

THE DETERMINANTS OF WORK AND FAMILY CONFLICT AMONG POLICE OFFICERS IN DIYARBAKIR POLICE DEPARTMENT

Diyarbakır Emniyet Müdürlüğü'nde Çalışan Polislerin Yaşadıkları İş-Aile Çatışmasını Belirleyen Faktörler

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Özet

İş ve aile çatışması sorunu, çalışanlar ve özellikle polisler için kaçınılmaz bir olgudur. Bu çalışmada iş ve aile çatışması üzerine işle ilgili iki faktörün (vardiya sistemi ile çalışma ve amir desteği) ve bireysel faktörlerin (yaş, cinsiyet ve çocuk sayısı gibi demografik özelliklerin) etkisi incelenmiştir. Çalışma ile ilgili veriler Diyarbakır Emniyet Müdürlüğü tarafından gerçekleştirilen Çalışan Memnuniyeti Anketi'nden elde edilmiştir. Bivariate Korelasyon ve Multivariate Regrasyon teknikleri kullanılarak elde edilen sonuçlara göre rütbesiz polisler açısından yaş önemli, ancak rütbeliler açısından önemsiz bir faktördür. Cinsiyet, iş ve aile çatışması arasında bir ilişki yoktur. 24 saat telefonla ulaşılabilen rütbeli polisler, sabah 8 akşam 5 arası çalışanlara göre daha çok iş ve aile çatışması yaşamaktadırlar. Son olarak, Amir desteği hem rütbeli hem de rütbesiz polisler için önemli bir faktör olarak karşımıza çıkmaktadır.

Anahtar Kelimeler: İş ve Aile Çatışması, Polis, Vardiya sistemi, Amir desteği.

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Abstract

Work and family conflict (WFC) is an inevitable fact for employees and especially for police officers. In this study, the impact of two job related factors (shift work and supervisor support) and individual-related factors (demographics; age, gender, and the number of children) on WFC were examined. Data for this study came from a general employee satisfaction survey of the Diyarbakir Police Department (DPD), in Turkey. Using Bivariate Correlation and Multivariate Regression methods, it was found that for only rank-and-file officers, age is significantly related to WFC; However, for ranked officers, they are not. There is no relationship between gender and WFC. The ranked officers who are available on call 24 hours a day experience more WFC than officers who work between 8am and 5pm. Lastly, supervisor support is a significant and important predictor of work and family conflict for both ranked and rank-and-file officers.

Key Words: Work and Family Conflict, Police, Shift work, Supervisor support.

Introduction

There are many studies that focus on the relationship between work-life and personal life, as well as the impact of one on another. People continuously get in touch with friends, relatives, organizations and colleagues in their life routine. They have different roles according to their positions in society and it is possible that they live role conflict once in a while. One of the most important problems in business life is work-family conflict in the modern world. While problems such as bad relations with superiors in the workplace deeply affect family relations, family problems such as divorce also reduce the performance of the staff (Özdevecioğlu and Doruk, 2009). In recent years, the involvement of women in business life has increased. The rapid development in business life and the radical changes in family structure in the modern world made it necessary for more studies to be made by researchers on work and family conflict, including comparative studies between past and present conditions (Eija, Uussiautti and Maatta, 2012).

It is evident that an employee's work life affects and is affected by his family life, whether negatively or positively. While inflexible and extensive hours, work overload, and job stress lead to stress in family life; child care and intensive involvement with family activities limit one's career aspirations (Aminah, 2008). This conflict is best explained with the Role Theory. The Role Theory proposes that the expectation of behavior from someone is one

of the major predictors of that individual's behaviors. Each individual has various roles in society and when such individual tries to satisfy all the people around him, in accordance with their roles related to his/her current position, inter-role conflict is a fatal result (Kahn, Wolfe, Quinn, Snoek, and Rosenthal, 1964). Therefore, work and family conflict (WFC) has been defined as “a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (Greenhaus and Beutell, 1985). Frone (2003) briefly defined the opposite term, work/family balance, as the harmony between work and family roles or the lack of conflict.

WFC is an inevitable fact for employees especially for police officers. In social life, police have contradicting roles and this situation leads to conflict among police. As an example, police try to protect the property, rights and lives of the people and on the other hand, they limit the citizens' freedom, confiscate their properties, and even take their lives. They are also obligated to have disparate job skills such as those of social workers, racecar drivers, marriage counselors, human relations experts, and much more. Those conflicting roles of police produce fear, anxiety, violence and ultimately, conflict (Berte, 1989).

The conflict between work and family has been handled by researchers in two ways: family-to-work conflict (FWC, when family life negatively affects the work) and work-to-family conflict (WFC, when work negatively affects family life) (Warner and Hausdrof, 2009). Several forms of work-family conflict (time, strain, and behavior based conflicts) have been studied by academicians in the past (Youngcourt and Huffman, 2005). The related studies conducted in Turkey revealed that employees experience more WFC than family-to-work conflict (FWC) in Turkey. The same studies also indicated that factors related to the work (such as flexible working hours, work load) explain WFC more than FWC, and factors related to family (such as the number of school age children) explain FWC more than WFC (Turgut, 2011).

It was suggested that WFC has social effects on home life, general well-being, health and individual work life (Allen, Herst, Bruck, and Sutton, 2000). The negative outcomes of the WFC were generally categorized into three groups in a meta-analysis, which covered all related researches between 1977 and 1998: work (such as job satisfaction), non-work (such as life satisfaction, and stress-related outcomes (such as depression) (Allen et al., 2000). As an example for non-work outcomes, it was found that police officers who experience work and family conflict commit domestic violence

four times more than ones who don't experience (Sever and Cinoglu, 2010).

In this study, the general predictors of WFC will be laid on the table. The prevalence, predictors and outcomes of WFC have been studied abundantly in recent years (Warner and Hausdrof, 2009). The main work-related predictors of WFC are stress (Frone, 2003), depression (Googins, 1991), lower life satisfaction (Adams, King, and King, 1996), and lower quality of family life (Higgins, Duxbury, and Irving, 1992). However, all of those predictors of WFC are found in western cultures, and studying the predictors of WFC in an eastern culture, such as Turkey, would be beneficial for both researchers and the Turkish National Police.

2. Literature Review

2.1. The Predictors of Work and Family Conflict

The predictors of WFC are categorized into three groups by researchers: individual, work group and organizational factors (Warner and Hausdrof, 2009). Another classification of the predictors of WFC is family domain predictors, work domain predictors, and individual differences (Eby, Casper, Lockwood, Bordeaux, and Brinley, 2005). In his prominent study, Aminah (2008) classified major predictors of WFC under three groups: job-related factors, individual-related factors, and family-related factors. Job type, work time commitment, job involvement, role overload, and job flexibility were counted as job-related factors. Individual-related factors are life role values, gender role orientation, locus of control, and perfectionism. The number of children, life-cycle stage, family involvement, and child care arrangement are the family-related factors, according to Aminah (2008). A meta-analysis summarizing and interpreting nearly 60 publications related to the topic in recent years revealed that both family and work demands were significant determinants of WFC (Byron, 2005).

In this study, the impact of two job related factors (shift work and supervisor support) and individual-related factors (demographics; age, gender, and the number of children) on WFC will be examined.

2.2. Demographics

Lambert (1990) argued that gender differences must be analyzed in depth for a good study. Evans and Bartolome (1984) claimed that there is no difference between men and women as a predictor of WFC. Cooke and

Rousseau (1984) maintained that women experience more WFC compared to men, and men experience more FWC compared to women. Kahn and his colleagues (1964) found that more than 30% of male employees experienced WFC in their life. Hall (1972) proposed that since women experience more role conflict, as a result they experience more WFC than men. However, most of those researches have been conducted in western countries and women in western culture participate in business life more than women in the eastern part of the world (Aminah, 1996). A study conducted by Turkish scholars to measure WFC and FWC in 2008 revealed that gender is an important predictor for WFC but not for FWC (Çarıkçı, Antalyalı, and Oksay, 2008).

Age has been accounted for as a predictive factor for WFC for researchers (Byron, 2005; Carlson, 1999; Clark, 2001). Compared to their older counterparts, both young men and women experience a higher level of WFC. Young men and women are probably just married and their careers have only just begun. Both marriage and work life bring a lack of stability and a certain unpredictability; therefore, they may experience more conflict until their family and work life becomes stable (Grzywacz and Marks, 2000). According to the results of a study conducted among academic staff, age, the presence of younger children, and a nonworking spouse are the main predictors of WFC in Turkey (Bayhan, Ilsev, and Ergeneli, 2006).

It has been observed that crowded families (i.e., ones with more children) are more likely to experience WFC than small families (Thompson, Beauvais, and Allen, 2006); and the higher the number of children, the higher the level of WFC among both women and men (Kinnunen and Mauno, 1998). The main reason for this assumption is that limited family time must be allocated to more family members and this situation leads to conflict (Schenewark, 2008).

2.3. Shift Work

Shift work is not a single type of job as one of the following can be labeled as shift work: regular evening schedules (between 3 p.m. and midnight), regular night, rotating (day to evening), split (two or more distinct work periods every day), on call (without pre-arranged schedule), and irregular shifts (Williams, 2008). Discussing the problems related to shift work has been a popular topic for researchers over the years. The impact of the shift system on WFC for various occupations, including nurses, military personnel, industrial and retail workers, has been discussed among

academicians. When one of the parents (or both) is a shift worker, spending time with children in the weekends may be impossible and most of the WFCs begin with this problem (Eija et al., 2012).

In recent years, nearly two-fifths of employees in the U.S., 28% of Canadians and one-fifth of Europeans work in a job that entails shift work (Gornick, Presser, and Batzdorf, 2009; Presser, 2003; Williams, 2008). Employees in protective service (such as firefighters, police, and guards) are the most prevalent (50.6%) shift workers; followed by food preparation and serving employees (40.4%); and production, transportation, and material moving occupations (26.2%) (Bureau of Labor Statistics, 2005). The most common alternate shift is evening shift, which is accounted for with 6.8% of all salaries and wages of employees (McMenamin, 2007). The main reasons for employees to work evening or night shift are: the nature of the work (54.6%), personal preferences (15.9%), family and child care (15.9%), couldn't get any other job (8.1%), and better pay (6.8%), according to Labor Statistics in the U.S. (Bureau of Labor Statistics, 2005).

There are some disadvantages to working in a shift system. Employees from 397 US and Canadian facilities reported in 2004 that 10% of the night shift employees had severe and 51% had moderate fatigue problems (Aguirre and Kerrin, 2004, p. 29). While daytime workers sleep 8 hours in a day, night shift workers sleep 7 hours and 15 minutes on average. Compared to regular day workers, shift workers are less likely to be married and less likely to have children. However, those disadvantages do not necessarily lead employees to experiencing dissatisfaction with their jobs. 73% of rotating shift workers aged between 19 and 64 in Canada explained that they were satisfied with their work-life balance (Williams, 2008).

In addition to physiological problems, shift work also leads to WFC for employees. In the U.S., it was found that only 69% of shift time workers have a high level of family satisfaction (Groswald, 2004). A national survey in the U.S. revealed that, while night shift workers spent 30 minutes more time with their children than day workers, they spent one hour less than day time workers with their spouses. While 56% of shift workers declared that they had trouble spending time with their families, 51% of day workers declared the same problem (Williams, 2008). It was argued that when work schedule is regular, it would be easier to reduce the conflicts between work and family (Halpern, 2005).

A study was conducted to reveal if there is an impact of the shift work of retail store staff on work and family conflict in Taiwan. At the end of the study, it was clear that there was no significant correlation between them

(Chuang and Lei, 2011). However, Johnson (1999) found in his study that, compared to day time workers, shift workers have a higher level of WFC.

Shift work affects employees who work in stressful jobs, such as police, much more than the others. Police officers who have social, emotional, and physical problems because of job-related stressors experience conflict with their social environment and family. WFC, for police officers, leads to a lower level of job satisfaction and well-being, poor health and a high level of burnout (Youngcourt and Huffman, 2005).

2.4. Supervisor Support

One of the earliest studies that indicate the relation between supervisor support and WFC was conducted by Carlson and Perrewé (1999). In their study, they found that lack of social support (which includes the support of supervisors, family members, coworkers and friends) is a significant antecedent to stressors and leads to role-related stress. That role related stress has a mediating effect between role-related strain and WFC. The study was replicated and confirmed by Warner and Hausdorf (2009). Warren and Johnson (1995) claimed that work/family balance can be ensured by a family-friendly organization culture, family-oriented benefits and supportive supervisor practices.

It was found that supervisor support offers a significant contribution to organizational and personal outcomes, including WFC (Eby, Casper, Lockwood, Bordeaux, and Brinley, 2005). The first level supervisors play a key role in preventing work-family conflicts for employees (Laurent, 2006). Allen (2001) found that supervisor support is highly correlated with WFC; Frye and Breugh (2004) confirmed the findings of Allen. A study revealed that social support, including supervisor support, increases or decreases WFC depending on the magnitude (Ganster, Fusilier, and Mayes, 1986). They also suggested that organizations can reduce WFC by increasing supervisor support, such as allowing an employee to work from home if the job is suitable for doing this (Ganster and Fusilier, 1989). Thomas and Ganster (1995) confirmed that hypothesis with their empirical study. Karatepe and Uludağ (2008) found that supervisor support lessened work and family conflict in the hotel industry in Turkey.

It is possible to derive the following hypotheses from the discussion above. First, the levels of work and family conflict among men and women are significantly different from each other. More specifically, the level of work and family conflict is higher among women than men. Second, the

level of work and family conflict varies by years of marriage. Third, the level of work and family conflict varies by years of service. Both years of marriage and years of service are expected to be negatively related to work and family conflict. Fourth, the level of work and family conflict varies by number of children. As the number of children increases, the level of work and family conflict also increases. Fifth, the level of work and family conflict varies by shift work. Sixth, the level of work and family conflict is significantly related to supervisor support. As the level of supervisor support increases, the level of work and family conflict decreases.

In addition to these, rank is also suggested to be related to work and family conflict. It was suggested that rank of officers may be a strong predictor of WFC; since low rank officers and rankless officers experience more work-to-family interference, they have more workloads and their burnout rate is higher than that of high rank officers (Huffman, Adler, Dolan, and Castro, 2001; Duxbury and Higgins, 2002). Green and Kirschman (2001:38-44) found that high ranking officers spend more time with their children than low ranked officers or rank-less ones. Furthermore, the results indicated that high ranked officers valued that activity more than the others. The researchers also found that high ranked officers reported fewer work related problems when compared to the others. Therefore, rank needs to be controlled for in the statistical analyses, otherwise the models will be misspecified.

In this study, the hypotheses above were tested using the multivariate regression technique and a sample of police officers in Turkey. In the next section, the data and the measures that are used to test the hypotheses will be described. Then, the results of the analyses will be discussed. At the end, the implications of the study for theory and practice and some limitations of the study will be discussed.

3. Methods

3.1. Data

Data for this study come from a general employee satisfaction survey of the Diyarbakir Police Department (DPD), in Turkey. In March 2012, the DPD conducted a self-administered paper-and-pencil employee satisfaction survey on a sample of sworn officers. In 2012, the DPD employed 5,071 sworn officers, about 91% of them being rank-and-file (N=4,630). The questionnaires were delivered to a simple random sample of 504 rank-and-file officers, and all ranked officers (N=430), except the chief and the deputy

chiefs. The numbers of usable questionnaires returned were 411 for the rank-and-file, and 104 for the ranked officers; thus, the response rates were 82% and 24% for the rank-and-file and ranked officers, respectively. Among those who returned the questionnaires, 397 were married. In this study, the data from married personnel were used only since work and family conflict is more relevant for them.

3.2. Measures

The questionnaire included necessary measures to test the above hypotheses (i.e., work and family conflict, supervisor support, and the demographics). Work and family conflict scale were constructed by using four likert type questions: 'my job requirements conflict with my family's expectations,' 'I cannot fulfill my responsibilities toward my family because of my job,' 'I cannot fulfill my responsibilities toward my family because of the stress that my job causes,' and 'I often change plans regarding my family because of my job' (response categories: definitely agree, agree, no idea, do not agree, do not agree at all). The reliability coefficient for the scale was quite high—Cronbach's alpha = 0.87. The responses to the above questions were standardized and summed to construct the scale.

There were two sets of questions that tap supervisor support: one for the closest supervisor and one for the second closest supervisor. In each set, four questions were asked: 'I am happy with my supervisor's ...'—'distributing jobs among the staff in a fair manner', 'supporting and encouraging us', 'giving us value and taking care of us', and 'appreciating successful work' (response categories: definitely happy, happy, no idea, not happy, not happy at all). The reliability coefficients for these measures were 0.91 for the closest supervisor and 0.95 for the second closest supervisor. The responses to these questions were standardized and summed to construct the scales. These two scales were also highly correlated with each other, $r=0.68$.

Gender was dummy coded (1=male). Age had five categories, including 20-24, 25-29, 30-34, 34-39, and 40 and above. Both years of service and years of marriage also had five categories, including less than a year, 1-5 years, 6-10 years, 11-15 years, and 16 or more years. In the original data, the question that measured number of children had a fault; there were five categories: 1 child, 2 children, 3 children, 4 children, and 5 or more children. Among the officers who were married, 23% of the cases for this variable were missing, most probably because there was not any option to select for those who did not have any children. Therefore, the missing cases for

married officers were recoded into a sixth category, i.e., no child. Shift work had five categories: 08am-05pm, 12/12 (i.e., 12 hours work / 12 hours off), 12/24 (i.e., 12 hours work / 24 hours off), 12/36 (i.e., 12 hours work / 36 hours off), and other. The 'other' category included officers who were available on call for 24 hours a day (mostly, chiefs of units or bureaus).

Except for the number of children question, missing data was not a problem because the percentage of missing cases did not exceed 5% in any variable. Descriptive statistics are presented in Table 1. Bivariate correlations among the variables are presented in table 2. Table 1 shows that 94% of the officers in the sample are males, and about 90% of the officers are between 25 and 39 years of age. About 77% of the officers are rank-and-file. Sixty percent of the officers have up to ten years of work experience, and 70% have been married for up to ten years. Regarding shift work, a quarter of the officers work between 8am and 7pm, about one fifth work according to the 12/24 system. Almost half of the officers (45%) are in the 'other' category, i.e., available on call 24 hours a day. Lastly, about 70% of the officers have one or two children.

4. Analyses

Bivariate correlations among the variables are presented in Table 2. Response rates were quite different for the ranked officers and rank-and-file. Therefore, the data file were split into two. In Table 2, correlations above the diagonal are for the ranked officers, and those below the diagonal are for rank-and-file. Bivariate correlations between work and family conflict and the other variables are, overall, in accordance with the expectations for the rank-and-file. More specifically, work and family conflict is negatively related to age, years of service, years of marriage, and supervisor support. However, contrary to expectations, it is also negatively related to number of children. The relationship between work and family conflict and gender is not significant.

Table 1: Descriptive Statistics

	mean	s.d.	min.	max.		n	%
work and family conflict	0	3.36	-8.00	5.23	years of marriage		
supervisor support (closest)	0	0.89	-2.24	1.29	< 1 year	44	11.2
supervisor support (2. closest)	0	0.93	-2.32	1.41	1-5 years	157	39.9
					6-10 years	81	20.6
	n	%			11-15 years	84	21.4
gender (1=male)	368	94.1			16+ years	27	6.9
Age					shift work		
20-24	8	2.0			8am-4pm	99	25.9
25-29	129	33.0			12/12	27	7.1
30-34	106	27.1			12/24	70	18.3
35-39	113	28.9			12/36	11	2.9
40+	35	9.0			Other	175	45.8
rank (rank-and-file=1)	396	77.3			number of children		
					no child	91	22.9
years of service					1 child	147	37.0
1-5 years	95	24.1			2 children	127	32.0
6-10 years	145	36.7			3 children	29	7.3
11-15 years	107	27.1			4 children	1	0.3
16+ years	48	12.2			5 + children	2	0.5

Table 2: Bivariate Correlations

work and family conflict	-0.44*	-0.47*	0.01	-0.06	-0.09	0.00	0.12
supervisor support (closest)	-0.26*	0.74*	0.03	0.04	0.10	0.01	0.03
supervisor support (2. closest)	-0.35*	0.64*	0.02	0.11	0.21	0.01	-0.04
Male	0.04	-0.07	-0.04	0.03	-0.08	-0.06	0.06
Age	-0.21*	0.18*	0.16*	0.08	0.72*	0.70*	0.48*
years of service	-0.14*	0.11	0.10	-0.02	0.71*	0.55*	0.28*
years of marriage	-0.21*	0.10	0.10	0.04	0.76*	0.74*	0.51*
number of children	-0.12*	0.07	0.06	0.09	0.61*	0.59*	0.75*

* $p < .05$. Correlations above the diagonal are for ranked officers and those below the diagonal are for rank-and-file officers

On the other hand, work and family conflict is only significantly related to supervisor support for the ranked officers. For both subsamples, the correlations among age, years of service, years of marriage, and number of children are statistically significant and substantive, as it is expected. Thus, bivariate correlations lend support to the hypotheses that are presented above for the rank-and-file officers, but not for the ranked officers. In order to see whether these relationships still hold controlling for each other, the data were analyzed by using the multivariate regression technique. The results are presented in Table 3.

Table 2 shows that measures of supervisor support are highly correlated to each other. The correlations among age, years of service, years of marriage, and number of children are also very high. Therefore, it was not possible to use these variables in the same model, and twelve different analyses were conducted to assess the effects of these variables. Two sets of multivariate regression analyses were conducted: one for ranked and one for rank-and-file officers. For both sets, the effect of the second closest supervisor's support had stronger impact on the dependent variables, i.e., work and family conflict, than the closest supervisor's support. Therefore, the results of the multivariate regressions that are used the second closest supervisor's support were presented here.

There are two panels in Table 3. The first panel is for ranked officers, and the second panel is for the rank-and-file. There are three models in each panel. Age from the first model, years of service from the second model, and years of marriage from the third model are entered into the analyses. In each model from the first panel, only supervisor support and the ‘other’ category of the shift work have significant coefficients. Supervisor support has moderately strong negative effects, and the ‘other’ category of the shift work has moderate positive effects on work and family conflict. These mean that officers who feel more supervisor support experience less work and family conflict. And, officers who are available on call 24 hours a day experience significantly more work and family conflict compared to officers who work between 8 am and 5 pm. It is also worthy of note that gender is not entered into the analyses for ranked officers since only three of the ranked officers were female. These models in the first panel explain about 29% of the variance on the dependent variable.

Table 3: Multivariate Regression Analyses of Work and Family Conflict (Standardized Coefficients)

	ranked (n=83)			rank-and-file (n=288)		
Male				0.02	0.01	0.01
Age	-0.06			-0.16*		
years of service	0.02			-0.09		
years of marriage	0.00			-0.18*		
number of children	0.12	0.08		-0.01	-0.05	
shift work						
12/12	0.20	0.20	0.18	0.14*	0.15*	0.13*
12/24	n/a	n/a	n/a	0.10	0.11	0.10
12/36	n/a	n/a	n/a	-0.08	-0.08	-0.08
Other	0.24*	0.24*	0.25*	0.15*	0.15*	0.15*
supervisor support (2. closest)	-0.45*	-0.46*	-0.46*	-0.31*	-0.32*	-0.32*
adj. r square	0.29	0.29	0.28	0.19	0.18	0.20

* p < .05. 8am-5pm is the reference category for shift work.

There are more significant coefficients in the second panel. Similar to the ranked officers, supervisor support has significant negative effects on work and family conflict, but the effect sizes are smaller. Again, the 'other' category of the shift work also has significant positive effects, and the effect sizes are slightly smaller. These coefficients are interpreted in the same way as above. In addition to these effects, table 3 also shows that officers who work the 12/12 shift experience significantly more work and family conflict than those who work between 8 am and 5 pm. Note that the effect size for the 12/12 category of the shift work is larger for ranked officers than for the rank-and-file. However, the coefficients for 12/12 are not significant for ranked officers, most probably due to sample size (i.e., 83). For the rank-and-file, age, years of service, and years of marriage have negative coefficients. The coefficients of age and years of marriage are significant, and they have similar effect sizes. These findings show that as age or years of marriage are on the increase, work and family conflict decrease. This is consistent with the hypotheses discussed above. Models in the second panel explain about 19% of the variance on the dependent variable.

In short, the findings show that there are two common predictors of work and family conflict for ranked and rank-and-file officers: supervisor support and shift work. As the level of supervisor support increases, the level of work and family conflict decreases. Officers who are in the 12/12 and the 'other' categories of shift work experience more work and family conflict than officers who work between 8 am and 5 pm. In addition to these, specific to the rank-and-file, age or years of marriage are also significant predictors of work and family conflict. Age and years of marriage were highly correlated with each other. Furthermore, number of children was highly correlated with years of marriage. Therefore, it was not possible to assess the effects of these variables in the same model, due to multicollinearity diagnosed by VIF factors. However, the interpretation is straightforward, no matter whether one or the other variable is considered. That is, as officers get used to family life, they become more capable of balancing the demands of their work and family. Thus, the level of work and family conflict decreases as the time passes.

Discussion and Conclusion

Overall, the findings are in accord with the previous research and theory. However, there are also some differences. Similar to the previous research

(Byron, 2005; Carlson, 1999; Clark, 2001; Bayhan, İlsev and Ergeneli, 2006), it was found that, for only rank-and-file officers, age is significantly related to work and family conflict. Since years of service and years of marriage are highly correlated with age, they are also significantly related to work and family conflict. For the rank-and-file officers, these findings are consistent with the previous research. However, for ranked officers, they are not. There is one plausible explanation for this inconsistency. About 70% of the ranked officers are above 34, and about 70% of the rank-and-file officers are below 35 years of age. If work and family conflict is more likely to be experienced at younger ages, and it is¹, then it might not be possible to detect the relationship between age and work and family conflict for ranked officers, because most of them are older.

It was found that there is not any relationship between gender and work and family conflict. This finding is consistent with the findings of Evans and Bartolome (1984), but not with the findings of Cooke and Rousseau (1984), Hall (1972); Çarıkcı, Antalyalı and Oksay (2008). In this study, there are only 22 female officers. Therefore, it is likely that there is not enough statistical power to detect a relationship between gender and work and family conflict, if any.

Regarding shift work, the findings are consistent with previous work (Eija, Uussiautti, and Maatta, 2012; Williams, 2008; Halpern, 2005; Johnson 1999). It was found that, for ranked officers, officers who are available on call 24 hours a day experience more work and family conflict than officers who work between 8 am and 5 pm. Although not significant, the coefficients for officers who work 12/12 are also positive, indicating that officers who work hard experience more work and family conflict. The same pattern emerged for rank-and-file officers, as well.

Lastly, it was found that supervisor support is a significant and important predictor of work and family conflict for both ranked and rank-and-file officers. In fact, it was found that supervisor support's effect on work and family conflict was twice as strong as the other significant predictors' effects, for both ranked and rank-and-file officers. Note that standardized coefficients are reported in table 3. These findings are consistent with previous research (Carlson and Perrew 1999; Warner and Hausdorf, 2009; Warren and Johnson 1995; Eby et al., 2005; Allen 2001; Frye and Breugh, 2004; Karatepe and Uludağ, 2008). It was also found that, although both the closest

¹ The mean levels of work and family conflict, for the pooled sample, are as follows: 20-24 years = 1, 25-29 years = .7, 30-34 years = .01, 35-39 years = -.4, and 40+ years = -1.6.

and second closest supervisors' support are important, the second closest supervisor's support is a better predictor of work and family conflict (cf. Laurent 2006).

This research has implications for theory and practice. First, it shows that similar mechanisms about work and family conflict are in effect in Turkey as in the Western countries. And more specifically, the work and family conflict among police is also driven by similar factors as among the other occupations. Thus, the theory behind work and family conflict is generalizable to Turkey, and the police in Turkey. Second, however, factors that affect work and family conflict differentiate between ranked and rank-and-file officers. More specifically, shift work and supervisor support have significant effects on work and family conflict for both ranked and rank-and-file officers, but age and years of marriage have only significant effects on rank-and-file. Third, the second closest supervisor's support is a better predictor of work and family conflict. It was believed that one of the most important predictors of work and family conflict among the police is shift work, and shift work is not evitable for the police job. The second closest supervisors are in a position to manage and fairly distribute shift work among their personnel. Thus, their support has a stronger effect on work and family conflict than the closest supervisors' support. Then, the main policy implication of our study is this: Police supervisors should pay more attention to distribution of shift work among their personnel. This might help reduce police officers' work and family conflict.

This research has several limitations. First, this study was conducted by using data from only one police department. Located in the southeastern part of Turkey, the DPD has some unique characteristics, such as higher risk of terrorism and extensive hours of extra duties. Therefore, the findings might not be generalizable to the other police departments in Turkey, and in other countries. Second, females were severely underrepresented in our sample. Although females are underrepresented in general, the proportion of females in this sample was even smaller. It was found that the effect of gender on work and family conflict is not significant, contrary to some previous research. This might be an artifact of the sample. Third, the sample size was small. It could not be examined interaction effects between, for example, rank and gender, gender and shift work, and gender and number of children.

This study has one main policy implication. To sum up, shift work has a strong effect on police officers' work and family conflict, as it is expected by the theory, since one of the main predictors of the work and family conflict is the allocation of time (or lack thereof) between the family members and

work. The second closest supervisor's support also has a strong effect on the level of police officers' work and family conflict. The second closest supervisors in the Turkish National Police are often the chiefs of units. They have the authority to distribute shift work among the police officers. That is, they decide who works for how much time. Since shift work has a strong effect on the level of police officers' work and family conflict, and the second closest supervisors have the authority to allocate shift work among the police officers, they have a strong effect on the level of police officers' work and family conflict, as well. Then, in order to reduce the work and family conflict, or to distribute it evenly among the police officers, the second closest supervisors should pay more attention to allocating the shift work justly or evenly among their personnel. Furthermore, objective criteria should be established for the second closest supervisors to follow while allocating the shift work among their personnel.

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