WORK LIFE BALANCE: A TOOL FOR QUALITY SERVICE
A STUDY WITH REFERENCE TO WOMEN POLICE BASED IN BANAGALORE CITY

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Abstract: This is a study on ‘Work Life Balance – A Tool for Quality Service of Women Police in Bangalore City ’ This paper has taken an honest and holistic attempt to analyze the present scenario in concern with the quality service among Women Police and its expected progress in the light of work life balance with thorough discussions of challenges. The objective is to study the Association between Personal life and Quality service, to study the Association between Professional life and Quality service and to suggest suitable measures and recommend appropriate steps for implementation based on the findings of the study. A survey method is used to collect the primary data. The questionnaire was distributed to sixty (60) women police through personal visits. In conclusion some suggestions have been given which would, it is expected that the department should put extra efforts to improve the existing quality of work life programs and introduce many more employee friendly programs to enhance the work efficiency of women police. It is presumed that the outcome of the present study will be of great value to the police department to formulate suitable schemes for enhancing quality services among women police personnel.

Key words: Work Life Balance (WLB), Quality Service (QS).

1. Theoretical Background:

This is the era of women empowerment. Gone are the days when women are considered only to secondary positions in almost all walks of life compared to men. It has now amply been proved that women are capable of executing any job as efficiently as men, in spite of various problems faced by them in balancing their work life. This is no exception to the women police. In order to have deeper insights about the problems faced by women police with regard to job satisfaction, performance, work place culture, striking balance between work and family, the present study is undertaken, where an effort is made to explore the role of women police at global and national level.

Women Police: Global Scenario

Though Women Police deployment has been recent phenomena in the modern world, but the earliest introduction of women police in Europe was in 1820. The first two women police were appointed by the American female society as early as 1845. Again in 1880 the movement for women police was promulgated by various national ladies and in 1906 a regular women police force was established. At present America has 5,167 women police. In
UK the women police force was formed in 1919. Today there are 4,300 policemen in Britain; Japan has also sufficient number of women police\(^1\).

In most of the countries, policemen do not constitute a separate female unit of police but are mixed with the general police units. But, in France and Finland, there are special units exclusively made up of policewomen for handing investigations pertaining to women and children\(^2\).

In many countries, the men are given training that focuses more on law and order, while the women are given more detailed courses on psychology and allied subjects. In Japan the training is different for both. There is more emphasis on cultural training in respect of women. In Italy, both male and female police recruits attend the senior police training courses for different periods. In Australia, physical training for women is less extensive than it is for men\(^3\).

Woman police officers are generally employed to carry out all police duties, but in a few countries some restrictions, have been imposed on the police jobs that are assignable to women police. In Australia and Japan the restrictions have been imposed on the employment of police women at night. Again, only male police officers perform Motor-Cycle patrol duties and search duty. Police women in Italy have very limited police powers in connection with crime investigation, in comparison with male officers, and the women police do not perform law and order duties. In France and Brazil also, women police officers are never called upon to participate in operation conducted for the purpose of maintaining law and order\(^4\).

**Women Police: Indian Scenario:**

It is difficult to trace out history of Indian police due to non-availability of documentation. Yet various scholars have tried their level best to search the roots of Indian Police System and found that the early history of policing by women is available in Ramayana, Mahabharata, “Arthasastra” of Kautilya and Ashokan edicts. For instance, Ramayana gives vivid description how Sita was put under the surveillance of Police women who carried all round vigil. Likewise Ashoka edicts frequently speak about Prativedikas who protected the Royal Chambers from intruders and kept informed about day to day happenings and often escorted important callers\(^5\).

In 1938, a few women Police were appointed to deal with labor strikes in Kanpur. In 1939, first special women constables were appointed in Bombay and in 1943 in Kerala. In 1948 during partition women police were employed in Gujarat and Punjab states. However, there was very negligible presence of women in police. In 1972, Mrs.Kiran Bedi, the first women entered the Indian Police Service. Now states like Mandhya Pradesh, Tamil Nadu, Orissa and Maharashtra have 30 per cent reservation for women in the police force. A police station managed entirely by women had been setup on an experimental basis as it was felt that women were more comfortable to complain to women police rather than policemen. For instance, the former Prime Minister Mrs. Indira Gandhi opened at Calicut the first police station for women in India\(^6\).
1.2 Need for the study

The women functioning as full time members were not well perceived in the early years of evolution of police system, as she is considered as weaker sex. However, Women police have now become an integral part of the police force in almost all countries of the world and the employment of women police in many countries is progressing very slowly. Again, the women police who are playing the role of superwomen are expected to balance both their career and family. As discussed previously the police jobs have tremendous impact on the society. Their services are expected to be present 24X7 to protect the society and have to safeguard the law and order and this leads to stress and strain in their lives both at home and work. Hence there is a need to study various factors and elements that affect the work and family life of the women police.

2. Literature review

The object of the review is to formulate a conceptual framework regarding the selected topic of research. The overview of the related literature is enunciated below:

The expression "work-life balance" was first used in the late 1970s to describe the balance between an individual's work and personal life. Interestingly, work/life programs existed as early as the 1930s. For instance, before World War II, the W.K. Kellogg Company created four six-hour shifts to replace the traditional three daily eight-hour shifts, and the new shifts resulted in increased employee morale and efficiency. Then one must know what is WLB7. The meaning of work/life balance has chameleon characteristics. It means different things to different groups, and the meaning often depends on the context of the conversation and the speaker's viewpoint. Theoretically, Work/life balance is investing equal amounts of time and energy between work life and personal life. In other words, it is a state of equilibrium in which the demands of both a person's job and personal life are equal. Practically, it is elusive and difficult to maintain. Again, the best work-life balance is different for each employee, as they have different priorities and different lives. For instance, we should not forget the fact that the right balance for you today will probably be different for you tomorrow. The right balances for you when you are single will be different when you marry, or if you have children; when you start a new career versus when you are nearing retirement8.

Work/life balance is more of a practiced art than a definitive science. It’s more than simply ensuring that for every waking hour employee spend half of it at work and half of it on personal pursuits. For some it will look more like a 70-30 split rather than a 50-50 divide. This is because work/life balance is associated with a feeling. When employee feel fully satisfied with both personal life and career, it can be said that employees are balanced. The point to be noted here is that we are not balancing our time and energy investments, but rather we are striving for equal amounts of satisfaction in our personal and professional arenas8.

Research studies reveal that employees are struggling with work life conflicts like role overload (having too much to do and too little time to do it in) as well as role interference (when incompatible demands make it difficult, if not impossible, for employees to perform all their roles well). Therefore, it has become cry of the hour for the employers to introduce...
employee friendly programs that helps employees (male and female employees) to improve their work efficiency by maintaining the balance between their work life and personal life.

The working hours of the women police is very uncomfortable. Many of the women police have their duty from 10 a.m to 8 p.m. When the situation demands they are called anytime. Sometimes, they have to be on duty 24x7 in case of emergency and a minimum of 10 to 12 hours work. Many of the women are conscious both at their work and family. Most of their time has been spent in the work and giving a little time for their family and children. This brings worry and stress in the minds of women police affecting their performance.

The women, who are either widow’s of policemen or those who belonged to the lower economic strata and had no choice but to work, opt to join the police service. As most women enter the police force without having prior knowledge of the role, they experience physical discomforts and different kinds of embarrassment during training. They also experience disapproval from the society at large and are treated as inferior to their male counterparts. Women are also evaluated on the basis of stereotyped standards like physical strength. Women police must be free from work harassment, male domination, sex discriminations and lack of promotional opportunity, so that they can work with zeal and enthusiasm. Hence the need for introduction of new tool known as “work life Balance “has become cry of the hour for police department.

2.1 CONCEPTUAL MODEL:

A conceptual model, diagrammatically represented, explaining the Association Work life balance and Quality service, is shown in the following figure for easy and comprehensive understanding.

COMPONENTS OF WLB (IV)
3. Statement of the problem
There are a number of issues faced by women police both nationally and internationally. The purpose of this study is to address the various issue and concerns through an empirical study and recommend suggestions that act as a guide for women police to improve their performance by maintaining a balance between their personal life and professional life.

4. Scope of the present study
This is a study on the “Work – Life Balance ” - a tool for quality service of women police in Bangalore city. The study is focusing on personal life, professional life and quality service of women police in Bangalore. It is presumed that the outcome of the study may help Police
Department to formulate suitable methods to improve the service quality of women police through work life balance schemes.

5. Objective of the study

- To study the Association between Personal life and Quality service
- To study the Association between Professional life and Quality service
- To suggest suitable measures and recommend appropriate steps for implementation based on the findings of the study.

5.1 Hypothesis

H1: There is significant association between personal life and quality service.
H2: There is significant association between professional life and quality service.

6. Methodology and sources of data

The study is conducted through a survey method. To carry out the study, the structured questionnaire technique is used to get insight about the issues explored in the present study. For the purpose of the study, both primary and secondary data is collected, to achieve the formulated objectives.

6.1 Sampling Design

The primary data is collected from sixty women police personnel belonging to South, North and Central Ranges of Bangalore City. Total of 12 police stations from North Bangalore and 18 police stations from Central Division of Bangalore have been covered in the study. The two women police stations namely Basavanagudi Women Police Station and Halasurugate women police station is also covered in the study.

6.2 Variables used in the study

In this study Work life balance is considered as independent variable and quality service is considered as Dependent variable.

Reliability of the scale

In the present research study, the reliability scale was determined using split-half method.

Split half reliability:

The response obtained from thirty women police in non-sampling area for the selected statements (64) were split into two halves-scores of even number statements (X) and scores of odd number statements (Y). The coefficient of correlation between the two sets of scores i.e. (X) and (Y) was computed by using the Pearson’s product moment correlation and it was 0.83 and found to be significant at one percent level of probability.

Pearson’s product moment correlation formula:

\[ r = \frac{\Sigma XY - (\Sigma X)(\Sigma Y)}{\sqrt{[\Sigma X^2 - (\Sigma X)^2][\Sigma Y^2 - (\Sigma Y)^2]}} \]

This was again correlated by using the Spearman’s Brown Prophesy formula and thus obtained the reliability \( r_{II} \) of the original scale.
Spearman’s Brown Prophesy formula:

\[
\hat{r}_{II} = \frac{2r \sqrt{2}}{1 + r \sqrt{2}}
\]

The obtained \(r_{II}\) value was 0.91, which indicated a high reliability of the scale.

Validity of the scale
To test the validity of the scale, the methods namely, content validity and construct validity as proposed by Kerlinger (1973) are adopted in the present study.

Content Validity
Content validity of the Work life balance and quality service scale was established in two ways: firstly, the items included in the scale are based on extensive review of the literature. Secondly, the opinions expressed by experts were obtained to find out whether or not the items suggested were suitable for inclusion in the scale.

Construct Validity
In this study, the correlation technique is adopted to test the construct validity. The criterion to test the validity of the present scale was done by means of studying the relationship between the scores of Work life balance and Service quality. For this purpose, the scores for work life balance and service quality relating to thirty respondents from outside the sample area were correlated and it was found that the coefficient of correlation was 0.83, which was significant at one percent level of probability. Thus, the content validity and construct validity were established with respect to the constructed scale.

Field work
The fieldwork on the project started during January 2012 and continued up to September 2012. The researcher in person requested the respondent to fill the questionnaire for the purpose of the study.

Plan of analysis
In this study, Chi square analysis is used to study the association between Work life balance and quality service.

Limitations of the study
The study is limited to only Bangalore city especially to the three divisions namely North, South and Central part of Bangalore only. The study is limited to only 60 women police respondents, focusing more on women police constables.
6.3 Findings:

The main results of the study are:

**Objective ·1: Association between Personal life and Quality service**

In this study an effort is made to study the association between Personal life and Service quality of Women police and the findings are given below:

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Personal life</th>
<th>Category</th>
<th>Sample (n)</th>
<th>Quality Service</th>
<th>( \chi^2 ) Value</th>
<th>Table value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Low</td>
<td>%</td>
<td>Moderate</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Female</td>
<td>16</td>
<td>10</td>
<td>63.2</td>
<td>06</td>
</tr>
<tr>
<td>1</td>
<td>Age Group (years)</td>
<td>25-35</td>
<td>26</td>
<td>20</td>
<td>78.8</td>
<td>06</td>
</tr>
<tr>
<td></td>
<td></td>
<td>35-45</td>
<td>30</td>
<td>22</td>
<td>72.7</td>
<td>08</td>
</tr>
<tr>
<td></td>
<td></td>
<td>45-55</td>
<td>04</td>
<td>02</td>
<td>42.9</td>
<td>04</td>
</tr>
<tr>
<td>2</td>
<td>Marital Status</td>
<td>Married</td>
<td>36</td>
<td>26</td>
<td>73.3</td>
<td>06</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Unmarried</td>
<td>22</td>
<td>17</td>
<td>80.0</td>
<td>05</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Widow</td>
<td>02</td>
<td>01</td>
<td>20.0</td>
<td>01</td>
</tr>
<tr>
<td>3</td>
<td>Educational level</td>
<td>Degree</td>
<td>10</td>
<td>06</td>
<td>59.1</td>
<td>04</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Post Graduation</td>
<td>24</td>
<td>18</td>
<td>75.4</td>
<td>06</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Professional</td>
<td>26</td>
<td>20</td>
<td>77.6</td>
<td>06</td>
</tr>
<tr>
<td>4</td>
<td>Work Experience (years)</td>
<td>4-6</td>
<td>10</td>
<td>06</td>
<td>60.9</td>
<td>04</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Above 6</td>
<td>50</td>
<td>38</td>
<td>76.4</td>
<td>12</td>
</tr>
<tr>
<td>5</td>
<td>Self Income/ month</td>
<td>Rs.30,000-45,000</td>
<td>20</td>
<td>13</td>
<td>69.4</td>
<td>07</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Above Rs.45,000</td>
<td>40</td>
<td>30</td>
<td>76.2</td>
<td>10</td>
</tr>
<tr>
<td>6</td>
<td>Type of Family</td>
<td>Joint</td>
<td>23</td>
<td>17</td>
<td>74.2</td>
<td>06</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nuclear</td>
<td>37</td>
<td>27</td>
<td>72.0</td>
<td>10</td>
</tr>
<tr>
<td>7</td>
<td>Number of Dependents</td>
<td>2-4</td>
<td>37</td>
<td>27</td>
<td>72.0</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4-6</td>
<td>16</td>
<td>13</td>
<td>78.6</td>
<td>03</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt;6</td>
<td>07</td>
<td>05</td>
<td>73.3</td>
<td>02</td>
</tr>
</tbody>
</table>

Source: Primary data

*Significant at 5% Level  NS: Non-Significant  N= 60

The data subjected for statistical test, established a significant association between age group, marital status, educational level and work experience with service quality. This shows that the hypothesis \( H_1 \) is supported by results. On the other hand, a non- significant association with Service quality was established between Self-income, Type of Family and Number of Dependents. For these variables the hypothesis \( H_{1_b} \) rejected.
Objective-2: Association between Professional life and Quality service

The association between Professional life and quality service of Women police is studied and the findings are given below:

<table>
<thead>
<tr>
<th>1. Government support</th>
<th>Quality Service</th>
<th>X²</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Moderate</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Low</td>
<td>04</td>
<td>13.33</td>
<td>02</td>
</tr>
<tr>
<td>Moderate</td>
<td>10</td>
<td>33.33</td>
<td>14</td>
</tr>
<tr>
<td>Combined</td>
<td>14</td>
<td>46.66</td>
<td>16</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Co-employee support</th>
<th>Quality Service</th>
<th>X²</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Moderate</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Low</td>
<td>02</td>
<td>06.67</td>
<td>00</td>
</tr>
<tr>
<td>Moderate</td>
<td>14</td>
<td>46.66</td>
<td>14</td>
</tr>
<tr>
<td>Combined</td>
<td>16</td>
<td>53.33</td>
<td>14</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Welfare schemes</th>
<th>Quality Service</th>
<th>X²</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Moderate</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Low</td>
<td>03</td>
<td>10.00</td>
<td>03</td>
</tr>
<tr>
<td>Moderate</td>
<td>03</td>
<td>10.00</td>
<td>21</td>
</tr>
<tr>
<td>Combined</td>
<td>06</td>
<td>20.00</td>
<td>24</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Health and well-being</th>
<th>Quality Service</th>
<th>X²</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Moderate</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Low</td>
<td>14</td>
<td>46.67</td>
<td>02</td>
</tr>
<tr>
<td>Moderate</td>
<td>02</td>
<td>6.67</td>
<td>12</td>
</tr>
<tr>
<td>Combined</td>
<td>16</td>
<td>53.34</td>
<td>14</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Job satisfaction</th>
<th>Quality Service</th>
<th>X²</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Moderate</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Low</td>
<td>08</td>
<td>27.34</td>
<td>05</td>
</tr>
<tr>
<td>Moderate</td>
<td>03</td>
<td>11.66</td>
<td>13</td>
</tr>
<tr>
<td>Combined</td>
<td>11</td>
<td>39.00</td>
<td>18</td>
</tr>
</tbody>
</table>

Source: Primary data  *Significant at 5% Level  NS Non-Significant  N= 60

A significant association with service quality was established between Government support and health and wellbeing of women police. For these variables hypothesis H₂ is supported by results. On the other hand, a non – significant association with quality service was established between co-employee support, welfare schemes and job satisfaction. For these variables, the hypothesis H₂ is rejected.

6.4 Discussion:

The research results and discussions held with the respondents are summarized below:

Personal profile:

Majority of women police are degree holders and have 5 – 10 years of service. They viz., Police Inspector, Police Sub-Inspector and Assistant Sub-Inspector and Head Constables expressed that they are not very confident of their jobs, as they are not physically and emotionally equipped for...
the job. It is understood that many of them joined the service due to job security and they are prepared to change their jobs, if they get better opportunity.

More than 60% of the total respondents are married before joining the police service and to the extent of 20% are married after joining the services and the remaining are unmarried. Greater number of the respondents with monthly income of Rupees 10,000 belongs to nuclear family and their children are in the age group of 1 to 6 years. Women police feel that their career is affected because they could balance their work life.

**Professional profile**
Most (85%) of the women police felt that the best alternative for police service is teaching profession and very few (15%) preferred government job. For most of them, as there was no alternative choice, they are forced to accept the police job for the sake of employment and job security and they are not interested in the promotion with transfer to the far off place.

Majority (76%) of the respondents are totally dissatisfied with regard to their salary structure, fringe benefits and promotions. The working conditions of women police are very poor and they are totally dissatisfied with their Working hours. There is a provision by the State as well as Central Government to give accommodation facility to the police. Whereas the study says that majority of respondents are staying in rented house, for which the respondents find it difficult in meeting their rental and commuting expenses.

**Quality Service**

They have not learnt any innovative methods to handle their work more efficiently and they have not prioritized the important roles they have to play in their work and in their life. Again, Many responsibilities that should be a part of their role has been given to someone else and they do not have adequate knowledge to handle their job confidently and have very little time and opportunities to prepare themselves for the future challenges and because of these they are not able to satisfy different demands of the public and people in authority.

It is very intimidating to say that women police are dominated by their male counterparts and they are not given the freedom to take decisions. They are worried that they lack the necessary facilities to perform their role smoothly. Their hard work is not recognized and they feel that the working climate is not supportive to them as they have to do things, in their role, that are against their own judgment. Again, they say that they are not getting necessary information and resources support to carry out responsibilities assigned to them smoothly and because of this they are not able to take up challenging tasks confidently.

They could not reconcile work and family matters as they are experiencing frictions, conflicts and tensions with the family members in the matter of utilization of their earnings and not returning home in time. They are not able to concentrate on their work due to home matters. This has made them to have either limited number of children or put off having children for the time being. Very often they suffer from back/ hands/wrists/arms/ shoulders pains and they are under stress/depression. Because of this they are not able to take care of themselves and sleep.
well. They face many interruptions and disturbances while on duty and they have constant time pressure due to a heavy work load and frequently think of quitting their job.

6.5 EMPIRICAL MODEL:
This empirical model explains that out of the seven personal life variables, four variables were found to be statistically significant and remaining three variables established a non-significant association with quality service. On the other hand, Out of the five professional life variables, two variables were found to be statistically significant and the remaining three variables established a non-significant relationship with quality service.

COMPONENTS OF WLB (IV)

PROFESSIONAL LIFE

Government Support
Co-worker support
Welfare schemes
Health & well being
Job Satisfaction

PERSONAL LIFE

Age Group
Education level
Marital status
Work Experience
Self Income
Type of the family
Number of dependents

QUALITY SERVICE (DV)

Knowledge components
Attitude Components
Ability Components

Empirical Model showing the Association between the WLB & Service efficiency
Objective-3: To suggest suitable measures and recommend appropriate steps for implementation based on the findings of the study.

The following suggestions are recommended based on the findings of the study:

- The crime against women in the North, East and West of Bangalore is increasing day by day. In order to bring down the crimes, there is a need to establish minimum of three “All women police stations” in East, West and North of Bangalore. But, there are only two “All women police stations” in the Bangalore city.

- There is only one IPS Officer in Bangalore taking care of Bangalore South Division. The city needs more women commissioner of Police. The vacancy can be created and recruitment should be made to protect the women in Bangalore city.

- Many of the women police are in the rank of “Head Constables” who are in the verge of retirement without any promotional opportunities. There is a need for modification in the promotion policy to facilitate and justify the senior most police personnel.

- Most of the police women are young, energetic and smart and ready to accept all sorts of jobs their male counterpart do. A personnel policy need to be framed to study the interest level of individual and assign the work accordingly rather placing them only in police stations.

- Computer training program, awareness training program to handle different sections of society, psychological program to understand the minds of the people in the society, Self awareness training program to understand self and work interest of an individual can be introduced in the Police Department in order to create awareness, interest and commitment of the individual police personnel for their better work performance.

- “Sharing and caring” will stand as a tool to beat the stress level of the individual. Hence an opportunity created to meet the women police personnel once in a month or once in two months in batches as “Exchange program” for better performance.

- The department may adopt two or three shift system like from 6 to 2 pm I shift and 2 to 10 II shift with transportation facilities. This may bring a balance between work and life for quality service.

- It is observed that many of the seniors are not holding a strong leadership quality to stand as a model to the younger police force. It is believed that young minds are innovative and energetic to handle the situation. Hence there is a need for independence and empowerment to handle different situation effectively by the young women police without the intervention of seniors.

- Minimum educational qualification fixed by the Karnataka State Government for the appointment of police is PUC. Through the study it is understood a moderate number of women police are holding both graduate degree and post graduate degree along
with PUC. This shows irrespective of higher education, women are joining police service mainly because of job security and recognition. This can be encouraged and identified by granting special increment and promotional opportunity, thereby retaining the efficient and highly qualified police force in the department.

- There need to be modified “Recruitment Policy” without any distribution to the senior police force and filling post with appropriate “manpower.
- The government should implement promotion awards and medals for the growth and development of women police.
- Transportation facility should be given to the women police who reside in the rented houses situated in the far off places.

6.6 Scope for further research

The present research study was confined to thirty police stations situated in Bangalore city. It would be worthwhile to conduct a comprehensive study, taking a large sample from all the states of India and thereby help in generalizing for a large population. It may throw new light on the practice of Work life balance and thereby improve the performance of the women police.

Bibliography