

Work Life Balance, Job Performance and Life Satisfaction among Police Officers

Humma Ghalib

Department of Psychology, International Islamic University Islamabad

Dr Mussarat Jabeen

Department of Psychology, International Islamic University Islamabad

Dr. Summaira Naz

Department of Psychology, Hazara University

Dr. Mussarat Jabeen Khan

Lecturer Dept of Psychology, International Islamic University Islamabad

mussarat.jabeen@iiu.edu.pk

Abstract

The present study was conducted to scrutinize the effect of work life balance and job performance on life satisfaction among Police Officers. The main objectives of the study were to examine the impact of work life balance and job performance on life satisfaction among Police Officers of two districts Attock and Rawalpindi on the basis of demographic variables like, gender, marital status, districts and designation. Purposive sampling technique was used to collect data. The sample comprised of 150 Police Officers (50 females and 100 male) had been taken from two districts of Punjab province. Correlation, t-test and regression analysis were used to test the hypotheses. Results of correlation analysis showed that job performance, life satisfaction and work life balance were positively correlated with each other. Results of regression analysis showed that work life balance and job performance were significant predictors of life satisfaction. t-test indicated significant difference among male and female police officers on job performance. A significant difference with respect to designation of police officers on life satisfaction declared that high designated police officers scored higher on life satisfaction than low designated police officers, while non-significant difference was shown among single and married police officers on study variables. Further significant differences with respect to districts of Punjab Police Officers on work life balance, job performance and life satisfaction were obtained. The Rawalpindi district Police officers scored higher on work life balance, job performance and life satisfaction than Attock district Police Officers.

Keywords: Job performance, Life satisfaction, Work life balance

Introduction

The police force is under severe work load. This workload usually decreases the level of job performance, life satisfaction and considered unrewarding for the police and due to this, low job performance, insufficient wages and disrespect from the society are the major stressors which police employees are facing. Due to job burden they are facing many problems and neglecting their non-work roles so satisfaction in life is getting very far away from them. There is a need to consider this important issue by higher authority in the Police department. In the present day with growing demands at work, set the crossing point between work life and personal life demands (Thriveni & Rama, 2012). “Life is like riding a bicycle”, it is a saying by the great gleaming scientist Albert Einstein, one must keep moving to keep balance while riding if there is an imbalance and the rider is incapable to control, he may fall down (Andreasen, 2007). This is factual for all employees who are stressed with work life balance issues particularly for women workers who mug many challenges mutually at work place and home. The consequences are hazardous and serious if they are incapable to maintain the balance. Working professionals are struggling to manage their career and lives considering work-life balance as a severe issue. A tactic that the new-age employers are aiming at is a vigorous balance. Research findings show that Work-Life Balance Programs help employees to handle their family and work better. There are fewer limitations between employee work and non-work lives. Today, it has become complex to classify that what life is and what work is? “Work”, in today’s picture has no permanent timing and place; young professionals work away from what they preferably should and make every effort even at the price of their physical wellness to meet targets (Yun, Hwang, & Lynch, 2015; Abid & Hussain, 2019).

The persuade of work life balance and job satisfaction on organizational commitment of health sector workers were accompanied by college royal commission in kingdom of Saudi Arabia. The relationship among work-life equilibrium, job satisfaction and organizational assurance was found to be significant. The analysis of linear regression proved 37% variance in organizational commitment and job satisfaction is accredited to work-life equilibrium (Akhtar & Azeem, 2014; Moazzam, Awais, Khan, Khan, & Hassan, 2018). Employee performance was defined as mutual output and addition of effort of employees to achieve the specific goals given by an organization perspective time. Whole performance referred to accomplishment of responsibilities with respect to process, results, relevancy and success. Employee performance demonstrated the improvement in production by perfect use of new technology with the help of highly

aggravated employees (Al-Omari, Alomari, & Alja warneh, 2020; Nawaz & Awais, 2018).

Life satisfaction is an optimistic guesstimate of the state of affairs of the life, a conclusion that at least on balance; it calculates constructively in opposition to your prospect or standards (Palgi & Shmotkin, 2010). Life satisfaction has customarily been viewed not as precursor of the important variables but as an effect. In research requisites it had been treated about entirely as a dependent rather than independent variable (Aguirre et al., 2012).

Literature Review

Workplaces that allow time for employee recovery and prop up employee are part of creating a sustainable workforce. But in the work setup where employees are fatigued (often physically, mentally, and emotionally), and become burned-out, sarcastic (have negative attitudes about the job), and be deficient in efficacy. Counting work overload (indefensible workloads with no opportunities for healing) are some of the causes of work place burnout. It directly influences job performance and life satisfaction of a person (Yucel, 2017). Researches had exposed that work life imbalance is positively related to the stress associated aspects like anxiety, depression, overtiredness and be exhausted and negatively related to the kin satisfaction, job satisfaction, wellbeing and life satisfaction (Taşdelen-Karçkay, & Bakalim, 2017)

Current modifications in the socio-economic situation have brought to light the significance of work-life balance. Salaried jobs are to a great extent in demand now a day as compared to what it was a decade past. In search of regular income and enhanced standard of living, youth are migrating to the cities. The joint family business system too has seen a striking change over the years. Stay-at-home mothers are no more a practice, the income they bring home is precious and central in most families. Families, today, understand the value of each individual's work-life and distinguish their efforts. They respect each other's responsibilities and priorities at work. Managing private life and work involves in numerous challenges, proper time management and scheduling (Pattusamy, & Jacob, 2016)

Healthier the balance, happier the families. However, there is a reverse to this happy story too. Individuals holding fascinating designations and heavy pay cheque have something more in their long work hours, exhausting daily schedules, upsetting deadlines added to low esteem, unreasonable shift timings, relationship issues, frustrations about children and home. They have plunged into the fallacies of income, corporate career and lifestyle, sacrificing their emotional wellness and health. Organizations across the world are pressurizing more their employees and challenging them to bring the best (Choi, et.

al., 2017). They are focusing more on inspiration and acknowledgment of employees to augment output. Advances in technology have made work-life balance more multifaceted. Employees are likely to be available 24/7 with the usage of mobile phones, data cards, internet connectivity, and text messaging. This makes compartmentalizing personal life and work place (Loewe et.al., 2013).

Human being is an objective creature constantly calculating his life situation. Life satisfaction can be foundation of a feeling or self-worth as it gives sense to one's life. The word "life satisfaction" is rip into two words-life and satisfaction (Lambert, 2000). A balanced life extensively contributes to subjective comfort, contentment in life, and life satisfaction. In the framework of Pakistan, police personals are facing diverse challenges due to the critical working conditions at workplace and department working conditions are more shielding for the male needs and interest (Asghar & Mohammad, 2013). Policing is believed to be a male dominant profession usually. An anthropological study on women of Islamabad who work as police officers was conducted by Aslam, Shumaila, Azhar, and Sadaqat (2011). These female officers faced various social, personal, and psychological dilemmas because of abundant causes, as well as inadequate transportation services. Moreover, they were fewer in number and new induction has also been banned. Prejudiced behaviour by lower and higher designated Police officers had also been observed among them. Besides this, the woman as a police officer is unskilled of making self-governing decisions in time because of their reliance on male seniors.

Work-life balance is predominantly essential for the achievement of organization. Demonstration of good performance when achieve incentives results in satisfaction, feelings of self-efficacy and mastery (Ode-Dusseau, Britt & Bobko, 2012). Bennett and Robinson (2000) explored the issues focused by being women's multiple roles like paid worker, better half, mother and the balance of rewards were linked to psychological distress. A survey was designed in foundation university of Pakistan for analyzing the depressive attitudes, anxious symptoms and stress in the police officers of Khyber Pakhtunkhwa, Pakistan (Hussain, 2014). That survey incorporated 315 accessibly chosen police officers of the multiple districts of Khyber Pakhtunkhwa. Depression Anxiety and Stress Scale (Lovibond & Lovibond, 1995) was used for data collection. It revealed that the police officers supplemented by exceedingly chronic levels of anxiety had elevated levels of stress and depression.

Significance of Study

With special reference to the easily observable difficulties in the departmental system of the police employees, it was a general belief that the police force was under severe workload. This workload was usually considered unrewarding by the police and reduces

the levels of job performance and life satisfaction among them. Due to this insufficient remuneration and low performance on job, disrespect from the society is the major stressor which police employees are facing. There is no regular system of work time table for both male and female employees in police. Some days their duty timings extended to 16-18 hours but in special occasions like on gusted days they are performing 24 hours duty. Another issue is emergency calls and duties which was also very problematic for police employees. All these timings and duty hour issues are affecting police women more than police men because of their gender role responsibilities in home life are affected badly and making their personal life worst. These kind of long duty hours negatively impact their family and children. The study will suggest the police department to incorporate the services of professional Clinical Psychologists to keep the officers' mental health at adequate levels and addresses all their gender role problems with their profession to develop an organization setting in police stations according to their work roles to enhance their job performance which in turn leads to positive feedback from public to improve their life satisfaction. This study will broader the mind set of police department to address the targeted issues to enhance Pakistani women participation in this department and motivate Pakistani men also to able to feel them the sense of pride and dignity to be a part of representing a well-organized department.

Hypotheses

To achieve the above-mentioned objectives following hypotheses are formulated:

H1: There is a significant positive relationship between work life balance, job performance and life satisfaction among police officers.

H2: Work life balance and job performance predict life satisfaction among police officers.

H3: Male police officers will have high work life balance, high job performance and more life satisfaction than female police officers.

H4: Police officers having high job designation will have high work life balance, high job performance and more life satisfaction than police officers having low job designation.

H5: Police officers of district Rawalpindi will have high work life balance, high job performance and more life satisfaction than Police officers from district Attock.

H6: Married police officers will have low work life balance, low job performance and less life satisfaction than unmarried police officers.

Research Methodology

Cross sectional research design was used in the current study.

Sample

Data collection was done by using the purposive sampling technique. The sample comprised of 150 Punjab Police Officers (50 females and 100 males) had been taken from two districts of Punjab province. The districts included Rawalpindi and Attock district. Important demographic variables such as marital status, gender and job designation were considered during selection of sample. Participants were from different designations of Police department such as lower designation includes constables, assistant sub inspector, sub inspector and higher designation such as station house officer and inspectors.

Table 1: *Demographic characteristics of Police Officers (N=150)*

Variables	Categories	F	%
Gender	Male	100	66
	Female	50	33
District	Attock	79	53
	Rawalpindi	71	47
Marital Status	Married	57	62
	Single	93	38
Designation	Higher	69	46
	Lower	81	54

Table 1 shows frequency and percentages of demographic variables among police officers.

Instruments

Satisfaction With Life Scale. Diener, Emmons, Larsen, and Griffin (1985) designed a scale in order to analyse the extent of satisfaction of a participant's life. It is a 5-item scale used to measure globally one's life satisfaction. It is a 7-point scale which ranges from 1 to 7 points. 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree nor disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. The participants indicated by responses that how much they disagree or agree with each of the 5 items. The coefficient alpha for the scale has ranged from .79 to .89 indicating high internal consistency of the scale.

Work Life Balance Checklist. Daniels and McCarragher (2000) developed the checklist manual for the Industrial Society and the guidelines to check oneself with the manual for assessing balance between work and family. For interpreting the response according to guidelines of the checklist manual a person that ticked mostly "A" it declares that he had been already under considerable stress by imbalance of work and life. Ticked mostly "B" stated that the respondent was not overall satisfied with his work life balance but is in a managed position that not let the situation get out of control. So, by responding mostly "C" claims that one has organized the priorities in work life balance.

Goodman And Svyantek (1999) Job Performance Scale. This scale was originated by Goodman and Svyantek (1999) consisted of 25 items which are covering three dimensions of Job Performance, i.e., Altruism, Conscientiousness and Task Performance. Out of the total 25 items the first 16 items were covering the dimension of contextual performance while last 9 items were associated to the task performance. It is a seven-point Likert scale ranged from "1=strongly disagree" to "7=strongly agree". The Cronbach's alpha coefficient for each subscale was from .81 to .83.

Procedure

This study was conducted to study work life balance, job performance and life satisfaction among Police Officers. In order to collect data on desire variables researcher had visited different Police stations in District Attock and Rawalpindi of Punjab Province respectively and collaborated with authorities to take permission. The researcher went to the district police officer Attock and City Police Officer Rawalpindi to take permission for collection of data. Police officers were briefed about the purpose of study. For ethical considerations informed consent was collected from the Police Officers. Researcher had ensured them of complete confidentiality. Issues of secrecy had also made clear to them.

Participants were assured that the information obtained from them will be remained confidential and it will be utilized for research purpose only. After establishing a satisfactory level of rapport, the demographic information had been collected from the participants. This information did not include their identities. All the scales were administered. After data collection, the data was statistically analyzed in order to test the hypotheses.

Data Analysis

Descriptive and Cronbach alpha reliability were computed to assess normal distribution of data and reliability of the scales. Correlation matrix was computed to see the relationship between studied variables. Regression analysis was conducted to determine the effect of work life balance and job performance on life satisfaction among police officers. t-test was used to analyze differences (gender, marital status, designation, district area) on studied variables. All statistical analyses were performed using Statistical Package for Social Sciences (SPSS 21).

Results

Table 2: Psychometric properties of scales used in current study (N=150)

Variables	N	M	SD	α	Range		Skewness	Kurtosis
					Actual	Potential		
Satisfaction With Life Scale	150	71.8	7.31	.72	12	30	-.46	.21
Work Life Balance Checklist	150	19.3	5.80	.80	9	32	.13	-1.01
Job Performance Scale	150	23.4	3.61	.67	50	90	-.16	.15

Table 2 shows reliability of work life balance, life satisfaction and job performance. All scales are having strong internal consistency.

Table 3: Correlation Coefficients of Work Life Balance, Job Performance and Life Satisfaction among Police Officers (N=150)

Variables	1	2	3
1. Work life Balance	-	.23**	.63**
2. Job Performance	-	-	.51**
3. life Satisfaction	-	-	-

Note **p<.01

Table 3 indicates correlation between work life balance, job performance and life satisfaction among police officers. There is significant positive relationship between work life balance, job performance and life satisfaction.

Table 4: Regression Analyses Predicting life satisfaction from work life balance and job performance (N=150)

	Life Satisfaction			
	Model 1	Model 2	95% CI	
	β	β	UL	LL
Constant	12.61*	13.42*	16.43	8.77
Work life balance	.71**	.74**	.85	.57
Job performance	.13*	.21*	.17	.09
R ²	.26.	.40		
F	65.09**	52.85**		
ΔR^2		.14		
ΔF		12.24		

*p < .05, **p < .01.

Table 4 shows the effect of work life balance and job performance on life satisfaction. There are two predictor variables (work life balance and job performance) which have an effect on outcome variable (life satisfaction). Work life balance and job performance are explaining 26% to 40% variance in life satisfaction.

Table 5 indicates significant differences among male and female Punjab Police officers on job performance. The mean score shows that female police officers have high job performance ($M=94.64$, $SD=3.37$) than male police officers ($M=90.54$, $SD=7.04$). Whereas, there is non-significant difference between male and female police officers on work life balance and life satisfaction.

Table 5: Mean, Standard Deviation and t-Value of Male and Female Police Officers on Work Life Balance, Job Performance and Life Satisfaction (N=150)

Variables	Male (n=100)		Female (n=50)		t(df)	p	95% CI		Cohen's d
	M	SD	M	SD			LL	UL	
	Work life balance	26.93	1.55	27.30			1.30	1.43	
Job performance	90.54	7.04	94.64	3.37	3.87	.01	-6.19	-2.01	0.74
Life satisfaction	31.79	1.83	32.32	1.26	1.83	.05	-1.10	.040	0.33

Table 6: Mean, Standard Deviation and t-Value of High and Low Designation Police Officers on Work Life Balance, Job Performance and Life Satisfaction (N=150)

Variables	Low Designation (n=81)		High Designation (n=69)		t(df)	p	95% CI		Cohen's d
	M	SD	M	SD			LL	UL	
	Work life balance	26.85	1.51	27.28			1.43	1.80	
Job performance	91.75	6.57	92.08	6.22	.318	.76	-2.41	1.74	-0.05
Life satisfaction	31.75	1.90	32.21	1.34	1.69	.01	-0.917	-0.011	-0.27

Table 6 indicates significant differences between high and low designation police officers on life satisfaction. The Police Officers at high designation scored higher on life satisfaction ($M=32.21$, $SD=1.34$), as compared to mean scores of police at low designation ($M=31.75$, $SD=1.90$) while non significant difference is shown among police officers on work life balance and job performance with respect to designation.

Table 7: Mean, Standard Deviation and t- Value of Rawalpindi and Attock Police Officers on work life balance, job performance and life satisfaction (N=150).

Variables	Rawalpindi		Attock		t(df)	p	95% CI		Cohen's d
	M	SD	M	SD			LL	UL	

Work life balance	27.08	1.18	27.02	1.75	.218	.100	-.42	.53	0.04
Job performance	93.02	3.97	90.78	8.00	2.17	.010	.20	4.2	0.35
Life satisfaction	32.25	1.23	31.68	2.00	2.11	.000	.03	1.1	0.34

Table 7 indicates significant difference between police officers belonging to different districts on job performance and life satisfaction. The Rawalpindi district officers scored higher mean on job performance ($M=93.02$, $SD=3.97$) as compared to mean score of Attock District police officers ($M= 90.78$, $SD=8.00$) and the mean score on life satisfaction shows higher life satisfaction in Rawalpindi Police officers ($M=32.25$, $SD=1.23$) as compared to Attock District police officers ($M= 31.68$, $SD=2.00$). Whereas, mean score on work life balance shows non-significant difference between Rawalpindi and Attock police officers.

Table 8: Mean, Standard Deviation and t- Value of single and married Police Officers on work life balance, job performance and life satisfaction ($N=150$).

Variables	Single		Married		$t(df)$	P	95% CI		
	M	SD	M	SD			LL	UL	Cohen's d
Work life balance	27.31	1.50	26.84	1.45	1.93	.63	-.01	.94	0.13
Job performance	92.35	7.44	91.54	5.42	.77	.45	-1.2	2.8	0.12
Life satisfaction	32.11	1.79	31.84	1.58	1.00	.71	-.26	.82	0.15

Table 8 indicates non-significant difference between single and married police officers on work life balance, job performance and life satisfaction.

Discussion

The present study aimed to examine work life balance, job performance and life satisfaction among police officers. Sample comprised of police officers taken from district Rawalpindi and Attock.

H1: There is a significant positive relationship between work life balance, job performance and life satisfaction among police officers.

The result showed that work life balance, job performance and satisfaction of life are positively interlinked with each other. Many theoretical explanations support this relationship which explains that equilibrium in life and occupation is vital for a person's psychological calm, and that satisfaction, overall trade of high self-esteem and harmony be regarded as elements of a joyful balance between work and family roles in one's life (Singh & Khanna, 2011). A study conducted in USA explored the association of work family balance and life standard among professionals of the department of public accounting. Results revealed the positive correlation among work family balance, quality of life, work roles and addressed that work family balance is tied with life quality (Greenhaus, Collins, & Shaw, 2000).

H2: Work life balance and job performance predicts life satisfaction among police officers.

Regression analysis was done to measure the impact of work life balance and job performance on life satisfaction in present research. The result of regression analysis showed that work life balance predicted life satisfaction. According to past researches it is noted that work and life are linked with each other. Research on 163 employees with nuclear family recommended that relationship of work and family have a significant impact on job and life satisfaction and with this relationship the contribution level the worker assigns to work and family roles is linked (Adams, King, & King, 1996). Further the impact of job performance on life satisfaction was found. The result reveals that there is a significant impact of job performance on life satisfaction. The literature supported this assumption as in the research conducted on dentists more specifically examined that burnout/work engagement leads to life dissatisfaction. The results revealed that exhaustion in the occupational settings result in depressive symptoms and life dissatisfaction and it declared that job burnout has unique, incremental impacts on life satisfaction and depressive symptom (Sundaram & Kumaran, 2012).

H3: Male police officers will have high work life balance, high job performance and more life satisfaction than female police officers.

In addition, the t-test analysis was done to assess the difference of mean between male and female police officers on work life balance, job performance and life satisfaction. The results indicated that there were significant gender differences on job performance but non-significant difference on work life balance and life satisfaction. The results of the study were like comparable to the previous literature. Conflicts that are distinctive with gender do not have great collision on the employee's performance. Another study targeted the effects of work life conflicts on employee performance. (Chaudhry, Malik, & Ahmad, 2011). A sample of 130 employs was chosen from the National Database and Registration Authority (NADRA). Statistical analysis was used to analyze the impact of

marital status and gender on the work life problems of employees. The results indicated that gender had non-significant effect on conflicts of work and life. Significant differences in job performance reveals that women reported higher job performance than man may be explained by a cultural and societal aspect that the police department is basically a male dominated department so women have a pressure upon them to fulfil the job demands. And due to this their performance meets this criterion.

H4: Police officers having high job designation will have high work life balance, high job performance and more life satisfaction than police officers having low job designation.

The result of t-test revealed significant differences in designation among Police Officers in life satisfaction while non-significant differences in work life balance and job performance. The results indicated that higher designation is linked to more life satisfaction. Qualitative research conducted among police officers stated that two chief stressors which were found during taking interviews with officers of different designations are scarcer commenced and disregard from the society (Hussain, 2014). It may be depicted our societal and cultural demands that in our society rank and grade is the symbol of dignity and honour and in turns relates to life satisfaction. While non-significant differences of both higher and lower designated Police Officers in work life balance and job performance is supported by a past research in which sub-inspectors and constables declared that due to wild 24 hours duty, criminal dealings and societal work they were not leading a proper personal life. It was assured by them that they do not consume time with their families. Moreover, to save the police workers the security management made was not adequate enough, for which they ever are in apprehension and endangered and it affects their performance and life roles (Adnan & Mohyuddin, 2009).

H5: Police officers of district Rawalpindi will have high work life balance, high job performance and more life satisfaction than Police officers from district Attock.

The result of t-test analysis also revealed significant differences among police officers of district Rawalpindi and Attock on job performance and life satisfaction while non-significant differences on work life balance. Rawalpindi district officers scored higher mean as compared to mean score of Attock district on job performance and life satisfaction. With special reference to Pakistan, it is mentioned here by that there are a lot of facilities and opportunities for workers and employers in big cities because there are many incentives as compared to a small city, so culturally and socially it is depicted that police officers working at District Rawalpindi has many opportunities, so they feel satisfaction and perform job well as compared to Attock district.

H6: Married police officers will have low work life balance, low job performance and less life satisfaction than unmarried police officers.

The result of t-test revealed non-significant differences among single and married Police Officers in work life balance, job performance and life satisfaction. This result was related to previous studies as anthropological research was conducted on females who work as police officers in the capital city (Adnan & Mohyuddin, 2009). This research focuses the problems of married and unmarried women that are working in Police department. The women police, especially married often had problems on a daily basis who reside with their families because they had no conveyance facilities. After discharge of their duties, they often get late furthermore, their late arrival most probably results in conflict between spouse and in laws. In addition, married policewomen with children have not pay concentration on the assign tasks. In addition to this the lack of schedule of duties is observed with emergency duties.

The unmarried police women also reported destructed personal and private life. The staffs at the women's police station were compromising a chaotic life, as it was protest by most of them due to frantic routine, 24 hours duty and far away from home and relations. Violanti (2004) has stated that a key to lessen police officer stress is to create "improving flexibility for giving space to the police officers' occupational, public, and family needs". This may be explained by the aspect that in police department there is no role distinction among male and female. Female have to perform duties like male and if they are married or un married they both have less time to socialize or for their private or personal life.

Conclusion

The analysis of results declared that all the variables were positively correlated with each other. Results showed that work life balance and job performance both predicted life satisfaction. The results indicated significant differences on job performance among male and female police officers. The result of t-test showed that police officers of Rawalpindi district scored higher on job performance and life satisfaction as compared to police officers of Attock district. This study broader the mind set of police department to address the targeted issues to enhance flexibility in work management to enhance Pakistani women participation in this department. This can also result in feeling the sense of pride for males also to be a part of representing a well-organized department instead of getting disrespect from society. The findings can imply that acquiring work life balance might hold the opener key to higher job performance and life satisfaction, and eradicates negative perception of society towards Police department in Pakistan.

Recommendations

Limited participants with different designations were chosen from two districts because of so busy schedule of Police department, so it was recommended to include other districts and provinces for future research. In future studies data can also be taken from

field working Police Officers and Police Officers working in Official settings in order to gain better understating and effects of variables among different settings. It is recommended that a broad spectrum of age and education should be also taken.

Implications

This study will have important implications for Pakistan Police department to make sure to assess their officers work life balance in spite to take account of measuring their work life conflict. Police department by impending work life policies must invest in promoting work life balance, like the working hours flexibility, and by taking on an accommodating culture that motivate employees. Married Police officers had many impacts on their marital life with a range of work stressors on marital satisfaction. Upon which the major stressor is work family conflict like most of the stressors crushed over into marital satisfaction via job exhaustion and its consequences on psychosomatic health. Work family conflict and time pressure had a stronger effect than other stressors such as leader relations and job insecurity both job and marital distress and family work conflict had adverse effects on mental health.

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