



**WORK-FAMILY BALANCE ISSUES OF NON-GAZETTED STAFF OF PUNE POLICE
ZONE-I OF MAHARASHTRA STATE POLICE FORCE: A GENDER BASED ANALYSIS**

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INTRODUCTION

Every human life born in this universe needs a survival. A graceful and decent survival with his family, in this competitive world that is progressing fast. To meet the ends of needs, one has to embrace a profession either on self employment or seek employment in an organisation. Each profession or job has its own pros and cons, positivities & negativities and each one is different on its kind. Every organisation has its own commitments, visions and missions. Likewise each person has his /her own desires and expectations varying at each stage of life, both personal and professional. Job satisfaction is such, that brings a balance between the expectations of these two entities i.e., the organisation and its workers. Generally each organisation does have three categories of employees like Achievers, Performers and Non-performers. Thus every organisation has to plan for the retention of Achievers, encourage the Performers and convince and transform the Non-performers to perform.

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**Guide for the PhD research

***Associated for statistical analysis



THE PROJECT TITLE AND THE POPULATION

In consultation with the Guide and University, it was decided to evaluate the level of job satisfaction of the Maharashtra State Police Force. While the scholar started collecting the data of Maharashtra Police, the strength of the force was around 15 lakhs in 2010 and in Pune city it was about 7500 excluding the rural police, Clerks and Group-D categories. As it was not practically possible to handle such a large population and the data to be generated, it was decided to narrow down the research population to a particular area of Pune Police. It was found that Pune city police has been segregated in different zones and at a random Zone-I was earmarked which had a sanctioned strength of about 1134 in Jan 2010. Then the title of the research was redefined as *"Job satisfaction of non-gazetted staff of Maharashtra State Police Force: A study of Pune Police Zone-I"*.

CONCURRENCE OF PUNE POLICE

In-principle written permission for the study was obtained from Pune Police Commissioner on 12.11.2007. This has immensely helped the scholar to convince the police staff to fill the questionnaire fear free. Finally after checking the draft report, the data and results, Deputy Commissioner of Police Zone-1 and Pune Police Commissioner have conveyed their 'No objection' to submit the PhD thesis to the University, through their letters dated 09.05.2014 and 16.07.2014 respectively.

FRAMING OF QUESTIONNAIRE

Several discussions with the Police personnel ranging from Constable to Assistant Commissioner of Police were held while drafting the questionnaire in the Minnesota Satisfaction Questionnaire (MSQ) longer format. Their inputs were considered and a draft questionnaire was circulated to few of them to fill up and on all the times, the research scholar was physically present with them and had in-depth discussions before finalizing the questionnaire. The difficulties they faced while filling were noted down and necessary corrections made in the questionnaire.

PILOT STUDY

Again, few revised questionnaires were circulated and the final questionnaire was framed after



modifications. The same was also shown to the Pune Police Commissioner Office in Oct 2007 while applying for the in-principle approval.

DATA SOURCES

Primary sources of information – Data through questionnaire, data from Police stations & Police Commissionerate and information gathered during the discussions.

Secondary sources of information – National Census, National Crime Record Bureau, State Crime Record Bureau web sites of Union Home Ministry, BPR&D, State Government web sites etc.

CIRCULATION AND COLLECTION OF QUESTIONNAIRE

The total Pune Police Zone-I sanctioned strength as on Jan 2010 was 1134 and posted strength was 872 in seven police stations and its chowkies. After persistent follow-ups and physical presence during roll calls, 397 filled in questionnaires were returned. Out of which, 391 was filled properly, that is 47% of the sample population (Table - 1). Out of different issues of job satisfaction, one section was kept on work-family balance of the police force with 12 questions (Table - 2).

DATA ENTRY AND SOFTWARE TOOLS USED

For want of accurate entry of data for a genuine study of the population, initially a programme in MS Access was developed and it was made so user friendly that each page of the question paper was made as a data entry form. There after all those Access data were exported to a specially designed work sheet / dictionary prepared in the Software Programme for Social Science (SPSS). The designing and drafting of the dictionary were done by a statistician in consultation with others. All those developing the tailor made programmes in Access, SPSS and further the statistical / scientific analysis were possible only because of the expertise that was available in my research organisation NIV Pune. This also had ensured accuracy to the highest levels.

RELIABILITY TESTING

To ensure consistency of the police personnel in replying the questions, few questions were repeated with different tone and language. It proved that the staff replied consistently even



when there were twists in similar questions.

DATA VALIDATION & COMPARE

Data of the total respondents (391) were compared for correctness with a randomly drawn questionnaires data (75) through the free online "Epi info" software and found no major variations or error in data feeding.

MISSING VALUE ANALYSIS

No question was unanswered beyond 30% limit of thumb rule. The maximum in these 12 questions was 14% (Table - 2).

SCALING AND RAW DATA ANALYSIS

Likert scale was initially adopted with five options on Minnesota Satisfaction Questionnaire (MSQ) long format. Values were given between 1 to 5 for direct questions and 5 to 1 for negative questions. It was found that the five points scaling which majority depend upon mean, does not provide exact relation between two variables of Satisfaction and Performance. Hence, bipolar positive and negative answers were derived by combining Strongly & Somewhat agreed as "Yes" and Somewhat & strongly disagreed as "No". The variables of "I do not know" and "Not recorded" were eliminated for accuracy. While analysing the raw data, questions with < 50% for positive questions and > 50% for negative questions were marked to identify the dissatisfaction level (Table- 3).

STATISTICAL ANALYSIS AND TEST OF SIGNIFICANCE FOR TOTAL RESPONDED POPULATION

Each question was then tested on Pearson's statistical chi square test for significance to test the correlation between the questions and corresponding satisfaction level. Software Programme for Social Science (SPSS) was utilized for this test of P-value. Values < 0.05 were accepted.

GENDER BASED ANALYSIS AND SIGNIFICANCE TEST

After submission of the above PhD research work, the data on work-family questions was further analysed with one more parameter of gender.



DISCUSSION ON ANALYSIS

What Raw Data analysis shows?

Majority of the respondents belong to the age groups of 31-40 and 41-50. Female respondents are more in 21-30 group. We may therefore assume it as a sensible response of middle aged police staff (Chart- 1).

All the 12 different questions on Work-Family balance on raw data analysis shows dissatisfaction with a level of 50% or more of the respondents. Question 2, 3 and 12 were negative questions (Col 1 to 5 of Table - 3).

Significance Test of the raw data

All the 12 questions though showed a percentage wise dissatisfaction on raw data analysis, have not shown any significance for satisfaction of the entire population except for question 1 (Work-Family Balance – Is current working hours suit current work-family balance) and question 9 (Work-family balance – All staff are treated equally if they request any assistance with work and family related matters) both with a p-value of 0.016 showing dissatisfaction (Col. 6 of Table- 3).

Gender based Significance Test of the data

Each of the 12 questions was again tested for significance on gender basis through a binomial test. Out of total responded population of 391, 327 (84%) were male and 64 (16%) were female (Chart- 1).

Please see Col. 7 to 14 of Table- 3 for each question. Binomial test was done with 50% test propriety.

Question 1: 67% male and 83% female feel that the present working hours do not suit their work-family balance and shows high significance of < 0.001 . For female it is the highest percentage of dissatisfaction along with question 4.

Question 2: 58% male and 52% female said that their work was affected by family responsibilities. It shows significance for male (0.007) but not for female.

Question 3: 63% male and 66% female said that their family responsibilities were affected by work responsibilities showing significance of < 0.001 and 0.015 respectively.

Question 4: As far taking the family on personal trip, females are higher in dissatisfaction with



83% compared to male 77%. For male, out of 12 questions this is the highest percentage of dissatisfaction. Again, it is highly significant for dissatisfaction for male and female with < 0.001 each.

Question 5: Regarding paying attention to the children's education, again female police staff members are more in dissatisfaction with 64% than the male with 59%. It is significant dissatisfier for male only, with 0.003.

Question 6: This question on time to talk to spouse openly, for both male and female there is a high significance of < 0.001 and percentage of dissatisfaction respectively is 67 and 81.

Question 7: For spare time to talk to parents openly, both male and female have closely given the same feeling with 72% and 73% dissatisfaction with higher significance of < 0.001 respectively.

Question 8: Regarding getting leave whenever required, though percentage wise it is a dissatisfier for both male (52%) and female (60%), both had not shown any significance.

Question 9: This question regarding treatment for assistance on work and family related matters, is a satisfier for male (50%) and dissatisfier for female (67%) with significance level of 0.013.

Question 10: Again this question on comfortability on talking about family responsibilities at work, male are satisfied with 50% and female dissatisfied with 61%. But for both of them, it is not significant.

Question 11: Similarly, this question on flexibility and responsiveness of police force on family related needs, men are satisfied again with 50% and female dissatisfied with 63%, but not significant for both the genders.

Question 12: Both male and female are more or less shown dissatisfaction on this question of impact on family responsibilities of the expectations of police organisation with 67% and 69% respectively. In both cases, it shows significance with < 0.001 and 0.004 respectively.

FINDINGS

1. On the analysis of raw data, all the 12 questions on work-family balance shown dissatisfaction.
2. When each question of raw data was tested for Pearson Chi-Square P-value < 0.05 , only



two questions ie., No. 1 and 9 shown significant dissatisfaction.

3. When each question of raw data was again tested gender wise through binomial test, the result shows entirely different status. Male shown significant dissatisfaction for 8 questions and female 7.
4. Column 11 and 12 of Table-3 shows that female police personnel are more dissatisfied percentage wise than their male counterpart.

With the above results, it could be stated that in general both male and female are together dissatisfied on the work-family balance front. On gender based analysis, it has been found that Female police staff members are percentage wise more dissatisfied than their male counterpart.

LIMITATIONS

Research analysis has been done on a very small population of Maharashtra State Police Force. Result may vary according to the size, work area and other variables of the population.

SCOPE FOR FURTHER STUDIES

Rarely such study on police had been conducted in the past. Present study and scope have been restricted to the Pune Zone-I Police. Further study may be done on different zones of Pune Police and compared. Similar studies can be taken up separately like for Pune Rural Police, Other Commissionerates of Maharashtra Police, other branches of the Police Force viz Traffic, ACB, CID, SRP etc and compared with each other. By that way, the entire Maharashtra State Police could be covered.



Table – 1: Zone – I Pune Police Strength as on January 2010

No	Rank	Constable				Naik				Head Constable				ASI				PSI				Total			
		S	P	M	F	S	P	M	F	S	P	M	F	S	P	M	F	S	P	M	F	S	P	M	F
1	Deccan	142	33	21	12	0	50	46	4	49	39	39	0	23	5	5	0	12	10	7	3	226	137	118	19
2	Faraskana	120	42	28	14	39	74	72	2	52	33	32	1	25	9	7	2	7	6	5	1	243	164	144	20
3	Khadak	108	41	39	2	39	62	58	4	44	44	43	1	21	12	12	0	9	10	9	1	221	169	161	8
4	Kothrud	61	42	27	15	22	41	41	0	29	27	27	0	13	9	9	0	7	7	7	0	132	126	111	15
5	Shivaji Nagar	38	23	19	4	10	26	23	3	13	19	18	1	3	4	4	0	5	4	3	1	69	76	67	9
6	Vishrambagh	81	26	22	4	12	28	23	5	47	37	37	0	10	14	14	0	7	8	8	0	157	113	104	9
7	Warje	47	26	14	12	12	26	25	1	16	20	19	1	4	8	8	0	7	7	6	1	86	87	72	15
	Total	597	233	170	63	134	307	288	19	250	219	215	4	99	61	59	2	54	52	45	7	1134	872	777	95

Source: Data collected through circulation of questionnaire in 2010

As on Jan 2010, out of total sanctioned strength of 1134, 872 were posted (76.9%), of which, 777 were male (89.1%) and 95 (10.9%) were female.

S – Sanctioned P – Posted M – Male F – Female ASI – Asst Sub-Inspector PSI – Police Sub-Inspector



Table - 2: Missing value analysis

Question No.		Cases					
		Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
1	Work-Family Balance - Is current working hours suit current work-family balance * Gender	379	96.9%	12	3.1%	391	100.0%
2	Work-Family Balance - In past one year my work was affected by family responsibilities * Gender	361	92.3%	30	7.7%	391	100.0%
3	Work-Family Balance - In past one year my family responsibilities were affected by work responsibilities * Gender	370	94.6%	21	5.4%	391	100.0%
4	Work-Family Balance - In last one month I had opportunity to take my family out on personal tour * Gender	365	93.4%	26	6.6%	391	100.0%
5	Work-Family Balance - In last one month I could spare time whenever required for the education of children * Gender	335	85.7%	56	14.3%	391	100.0%
6	Work-Family Balance - In last one month I could spare time to talk to my spouse openly * Gender	345	88.2%	46	11.8%	391	100.0%
7	Work-Family Balance - In last one month I could spare time to talk to my parents openly * Gender	354	90.5%	37	9.5%	391	100.0%
8	Work-Family Balance - I get leave whenever required for my family requirements * Gender	378	96.7%	13	3.3%	391	100.0%
9	Work-Family Balance - All staff are treated equally if they request any assistance with work and family related matters * Gender	363	92.8%	28	7.2%	391	100.0%
10	Work-Family Balance - We are comfortable talking about family responsibilities at work * Gender	360	92.1%	31	7.9%	391	100.0%
11	Work-Family Balance - Our police force is prepared to be flexible and responsive to family related needs * Gender	356	91.0%	35	9.0%	391	100.0%
12	Work-Family Balance - Expectations of Police organisation from me has an impact on my family responsibilities * Gender	353	90.3%	38	9.7%	391	100.0%

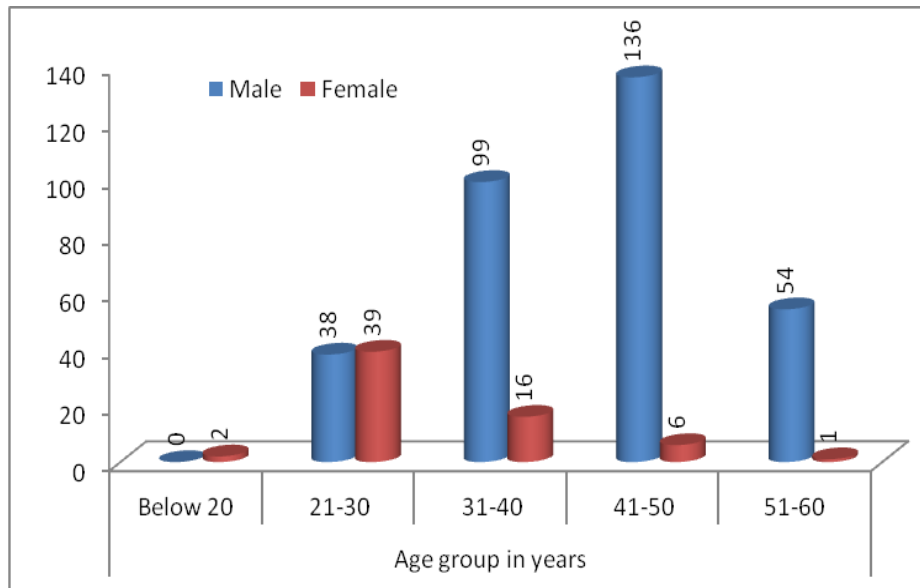


Table - 3 : Raw Data and Gender wise Significance Test

No.	Question	Total N = 391 (%)				Male N = 327 (%)				Female N = 64 (%)			
		Yes	No	Total	Exact Sig. (2-tailed)	Yes	No	Total Male	Binomial Test Exact Sig. (2-tailed)	Yes	No	Total Female	Binomial Test Exact Sig. (2-tailed)
1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	Work-Family Balance - Is current working hours suit current work-family balance	114 (30)	265 (70)	379	0.016	103 (33)	213 (67)	316	< 0.001	11 (17)	52 (83)	63	< 0.001
2	Work-Family Balance - In past one year my work was affected by family responsibilities	206 (57)	155 (43)	361	0.479	174 (58)	126 (42)	300	0.007	32 (52)	29 (48)	61	0.798
3	Work-Family Balance - In past one year my family responsibilities were affected by work responsibilities	236 (64)	134 (36)	370	0.772	195 (63)	113 (37)	308	< 0.001	41 (66)	21 (34)	62	0.015
4	Work-Family Balance - In last one month I had opportunity to take my family out on personal trip	80 (22)	285 (78)	365	0.392	70 (23)	237 (77)	307	< 0.001	10 (17)	48 (83)	58	< 0.001
5	Work-Family Balance - In last one month I could spare time whenever required for the education of children	136 (41)	199 (59)	335	0.622	120 (41)	171 (59)	291	0.003	16 (36)	28 (64)	44	0.096
6	Work-Family Balance - In last one month I could spare time to talk to my spouse openly	109 (32)	236 (68)	345	0.055	101 (33)	201 (67)	302	< 0.001	8 (19)	35 (81)	43	< 0.001
7	Work-Family Balance - In last one month I could spare time to talk to my parents openly	98 (28)	256 (72)	354	1.000	81 (28)	211 (72)	292	< 0.001	17 (27)	45 (73)	62	< 0.001
8	Work-Family Balance - I get leave whenever required for my family requirements	176 (47)	202 (53)	378	0.330	151 (48)	165 (52)	316	0.465	25 (40)	37 (60)	62	0.162
9	Work-Family Balance - All staff are treated equally if they request any assistance with work and family related matters	173 (48)	190 (52)	363	0.016	153 (50)	150 (50)	303	0.909	20 (33)	40 (67)	60	0.013
10	Work-Family Balance - We are comfortable talking about family responsibilities at work	175 (49)	185 (51)	360	0.147	153 (50)	151 (50)	304	0.954	22 (39)	34 (61)	56	0.141
11	Work-Family Balance - Our police force is prepared to be flexible and responsive to family related needs	171 (48)	185 (52)	356	0.087	149 (50)	148 (50)	297	1.000	22 (37)	37 (63)	59	0.067
12	Work-Family Balance - Expectations of Police organisation from me has an impact on my family responsibilities	238 (67)	115 (33)	353	0.763	197 (67)	97 (33)	294	< 0.001	41 (69)	18 (31)	59	0.004



Chart -1: Age group and gender wise distribution of Zone-1 Pune Police staff



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