located at a distance of 14 km from Dimapur, Nagaland on National Highway 39. It is the district headquarters and a growing urban center, and was chosen as the location for this study due to its significance as the base of operations for the battalion and the administrative center of various police and security institutions. The selection of this area allowed for focused data collection and ensured access to a representative sample of women police personnel across ranks, age groups, and service durations. This study was carried out among women police of the 15th Mahila Battalion in Chümoukedima District, Nagaland.

This particular unit was chosen for the study because it represents a rare, all-women police force in the state — a group that often remains underrepresented in research. Chümoukedima, being one of the newest and fastest-growing districts in Nagaland, offered an ideal setting to explore how women in law enforcement balance the demands of their profession with their personal lives. This battalion is one of the few all-women police units in the state and plays a vital role in maintaining law and order, assisting in public safety, and participating in various operational duties across Nagaland and beyond. As a specialized force within the Nagaland Police Department,

the personnel of this battalion face unique occupational demands, including irregular shifts, extended duty hours, physical exertion, and frequent deployment to different locations.

Through my interactions and observations, it became clear that the battalion's unique structure and evolving work culture have a strong influence on the daily experiences of its personnel.

Since very little research has been done in this region on this topic, I hope this study not only fills a gap in the literature but also brings attention to the voices, challenges, and strengths of women working in such a vital but demanding role.

3.5 POPULATION AND SAMPLING

Population of the Study

The population for this study comprises all personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion, stationed at Chumukedima, Nagaland. This includes women police personnel across all ranks and categories, ranging from constables to officers. These personnel are engaged in a variety of responsibilities, including law enforcement, field operations, administrative duties, and community support tasks. Given the unique nature of their service, which is marked by long hours, high physical demand, and frequent relocation, they represent an ideal population for studying work-life balance in a uniformed and gender-sensitive context.

Sample of the Study

The sample for the present study was drawn from the women police personnel stationed in the 15th Mahila Battalion, located in Chumukedima district of Nagaland. A sample of 350 women police were selected for the study. The sample included personnel from different ranks, age groups, marital statuses, and service lengths to ensure diverse representation. The convenience sampling method has been used as it was not possible to opt for other probability sampling methods since the women troops are deployed for other duties or to the mainland in different states as and when their services were needed. This non-probability sampling method was chosen due to the ease of access to the personnel within the battalion and the practical constraints of time

and availability. Convenience sampling also allows the researcher to gather data quickly and efficiently from respondents who are readily available and willing to participate (Etikan, Musa, & Alkassim, 2016). This approach ensured that the study remained practical and manageable while still capturing a diverse range of perspectives necessary for meaningful analysis.

The sample included personnel from a range of demographic and occupational backgrounds—such as varying ages, ranks, service durations, and marital statuses—ensuring broad representation. Although not random, convenience sampling is commonly used in organizational and behavioural studies when the entire population is not equally accessible, and the study aims to gain initial insights or test relationships between variables in real-world settings (Creswell & Creswell, 2018).

Moreover, a sample size of 350 was deemed statistically adequate for conducting both descriptive and inferential analyses such as ANOVA, t-tests, regression, and factor analysis—common tools in organizational behaviour and HRM research (Creswell & Creswell, 2018). The size also ensured a reliable understanding of the variation in work-life balance across different demographic and occupational subgroups within the battalion.

3.6 SOURCES OF DATA

This study utilized both primary and secondary sources of data to ensure comprehensive coverage of the research problem and to enable the validity and credibility of findings.

- a) Primary Data:** The primary data was collected directly from the personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion using a structured questionnaire. The questions were mostly closed-ended and Likert scale, which allowed for quantitative analysis and statistical testing of hypotheses. Using structured questionnaires is a widely accepted tool in behavioural and social research, especially when the objective is to measure attitudes, perceptions, and patterns across a large population (Kothari & Garg, 2019; Creswell & Creswell, 2018).

Along with the questionnaire, face-to-face interactions with the respondents were also conducted using unstructured questions. Personal observation of the researcher has also been used as input in the study.

b) Secondary data

Secondary data was obtained from a variety of reliable and scholarly sources to enrich the background of the study, formulate the theoretical framework, and support the literature review. These included:

- Academic journals, conference papers, and thesis studies on work-life balance, women in policing, job demands, and stress in uniformed services.
- Government reports and official publications from the Nagaland Police Department, Ministry of Home Affairs, and National Crime Records Bureau (NCRB), which provided contextual data on policing in India.
- Books and manuals on human resource management, organisational behaviour, and social research methods.
- Web sources, such as the official websites of the Nagaland Police and Indian Police Service, were also used for factual and organisational information.

These secondary materials helped validate the research design and ensure alignment with prior empirical findings (Sekaran & Bougie, 2019).

3.7 TOOLS FOR DATA COLLECTION

The primary tool used for data collection in this study was a structured questionnaire developed specifically to assess the factors influencing work-life balance among the personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion. The questionnaire was designed based on established constructs from existing literature on work-life balance, job stress, organizational support, emotional intelligence, job engagement, and demographic profiling. It was administered directly to 350 women police in the battalion. Administering the questionnaire in person enabled the researcher to clarify

doubts and ensure data completeness from the respondents. It consisted of three main sections:

- i) Demographic Information – it helped in gathering data on respondents' age, marital status, rank/position, education level, income, accommodation, and length of service.
- ii) Multiple Choice Questions- it consisted of some additional work-related questions.
- iii) Work-Life Balance Statements- it consisted of a series of 5 point Likert scale items ranging from Strongly Agree (1) to Strongly Disagree (5) designed to measure various core dimensions of work-life balance for the study, such as work overload, emotional intelligence, organisational support, work stress, job engagement, social and family support, coping mechanism and resilience.

Structured questionnaires are widely recognized for their reliability, objectivity, and ability to capture quantitative data efficiently across a large sample (Kothari & Garg, 2019). The tool was administered in person to ensure better participation and to clarify any doubts the respondents had during the process. The questionnaire was pre-tested through a pilot study, and minor modifications were made based on clarity and comprehension.

In addition to the structured questionnaire, an unstructured interview schedule was developed to gain qualitative insights into the participants' experiences related to social and family support, and their coping mechanisms in managing work and life responsibilities. The schedule comprised open-ended questions, allowing respondents to elaborate on their lived experiences in their own words.

3.8 VALIDITY AND RELIABILITY OF THE TOOL

To ensure that the questionnaire used in this study effectively captured the intended constructs, both validity and reliability assessments were conducted.

Validity

Content validity was established through expert review. The questionnaire was carefully examined by subject matter experts to assess whether the items adequately represented the dimensions of work-life balance, job stress, emotional intelligence, organizational support, and job engagement. Their suggestions were incorporated to refine wording and structure for greater clarity and contextual relevance. This process helped ensure that the tool measured what it was intended to measure (Sekaran & Bougie, 2019).

Additionally, a pilot study was conducted with a small subset of respondents from the target population to test the comprehensibility and relevance of the items. Feedback from the pilot was used to make minor adjustments, further strengthening the face and construct validity of the tool.

Reliability

Reliability of the instrument was assessed using Cronbach's Alpha, a widely accepted measure of internal consistency. The overall reliability score for the final questionnaire was above the acceptable threshold of 0.70, yielding a reliability score of .842, indicating that the items used to measure each variable were consistent and dependable (Creswell & Creswell, 2018; Tavakol & Dennick, 2011). Subscale scores for factors like work stress, job engagement, and work-life conflict also demonstrated acceptable levels of reliability, reinforcing the robustness of the tool.

The reliability statistics table is given below, which shows an acceptable score:

Table 3.1: Reliability Statistics

Cronbach's Alpha	N of Items
.842	52

Source: Primary data

Establishing both validity and reliability was essential to ensure the credibility of the study findings and the appropriateness of the statistical analyses applied.

3.8 STATISTICAL TOOLS USED

To analyse the quantitative data collected from the respondents of the 15th Nagaland Armed Police (IR) Mahila Battalion, a range of descriptive and inferential statistical tools were employed using Statistical Analysis in Excel and Statistical Package for Social Sciences (SPSS). Suitable figures and tables have been used to draw inferences and for better interpretation of the results. The choice of tools was guided by the nature of the variables and the objectives of the study.

- a) **Descriptive Statistics** (Mean, Standard Deviation, Percentage): These have been used to describe, compare, and analyse the statements as well as to summarise the demographic variables and item-level responses for understanding general trends in work-life balance levels.
- b) **Inferential statistics**: To test the hypotheses and understand the relationships between variables, the following inferential techniques were used:
 - **Independent Sample t-tests** were used to examine the differences in work-life balance across binary demographic variables (e.g., marital status, age group).
 - **One-Way Analysis of Variance (ANOVA)** was used to compare mean work-life balance scores across multiple groups (e.g., salary levels, rank).
 - **Post-hoc tests** were applied where ANOVA indicated significant differences to identify specific group differences.
 - **Regression Analysis** was conducted to examine the combined effect of demographic, occupational, and environmental variables on work-life balance.
 - **Exploratory Factor Analysis (EFA)** using Principal Component Analysis (PCA) with Varimax rotation was carried out to identify underlying dimensions or factors influencing work-life balance, such as emotional intelligence, work stress, job engagement, and organizational support.

- **Reliability Testing** through Cronbach's Alpha was used to assess internal consistency of the items under each construct.

The tools together helped in having a proper analysis and the testing of complex inter-variable relationships, which helped in understanding the work-life balance experiences of the 15th Mahila Battalion, thereby supporting the study's analytical rigor and empirical contribution.

3.9 ETHICAL CONSIDERATION

The study adheres to ethical research principles, given the sensitive nature of the topic and the uniformed setting of the respondents, an attempt has been made to maintain ethical integrity throughout the course of this research. The research adhered to fundamental ethical principles of voluntary participation, informed consent, confidentiality, and respect for participants' rights and dignity.

Prior approval from the Commandant had been obtained to conduct the study in the Battalion. Before the commencement of data collection, participants were clearly informed about the purpose of the study and the use of the information they provided. The respondents provided informed consent before participating in the study. They were explained the objective of the study, and no one was forced to participate in the study. They were permitted to withdraw from filling up the questionnaire at any point in time if they felt intimidated.

Data confidentiality and data protection were ensured by anonymizing responses. The respondents were clearly informed that the data collected would be used solely for academic purposes, and the data collected was stored securely and assessed only by the researcher. No harm, be it physical, emotional, or reputational, was caused to any participant in the course of the study and data collection. Given the hierarchical nature of the police, special care was taken to guarantee that the responses would not be accessible to superiors or influence job standing in any way.

The study adhered to established ethical guidelines for social science research and maintained professionalism and respect for institutional protocols throughout. Every effort has been made to avoid bias, if any.

3.10 LIMITATIONS OF THE STUDY

The study also has its own set of limitations. While it brings to light the factors affecting the work-life balance of the women police in the 15th Mahila Battalion, Chumukedima, it does have some constraints, which may affect the generalizability and interpretation of the findings. They are stated as follows:

- a) The 15th Nagaland Armed Police (IR) Mahila Battalion was started on 1st June 2009 with the intention to have a full-fledged women battalion, and till date, no such studies on work-life balance in the battalion have been done, and so very little information on them is available for reference. Moreover, since the study was conducted only in one battalion, the findings might not fully represent the experiences or perceptions of personnel in other battalions or states with different work environments and socio-cultural contexts.
- b) The use of convenience sampling in the study might lead to sampling bias, as the sample was drawn from personnel who were available and willing to participate. This may limit the representativeness of the results and introduce potential self-selection bias (Etikan, Musa, & Alkassim, 2016).
- c) The main source of data collected for the study is through structured questionnaires. Respondents may have underreported or overreported certain experiences due to social desirability bias or fear of perceived professional repercussions, despite assurances of confidentiality (Sekaran & Bougie, 2019).
- d) Another limitation will be the sample size; a larger sample size would have increased the accuracy of the results. The respondents were limited to those who were available as well as willing to participate in the study during the data collection period. However, efforts have been made to ensure that the samples are representative of the population.
- e) The entry qualification level for a constable is Class VIII passed. Therefore, some of my respondents could not fully comprehend my questionnaire, which required me to interpret it to them, and some respondents chose to share only what they were comfortable disclosing. However, social distancing due to the pandemic was a barrier

to more interactions as the data were collected in the later part of 2020 and continued till mid-2021 post COVID lockdown.

f) As the data was collected at a single point in time, it does not capture changes or developments in work-life balance over time. A longitudinal design would have provided richer insights into how work-life dynamics evolve with changes in service conditions, rank, or personal circumstances.

This study focused exclusively on women personnel, and therefore does not offer a comparative view with their male counterparts, which could have provided a broader understanding of gender-based differences in work-life balance.

g) A mix of both a structured questionnaire and interactions have been used to collect data from the participants of the study, but due to time and resource constraints deeper interactions or follow-up sessions could not be done.

Even with these limitations, the findings of this study might offer a starting point for further in-depth study on similar areas and is expected to remain a meaningful contribution to the literature on gender and policing, particularly in the context of northeastern India, where such research remains limited.

3.12 SUMMARY

This chapter explained the research approach taken to understand what affects work-life balance among the women personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion. The study used both quantitative and qualitative methods, and data were collected through a structured questionnaire. A total of 350 women police personnel chosen through convenience sampling participated in the study, which was practical given the setting and accessibility of the participants (Etikan, Musa, & Alkassim, 2016).

The research was guided by key theories, namely Role Theory, Spillover Theory, and the Job Demands-Resources (JD-R) Model, which helped in shaping the study's focus on how personal, work-related, and organizational factors influence work-life balance. The questionnaire included Likert-scale items and was carefully reviewed by experts. It was also pre-tested through a pilot study, and its reliability was checked using

Cronbach's Alpha, confirming its consistency (Creswell & Creswell, 2018; Tavakol & Dennick, 2011).

Data analysis was done using Statistical Analysis in Excel and SPSS software, applying statistical tools like t-tests, ANOVA, regression analysis, and factor analysis to uncover patterns and relationships among the variables. Ethical guidelines were carefully followed throughout the study, including voluntary participation, informed consent, and confidentiality (Israel & Hay, 2006).

While the methodology provided a strong foundation for analyzing work-life balance in a specialized group of uniformed personnel, the study also had its limitations such as relying on self-reported data, using non-probability sampling, and focusing on a single unit. Despite these, the approach helped generate valuable insights into the unique challenges faced by women in policing.

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

4.2 Demographic Profile of Respondents

- 4.2.1 Age
- 4.2.2 Educational Qualification
- 4.2.3 Marital Status
- 4.2.4 Length of Service
- 4.2.5 Monthly Salary
- 4.2.6 Type of Accommodation
- 4.2.7 Working Hours
- 4.2.8 Shift Pattern
- 4.2.9 Rank/Position
- 4.2.10 Location of Work

4.3 Reliability and Validity

- 4.3.1 Content Validity Ratio (CVR)
- 4.3.2 Reliability (Cronbach's Alpha)

4.4 Analysis of Work-Life Balance

- 4.4.1 Group Differences (t-test)
- 4.4.2 ANOVA Results
 - 4.4.2.1 Based on Salary
 - 4.4.2.2 Post-Hoc T-Test on Salary
 - 4.4.2.3 Based on Accommodation
- 4.4.3 Work-Related Variables (t-test)
- 4.4.4 ANOVA based on Rank/Position
- 4.4.5 Regression Analysis

4.5 Factor Analysis

- 4.5.1 Reliability Test
- 4.5.2 Exploratory Factor Analysis
- 4.5.3 Kaiser-Meyer-Olkin (KMO) and Bartlett's Test
- 4.5.4 Communalities
- 4.5.5 Total Variance Explained

4.5.6 Scree Plot

4.5.7 Rotated Component Matrix

4.5.8 Grouping of Variables

4.5.9 Naming of the Extracted Six Factors

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This chapter contains a detailed analysis of the data collected and its interpretation. It includes the demographic profile of the respondents, t-test and one way ANOVA which were conducted using Statistical Analysis in Excel, and factor analysis was performed using Statistical Package for Social Sciences (SPSS). To check the validity and reliability of the study tool, Content Validity Ratio (CVR) and Cronbach Alpha test were conducted.

The following are the objectives of the study:

1. To analyze the influence of demographic variables (age, educational qualification, and marital status) on work-life balance among personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion.
2. To assess the impact of financial factors, such as salary and accommodation, on the ability to maintain work-life balance.
3. To investigate the factors such as working hours, shift patterns, length of service, and location of work' influence on the personal and professional lives of employees
4. To study the role of rank or position in influencing job demands and work-life balance.
5. To investigate the combined effect of demographic, occupational, and environmental factors on the overall work-life balance of personnel.

The following hypotheses were formulated based on the research objectives:

H₀ 1: There is no significant relationship between demographic variables (age, marital status, and educational qualification) and work-life balance among personnel.

H₀ 2: There is no significant impact of financial factors (salary and accommodation) on the ability to maintain work-life balance.

H₀ 3: There is no significant effect of working hours, shift patterns, length of service, or location of work on the personal and professional lives of employees.

H₀ 4: There is no significant difference in work-life balance based on rank or position.

H₀ 5: There is no significant combined effect of demographic, occupational, and environmental factors on the overall work-life balance of personnel.

4.2 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

Respondents' demographic profiles consist of age, educational qualification, marital status, length of service, salary, accommodation, working hours, shift pattern, rank/position, and location of work.

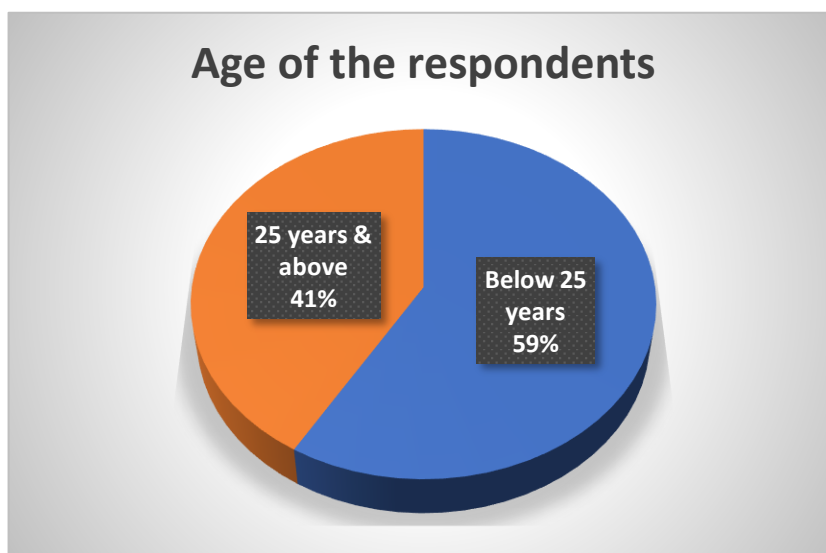
4.2.1 Age

Table 4.1: Age of the respondents

Sl. No	Age	Number	Percentage
1.	Below 25 years	205	58.57%
2.	25 years and above	145	41.43%
Total		350	100%

Source: Primary data

Figure 4.1: Age-wise profile of the respondents



Source: Primary data

A total of 350 respondents participated in the study (Table 4.1). Out of which, 59% (N1=205) were aged 25 years and below and 41% (N2=145) were aged above 25 years of age. This suggests a younger workforce among the respondents in the Mahila Battalion. The suitable reason for this is due to the minimum qualification at the entry-level for constable being class 8th pass.

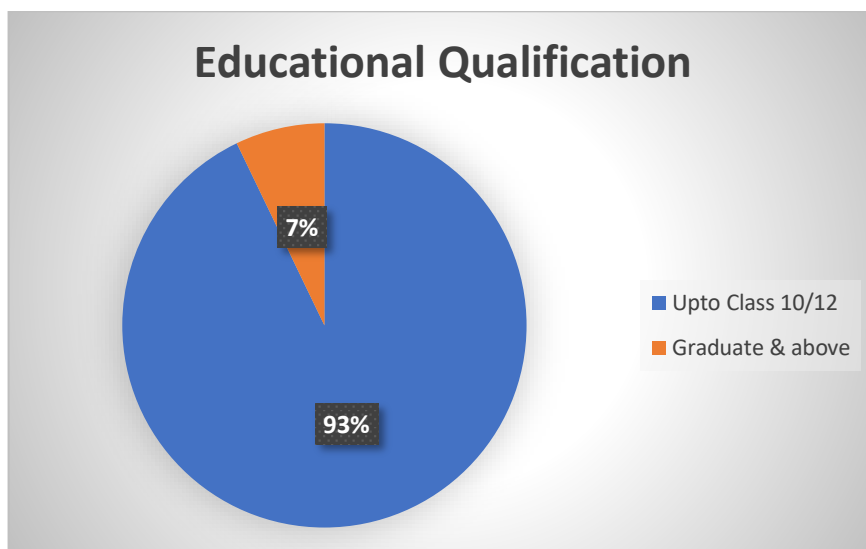
4.2.2 Educational qualification

Table 4.2 Educational qualification of the respondents

Sl. No	Qualification	Number	Percentage
1.	Up to Class 10/12	325	92.86%
2.	Graduate & above	25	7.14%
Total		350	100%

Source: Primary data

Figure 4.2 Educational qualification of the respondents



Source: Primary data

Table 4.2 shows the distribution of the respondents based on their educational qualifications. The majority of the respondents (N1=325, 92.86%) had studied upto Class 10/12 and the rest (N2=25, 7.14%) are graduate and above. It has been observed that a large number of respondents have joined in the position of constables where the minimum qualification required is Class 8th pass, hence there are 93% respondents who've studied upto class 10/12. A pictorial representation of the same is shown in figure 4.2.

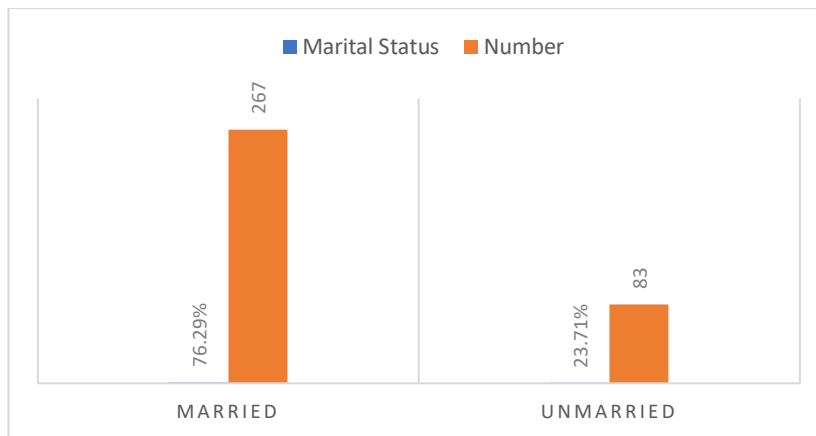
4.2.3 Marital status

Table 4.3 Marital status of the respondents

Sl. No	Marital Status	Number	Percentage
1.	Married	267	76.29%
2.	Unmarried	83	23.71%
Total		350	100%

Source: Primary data

Figure 4.3: Marital status of the respondents



Source: Primary data

A majority of the respondents (N1=267, 76.29%) are married and the rest (N2=83, 23.71%) are unmarried as depicted in table 4.3 and figure 4.3. The marital status of the respondent will greatly affect the work life balance as married employees tend to have more work family conflict leading to stress and need for more flexible work arrangements as compared to unmarried employees.

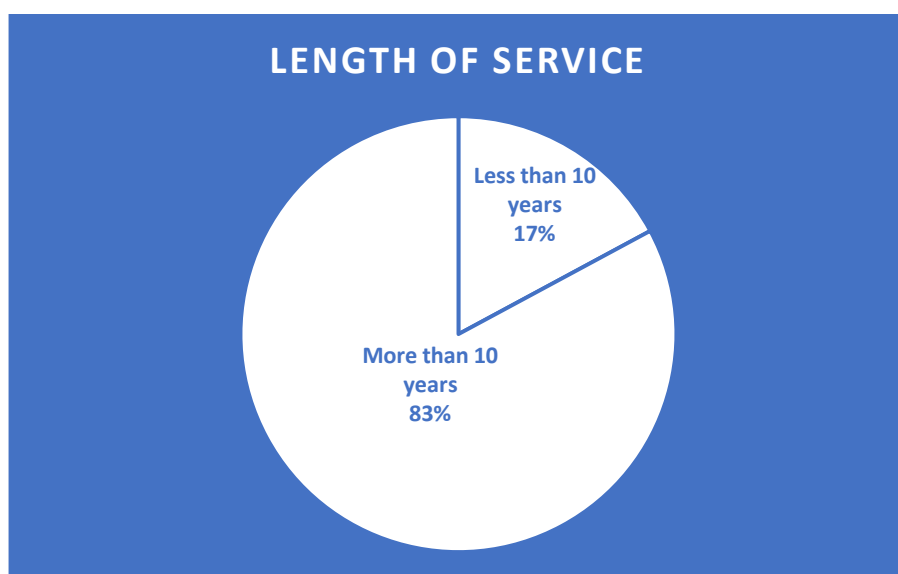
4.2.4 Length of service

Table 4.4 Length of service of respondents

Sl. No	Length of service	Number	Percentage
1.	Less than 10 years	60	17.14%
2.	More than 10 years	290	82.86%
Total		350	100%

Source: Primary data

Figure 4.4 Length of service of respondents



Source: Primary data

Table 4.4 and Figure 4.4 depicts the length of service of the respondents where N1=60 i.e. 17.14% of the respondents have been working in the battalion for less than 10 years and N2=290 i.e. 82.86% of the respondents have been working for more than 10 years. Since the battalion was started in the year 2009, a majority of the respondents were recruited then. Also being a department under the Government of Nagaland there is less job hopping as compared to the private sector.

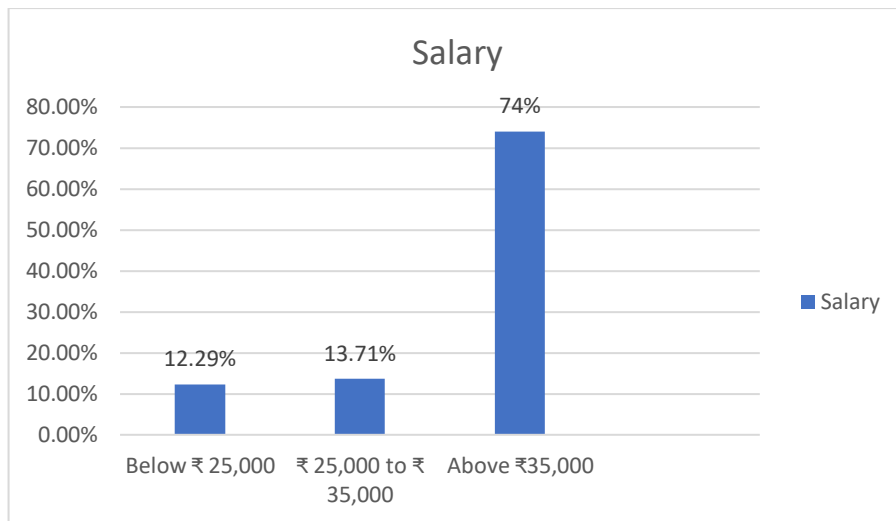
4.2.5 Monthly Salary

Table 4.5 Monthly salary

Sl. No	Monthly Salary	Number	Percentage
1.	Below ₹ 25,000	43	12.29%
2.	₹25,000 to ₹35000	48	13.71%
3.	Above ₹35,000	259	74%
Total		350	100%

Source: Primary data

Figure 4.5 Monthly Salary



Source: Primary data

Table 4.5 and Figure 4.5 depicts the monthly salary of the respondents and it shows that N1=below ₹ 25,000=43 (12.29%), N2=₹25,000 to ₹ 35,000=48 (13.71%) and N3= Above ₹35,000=259 (74%). A large portion of the respondents fall in the salary range of above ₹35,000 as we have more respondents whose length of service in the battalion is more than 10 years.

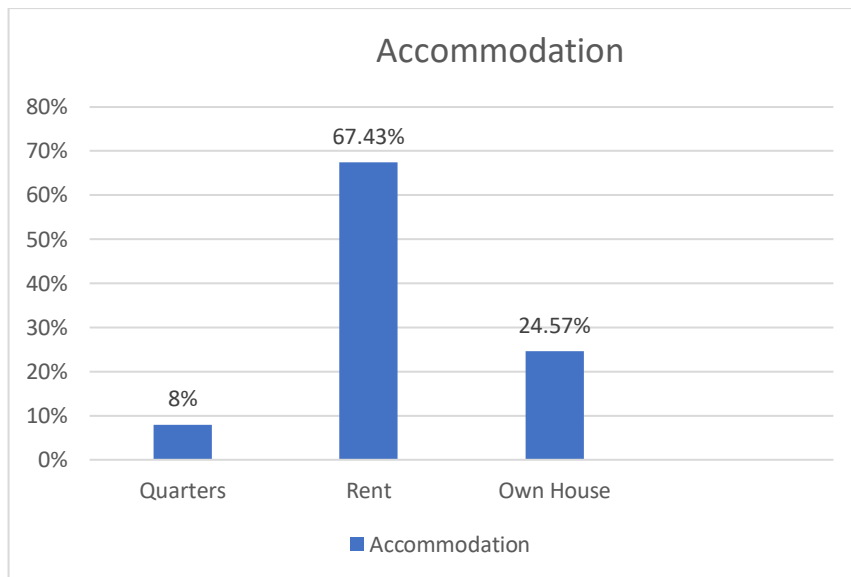
4.2.6. Accommodation

Table 4.6 Accommodation

Sl. No	Accommodation	Number	Percentage
1.	Quarters	28	8%
2.	Rent	236	67.43%
3.	Own house	86	24.57%
Total		350	100%

Source: Primary data

Figure 4.6 Accommodation



Source: Primary data

Table 4.6 shows the distribution of respondents based on their accommodation arrangements. A pictorial representation of the same is shown in Figure 4.6. It can be seen that a majority of the respondents (N2=236, 67.43%) live in rented houses, while those who reside in their own houses comprised of N3=86, 24.57%, and the rest (N1=28, 8%) stay in quarters provided by the battalion.

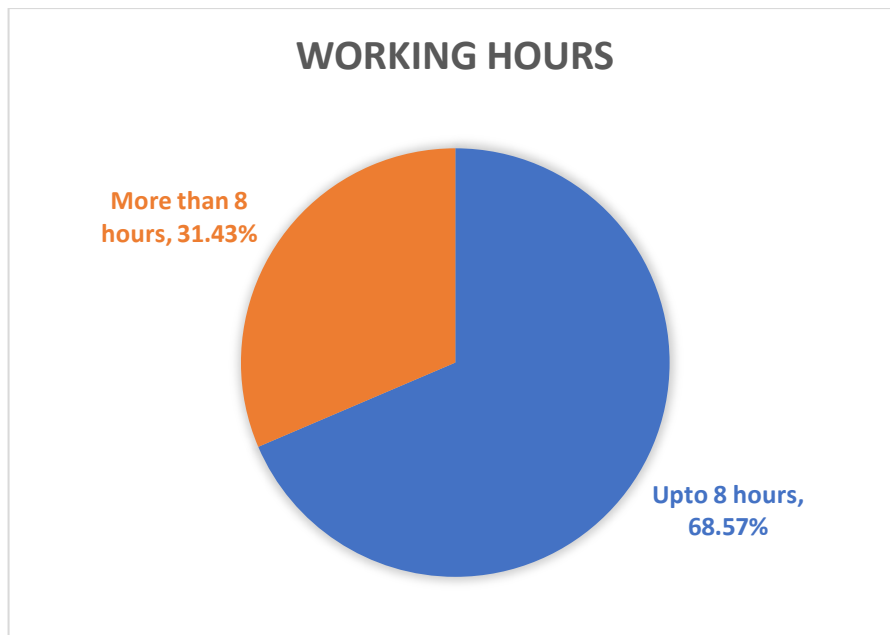
4.2.7 Working hours

Table 4.7 Working Hours

Sl. No	Working Hours	Number	Percentage
1.	Upto 8 hours	240	68.57%
2.	More than 8 hours	110	31.43%
Total		350	100%

Source: Primary data

Figure 4.7 Working Hours



Source: Primary data

Table 4.7 shows the working hours of the respondents, and the same is displayed in Figure 4.7 in a pictorial representation. A majority of the respondents (N1=240, 68.57%) work upto 8 hours in a day. However, the rest (N2=110, 31.43%) of the respondents have to work more than 8 hours in a day. This could be due to the unpredictable nature of work of the women police and is a crucial factor that affects the work life balance.

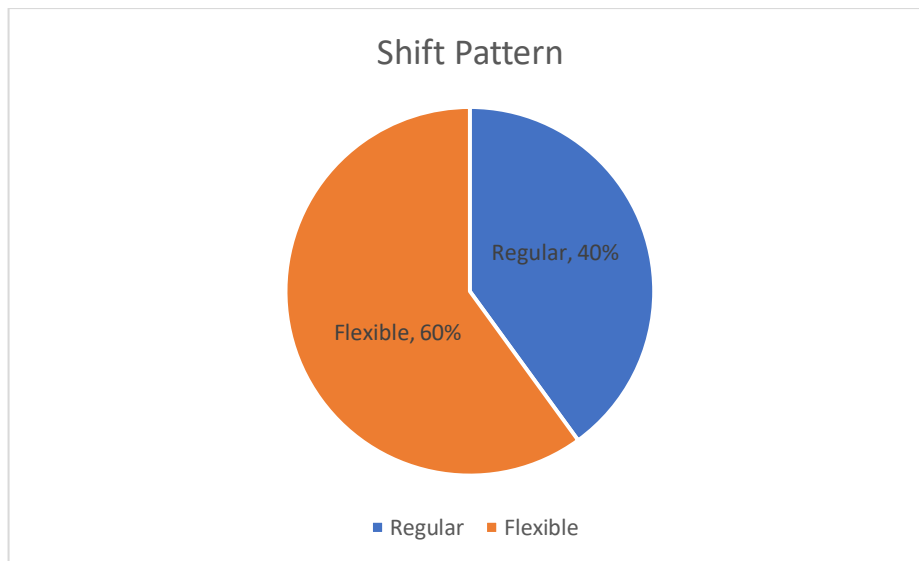
4.2.8 Shift pattern

Table 4.8 Shift Pattern

Sl. No	Shift Pattern	Number	Percentage
1.	Regular	140	40%
2.	Flexible	210	60%
Total		350	100%

Source: Primary data

Figure 4.8 Shift Pattern



Source: Primary data

Table 4.8 and Figure 4.8 represents the work shift pattern of the respondents. It is seen that only 40% (N1=140) of the respondents have regular shifts while the rest 60% (N2=210) have flexible shifts. This can be attributed to the fact that the women police are assigned different duties on a rotational basis and work on shifts as per need. This factor can impact the employees' work life balance and might lead to imbalance if not managed properly.

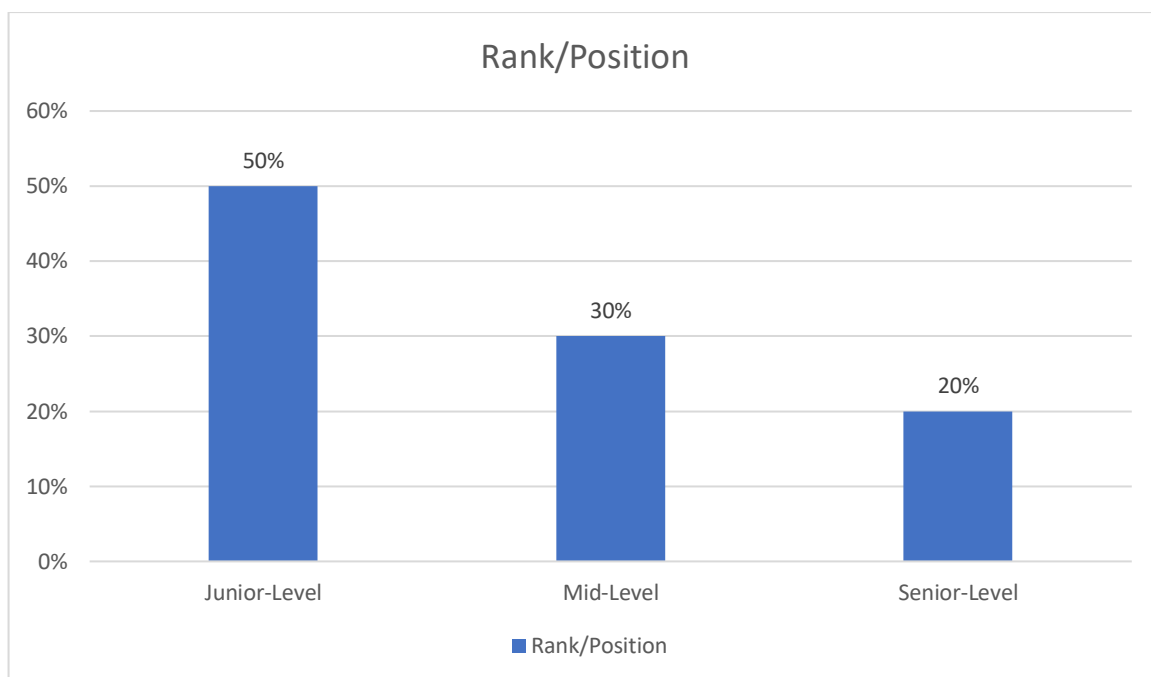
4.2.9 Rank/position

Table 4.9 Rank/Position of the respondents

Sl. No	Rank/Position	Number	Percentage
1.	Junior Level	175	50%
2.	Mid- Level	105	30%
3.	Senior-Level	70	20%
Total		350	100%

Source: Primary data

Figure 4.9 Rank/Position of the respondents



Source: Primary data

Table 4.9 and Figure 4.9 shows the rank/position of the respondents. Among the respondents 50% (N1=175) fall under the Junior level (constables), 30% (N2=105) belong to Mid-level position (lance naik and naik) and 20% (N3=70) belong to Senior-level (Sub-Inspector and Havaldar).

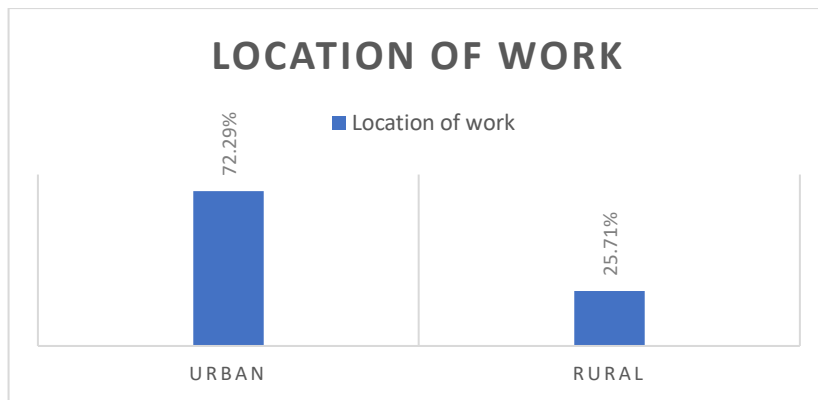
4.2.10 Location of work

Table 4.10 Location of work

Sl. No	Rank/Position	Number	Percentage
1.	Urban	260	72.29%
2.	Rural	90	25.71%
Total		350	100%

Source: Primary data

Figure 4.10 Location of work



Source: Primary data

Table 4.10 and Figure 4.10 show the percentage of employees based on their location of work. 72.29% (N1=260) respondents are placed in urban area for duty (in and around Dimapur and chumukedima town) and 25.71% (N2=90) respondents are placed in rural areas like seithekema and nearby rural areas.

4.3 RELIABILITY AND VALIDITY

The validity and reliability of the data collected were tested using the Content Validity Ratio (CVR) and Cronbach Alpha.

4.3.1. Content Validity (CVR):

To ensure that each item used in the study is important and valid for measuring the intended construct, a Content Validity Ratio (CVR) was conducted using the following formula:

Lawshe's formula:

$$CVR = \frac{(ne - N/2)}{N/2}$$

Where,

ne = number of experts rating the item as essential

N = total number of experts

Positive **Content Validity Ratio (CVR)** values for most data points indicate that the items are valid representations of the construct. Items in the study showed **CVR = 1.0**, which reflects perfect agreement among experts. Therefore, content validity is satisfactory.

4.3.2 Reliability (Cronbach's Alpha):

Cronbach Alpha (α) has been measured to find out the internal consistency and reliability of the study. It also helps to determine whether the items used in the study are essential for measuring the intended construct.

In this study, a Cronbach's Alpha of 0.89 has been calculated which indicates strong internal consistency among the items. This further supports the reliability and robustness of the tool.

Conclusion on Validity:

The tool demonstrates sufficient validity and reliability:

- **Content Validity:** The majority of items are valid as per expert agreement (CVR).
- **Internal Consistency:** Cronbach's Alpha supports the tool's reliability.

Reliability of the tool:

The **Cronbach's Alpha** for the provided dataset is **0.89**, indicating high internal consistency.

Interpretation:

- **0.70–0.79:** Acceptable reliability.
- **0.80–0.89:** Good reliability.
- **0.90 and above:** Excellent reliability.

With an Alpha of 0.89

4.4 ANALYSIS OF WORK-LIFE BALANCE

The following table shows the level of Work-Life Balance among the 15th Nagaland Armed Police (IR) Mahila Battalion:

Table 4.11 Level of Work-Life Balance

Variable	N	Mean	Standard Deviation
Work-life balance	350	174.93	12.63

Source: Primary data

The analysis of work-life balance among 350 individuals reveals an average score of 174.93, with a standard deviation of 12.63. This indicates a relatively consistent perception of work-life balance within the group, as the variability in responses is moderate. The mean score reflects the overall tendency of participants, while the standard deviation suggests that most individuals' perceptions are closely clustered around the average, with only slight deviations. This consistency highlights a shared experience of work-life balance among the sample.

4.4.1 Group Differences (t-test)

Independent sample t-test was conducted to find out the differences in mean scores across demographic variables like age, educational qualification and marital status. The significance of differences was calculated to find out the impact of age, educational qualification and marital status on the work-life balance of the respondents.

Objective: 1: To analyze the influence of demographic variables (age, educational qualification, and marital status) on work-life balance among personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion.

H₀ 1: There is no significant relationship between demographic variables (age, marital status, and educational qualification) and work-life balance among personnel.

Table 4.12 Mean, Standard Deviation of Police Women with respect to Age, Educational Qualification and Marital Status

Variables	Category	Subgroup	N	Mean	SD	t-value	Significance S/NS
Levels	Age	Below 25 years	205	174.73	12.34	0.35	NS
		25 years & above	145	175.21	13.05		
	Educational Qualification	Class 10/12	325	174.76	12.83	1.17	NS
		UG/PG	25	177.12	9.44		
	Marital Status	Married	267	174.21	12.79	2.00	S
		Unmarried	83	177.24	11.83		

***S- Significant level at 0.05 * NS- Not Significant level at 0.05**

Source: Primary data

Result and Interpretation:

Age: The t-test analysis shows that for age, the mean score for those below 25 years was 174.73 and for those aged 25 years and above was 175.21, with a t-value of 0.35 (NS). No significant difference was found between the mean scores of the respondents. Thus, age does not influence the work-life balance of the respondents.

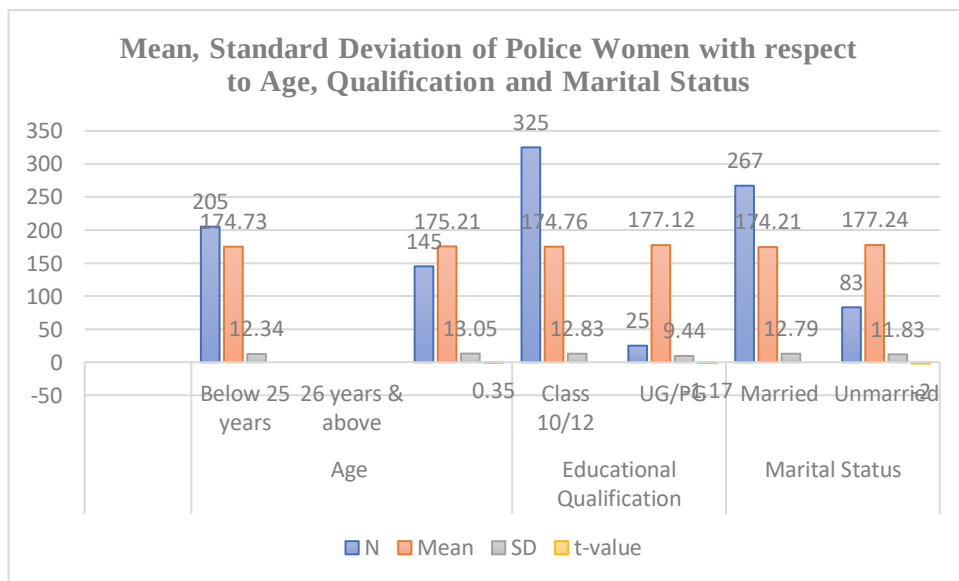
Educational Qualification: For educational qualification, the means were 174.76 for Class 10/12 and 177.12 for UG/PG, with a t-value of 1.17 (NS). We see no significant

difference between the respondents on the basis of educational qualification. So, it does not impact the work-life balance.

Marital Status: Specifically, for marital status, the mean for, married respondents was 174.21, and for unmarried respondents was 177.24, with a t-value of 2.00 (S). Here, a significant difference was found between the married and unmarried respondents indicating that marital status has an influence on the work-life balance of the respondents. This could be attributed to the fact that the priorities of the women change after marriage and at the same time the family obligations and responsibilities add on after marriage. As a result, the work-life balance of the women police are affected.

The t-test analysis revealed that marital status has a significant effect on the work life balance of the respondents with p-value of 0.0464 leading to the rejection of the null hypothesis for marital status. However, for age (p-value 0.727), educational qualification (p-value 0.243), the null hypothesis was not rejected as their p-values were above 0.05.

Figure 4.11: Mean, Standard Deviation of Police Women with respect to Age, Qualification and Marital Status



Source: Primary data

The above analysis and interpretation clearly help in understanding how the age and educational qualifications of the respondents do not have any significant influence on the work-life balance among the women police personnel under study, and marital status has a significant influence on work-life among personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion. **Thus, the first objective of the study is achieved.**

4.4.2 ANOVA RESULTS

A one-way analysis of variance ANOVA was conducted to test for differences between groups for salary as well as accommodation.

Objective 2. To assess the impact of financial factors, such as salary and accommodation, on the ability to maintain work-life balance.

H₀ 2: There is no significant impact of financial factors (salary and accommodation) on the ability to maintain work-life balance.

2.1 Null Hypothesis (H₀) with regard to salary: There is no significant difference between the means of the salary groups.

4.4.2.1 BASED ON SALARY

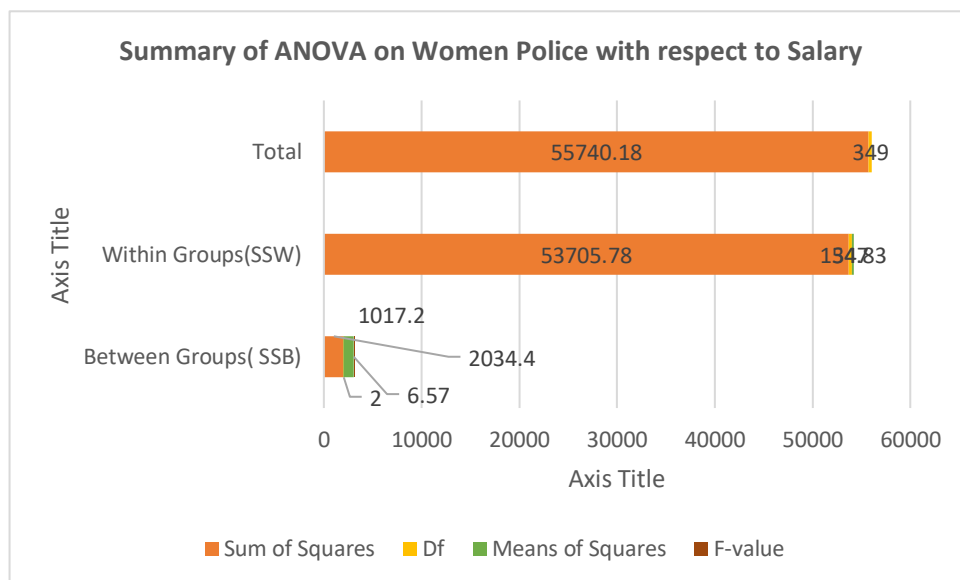
Table 4.13 Summary of ANOVA on Women Police with respect to Salary

Source of Variation	Sum of Squares	Df	Means of Squares	F-value
Between Groups(SSB)	2034.40	2	1017.20	6.57
Within Groups(SSW)	53705.78	347	154.83	
Total	55740.18	349		

Source: Primary data

Since the F-value (6.57) is statistically significant ($p < 0.05$), we reject the null hypothesis and conclude that there is a significant difference in the salary means across the three groups (below 30k, 31k & above). This suggests that salary levels does influence the dependent variable (e.g., work-life balance, job satisfaction, etc.) significantly.

Figure 4.12: Summary of ANOVA on Women Police with respect to Salary



Source: Primary data

4.4.2.2 POST-HOC T-TEST ON SALARY

A post-hoc t-test of Mean and Standard Deviation for Women Police with respect to Salary has been conducted as the results of the one-way analysis of variance ANOVA suggest that salary levels do influence the work-life balance of the women police. ANOVA F-value of 6.57 indicates a potential significant difference but does not bring to light which groups are different so a post-hoc t-test is needed to compare the salary groups pair by pair to derive accurate analysis.

Table 4.14 Post-hoc t-test of Mean and Standard Deviation for Women Police with respect to Salary

Variable	Subgroup	N	Mean	SD	t-value	Significance S/NS
Salary	Below 25k	43	170.51	12.60	0.70	NS
	25k to 35k	48	171.21	11.69		
	Below 25k	43	170.51	12.60	5.85	S
	35k and above	259	176.35	12.52		
	25k to 35k	48	171.21	11.69	3.23	S
	35k and above	259	176.35	12.52		

***S- Significant level at 0.05 * NS- Not Significant level at 0.05**

Source: Primary data

Result and interpretation

The analysis examined the salary differences across three groups: Below 25k, 25k to 35k and Above 35k.

- **Below 25k vs 25k to 35k:** No significant salary difference was found between these two groups ($p = 0.78$). The salaries are similar, and we fail to reject the null hypothesis.
- **Below 25k vs Above 35k:** A significant difference was found, with the "Above 35k" group earning more on average than the "Below 25k" group ($p < 0.01$). The null hypothesis is rejected, indicating a clear salary difference.

- **35k & Above vs 25k to 35k:** A significant salary difference was also found between these two groups ($p < 0.01$), with the "Above 25k to 35k" group having a higher mean salary. The null hypothesis is rejected, indicating a meaningful difference in salary between the two groups.

In conclusion, the analysis suggests that salary differs significantly between **Below 25k** vs **Above 35k**, as well as between **35k & Above** vs **25k to 35k** groups. This can be due to the possibility that those employees who have higher salary are in a better position to hire house help and ease their work at home. Thereby, having a more relaxed and comfortable personal space. They can also afford a better lifestyle as compared to the employees who are getting lesser salary than them. All these factors might have a positive impact on their work-life balance. However, no significant difference was observed between **Below 25k** and **25k to 35k** groups.

2.2 Null Hypothesis (H_0) with regard to accommodation: There is no significant difference between the means of the accommodation groups (quarters provided, quarters not provided).

4.4.2.3 BASED ON ACCOMMODATION

Table 4.15 Summary of ANOVA on Women Police with respect to Accommodation:

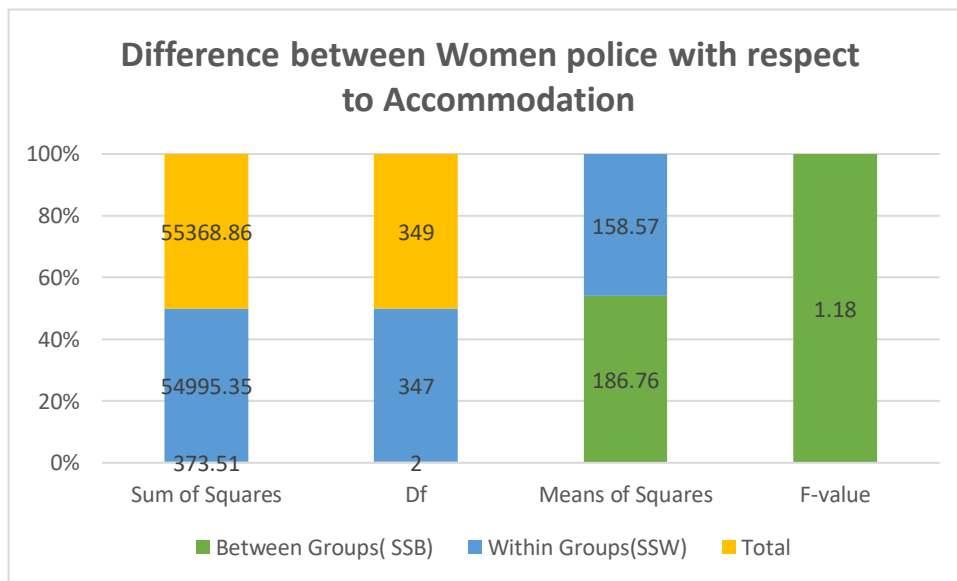
Source of Variation	Sum of Squares	Df	Means of Squares	F-value
Between Groups(SSB)	373.51	2	186.76	1.18
Within Groups(SSW)	54995.35	347	158.57	
Total	55368.86	349		

Source: Primary data

Result and interpretation

Since the F-value (1.18) is not statistically significant ($p > 0.05$), we fail to reject the null hypothesis. Therefore, we conclude that there is no significant difference in the means of the accommodation groups (quarters provided vs. quarters not provided). This suggests that accommodation (quarters) does not significantly impact the dependent variable (e.g., work-life balance, job satisfaction, etc.). Moreover, it has been found out that since most of the respondents are residing in and around the battalion, it does not affect their commute to and from work, while some reside in the quarter provided by the battalion.

Figure 4.13: Difference between Women police with respect to Accommodation



Source: Primary data

This analysis have helped in assessing and bringing to light that the respondents who have higher salary (35k and above) are in a better position to maintain a work-life balance than their counterparts. As for accommodation, it does not have a significant impact on the ability of the respondents to maintain their work-life balance. **Thus, the second objective of the study has been achieved.**

4.4.3 WORK-RELATED VARIABLES (t-test)

The t-test was conducted to analyze work-related factors such as working hours, shift patterns, length of service, and location of work to find out whether those factors have any influence or impact on the respondents' ability to maintain their work-life balance.

Objective 3: To investigate the factors such as working hours, shift patterns, length of service, and location of work' influence on the personal and professional lives of employees

H₀ 3: There is no significant effect of working hours, shift patterns, length of service, or location of work on the personal and professional lives of employees.

Table 4.16: Significant effect of working hours, shift patterns, location of work, or length of service on the personal and professional lives of employees.

Variables	Category	Subgroup	N	Mean	SD	t-value	Significance S/NS
Labels	Working hours	Upto 8 hrs	240	175.45	12.07	1.08	NS
		8 hrs and above	110	173.8	13.75		
	Shift Patterns	Regular	140	174.12	12.76	0.99	NS
		Flexible	210	175.48	12.53		
	Length of Service	Below 10 yrs	60	171.15	12.36	2.59	S
		10 yrs and above	290	175.71	12.55		
	Location of Work	Urban	260	174.62	12.67	0.783	NS
		Rural	90	175.82	12.51		

***S- Significant level at 0.05 * NS- Not Significant level at 0.05**

Source: Primary data

Result and interpretation

Working hours: The t-test shows that for working hours, the mean scores for upto 8 hours is 175.45 and for 8 hours and above is 173.8 with a t-value of 1.08 (NS). No significant difference is found between the mean scores of the respondents, and so the working hours of the respondents do not have any significant impact on the work-life balance of the women police.

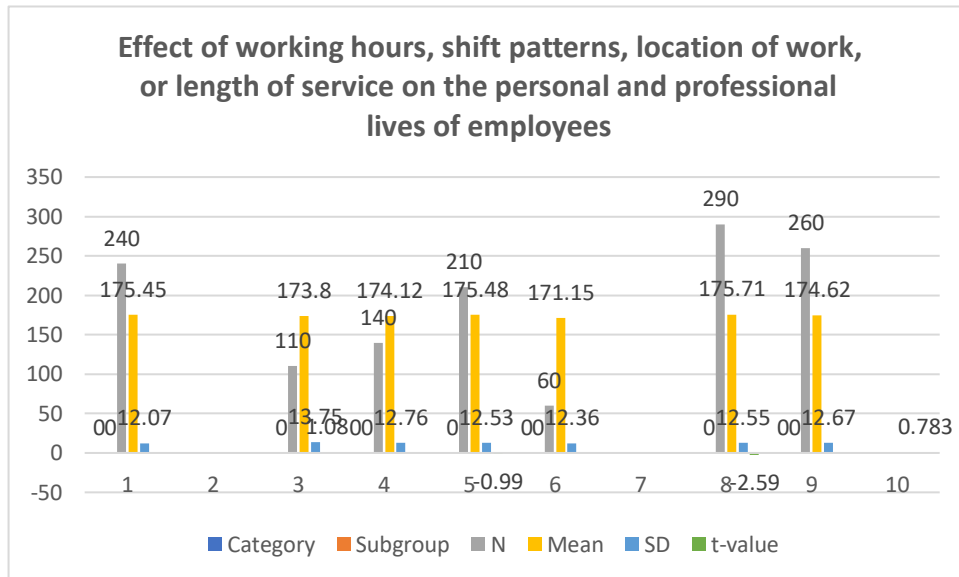
Shift Patterns: For shift patterns, the mean value for regular shifts is 174.12 and for flexible shifts is 175.48 with a t-value of 0.99 (NS). We see no significant difference among the respondents on the basis of shift patterns and so the shift patterns of the women police does not have a significant impact on their ability to maintain work-life balance.

Length of service: The analysis shows that for length of service of the respondents, the mean score for those who've worked for less than 10 years is 171.15 and the mean for those respondents who worked for 10 years and above is 175.71, with t-value of 2.59 (S). There is a significant difference found, indicating that the length of service of the women police have an impact on their work-life balance. As an employee works in an organisation for many years, the employee gets a promotion, and more responsibilities/duties will be added up including mentoring young recruits. This might lead to a probability of work stress and work overload and the reduction of boundaries between their personal and professional life.

Location of work: Concerning location of work, the mean score for urban is 174.62, and for rural areas is 175.82, with a t-value of 0.783 (NS). This indicates that there is no significant influence of the location of work of the respondents on their work-life balance.

This analysis suggests that Length of Service with a p-value of 0.01 ($p < 0.05$) is the only factor among the four variables that have a meaningful impact on the work-life balance of the women police, while the other factors like Working Hours, Shift Patterns, and Location of work do not show significant differences leading to failure to reject the null hypothesis as their p-value were above 0.05.

Figure 4.14: Significant effect of working hours, shift patterns, location of work, or length of service on the personal and professional lives of employees.



Source: Primary data

Thus, a significant difference is only found in Length of Service (below 10 years vs 10 years and above), where the difference in means is large enough to reject the null hypothesis. No significant differences were found in the comparisons of Working Hours, Shift Patterns, and Location of Work. For all these comparisons, we fail to reject the null hypothesis, meaning the differences between the groups are not statistically significant. **With this, the third objective of the study has been achieved.**

4.4.4 ANOVA BASED ON RANK/POSITION

ANOVA was done on women police to study the role of their rank/position in influencing job demands and work-life balance.

Objective 4: To study the role of rank or position in influencing job demands and work-life balance.

H₀ 4: There is no significant difference in work-life balance based on rank or position.

Table 4.17: Summary of ANOVA on Women Police with respect to Rank/Position:

Source of Variation	Sum of Squares	Df	Means Squares	F-value
Between Groups(SSB)	882.7	2	441.35	2.80
Within Groups(SSW)	54577.6	347	157.39	
Total	55460.3	349		

Source: Primary data

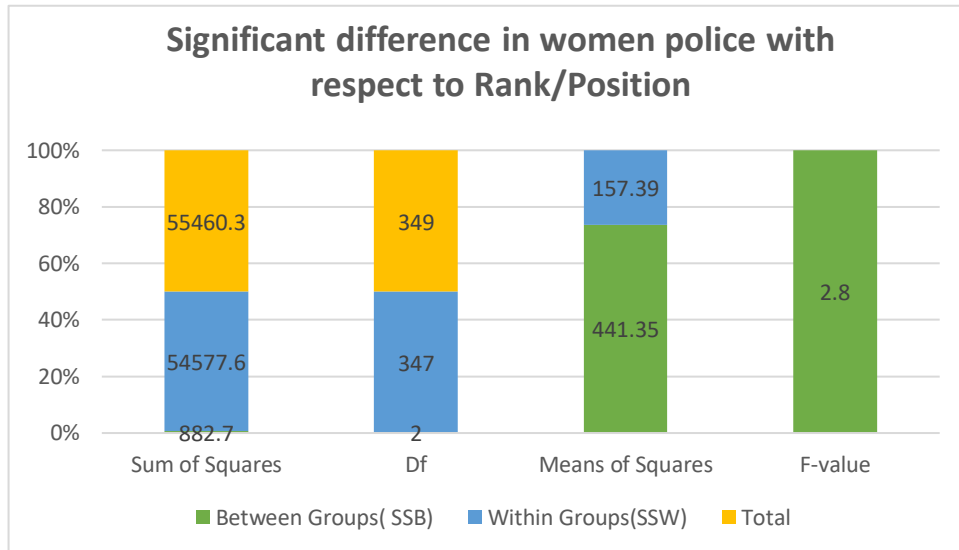
Result and interpretation:

The analysis table shows that the calculated F-value = 2.80. To determine if the difference between the means is statistically significant, we would compare this value with the critical F-value from the F-distribution table based on degrees of freedom (df1 = 2, df2 = 347) at a significance level of 0.05.

- Critical F-value: For df1 = 2 and df2 = 347 at a 0.05 significance level, the critical F-value is approximately 3.02 (based on standard F-distribution tables).
- Since $2.80 < 3.02$, the F-value does not exceed the critical value, and we fail to reject the null hypothesis.

There is no significant difference in means across the Junior level (constables), Mid-Level position (lance naik and naik), and Senior level groups (Sub-inspector and Havaladar) based on the calculated F-value. The groups are likely to be similar in the measured variable, and any differences observed could be due to random variation.

Figure 4.15: Significant difference in women police with respect to Rank/Position



Source: Primary data

The women police have a strict routine to be followed by all of them irrespective of their ranks/positions. Based on the analysis, it can be concluded that there is no significant difference in work-life balance based on rank or position of the women police. Thus, we accept the null hypothesis. **The fourth objective of the study is achieved.**

4.4.5 REGRESSION ANALYSIS

Regression Analysis has been conducted to examine the relationship and effect of demographic, occupational, and environmental factors (age, educational qualification, marital status, length of service, salary, accommodation, working hours shift pattern, location of work and working hours) on the overall work-life balance of the women police and to show whether these factors have a statistically significant impact on the work-life balance

Objective 5: To investigate the combined effect of demographic, occupational, and environmental factors on the overall work-life balance of personnel.

H₀ 5: There is no significant combined effect of demographic, occupational, and environmental factors on the overall work-life balance of personnel.

Table 4.18 Regression Analysis Summary**Table 4.18 (a) Model Fit (Overall Regression Statistics)**

<i>Regression Statistics</i>	
Multiple R	0.359778
R Square	0.12944
Adjusted R Square	0.10376
Standard Error	11.95219
Observations	350

Table 4.18 (b) ANOVA Table (Significance of overall model)

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	10	7200.558	720.0558	5.040471	7.53E-07
Residual	339	48427.8	142.8549		
Total	349	55628.35			

Table 4.18 (c) Individual Predictor Analysis

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	196.3085	6.286681	31.2261	9.2E-102	183.9427	208.6744
Age	-0.72454	1.264225	-0.57311	0.566952	-3.21125	1.762178
Educational			-			
Qualification	-3.71605	1.143381	3.25005	0.00127	-5.96506	-1.46704

			-			
Marital status	-0.56967	1.531714	0.37192	0.710186	-3.58253	2.443188
			-			
Length of service	-0.97506	1.76204	0.55337	0.580374	-4.44097	2.490847
			-			
Salary	-1.92302	1.489568	1.29099	0.197587	-4.85298	1.006945
			-			
Accommodation	-2.01868	0.980059	2.05976	0.040185	-3.94645	-0.09092
			-			
Working hours	-11.747	2.966956	3.95928	9.16E-05	-17.583	-5.91104
shift patterns	3.298746	1.592759	2.07109	0.039107	0.165811	6.431681
location of work	10.2088	2.986242	3.41861	0.000706	4.3349	16.0827
Working hours	-2.3088	1.13684	-2.0309	0.043045	-4.54495	-0.07266

Source: Primary data

Results and Interpretation

1. Regression Statistics (Table 4.18 (a)):

- Multiple R (0.3598): Indicates a weak positive correlation between the independent variables and the dependent variable.
- R Square (0.1294): About 12.94% of the variation in work-life balance is explained by the combined effect of the independent variables (demographic, occupational, and environmental factors).
- Adjusted R Square (0.1038): Adjusted value indicates a slightly reduced proportion of explained variance, accounting for the number of predictors in the model.

2. ANOVA Table (Table 4.18 (b)):

- F-value (5.04): The overall model is statistically significant, as evidenced by the very small Significance F (p-value = 7.535×10^{-7}), which is less than 0.05.

- This means at least one of the predictors significantly affects work-life balance.

3. Coefficients and Hypothesis Testing for Predictors (Table 4.18(c)):

- The significance of each predictor is evaluated using its t-statistic and p-value:
 - Educational Qualification ($p = 0.0013$): Significant negative effect.
 - Accommodation ($p = 0.0402$): Significant negative effect.
 - Working Hours ($p = 9.16 \times 10^{-5}$): Strongly significant negative effect.
 - Shift Patterns ($p = 0.0391$): Significant positive effect.
 - Location of Work ($p = 0.0007$): Strongly significant positive effect.
 - Age, Marital Status, Length of Service, and Salary ($p > 0.05$): These are not significant predictors.

Decision on Null Hypothesis:

- For the Overall Model: Since the Significance F (p-value) for the regression is much less than 0.05, we reject the null hypothesis and conclude that the combined effect of demographic, occupational, and environmental factors significantly affects work-life balance.
- For Individual Predictors:
 - Reject the null hypothesis for Educational Qualification, Accommodation, Working Hours, Shift Patterns, and Location of Work as they are significant predictors ($p < 0.05$).
 - Fail to reject the null hypothesis for Age, Marital Status, Length of Service, and Salary as they are not significant predictors ($p > 0.05$).

Summary:

The regression model indicates that certain factors like educational qualification, accommodation, working hours, shift patterns, and location of work significantly influence the work-life balance of personnel. However, other factors like age, marital status, length of service, and salary do not show a significant impact in this model. The overall model is statistically significant but explains only about 12.94% of the variability in work-life balance, suggesting that additional factors may be influencing work-life balance. **Thus, the fifth objective of the study has been achieved.**

Table 4.19: Hypothesis testing result: Summary

Sl.No	Null Hypothesis	Status
1.	H ₀ 1: There is no significant relationship between demographic variables (age and educational qualification) and work-life balance among personnel.	Fail to reject the null hypothesis
	H ₀ 1: There is no significant relationship between demographic variables (marital status) and work-life balance among personnel.	Reject the null hypothesis
2.	H ₀ 2: There is no significant difference between the means of the salary groups.	Reject the null hypothesis
	H ₀ 2: There is no significant difference between the means of the accommodation groups (quarters provided, quarters not provided).	Fail to reject the null hypothesis
3.	H ₀ 3: There is no significant effect of working hours, shift patterns, or location of work on the personal and professional lives of employees.	Fail to reject the null hypothesis

	Ho 3: There is no significant effect of length of service on the personal and professional lives of employees.	Reject the null hypothesis
4.	Ho 4: There is no significant difference in work-life balance based on rank or position.	Fail to reject the null hypothesis
5.	Ho 5: There is no significant combined effect of demographic, occupational, and environmental factors on the overall work-life balance of personnel.	Reject the null hypothesis

Source: Primary data

4.5 FACTOR ANALYSIS

Factor analysis was conducted to identify underlying relationship between the measured variables and bring forth core dimensions within the datasets.

4.5.1 RELIABILITY TEST

A reliability test was done to move ahead with the factor analysis. The following table shows the reliability test for the 52 items that were used for the study. The Cronbach Alpha value is .842 in the given study indicating good reliability and internal consistency.

Table 4.20 Reliability Statistics

Cronbach's Alpha	N of Items
.842	52

Source: Primary data

4.5.2 EXPLORATORY FACTOR ANALYSIS

The following are the list of 52 items for conducting the Exploratory Factor analysis (EFA) which will help in determining the factors that influence work life balance of the respondents:

Table 4.21 Items for Exploratory Factor Analysis

Sl.No.	Statements	Code
	Work Life Balance	WL
1.	My personal life suffers because of work.	WL1
2.	My work suffers because of my personal life.	WL2
3.	I find it hard to work because of personal matters.	WL3
4.	My job makes personal life difficult.	WL4
5.	I neglect personal needs because of work.	WL5
6.	I miss personal activities because of work.	WL6
7.	I struggle to juggle work and non-work.	WL7
8.	I am too tired to be effective at work.	WL8
9.	I would always encourage myself to try my best.	WL9
	Emotional Intelligence	EI
10.	I am able to control my temper and handle difficulties rationally.	EI1
11.	I am quite capable of controlling my own emotions.	EI2
12.	I can always calm down quickly when I am very angry.	EI3
13.	I have good control of my own emotions.	EI4
14.	I have good understanding of my own emotions.	EI5
15.	I really understand what I feel.	EI6
16.	I always know whether or not I am happy.	EI7
17.	I always set goals for myself and then try my best to achieve them.	EI8
	Spiritual Intelligence	SI
18.	I am able to define a purpose or reason for my life.	SI1
19.	I am able to move freely between levels of consciousness or awareness.	SI2
20.	I define myself by my deeper, non-physical self.	SI3
21.	When I experience a failure, I am still able to find meaning in it.	SI4
22.	I often see issues and choices more clearly while in higher states of consciousness / awareness.	SI5
23.	I am able to make decisions according to my purpose in life.	SI6

24.	I am able to find meaning and purpose in my everyday experiences.	SI7
25.	I have developed my own techniques for entering higher states of consciousness or awareness.	SI8
26.	I can control when I enter higher states of consciousness or awareness.	SI9
	Job Engagement	JE
27.	At my work, I feel bursting with energy.	JE1
28.	I am proud of the work that I do.	JE2
29.	I am immersed in my work.	JE3
30.	I find the work that I do full of meaning and purpose.	JE4
31.	At my job, I feel strong and vigorous.	JE5
32.	I am enthusiastic about my job.	JE6
33.	My job inspires me.	JE7
34.	When I get up in the morning, I feel like going to work.	JE8
35.	I feel happy when I am working intensely.	JE9
	Work Overload	WO
36.	I experience excessive work pressure.	WO1
37.	I work for long hours, on overtime and even on holiday.	WO2
38.	I am unable to meet out the demands of my job.	WO3
39.	I spend so long at work that my outside relationship is suffering.	WO4
40.	I'm so busy; I find it increasing difficult to concentrate on the job in front of me.	WO5
41.	I feel tired during the day due to excessive work load.	WO6
	Technology Advancement	TA
42.	By spending time on communication devices outside of working hours, I feel I miss out on other things.	TA1
43.	Information communication devices received outside of office hours result in myself having to do work outside of office hours.	TA2
	Organisational Support	OS
44.	The organization fails to appreciate any extra effort from me.	OS1
45.	The organization would ignore any complaint from me.	OS2

46.	Even if I did the best job possible, the organization would fail to notice.	OS3
47.	The organization shows very little concern for me.	OS4
	Work Stress	WS
48.	I am not able to cope with the demands of my job	WS1
49.	I don't receive enough information and support from my colleagues	WS2
50.	I don't fully understand my role and responsibilities	WS3
51.	I have trouble with relationships at work	WS4
52.	Most of the time I feel nervous, irritated and/or tired	WS5

Source: Primary data

4.5.3 KAISER-MEYER-OLKIN (KMO) AND BARTLETT'S TEST

Table 4.22: Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

Table: KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.756
Bartlett's Test of Sphericity	Approx. Chi-Square	11016.204
	df	1326
	Sig.	.000

Source: Primary data

Kaiser (1974) recommends KMO value between .7 and .8 as good. KMO value for Exploratory Factor Analysis (EFA) is .756 which is also cross-validated by significant value of Bartlett's test of sphericity with p-value of 0.000 ($p < 0.05$) which means that the test is significant for factor analysis. The data selected for the study falls in the range of "good" making it suitable for exploratory factor analysis.

4.5.4 COMMUNALITIES

Communality table has been made in order to check whether the variables selected for the study can be well-represented in the factor model.

Table 4.23: Communalities

	Initial	Extraction
WL1	1.000	.720
WL2	1.000	.713
WL3	1.000	.674
WL4	1.000	.662
WL5	1.000	.713
WL6	1.000	.666
WL7	1.000	.699
WL8	1.000	.668
WL9	1.000	.509
EI1	1.000	.718
EI2	1.000	.701
EI3	1.000	.764
EI4	1.000	.817
EI5	1.000	.754
EI6	1.000	.741
EI7	1.000	.640
EI8	1.000	.749
SI1	1.000	.748
SI2	1.000	.700
SI3	1.000	.656
SI4	1.000	.751
SI5	1.000	.763
SI6	1.000	.737
SI7	1.000	.575
SI8	1.000	.720
SI9	1.000	.757

JE1	1.000	.631
JE2	1.000	.707
JE3	1.000	.700
JE4	1.000	.660
JE5	1.000	.690
JE6	1.000	.650
JE7	1.000	.712
JE8	1.000	.557
JE9	1.000	.758
WO1	1.000	.668
WO2	1.000	.757
WO3	1.000	.632
WO4	1.000	.694
WO5	1.000	.697
WO6	1.000	.683
TA1	1.000	.719
TA2	1.000	.702
OS1	1.000	.786
OS2	1.000	.761
OS3	1.000	.761
OS4	1.000	.772
WS1	1.000	.757
WS2	1.000	.773
WS3	1.000	.708
WS4	1.000	.690
WS5	1.000	.604

Extraction Method: Principal
Component Analysis.

Source: Primary data

Table 4.23 shows the communality value which is more than .5 for all the variables so further analysis can be done with the given variables

4.5.5 TOTAL VARIANCE EXPLAINED

Table 4.24: Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
		% of	Cumulative		% of	Cumulative		% of	Cumulative
Component	Total	Variance	%	Total	Variance	%	Total	Variance	%
1	7.554	14.526	14.526	7.554	14.526	14.526	5.707	10.976	10.976
2	5.638	10.842	25.368	5.638	10.842	25.368	4.123	7.929	18.905
3	4.677	8.993	34.362	4.677	8.993	34.362	3.576	6.877	25.782
4	3.706	7.127	41.488	3.706	7.127	41.488	3.005	5.778	31.560
5	2.628	5.054	46.542	2.628	5.054	46.542	2.827	5.436	36.996
6	2.355	4.529	51.071	2.355	4.529	51.071	2.623	5.045	42.041
7	1.898	3.649	54.721	1.898	3.649	54.721	2.609	5.017	47.058
8	1.794	3.450	58.171	1.794	3.450	58.171	2.198	4.226	51.284
9	1.584	3.045	61.216	1.584	3.045	61.216	2.128	4.093	55.377
10	1.282	2.465	63.681	1.282	2.465	63.681	1.973	3.795	59.172
11	1.234	2.373	66.054	1.234	2.373	66.054	1.963	3.774	62.946
12	1.166	2.242	68.296	1.166	2.242	68.296	1.919	3.691	66.637
13	1.030	1.982	70.277	1.030	1.982	70.277	1.893	3.640	70.277
14	.989	1.901	72.178						
15	.924	1.776	73.955						
16	.902	1.734	75.689						
17	.833	1.601	77.290						
18	.777	1.495	78.785						
19	.746	1.434	80.219						
20	.676	1.301	81.519						
21	.609	1.171	82.690						
22	.571	1.099	83.789						

23	.542	1.042	84.831						
24	.491	.944	85.775						
25	.475	.914	86.689						
26	.467	.898	87.587						
27	.458	.880	88.467						
28	.427	.821	89.288						
29	.415	.798	90.086						
30	.389	.748	90.835						
31	.368	.708	91.542						
32	.352	.676	92.219						
33	.339	.651	92.870						
34	.319	.613	93.483						
35	.308	.593	94.076						
36	.292	.561	94.636						
37	.281	.541	95.177						
38	.263	.506	95.683						
39	.244	.469	96.152						
40	.227	.436	96.589						
41	.200	.385	96.974						
42	.192	.370	97.344						
43	.179	.343	97.688						
44	.167	.322	98.009						
45	.162	.312	98.321						
46	.147	.283	98.604						
47	.138	.266	98.870						
48	.134	.258	99.129						
49	.130	.249	99.378						
50	.118	.227	99.605						
51	.103	.198	99.804						
52	.102	.196	100.000						

Extraction Method: Principal Component Analysis.

Source: Primary data

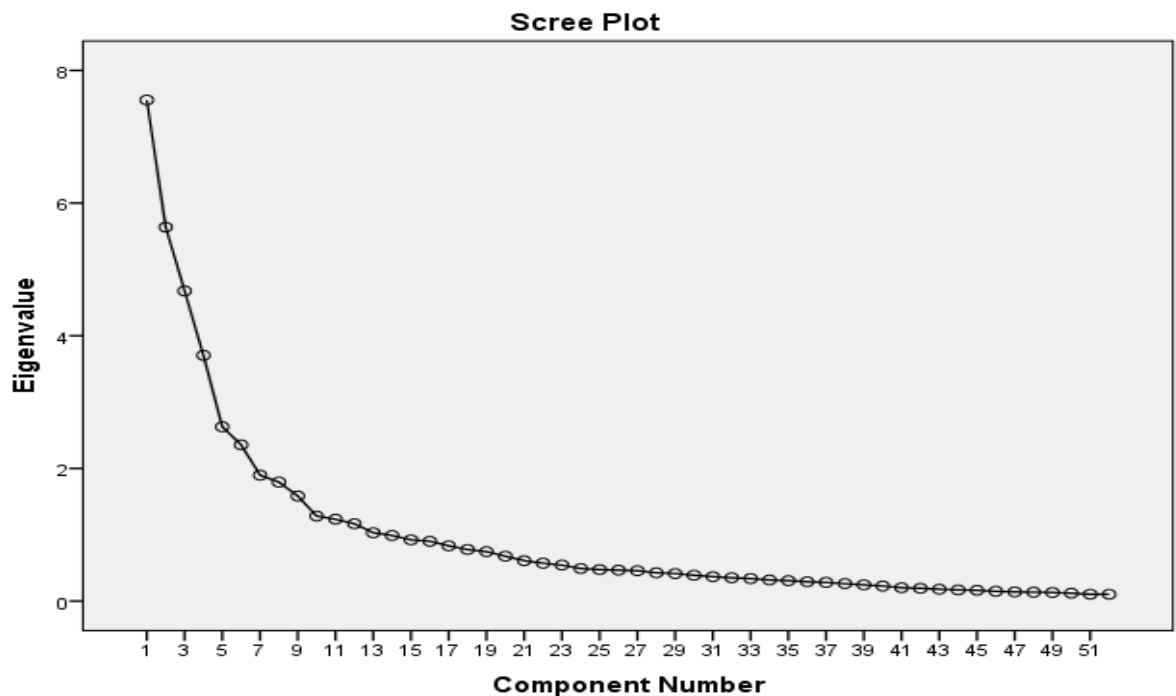
The total variance explained table (Table 4.24) is divided into three sub-sections:

- i) Initial Eigenvalues
- ii) Extraction sums of squared loadings
- iii) Rotation sums of squared loadings

The total variance table shows the factors along with the eigenvalues which can be extracted from the analysis for understanding the factors affecting work-life balance. Based on the analysis, it is clear that 13 factors have an eigenvalue of more than 1 (one). Thus, the stated set of 52 variables represents 13 components. Furthermore, from the extraction sums of squared loadings, it can be seen that these 13 extracted components are effective enough to represent 70.277% of the characteristics of the 52 items used.

4.5.6 SCREE PLOT

Figure 4.16 Scree Plot



Source: Primary data

The Scree Plot is a graphical representation of the eigenvalues against all the factors and is helpful in determining how many factors to retain. In figure 4.16, it can be seen that the curve begins to flatten between factors 13 and 14. The line is almost flat from then on which means that each successive factor is accounting for smaller and smaller amounts of the total variance as their eigenvalue is less than 1 (one) and so only 13 factors have been retained for the study.

4.5.7 ROTATED COMPONENT MATRIX

In order to make the interpretation of the analysis easier and to reduce the number of factors on which the variables under study have high loadings, the rotated component matrix has been used. To consider a variable for further analysis, the factor loading value for the components has been set at .5 (Table 4.25).

Table 4.25: Rotated Component Matrix

	Component												
	1	2	3	4	5	6	7	8	9	10	11	12	13
WL1			.701										
WL2			.676										
WL3			.631										
WL4			.596										
WL5			.595										
WL6			.501										
WL7													
WL8			.680										
WL9													
EI1					.741								
EI2	.747												
EI3					.763								
EI4								.685					
EI5	.691												
EI6								.692					

EI7	.674											
EI8	.740											
SI1							.772					
SI2							.782					
SI3							.681					
SI4	.716											
SI5									.786			
SI6										.568		
SI7	.659											
SI8												
SI9												
JE1									.611			
JE2	.531											
JE3					.696							
JE4	.608											
JE5					.709							
JE6					.584							
JE7												
JE8									.516			
JE9										.760		
WO1		.533										
WO2												
WO3												
WO4		.698										
WO5		.541										
WO6		.669										
TA1		.679										
TA2												
OS1				.702								
OS2				.734								
OS3				.585								

OS4					.519							
WS1	.584											
WS2	.767											
WS3	.822											
WS4	.716											
WS5	.502											

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Source: Primary data

The rotated component table shows that Component 1 comprises of 8 items (EI2, EI5, EI7, EI8, SI4, SI7, JE2, JE4); Component 2 comprises of 5 items (WS1, WS2, WS3, WS4, WS5), Component 3 comprises of 7 items (WL1, WL2, WL3, WL4, WL5, WL6, WL8); Component 4 comprises of 5 items (WO1, WO4, WO5, WO6, TA1); Component 5 comprises of 2 items (EI1, EI3); Component 6 comprises of 4 items (OS1, OS2, OS3, OS4); Component 7 comprises of 3 items (JE3, JE5, JE6); Component 8 comprises of 2 items (EI4, EI6); Component 9 comprises of 2 items (SI2, SI3); Component 10 comprises of 1 item (SI1); Component 11 comprises of 1 item (JE1); Component 12 comprises of 2 items (SI5, JE8); Component 13 comprises of 2 items (SI6, JE9).

Out of these 13 components; Components 5,8,9,12 and 13 comprised 2 items each and Components 10 and 11 comprised of 1 item each. So, Components 5,8,9,10,11,12 and 13 (12 items) were excluded for further research and interpretations due to poor factor loadings. Components 1,2,3,4,6 and 7 comprise of 32 items, which may be considered to be the most important factors that affect work-life balance of the women police.

4.5.8 GROUPING OF VARIABLES

Table 4.26 Grouped variables for each of the extracted six factors

Sl. No.	Statements	Code	Factor Loading
Work Life Balance			
1.	My personal life suffers because of work.	WL1	.701
2.	My work suffers because of my personal life.	WL2	.676
3.	I find it hard to work because of personal matters.	WL3	.631
4.	My job makes personal life difficult.	WL4	.596
5.	I neglect personal needs because of work.	WL5	.595
6.	I miss personal activities because of work.	WL6	.501
7.	I am too tired to be effective at work.	WL8	.608
Emotional Intelligence, Spiritual Intelligence, Job Engagement			
8.	I am quite capable of controlling my own emotions.	EI2	.747
9.	I have good understanding of my own emotions.	EI5	.691
10.	I always know whether or not I am happy.	EI7	.674
11.	I always set goals for myself and then try my best to achieve them.	EI8	.740
12.	When I experience a failure, I am still able to find meaning in it.	SI4	.716
13.	I am able to find meaning and purpose in my everyday experiences.	SI7	.659
14.	I am proud of the work that I do.	JE2	.531
15.	I find the work that I do full of meaning and purpose.	JE4	.608
Job Engagement			
16.	I am immersed in my work.	JE3	.696
17.	At my job, I feel strong and vigorous.	JE5	.709
18.	I am enthusiastic about my job.	JE6	.584
Work Overload, Technology Advancement			

19.	I experience excessive work pressure.	WO1	.533
20.	I spend so long at work that my outside relationship is suffering.	WO4	.698
21.	I'm so busy; I find it increasing difficult to concentrate on the job in front of me.	WO5	.541
22.	I feel tired during the day due to excessive work load.	WO6	.669
23.	By spending time on communication devices outside of working hours, I feel I miss out on other things.	TA1	.679
Organisational Support			
24.	The organization fails to appreciate any extra effort from me.	OS1	.702
25.	The organization would ignore any complaint from me.	OS2	.734
26.	Even if I did the best job possible, the organization would fail to notice.	OS3	.585
27.	The organization shows very little concern for me.	OS4	.519
Work Stress			
28.	I am not able to cope with the demands of my job	WS1	.584
29.	I don't receive enough information and support from my colleagues	WS2	.767
30.	I don't fully understand my role and responsibilities	WS3	.822
31.	I have trouble with relationships at work	WS4	.716
32.	Most of the time I feel nervous, irritated and/or tired	WS5	.502

Source: Primary data

4.5.9 NAMING OF THE EXTRACTED SIX FACTORS

Table 4.27 Naming of six extracted factors

Factor	Named factors	Factor Statements
1.	Emotional-Spiritual Self-Awareness	EI2, EI5, EI7, EI8, SI4, SI7, JE2, JE4
2.	Role-related work stress	WS1, WS2, WS3, WS4, WS5
3.	Work-Life Conflict	WL1, WL2, WL3, WL4, WL5, WL6, WL8
4.	Workload and digital overload	WO1, WO4, WO5, WO6, TA1
5.	Perceived Organisational Indifference	OS1, OS2, OS3, OS4
6.	Job Engagement – Vigor and Absorption	JE3, JE5, JE6

Source: Primary data

Table 4.28: Final Variance Summary (from Rotated Loadings)

Component	Named factors and items	Variance explained %	Cumulative %
1	Emotional-Spiritual Self-Awareness (EI2, EI5, EI7, EI8, SI4, SI7, JE2, JE4)	10.976	10.976
2	Role-related work stress (WS1, WS2, WS3, WS4, WS5)	7.929	18.905
3	Work-Life Conflict (WL1, WL2, WL3, WL4, WL5, WL6, WL8)	6.877	25.782
4	Workload and digital overload (WO1, WO4, WO5, WO6, TA1)	5.778	31.560
5	Perceived Organisational Indifference (OS1, OS2, OS3, OS4)	5.436	36.996
6	Job Engagement – Vigor and Absorption (JE3, JE5, JE6)	5.045	42.041

Source: Primary data

For understanding the work-life balance of the 15th Mahila Battalion, Chumukedima, with the help of Exploratory Factor Analysis six primary constructs have been

identified as given in the table above. These six factors explain 42.041% of the total variance in the study and is able to give a view of the multidimensional nature of work-life balance in the 15th Mahila Battalion.

The threshold for total variance explained is often deliberated in EFA. Human behaviour being complex and diverse, a variance as low as 40-50% may be considered (Hair et al. 2010). When dealing with multifaceted constructs in social sciences, interpretability, theoretical alignment and factor reliability should be preferred over a rigid cutoff for total variance (Fabrigar et al. 1999). Moreover, while a variance of above 60% is desirable, in areas such as psychology, education and Human Resource Management, a lower explained variance is common because latent constructs are abstract and influenced by many subtle variables (Williams, Brown, & Onsmann, 2010). This has been supported by various empirical works like Osborne & Costello (2004) highlights that a solution explaining less than 50% of variance is considered adequate if the factor structure is meaningful and consistent with theoretical expectations. While dealing with complex, multidimensional tools in human behaviour research, a variance as low as 30-40% can be accepted (Beavers et al. 2013).

CHAPTER 5: FINDINGS, RECOMMENDATIONS, AND CONCLUSION

5.1 Introduction

5.2 Summary of key findings

5.2.1 Demographic Summary

5.2.2 Findings based on Research Objective

5.2.3 Findings based on interaction with the respondents

5.2.4 Findings from Factor Analysis

5.3 Recommendations

5.4 Scope for Future Research

5.5 Conclusion

CHAPTER 5

FINDINGS, RECOMMENDATIONS, AND CONCLUSION

5.1 INTRODUCTION

This chapter presents a synthesis of the key findings, drawing out their implications, offering recommendations, and conclusion. The main aim of the study was to analyse the influence of various demographic, financial, and occupational factors on the work-life balance of women personnel from the 15th Nagaland Armed Police (IR) Mahila Battalion, in Chumukedima district of Nagaland. Specifically, an attempt was made to find out how demographic variables such as age, educational qualification, marital status, salary, accommodation, working hours, shift patterns, length of service, location of work, and rank/position of the women personnel affect the ability to balance work and life responsibilities.

In this chapter, major findings that have been derived from statistical analyses and observation, along with their interpretations, have been summarized. This is followed by actionable recommendations that will enable women in uniformed forces to enhance their work-life balance. Lastly, a reflection on the overall contribution of the study in the field of research and suggestions for future research concludes the thesis.

5.2 SUMMARY OF KEY FINDINGS

The factors affecting the work-life balance of women personnel in the 15th Nagaland Armed Police (IR) Mahila Battalion, with a focus on demographic, financial, occupational, and occupational dimensions, have been explored in this study. Analysis was done using quantitative methods like t-test, ANOVA, multiple regression, including factor analysis. Before moving on to the major finding based on their objectives, the table below presents a demographic profile of the respondents:

5.2.1 DEMOGRAPHIC SUMMARY

Table 5.1: Demographic summary of the respondents

Variable	Category	Frequency (n)	Percentage (%)
Total Respondents		350	100%
Age	Below 25 years	205	59%
	25 years & above	145	41%
Educational Qualification	Up to Class 12	325	93%
	UG/PG	25	7%
Marital Status	Married	267	76%
	Unmarried	83	24%
Length of service	Less than 10 years	60	17%
	10 years & above	290	83%
Salary	Below ₹25,000	43	12%
	₹25,000-₹35,000	48	14%
	Above ₹35,000	259	74%
Accommodation Type	Quarters	28	8%
	Rented	236	67%
	Own House	86	25%
Working Hours	Up to 8 hours	240	69%
	More than 8 hours	110	31%

Source: Primary data

- **Age:** As shown in the table above, the majority of the respondents (59%) were aged below 25 years, indicating that the workforce is primarily composed of younger individuals, which may influence how they perceive work-life balance and job demands.
- **Education:** In terms of education, a large proportion (93%) have an educational qualification up to Class 12. The minimum entry level qualification in the Mahila Battalion for a lower-level rank is Class VIII passed. Low level of education might pose a barrier for the personnel for career advancement/promotion, which may impact work-life balance.
- **Marital Status:** Regarding marital status, 76% of the respondents were married. This suggests that having more responsibilities at home can make it

harder for women personnel to balance work and life, especially in demanding jobs like the police.

- **Length of service:** Most personnel (83%) had served more than 10 years in the Battalion, indicating a highly experienced workforce. Most of the respondents joined the battalion from the inception year, i.e., 2009. As such, they may have adapted to the organizational demands but might also face cumulative stress, impacting long-term work-balance.
- **Salary:** A significant majority (74%) earn above ₹35,000 in a month, suggesting a relatively decent financial stability for most. The rest 26% earning below ₹35,000 may experience greater challenges in maintaining work-life balance due to financial stress unless they have another source of income.
- **Accommodation:** Most of the respondents (67%) lived in rented accommodation, which may indicate frequent transfers or instability in living arrangements. This factor might negatively affect personal well-being and work-life balance due to added logistical or financial pressure.
- **Working hours:** Finally, 69% of the respondents worked up to 8 hours a day, whereas 31% reported working more than 8 hours, highlighting a variance in work schedules among the Mahila Personnel. This is likely to contribute to greater work-life imbalance for that group.

5.2.2 FINDINGS BASED ON RESEARCH OBJECTIVE

a) Findings on the influence of demographic variables (age, educational qualification, and marital status) on work-life balance among personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion:

An Independent sample t-test was conducted, which reveals that age and educational qualification did not have a significant influence on work-life balance but marital status of the respondents significantly influenced the work-life balance. It has also been found that those with higher educational qualifications and older age groups had better work-life balance as compared to others. This suggests that personal and family responsibilities among married women may have a greater strain on balancing work and life. Married women are still expected to shoulder the household chores and

caregiving to elders at home, even though they might be employed. This increases their stress and affects WLB.

b) Findings on the impact of financial factors, such as salary and accommodation, on the ability to maintain work-life balance:

The Analysis of Variance (ANOVA) and a Post hoc test revealed that higher salary positively improved work-life balance. Earning a higher salary allows an individual to avail resources and services like childcare, domestic help, transportation, and engage in various activities and programs, which can ease personal burdens and give them time and energy to balance both work and life. It therefore reduces financial stress and provides the employee with access to better living conditions and a comfortable lifestyle, which indirectly supports a better balance in life.

With regards to accommodation, there is no statistically significant difference among the respondents whether they live in a rented house or own home, or quarters. This can be attributed to the fact that in a work environment like the police, the work schedules, expectations and duties are standardised regardless of where the personnel reside. This uniformity can level out differences in daily routines, thereby reducing the impact of accommodations on WLB.

c) Findings on the influence of job-related factors such as working hours, shift patterns, length of service, and location of work on the personal and professional lives of employees:

The t-test result revealed that working hours, shift patterns, and location of work did not significantly impact WLB. The police are known for their rigid discipline and structured schedules as a professional norm. The personnel are mentally and emotionally prepared for long working hours and unpredictable shifts as part of their job, thereby reducing the burden of these variables on WLB.

It has been found that for those respondents who had more than 10 years of length of service, they had better WLB than their less-experienced counterparts. With increasing time, the personnel developed better coping strategies, time management, and

emotional resilience to balance life. Over the years, they have more stabilised personal lives, improved job security and confidence, creating a more favourable environment for them to balance work and life.

d) Findings on the role of rank or position in influencing job demands and work-life balance.

The Analysis of Variance (ANOVA) shows that there is no strong evidence to suggest that rank or position influences job demands and WLB. This could be due to organisational uniformity in role demand. Despite the difference in formal ranks, the working conditions, shift timings, and operational duties might not drastically change. While inspectors and other officers might have slightly better WLB, the variations are not statistically significant because of the nature and demand of the job.

e) Findings on the combined effect of demographic, occupational, and environmental factors on the overall work-life balance of personnel.

The regression model indicates that certain factors, like educational qualification, accommodation, working hours, shift patterns, and location of work, significantly influence the work-life balance of personnel. However, other factors like age, marital status, length of service, and salary do not show a significant impact in this model.

5.2.3 FINDINGS BASED ON INTERACTION WITH THE RESPONDENTS

Findings on Social and Family Support

Interactions with respondents highlighted that family remains a primary pillar of emotional and logistical support, particularly for married personnel. Many women expressed that having supportive spouses or extended family members, especially parents or in-laws, significantly eased the burden of household responsibilities during deployments or long shifts. Several respondents mentioned that family members helped with child care, managing the home, and providing emotional reassurance after difficult days on duty.

Some unmarried respondents noted that peer-like relationships with siblings or close friends helped them cope, especially in the absence of a traditional support system. However, not all experiences were positive; a few respondents admitted to tension at home, citing a lack of understanding from family members about the demands of policing work, particularly regarding night shifts and irregular schedules.

There was also mention of social stigma in some rural areas, where societal expectations regarding women's roles at home conflicted with their responsibilities in uniform. Despite this, most participants emphasized that even occasional conversations with family members provided psychological relief.

Findings on Coping Mechanisms and Resilience

Furthermore, the interactions also revealed that most personnel developed personal coping strategies over time. These included:

- Spiritual practices, such as prayer or attending church services.
- Reflective thinking, where respondents consciously reminded themselves of their purpose in service.
- Emotional regulation, like avoiding emotional outbursts and using breathing techniques or solitude to calm themselves.

A particularly strong theme was resilience through meaning-making: many respondents said that despite physical fatigue and emotional strain, they reminded themselves that their role in the battalion had greater societal value. This outlook was especially common among those with longer years of service.

However, the findings also revealed gaps in institutional support. Few respondents had received formal training in resilience or stress management. While peer bonding within the battalion was often cited as a coping mechanism, some noted that openly discussing mental health challenges still carried stigma, limiting the use of internal support channels.

5.2.4 FINDINGS FROM FACTOR ANALYSIS

The Factor Analysis conducted in the study identified six (6) distinct dimensions that collectively explain the underlying structure of work-life balance among the women personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion, Chumukedima. These dimensions- Emotional-Spiritual Self-Awareness, Role-related work stress, Work-Life Conflict, Workload and digital overload, Perceived Organisational Indifference, Job Engagement – Vigor and Absorption- indicated the nature of WLB within the high-demand environment of the uniformed service. Together, these six factors account for 42.04% of the total variance, indicating a meaningful representation of the underlying psychological and behavioural constructs leading to WLB.

The findings underscore how work-life balance is shaped by the combined effect of an individual's emotional resilience and the organizational environment. This highlights the dual need for strengthening personal coping abilities and ensuring supportive workplace structures. The study's insights provide a strong platform for crafting targeted measures to enhance the well-being, motivation, and retention of women personnel in paramilitary services.

5.3 RECOMMENDATIONS

Based on the findings of the study, the following recommendations are proposed to have a healthy work-life balance among the women personnel:

1. **Support for married personnel:** It has been found that the married women personnel had lower work-life balance scores, so it is important to introduce family-friendly policies such as flexible duty timings, access to child care facilities or family support programs to enable them to perform their obligations towards the family as well as work. The married women should be given priority over access to housing/quarter facilities, as it will help them reduce their financial burden of paying high rent to landlords. Family outreach and counselling programs can be initiated for the women personnel from time

to time, as the majority of them are young. This will help them manage dual responsibilities effectively.

2. **Accommodation Provision:** The majority of the respondents are found to be staying in a rented house, which might add to the financial burden and lead to stress. The Department should make an effort to increase the availability of official quarters/accommodation. An alternative to this may be providing a housing allowance that is proportionate to market rent in urban locations. This can go a long way in reducing the challenges of staying outside in a rented house and improving the morale of the women personnel. The Department can also conduct regular feedback surveys from those who are occupying quarters to address grievances, if any, in order to ensure that all quarters meet basic living standards.
3. **Financial well-being and financial awareness:** With the increase in the cost of living and inflation, financial strain may undermine the life satisfaction of the employees. It is therefore suggested that a timely review of the pay structure in alignment with the nature of the job and cost of living should be done. Since, a good portion of the respondents have less education (only up to Class 12), it will be beneficial for them if the concerned Department arranges for conducting financial literacy workshops, and educates on the ways and means for savings/investment, and also to be aware of various fraud and scams in the financial sector.

For the lower-salaried personnel, providing financial allowance or incentives to reduce their economic stress, and other non-monetary benefits such as subsidized housing (quarters/accommodations), transport allowances or access to affordable childcare might in a way provide a holistic support to the women police and make them more productive.

4. **Working Hours and shift schedules:** The nature and timing of work in the police is quite demanding and challenging. When the working hours are long or shift schedules are difficult, it will lead to dissatisfaction and affect work-life balance. It will be beneficial for the women personnel if proper rotational shifts with adequate rest periods are introduced. Efforts should be made to

make sure that everyone complies with the roster. In case of overtime, a bonus can be added to their compensation.

- 5. Rank-based disparities:** The Police is a sector where strict compliance to protocols and adherence to orders are expected. However, it has been found that at times rank/position tends to influence work-life balance on the ground that staff in higher positions had access to better resources and flexibility. Junior staff should be given structured workload with clear instructions and clarity. Seminar or workshops on leadership and decision-making can be provided to empower and boost the morale of the lower ranks.
- 6. Holistic Work-Life balance programs:** Every organization wants to have a healthy work environment with motivated and satisfied employees. In a challenging work as the police, it will be beneficial if wellness programs with a focus on mental health, recreation activities, and more professional development programs are introduced. Having a counsellor or psychologist in the Battalion, conducting meditation during non-duty hours, and various skill enhancement workshops can be introduced.
- 7. Policy and practice recommendations:** To enhance work-life balance among the personnel, the following measures are recommended:
 - i. Foster emotional and spiritual well-being through structured stress management initiatives.
 - ii. Reducing role-related stress by clearly defining responsibilities and strengthening internal communication.
 - iii. Offering flexible work arrangements to reduce work-life conflict.
 - iv. Regulating workload and limiting after-hours digital communication to prevent burnout.
 - v. Increasing organizational support through a recognition and feedback system.
 - vi. Promote job engagement by empowering personnel and involving them in the decision-making process.
 - vii. Tailoring interventions based on rank and experience through mentorship and ensuring fair access to resources.

These recommendations are rooted in the Job Demands–Resources (JD-R) model, which emphasizes resource-building to balance work demands, the Spillover Theory, which acknowledges the interconnection of work and home life, and Role Theory, which highlights the tension from multiple role expectations. Together, these strategies aim to build a more balanced, supported, and resilient workforce.

5.4 SCOPE FOR FUTURE RESEARCH

While this study has been an attempt to provide insights into the Work-life dynamics among the women personnel of the 15th Nagaland Armed Police (IR), Mahila Battalion, Chumukedima, many areas remain open for future studies and exploration. Firstly, this research has been limited only to a single battalion within a specific geographical area and organisational context. There are seven (7) more Nagaland Armed Police (NAP) Indian Reserve (IR) and eight (8) NAP battalion in the state of Nagaland. Future studies can be done on the other battalions across the state, from multiple battalions/units, states, and civil services might be able to draw more generalised conclusions and shed light on inter-organisational or regional variations in Work-life balance. Such findings will be helpful for organisations and policymakers to reflect upon their existing policies affecting WLB and initiate positive changes in their respective departments/organisations.

The current study focused only on the demographic, occupational, and environmental factors affecting WLB. Further studies may include psychological constructs like resilience, burnout, organisational commitment, and perception to have a better understanding of the individual and organisational mechanisms affecting WLB. With the changes in life stage, job roles, influence of technology in the way work is being done, it has affected an employee's perception of WLB. As such, longitudinal studies can be done to trace and understand how this perception evolves and changes over time.

In addition, qualitative methods such as incorporating interviews or having focus group discussions could enrich the quantitative findings by shedding light on the personal experience of the individual, which might not be highlighted through a

questionnaire. Studies on how specific interventions initiated by organisations, such as flexible working hours, on-site child care, or mental-health support, reduce work stress can be taken up for future research.

Lastly, comparative studies between male and female personnel or across different ranks and responsibilities could help in understanding the dynamics of WLB in the police.

5.5 CONCLUSION

The study explored the factors that influence the work-life balance among the women personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion by examining the demographic, financial. Occupational and environmental variables, the research aimed to understand how these factors influenced the work-life balance in a high-demand and challenging work environment as the police.

Demographic factors like age and marital status significantly shape the perception of work-life balance, while the influence of educational qualification was found to be more nuanced. Financial factors such as salary and access to accommodation /quarters were found to be important factors influencing WLB, with those getting a higher salary enjoying greater autonomy and ability to maintain work and life responsibilities.

Job-specific elements like shift pattern, working hours, and length of service were found to directly impact personal life. Also, those in higher ranks/positions experienced greater autonomy and flexibility, leading to better WLB.

Thus, it can be concluded that work-life balance in uniformed services is not the outcome of a single dimension but rather a complex interaction of personal, organizational, and job-related factors. Factors like emotional intelligence, perceived organizational support, and job engagement emerged as crucial psychological dimensions of balance. A holistic understanding of all these factors will enable us to identify the challenges faced by women in uniformed services and bring to light the importance of institutional support mechanisms.

The study contributes to academic literature, especially within the frameworks of Role theory, Spillover Theory, and JD-R Model, and to policymakers by offering insights to enable them to provide mechanisms for improving employee well-being and reducing turnover intention.

BIBLIOGRAPHY

BIBLIOGRAPHY

- Abdou, A. H., El-Amin, M. A.–M. M., Mohammed, E. F. A., Alboray, H. M. M., Refai, A. M. S., Almakhayitah, M. Y., Albohnayh, A. S. M., Alismail, A. M., Almulla, M. O., Alsaqer, J. S., Mahmoud, M. H., Elshazly, A. I. A., & Allam, S. F. A. (2024). Work stress, work–family conflict, and psychological distress among resort employees: A JD-R model and spillover theory perspectives. *Frontiers in Psychology*, 15, Article 1326181. <https://doi.org/10.3389/fpsyg.2024.1326181>
- Abdulaziz, A., Bashir, M., & Alfalih, A. A. (2022). The impact of work–life balance and work overload on teachers’ organizational commitment: Do job engagement and perceived organizational support matter? *Education and Information Technologies*, 27(7), 9641–9663. <https://doi.org/10.1007/s10639-022-11013-8>
- Abendroth, A.-K., & den Dulk, L. (2011). Support for the work–life balance in Europe: The impact of state, workplace and family support on work–life balance satisfaction. *Work, Employment and Society*, 25(2), 234–256. <https://doi.org/10.1177/0950017011398892>
- Agha, K., Azmi, F. T., & Irfan, A. (2017). Work–life balance and job satisfaction: An empirical study focusing on higher education teachers in Oman. *International Journal of Social Science and Humanity*, 7(3), 164–171. <https://doi.org/10.18178/ijssh.2017.V7.813>
- Ahmed, A., & Faruk, S. (2023). Effect of human resource management on police performance. *International Journal of Advanced Multidisciplinary Research*

and *Studies*, 3(4), 737–741. Retrieved from
<https://www.multiresearchjournal.com/arclist/list-2023.3.4/id-1500>

Albertsen, K., Rafnsdóttir, G. L., Grimsmo, A., Tómasson, K., & Kauppinen, K. (2008). *Workhours and worklife balance. Scandinavian Journal of Work, Environment & Health, Supplement 5*, 14–21.

Alfatihah, I., Nugroho, A. S., Haessel, E., & Maharani, A. (2021). The influence of work–life balance with work motivation as mediating factor on job satisfaction: A prediction toward transition to new normal situation. *The Management Journal of Binaniaga*, 6(1), 79–94.
<https://doi.org/10.33062/mjb.v6i1.431>

Allen, T. D. (2001). Family-supportive work environments: The role of organizational perceptions. *Journal of Vocational Behavior*, 58(3), 414–435.
<https://doi.org/10.1006/jvbe.2000.1774>

Al-Omari, G. I., Hanandeh, R., Al-Somaidae, M. M., Al-Jarrah, M. A., & Alnajdawi, S. (2020). Work–life balance and its impact on employee satisfaction in five-star hotels. *Management Science Letters*, 10(4), 871–880.
<https://doi.org/10.5267/j.msl.2019.10.009>

Alves, I., Limão, M., & Lourenço, S. M. (2024). Work overload, work–life balance and auditors' turnover intention: The moderating role of motivation. *Australian Accounting Review*, 34(1), 4–28. <https://doi.org/10.1111/auar.12417>

Amazue, L. O., & Onyishi, I. E. (2016). Stress coping strategies, perceived organizational support and marital status as predictors of work–life balance among Nigerian bank employees. *Social Indicators Research*, 128(1), 147–159. <https://doi.org/10.1007/s11205-015-1023-5>

- Anand, V. V., Rengarajan, V., Renganathan, R., Swathi, B., Udhaya, S., & Vardhini, N. (2016). Employee work–life balance – a study with special reference to rural employees. *Indian Journal of Science and Technology*, 9(27), 1–6. <https://doi.org/10.17485/jst/2016/v9i27/97622>
- Anastasopoulou, A., Vraimaki, E., & Trivellas, P. (2023). Recovery for resilience: The mediating role of work–life balance on the quality of life of women employees. *Sustainability*, 15(17), Article 12877. <https://doi.org/10.3390/su151712877>
- Andrić, B., Ali, T., & Ramanathan, H. N. (2025). Balancing act: Exploring the mediating role of work–life balance on improving work engagement through organisational support. *Journal of Management Development*, 44(1), 39–52. <https://doi.org/10.1108/JMD-01-2024-0031>
- Annink, A. (2017). From social support to capabilities for the work–life balance of independent professionals. *Journal of Management & Organization*, 23(2), 258–276. <https://doi.org/10.1017/jmo.2016.53>
- Anttila, T., Oinas, T., Tammelin, M., & Nätti, J. (2015). Working-time regimes and work–life balance in Europe. *European Sociological Review*, 31(6), 713–724. <https://doi.org/10.1093/esr/jcv070>
- Apsite, A. (2021). In search of a theoretical framework for factors influencing work and life balance. *Baltic Region*, 13(2), 52–63. <https://doi.org/10.5922/2079-8555-2021-2-3>
- Arar, T., & Öneren, M. (2021). Role of emotional intelligence and work–life balance in the relationship between workplace happiness and perceived performance in an academic setting. *Ege Academic Review*, 21(4), 391–406. <https://doi.org/10.21121/eab.1015653>

- Arief, N. R., Purwana, D., & Saptono, A. (2021). Effect of quality work of life (QWL) and work–life balance on job satisfaction through employee engagement as intervening variables. *The International Journal of Social Sciences World*, 3(1), 259–269. <https://doi.org/10.5281/zenodo.5068429>
- Aruldoss, A., Kowalski, K. B., & Parayitam, S. (2021). The relationship between quality of work life and work–life balance: Mediating role of job stress, job satisfaction and job commitment—Evidence from India. *Journal of Advances in Management Research*, 18(1), 36–62. <https://doi.org/10.1108/JAMR-05-2020-0082>
- Ashforth, B. E., Kreiner, G. E., & Fugate, M. (2000). All in a day’s work: Boundaries and micro role transitions. *Academy of Management Review*, 25(3), 472–491. <https://doi.org/10.5465/amr.2000.3363315>
- Attar, M., Çağlıyan, V., & Abdul-Kareem, A. (2020). Evaluating the moderating role of work–life balance on the effect of job stress on job satisfaction. *Istanbul Business Research*, 49(2), 201–223. <https://doi.org/10.26650/ibr.2020.49.0081>
- Austen, A. (2022). Work–life balance and work overload in a pandemic world. *Scientific Papers of Silesian University of Technology, Organization and Management Series*, 163, 9–20. <https://doi.org/10.29119/1641-3466.2022.163.1>
- Babin Dhas, D. (2015). A report on the importance of work-life balance. *International Journal of Applied Engineering Research*, 10(9), 21659–21665. <http://www.ripublication.com>
- Bajpai, G. S. (2016). Modernisation of the police force in India: Issues and challenges. *Indian Journal of Criminology*, 44(1), 22–34.

- Bakker, A. B., & Demerouti, E. (2007). The job demands–resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Balaji, R. (2014). Work–life balance of women employees. *International Journal of Innovative Research in Science, Engineering and Technology*, 3(10), 16840–16843. Retrieved from http://www.ijirset.com/upload/2014/october/63__work%20life%20balance.pdf
- Baltes, P. B. (1987). Theoretical propositions of life-span developmental psychology: On the dynamics between growth and decline. *Developmental Psychology*, 23(5), 611–626. <https://doi.org/10.1037/0012-1649.23.5.611>
- Bandela, S. K., & Rao, T. Y. (2020). Effect of demographics on work-life balance of women employees in IT industry – An analytical study. *International Journal of Advanced Research in Management and Social Sciences*, 9(10), 91–105.
- Barut-Tusun, R., & Ercan-Şahin, N. (2025). Psychological resilience and effort-reward imbalance as predictors of work-life balance among nurses. *Psychology, Health & Medicine*, 1–15. <https://doi.org/10.1080/13548506.2025.2494287>
- Beauregard, T. A., & Henry, L. C. (2009). Making the link between work-life balance practices and organizational performance. *Human Resource Management Review*, 19, 9–22.
- Beavers, A. S., Lounsbury, J. W., Richards, J. K., Huck, S. W., Skolits, G. J., & Esquivel, S. L. (2013). Practical considerations for using exploratory factor analysis in educational research. *Practical Assessment, Research & Evaluation*, 18(6), 1–13. <https://doi.org/10.7275/qv2q-rk76>

- Becker, G. S. (1964). *Human capital: A theoretical and empirical analysis, with special reference to education*. University of Chicago Press.
- Bell, A. S., Rajendran, D., & Theiler, S. (2012). Job stress, wellbeing, work-life balance and work-life conflict among Australian academics. *Electronic Journal of Applied Psychology*, 8(1), 25–37.
<https://doi.org/10.7790/ejap.v8i1.320>
- Benito-Osorio, D., et al. (2014). The impact of family and work-life balance policies on the performance of Spanish listed companies. *M@n@gement*, 17(4), 214–236.
- Bernuzzi, C., Sommovigo, V., & Setti, I. (2022). The role of resilience in the work-life interface: A systematic review. *WORK*, 73(4), 1147–1165.
<https://doi.org/10.3233/WOR-205023>
- Bharathi, S. V., Mala, E. P., & Bhattacharya, S. (2015). Work-life balance of women employees in the information technology industry. *Asian Journal of Management Research*, 5(3), 323–343.
- Bhatnagar, S., & Sanadhya, P. (2015). An analysis of work-life balance among the male and female IT professionals in Pune (Maharashtra). *Abhinav International Monthly Refereed Journal of Research in Management & Technology*, 4(1).
- Bhende, P., Mekoth, N., Ingalhalli, V., & Reddy, Y. V. (2020). Quality of work life and work-life balance. *Journal of Human Values*, 26(3), 256–265.
<https://doi.org/10.1177/0971685820939380>

- Bhuvaneswari, D., & Thirumoorthi, P. (2019). Work-life balance among women police in Salem City, Tamil Nadu. *International Journal of Recent Technology and Engineering (IJRTE)*, 8(4S2).
- Biddle, B. J. (1986). Recent developments in role theory. *Annual Review of Sociology*, 12, 67–92. <https://doi.org/10.1146/annurev.so.12.080186.000435>
- Brown, M., Tucker, P., Rapport, F., Hutchings, H., Dahlgren, A., Davies, G., & Ebdon, P. (2010). The impact of shift patterns on junior doctors' perceptions of fatigue, training, work-life balance and the role of social support. *Quality and Safety in Health Care*, 19(6), e36. <https://doi.org/10.1136/qshc.2008.030734>
- Brunetto, Y., & Beattie, R. (2020). Changing role of HRM in the public sector. *Public Management Review*, 22(1), 1–5. <https://doi.org/10.1080/14719037.2019.1645876>
- Byrne, U. (2005). Work-life balance: Why are we talking about it at all? *Business Information Review*, 22(1), 53–59. <https://doi.org/10.1177/0266382105052268>
- Cahill, K. E., McNamara, T. K., Pitt-Catsoupes, M., & Valcour, M. (2015). Linking shifts in the national economy with changes in job satisfaction, employee engagement and work–life balance. *Journal of Behavioral and Experimental Economics*, 56, 40–54. <https://doi.org/10.1016/j.socec.2015.03.002>
- Cegarra-Leiva, D., Sánchez-Vidal, M. E., & Cegarra-Navarro, J. G. (2012). Understanding the link between work–life balance practices and organisational outcomes in SMEs: The mediating effect of a supportive culture. *Personnel Review*, 41(3), 359–379. <https://doi.org/10.1108/00483481211212986>

- Chaitra, R., Kumar, R. S. A., & Murthy, T. P. R. (2016). A study on work-life balance of employees at Bosch Ltd., Bangalore. *BIMS International Journal of Social Science Research*, 1(1), 61–68.
- Chaturvedi, A., (2017). *Police Reforms in India*
- Chaudhuri, S., Arora, R., & Roy, P. (2020). Work-life balance policies and organisational outcomes – A review of literature from the Indian context. *Industrial and Commercial Training*, 52(3), 155–170.
<https://doi.org/10.1108/ICT-01-2019-0003>
- Chavda, C., & Gaur, A. (2013). A conceptual study of work-life balance among employees. *International Journal for Research in Management and Pharmacy*, 2(7), 132–139.
- Chetty, P. (2015, February 5). *Interpretation of factor analysis using SPSS*. Knowledge Tank; Project Guru. <https://www.projectguru.in/interpretation-of-factor-analysis-using-spss>
- Chigeda, F., Ndofirepi, T. M., & Steyn, R. (2022). Continuance in organizational commitment: The role of emotional intelligence, work-life balance support, and work-related stress. *Global Business and Organizational Excellence*, 42(1), 22–38. <https://doi.org/10.1002/joe.22172>
- Clark, S. C. (2000). Work/family border theory: A new theory of work/life balance. *Human Relations*, 53(6), 747–770. <https://doi.org/10.1177/001872670053600>
- Commonwealth Human Rights Initiative. (2015, December 25). *Police organisation in India (CHRI report)*. Commonwealth Human Rights Initiative. Retrieved May 24, 2017, from <https://www.humanrightsinitiative.org/publication/police-organisation-in-india>

- Commonwealth Human Rights Initiative. (2021). *Status of policing in India report*. Commonwealth Human Rights Initiative. Retrieved from https://en.wikipedia.org/wiki/Status_of_Policing_in_India_Report
- Costa, G. (2003). Shift work and occupational medicine: An overview. *Occupational Medicine*, 53(2), 83–88. <https://doi.org/10.1093/occmed/kqg045>
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- Crompton, R., & Lyonette, C. (2006). Work-life ‘balance’ in Europe. *Acta Sociologica*, 49(4), 379–393. <https://doi.org/10.1177/0001699306071680>
- Daverth, G., Hyde, P., & Cassell, C. (2015). Uptake of organisational work–life balance opportunities: The context of support. *The International Journal of Human Resource Management*, 27(15), 1710–1729. <https://doi.org/10.1080/09585192.2015.1075567>
- Deepika, & Rani, M. (2014). Work life balance. *International Research Journal of Management Sociology & Humanity*, 5(4).
- Delecta, P. (2011). Work life balance. *International Journal of Current Research*, 3(4), 186–189.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands–resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512. <https://doi.org/10.1037/0021-9010.86.3.499>
- Devi, S. S., Nithya, L., & Sumitha. (2016). A study on work and family conflict of women police in Coimbatore city. *International Journal of Research in Engineering and Applied Sciences*, 6(3).
- Dhas, D. B., & Karthikeyan, P. (2015). Work-life balance challenges and solutions: Overview. *International Journal*

of Research in Humanities and Social Studies, 2(12), 10–19.

<https://www.ijrhss.org/pdf/v2-i12/2.pdf>

Diener, E., Oishi, S., & Lucas, R. E. (2003). *Personality, culture, and subjective well-being: Emotional and cognitive evaluations of life. Annual Review of Psychology*, 54, 403–425.

<https://doi.org/10.1146/annurev.psych.54.101601.145056>

Donitta, A. G., Aruna, S., & Mangala Gowri, P. (2015). Assess the quality of life of police constables working in selected setting, Chennai. *International Journal of Science and Research*, 4(9), 353–355.

Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of Management Review*, 25(1), 178–199.

<https://doi.org/10.5465/amr.2000.2791609>

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500–507.

<https://doi.org/10.1037/0021-9010.71.3.500>

Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), 1–4. <https://doi.org/10.11648/j.ajtas.20160501.11>

Fabrigar, L. R., Wegener, D. T., MacCallum, R. C., & Strahan, E. J. (1999). Evaluating the use of exploratory factor analysis in psychological research. *Psychological Methods*, 4(3), 272–299. <https://doi.org/10.1037/1082-989X.4.3.272>

Fagan, C., Lyonette, C., Smith, M., & Saldaña Tejeda, A. (2012). *The influence of working time arrangements on work–life integration or ‘balance’: A review of*

the international evidence (Conditions of Work and Employment Series).

International

Labour

Organization.

<http://www.ilo.org/travail/info/working/lang--en/index.htm>

Farahbakhsh, S. (2012). The role of emotional intelligence in increasing quality of work life in school principals. *Procedia - Social and Behavioral Sciences*, 46, 31–35. <https://doi.org/10.1016/j.sbspro.2012.05.062>

Felstead, A., Jewson, N., Phizacklea, A., & Walters, S. (2002). Opportunities to work at home in the context of work-life balance. *Human Resource Management Journal*, 12(1), 54–76. <https://doi.org/10.1111/j.1748-8583.2002.tb00057.x>

Ferreira, P., & Gomes, S. (2023). Work–life balance and work from home experience: Perceived organizational support and resilience of European workers during COVID-19. *Administrative Sciences*, 13(6), 153. <https://doi.org/10.3390/admsci13060153>

Field, A. (2018). *Discovering statistics using IBM SPSS Statistics* (5th ed.). SAGE Publications.

Fischlmayr, I. C., & Kollinger, I. (2010). Work–life balance – A neglected issue among Austrian female expatriates. *The International Journal of Human Resource Management*, 21(4), 455–487. <https://doi.org/10.1080/09585191003611978>

Fleetwood, S. (2007). Why work–life balance now? *The International Journal of Human Resource Management*, 18(3), 387–400. <https://doi.org/10.1080/09585190601167441>

Forsyth, S., & Polzer-Debruyne, A. (2007). The organisational pay-offs for perceived work–life balance support. *Asia Pacific Journal of Human Resources*, 45(1), 113–123. <https://doi.org/10.1177/1038411107073610>

- Frone, M. R. (2003). Work-family balance. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (pp. 143–162). American Psychological Association. <https://doi.org/10.1037/10474-007>
- Gigauri, I. (2020). Effects of COVID-19 on human resource management from the perspective of digitalization and work–life balance. *International Journal of Innovative Technologies in Economy*, 4(31). https://doi.org/10.31435/rsglobal_ijite/30092020/7148
- Gilley, A., Waddell, K., Hall, A., Jackson, S. A., & Gilley, J. W. (2015). Manager behavior, generation, and influence on work–life balance: An empirical investigation. *The Journal of Applied Management and Entrepreneurship*, 20(1), 3–22.
- Gokulakrishnan, A. (2017). A study on work–life balance and challenges towards Tamil Nadu Police Department at Chennai. *Samzodhna: A Journal of Management Research*, 8(2).
- Goleman, D. (1995). *Emotional intelligence: Why it can matter more than IQ*. Bantam Books.
- Government of Nagaland. (n.d.). *Nagaland Police*. Home Department. <https://police.nagaland.gov.in/>
- Greenhaus, J. H., & Allen, T. D. (2011). Work–family balance: A review and extension of the literature. *Journal of Management*, 37(1), 17–34
- Greenhaus, J. H., & Allen, T. D. (2011). Work–family balance: A review and extension of the literature. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of Occupational Health Psychology* (2nd ed., pp. 165–183). American Psychological Association. <https://doi.org/10.2307/j.ctv1chs29w.14>

- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76–88.
<https://doi.org/10.5465/amr.1985.4277352>
- Greenhaus, J. H., & Powell, G. N. (2006). When work and family are allies: A theory of work–family enrichment. *Academy of Management Review*, 31(1), 72–92.
<https://doi.org/10.5465/amr.2006.19379625>
- Guest, D. E. (2002). Perspectives on the study of work–life balance. *Social Science Information*, 41(2), 255–279. <https://doi.org/10.1177/0539018402041002005>
- Gürcanlı, G. E., Akboğa Kale, Ö., & Artan Ilter, D. D. (2024). Impact of personal demographics on job satisfaction and work–life balance of the technical personnel working at construction sites. *Mugla Journal of Science and Technology*, 10(2), 88–97. <https://doi.org/10.22531/muglajsci.1569655>
- Haddon, B. R., Hede, A., & Whiteoak, J. (2009). Work-life balance: Towards an integrated conceptual framework. *New Zealand Journal of Human Resource Management*, 9(3), 174–186.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Pearson Education.
- Helliwell, J. F., Huang, H., Wang, S., & Norton, M. (2023). *World Happiness Report 2023*. Sustainable Development Solutions Network.
<https://worldhappiness.report/>
- Hemalatha, T. M., & Shumugasundaram, K. (2018). A study on work-life balance of employees in government hospital with special reference to Coimbatore district. *International Journal of Applied and Advanced Scientific Research*, 3(1), 34–38.

- Hoffman, M. F., & Cowan, R. L. (2008). The meaning of work/life: A corporate ideology of work/life balance. *Communication Quarterly*, 56(3), 227–246.
<https://doi.org/10.1080/01463370802251053>
- Hoffmann Burdzińska, K., & Rutkowska, M. (2015). Work life balance as a factor influencing well being. *Journal of Positive Management*, 6(4), 87–101.
<https://doi.org/10.12775/JPM.2015.024>
- House, J. S. (1981). *Work stress and social support*. Addison-Wesley.
- Houston, D. M. (2005). Work–life balance in the 21st century. In D. M. Houston (Ed.), *Work–life balance in the 21st century* (pp. 1–14). Palgrave Macmillan.
https://doi.org/10.1057/9780230373594_1
- Hsu, Y.-Y., Bai, C.-H., Yang, C.-M., Huang, Y.-C., Lin, T.-T., & Lin, C.-H. (2019). Long hours' effects on work–life balance and satisfaction. *BioMed Research International*, 2019, Article 5046934. <https://doi.org/10.1155/2019/5046934>
- Idrovo, S., & Bosch, M. J. (2019). The impact of different forms of organisational support and work–life balance in Chile and Colombia. *Academia Revista Latinoamericana de Administración*, 32(3), 326–344.
<https://doi.org/10.1108/ARLA-10-2017-0306>
- Imsolemla, & Prabhakar, M. E. (2025). Impact of rank, demographics, and work environment on work-life balance: A multivariate approach. *IOSR Journal of Business and Management (IOSR-JBM)*, 27(6, Ser. 14), 34–39.
<https://doi.org/10.9790/487X-2706143439>
- Ip, E. J., Lindfelt, T. A., Tran, A. L., Do, A. P., & Barnett, M. J. (2018). Differences in career satisfaction, work–life balance, and stress by gender in a national survey

- of pharmacy faculty. *Journal of Pharmacy Practice*, 33(4), 415–419.
<https://doi.org/10.1177/0897190018815042>
- Irawanto, D. W., Novianti, K. R., & Roz, K. (2021). Work from home: Measuring satisfaction between work–life balance and work stress during the COVID-19 pandemic in Indonesia. *Economies*, 9(3), Article 96.
<https://doi.org/10.3390/economies9030096>
- Israel, M., & Hay, I. (2006). *Research ethics for social scientists: Between ethical conduct and regulatory compliance*. SAGE Publications.
- Jaharuddin, N. S., & Zainol, L. N. (2019). The impact of work–life balance on job engagement and turnover intention. *The South East Asian Journal of Management*, 13(1), Article 7. <https://doi.org/10.21002/seam.v13i1.10912>
- Jayasathya, R., & Swathi, K. (2019). A study on problems and challenges faced by women police constables in Coimbatore city. *International Journal of Research and Analytical Reviews*, 6(1), 741–748.
- Jeyarathnam, M. (2020). Work-life balance of women police in Tamil Nadu. *Journal of Social Work and Welfare*, 5(1), 22–30.
- Jeya Praya, S. M., Ghosh, A., Isaac, O., Jesuraj, S. A. V., & Ameen, A. (2019). The impact of emotional intelligence on work-life balance among pharmacy professionals in Malaysia. *International Journal of Management and Human Science (IJMHS)*, 3(1), 29–34. <http://www.ijmhs.org>
- Johnston, K., Tanwar, J., Pasamar, S., Van Laar, D., & Bamber Jones, A. (2022). Blurring boundaries: Work–life balance and unbounded work in academia. The role of flexibility, organisational support and gender. *Labour and Industry*, 32(2), 139–155. <https://doi.org/10.1080/10301763.2022.2081902>

- Joshi, G. P. (2015). *Police organisation in India*. Commonwealth Human Rights Initiative.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational stress: Studies in role conflict and ambiguity*. Wiley.
- Kaiser, H. F. (1974). An index of factorial simplicity. *Psychometrika*, 39(1), 31–36.
<https://doi.org/10.1007/BF02291575>
- Kalliath, T., & Brough, P. (2008). Achieving work–life balance. *Journal of Management & Organization*, 14(3), 224–226.
<https://doi.org/10.5172/jmo.837.14.3.224>
- Kalliath, T., & Brough, P. (2008). Work–life balance: A review of the meaning of the balance construct. *Journal of Management & Organization*, 14(3), 323–327.
<https://doi.org/10.5172/jmo.837.14.3.323>
- Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations* (2nd ed.). Wiley.
- Kaur, R., & Jain, P. (2014). Work and family life balance among police personnel: A case study of Punjab Police. *The Indian Police Journal*, 61(2), 106–122.
- Kaushal, P., & Parmar, J. S. (2019). Work-life balance and its relation to demographic factors: A study of police personnel of Himachal Pradesh. *Journal of Strategic Human Resource Management*, 8(1), 1–12. <http://publishingindia.com/jshrm/>
- Kelly, M., Soles, M., Garcia, E., & Kundu, I. (2020). Job stress, burnout, work–life balance, well-being, and job satisfaction among pathology residents and fellows. *American Journal of Clinical Pathology*, 153(4), 449–469.
<https://doi.org/10.1093/ajcp/aqaa013>

- Khalil, S. M., Khan, S. N., & Shah, F. A. (2021). The impact of work–life balance, role conflict and work overload on employee turnover intention through the mediating role of job stress. *Journal of Business & Tourism*, 6(1), 271–287. <https://doi.org/10.34260/jbt.v6i1.194>
- Khare, A. K., & Kapoor, A. (2019). A study on work–life balance among women labor in garment units of NCR, India. *International Journal of Management*, 10(1), 19–25.
- Kim, H.-K. (2022). In the COVID-19 era, effects of job stress, coping strategies, meaning in life and resilience on psychological well-being of women workers in the service sector. *International Journal of Environmental Research and Public Health*, 19(16), 9824. <https://doi.org/10.3390/ijerph19169824>
- Kim, M., & Windsor, C. (2015). Resilience and work-life balance in first-line nurse manager. *Asian Nursing Research*, 9(1), 21–27. <https://doi.org/10.1016/j.anr.2014.09.003>
- Köse, S., Baykal, B., & Bayat, İ. K. (2021). Mediator role of resilience in the relationship between social support and work life balance. *Australian Journal of Psychology*, 73(3), 316–325. <https://doi.org/10.1080/00049530.2021.1895678>
- Kossek, E. E., & Ozeki, C. (1998). Work–family conflict, policies, and the job–life satisfaction relationship: A review and directions for organizational behavior–human resources research. *Journal of Applied Psychology*, 83(2), 139–149. <https://doi.org/10.1037/0021-9010.83.2.139>
- Kothari, C. R., & Garg, G. (2019). *Research methodology: Methods and techniques* (4th ed.). New Age International Publishers.

- Kromydas, T. (2020). Educational attainment and gender differences in work-life balance for couples across Europe: A contextual perspective. *Social Inclusion*, 8(4), 2920. <https://doi.org/10.17645/si.v8i4.2920>
- Kumar, D. H., & Vigneshwari, R. (2019). A study on work life balance of employees at Silver Arrow Pvt Ltd, Chennai. *International Journal in Management and Social Science*, 7(3).
- Kumarasamy, M. M., Hasbolah, F., Hamzah, H., Mohd Fazmi, K. N., & Omar, S. A. (2022). The moderating role of organisational support towards achieving a good work–life balance in the new normal: A Malaysian lecturers’ perspective. *International Journal of Business and Society*, 23(2), 913–930. <https://doi.org/10.33736/ijbs.4845.2022>
- Kumarasamy, M. M., Pangil, F., & Mohd Isa, M. F. (2016). The effect of emotional intelligence on police officers’ work–life balance: The moderating role of organizational support. *International Journal of Police Science & Management*, 18(3), 184–194. <https://doi.org/10.1177/1461355716647745>
- Kumari, K. T., & Devi, V. R. (2015). A study on work–life balance of women employees in selected service sectors. *Pacific Business Review International*, 7(10), 17-23.
- Kurtuluş, E., Yıldırım Kurtuluş, H., Birel, S., & Batmaz, H. (2023). The effect of social support on work-life balance: The role of psychological well-being. *International Journal of Contemporary Educational Research*, 10(1), 239–249. <https://doi.org/10.33200/ijcer.1152323>

- Lamcja, D. (2024). Emotional intelligence and work-life balance in employees. *European Journal of Interdisciplinary Studies*, 10(2), 99–114. <https://doi.org/10.26417/wv099s02>
- Lando, R. A., Lukito, H., & Rivai, H. A. (2023). Influence of workload and compensation on job satisfaction in the accommodation service sector with work–life balance as moderating effect. *Enrichment: Journal of Management*, 12(6), 5134–5142. <https://doi.org/10.35335/enrichment.v12i6.1133>
- Larasati, D. P., Hasanati, N., & Istiqomah. (2019). The effects of work–life balance towards employee engagement in millennial generation. In *Proceedings of the 4th ASEAN Conference on Psychology, Counselling, and Humanities (ACPCH 2018)* (pp. 390–394). Atlantis Press. <https://doi.org/10.2991/acpch-18.2019.93>
- Lawshe, C. H. (1975). A quantitative approach to content validity. *Personnel Psychology*, 28(4), 563–575. <https://doi.org/10.1111/j.1744-6570.1975.tb01393.x>
- Lazăr, I., Osoian, C., & Rațiu, P. (2010). The role of work-life balance practices in order to improve organizational performance. *European Research Studies*, 13(1), 201–213.
- Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*. Springer.
- Lestari, D., & Margaretha, M. (2021). Work–life balance, job engagement and turnover intention: Experience from Y generation employees. *Management Science Letters*, 11(2), 527–534. <https://doi.org/10.5267/j.msl.2020.8.019>
- Lewis, S., & Beauregard, T. A. (2018). The meanings of work-life balance: A cultural perspective. In K. M. Shockley, W. J. Shen, & R. C. Johnson (Eds.), *The*

- Cambridge handbook of the global work-family interface* (pp. 720–732). Cambridge University Press.
- Linton, R. (1936). *The study of man: An introduction*. D. Appleton-Century Company.
- Lockwood, N. R. (2003). *Work/life balance: Challenges and solutions*. Society for Human Resource Management.
- Lyubomirsky, S., King, L., & Diener, E. (2005). The benefits of frequent positive affect: Does happiness lead to success? *Psychological Bulletin*, 131(6), 803–855. <https://doi.org/10.1037/0033-2909.131.6.803>
- Maiya, S., & Bagali, M. M. (2014). An empirical investigation on work life balance among working mothers: Emerging HRM interventions. *International Journal of Business and Administration Research Review*, 1(5), 165–176.
- Marič, M., & Žnidaršič, J. (2018). The effect of gender, age and academic rank on work–life balance. *School of Business Scientific Paper*, 2(2018), 1–11. <https://doi.org/10.5937/skolbiz2-20983>
- Marseno, W. A., & Muafi. (2021). The effects of work-life balance and emotional intelligence on organizational commitment mediated by work engagement. *International Journal of Business Ecosystem & Strategy*, 3(2), 16–23. <https://doi.org/10.36096/ijbes.v3i2.257>
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396. <https://doi.org/10.1037/h0054346>
- Masten, A. S. (2001). Ordinary magic: Resilience processes in development. *American Psychologist*, 56(3), 227–238. <https://doi.org/10.1037/0003-066X.56.3.227>
- McCarthy, A., Cleveland, J. N., Hunter, S., Darcy, C., & Grady, G. (2012). Employee work–life balance outcomes in Ireland: A multilevel investigation of

- supervisory support and perceived organizational support. *The International Journal of Human Resource Management*, 24(6), 1257–1276.
<https://doi.org/10.1080/09585192.2012.709189>
- Medina Garrido, J. A., Biedma Ferrer, J. M., & Bogren, M. (2023). Organizational support for work family life balance as an antecedent to the well-being of tourism employees in Spain. *Journal of Hospitality and Tourism Management*, 57, 117–129. <https://doi.org/10.1016/j.jhtm.2023.08.018>
- Mendis, M. D. V. S., & Weerakkody, W. A. S. (2017). The impact of work-life balance on employee performance with reference to telecommunication industry in Sri Lanka: A mediation model. *Kelaniya Journal of Human Resource Management*, 12(1), 72–100. <https://doi.org/10.4038/kjhrm.v12i1.42>
- Merton, R. K. (1957). *Social theory and social structure*. Free Press.
- Ministry of Home Affairs (MHA). (2023). *Annual report 2022–23*. Government of India.
- Moore, F. (2007). Work-life balance: Contrasting managers and workers in an MNC. *Employee Relations*, 29(4), 385–399.
<https://doi.org/10.1108/01425450710759217>
- Mu, H., Deng, Y., Li, Y., Xie, Q., Na, J., Mao, C., Geng, Y., Sun, W., Yan, L., & Pan, G. (2024). Cross-sectional study of the association between burnout and work overload and work-life imbalance among medical personnel in Liaoning, China: Role of specialty. *BMJ Open*, 14, e079304.
<https://doi.org/10.1136/bmjopen-2023-079304>
- Muaf, M. (2021). Investigating the dimensionality of work life balance in Islamic perspective (WLBIP): An insight from Indonesia. *Journal of Islamic Business*

and Management, 11(1), 198–216. <https://doi.org/10.26501/jibm/2021.1101-013>

- Mukuze, K., Ndhlovu, P., Chirasha, V., Samanga, N., Darangwa, I., & Kurehwa, C. M. (2023). The impact of marital status on work-life balance considering COVID-19 pandemic at Midlands State University. *Global Journal of Economics and Business*, 13(5), 437–448. <https://doi.org/10.31559/GJEB2023.13.5.4>
- Murthy, M. N., & Shastri, S. (2015). A qualitative study on work-life balance of employees working in private sector. *International Journal of Recent Scientific Research*, 6(7), 5160–5167.
- Muthukumar, M., Savitha, R., & Kannadas, P. (2014). Work-life balance. *Global Journal of Finance and Management*, 6(9), 827–832.
- Naganandhini, J., & Malliga, A. L. (2019). Social and family factors influencing the work-life balance of employees in Tamil Nadu police service with special reference to Dindigul district. *International Journal of Southern Economic Light (JSEL)*, 7, 23–27.
- Nair, V., Sinniah, S., Makhbul, Z. K. M., Salleh, M. F. M., & Rahman, M. R. C. A. (2023). The impact of emotional intelligence on work-life balance and job performance among Malaysian employees. *Journal of Law and Sustainable Development*, 11(11), 1–27. <https://doi.org/10.55908/sdgs.v11i11.1095>
- Natarajan, M. (2008). *Women police in a changing society: Back door to equality*. Ashgate Publishing.
- Nathaya, A. D., Hidayat, N., & Dalimunthe, S. (2022). The effect of emotional intelligence with work-life balance and burnout on job satisfaction. *Journal of*

Business and Behavioural Entrepreneurship, 6(1), 21–35.

<https://doi.org/10.21009/JOBBE.006.1.04>

National Crime Records Bureau. (2023). *Crime in India – 2022* (Vols. I–III) [Annual report]. Ministry of Home Affairs, Government of India.

https://images.assettype.com/barandbench/2023-12/dc0ba053-a1f0-4e6a-a5f8-e7668ddd2249/NCRB_STATS.pdf

Naz, S., Ahmad, S., & Batool, A. (2021). Emotional intelligence and work-life balance:

A study of working women teachers in public sector universities. *Humanities & Social Sciences Reviews*, 9(2), 141–149.

<https://doi.org/10.18510/hssr.2021.9214>

Nelson, D. (1992). *A mental revolution: Scientific management since Taylor*. Ohio State University Press.

Nijp, H. H., Beckers, D. G. J., van de Voorde, K., Geurts, S. A. E., & Kompier, M. A.

J. (2016). Effects of new ways of working on work hours and work location, health and job-related outcomes. *Chronobiology International*, 33(6), 604–618. <https://doi.org/10.3109/07420528.2016.1167731>

Nugraha, B. W., & Rukhviyanti, N. (2024). The effect of work engagement, work-life balance, and work overload on employee productivity: The role of job satisfaction as a mediating variable at BRI employees in Bandung City.

Indonesian Interdisciplinary Journal of Sharia Economics (IJSE), 7(2), 3808–3833. <https://doi.org/10.31538/ijse.v7i2.5235>

Nwagbara, U., & Akanji, B. O. (2012). The impact of work-life balance on the commitment and motivation of Nigerian women employees. *International Journal of Academic Research in Business and Social Sciences*, 2(3), 38–47.

- Nzonzo, J. C., & Maingehama, F. (2018). Work life balance: Demystifying the myth among modern day female academics. *International Journal of Advances in Management and Economics*, 7(6), 27–37.
<https://www.managementjournal.info/index.php/IJAME/article/view/536>
- Oludayo, A. O. (2020). Work-life balance: The relevance of social support. *Academy of Strategic Management Journal*, 19(3), 1–10.
- Omar, M. K., Aluwi, A. H., Fauzi, M. W. M., & Hairpuddin, N. F. (2020). Work stress, workload, work–life balance, and intention to leave among employees of an insurance company in Malaysia. *International Journal of Business, Economics and Law*, 21(2), 70–78.
- O'Neill, J. W., & Davis, K. (2011). Work stress and well-being in the hotel industry. *International Journal of Hospitality Management*, 30(2), 385–390.
<https://doi.org/10.1016/j.ijhm.2010.07.007>
- Osborne, J. W., & Costello, A. B. (2004). Sample size and subject to item ratio in principal components analysis. *Practical Assessment, Research & Evaluation*, 9(11), 1–9. <https://doi.org/10.7275/ktzq-jq66>
- Otoo, F. N. K. (2024). The mediating role of employee performance in the relationship between human resource management (HRM) practices and police service effectiveness. *IIM Ranchi Journal of Management Studies*, 3(2), 108–141.
<https://doi.org/10.1108/IRJMS-08-2023-0070>
- Padmasiri, M. K. D., & Mahalekamge, W. G. S. (2016). Impact of demographical factors on work-life balance among academic staff of University of Kelaniya, Sri Lanka. *Journal of Education and Vocational Research*, 7(1), 54–59.
<https://doi.org/10.22610/jevr.v7i1.1223>

- Pahuja, S. (2016). Work life balance of female employees: A case study. *International Research Journal of Management and Commerce*, 3(12), 41–50.
- Paje, R. C., Escobar, P. B. A., Ruaya, A. M. R., & Sulit, P. A. F. (2020). The impact of compressed workweek arrangements on job stress, work-life balance, and work productivity of rank-and-file employees from different industries in Metro Manila. *Journal of Physics: Conference Series*, 1529(3), 032055. <https://doi.org/10.1088/1742-6596/1529/3/032055>
- Pallant, J. (2020). *SPSS survival manual: A step-by-step guide to data analysis using IBM SPSS* (7th ed.). Routledge.
- Panisoara, G., & Serban, M. (2013). Marital status and work-life balance. *Procedia - Social and Behavioral Sciences*, 78, 21–25. <https://doi.org/10.1016/j.sbspro.2013.04.243>
- Parkes, L. P., & Langford, P. H. (2008). Work–life balance or work–life alignment? A test of the importance of work–life balance for employee engagement and intention to stay in organisations. *Journal of Management & Organization*, 14(3), 267–284. <https://doi.org/10.5172/jmo.837.14.3.267>
- Parsons, T. (1951). *The social system*. Routledge & Kegan Paul.
- Pathak, A. K., Dubey, P., & Singh, D. (2019). Work life balance and job satisfaction: A literature review. *International Journal of Computer Sciences and Engineering*, 7(Special Issue 3), 182–187.
- Pattu Meenakshi, S., Venkata Subrahmanyam, C. V., & Ravichandran, K. (2013). The importance of work-life balance. *IOSR Journal of Business and Management*, 14(3), 31–35. <https://www.iosrjournals.org>

- Peters, P., den Dulk, L., & van der Lippe, T. (2009). The effects of time-spatial flexibility and new working conditions on employees' work-life balance: The Dutch case. *Community, Work & Family*, 12(3), 279–297. <https://doi.org/10.1080/13668800902968907>
- Poelmans, S. A., Kalliath, T., & Brough, P. (2008). Achieving work-life balance: Current theoretical and practice issues. *Journal of Management & Organization*, 14(3), 227–238. <https://doi.org/10.5172/jmo.837.14.3.227>
- Poulose, S., & Dhal, M. (2020). Role of perceived work-life balance between work overload and career commitment. *Journal of Managerial Psychology*, 35(3), 169–183. <https://doi.org/10.1108/JMP-03-2018-0117>
- Poulose, S., & Sudarsan, N. (2014). Work-life balance: A conceptual review. *International Journal of Advances in Management and Economics*, 3(2), 1–17.
- Pradhan, G. (2016). Work-life balance among working women – A cross-cultural review. *The Institute for Social and Economic Change*, 1-18
- Pradila, A. T., & Fadli, J. A. (2023). The effect of salary and work-life balance on employee productivity with the mediation of employee work motivation at coffee shops in Jabodetabek. *Jurnal Ilmiah Manajemen Kesatuan*, 11(3), 1505–1518. <https://doi.org/10.37641/jimkes.v11i3.2084>
- Praya, S. M. J., Ghosh, A., Isaac, O., Jesuraj, S. A. V., & Ameen, A. (2019). The impact of emotional intelligence on work-life balance among pharmacy professionals in Malaysia. *International Journal of Management and Human Science (IJMHS)*, 3(1), 29–34. <http://www.ijmhs.org>
- Prithi, S., & Vasumathi, A. (2018). The influence of demographic profile on work-life balance of women employees in tannery industry – An empirical study.

Pertanika Journal of Social Sciences & Humanities, 26(1), 259–284.

<https://www.pertanika.upm.edu.my/>

Rachel, C. G., & Babu, K. S. (2018). An impact of work-life balance on women employees in banking sector: An empirical study. *Journal of Emerging Technologies and Innovative Research (JETIR)*, 5(11), 164–168.

<http://www.jetir.org/papers/JETIRN006040.pdf>

Rahim, N. B., Osman, I., & Arumugam, P. V. (2020). Linking work-life balance and employee well-being: Do supervisor support and family support moderate the relationship? *International Journal of Business and Society*, 21(2), 588–606.

<https://doi.org/10.33736/ijbs.3273.2020>

Rajadhyaksha, U., & Smita, S. (2004). Tracing a timeline for work and family research in India. *Economic and Political Weekly*, 39(17), 1674–1680.

Rashmi, K., & Kataria, A. (2021). Work–life balance: A systematic literature review and bibliometric analysis. *International Journal of Sociology and Social Policy*, 42(11/12), 1028–1065. <https://doi.org/10.1108/IJSSP-06-2021-0145>

Razak, M. I. M., Yusof, N., Azidin, R. A., Latif, M. M. R. H. A., & Ismail, I. (2014). The impact of work stress towards work–life balance in Malaysia. *International Journal of Economics, Commerce and Management*, 2(11), 1-16.

Reiter, N. (2007). Work–life balance: What do you mean? The ethical ideology underpinning appropriate application. *The Journal of Applied Behavioral Science*, 43(2), 273–294. <https://doi.org/10.1177/0021886306295639>

Reners, Harahap, P., & Sugiarti, R. (2024). The effect of compensation, career development, and work–life balance on employee loyalty with job satisfaction

- as an intervening variable. *Indonesian Journal of Social Technology*, 5(3), 860–878. <https://doi.org/10.59141/jist.v5i3.954>
- Richert-Kaźmierska, A., & Stankiewicz, K. (2016). Work–life balance: Does age matter? *Work*, 55(3), 679–688. <https://doi.org/10.3233/WOR-162435>
- Rincy, V. M., & Panchanatham, N. (2014). Work–life balance: A short review of the theoretical and contemporary concepts. *Continental Journal of Social Sciences*, 7(1), 1–24. <https://doi.org/10.5707/cjsocsci.2014.7.1.1.24>
- Rohwer, E., Garrido, V. M., Herold, R., Preisser, A. M., Terschüren, C., Harth, V., & Mache, S. (2022). Police officers’ work–life balance, job satisfaction and quality of life: Longitudinal effects after changing the shift schedule. *BMJ Open*, 12, e063302. <https://doi.org/10.1136/bmjopen-2022-063302>
- Ross, D. S., & Vasantha, S. (2014). A conceptual study on impact of stress on work–life balance. *Sai Om Journal of Commerce & Management*, 1(2), 61–65.
- Russo, M., Shteigman, A., & Carmeli, A. (2015). Workplace and family support and work–life balance: Implications for individual psychological availability and energy at work. *The Journal of Positive Psychology*, 11(2), 173–188. <https://doi.org/10.1080/17439760.2015.1025424>
- Saeed, K., & Farooqi, Y. A. (2014). Examining the relationship between work–life balance, job stress and job satisfaction among university teachers (A case of University of Gujrat). *International Journal of Multidisciplinary Sciences and Engineering*, 5(6), 9–15.
- Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition and Personality*, 9(3), 185–211. <https://doi.org/10.2190/DUGG-P24E-52WK-6CDG>

- Sandhya, B., & Belur, J. (2024). *Impact of COVID-19 on personal and professional lives of policewomen in Kerala, India* [Article]. *The Indian Police Journal*, 71(3–4), 55–72. University College London.
<https://discovery.ucl.ac.uk/id/eprint/10208365>
- Santhanalaxmi, K., & Chandramohan, S. (2019). Work-life balance of employees in Hyundai Motors India Limited, Chennai. *Restaurant Business*, 118(6), 107–114. <https://doi.org/10.26643/rb.v118i6.7663>
- Sarna, S., Tyagi, S., & Ghosh, A. (2019). Work life balance factors and its impact on women position in the workplace. *International Journal of Science and Research (IJSR)*, 8(7), 32–41.
- Schachter, H. L. (2010). The role played by Frederick Taylor in the rise of the academic management fields. *Journal of Management History*, 16(4), 437–448.
<https://doi.org/10.1108/17511341011073924>
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71–92.
<https://doi.org/10.1023/A:1015630930326>
- Schnettler, B., Miranda-Zapata, E., Lobos, G., Saracostti, M., Denegri, M., Lapo, M., & Hueche, C. (2018). The mediating role of family and food-related life satisfaction in the relationships between family support, parent work-life balance and adolescent life satisfaction in dual-earner families. *International Journal of Environmental Research and Public Health*, 15(11), 2549.
<https://doi.org/10.3390/ijerph15112549>

- Second Administrative Reforms Commission. (2007). *Fifth report: Public order* (Publication No. 5). Government of India.
- Sekaran, U., & Bougie, R. (2019). *Research methods for business: A skill-building approach* (8th ed.). Wiley.
- Shah, S., & Gawande, R. P. (2024). Work-life balance and its impact on employees: Navigating strategies for better work-life balance at workplace. *International Journal of Cultural Studies and Social Sciences*, 20(1), 55.
- Shanafelt, T. D., Boone, S., Tan, L., Dyrbye, L. N., Sotile, W., Satele, D., Sloan, J., & Oreskovich, M. R. (2012). Burnout and satisfaction with work-life balance among US physicians relative to the general US population. *Archives of Internal Medicine*, 172(18), 1377–1385. <https://doi.org/10.1001/archinternmed.2012.3199>
- Shantha, A. A. (2019). The impact of work-life balance on job satisfaction: With special reference to ABC Private Limited in Sri Lanka. *American Journal of Humanities and Social Sciences Research*, 3(6), 97–108.
- Shiffer, D., Minonzio, M., Dipaola, F., Bertola, M., Zamuner, A. R., Dalla Vecchia, L. A., Solbiati, M., Costantino, G., Furlan, R., & Barbic, F. (2018). Effects of clockwise and counterclockwise job shift work rotation on sleep and work–life balance in hospital nurses. *International Journal of Environmental Research and Public Health*, 15(9), 2038. <https://doi.org/10.3390/ijerph15092038>
- Shobana, P., & Kanchana, P. N. (2019). Preliminary analysis of work-life balance (WLB) on women police in Tiruchirappalli. *International Journal of Science and Research (IJSR)*, 8(3), 690–695.

- Shobana, P., & Kanchana, P. N. (2019). Work-life balance on women police in Tiruchirappalli city. *Shanlax International Journal of Management*, 6(3), 15–23.
- Sidhu, A. K., & Saluja, R. (2017). Are working women able to manage their work-life balance? A study of bank and insurance companies' professionals of Punjab. *Journal of General Management Research*, 4(2), 1–15.
- Singh, A. (2020, October 23). Police and policing in India – A historical perspective. *iPleaders*. Retrieved July 16, 2025, from <https://blog.ipleaders.in/police-policing-india-historical-perspective/?amp=1>
- Singh, S. (2013). Work–life balance: A literature review. *Global Journal of Commerce and Management Perspective*, 2(3), 84–91.
- Singh, S. (2023). How demographic and socio-economic factors affect work–life balance of female nurses working in public hospitals of Uttarakhand. *International Journal of Scientific Engineering and Science*, 7(2), 82–85.
- Singh, S., & Nayak, T. (2022). Occupational stress and coping among women in the police service: A gendered analysis. *Indian Journal of Gender Studies*, 29(3), 347–364.
- Sirajunisa, K., & Panchanatham, N. (2024). Influence of occupational stress on work–life balance among women professionals. *The Journal of Commerce*, 2(1). ISSN 2218-8118.
- Sree, J. V., & Jyothi, P. (2012). Assessing work-life balance: From emotional intelligence and role efficacy of career women. *Advances in Management*, 5(6), 20–25.

- Sriram, K. V., Raj, D., & Kamath, G. (2022). Does work environment and work–life balance influence women employees’ intention to stay? *Studies in Business and Economics*, 17(2), 139–152. <https://doi.org/10.2478/sbe-2022-0036>
- Staines, G. L. (1980). Spillover versus compensation: A review of the literature on the relationship between work and nonwork. *Human Relations*, 33(2), 111–129. <https://doi.org/10.1177/001872678003300203>
- Steijn, B. (2004). Human resource management and job satisfaction in the Dutch public sector. *Review of Public Personnel Administration*, 24(4), 291–303. <https://doi.org/10.1177/0734371X04269187>
- Stella, O. I., Paul, S. O., & Falola, H. O. (2014). Work-life balance practices in Nigeria: A comparison of three sectors. *Journal of Competitiveness*, 6(2), 3–14. <https://doi.org/10.7441/joc.2014.02.01>
- Suryakumar, R., & Suresh, V. (2018). Influence of demographic variables on work-life balance among school teachers. *International Journal of Indian Psychology*, 6(4), 31–35. <https://doi.org/10.25215/0604.084>
- Syahrana, S., & Firnando, H. G. (2025). Bridging human resource management and organizational culture: A strategic approach to enhancing service quality at Kotabaru Police. *Business Innovation Management and Entrepreneurship*, 4(1), 1–24. <https://doi.org/10.22219/bimantara.v4i01.39579>
- Syed, J. (2015). Work-life balance. In J. Syed & M. Özbilgin (Eds.), *Managing diversity and inclusion: An international perspective* (pp. 291–314). Sage.
- Tahir, S., Parveen, A., & Khan, I. (2023). The consequences of practices of HRM on performance of employee in Punjab Police. *Pakistan Journal of Social Research*, 5(2), 489–499. <http://www.pjsr.com.pk>

- Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education*, 2, 53–55.
<https://doi.org/10.5116/ijme.4dfb.8dfd>
- Taylor, F. W. (1913). *The principles of scientific management*. Harper & Brothers Publishers.
- Thakur, A., & Geete, V. (2014). A study on work-life balance of female employees in education sector. *International Journal of Latest Technology in Engineering, Management & Applied Science (IJLTEMAS)*, 3(3), 45–51.
- Thakur, A., & Kumar, N. (2015). The effect of perceived organizational support, role related aspects and work involvement on work-life balance: Self-efficacy as a moderator. *International Journal of Scientific and Research Publications*, 5(1).
- Thakur, R., & Sharma, D. (2019). A study of impact of demographic variables on quality of work life. *Productivity*, 59(4), 358–365.
<https://doi.org/10.32381/PROD.2019.59.04.5>
- Thriveni, K. K. (2012). Impact of work-life balance on women employees' absenteeism and turnover – An emerging paradigm in issues of HR practices. *EXCEL International Journal of Multidisciplinary Management Studies*, 2(6), 132–139. <http://zenithresearch.org.in/>
- Thriveni, K. K., & Rama, D. V. (2018). Impact of demographic variables on work-life balance of women employees (with special reference to Bangalore City). *International Journal of Advances in Management and Economics*, 7(2), 226–229. <https://www.managementjournal.info/index.php/IJAME/article/view/248>

- Tiwari, M. (2017). Work-life balance of female employees in private institutions, Gwalior: An investigation. *IOSR Journal of Business and Management*, 19(5), 35–38. <https://doi.org/10.9790/487X-1905053538>
- Tomaszewska, R., & Pawlicka, A. (2019). Work and life. Balance or conflict? Theoretical context vs. research results. *Journal of Education & Social Policy*, 6(2), 42–51. <https://doi.org/10.30845/jesp.v6n2p6>
- Townsend, K., & Loudoun, R. (2024). Line managers and extreme work: A case study of human resource management in the police service. *The International Journal of Human Resource Management*, 35(10), 1763–1785. <https://doi.org/10.1080/09585192.2023.2251875>
- Tremblay, D.-G., Genin, E., & di Loreto, M. (2011). Advances and ambivalences: Organisational support to work-life balance in a police service. *Employment Relations Record*, 11(2), 75–93. <https://search.informit.org/doi/10.3316/informit.273428462447837>
- Uddin, M., Ali, K. B., & Khan, M. A. (2020). Impact of perceived family support, workplace support, and work-life balance policies on work-life balance among female bankers in Bangladesh. *International Journal of Economics, Management and Accounting*, 28(1), 97–122.
- Uddin, N., & Hossain, F. (2015). Evolution of modern management through Taylorism: An adjustment of scientific management comprising behavioral science. *Procedia Computer Science*, 62, 578–584. <https://doi.org/10.1016/j.procs.2015.08.537>
- Verma, A. (2005). The Indian police: A critical evaluation. *The Police Journal: Theory, Practice and Principles*, 78(4), 289–294.

- Vijai, J. P., Somayaji, G. S. R., Swamy, R. J. R., & Aital, P. (2017). Relevance of F. W. Taylor's principles to modern shop-floor practices: A benchmarking work study. *Benchmarking: An International Journal*, 24(2), 445–466. <https://doi.org/10.1108/BIJ-02-2015-0019>
- Violanti, J. M., Owens, S. L., Fekedulegn, D., Ma, C. C., & Andrew, M. E. (2016). An exploration of shift work, fatigue, and gender among police officers: The BCOPS Study. *Work*, 55(2), 263–271.
- Vyas, A., & Shrivastava, D. (2017). Factors affecting work life balance – A review. *Pacific Business Review International*, 9(7), 194–200.
- Warrier, U. (2013). A study on work-life balance as a function of demographic variables at an IT company in Bangalore. *Journal of Organisation & Human Behaviour*, 2(3), 40–48.
- Webber, M., Sarris, A., & Bessell, M. (2010). Organisational culture and the use of work–life balance initiatives: Influence on work attitudes and work–life conflict. *The Australian and New Zealand Journal of Organisational Psychology*, 3(1), 54–65. <https://doi.org/10.1375/ajop.3.1.54>
- Wei, C., Liu, Y., & Yang, T. (2013). How can HRM help organizations build the supportive “work–life/family” balance culture? *International Journal of Business and Social Science*, 4(9), 104–117.
- Williams, B., Brown, T., & Onsmann, A. (2010). Exploratory factor analysis: A five-step guide for novices. *Australasian Journal of Paramedicine*, 8(3), Article 1. <https://doi.org/10.33151/ajp.8.3.93>

- Yawalkar, V. V., & Sonawane, M. A. (2016). A study of work-life balance: Challenges before Jalgaon Police Department. *International Journal of Engineering and Management Research*, 6(1), 82–84.
- Yawalkar, V. V., & Sonawane, M. A. (2017). Impact of demographic variables on work-life balance of police personnel: With reference to Jalgaon Police Department. *International Journal of Science, Engineering and Management (IJSEM)*, 2(9), 29–32.
- Zorec, I., Hočevár, J., & Eržen, L. (2021). The interplay among work overload and time management in predicting job performance and work–life balance. *Dynamic Relationships Management Journal*, 10(2), 47–65.
<https://doi.org/10.17708/DRMJ.2021.v10n02a04>

QUESTIONNAIRE
&
INTERVIEW SCHEDULE

A. QUESTIONNAIRE

Dear Madam,

I am currently pursuing Ph.D from Nagaland University in the Department of Management Studies. A Study on Work Life Balance of 15th Nagaland Armed Police (IR) Mahila Battalion, Chumukedima is being carried out to find out the affect of work stress on the personal life of women police and the challenges faced by women police in managing professional and personal life. As a part of sample for my research, your opinions are critical to the success of my study. Any data provided by you shall be used for my research purpose only and no information will be disclosed to others.

I therefore, request you to kindly participate in this study by answering my questionnaire.

I sincerely appreciate and acknowledge the value of your time and efforts.

Thanking you.

Regards,

Imsulemla

Research Scholar

Department of Management, Nagaland University

Respondent data:

1. Name (Optional):
2. Age : a) Below 25 years ☐ b) 25 & above ☐
3. Educational qualification:
a) Up to Class 10/12 ☐ b) Graduate & above ☐
4. Marital Status: a) Married ☐ b) Unmarried ☐
5. Length of service in NAP : a) Less than 10 years ☐ b) More than 10 years ☐
6. Salary: a) Below ₹ 25,000 ☐ b) ₹25,000 to ₹35,000 ☐
c) Above ₹35,000 ☐
7. Accommodation: a) Quarter ☐ b) Rent House ☐
c) Own House ☐
8. Working Hours: a) Upto 8 hours ☐ b) More than 8 hours ☐

- | | | | | |
|----------------------|-----------------|--------------------------|--------------|--------------------------|
| 9. Shift Pattern: | a) Regular | ☐ | b) Flexible | ☐ |
| 10. Rank/Postion | a) Junior Level | ☐ | b) Mid Level | ☐ |
| | c) Senior Level | ☐ | | |
| 11. Location of work | a) Urban | ☐ | b) Rural | ☐ |

Please tick (✓) the appropriate boxes

1. Please tick (✓) the appropriate boxes for each statement:

Sl. No	Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	Work Life Balance					
1.	My personal life suffers because of work.					
2.	My work suffers because of my personal life.					
3.	I find it hard to work because of personal matters.					
4.	My job makes personal life difficult.					
5.	I neglect personal needs because of work.					
6.	I miss personal activities because of work.					
7.	I struggle to juggle work and non-work.					
8.	I am too tired to be effective at work.					
9.	I would always encourage myself to try my best.					

	Emotional Intelligence				
10.	I am able to control my temper and handle difficulties rationally.				
11.	I am quite capable of controlling my own emotions.				
12.	I can always calm down quickly when I am very angry.				
13.	I have good control of my own emotions.				
14.	I have good understanding of my own emotions.				
15.	I really understand what I feel.				
16.	I always know whether or not I am happy.				
17.	I always set goals for myself and then try my best to achieve them.				
	Spiritual Intelligence				
18.	I am able to define a purpose or reason for my life.				
19.	I am able to move freely between levels of consciousness or awareness.				
20.	I define myself by my deeper, non-physical self.				
21.	When I experience a failure, I am still able to find meaning in it.				
22.	I often see issues and choices more clearly while in higher states of consciousness / awareness.				
23.	I am able to make decisions according to my purpose in life.				

24.	I am able to find meaning and purpose in my everyday experiences.					
25.	I have developed my own techniques for entering higher states of consciousness or awareness.					
26.	I can control when I enter higher states of consciousness or awareness.					
Job Engagement						
27.	At my work, I feel bursting with energy.					
28.	I am proud of the work that I do.					
29.	I am immersed in my work.					
30.	I find the work that I do full of meaning and purpose.					
31.	At my job, I feel strong and vigorous.					
32.	I am enthusiastic about my job.					
33.	My job inspires me.					
34.	When I get up in the morning, I feel like going to work.					
35.	I feel happy when I am working intensely.					
Work Overload						
36.	I experience excessive work pressure.					
37.	I work for long hours, on overtime and even on holiday.					

38.	I am unable to meet out the demands of my job.					
39.	I spend so long at work that my outside relationship is suffering.					
40.	I'm so busy; I find it increasing difficult to concentrate on the job in front of me.					
41.	I feel tired during the day due to excessive work load.					
	Technology Advancement					
42.	By spending time on communication devices outside of working hours, I feel I miss out on other things.					
43.	Information communication devices received outside of office hours result in myself having to do work outside of office hours.					
	Organisational Support					
44.	The organization fails to appreciate any extra effort from me.					
45.	The organization would ignore any complaint from me.					
46.	Even if I did the best job possible, the organization would fail to notice.					
47.	The organization shows very little concern for me.					
	Work Stress					
48.	I am not able to cope with the demands of my job					

49.	I don't receive enough information and support from my colleagues					
50.	I don't fully understand my role and responsibilities					
51.	I have trouble with relationships at work					
52.	Most of the time I feel nervous, irritated and/or tired					

2. Please rank the following in order of your preference relating to your duty from 1 to 10 (1 being most preferred and 10 being least preferred)

Sl.No	Duty	Ranking
1.	Traffic Management	
2.	Training	
3.	Road Opening Party (ROP)	
4.	VIP Security	
5.	Protocol Duty	
6.	Criminal Investigation	
7.	Intelligence Collection	
8.	Riot Control	
9.	Election Duty	
10.	Duty on deputation	

B. INTERVIEW SCHEDULE

Social and Family Support and Coping Mechanisms & Resilience

This interview schedule was designed to guide qualitative data collection from personnel of the 15th Nagaland Armed Police (IR) Mahila Battalion. The objective is to gain deeper insights into their experiences with social/family support and their personal coping mechanisms and resilience strategies in managing work-life balance.

Section I: Social and Family Support

1. Can you describe how your family supports you in managing both your work and personal responsibilities?
2. Do you feel that your family understands the nature and demands of your job? Can you share an example?
3. When you are posted in challenging or remote locations, how do you stay connected with your family?
4. In what ways do your colleagues or friends outside of work provide emotional or practical support?
5. Do you think your responsibilities at home impact your performance at work or vice versa? How?
6. Have you ever experienced tension at home due to your work-related duties, such as night shifts or long hours?
7. What kind of support (emotional, financial, moral) would you like more of from your family or social circle?
8. Have there been any moments when family support helped you recover from a stressful incident at work?

Section II: Coping Mechanisms and Resilience

1. What strategies do you personally use to deal with stress or emotional strain from work?
2. Do you engage in any spiritual or reflective practices (e.g., prayer, meditation, journaling) to help you cope?
3. Can you share a situation where you faced a difficult challenge at work and how you managed it emotionally?
4. When you feel mentally or physically exhausted, what do you do to recharge or regain focus?
5. How important is a sense of purpose or meaning in your job when it comes to managing pressure?
6. Do you talk to colleagues about stress or challenges you face? If yes, how does that help?
7. Do you feel that the department offers enough support to help personnel manage stress and build resilience?
8. What advice would you give to a new female recruit on staying mentally strong and resilient in this field?

PLAGIARISM REPORT

NAGALAND UNIVERSITY

Plagiarism Verification Certificate

This is to certify that the plagiarism check has been performed for Ph.D. Thesis **A Study On Work Life Balance Of 15th Nagaland Armed Police (IR) Mahila Battalion, Chumukedima**, submitted by **Ms. Insulemla** under the Supervision of **Dr. Manoj E Prabhakar**, Department of Management, School of Management Studies, Nagaland University. The check performed by the Scholar is found correct and authentic software DrillBit has been used for the similarity check.

Li Lin
05.08.25
(B. Kilangla Jamir)
Name, Signature & Seal of the Dean of the School
School of Management Studies
Nagaland University: Nagaland

NAGALAND UNIVERSITY

Plagiarism Self Declaration Certificate

Name of Scholar	Imsulemla
Registration Number	PhD/MNG/00311
Title of PhD Thesis	A Study On Work Life Balance Of 15 th Nagaland Armed Police (IR) Mahila Battalion, Chumukedima
Name & Institutional Address of the Supervisor/Co-Supervisor	Dr. Manoj E Prabhakar Associate Professor, Department of Management Nagaland University Kohima Campus: Meriema
Name of the Department and School	Department of Management, School of Management Studies.
Date of submission	August, 2025
Date of plagiarism check	04-08-2025
Name of the software used	DrillBit
Percentage of similarity detected by the software	7%

I hereby declare/certify that the Ph.D. Thesis submitted by me is complete in all respect, as per the guidelines of the UGC/NU for this purpose. I also certify that the Thesis (soft copy and print version) has been checked for plagiarism using DrillBitsimilarity check software. Copy of the Report generated by the software is also enclosed.

Place: Kohima

Imsulemla

Date: 04/08/2025

(Name & Signature of the scholar)

Dr. Manoj E Prabhakar

Name & Signature of the Supervisor
with seal

MANOJ E. PRABHAKAR
Associate Professor
Department of Management
Nagaland University, Kohima

Prof. K.D. Singh

Name & Signature of the Head:
with seal

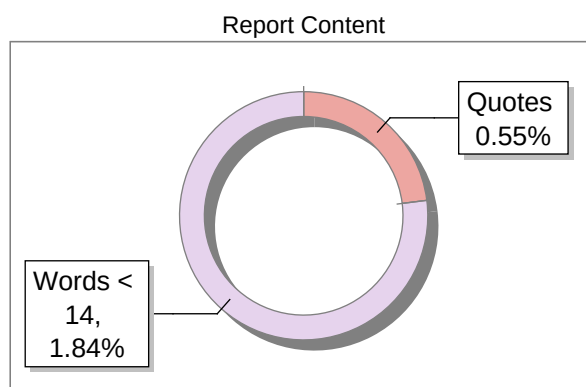
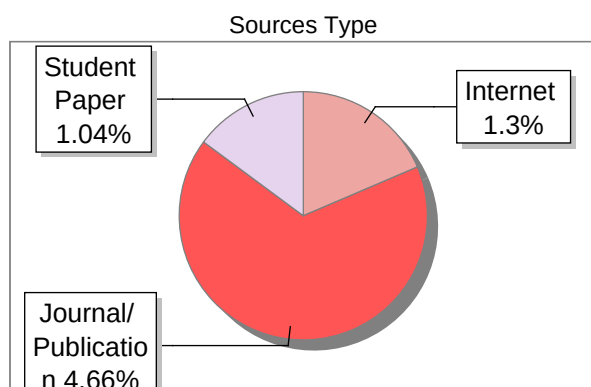
Head
Dept. of Management
Nagaland University

Submission Information

Author Name	Imsulemla
Title	A Study On Work Life Balance Of 15th Nagaland Armed Police (IR) Mahila Battalion, Chumukedima
Paper/Submission ID	4202852
Submitted by	manojp@nagalanduniversity.ac.in
Submission Date	2025-08-04 09:35:39
Total Pages, Total Words	139, 34102
Document type	Thesis

Result Information

Similarity **7 %**



Exclude Information

Quotes	Excluded
References/Bibliography	Excluded
Source: Excluded < 14 Words	Excluded
Excluded Source	0 %
Excluded Phrases	Not Excluded

Database Selection

Language	English
Student Papers	Yes
Journals & publishers	Yes
Internet or Web	Yes
Institution Repository	Yes

A Unique QR Code use to View/Download/Share Pdf File



DrillBit Similarity Report

7

SIMILARITY %

43

MATCHED SOURCES

A

GRADE

A-Satisfactory (0-10%)

B-Upgrade (11-40%)

C-Poor (41-60%)

D-Unacceptable (61-100%)

LOCATION	MATCHED DOMAIN	%	SOURCE TYPE
1	www.slideshare.net	<1	Internet Data
2	REPOSITORY - Submitted to Banaras Hindu University on 2025-08-02 16-49 4200643	<1	Student Paper
3	REPOSITORY - Submitted to Baba Farid University of Health Sciences Faridkot on 2025-08-01 00-25 4155213	<1	Student Paper
4	Thesis Submitted to Shodhganga Repository	<1	Publication
5	www.iiste.org	<1	Publication
6	REPOSITORY - Submitted to Awadesh Pratap Singh University, Rewa on 2024-08-05 13-56 1715787	<1	Student Paper
7	core.ac.uk	<1	Publication
8	Thesis Submitted to Shodhganga, shodhganga.inflibnet.ac.in	<1	Publication
9	ccsenet.org	<1	Publication
10	Thesis Submitted to Shodhganga Repository	<1	Publication
11	researchspace.ukzn.ac.za	<1	Publication
12	www.diva-portal.org	<1	Publication
13	Thesis Submitted to Shodhganga Repository	<1	Publication

14	moam.info	<1	Internet Data
15	Thesis Submitted to Shodhganga Repository	<1	Publication
16	scholarworks.waldenu.edu	<1	Publication
17	dokumen.pub	<1	Internet Data
18	repositorioslatinoamericanos	<1	Publication
19	core.ac.uk	<1	Publication
20	eajournals.org	<1	Internet Data
21	www.ijsrp.org	<1	Publication
22	repositorioslatinoamericanos	<1	Publication
23	162.241.27.72	<1	Publication
24	dedi1968blog.files.wordpress.com	<1	Publication
25	scholar.uoc.ac.in	<1	Publication
26	Thesis Submitted to Shodhganga Repository	<1	Publication
27	cofnod.cynulliad.cymru	<1	Internet Data
28	Thesis Submitted to Shodhganga Repository	<1	Publication
29	Thesis Submitted to Shodhganga Repository	<1	Publication
30	pt.slideshare.net	<1	Internet Data
31	researchspace.ukzn.ac.za	<1	Publication
32	scholarworks.waldenu.edu	<1	Publication

33	b-ok.cc	<1	Internet Data
34	acta.mendelu.cz	<1	Publication
35	Thesis Submitted to Shodhganga Repository	<1	Publication
36	cellandbioscience.biomedcentral.com	<1	Publication
37	ej-edu.org	<1	Publication
38	Thesis Submitted to Shodhganga Repository	<1	Publication
39	www.apennings.com	<1	Internet Data
40	www.ncbi.nlm.nih.gov	<1	Internet Data
41	When CSR Is a Social Norm How Socially Responsible Human Resource Management Af by Shen-2016	<1	Publication
42	www.academia.edu	<1	Internet Data
43	www.dx.doi.org	<1	Publication

**CERTIFICATE OF PUBLICATION
AND SEMINAR**



IOSR Journals

International Organization
of Scientific Research

Australia | Qatar | India | New York | Malaysia

Certificate

Office Code :	M1867	Date :	2025-06-25
MIC No. :	2854	Status :	Published

Article Details

This is to certify that following paper has been published in IOSR Journals.

Article Title	:	IMPACT OF RANK, DEMOGRAPHICS, AND WORK ENVIRONMENT ON WORK LIFE BALANCE A MULTIVARIATE APPROACH
Author's Name	:	Imsulemla, Manoj E. Prabhakar
Journal Name	:	IOSR Journal of Business and Management
ISSN	:	2278-487X
Publisher Name	:	International Organization of Scientific Research
Journal Url	:	www.iosrjournals.org
Publishing Model	:	Open Access Publishing
Review Type	:	Blind Peer Review Process
Journal Type	:	Indexed Refereed Journal
Volume No.	:	27
Issue No.	:	06
Article DOI	:	10.9790/487X-2706143439



Signature
Editorial Manager
IOSR Journals
support@iosrmail.org

"Impact Of Rank, Demographics, And Work Environment on Work-Life Balance: A Multivariate Approach"

Imsolemla¹, Manoj E. Prabhakar²

¹(Research Scholar, Department of Management, Nagaland University, India)
Orcid id: <https://orcid.org/0009-0006-4176-0710>

²(Associate Professor, Department of Management, Nagaland University, India)
Orcid id: <https://orcid.org/0009-0003-6230-1490>

Abstract: The main objective of this study is to examine the influence of rank/position, demographic and work environment on the work-life balance of the 15th Mahila Battalion, Chumukedima, a district of Nagaland. An attempt has been made to explore how the rank of the personnel influences job demands and how it affects the individual's ability to manage work and personal responsibilities. This study also examines how the combined effect of demographic, occupational, and environmental conditions influences work-life balance. Data for the study were collected through a structured questionnaire and were analysed using ANOVA and regression to identify significant relationships and patterns. The findings of the study are expected to provide insights into how structural and demographic factors shape work-life balance, which may be helpful to policymakers in framing more inclusive and effective strategies.

Background: Work-life balance has been increasingly gaining the interest of researchers and organisations in recent years. Employers have realized its importance, as an imbalance in work-life balance often affects job satisfaction and increases turnover intention among employees, making them less committed to the organization. Post COVID-19, there has been a shift in the conventional 9-5 job where employees can now work remotely from home with the use of technology. There is a blurring of lines between personal and professional responsibilities. This holds especially true for working women as they are expected to be homemakers even though they might be gainfully employed outside. This study is an attempt to study the impact of demographic variables on the work-life balance of women police of the 15th Mahila Battalion, located in Chumukedima, which is a district of Nagaland in India.

Materials and Methods: This study adopts a quantitative, cross-sectional design using a multivariate approach to assess the impact of rank, demographic characteristics, and work environment on work-life balance. A sample of 350 respondents has been considered for the study, and the sampling technique used is simple random sampling to ensure representation across different ranks and demographic categories.

Results The regression model indicates that certain factors like educational qualification, accommodation, working hours, shift patterns, and location of work significantly influence the work-life balance of personnel. However, other factors like age, marital status, length of service, and salary do not show a significant impact in this model. The overall model is statistically significant but explains only about 12.94% of the variability in work-life balance, suggesting that additional factors may be influencing work-life balance.

Conclusion: Organisational support as well as social and family support will also help the employees to reduce stress associated with job and life responsibilities. Organisations can develop effective strategies and policies to accommodate challenges in managing work-life balance.

Key Word: Work-life balance, demographic variables, women police, policies

Date of Submission: 12-06-2025

Date of Acceptance: 26-06-2025

I. Introduction

An individual can have a good work-life balance when they are able to manage their time well and don't let problems in one part of life affect another (Delecta, 2011). There are variations in the way people manage work and personal lives. It is influenced by culture, environment, and various demographic factors (Crompton & Lyonette, 2006). In today's world, it has become very challenging to achieve work-life balance due to increasing pressure from long work hours, technology, and rising expectations in both professional and personal spheres (Byrne, 2005). Work-life balance is no longer a personal issue but a societal issue tied to

ISIT7TDE24/MU-036



**8th Annual Conference of
North East India Commerce and Management Association (NEICMA) cum
2-day International Seminar on India Towards a \$7 Trillion Economy by 2030
on the occasion of Ruby Jubilee Celebration of Department of Commerce, Manipur University
on 2nd and 3rd July 2024 at Manipur University, Canchipur, Manipur, India**

Organised by

Department of Commerce, Manipur University &
Association of Commerce Alumni, Manipur University

in collaboration with

North East India Commerce and Management Association (NEICMA)

Certificate

This is to certify that **Insulemla, Research Scholar** of **Nagaland University, Kohima Campus, Meriema** has participated and presented a paper entitled **"Work Life Balance: A Case Study of 15th Nagaland Armed Police (IR) Mahila Battalion, Chumukedima"** during 2-day International Seminar on **"India Towards a \$7 Trillion Economy by 2030"** on 2nd and 3rd July, 2024 at the Manipur University, Canchipur, Manipur, India.

Prof. A. Rajmani Singh
Seminar Convenor

Prof. Amrit Pal Singh
President, NEICMA

Prof. N. Lokendra Singh
Vice Chancellor, Manipur University



Celebrating Platinum Jubilee Year, 2024-25



NATIONAL SEMINAR

ON

RURAL DEVELOPMENT THROUGH WOMEN'S EMPOWERMENT
AND SKILL ENHANCEMENT

27th - 28th March, 2025

ORGANISED BY

DEPARTMENT OF ECONOMICS, DEBRAJ ROY COLLEGE (AUTONOMOUS), GOLAGHAT, ASSAM

In Collaboration with

Centre for Distance and Online Education, Dibrugarh University, D.R. College Study Centre

This is to certify that Prof./Dr./Mr./Ms. Immalemla of
Dept. of Management, Nagaland University has participated/presented a paper entitled
"A Study on -the Influence of Demographic Factors -..... Mahila Battalion Personnel"
in the National Seminar on "**Rural Development Through Women's Empowerment
and Skill Enhancement**" at Debraj Roy College (Autonomous), on 27th - 28th March,
2025.

Dr. Jayanta Barukial
Principal
Debraj Roy College (Autonomous)

Prof. Deb Kumar Chakraborty
Director, (Vc)
CDOE, Dibrugarh University

Dr. Devojit Phukan
HoD,
Dept. of Economics

Dr. Sanjoy Saha
Dr. Hemanta Saikia
Convenor(s)

**PH.D. COURSE WORK MARK
SHEET AND CERTIFICATES**



NAGALAND UNIVERSITY
HEADQUARTERS: LUMAMI

Ph.D Course Work Award Sheet

No.

School of Management Studies

Department Management

Name of the Candidate Imsulemla

Roll No NU/MN/Ph.D-01/18 of 2018

COURSE WORK											
MPHD-101 Business Research Methods		MPHD-102 Management Thoughts and Thinkers		MPHD-103 Academic Writing & Review of Literature		MPHD-104 Research Proposal Presentation		Total Credits	CGPA	Grade	Remarks
Grade Point	Grade	Grade Point	Grade	Grade Point	Grade	Grade Point	Grade				
9	A+	9	A+	8	A	8	A	16	8.5	A+	Credits Earned:16

Prepared by
(Examinations)

Date: 13/09/19

Checked by

Date: 13/09/19

Assistant Registrar (Exams)
Nagaland University
Hqrs. Lumami

Date: _____



NAGALAND UNIVERSITY
HEADQUARTERS: LUMAMI

School of Management

Department of Management

Certificate

This is to certify that Mr/Ms. Imsulemla bearing Roll No. NU/MN/Ph.D-01/18 has completed successfully Ph.D Course Work in Management for one semester in the year 2018-19 and secured 8.5 CGPA with Grade A+.

Head

Department of Management

Date 17/5/2019

Asst. / Deputy Registrar (Examination)

Date _____



नागालैण्ड विश्वविद्यालय
NAGALAND UNIVERSITY

(संसद द्वारा पारित अधिनियम 1989, क्रमांक 35 के अंतर्गत स्थापित केंद्रीय विश्वविद्यालय)
(A Central University established by an Act of Parliament No.35 of 1989)

मुख्यालय : लुमांगी, जिला : जुन्हेबोटो (नागालैण्ड), पिनकोड - 798627

Hqrs : Lumami, Dist. Zunheboto (Nagaland), Pin Code - 798627

वेबसाइट / Website : www.nagalanduniversity.ac.in

NU/AC/Ph.D-311/2022- 369

Date: 27/04/2022

To,

The Dean,
School of Management,
NU, Kohima Campus, Meriema.

Sub:- Ph.D. Registration-reg.

Madam/Sir,

With reference to the subject cited above, the undersigned is directed to convey that Ms. Imsulemla has been registered for research work leading PhD degree under Nagaland University as detailed below:

- | | |
|---------------------------|--|
| 1. Name of the Supervisor | : Dr. Manoj E. Prabhakar |
| 2. Department | : Management |
| 3. Registration No. | : PhD/MNG/00311 |
| 4. Date of Registration | : 29/08/2018 |
| 5. Topic of Research | : A Study on Work Life Balance of 15 th Nagaland
Armed Police (IR) Mahila Battalion, Chumukedima |

The Scholar has to deposit the fees regularly in time and produce Clearance Certificates of Library/Laboratory/ Finance Section at the time for submission of thesis.

Yours faithfully,

(VEKHOYI TETSEO)

Deputy Registrar (Acad.)

Date: 27/04/2022

NU/AC/Ph.D-311/2022-

Copy to,

1. The Secretary to VC, NU, Lumami for information of the VC.
2. The Controller of Examinations, NU, Lumami for information.
3. The Head, Dept. of Management, NU, Kohima Campus, Meriema for information.
4. Prof. Dr. Manoj E. Prabhakar, Dept. of Management, NU, Kohima Campus, Meriema for information.
5. The Deputy Librarian NU, Lumami for information.
6. The Scholar concerned for information to collect Registration Certificate from the Academic Section NU, Lumami.
7. Office file.

Deputy Registrar (Acad.)

NAGALAND
नागालैण्ड



UNIVERSITY
विश्वविद्यालय

Sl.no. 00311

(A Central University Established by the Act of Parliament of India 1989)
(भारत के संसद द्वारा पारित अधिनियम 1989 के अन्तर्गत स्थापित केंद्रीय विश्वविद्यालय)

Headquarters: Lumami मुख्यालय: लुमामी

Ph.D. Admission cum Registration Certificate

This is to certify that

Mr. / Mrs. / Ms. Imsolemla has been registered for

research works leading to the Degree of Doctorate of Philosophy in Nagaland University

Under the Supervision of Prof. / Dr. Manoj E Prabhakar

Co-Supervisor Prof. / Dr. _____

Department of Management

His / Her Registration number is PhD/MNG/00311

With effect from 29/08/2018

Date 21/8/2023



Dy. / Asst. Registrar (Acad)
Deputy Registrar (Acad)
Nagaland University
Headquarters : Lumami