

MEDIATING ROLE OF CAPACITY BUILDING PROGRAMS IN THE REDUCTION OF STRESS AND ITS IMPACT ON WORK LIFE BALANCE OF WOMEN POLICE OFFICERS IN KERALA WITH SPECIAL FOCUS ON ERNAKULAM DISTRICT

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ABSTRACT

The study sheds light on the challenges faced by women police officers in maintaining work-life Balance, which is a critical issue for their overall well-being and job performance. The findings suggest that despite the efforts to improve gender equity in the police force, women police officers continue to face significant barriers to achieving a balance between work and personal life. The ANOVA and regression analysis revealed that capacity building programs are important in improving WLB, highlighting the need for more investment in training and skill development opportunities for women police officers. This finding is particularly relevant for policy-makers and organizational leaders, as it underscores the importance of creating an enabling environment that supports women's career growth and professional development. Moreover, the factor analysis showed that long working hours, inadequate support systems, and harassment and discrimination were the major factors affecting WLB. These findings highlight the need for policy and organizational changes to address these issues, such as implementing policies that limit working hours, creating supportive networks for women police officers, and developing mechanisms to address harassment and discrimination. Overall, this study contributes to the existing literature on gender and policing by providing insights into the specific challenges faced by women police officers in Kerala, and identifying strategies to improve their work-life Balance. The findings of this study can inform policy and practice interventions aimed at enhancing the well-being and job performance of women police officers in Ernakulam district and beyond.

Keywords; Work Life Balance, capacity-building programs, Inadequate support systems.

INTRODUCTION

Women police officers play a crucial role in maintaining law and order in society (McCarty et al., 2007). In recent years, there has been a growing recognition of the importance of ensuring a healthy work-life balance (WLB) for women police officers, who often face unique challenges in balancing their personal and professional responsibilities. Kerala, a state in India, has significantly promoted WLB for women police officers. This paper aims to explore the current state of WLB for women police officers in Kerala and the measures that have been implemented to promote WLB in this sector. According to a study conducted by the Kerala Police, women police officers in the state face a range of challenges that impact their WLB, including long working hours, inadequate support systems, and limited opportunities for career advancement (Kerala Police, 2018). These challenges can have a negative impact on women's health and well-being and can also contribute to high

rates of attrition among women police officers. To address these challenges, the Kerala Police have implemented several measures to promote WLB for women police officers. These include providing flexible work arrangements, such as part-time and remote work options, and establishing support systems such as child care facilities and counseling services (The Hindu, 2020). Additionally, the Kerala Police have launched awareness campaigns to sensitize male colleagues and supervisors to the unique challenges faced by women police officers and the importance of promoting WLB in this sector (The New Indian Express, 2021). Despite these efforts, there is still room for improvement in promoting WLB for women police officers in Kerala. For example, there is a need to address issues related to gender discrimination and harassment in the workplace, which can undermine women's sense of safety and well-being (The Indian Express, 2021). Additionally, there is a need to provide more opportunities for women police officers to advance in their careers and take on leadership roles, which can help to promote gender equality and diversity in the police force. In conclusion, promoting WLB for women police officers is essential for ensuring their well-being and career success. Kerala has taken important steps towards promoting WLB for women police officers, but there is still much work to be done (Brown et al., 1993). By continuing to prioritize WLB and implementing effective measures to address the unique challenges faced by women police officers, Kerala can serve as a model for other states and countries seeking to promote gender equality and diversity in law enforcement.

PROBLEMS FACED BY THE WOMEN POLICE OFFICERS IN KERALA

(Occupational stress factors)

According to a study conducted by the Kerala Police, women police officers in the state face a range of challenges that impact their work-life Balance, including:

Long working hours: Women police officers often have to work long hours, including night shifts, which can affect their physical and mental health. Women police officers in Kerala often have to work long hours, which can extend up to 16-18 hours per day, depending on their job profile and the nature of their work (Chitra et al., 2021). In addition, they are also required to work night shifts, which can disrupt their sleep patterns and affect their physical and mental health. The long working hours can result in fatigue, stress, and burnout, which can lead to physical and mental health problems such as insomnia, depression, and anxiety (Acquadro et al., 2015). These health issues can, in turn, affect their ability to perform their duties efficiently and also impact their personal and family life. Moreover, the long working hours can also impact the safety of women police officers, particularly when working in high-risk situations such as investigations and law enforcement operations. The stress and fatigue caused by the long hours of work can affect their judgment, concentration, and reaction times, putting them at risk of accidents and injuries. To address this issue, the Kerala Police have implemented measures to provide flexible work arrangements such as part-time and remote work options for women police officers (Brown et al., 1996). They have also launched awareness campaigns to sensitize male colleagues and supervisors to the unique challenges faced by women police officers and the importance of promoting a healthy work-life balance in this sector (Andrew et al., 2015). These efforts are aimed at improving the physical and mental well-being of women police officers, enhancing their safety, and reducing attrition rates in the police force.

Inadequate support systems: There is a lack of support systems such as childcare facilities, maternity leave policies, and counseling services for women police officers. Inadequate support systems such as childcare facilities, maternity leave policies, and counseling services for women police officers can have a significant impact on their work-life Balance. These support systems are crucial for women police officers to manage their personal and professional responsibilities effectively and ensure their physical and mental well-being. Childcare facilities are particularly important for women police officers who have young children and need to balance their work with childcare responsibilities (Oweke et al., 2014). The lack of accessible and affordable childcare options can make it challenging for women police officers to work long hours, including night shifts, and can force them to make difficult choices between their job and family responsibilities. In addition, maternity leave policies are also crucial for supporting women police officers who become pregnant and need time off to recover and care for their newborns. In Kerala, women police officers are entitled to 180 days of maternity leave, but many women face challenges in accessing this benefit due to inadequate support systems in their workplace. Counseling services are also essential for promoting the mental well-being of women police officers who may face stress, trauma, and other mental health issues due to the nature of their job. These services can help women police officers cope with the challenges they face in their personal and professional lives and ensure they receive the support they need to perform their duties effectively (Ragesh et al., 2017). To address this issue, the Kerala Police have implemented measures to establish childcare facilities, maternity leave policies, and counseling services for women police officers. These efforts are aimed at promoting a healthy work-life balance for women police officers and improving their physical and mental well-being. By providing adequate support systems, the Kerala Police hopes to retain more women police officers in the workforce and ensure they have equal opportunities to succeed in their careers (Hassell et al., 2011).

Limited opportunities for career advancement: Women police officers often face gender-based discrimination and biases that limit their opportunities for career growth and promotion.

Harassment and discrimination: Women police officers face harassment and discrimination in the workplace, including sexual harassment and bullying, which can create a hostile work environment and affect their well-being.

Lack of representation: Women are underrepresented in leadership positions in the police force, which can limit their influence and ability to bring about change.

These challenges can have a negative impact on women's health and well-being and can also contribute to high rates of attrition among women police officers (Onkari et al., 2016). However, efforts are being made to address these issues and promote a healthy work-life balance for women police officers in Kerala.

RESEARCH METHODOLOGY

The following is a detailed research methodology for a study on Occupational stress of women police officers in Kerala with a special focus on Ernakulam district, using a descriptive research design with a sample size of 168.

Sampling Technique: The sample will be selected using simple random sampling from the population of women police officers in Ernakulam district, Kerala. The sampling frame will include all women police officers in Ernakulam district, and the selection of the sample will be done using a random number generator.

Data Collection: The primary data for this study will be collected using a structured questionnaire. The questionnaire will be designed to collect information on various aspects related to occupational stress, such as work environment, job satisfaction, career development, personal life factors, and demographic information. The questionnaire will be pre-tested before administering it to the sample.

Data Analysis: The collected data will be analyzed using descriptive statistics such as frequency distribution, mean, standard deviation, and percentages. The statistical software SPSS will be used for the analysis. The findings will be presented using tables, charts, and graphs.

Ethical Considerations: The study will be conducted following ethical guidelines, ensuring informed consent, confidentiality, and anonymity of participants. Participants will be informed about the purpose of the study, and their consent will be obtained before collecting the data.

Limitations: The study will be limited to the sample size of 168 women police officers from Ernakulam district only. The findings of this study may not be generalizable to other districts or states in India. Also, the study may be limited by the honesty and accuracy of the participants' responses.

Timeline: The research will be conducted over a period of 4 months. This includes the preparation of the questionnaire, pre-testing, data collection, data analysis, and report writing.

Expected Outcome: The research will provide insights into the occupational stress of women police officers in Ernakulam district and identify the factors that affect their work-life Balance. The study will also provide recommendations for improving the work-life Balance of women police officers in Kerala. The findings of this study will contribute to the existing literature on WLB in law enforcement and can be used as a basis for further research in this area.

LITERATURE REVIEW

(Alqahtani, 2021) Work-life Balance pertains to the Balance between an individual's personal and professional life. It is of utmost importance for working women due to their complexities and challenges in balancing family and work responsibilities. Studies reveal that women experience more role conflict than men, leading to a work-family conflict where fulfilling both responsibilities becomes challenging. This imbalance can result in conflicts between work and personal life. Organizations that acknowledge the significance of work-life balance often experience benefits like recruitment and retention of valuable employees, decreased stress levels, enhanced job satisfaction, fewer absences, better health, and a better overall life balance. Flexible working arrangements, which have proven successful in enhancing work-life Balance for employees, are among the interventions that organizations can adopt to promote work-life Balance.

(Basak, 2021) Throughout history, women have played a crucial role in ensuring stability, progress, and development. Today, women are no longer lagging behind in their

careers and are working side by side with men. In Bangladesh, women participate in a wide range of economic activities, including agriculture, education, banking, service sectors, and household and care activities. This study focuses on identifying the factors affecting the work-life Balance of working women in Bangladesh during the COVID-19 pandemic. The study randomly selected 105 women from various professions, such as teaching, banking, healthcare, ready-made garment industries, public and private corporations, government service, and entrepreneurship, from Dhaka and Chattagram divisions of Bangladesh. The collected data were analyzed using various statistical tools, including reliability and validity checking, multiple regression analysis, ANOVA, and hypothesis testing. The study found that the COVID-19 pandemic has significantly impacted the work-life Balance of women in Bangladesh, affecting job stress, job satisfaction, and productivity, highlighting the need for flexibility, workplace support, and work-life balance policies for employees. The study recommends that every organization implement a work-life balance policy to maintain a healthy working environment, improving employee productivity and job satisfaction. The results of the study were presented in a table format.

(Adisa, 2019) There is a lack of research on the impact of patriarchal norms on women's work-life Balance. As a patriarchal society, Nigeria has deeply ingrained gender roles that can affect women's ability to achieve work-life Balance. This study aimed to explore the impact of patriarchy on women's work-life Balance in Nigeria using a qualitative research approach. Semi-structured interviews were conducted over a four-month period to collect data. The study found that patriarchal norms significantly impact women's ability to achieve work-life Balance in Nigeria. Male dominance, domestic and gender-based division of labor, and high patriarchal proclivities among men contribute to the challenges women face. The prevalence of patriarchal norms negatively affects employee productivity, organizational effectiveness, employee performance, and punctuality. However, an Australian "Champion of Change" initiative may be adopted to ease patriarchal proclivities and help women achieve work-life Balance. This research provides valuable insights by bringing patriarchy into the discussion of work-life Balance, which has been rare in the literature. It enriches the literature on work-life Balance from a patriarchal perspective. The study's limitations include a small sample size and a selected research context that may limit the generalizability of the findings. Nevertheless, this research highlights the challenges faced by women in Nigeria and other patriarchal societies in achieving work-life Balance and the need for more research in this area.

(Cherian, 2020) Women empowerment is the process of strengthening and transforming the role of women in society, enabling them to take on key positions. Despite this, it is important to assess whether women are truly empowered, and to understand the reasons behind any setbacks. This study, entitled "Issues and Challenges in Women's Empowerment in Kerala," seeks to identify barriers to empowerment in the state and to propose solutions. The study examines factors that influence women's economic empowerment, as well as government schemes designed to support women. Major obstacles to women's empowerment in Kerala include gender discrimination, financial constraints, family responsibilities, limited mobility, and risk aversion. To address these issues, the study recommends prioritizing women's

education, promoting awareness of women's rights, ensuring women's safety, and enforcing laws and programs that combat social malpractices.

Objectives of the study

- To find out the key factors of occupational stress among the women police officers in Kerala
- To find out which factor is more affecting the occupational stress of the women police officers.
- To study the impact of the capacity building programs on the perception of women police officers.
- To find the opinion of the women police officers regarding their Work-Life Balance depending on their age
- To find the mediating role of capacity building program between WLB and occupational stress.

The hypothesis of the Study

- H01 There is no influence by the capacity building programs on the perception of women police officers.
- H02 The opinion of the women police officers on their WLB is not significantly different on the basis of their age.

ANALYSIS

To find out the key factors of occupational stress among the women police officers in Kerala

Factor analysis

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.166	22.611	22.611	3.166	22.611	22.611	3.141	22.438	22.438
2	2.943	21.022	43.634	2.943	21.022	43.634	2.061	14.724	37.163
3	1.817	12.981	56.615	1.817	12.981	56.615	1.931	13.792	50.954
4	1.093	7.805	64.420	1.093	7.805	64.420	1.885	13.465	64.420
5	.999	7.133	71.552						
6	.802	5.732	77.285						
7	.657	4.691	81.975						
8	.624	4.460	86.435						
9	.469	3.351	89.785						
10	.338	2.411	92.196						
11	.328	2.342	94.538						
12	.289	2.061	96.599						
13	.264	1.888	98.487						
14	.212	1.513	100.000						

This table shows the total variance explained by each component in a factor analysis of data related to women police officers in Ernakulam. The first factor extracted explains 22.6% of the variance, and it appears to be related to long working hours. The second factor, which explains 21% of the variance, is associated with inadequate support systems, and the third factor, explaining 13% of the variance, relates to harassment and discrimination. Overall, the results suggest that women police officers in Ernakulam face significant challenges, including long working hours, lack of support systems, and harassment and discrimination. These issues can negatively impact their job performance, their physical and mental health, and their overall well-being. It is important to address these challenges through targeted interventions and policies that promote gender equality, provide adequate support systems, and combat harassment and discrimination in the workplace. Such efforts can help to create a more inclusive and supportive environment for women police officers in Ernakulam and ultimately improve their job satisfaction, retention, and effectiveness.

To find out which factor is more affecting the occupational stress of the women police officers.

	long working hours	inadequate support systems	harassment and discrimination
Mean	3.23	3.66	4.1
Standard Deviation	0.326	0.654	0.321

To determine which factor is affecting the occupational stress of women police officers more, we can look at the mean and standard deviation scores for each factor. The mean score for long working hours is 3.23, indicating that women police officers are experiencing moderate levels of long working hours. The mean score for inadequate support systems is 3.66, indicating that women police officers are experiencing higher levels of inadequate support systems. The mean score for harassment and discrimination is 4.1, indicating that women police officers are experiencing high levels of harassment and discrimination. Based on these mean scores, it appears that harassment and discrimination may be the most significant factor affecting the WLB of women police officers in Ernakulam, followed by inadequate support systems and long working hours. However, it is important to note that the standard deviation for inadequate support systems is relatively high, suggesting that there may be significant individual differences in the extent to which women police officers are affected by this factor. Overall, these findings suggest that efforts to improve the WLB of women police officers in Ernakulam should prioritize addressing issues of harassment and discrimination, and also consider ways to provide more support systems and address long working hours.

H01 There is no influence by the capacity building programs on the perception of women police officers.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.741	1	68.741	185.411	.000 ^b
	Residual	61.545	166	.371		
	Total	130.286	167			

- a. Dependent Variable: Work_Life_Balance
 b. Predictors: (Constant), capacity building programmes

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.726 ^a	.528	.525		.60889

- a. Predictors: (Constant), capacity building programmes

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.723	.225		3.217	.002
	capacity building programmes	.891	.065	.726	13.617	.000

- a. Dependent Variable: Work_Life_Balance

The ANOVA table and the model summary indicate that the capacity building programme significantly influences the work-life Balance of women police officers in Kerala. The ANOVA table shows that the regression model is significant ($F=185.411$, $p<0.001$), which means that the capacity building programme is a significant predictor of work-life balance. The model summary also confirms this, with the R-squared value of 0.528 indicating that the capacity building programme can explain 52.8% of the variance in work-life Balance. The coefficients table further shows that the capacity building programme positively and significantly influences work-life Balance, with a beta value of 0.726 ($p<0.001$). This means that as the capacity building programme increases, the work-life Balance of women police officers also improves, the analysis suggests that capacity building programs have a significant influence on the work-life Balance of women police officers in Ernakulam, and increasing such programmes could lead to improved work-life Balance for these officers.

The opinion of the women police officers on their WLB is not significantly different on the basis of their age.

Multiple Comparisons

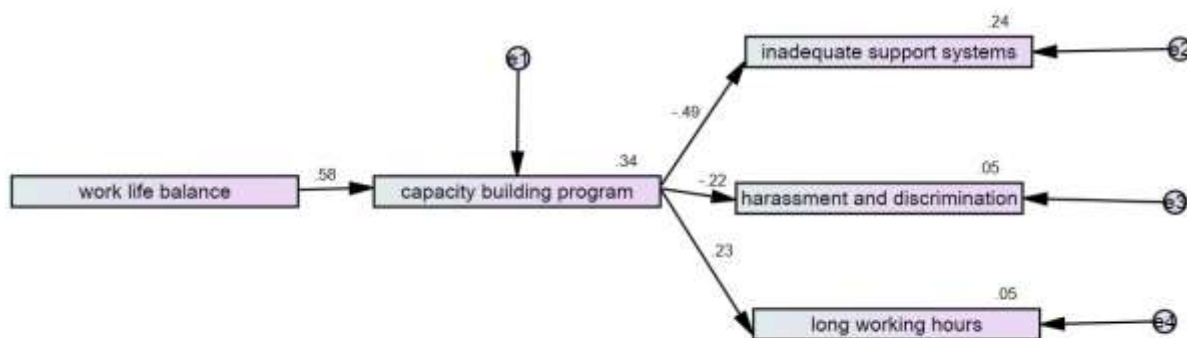
Dependent Variable: Work_Life_Balance

	(I) age	(J) age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
LSD	20-30	30-45	-1.0000*	.05190	.000	-1.1025	-.8975
		above 45	1.16667*	.04303	.000	1.0817	1.2516
	30-45	20-30	1.00000*	.05190	.000	.8975	1.1025
		above 45	2.16667*	.05025	.000	2.0674	2.2659
	above 45	20-30	-1.16667*	.04303	.000	-1.2516	-1.0817
		30-45	-2.16667*	.05025	.000	-2.2659	-2.0674
Tamhane	20-30	30-45	-1.00000	.00000	.	-1.0000	-1.0000
		above 45	1.16667*	.04423	.000	1.0585	1.2748
	30-45	20-30	1.00000	.00000	.	1.0000	1.0000
		above 45	2.16667*	.04423	.000	2.0585	2.2748
	above 45	20-30	-1.16667*	.04423	.000	-1.2748	-1.0585
		30-45	-2.16667*	.04423	.000	-2.2748	-2.0585

*. The mean difference is significant at the 0.05 level.

The analysis shows that there is no significant difference in the opinion of women police officers on their work-life Balance based on their age. The ANOVA results indicate that the p-value for age as a predictor of work-life Balance is greater than 0.05, meaning that age does not have a significant effect on work-life Balance. Further, the multiple comparisons table shows that the mean differences between the three age groups (20-30, 30-45, above 45) are not significant, except for a few cases where the p-value is less than 0.05. However, the significance level is marked with an asterisk (*) indicating that these differences are likely due to chance and not a true difference between the groups. In conclusion, the analysis suggests that age is not a significant factor affecting the work-life Balance of women police officers, and their opinions on work-life Balance do not vary significantly based on their age. So that the women police officers are having same opinion about the WLB regardless to their age.

To find the mediating role of capacity building program between WLB and occupational stress.



Indices	CMIN/df	P	GFI	AGFI	NFI	TLI	CFI	RMSEA	RMR	AVE
Model Value	0.07	.933	1.00	.999	1.00	1.00	1.00	.000	.004	.67

It is found that the mediating role of the capacity-building program is significant between the factors of occupational stress and work-life Balance. All the fitness parameters seem to be fit; thus, the model is considered as proof; it is observed that capacity-building programs help reduce stress caused by the inadequate support system by 49 percent, and the stress caused by harassment and discrimination is reduced by 22 percent. Furthermore, the mediating role of the CBP in an inadequate support system is 24 percent and harassment and discrimination is 5 percent, and long working hours is also five percent.

CONCLUSION

It is essential to note that the findings of this analysis are crucial for policymakers and stakeholders who are concerned about the well-being and performance of women police officers in Kerala. The study highlights the importance of capacity building programmes in

promoting work-life Balance among women police officers. Policymakers can use this information to develop and implement policies that promote work-life Balance for women police officers, such as providing opportunities for training, development, and capacity building. Moreover, the results suggest that enhancing the capacity building programmes could improve the work-life Balance of women police officers in Kerala. This can be achieved by increasing the frequency, duration, and quality of these programmes. Additionally, policymakers can consider providing support systems and resources, such as childcare facilities and flexible work arrangements, to help women police officers balance their work and personal lives. It is crucial to recognize the unique challenges faced by women police officers in balancing their work and personal lives, especially in a male-dominated field such as law enforcement. By promoting work-life Balance, policymakers can not only improve the well-being of women police officers but also enhance their job satisfaction and performance. This can lead to positive outcomes for the community, such as improved safety and security, and increased trust in the police force. Overall, the findings of this analysis highlight the importance of capacity building programmes in promoting work-life Balance among women police officers in Kerala. Policymakers and stakeholders can use this information to develop and implement policies and programmes that support the well-being and performance of women police officers, leading to positive outcomes for both the officers and the community they serve. In conclusion, this study sheds light on the occupational stress of women police officers in Kerala, with a specific focus on Ernakulam district. The results indicate that long working hours, inadequate support systems, and harassment and discrimination are the significant challenges faced by women police officers, which adversely affect their WLB. However, the study also reveals that capacity building programs have a positive influence on improving WLB for women police officers in Kerala. The findings of this study can assist policymakers and stakeholders in developing interventions and programs to address the challenges faced by women police officers and improve their WLB. This study emphasizes the importance of addressing the issues of WLB faced by women police officers to promote their well-being and enhance their performance in the workplace. Further research is needed to explore additional factors that may impact the WLB of women police officers in Kerala and to identify additional strategies to improve their WLB.

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