



International Journal of Recent Development in Engineering and Technology  
Website: www.ijrdet.com (ISSN 2347-6435 (Online) Volume 15, Issue 06, June 2026)

# An Empirical Study on the Impact of Work-Life Balance on Quality of Life and Job Satisfaction among Police Personnel in North-Eastern Karnataka

Dr. Rajkumar Salgar<sup>1</sup>, Nizamuddin<sup>2</sup>

<sup>1</sup>Associate Professor, Govt. College (Autonomous), Kalaburagi, India.

<sup>2</sup>Research Scholar, Department of Commerce, Gulbarga University, Kalaburagi, India

**Abstract--** Work-life balance is important for the well-being and job satisfaction of employees, especially police personnel who often work under pressure and irregular schedules. This study examines the impact of work-life balance on the quality of life and job satisfaction of police personnel in North-Eastern Karnataka. The study was conducted among 410 police personnel using a structured questionnaire.

The findings show that police personnel experience a moderate level of work-life balance. Family support and compensation were viewed positively, while challenges were found in work schedules, leave availability, and job-related stress. The study also found that better work-life balance leads to a better quality of life and higher job satisfaction.

The study concludes that improving work-life balance can enhance the well-being, satisfaction, and effectiveness of police personnel.

**Keywords--** Work-Life Balance, Quality of Life, Job Satisfaction, Police Personnel, North-Eastern Karnataka.

## I. INTRODUCTION

Work-life balance has become one of the most important issues in the modern workplace. It refers to the ability of an individual to effectively manage both professional responsibilities and personal life. A proper balance between work and personal life is essential for maintaining physical health, mental well-being, family relationships, and overall life satisfaction. In recent years, organizations have increasingly recognized the importance of work-life balance as a key factor influencing employee performance, commitment, and job satisfaction.

Police personnel perform a vital role in maintaining law and order, protecting citizens, and ensuring public safety. However, the nature of police work is highly demanding and often involves long working hours, irregular duty schedules, shift work, emergency responsibilities, and exposure to stressful situations. These job demands can create difficulties in balancing work responsibilities with family and personal commitments. As a result, police personnel may experience stress, fatigue, reduced quality of life, and lower job satisfaction.

Quality of life refers to an individual's overall well-being, including physical health, mental health, social relationships, and satisfaction with life. Job satisfaction reflects the level of contentment employees feel towards their work and working conditions. A healthy work-life balance can positively influence both quality of life and job satisfaction by reducing stress, improving well-being, and enhancing personal and professional relationships.

In the context of policing, maintaining work-life balance is particularly important because the effectiveness of police personnel depends not only on their professional skills but also on their physical and psychological well-being. Employees who experience a better balance between work and personal life are more likely to remain motivated, committed, and satisfied with their jobs.

Against this background, the present study examines the impact of work-life balance on the quality of life and job satisfaction among police personnel in North-Eastern Karnataka. The study seeks to understand how different aspects of work-life balance influence the well-being and job satisfaction of police personnel and provides insights for developing policies and practices that support employee welfare and organizational effectiveness.

## II. REVIEW OF LITERATURE

Work-life balance has become an important area of research because of its influence on employee well-being, quality of life, and job satisfaction. Employees who maintain a healthy balance between work and personal life generally experience lower stress, better health, and higher levels of satisfaction in both personal and professional domains.

**Greenhaus and Allen (2011)** defined work-life balance as the extent to which individuals are equally engaged and satisfied with their work and family roles. Their study emphasized that a balanced work and personal life contributes positively to employee well-being and organizational effectiveness.



**International Journal of Recent Development in Engineering and Technology**  
Website: [www.ijrdet.com](http://www.ijrdet.com) (ISSN 2347-6435 (Online) Volume 15, Issue 06, June 2026)

**Haar et al. (2014)** examined work-life balance across different countries and found that employees with better work-life balance reported higher job satisfaction, life satisfaction, and psychological well-being. The study highlighted the importance of organizational support in achieving work-life balance.

**Kumar (2020)** investigated factors influencing job satisfaction among police personnel and found that organizational conditions, work environment, and job characteristics significantly affect employee satisfaction. The study suggested that supportive organizational practices can improve both employee well-being and job satisfaction.

**Lambert, Qureshi, and Frank (2021)** reported that job stress, job involvement, and organizational commitment significantly influence the life satisfaction of police officers. The study concluded that workplace experiences extend beyond the job and affect the overall quality of life of employees.

**Violanti et al. (2022)** examined the relationship between work-life balance, job satisfaction, and quality of life among police officers. The findings revealed that improved work schedules and better work-life balance positively influenced both job satisfaction and quality of life.

**Sitohang et al. (2023)** reviewed previous studies on police officers and found that long working hours, workload, shift duties, and occupational stress are major factors affecting work-life balance. The study also highlighted that better work-life balance contributes to improved public service performance and employee well-being.

**Antunes et al. (2024)** conducted a systematic review and identified organizational culture, family support, workload, and stress as important determinants of work-life balance among police officers. The study emphasized the need for supportive workplace policies to enhance employee well-being and effectiveness.

The review of literature indicates that work-life balance plays a significant role in improving quality of life and job satisfaction. However, limited studies have specifically examined these relationships among police personnel in North-Eastern Karnataka. Therefore, the present study seeks to fill this research gap by investigating the impact of work-

life balance on the quality of life and job satisfaction of police personnel in the region.

### III. OBJECTIVE OF THE STUDY

*1 To examine the impact of work-life balance on the quality of life and job satisfaction of police personnel.*

*2. To suggest measures for enhancing the work-life balance of police personnel.*

*Hypothesis Of The Study*

*Null Hypothesis (H0)*

Work-life balance has no significant impact on the quality of life and job satisfaction of police personnel.

*Alternative Hypothesis (H1)*

Work-life balance has a significant impact on the quality of life and job satisfaction of police personnel.

### IV. RESEARCH METHODOLOGY

The present study adopts a descriptive research design to examine the impact of work-life balance on the quality of life and job satisfaction among police personnel in North-Eastern Karnataka. The study was conducted in the districts of Kalaburagi, Bidar, and Yadgir. Both primary and secondary data were used for the study. Primary data were collected from 410 police personnel through a structured questionnaire, while secondary data were gathered from books, journals, research articles, government reports, and online sources. A proportionate stratified random sampling technique was employed to select the respondents. The questionnaire was designed using a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). Work-life balance was considered as the independent variable, whereas quality of life and job satisfaction were treated as dependent variables. The collected data were analyzed using SPSS software. Statistical tools such as frequency, percentage, mean, standard deviation, reliability analysis, correlation, and regression analysis were used for data analysis.

**Table 1.1 Quality of Life of Respondents**

Statement	SA	A	N	D	SD
1. Satisfied with my overall quality of life.	92 (22.4%)	153 (37.3%)	81 (19.8%)	57 (13.9%)	27 (6.6%)
2. Physically healthy despite job-related pressures.	83 (20.2%)	148 (36.1%)	88 (21.5%)	61 (14.9%)	30 (7.3%)
3. Mentally stable and emotionally balanced in my daily life.	79 (19.3%)	156 (38.0%)	86 (21.0%)	58 (14.1%)	31 (7.6%)
4. Happy and satisfied with life outside of work.	88 (21.5%)	142 (34.6%)	92 (22.4%)	59 (14.4%)	29 (7.1%)
5. Better work-life balance improves my physical and mental well-being.	123 (30.0%)	167 (40.7%)	57 (13.9%)	42 (10.2%)	21 (5.1%)
6. Work-life balance plays an important role in my life satisfaction.	128 (31.2%)	161 (39.3%)	59 (14.4%)	39 (9.5%)	23 (5.6%)

*Source: Field Survey*

**Interpretation**

The data indicate that a majority of the respondents are satisfied with their overall quality of life. Out of 410 respondents, 245 (59.7%) either agreed or strongly agreed that they are satisfied with their quality of life, while 84 (20.5%) expressed dissatisfaction and 81 (19.8%) remained neutral. This suggests that most police personnel perceive their overall quality of life positively.

Regarding physical health, 231 respondents (56.3%) agreed that they remain physically healthy despite job-related pressures. However, 91 respondents (22.2%) disagreed, indicating that a considerable proportion experiences physical health challenges due to the demands of police work.

The findings on mental and emotional well-being reveal that 235 respondents (57.3%) agreed that they are mentally stable and emotionally balanced in their daily life. In contrast, 89 respondents (21.7%) disagreed, suggesting that occupational stress may affect the mental well-being of some personnel.

With respect to life outside work, 230 respondents (56.1%) reported being happy and satisfied, whereas 88 respondents (21.5%) expressed dissatisfaction. This indicates that although the majority maintain a satisfactory personal life, balancing professional and personal responsibilities remains a challenge for some respondents.

A substantial majority of respondents (70.7%) agreed that better work-life balance improves their physical and mental well-being. Only 15.3% disagreed with this statement, demonstrating a strong belief in the positive influence of work-life balance on overall health and well-being.

Similarly, 289 respondents (70.5%) agreed that work-life balance plays an important role in their life satisfaction, while only 15.1% disagreed. This finding highlights the significant contribution of work-life balance to enhancing the overall quality of life and satisfaction of police personnel.

Overall, the results indicate that work-life balance is closely associated with better physical health, mental well-being, and life satisfaction. The majority of respondents recognize its importance in improving their overall quality of life.

**Table 1.2 Impact of work-life balance on Job satisfaction of Respondents**

Statement	SA	A	N	D	SD
1. Satisfied with the balance between work responsibilities and personal life.	88 (21.5%)	148 (36.1%)	84 (20.5%)	59 (14.4%)	31 (7.6%)
2. The organization provides sufficient support to maintain a good work-life balance.	76 (18.5%)	143 (34.9%)	97 (23.7%)	63 (15.4%)	31 (7.6%)
3. Feel valued by the organization for the efforts put into work.	94 (22.9%)	141 (34.4%)	83 (20.2%)	61 (14.9%)	31 (7.6%)
4. The amount of leave or time-off provided is adequate to recharge and manage personal responsibilities.	72 (17.6%)	137 (33.4%)	91 (22.2%)	74 (18.0%)	36 (8.8%)
5. Workload is manageable, allowing a healthy balance between work and personal life.	68 (16.6%)	128 (31.2%)	98 (23.9%)	79 (19.3%)	37 (9.0%)
6. The organization's policies encourage employees to prioritize their well-being and personal time.	82 (20.0%)	138 (33.7%)	88 (21.5%)	71 (17.3%)	31 (7.6%)

Source: Field Survey

#### Interpretation

The findings indicate that a majority of respondents are satisfied with the balance between their work responsibilities and personal life. Out of 410 respondents, 236 (57.6%) agreed or strongly agreed that they maintain a satisfactory work-life balance, while 90 (22.0%) disagreed and 84 (20.5%) remained neutral. This suggests that most police personnel perceive a reasonable balance between their professional and personal commitments.

Regarding organizational support for work-life balance, 219 respondents (53.4%) agreed that their organization provides sufficient support, whereas 94 respondents (23.0%) disagreed and 97 (23.7%) remained neutral. This indicates that while a majority view organizational support positively, there is still scope for improvement.

The results further reveal that 235 respondents (57.3%) feel valued by the organization for the efforts they put into their work. However, 92 respondents (22.5%) expressed dissatisfaction, suggesting that recognition and appreciation mechanisms could be strengthened further.

With respect to leave and time-off facilities, 209 respondents (51.0%) agreed that the amount of leave provided is adequate to recharge and manage personal responsibilities. In contrast, 110 respondents (26.8%) disagreed, indicating that a notable proportion of police personnel feel the need for greater leave flexibility.

The findings on workload management show that 196 respondents (47.8%) agreed that their workload is

manageable and allows a healthy balance between work and personal life. However, 116 respondents (28.3%) disagreed, while 98 respondents (23.9%) remained neutral. This suggests that workload continues to be a concern for a considerable number of respondents.

Regarding organizational policies, 220 respondents (53.7%) agreed that the organization's policies encourage employees to prioritize their well-being and personal time. Nevertheless, 102 respondents (24.9%) disagreed, indicating that improvements in employee welfare policies could further enhance work-life balance.

Overall, the results suggest that the majority of respondents have a positive perception of work-life balance and organizational support. However, concerns relating to workload management, leave adequacy, and employee welfare policies indicate areas where organizational interventions can further improve job satisfaction and employee well-being.

#### Hypothesis Of The Study

##### Null Hypothesis (H0)

Work-life balance has no significant impact on the quality of life and job satisfaction of police personnel.

##### Alternative Hypothesis (H1)

Work-life balance has a significant impact on the quality of life and job satisfaction of police personnel.

**Table 1.3 Descriptive Statistics of Study Variables**

Variable	N	Mean	Std. Deviation	Std. Error Mean
Work-Life Balance	410	2.76	0.63	0.031
Quality of Life	410	3.34	0.71	0.035
Job Satisfaction	410	3.28	0.74	0.037

Source: SPSS Output

*Interpretation*

The descriptive statistics show that the mean value of Work-Life Balance (Mean = 2.76, SD = 0.63) is comparatively lower than both Quality of Life (Mean = 3.34, SD = 0.71) and Job Satisfaction (Mean = 3.28, SD = 0.74). This indicates that while respondents report moderate work-life balance, their perceived quality of life and job satisfaction are relatively higher.

The standard deviation values indicate moderate variation in responses across all three variables, suggesting differences in individual experiences among police personnel. The standard error values are low (0.031–0.037), indicating that the sample estimates are stable and reliable.

**Table 1.4 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error
1	0.681	0.464	0.461	0.487

Source: SPSS Output

*Interpretation*

The regression model shows a strong positive relationship between work-life balance and the combined dependent outcomes of quality of life and job satisfaction, with **R = 0.681**. This indicates a strong correlation between the variables.

The **R Square value of 0.464** indicates that **46.4% of the variation in quality of life and job satisfaction is explained by work-life balance**, which shows a moderate to strong explanatory power of the model.

The Adjusted R Square value (0.461) confirms the stability and reliability of the model after adjustment for sample size and predictors.

**Table 1.5 ANOVA (Regression Model Significance)**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	98.452	1	98.452	415.26	0.000
Residual	113.498	408	0.278		
Total	211.950	409			

Source: SPSS Output



### *Interpretation*

The ANOVA results confirm that the regression model is statistically significant, with  $F = 415.26$  and  $p = 0.000$  ( $p < 0.05$ ). This indicates that the model is highly significant in explaining the relationship between work-life balance and the dependent variables.

Since the significance value is less than 0.05, the model is statistically valid and indicates a strong predictive relationship.

### *Overall Conclusion*

The regression analysis confirms that work-life balance has a significant and positive impact on both quality of life and job satisfaction among police personnel. Therefore, the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_1$ ) is accepted.

## V. FINDINGS

1. A majority of the respondents (59.7%) are satisfied with their overall quality of life, indicating a positive perception of their well-being.
2. More than half of the respondents (56.3%) reported being physically healthy despite job-related pressures, suggesting that many police personnel are able to maintain their physical health despite demanding work conditions.
3. A majority (57.3%) agreed that they are mentally stable and emotionally balanced in their daily life, reflecting a moderate level of psychological well-being.
4. About 56.1% of the respondents expressed satisfaction with their life outside of work, indicating that many are able to maintain a reasonable balance between professional and personal life.
5. A substantial majority (70.7%) agreed that better work-life balance improves their physical and mental well-being, demonstrating the strong influence of work-life balance on health outcomes.
6. Similarly, 70.5% of respondents agreed that work-life balance plays an important role in their overall life satisfaction, highlighting its significance in enhancing quality of life.
7. A majority of the respondents (57.6%) are satisfied with the balance between their work responsibilities and personal life, indicating a generally positive perception of work-life balance.

8. More than half of the respondents (53.4%) agreed that the organization provides sufficient support to maintain a good work-life balance, while a considerable proportion remained neutral or dissatisfied.
9. About 57.3% of the respondents feel valued by the organization for the efforts they put into their work, suggesting a moderate level of employee recognition and appreciation.
10. Slightly more than half of the respondents (51.0%) agreed that the leave or time-off provided is adequate to manage personal responsibilities and recover from work demands.
11. Less than half of the respondents (47.8%) reported that their workload is manageable and allows a healthy balance between work and personal life, indicating that workload remains a concern for many personnel.
12. A majority of respondents (53.7%) agreed that organizational policies encourage employees to prioritize their well-being and personal time, reflecting a positive perception of employee welfare initiatives.

## VI. SUGGESTIONS

1. Police departments should introduce measures to strengthen work-life balance through flexible scheduling and effective duty management.
2. Regular health check-ups, fitness programs, and wellness initiatives should be conducted to promote physical well-being among police personnel.
3. Counseling services and stress management programs should be organized to support mental and emotional health.
4. Adequate leave facilities and opportunities for recreation should be provided to help employees maintain a healthy personal life.
5. Family welfare programs should be encouraged to strengthen family relationships and improve overall life satisfaction.
6. Organizational policies should focus on reducing work-related stress and promoting employee well-being.
7. Police departments should strengthen work-life balance policies to improve employee satisfaction and organizational commitment.

8. Workload should be distributed more evenly to reduce stress and help personnel maintain a healthier balance between work and personal life.
9. Leave policies should be reviewed periodically to ensure employees have sufficient time to rest, recover, and fulfill personal responsibilities.
10. Organizations should continue to recognize and appreciate employee contributions through rewards, acknowledgements, and career development opportunities.
11. Employee well-being programs, including counseling and stress management initiatives, should be expanded and actively promoted.
12. Supervisors and senior officers should be encouraged to create a supportive work environment that values employee welfare and personal time.
13. Flexible scheduling and duty rotation systems should be introduced wherever operationally feasible to improve work-life balance.
14. Regular employee satisfaction surveys should be conducted to identify concerns and improve organizational policies related to work-life balance and job satisfaction.

## VII. CONCLUSION

The study concludes that work-life balance plays a significant role in improving the quality of life and job satisfaction of police personnel. The findings indicate that better work-life balance enhances physical and mental well-being, family relationships, motivation, and overall life satisfaction.

Although respondents reported moderate satisfaction with their work-life balance, challenges such as workload and occupational stress remain. Therefore, police departments should adopt supportive policies and stress management measures to promote employee well-being and job satisfaction.

## REFERENCES

- [1] Antunes, R. J., Schlosser, D. F., Picinin, C. T., & Pilatti, L. A. (2024). Determinants of work-life balance among police officers: A systematic review study. *Revista de Gestão Social e Ambiental*, 18(3), 1–17.
- [2] 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.
- [3] Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work-life balance on job satisfaction, life satisfaction, and mental health: A study across seven cultures. *Journal of Vocational Behavior*, 85(3), 361–373.
- [4] Kumar, T. K. V. (2020). The influence of demographic factors and work environment on job satisfaction among police personnel: An empirical study. *International Criminal Justice Review*, 31(1), 23–43.
- [5] Lambert, E. G., Qureshi, H., & Frank, J. (2021). The good life: Exploring the effects of job stress, job involvement, job satisfaction, and organizational commitment on the life satisfaction of police officers. *International Journal of Police Science & Management*, 23(3), 245–258.
- [6] Sitohang, R. H., Nurbaeti, N., Yusriani, S., et al. (2023). Factors and impacts of work-life balance of police officers: A literature review. *Proceeding of the International Seminar on Business, Economics, Social Science and Technology*, 3(1), 187–194.
- [7] Violanti, J. M., et al. (2022). Police officers' work-life balance, job satisfaction and quality of life: Longitudinal effects after changing the shift schedule. *BMJ Open*, 12(9), e063302.