



Relationship between Quality of Work Life and General Well-Being among Police Sub-Inspectors in Maharashtra

Mr. Dhiraj Bawne

Dr. Suman Pandey Mahadevan

Department of Sports and Physical Education, Savitribai Phule Pune University

ABSTRACT

Police Sub-Inspectors perform demanding duties under challenging organisational and operational conditions that may adversely affect their quality of work life and overall well-being. Understanding the relationship between these constructs is essential for developing workplace interventions that promote occupational health and organisational effectiveness. The present study aimed to examine the relationship between the Quality of Working Life (QWL) and General Well-Being (GWB) specifically among Police Sub-Inspectors (PSIs) in Maharashtra. A descriptive correlational research design was employed. The study included 115 male and female Police Sub-Inspectors aged 21–40 years, selected through non-probability convenience sampling from various districts of Maharashtra. Quality of Work Life was assessed using the 24-item Work-Related Quality of Life (WRQoL) Scale, while General Well-Being was measured using the 14-item Short Form of the Scales of General Well-Being (SGWB). Descriptive statistics (mean and standard deviation) and Pearson's Product-Moment Correlation Coefficient were used to analyse the data.

According to the results of the study, the participants reported a mean QWL score of 74.17 ± 20.18 and a mean GWB score of 47.84 ± 13.01 . Pearson's correlation analysis revealed a statistically significant moderate positive relationship between Quality of Work Life and General Well-Being ($r = .57, p < .001$), indicating that higher perceived quality of work life was associated with better general well-being among Police Sub-Inspectors.

It can be concluded that Quality of Work Life is a significant determinant of General Well-Being among Police Sub-Inspectors. Organisational initiatives aimed at improving working conditions, work-life balance, supervisory support, and employee welfare may contribute to enhancing the psychological well-being and overall effectiveness of



police personnel. Future research involving larger and more representative samples is recommended to validate these findings.

Keywords: Quality of Work Life, General Well-Being, Police Sub-Inspectors, Occupational Health, Police Personnel, Maharashtra.

Introduction

Policing is universally recognised as one of the most challenging, health-threatening, and psychologically dangerous professions in the world (Syed et al., 2020). In India, the modern policing framework heavily relies on structures established during British colonial rule, particularly the Police Act of 1861, which notoriously established that every police officer is considered “always on duty”. This historic mandate fundamentally blurs the boundaries between professional duty and personal life (Yadav, Khanna, & Chenab, 2022). The daily routine of a police officer involves a dual burden of stress: operational stressors, such as exposure to violence and trauma, and organizational stressors, including bureaucratic red tape, erratic shift work, unsupportive leadership, and staff shortages (McCreary & Thompson, 2006; Shane, 2010; Violanti et al., 2017). The compounding stress frequently precipitates severe mental and physical health crises, elevating risks for cardiovascular diseases, depression, burnout, and suicidal ideation (Violanti, 2012).

“Quality of Working Life (QWL) is defined as the extent to which employees are able to satisfy their personal and professional needs through the resources, activities, and outcomes provided by their participation in the workplace” (Swamy, Nanjundeswaraswamy, & Rashmi, 2015). Deficits in QWL, exacerbated by personnel shortages and inadequate welfare facilities, strip officers of the critical opportunity to psychologically detach from their work (Graham et al., 2019). Concurrently, General Well-Being represents a holistic concept that encompasses positive psychological functioning, physical health, and personal fulfillment across work and non-work domains (Danna & Griffin, 1999).

Despite the intuitive connection between work environments and employee health, empirical research in the Indian context has historically fixated on operational trauma rather than daily organisational frustrations, leaving a critical gap in modeling how QWL dimensions directly dictate holistic General well-being (Graham et al., 2019; Shane, 2010; Yadav et al., 2022). Therefore, the present study systematically investigates the relationship between Quality of Working Life and General Well-Being among Police Sub-Inspectors in Maharashtra.



Methodology

Method: A descriptive correlational, cross-sectional research design was utilised to examine the relationship between Quality of Working Life and General Well-Being without experimental manipulation.

Sample: The population consisted of male and female Police Sub-Inspectors aged 21 to 40 years, with at least 1 year of field experience, currently working in Maharashtra. A sample of 115 PSIs was selected using a non-probability based convenience sampling technique, appropriate due to the unpredictable schedules of law enforcement personnel.

Variables: The main variables of the study were Quality of Working Life (Independent Variable) and General Well-Being (Dependent Variable).

Tools: Data were collected using two standardized self-report Likert-type scales i.e. Work-Related Quality of Life (WRQoL) Scale: Developed by Simon A. Easton and Darren L. Van Laar (2012/2018), this 24-item tool measures six core psychosocial dimensions: Job and Career Satisfaction, General Well-Being, Home-Work Interface, Stress at Work, Control at Work, and Working Conditions. The second tool is Scales of General Well-Being (SGWB) 14-Item Short Form: Developed by Ylenio Longo, Iain Coyne, and Stephen Joseph (2017/2018), this tool provides a brief assessment of 14 lower-order constructs reflecting both positive feelings and positive functioning.

Procedure: Permission and informed consent were obtained from each participant before data collection. Participants were assured of the confidentiality of their responses. Data was collected by the researcher through Google Forms. The collected responses were systematically scored using standard keys; negatively worded items in the WRQoL were reverse-scored. Descriptive statistics (mean, standard deviation) and inferential statistics (Pearson's Coefficient of Correlation) were computed to analyse the relationships.

Results

The findings regarding the relationship between Quality of Working Life and General Well-being among Police Officers in Maharashtra. The results are divided into descriptive statistics, which summarise the fundamental data characteristics, and inferential statistics, which test the formulated hypotheses using Pearson correlation analysis.

Table 1 : Descriptive Statistics and Correlation between Quality of Working Life and Total Well-Being among Police Sub Inspectors (N=115)



	Mean	SD	r	Sig (2 tailed)
Quality of Working Life	74.17	20.18		0.000
			.57	
General Well-Being	47.84	13.01		

Table 1 indicates the fundamental data characteristics. The maximum possible score for QWL is 120, and the Mean score achieved was 74.17 with a substantial Standard Deviation of 20.184, indicating a moderate average QWL but significant variance in individual officers' perceptions of their work environments. The maximum possible score for GWB is 70, and the participants achieved a Mean score of 47.84 with a Standard Deviation of 13.013, indicating moderate-to-high overall well-being, though psychological flourishing remains diverse across the sample.

To test the Research Hypothesis (H_1) that there is a significant relationship between Quality of Working Life and Total Wellbeing among Police Officers, Pearson correlation coefficients were calculated. The calculated Pearson's correlation coefficient for the sample is $r = 0.570$. The obtained p-value is <0.01 , which is statistically significant at the $p < 0.05$ level. Therefore, the null hypothesis (H_0) is rejected, and the research hypothesis is accepted.

Discussion

The findings reveal a statistically significant, moderate-to-strong positive relationship between Quality of Working Life and General Well-Being among Police Sub-Inspectors ($r = .57$, $p < .001$). This outcome confirms that as an officer's satisfaction with their job, working conditions, and organizational support increases, their overall happiness, vitality, and personal well-being significantly improve alongside it (Easton & Van Laar, 2018; Longo, Coyne, & Joseph, 2017). Conversely, a deterioration in work life quality strongly associates with declining mental and physical well-being (Danna & Griffin, 1999; Violanti et al., 2017).

These results align closely with Danna and Griffin's (1999) organizing framework, which states that workplace settings and occupational stressors directly dictate an employee's psychological and physical health. In the context of Indian policing, "hindrance stressors" like bureaucratic red tape, erratic shifts, lack of resources, and systemic understaffing cause substantial psychological strain, significantly depleting officers' emotional energy (Graham et al., 2019; Shane, 2010). Research by Yadav, Khanna, and Chenab (2022) similarly highlighted that high occupational stress and a poor Home-Work Interface directly deteriorate mental health and life satisfaction.



The variance found in the standard deviations (Table 1) emphasizes that while some officers feel supported, many suffer from the absence of organizational justice and struggle with a poor work-life balance.

The findings clearly establish that Quality of Working Life is not a supplementary benefit, but a core determinant of a police officer's General Well-Being. Neglecting the workplace experience yields direct detrimental consequences, while organizational interventions aimed at improving the environment offer substantial well-being dividends (Danna & Griffin, 1999). The study faced limitations, including a sample size of 115 whereas a minimum sample size of 149 is optimal for achieving highly stable confidence intervals in correlation analyses (Bujang, 2024)—the cross-sectional design preventing definitive causal conclusions, and the inherent risks of self-report bias (Yadav & Yadav, 2025).

Conclusion

The study concludes that Quality of Working Life is inherently linked to the General well-being of police personnel.

Reference

- Danna, K., & Griffin, R. W. (1999). Health and Well-Being in the Workplace: A Review and Synthesis of The Literature. *Journal of Management*, 25(3), 357–384. Retrieved February 17, 2026, from https://www.researchgate.net/publication/247569840_Health_and_Well-Being_in_the_Workplace_A_Review_and_Synthesis_of_the_Literature
- Easton, S., & Van Laar, D. (2018). User manual of the Work-Related Quality of Life (WRQoL) Scale: A Measure of Quality of Working Life (2nd ed.). University of Portsmouth. Retrieved February 17, 2026, from <http://www.qowl.co.uk/researchers/WRQoL%20User%20manual%202nd%20Ed%20ebook%20Feb%202018%2055.pdf>
- Graham, L., Plater, M., Brown, N., Zheng, Y., & Gracey, S. (2019). Research Into Workplace Factors, Well-Being, Attitudes and Behaviour in Policing: Summary of Evidence and insights. Durham University Business School. Retrieved February 17, 2026, from https://assets.publishing.service.gov.uk/media/5d25acc2ed915d69013fbbd7/Graham_L._et_al._2019.Research_into_Workplace_Factors_Well-being_Attitudes_and_Behaviour_in_Policing-Summary_of_Evidence_and_Insights.pdf
- Longo, Y., Coyne, I., & Joseph, S. (2018). Development of the short version of the Scales of General Well-Being: The 14-item SGWB. *Personality and Individual Differences*, 124, 31–34. <https://files01.core.ac.uk/download/pdf/162667001.pdf>
- McCreary, D.R. and Thompson, M.M. (2006) Development of Two Reliable and Valid Measures of Stressors in Policing: The Operational and Organizational Police Stress Questionnaires. *International Journal of Stress Management*, 13, 494-518. Retrieved on February 17, 2026, from <https://www.scrip.org/reference/referencespapers?referenceid=3007845>



Nemlekar, S., Tiku, K., Jagdale, S., & Tikare, M. (2022). A Study on Psychological Stress of Police in Mumbai. *Turkish Online Journal of Qualitative Inquiry*, 12(1), 207–217. Retrieved February 17, 2026, from https://www.researchgate.net/publication/360515797_A_Study_On_Psychological_Stress_Of_Police_In_Mumbai

Pandey, M. K. (2017). Mental health problems in the Indian police – How we could help them. *Indian Journal of Mental Health*, 4(4), 317–324. Retrieved February 17, 2026, from https://www.indianmentalhealth.com/pdf/2017/vol4-issue4/Mental_Health_problems.pdf

Shane, J. M. (2010). organisational stressors and police performance. *Journal of Criminal Justice*, 38(4), 807–818. Retrieved February 17, 2026, from https://www.researchgate.net/publication/222561618_organisational_stressors_and_police_performance

Swamy, D. R., Nanjundeswaraswamy, T. S., & Rashmi, S. (2015). Quality of work life: Scale Development and Validation. *International Journal of Caring Sciences*, 8(2), 281–300. Retrieved February 17, 2026, from https://www.internationaljournalofcaringsciences.org/docs/6_swamy.pdf

Syed, S., Ashwick, R., Schlosser, M., Jones, R., Rowe, S., & Billings, J. (2020). Global prevalence and risk factors for mental health problems in police personnel: A systematic review and meta-analysis. *Occupational and Environmental Medicine*, 77(11), 737–747. Retrieved February 17, 2026, from <https://pubmed.ncbi.nlm.nih.gov/32439827/>

Violanti, J. M., Charles, L. E., McCanlies, E., Hartley, T. A., Baughman, P., Andrew, M. E., Fekedulegn, D., Ma, C. C., Mnatsakanova, A., & Burchfiel, C. M. (2017). Police stressors and health: A state-of-the-art review. *Policing: An International Journal of Police Strategies & Management*, 40(4), 642–656. Retrieved February 17, 2026, from <https://stacks.cdc.gov/view/cdc/76443>

Walton, R. E. (1973). Quality of working life: What is it?. *Sloan Management Review*, 15(1), 11–21. Retrieved February 17, 2026, from https://www.academia.edu/2085254/Quality_of_working_life_what_is_it

Yadav, R., Khanna, A., & Chenab. (2022). Quality of Work Life, Emotional and Physical Well-Being of Police Personnel in India. *International Journal of Police Science & Management*, 24(1), 89–99. Retrieved February 17, 2026, from <https://journals.sagepub.com/doi/10.1177/14613557211064055>