

Assessing the Role of Organizational Support and Job Satisfaction in Mitigating Work-Life Imbalance Among Gazetted Police Officers

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Abstract

The police profession entails significant obligations and prolonged work hours, which increase stress levels and affect officers' health. Police officers engage with various entities and make instantaneous, life-altering judgments, which exert pressure on their physical and psychological health. The police officers face challenges achieving work-life balance due to the demands of round-the-clock duties. The study examines the relationship between organizational support and work-life balance and the mediating role of job satisfaction in this relationship. Gazetted police officers working in the State of Karnataka were the population of the study. Using a sample of 242 officers determined through the Krejcie and Morgan formula and proportional quota sampling method, data were collected via a standardized questionnaire and analyzed using SPSS PROCESS MACRO. The findings reveal that organizational support positively impacts work-life balance, with job satisfaction serving as a partial mediator. Supportive programs, policies, and promotional opportunities within the police organization enhance job satisfaction, which, in turn, contributes to achieving work-life balance. The study underscores the critical role of organizational support in promoting the work-life balance and job satisfaction of gazetted police officers, emphasizing the need for targeted interventions to have work-life balance. Study suggests implementing the programs and policies like flexible work schedules, family friendly policies and addressing understaffing for work-life balance of gazetted police officers.

Keywords: Gazetted Police Officers, Job Satisfaction, Organizational Support, SPSS Process Macro, Work/Life Balance.

Introduction

Work-life balance is a complex issue that has received considerable focus across multiple fields in the last twenty years. It entails regulating the allocation of time and energy between professional and personal spheres to attain a balanced life. Work-life balance is the equilibrium between professional obligations and personal life, encompassing family and recreational pursuits. The domain of work-life balance has considerably broadened, with research predominantly emerging from the United States, the United Kingdom, and Australia. It has developed into a multidisciplinary field, encompassing gender roles, family dynamics, employment stability, and flexible work schedules (1). Research on work-life balance in higher education has underscored issues related to job satisfaction, career progression, and institutional demands, which are essential for enhancing educators' well-being (2). Cultural influences profoundly impact work-life

equilibrium. In Bali, this underscores harmony with oneself, others, and the environment. This cultural viewpoint emphasizes support from organizations in attaining equilibrium in work and life (3). Although work-life balance is a frequently addressed subject, its execution continues to be problematic due to cultural settings. The continuous advancement of work-life balance research indicates a necessity for more inclusive and culturally attuned methodologies to meet the varied requirements of individuals across numerous sectors and geographies. Policing encompasses an intricate interaction of reactive and proactive techniques, wherein police manage organizational requirements and societal expectations (4). Policing encompasses the maintenance of public order, law enforcement, criminal prevention, and community engagement, especially during disasters such as the coronavirus pandemic (5-8). Traditionally, law enforcement

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functions as the principal state entity for conflict intervention, frequently addressing violent situations and apprehending persons to uphold civil order, pursue justice, protect individual freedoms, and mitigate social costs (5, 8). The police have a vital role in regulating collective disorder, as their response might affect the probability of riots or unrest (6). Effective policing necessitates comprehending the prevailing social dynamics and implementing measures that harmonize enforcement with community engagement (6). The police must navigate intricate situations, protecting public safety while cultivating trust and collaboration among residents to alleviate tensions during difficult periods (6). Police officers encounter stress due to their occupational situations. This profession is considered as one of the most demanding due to irregular extended hours and the intrinsic nature of the work, negatively impacting police officers' mental and physical health (9). Owing to the demands of their professions, they are anticipated to maintain composure in all situations, even when faced with life-threatening risks (10). All of this impacts the physical and mental well-being of police officers, resulting in an imbalance between their work and personal lives. Police officers must be psychologically and physically fit, and maintaining work and life balance is crucial as it improves overall well-being. Work-life imbalance correlates with heightened anxiety and depression symptoms, potentially worsening mental health concerns among police officers. A mismatch between work and life can result in long-term adverse impacts on physical health (11). It can also result in cognitive deterioration, impairing attention, concentration, learning, and memory. This cognitive impairment can obstruct police officers' capacity to execute their responsibilities efficiently. In light of the aforementioned reasons and supporting evidence, it is imperative to assess the work-life balance of gazetted police personnel, utilizing the conceptual framework proposed by D. S. for this study (12). The literature indicates a necessity for research on work-life balance among gazetted police officers (13).

Work/Life Balance

Work-life balance has become a significant aspect of daily existence (14), recently evolving into a crucial symbol of personal well-being and satisfaction. (14). WLB garnered significant

academic attention during the 1980s and 90s due to the inflow of a women into workforce (15). Work-life balance is crucial for enhancing workplace health and maintaining employees' physical and mental well-being in the long run (15). WLB denotes the attainment of harmony between professional and personal spheres and an individual's ability to fulfil obligations in both realms (14, 15). The significant rise in dual-career families and single parents and a decline in sole breadwinners have augmented the overall duties associated with job, family, and household management (16). The augmentation of tasks has disrupted work-life balance and heightened conflict between roles among employees (14). Balancing professional and personal responsibilities is essential in contemporary life, and achieving this balance leads to role conflict. Role conflict occurs when an individual cannot reconcile two or more simultaneous pressures (14).

The literature demonstrates the predictive value of social support from coworkers, supervisors, and family, alongside the importance of a family-supportive organizational culture, emphasizing the social, dynamic, and interactive aspects of psychosocial phenomena that may improve work-family balance and mitigate conflict (17). Furthermore, managers and colleagues support assist individuals in attaining an improved work-life balance (17). Establishing a culture of trust that respects employees' non-work obligations also enhance their work-life balance and this is very important in organization (17). The determinants of work-life balance, including working hours and organizational support, continue to evolve through the work-life balance policies established by organizations (15). For example, increased organizational support facilitates the attainment of improved work-life balance (15). Organizational support can be expressed as encouragement and aid to the staff (15). Work-life balance policies and procedures are typically formulated to alleviate work-life conflict and assist or recompense employees striving for improved work-life equilibrium (17). Organizations have used flexible scheduling, adaptable leave policies, and educational support, to enhance employees' quality of life (15). In addition to the support of the above measures, remuneration policies can also improve perceptions of job satisfaction and work-

life balance. Non-monetary compensation augments job satisfaction more than monetary compensation (17, 18). Extended working hours can lead to employees spending less time with their families, which can have detrimental effects on work-life balance. This highlights the need for a balanced work schedule for police officers. Due to the increasing demands of daily life, police officers are at risk of experiencing inadequate work-life balance (19). This imbalance can lead to deteriorating health, as employees often experience reduced sleep and increased stress levels. In the light of the above-mentioned facts, it has become evident to assess the work-life balance of gazette police officers in the presence of organizational support.

Organizational Support

Organizational support is essential for improving work-life balance by equipping employees with the requisite resources and environment to achieve their professional and personal obligations adeptly. Work-life balance, therefore, impacts employee well-being, commitment, and performance. Numerous studies have examined this relationship across several industries and contexts, accenting the significance of supportive policies and practices. Organizational support, encompassing family-friendly policies and support from supervisors and coworkers, has positively affected the work-family balance and job satisfaction, resulting in enhanced employee well-being and organizational commitment (20, 21). The balance between work and family, when enhanced by organizational policies, can significantly improve job engagement and productivity (22). By addressing employees' socio-emotional needs and fostering a supportive workplace culture (17). Enhancing the accessibility of work-family policies and fostering a supportive culture enables organizations to improve employee well-being, promote the integration of work and family roles, and alleviate work-family conflict (17). The research demonstrates that this link is essential for good human resource management and should emphasize organizational assistance to enhance job satisfaction and work-life balance outcomes (20). Organizations should use supporting measures to cultivate a healthy work environment, hence enhancing employee satisfaction and productivity. This relationship emphasizes the

significance of organizational aid in attaining work-life balance. The significance of organizational support in mitigating job burnout and enhancing employee well-being, specifically during difficult times like the COVID-19 pandemic, is evident (23). The examined literature demonstrates that efficacious organizational interventions, including counseling services and flexible work arrangements (24). These strategies not only alleviate imbalance but also improves overall job satisfaction. Organizational support significantly augments job satisfaction, thereby reducing turnover intention in the organization and increasing work-life balance (25, 26). The research indicated that both organizational support and the availability of work-family policies (WFP) significantly affect employee job satisfaction, with organizational support exerting a more pronounced influence (27). The study revealed that elevated levels of organizational support were associated with increased job satisfaction among employees (28). Therefore, cultivating a supportive workplace is essential for improving employee work-life balance and job satisfaction. Research demonstrates that organizational support substantially impacts work-life balance by facilitating individuals' efficient management of their professional and personal obligations. Diverse support mechanisms from organization, including flexible work arrangements and managerial endorsement, augment employees' capacity to attain a satisfying equilibrium, resulting in enhanced work-life balance and job satisfaction.

Job Satisfaction

Job satisfaction is essential for police officers since their work is inherently demanding, requiring significant commitment, perseverance, and professionalism. Numerous studies have underscored the role of job satisfaction in preserving officers' mental health, enhancing job performance, achieving work-life balance, and decreasing turnover rates. Law enforcement personnel often face stressful and potentially traumatic situations that can affect their mental well-being. The research has suggested that police with higher job satisfaction are less likely to experience symptoms of depression, anxiety, and burnout (29). Job satisfaction can improve their coping strategies, thereby reducing the emotional burden of their work. The research has found a

positive link between job satisfaction and performance among police officers (30). This suggests that higher satisfaction levels can improve decision-making, increase productivity, and foster better community relationships. Officers who feel respected and content are better equipped to handle the challenges of law enforcement. Job dissatisfaction is a key predictor of turnover intentions among police personnel. By enhancing job satisfaction, departments can reduce the attrition rates of officers leaving the force prematurely. This, in turn, fosters a more stable and experienced police staff. Research conducted by Paoline and Gau indicated that officers exhibiting elevated job satisfaction were less prone to wrongdoing and more inclined to foster positive interactions with individuals, enhancing public trust in law enforcement (31). Moreover, officers with elevated job satisfaction are more inclined to indicate an improved equilibrium between their professional and personal lives. Job satisfaction correlates with reduced work-related stress, enhancing family and personal well-being (32). Job satisfaction is inversely correlated with work-family conflict among police officers (33). Police officers experience satisfaction when they find contentment in their employment, receive adequate compensation, encounter a controllable workload, have a positive attitude towards their duties, and experience reduced work-family conflict. Officers who are content with their employment exhibit a more significant commitment to their departments, improving team cohesion and fostering loyalty. Job satisfaction is a significant predictor of organizational commitment among police officers, with enhanced satisfaction correlating with elevated team collaboration and morale levels (34). Job satisfaction is important for enhancing work-life balance, mental health, job performance, and retention of police officers, as well as for boosting their public relations and overall morale. Job satisfaction is essential for police officers.

Research Gap

Research on work-life balance has predominantly concentrated on the services sector, especially in education, health, banking, and finance, while African and Asian contexts have been inadequately examined (13, 35). Furthermore, the literature review indicates a want for additional research concerning police officers. This research area has garnered minimal focus within the police sector (13). Researchers have found that work-life balance contributes to workplace dissatisfaction while attaining work-life balance results in job satisfaction. Further investigation is required about the impact of job satisfaction on work-life balance. Rationally, individuals satisfied with their employment are more inclined to attain work-life balance. Job satisfaction contributes to work-life balance. Considering the research gap, it is imperative to investigate the influence of organizational support on the study's variables (13).

Conceptual Model

The conceptual model for the present study is based on Conservation of Resource (COR) theory (36) and Spillover Theory (37). COR theory mentions that resources, such as support systems in both professional and domestic settings, provide essential assistance for individuals to attain their intended goals like job satisfaction. According to spillover theory what occurs at work occurs at home environment. If an employee is not satisfied at work, it may result in strained relationship with family members. This theory establishes correlations between the dynamics of the workplace and the familial environment, suggesting that workplace experiences can profoundly influence behavior and feelings in domestic life. From these theories we have considered organizational support as independent variable and job satisfaction as a mediating variable, in turn influencing work-life balance as shown in Figure 1.

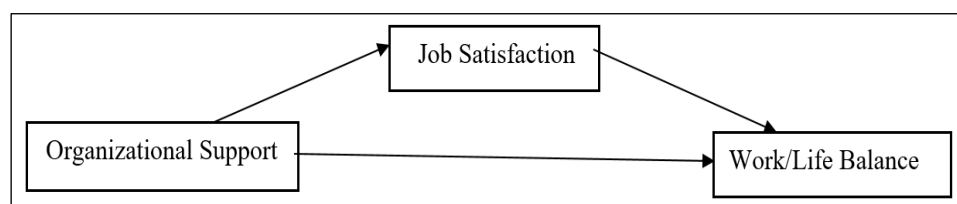


Figure 1: Conceptual Model (12)

Research Questions

- Does organizational support (OS) positively associate with work-life balance of gazetted police officers?
- Does job satisfaction (JS) mediate the relationship between OS and work-life balance of gazetted police officers?

Hypotheses

H₁: Organizational support has a significant and positive influence on job satisfaction.

H₂: Organizational support has a direct and significant and positive influence on work/life balance.

H₃: Job satisfaction mediates (partial/full) the relationship between social support and work/life balance.

Methodology

The study is quantitative in nature and descriptive study is adopted to identify how work-life balance is affected by organization support and job satisfaction. The survey questionnaires were distributed to respondents i.e., gazetted police officers in the state of Karnataka, India. The data were collected between July 2022 and April 2023. Permission has been obtained from the institutional review board of the university to collect the data from the respondents and also from Karnataka state police organization.

Population, Sample Size and Sampling Method

Gazetted police officers working in the State of Karnataka were the population of the study. By using Krejcie and Morgan formula given in 1970, the sample size was determined (38). The minimum sample size required for the present study was 242 gazetted police officers. Proportional quota sampling was used to collect data from all ranks, as it ensured representation based on the proportion of individuals in each rank. Unlike stratified random sampling, this method did not involve random selection. Proportional quota sampling method is a non-probability sampling technique that divides a population into subgroups and picks a representative sample according to their proportions within the population (39). This study initially categorized the population based on

hierarchy to guarantee balanced representation across all ranks. So, proportional quota sampling method was employed (39-41) to ensure proportional representation from each hierarchy. Gazetted police officers include junior, middle and senior level officers and their hierarchy starts from DySP – Deputy Superintendent of Police, Addl. SP – Addl. Superintendent of Police, SP - Superintendent of Police, DIG - Deputy Inspector General of Police, IGP - Inspector General of Police (IGP), ADGP - Additional Director General of Police, DGP - Director General of Police or Special, Director General of Police DG and IGP - Director General and Inspector General of Police.

Measurement Scales

The variables used in this study are work/life balance, job satisfaction and organizational support. Work-life balance scale measuring 15 items with Cronbach's alpha of 0.878 adapted from Hayman (42). Job satisfaction scale with 5 items with Cronbach's alpha of 0.730 was adapted from Daultram B. Lund (43). Organizational support scale was adapted from the study of Eisenberger *et al.* the smaller version of 8 items with Cronbach's alpha of 0.867 (44). All the items were measured on 5-point Likert scale, "strongly disagree" (1point) to "strongly agree" (5point).

Results

Demographic Profiles

We received the responses from 242 gazetted police officers from the population size of 649. The profile of the respondents is represented in Table 1 and it depicts the respondents' demographic profiles namely gender, age, marital status, work experience and number of dependents. The designation of the respondents is masked to protect their identity. In the profile, 97.5% of the respondents are male and 2.5% are female. As for their marital status, 96.7% of the respondents are married and 3.3% are single. As far as their age categorizations are concerned, 46.3% of the gazetted police officers are between 51 and 60 years and 2.5% are between 21 and 30 years of age. Furthermore, 55.8% of respondents have 20 and more years of work experience and 33.1% of respondents have three dependents.

Table 1: Profiles of Respondents (Gazetted Police Officers) ($N = 242$)

Profiles	Categories	Frequency	Percentage
Gender	Male	236	97.5
	Female	6	2.5
Age	21-30 years	6	2.5
	31-40 years	50	20.7
	41-50 years	74	30.6
	51-60 years	112	46.3
	Marital Status	Married	234
	Single	8	3.3
	Separated	0	0
Work Experience	0-5 years	21	8.7
	6-10 years	18	7.4
	11-15 years	32	13.2
	16-20 years	36	14.9
	20 years and more	135	55.8
Number of dependents	0	11	4.5
	1	8	3.3
	2	57	23.6
	3	80	33.1
	4	53	21.9
	5	31	12.8
	6	2	0.8

Necessary Assumptions for SEM

Assumptions to conduct the structural equation modeling analysis (SEM) of normality and collinearity test is necessary. Normality test holds good and results are between the ranges of -2 to +2 (45). Collinearity value and standardized loadings are presented in the Table 2. The standardized loadings for all the items in the study are more than 0.5 which is in the acceptable range (46), if the loadings are 0.7 and higher is considered as highly

acceptable (47). If the composite reliability value is above 0.6 is acceptable and above 0.8 is regarded as highly satisfactory (48). For all the variables in the study AVE (Table 3) is more than 0.5, for work-life balance it is 0.475. According to Fornell and Larcker if composite reliability (ρ_c) is more than 0.7, AVE less than 0.5 can also be accepted (49). The discriminant validity (Table 4) for inter item correlation is less than 0.85 we can say variables are free from multicollinearity problem.

Table 2: Standardized Loadings and Collinearity Statistics

Items	Standardized Loading	VIF (Collinearity statistics)
OS1	0.724	1.638
OS2	0.684	2.832
OS3	0.670	2.878
OS4	0.745	1.797
OS5	0.748	1.090
OS6	0.728	1.718
OS7	0.764	2.637
OS8	0.703	1.707
JS1	0.773	1.594
JS2	0.702	1.505
JS3	0.698	1.421
JS4	0.712	1.575
JS5	0.686	1.531
WLB1	0.617	2.637
WLB2	0.653	2.596

WLB3	0.714	2.204
WLB4	0.703	2.957
WLB5	0.726	3.064
WLB6	0.717	2.192
WLB7	0.587	1.687
WLB8	0.575	1.621
WLB9	0.567	1.974
WLB10	0.542	1.793
WLB11	0.538	1.966
WLB12	0.517	1.534
WLB13	0.692	1.867
WLB14	0.634	1.915
WLB15	0.665	1.800

Table 3: Construct Reliability and Validity

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average Variance Extracted (AVE)
JS	0.762	0.772	0.839	0.511
OS	0.871	0.881	0.897	0.520
WLB	0.882	0.899	0.897	0.475

Table 4: Discriminant Validity Fornell-Larcker Criterion

	JS	OS	WLB
JS	0.715		
OS	0.537	0.721	
WLB	0.469	0.347	0.613

Analysis

Model analysis was done using the SPSS PROCESS MACRO (model 4) one mediator by Hayes (50). It was executed using one independent variable (organizational support), one mediator (job satisfaction), and one dependent variable (work/life balance). The number of bootstrap samples for bias corrected bootstrap confidence intervals was 5,000. The direct effect of the variables in the study are given in Table 5.

H1: Organizational support is positively related to work-life balance.

The direct effect of organizational support has a significant impact on work-life balance of gazetted police officers as p value is less than 0.05 (b = .2976, t = 6.4600, p > .0000). Here this is the Direct effect path (c). H1 is supported.

H2: Organizational support is positively related to job satisfaction.

The direct effect of organizational support has a significant impact on job satisfaction of gazetted police officers as p value is less than 0.05 (b = .2571, t = 8.7859, p > .0000). Here this is the Direct effect path (a1). H2 is supported. The direct effect of both the hypothesis is given in the Table 5.

Table 5: Conditional Direct Effect of Organizational Support on Work-Life Balance and Job Satisfaction

Paths	Coefficients	se	t	p	LLCI	ULCI
OS▼ WLB	.2976	.0269	6.4600	.0000*	.1341	.2294
OS▼ JS	.2571	.0293	8.7859	.0000*	.1994	.3147

Note: OS = Organizational Support, JS = Job Satisfaction, WLB = Work/life balance, SE = Standard error, t = t-statistic, p = p-value, LLCI = Lower limit for confidence level, ULCI = Upper limit for confidence interval. * = Significance at 0.05

H3: Job satisfaction mediates the relationship between organizational support and work/life balance.

Organizational support has a significant impact on job satisfaction (b = .2571, t = 8.7859, p = .0000) this is path a1. Job satisfaction was found to have a significant impact on work-life balance (b = .6706,

t = 5.2255, p = 0.0000) this path b1. The direct effect of organizational support on job satisfaction is positive and significant, also the effect of job satisfaction on work-life balance is positive and significant indicating the individuals scoring high on job satisfaction with organizational support are more likely to perceive work/life balance. In the

model path a1 and b1 are significant so job satisfaction mediates relationship between organizational support and work-life balance as

shown in the figure 2. Table 6 and 7 represents the coefficient and indirect effect.



Figure 2: Mediation of Job Satisfaction (12) and Author’s work

Table 6: Coefficient of Mediation Regression Model

Model Path	Coefficient	se	t	p	LLCI	ULCI
OS▼ JS	.2571	.0293	8.7859	.0000*	.1994	.3147
JS ▼ WLB	.6706	.1283	5.2255	.0000*	.4178	.9234

Note: OS = Organizational Support, JS = Job Satisfaction, WLB = Work/life balance, SE = Standard error, t = t-statistic, p = p-value, LLCI = Lower limit for confidence level, ULCI = Upper limit for confidence interval. * = Significance at 0.05

Table 7: The Indirect Effect of Organizational Support on Work-Life Balance through Job Satisfaction

Effect	BootSE	BootLLCI	BootULCI
JS	.1724	.1055	.2433

Note: OS = Organizational Support, JS = Job Satisfaction, WLB = Work/life balance, SE = Standard error, t = t-statistic, p = p-value, LLCI = Lower limit for confidence level, ULCI = Upper limit for confidence interval

Mediation Analysis

The research evaluated the mediating effect of job satisfaction on the correlation between organizational support and work/life balance. The findings indicated a substantial indirect influence of organizational support on work-life balance via job satisfaction (b = .6706, t = 5.2255, p = .0000), supporting H3. The direct impact of organizational support on work/life balance, with job satisfaction as a mediator, is substantial (b = .2976, t = 6.4600, p = .0000). Consequently, job satisfaction partially mediated the association between organizational support and work-life balance.

The indirect effect is evaluated by non-parametric bootstrapping. If the null hypothesis of 0 lies inside the lower and upper bounds of the 95% confidence interval, the conclusion is that the population indirect effect is 0. The indirect effect is deemed non-zero if zero is excluded from the confidence interval. The indirect impact (IE = .1724) is statistically significant. The 95% confidence interval is (.1055, .2433), indicating that the null hypothesis of 0 lies outside both the bottom and upper limits of the interval. Therefore, we infer that job satisfaction mediates the association between organizational support and work/life balance. Mediation summary is given Table 8.

Table 8: Mediation Summary

Direct Effect (Organizational Support-> WLB)	Relationship	Indirect Effect	Confidence Interval		T Statistics	Conclusion
			Lower Limit	Upper Limit		
.2976	H3: OS -> JS -> WLB	.1724	.1055	.2433	5.2255	Partial meditation

Discussion

Organizational support is essential for fostering mental and physical health; it can mitigate the negative impacts of stress, improve job satisfaction, and boost overall well-being (51). The individuals derive strength from their relationships by relying on others, soliciting assistance when necessary, and providing support,

resulting in a work/life equilibrium (52). This support also enhances job satisfaction, and other studies corroborate the findings of this current research. Organizational support can provide individuals with a sense of security, reassurance, and social connection integration, thus enhancing their quality of life. Individuals with job satisfaction are better equipped to handle work-

related stress and challenges, making them more likely to experience job satisfaction and remain engaged and motivated in their work (53). A supportive work environment with positive relationships can contribute to higher levels of job satisfaction among employees and job satisfaction leading to work/life balance. Organizational support can cultivate a sense of belonging, thereby enhancing work-life balance (54, 55) by alleviating feelings of isolation and stress. Moreover, implementing flexible work arrangements and mental health services can enhance this support, fostering a culture in which people feel appreciated and empowered to excel professionally and personally. Studies demonstrate that individuals who recognize substantial organizational support encounter fewer conflicts between work and home responsibilities, resulting in enhanced job satisfaction (22). Organizational assistance substantially improves work-life balance by implementing family-friendly policies, support from supervisors and colleagues, and flexible work arrangements. Supportive practices enhance individuals' capacity to equilibrate their professional and home lives, thereby cultivating a more dedicated and productive workforce (22). Establishing and cultivating support networks, both professionally and personally, can enhance an individual's job satisfaction and facilitate the maintenance of a healthy work-life balance. Employers and individuals acknowledging the significance of these aspects should endeavor to cultivate settings that promote work-life balance.

Implications

This study's conceptual framework addresses the research gap found in the literature review. It incorporates theories proposed by Hobfoll (36) and Staines (37). The findings confirm both theories, indicating that a support system reduces stress and enhances well-being (36), and that the spillover effect from work influences the home environment (37). Organizations must prioritize ensuring the implementation of programs and policies to enhance the work-life balance of gazetted police officers. By implementing stress-reduction and wellbeing-promoting strategies, police departments can improve work-life balance. Flexible schedules in law enforcement have been shown to lower stress and enhance job satisfaction (56). Work-life balance can be further promoted

without compromising operational effectiveness by enabling officers to seek shift swaps for personal reasons. Maintaining officer well-being also requires family-friendly policies, such as paid parental leave and childcare assistance. It has been demonstrated that the Queensland Police Service's implementation of flexible leave and family support networks increases officer retention and job satisfaction (57). Furthermore, minimizing burnout requires addressing understaffing in police organization. Individual stress can be decreased by optimizing resource allocation, balancing workloads, and ensuring proper staffing levels through recruitment campaigns, retention incentives, and the use of predictive policing systems (58). When combined, these approaches improve police officers' work and personal lives by encouraging and long-lasting workplace. GPO with WLB is more inclined to interact constructively with the community. Consequently, organizations ought to prioritize the cultivation of a content and satisfied workforce, as this can strengthen community policing initiatives, ultimately fostering advantageous partnerships between police organizations and the communities they serve.

This research possesses varying limitations. The geographical scope is confined to Karnataka, which limits the generalization of the findings to other regions with distinct traits and structures. Secondly, common method biases the dependence on self-report surveys increases the likelihood of social desirability bias, which may undermine the reliability and validity of research leading to ethical concerns. Ensuring anonymity reduces these biases and this cross-sectional study is limited in their ability to establish cause-and-effect relationships or analyze behavioral changes over time. Lastly, data collection from high-ranking officers, particularly Director General of Police officers, was challenging due to their busy schedules, resulting in incomplete data from this group. This research examines the work-life balance of gazetted police officers using quantitative methods and recommends future researchers employ mixed methods for a more comprehensive understanding of how job satisfaction influence work-life balance. It is suggested that longitudinal and intervention studies be conducted to examine the impact of programs and policies on work-life balance. Such

studies would help establish causal relationships and contribute to the development of effective training programs for gazetted police officers. Additionally, future research should consider regional variations across India and examine the effects of organizational policies, workloads, and transfers on work-life balance to enhance generalizability and policy development.

Conclusion

In conclusion, the interplay between organizational support and job satisfaction significantly influences the attainment of work-life balance. Organization that fosters a supportive environment, offers flexible policies, and values the well-being of its employees establishes a foundation for individuals to effectively manage their professional and personal commitments. When employees perceive support and satisfaction in their work, they are more likely to experience reduced stress, improved morale, and a greater sense of control over their time. This symbiotic relationship ultimately leads to enhanced work-life balance, as police officers are empowered to allot time to work and personal endeavors. As organizations recognize the reciprocal benefits of cultivating such an environment, they not only bolster job satisfaction and productivity but also contribute to the overall quality of employees' lives. The support at work can positively impact their job satisfaction in several ways, like emotional well-being, reduced stress, skill development and growth, job engagement, and motivation. Job satisfaction is the significant aspect that spills over from work to personal life and affects police officers' work-life balance. In this way, the synergy between organizational support, job satisfaction, and work-life balance underscores the potential for a harmonious and fulfilling equilibrium among work and personal spheres. Organizations and individuals should recognize these factors' significance and actively work towards creating an environment that promotes balance, supports employees' mental health, and fosters job satisfaction. Attaining a satisfactory work-life balance is a continuous effort that requires conscious decision-making, adaptability, and periodic reassessment of priorities.

Abbreviations

WLB: Work-life balance, GPO: Gazetted police officers, JS: Job satisfaction, OS: Organizational

support, COR: Conservation of resource, SEM: Structural equation modeling.

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Author Contributions

Sandhya DS: Responsible for conceptualization, data curation, formal analysis, funding acquisition, investigation, methodology, project administration, supervision, validation, writing original draft, review and editing, Sumathi Annamalai: Responsible for project administration, supervision, writing – review and editing.

Conflict of Interest

The authors report there are no competing interests to declare.

Ethics Approval

CHRIST's (Deemed to be University) Research Conduct and Ethics Committee of our institutional review board has issued the ethical clearance certificate vide number CU: RCEC/00331/06/22 for this study. Informed consent was taken from the respondents and the consent form was provided with the questionnaire. The confidentiality of research data was communicated to the respondents and the collected data will be used only for academic purposes.

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