

Work-Family Conflicts and Family-Work Conflicts among Police Professionals: Implications to Law Enforcement Services

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Abstract

This study examined the work-family conflicts and family-work conflicts among members of the Philippine National Police and its implication to their law enforcement duties. It utilized the phenomenological approach in gathering qualitative data. The lived experiences of PNP members were identified through conducting interviews among selected PNP personnel in Romblon Province. Their responses were then transcribed, coded, and interpreted accordingly to draw themes and meanings. Findings revealed that for police work, tensions between the family and the work force include mandatory or unwanted overtime, working under pressure and perceived exhaustion, job stress and psychological pressures, such as repetition or frequent interruptions. The demands of the job and duty loyalty go against the marital engagement of an official in terms of time and dedication to the family as many officials maintain irregular schedules and also work overtime shifts. In comparison to many others, policemen have a high-risk job. They face a variety of risks at work depending on their assignment. Working in a paramilitary setting may therefore have potentially detrimental effects on police officers' home lives. Implementing permanent working hours, hiring more qualified and competitive police officers, initiating tie ups with the DWSD to conduct seminars and counseling services, giving awards and commendations are recommended.

Keywords: family-work conflict, law enforcement, police professionals, work-family conflict

Introduction

The family is a difficult word to define as it is a powerful word that conjures up multiple different meanings and emotions attached to it. Oftentimes, people say a family includes a mother, father, and children living together under one roof. Some say a family can be a group of individuals where there is love, whether it is a mother and father together, a single mom or dad with kids, or possibly a friend or co-worker who help together help fill the void of not having a biological family.

No family is perfect and neither will be the boss and co-workers. Individuals should then learn to deal with compromise and learn to be content in every situation, and learn how to get along with others even though they cannot stand some of the things they do or all of them (Jann Hek, 2015).

Family and work have long been regarded as the most important domains of life of most adults. However, the role expectations of these two domains are not always compatible, which creates conflicts between work and family life (Netemeyer et al., 1996). This, in turn, can have detrimental effects on both sides.

On the other hand, various studies have been conducted relating work-family conflict (WFC) and family-work conflict (FWC) to job dissatisfaction, job burnout, and turnover. On the personal

side, conflict between work and family has been associated with reduced marital and life satisfaction. Both work and family are central to one's life but these roles do not always readily reconcile, in particular, when workers are faced with major stressors in the workplace and long working hours (Louw & Viviers, 2010) like in the police service.

Work-family conflicts have significant influence on family distress, which is the experience of stress associated with one's family role. According to Mostert and Joubert (2005), balancing work and family life has become an increasing challenge for working individuals. In most cases, some organizations seek to foster a high level of cognitive and emotional commitment among employees (Rothman & Rothman, 2010) by requiring them to work longer or render extra hours due to work demand. This leads to a stressful situation, which is further aggravated by their family roles.

Relative to police work, there is another important dimension to the issue of stress which has been much neglected. Niederhoffer and Niederhoffer (2008) said police families and marriages may suffer because of the impact of police work. In fact, they described police work as a "jealous mistress" as their study revealed that three-quarters of police officers' wives believed that police work was more important to their spouses than were their homes and families. They stated that police work can dominate family life even when the officer is off duty. Niederhoffer and Niederhoffer (2008) added that shiftwork and the incestuous and cohesive effect of the police culture lead police families to a narrow range of relationships which rarely extend beyond police colleagues. Some studies also indicated that police officers have an unusually high rate of divorce, although it is still subject to careful empirical scrutiny.

Moreover, police officers have the tendency to be less inclined in expressing their work-related feelings, fears, and needs at home. Consequently, they become emotionally distant from their families and more secretive and suspicious. Also, their authoritarian attitude, which might be effective at work, if displayed at home, tends to threaten the stability of the marital relationship. Police officers' tendency to take out their work frustrations at home can have a disruptive impact on domestic relationships. Thus, compared to other occupations, police job can be considerably highly stressful (Niederhoffer & Niederhoffer, 2008).

Work-related stress refers to physical and psychological tensions resulting from job demands that exceed available resources (Cherniss, 2016). Such stress is detrimental to police officers and can lead to gastrointestinal, cardiovascular and metabolic diseases, such as psychological disorders (Brown and Campbell, 2018; He et al., 2002), deteriorating job performance (Goodman, 2015), burnout (Johnson et al., 2005) and even suicide (Violanti, 1997). Several sources of stress (stressors) have been identified in police work: the complex and dangerous nature of the working environment (He et al., 2002; Violanti and Aron, 1994); demanding job conditions, including heavy workloads and irregular shift work (Brown and Campbell, 2019; Violanti and Aron, 2009); organizational factors, such as poor communication between administrators and officers, unfair supervision, controversial performance ratings and weak supervisory support (Morash et al., 2016; Violanti and Aron, 2009) and handling uncooperative and disrespectful citizens (Cheong and Yun, 2011). Stressors have been divided into operational stressors (OPS) and organizational stressors (ORS). OPS includes traumatic exposure, administrative complexities, shift routines, isolation and boredom, whereas ORS involves departmental politics and management practices (McCreary and Thompson, 2006).

On the increased risks of encountering traumas, danger and violence every day, the officers must uphold their professional demeanors and stifle feelings of anxiety, anger, and frustration. This situation often trickles into their off-duty personalities, causing a diminutive communication channel

on their significant others. A police officers' exposure to crimes may have an even more powerful effect on the direct family, for as family members are most likely to personalize the event and identify with the officer as the victim (Ryan, 2013). Janik (2010) found out that in an attempt to protect their families from the ugliness of the street, police officers are sometimes reluctant to be candid with them, which creates significant barriers to open, trusting, and sharing partners.

Police officers want to protect their spouses from the graphic realities of their jobs by shutting down certain lines of communication, excluding their spouses from that part of officers' life. In addition, researches show that officers do not just shut down their lines of communication due to the viciousness of their jobs but as well as the negative attitudes and criticisms coming from their own spouses and family. Family relations tend to suffer as officers do not want criticism from them (Janik, 2010). On the other hand, spouses and family members work very hard to get the attention of their police family members. Most of the time, spouses feel helpless, ineffective, and more alone (Henrick, 2013). In fact, several research studies considered the underlying issues on dysfunctional families. The contextualization of dysfunctional families includes absenteeism of their husbands or wives which leads to failure in the supervision, discipline and control especially on the children of their families.

The Philippine National Police (PNP) is the primary law enforcement agency of the country, which is national in scope and civilian in character. It was activated on January 29, 1991 under Section 23, Chapter III, of Republic Act No. 6975, entitled "An Act Establishing the Philippine National Police under a Reorganized Department of the Interior and Local Government." It was constituted from the full merger of the former Philippine Constabulary (PC) and the Integrated National Police (INP).

Internationally, work-life balance studies of the police officers were funded and put into a focus by their respective country but in the Philippines there are only few studies and researches about the work-family balance of police officers. The scarcity of information and data about the working condition of the Filipino police officers create a reason for the researcher to pursue a thesis study. The Philippine National Police (PNP) will benefit the result of the study.

The present study covered the entire province of Romblon which is composed of 3 islands namely: Sibuyan Island, Tablas Island and Romblon, which is the capital of the Romblon province. Officially the Municipality of Romblon, is a 3rd class municipality and capital of the province of Romblon, Philippines. According to the 2015 census, it has a population of 38,758 people.

This scenario discussed also holds true among PNP members in Romblon province. Family problems can have an effect on one's performance on the job even among members of the police force. According to the National Police Commission (NAPOLCOM) Vice Chairman Rogelio Casurao, around 85% of cops who have been relieved from duty had family issues. He even stated that the kind of service provided by PNP members is a reflection of the kind of family they are from. Based on the latest data from the PNP, there have been 352 cops sacked since August 2016, mostly newbie cops. These troubled personnel, Casurao said, include fathers or husbands who have gone astray, and those who came from broken families.

The NAPOLCOM official suggested that part of the screening process should include checking of the applicants' family relations, with preference for those with sound relationships with family members (Talabong, 2018).

Maintaining these good ties, on the other hand, falls under the responsibility of the PNP once they have been accepted to service. Casurao said that the PNP should assign units to facilitate counseling of distressed policemen.

Materials and Methods

Research Design/Research Instrument/Data Gathering Procedures

To facilitate the research, phenomenological study that focused on the work-family and family-work conflicts among police professionals was used. Phenomenology is a method of investigating or inquiring into the meanings of peoples' experiences as they live them. The method is phenomenological reflecting on pre-reflective or lived experience. A phenomenological study attempts to set aside biases and preconceived assumptions about human experiences, feelings, and responses to a particular situation. It allows the researcher to delve into the perceptions, perspectives, understandings, and feelings of those people who have actually experienced or lived the phenomenon or situation of interest.

Husserl as cited in Asilo (2013) asserted that in phenomenology, the only way to unravel lived experiences is through one-to-one transaction between the researcher and the subject which should involve attentive listening, interaction and observation to create representation of reality more sophisticated than previous understandings. Furthermore, he also believes that phenomenology is the science of essence of consciousness.

The study used a variety of methods including interviews, conversations, and participant observation. The methodology is designed to be less structured and more open-ended to encourage the participants to share details regarding their experience. The goal of the study was to maximize the depth of the information that were collected and therefore, less structured interviews were most effective. To gather data from the participants who experience work-conflict and family-work conflict as police professionals, a request letter to the officer concerned was made in order for the participants to be qualified as subject of the study.

Subjects of the Study

This study has five (5) respondents who are commissioned and non-commissioned officers of the Philippine National Police in the province of Romblon who experienced work-conflict and family-work conflict. They were considered respondents regardless of their family status where one could be married, broke-up, annulled, legally separate, de facto separated, separated due to death, and separated due to overseas work. Their anonymity was ensured and the confidentiality of their responses was assured them through the informed consent and Privacy Impact Assessment (PIA) following the forms issued by the Institute of Graduate Studies and Research. The researcher ensured that his co-researchers voluntarily agreed; they were briefed about their choice to refuse the invitation or withdraw any time before the interview session started. They were also encouraged to ask questions about the study at the beginning or any time during the interview session. Only those who are willing to participate in the study were included. Likewise, there was also consent for audio recording from the subjects. They were replaced by respondents who are willing and available to be part of the study.

Sampling Design and Procedures

Purposive sampling design was utilized in this study. This type of sampling is a non-probability sampling where the respondents are selected based on the characteristics of a population and the objective of the study. Purposive sampling is also known as judgmental, selective, or subjective sampling.

Since the study utilized purposive sampling, it focused only on the commissioned and non-commissioned officers of the Philippine National Police in the province of Romblon where the respondents experience work-conflict and family-work conflict and whose family or marital status were either in the state of break-up, annulment, legal separation, de facto separation, separation due

to death, and separation due to overseas work. This sampling technique is appropriate for this study because they are the ones who could provide rich information that would generate good results for this study.

Research Locale/Study Site

The study was conducted in the province of Romblon covering the PNP operational and administrative units, the 17 municipal police stations and 1 provincial police station.

Romblon Province is an archipelago in the Philippines located in the MIMAROPA region. Its main islands include Tablas, the largest, which covers nine municipalities, Sibuyan with its three towns, as well as the smaller island municipalities of Concuera, Banton, Conception, San Jose, and Romblon, the provincial capital. The province lies south of Marinduque and Quezon, east of Oriental Mindoro, north of Aklan and Capiz, and west of Masbate. According to the 2015 census, it has a total population of 292,781.

The research locale was chosen primarily for relevance and contextualization of the study.

Data Analysis Plan

Data were gathered from the participants through interviews, conversations, and observation of the participants. Interpretative phenomenological analysis was used. In analyzing the data, it was used to explore in detail how participants are making sense of their personal and social world, and the main currency for an IPA study is the meanings particular experiences, events, states hold for participants. The approach is phenomenological which involves detailed examination of the participants' lives (Smith & Osborn 2007).

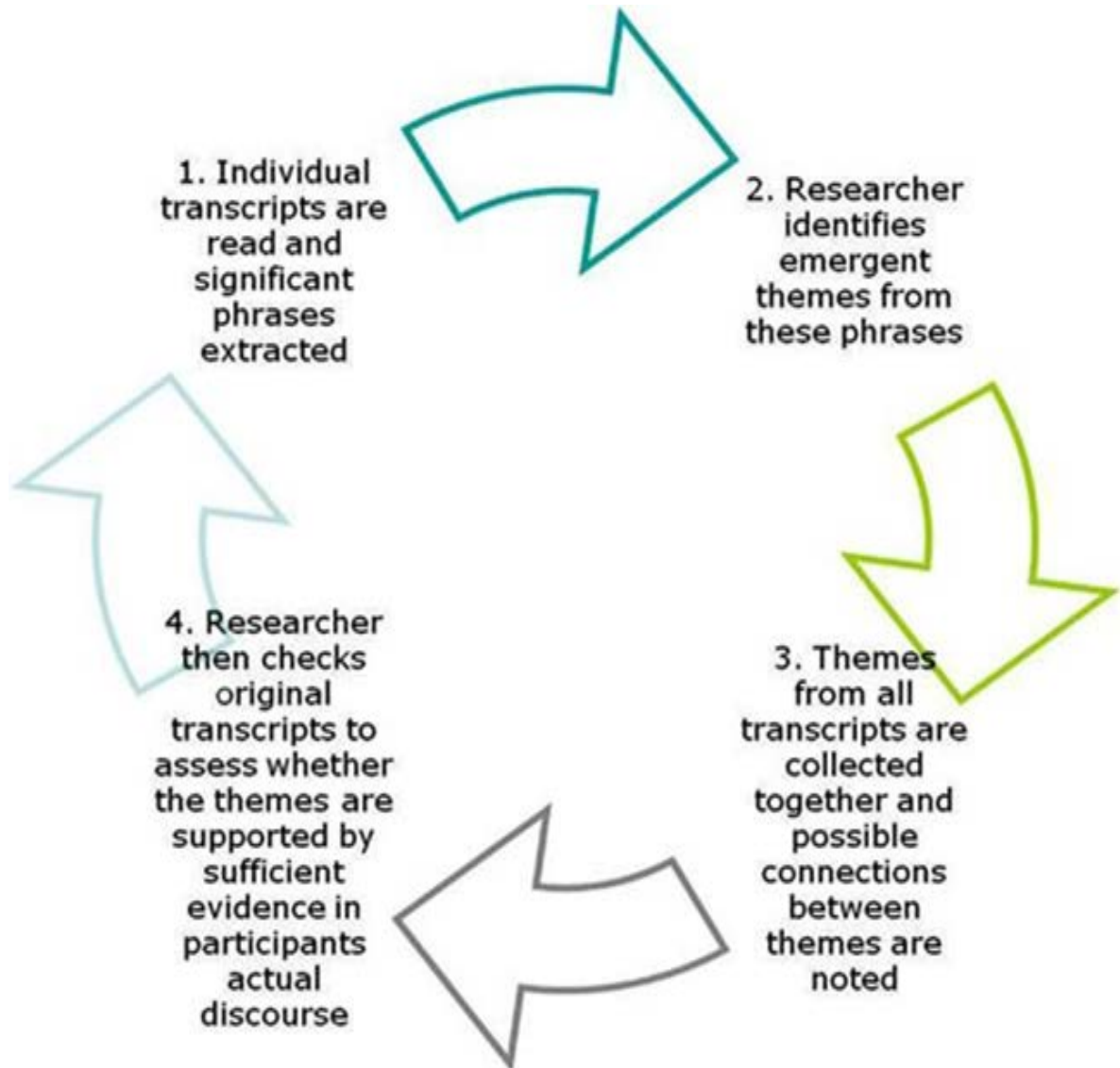
The data were gathered through semi-structured interviews where the interviewer developed a prompt sheet with few main themes for the discussion with the participants. The scheduled interview served only as a basis for conversation. Each participant took the lead during the conversation. After the interview, the recording was transcribed including indication of pauses, mishearing, apparent mistakes and even speech dynamics. Transcripts were analyzed with the original recordings and themes were identified. Data need not be confined to interviews. It is also possible to use multiple sources such as diaries where the researcher asked people to keep a journal documenting their thoughts and experiences. Other useful sources include personal accounts, letters, or returns from questionnaires (Biggerstaff & Thompson, 2008). Note taking of thoughts, observations and reflections while reading the transcript is important. At this stage, notes were used to document points that the researcher observes while engaging in the text.

The next stage is that the researcher moved on to re-read the text and identify themes that best capture the essential qualities of that interview. The researcher usually identifies themes from within each section of the transcript, and is also looking for possible or likely connections between themes.

The third stage involves attempting to provide an overall structure to the analysis by relating the identified themes into 'clusters' or concepts. The aim, at this stage, is to arrive at a group of themes and to identify super-ordinate categories that suggest a hierarchical relationship between them (Biggerstaff & Thompson, 2008).

The fourth stage is to develop a master list or table of themes. It is important to locate these themes in an ordered system that identifies the main features and concerns identified by the research participant. These are usually produced as a table with evidence from the interview, using a quotation which, the analyst feels, best captures the essence of the person's thoughts, and their emotions about the experience of the phenomenon being explored (Biggerstaff & Thompson 2008).

Processing of Gathered Data Using the Model

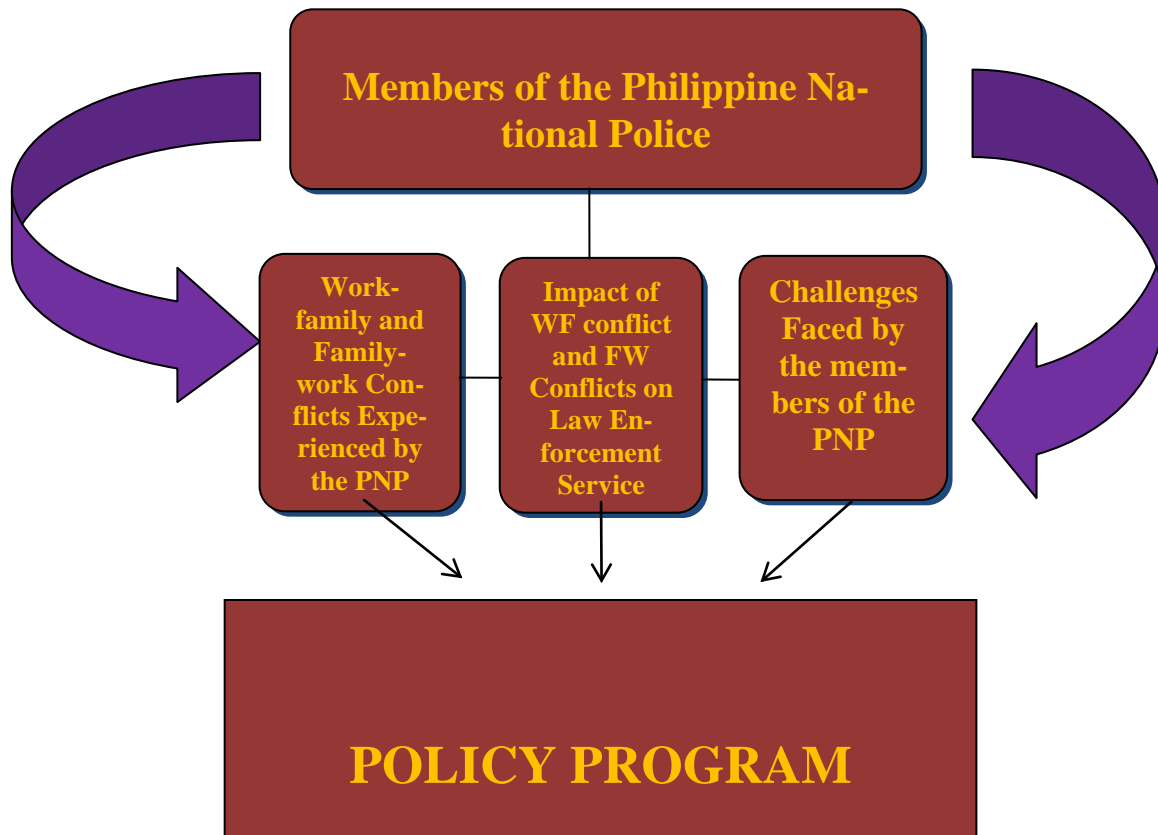


Research Paradigm/Conceptual Framework

The phenomenological study on the lived experiences of the members of the Philippine National Police made use of the conceptual paradigm. In the study of the personal experiences by the members of the Philippine National Police under work-family conflict and family-work conflict, the researcher was able to assess the learning experienced and impact of the work-family conflict and family-work conflict. Also the challenges faced by the members of the Philippine National Police. This helped the researcher formulate the policy programs that would build better family relations among the families of the PNP personnel.

The conceptual paradigm is illustrated as follows:

Research Paradigm



Results and Discussions

Thematic Reflection

This part presents the themes extracted from the stories of the participants. Subsequent to the interview narratives reflection, (1) Call of Duty: Strength Behind Challenges (2) Time Management: Health and Stress; (3) Management Challenges in Law Enforcement: Police Risk and Issues; (4) The Impact of Police Stress: Protection and Violence. The themes were constructed from the narratives of my co-researchers.

Theme 1. Call of Duty: Strength Behind Challenges

After careful investigation and reflection of the narratives, "Call of Duty: Strength Behind Challenges" was the first theme that emerged. Two sub-concepts were identified under this theme: (1) Family Time Conflict and (2) Long Work Hours. This theme was elaborated by the co-researchers based on the experience of the members of the Philippine National Police in terms of work-family conflict and family-work conflict. For Co-researcher 1, who was a member of the Criminal Investigation and Detection Group for almost four years:

"The time which I'm supposedly spending with my family is usually consumed in the office doing documentary reports or evidences to be presented in court."

This was supported by Co-researcher 5 who stated that:

“So far, the problem I am facing as a police officer is my time with my family specially when there is an important emergency full alert where police officers need to be present in the station or battalion.”

While Co-researcher 5 simply said that:

“There are also times that there are important occasions but then I cannot attend or stay even for a short period of time.”

Other work demands associated with work-family conflict include mandatory or unexpected overtime, job pressure and perceived overload, job stress, and psychological job demands such like doing double time jobs or having many interruptions (Berg et al., 2003). Recent sociological research suggests that schedule control will be less effective for individuals with high job demands. Employees who are engaged or given jobs for long a long period of time may find that schedule control increases the permeability of work into family and personal life and therefore creates more work family conflict (Blair-Loy, 2009).

Before reviewing empirical studies on the relationships between schedule control, supervisor support for family and personal life, and work-family conflict, Berg et al. (2004) clarified their understanding of those terms. “Flexibility” is sometimes used to refer to a management strategy of easily eliminating workers or relying on contingent staff, they prefer the more specific term, “schedule control,” to refer to employees’ control over the time of their work, the number of hours they work, and the location of their work (Berg et al., 2004).

Some of my co-researchers believe that police work is exhausting, with officers performing physically demanding duties and often long work hours. This vision was seen by Co-researcher 5 as he said:

“Distance from the family. Just like before, I was assigned in Mindoro. Since I am not from there, there’s much hassle on my part. I had my one-month duty and one-week off. During my off, I needed to spend long travel via boat or ship. I spent more time travelling, making my time shorter to be with my family. Lesser days were spent for my family.”

While for Co-researcher 4:

“When it comes to my family, my time with my family is affected if the police operation is in other towns. We cannot go home at the end of the day unless the police operation is accomplished; sometimes, it takes days. If we can go home, time is spent for rest instead because of tiredness.”

Co-researcher 3 added:

“For me, the problem is that when I have my free time then I am spending it with my children, especially when we are out of town, then suddenly there is call for service where I need to respond because I pledged an oath and besides, no one will do it but me.”

The demands of the job and loyalty to the service run counter with an officer's marital commitment in time and commitment to the family. Many officers keep unconventional schedules and often work overtime shifts. Many departments rely on four-day, 12-hour shifts, and few police officers work on the traditional 9-to-5. When available, many officers put in considerable overtime, either for the extra income or because putting in as much time as possible is consistent with the department's macho culture or because of bona fide dedication to their work. Officers assigned to special units, such as undercover, hostage negotiation, and SWAT teams, are, by their very nature, potentially on call at a moment's notice (Greenstone, 2005).

The role of the police officer, which significantly affects the relationship with their families, is the shift of work which disrupted their family's life, holidays, and event. A single parent is mainly affected by the struggle to provide adequate child care and family life while working on rotating shifts schedule. This shift work can exact a physical toll on the officer manifested in emotional changes such as irritability and increased tension at home (Scrivner & Reese, 2012).

Theme 2. Time Management: Health and Stress

Another theme that emerged from the analysis is Time Management: Health and Stress. Two sub-concepts were identified under this theme: (1) Separation Anxiety and (2) Family Problem.

This theme expounds on the co-researchers' family-work conflict experience by members of the Philippine National Police. Some of them experience health issues among members of the family which result to stress. Co-researcher 2 said:

“My wife and I are both police officers and we work in the same office. When we report for work, we leave our two (2) children with my brother-in-law. Sometimes, I cannot avoid worrying about our children, considering that I am a parent. I'm thinking whether they have eaten their meals or haven't. There were also times that they requested me not to go to work but then I cannot. There were also times when they were sick and as parents, we are so much affected especially when there are changes in our duty hours; we find it difficult to adjust our time.”

Co-researcher 5 added:

“I am affected when some members of my family get sick especially when admitted to the hospital. I am anxious in my work and restless. I can't focus and work properly.”

While they are doing their responsibilities as policemen, some of them experience separation and anxiety, because of certain factors like change of duty hours, overtime and police operation. Co-researcher 1 shared:

“I am usually affected if I am out for work because my wife and child are the only ones left in the boarding house. I could not avoid worrying about them because of my absence. In my job, sometimes it is inevitable to have misunderstanding with others or even fight with them that's why sometimes there would be some persons who would take revenge against me and do unlawful acts to my wife and child and that is the reason why I need to be home as soon as possible.”

Co-researcher 5 added:

“I feel that my work ethics is not good because I cannot focus on my work. I want to frequently see my family and be with them as they are the source of my inspiration.”

One of the greatest factors that can cause police officers stress and make their work strenuous that affect the family is lack of quality time with their families. Police officers are on the clock twenty-four seven which can cause a lot of problems at home (Haines, 2013). Police officers can be called anytime they are needed, whether they are on a day off, on holiday, or even on vacation. This could cause stress on their families because they would miss many important family events.

There would be even more stress if they miss important events that concern their children. Examples of these are awards ceremonies, sport events, etc. (Torres & Maggard, 2014).

The work shift officers can also have their time management and home life affected, primarily if they work on night shifts. Work shifts can cause families to have less time to spend together if they have opposite changes. It would also be hard for the police officers because they work their shift and then go home to relax or catch up on sleep before going back to work for another long change. This happens if the officers have children and work night shifts. This causes problems with

the family because the officers would not often have time to spend with the children since when they are at home, the children are in school (Karaffa et al., 2015).

Overtime can create stress on the family because there would again be less time to spend with the family. The officers may have to cancel essential engagements and other social activities previously scheduled or even leave their spouses at home and making them wait till late at night to attend to some work-related concerns (Karaffa et al., 2015). It will be a problem if the officer is called into work at an event with their family, which could cause some embarrassment.

After experience about change of duty hours, overtime and police operation. Sometime those are afflicted by family problems.

Co-researcher 3 said:

“Sometimes, only misunderstanding but we were able to fix it because we talked to solve about that certain matter as soon as possible.”

Co-researcher 4 added:

“Perhaps, that time when I was not able to attend the graduation ceremony of my daughter because during that time we have police operations.”

While Co-researcher 5 said:

“For me, there has been a relationship gap between me and my child because we don’t have time for each other and also the distance between us. He told one time that I don’t love him because I do not attend to his needs.”

The time management of the police officers can cause the spouse to be stressed. Police officers have to compete with the officers' job to get a little bit of their time (James & Nelson, 1975). If the officers were always working late and missing important family or friend's events, it could cause problems between the couple. It would also cause problems if the spouse was at home making dinner waiting for their officer to show up and he/she had to work late. There could likewise be problems if the officer constantly called in a while at a family event, child's sporting event, or even a date. It causes the spouse and children to feel as if they are not as important as the police officer's job, or it could cause them to be sad or disappointed for always missing their events (Karaffa et al., 2015). The spouse and family may get embarrassed if the officer left events early or did not show up at all. With the police officer at work, it can cause the spouse to feel like a single parent having to care for the children alone all the time.

Theme 3. Management Challenges in Law Enforcement: Police Risk and Issues

Further analysis of the narratives exhibited the theme: Management Challenges in Law Enforcement. Two sub-concepts were identified under this theme: (1) Enforcement of the Law and (2) Organizational Problems. This theme illustrates the challenges faced by the members of the Philippine National Police. As Co-researcher 1 expressed:

“Most of the time, if there were individuals caught especially drug related case and we have strong evidence, it is necessary that the evidence inventory is done correctly. A small mistake in labeling the drugs’ sachet can make the case dismissed.”

Meanwhile, Co-researcher 4 said:

“In general, of course our problem is the increasing crime rate in our country. The criminals are getting dynamic and it is a challenge for us. They are getting better in thinking new tactics in doing crimes.”

On the other hand, Co-researcher 5 said:

“My wife is always thinking of me. They are afraid of losing their love ones especially if we have unexpected encounter with the rebels and other foes.”

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While for Co-researcher 1:

“The emotion in implementing the law was also added. Most of the time, the relatives of the suspects go to the office, sometimes the wife together with the children to beg. I just make myself strong and ignore them.”

Law enforcement meets a range of risks at work, such as death, assaults, heart diseases, infectious diseases, and physical injuries resulting from a car accident, disorders of eyesight and skeletal system, and electromagnetic radiations. The risks vary according to the tasks being carried on, whether performing traffic duties, attending street disturbances, arresting perpetrators, doing daily activities in the work stations in front of a computer, working with workstations that emit electromagnetic radiation, guarding prisoners in watch-houses or hospital, and transporting offenders to court. It only means that the dangers encountered by law enforcement are not only physical but are also associated with psychological impact (LODD; Blum, 2000; Henry, 2004).

On the other hand, aside from Enforcement of Law the researcher’s co-researcher also shared some of the Organizational Problems that faced by the members of the Philippine National Police. One of the problems is the workplace.

Co-researcher 2 narrated:

“Just like what happened when I first assigned here in Provincial Police Office. I did not know how to do the job since I was a rookie. Especially on my first day of work, there are things that needed to be complied promptly. It is indeed hard aside from hurtful words received from my Chief of Commander.”

Also, Co-researcher 3, added:

“Before, I was assigned in the traffic, but was transferred in the investigation department. I found it hard to adjust. There were lots of problems. Sometimes, I brought the problems at home. Thinking of problems such as these, there were times when I could not sleep well, that kept me awake all night. My wife also stayed late most of the nights because she knew I was still awake. I really could not sleep well thinking of those problems.”

While Co-researcher 5 said:

“I will add those days when I was still in the municipal station then suddenly I was transferred in the police camp. My adjustment was not good which also affected my wife and my child.”

We, male officers experience different types of problems which are not experienced by their female counterparts. Workplace problems, in this context, are negative and may have detrimental consequences, such as dysfunctional levels of stress, job satisfaction and poor job performance (Hassell & Brandl, 2009).

Some of these internal organizational stressors include role ambiguity, role conflict, lack of supervisors’ support, lack of group cohesiveness and lack of promotional opportunities (Anderson et al., 2002).

Workplace problems are distinct from other stressors, for example, difficulties in balancing a job and family responsibilities or a person’s personality traits and related methods of coping with workplace problems. Workplace problems are troublesome features of the work organization. They include negative interactions with other police officers in the department, feelings about status and

opportunities in the department, biases and harassment, and overestimates and underestimates of physical abilities (Morash & Haarr, 2012).

Theme 4. The Impact of Police Stress: Protection and Violence

The last theme that emerged from this study is the impact of work-family conflicts and family-work conflicts experienced by the members of the PNP on their law enforcement services. Based on my analysis, two sub-concepts were identified under this theme: (1) Domestic Violence and (2) Officers Overprotective of Family. This theme demonstrates the impact of work-family conflict and family-work conflict experienced by the members of the PNP on their law enforcement services. One of the challenges that was perceived in the study is domestic violence or the overwork that leads to psychological violence. It was seen in the account of Co-researcher 5:

“Feeling tired from work and travel in going home. These are the reasons why I am irritable when I arrive home and sometimes I unintentionally use offensive words to my wife and daughter.”

Co-researcher 4 said:

“Due to tiredness, I sometimes shout at my wife and my daughter after which we have resentments.”

While Co-researcher 2 added:

“To tell you honestly, sometimes I feel irritable when I arrive home. I think this is because I’m tired from work and it really affects my family.”

Working in a paramilitary environment can have two types of potentially harmful effects on the home life of the police officers. The average police officer's understanding of the world is filled with "superior" police officers (supervisors) who give orders that the police officer (subordinates) obeys. Since most law enforcement officers have a more traditional view of family hierarchy, it may seem like a natural extension to give home orders and to expect family members to obey (Stratton and Stratton, 2012,8). The second effect of a paramilitary environment is often in terms of displaced anger and frustration. Police officers are likely to disagree with their supervisors or be angered by orders they do not agree with as any other civilian in their job. However, expressing anger or disagreement in a paramilitary environment is often seen as insubordination. Police officers usually take this anger or frustration home, displacing it into their relationships (Honig & White, 2010).

Having a suspect comply with what an officer tells them is an everyday part of the job. Law enforcement academies stress the importance of gaining compliance and, in fact, often exact associate compliance with officer safety. Officers taught that if the suspect does not comply, they may be trying to conceal something or preparing an attack on the officer. Therefore there is a loss of control. Failure to obtain complete compliance from a spouse may trigger the same fear of loss of power and result in some types of physical force used. The use of energy for the police officer on the job is a fact of life. It must be an option at work. Once physical strength becomes an option, it may choose it inappropriately to solve an altercation at home (Honig & White, 2010).

Domestic violence present in all law enforcement levels shows that police officer who works excessively long hours and fails to take a leave have high rates of physical aggression toward their spouse which means that marital violence is associated with increase job dedication (Neidig et al., 2011).

Aside from domestic violence, this study also revealed that one of the most basic result of stress, which an officer incurs from the job, is being overprotective of their family. Co-researcher 3 shared:

“I remember when I received a death threat through text message. Honestly, I was afraid, since I was a rookie during that time. I always told my family to stay at home especially at night.”

Co-researcher 4 added:

“Modernized criminals are a great challenge to us. This is the reason why I always remind my family to be vigilant and stay at home during night time.”

While Co-researcher 1 said:

“At times when I leave my family at home, I always tell them to lock the door, and remind them not to allow strangers to enter.”

As Brandstreet (2009) explains, “the police profession contains norms for behaviors and traditions that have grown out of police service. While many of these norms contribute to effective job performance, they detract from healthy family life. Because the norms are assumed necessary for success in police work, many officers unconsciously adopt them as part of their personalities and act out the accepted behaviors in their private off-duty lives. It creates a negative impact on the officers' families, as many police behavioral norms conflict with the principles of healthy relationships and healthy families.”

When an officer attempts to protect his/her spouse and children, her/she may not realize they may be going overboard by wanting to know exact locations and times of when the spouse may arrive home. To the spouse, they feel resentful thinking the officer spouse does not trust them when the officer spouse cares. The family also begins to get a feeling of being over-controlled.

The police officers exposed to violence, deception, and victimization become more mistrustful and suspicious of others around them. It leads to extreme restriction for the children and spouse out of fear and the overprotection at home, where a police officer's do not burden the spouse concerning work issues and avoids hurting the spouse but helps the police officer not to experience the emotional impact of work trauma (Honig & White, 2010).

Eidetic Insights

Exploring the lives of the police officer experiencing work-family conflict and family-work conflicts is an extremely complex subject. There were lots of discoveries and fascinations I have gathered. Even before I started doing this phenomenology research, it enabled me to dig deeper into their thoughts and gave me a chance to understand the experiences they encountered in work-family conflict and family-work conflict. The role of the police officer, in itself, has already been acknowledged stressful that affects the police officer's family. The police officer's role ranges from protection of life and property, prevention of crime and enforcement of laws and ordinances to safeguarding the rights of individuals. The everyday activities of police officers are constantly under scrutiny. This primary source of stress, the police role and the officer's response to it, also affects the family. Constant aggravation follows the officer at home, where the family falls victim to a father or mother who is shortly fused and can become abusive.

Work-family conflict occurs when an individual experiences incompatible demands between work and family roles, causing participation in both roles to become more difficult. This imbalance creates conflict at the work-life interface. This is experienced by the members of the Philippine National Police. They considered Call of duty: strength behind challenges, which can be seen in responses of my co-researchers. They told me that, even family time is spent mostly at the office doing clerical and operational work. According to them, the problem they are facing as police officers is time with the family specially if there is an important emergency full alert where police officers need to be present in the station or battalion. Work and family responsibilities demand time and energy. When employees are unable to cope with the conflicting demands of work and family, they may experience work-family conflict. Increased work-family conflict has been found to be associated with (1) poor health outcomes such as increased depressive symptoms and decreased physical

health; (2) reduced levels of reported life satisfaction and marital satisfaction; and (3) compromised work-related outcomes such as lower job satisfaction and less commitment to the employer. Excessive work-family conflict, therefore, presents challenges for employees, their families, employers, and for society as a whole.

Additionally, based on the co-researchers' understanding about their experiences, they perceive this approach as a form of Family time conflict and long work hours as they work being members of the Philippine National Police. Co-researcher 1 noted that the time which is supposedly spent with the family is usually consumed in the office working on documents or evidences to be presented in court. By experiencing this, he believes that family time conflict exists due to the importance of police work. Family time is an essential factor that helps create strong bonds, love, connections, and relationship among the family members. Spending quality time with family does help in coping with challenges, instill a feeling of security, inculcate family values, fill kids with confidence, and many more. Work-family conflict is affected by occupational conditions and the workplace culture. Occupational conditions can matter more than the actual number of work hours. Especially important are autonomy and control over scheduling and job content, which are not only associated with job satisfaction and well-being at work, but have also been found to ease work-family conflict. Research show that among both men and women job autonomy was associated with higher levels of work-family balance.

Long work hours are also experienced by the members of the Philippine National Police. According to Co-researcher 5, distance to the family, just like before when he was assigned in Mindoro. It was very difficult to adjust, specifically, the schedule of duty report and the travel time reporting to his destination which takes mostly his time for the family. While my Co-researcher 4, asserts that in terms of his family it affects them only if we have police operations in other towns or provinces. Sometimes, they cannot immediately go home to their families unless they have the accomplishment reports of their operation. My Co-researcher 3 said that his only problem is, if he has time to spend to his family for the whole day and then suddenly, someone calls him over the phone, and asks him to report immediately to the office where he has no choice but to follow orders. The burden borne by officers and their families as a consequence of work-hour practices mirrors that are experienced by other occupational groups. However, these performance-impairing practices also cast a shadow on the communities where police officers serve because of the unique roles they play in society as law enforcers, first responders to all sorts of emergencies, peace makers, and community problem solvers. Human performance is impaired by excessive work hours, circadian disruption, and inadequate sleep. Regardless of whether those humans are physicians.

Another is the family-work conflict experienced by the members of the Philippine National Police based on the theme separation anxiety. According to my Co-researcher 2, his wife and him are both police officers and they belong to the same workplace. If they are out for work, they leave their two children to his brother-in-law. Sometimes, he cannot avoid thinking about his children, considering that he is also a parent. He thinks about them, like for example, if they have already eaten their meals. There were also times when they requested him not to go to work, which for me is not possible. There are also times when they are sick and he worries so much especially when there are changes in his duty hours. He found it difficult to adjust. Co-researcher 5 added, it totally affects him if a member in his family gets sick. He said cannot focus and work properly. Especially, when one is rushed to the hospital. While for my co-researcher 1, sometimes when was assigned to some places, it cannot be avoided thinking about his wife and their children since they were together staying in a boarding house. This is because he is afraid that there may be people whose cases were dis-

missed may get back to him and his family. That is what worried him most. Lastly, Co-researcher 5 said that his work ethics weaken and he cannot focus with his work. He wanted to frequently see them as a sort of inspiration.

Meanwhile, regarding the theme family problem, according to Co-researcher 3, sometimes they have misunderstanding. But they try to fix it as soon as possible. Co-researcher 4 added, he was not able to attend the graduation ceremony of his daughter. During that time, they have police operations. While Co-researcher 5 said, he had misunderstanding with his daughter due to lack of family time. Because most of the time he spends it at work..The family-to-work conflicts occur when the pressures from the family and work domains are mutually incompatible. As a result, participation in the work role is made more difficult under participation in the family role. The family-to-work conflict is negatively similar to several work-related and personal outcomes, including increased absenteeism and tardiness, poor job performance, and reduced individual well-being. Due to the negative consequences of family-to-work conflict for individuals and organizations, studies have begun to explore how to mitigate such disputes. Findings suggest that having a supportive spouse or partner can reduce the pressures and stress of family-related demands and reduce family-to-work friction. In addition, increased technological advances may provide more freedom and flexibility for individuals to successfully navigate multiple life roles, thereby mitigate the conflict that may result in combining family and work responsibilities.

This theme illustrates the challenges faced by the members of the Philippine National Police, the theme Enforcement of Law. According to Co-researcher 1, In some instances like strong evidence of drugs against individual, one of the most important ways is handling proper procedure for labeling the drugs is necessary unless, the prosecutor will dismiss the case. Co-researcher 4 added that “in general, the increasing number of crimes happens in our nation. We also face the innovations in criminal tactics.” While Co-researcher 1 said, “emotion in enforcing the law in most cases, the relatives of the suspect who are arrested goes to our office are asked to forgive their relatives. But I need to implement what is prescribed by law. The police officers have a high-risk job compared to many other professionals. Death, assaults, heart diseases, infectious diseases, physical injuries during car accidents, sight disorders, disorders of the skeletal system, and disturbances caused by electromagnetic radiation are risks at work face by police officers. The risks vary according to their tasks, whether performing traffic duties, attending street disturbances, arresting perpetrators, doing daily activities in the office in front of a computer, working with workstations that emit electromagnetic radiation, and guarding prisoners watch-houses or hospitals, or transporting offenders to court. Still, the dangers and risks are not just physical. There are also psychological. In law enforcement, the death of a comrade in line of duty is a traumatic incident.

Other challenges faced by the members of the Philippine National Police with the theme Organizational Problems. According to Co-researcher 2, “Just like what happened when I was assigned in the Provincial Police Office, I had no idea how to handle this kind of work since I was a rookie. On first day of work and compliance of the documents is necessary to be submitted immediately in addition to the offensive words from the Chief Commander. Co-researcher 3 added that: “I was formerly designated in the traffic division and at present here in investigation. Adjustment is very complicated. While Co-researcher 5 added: “When I was in the Municipal Police Station and then assigned in the police camp, the adjustment also affected my family. Many situations within the police agency can cause undue stress to the officers; issues with equipment, problems with other officers or civilian staff, quality of supervision, shift work, and other issues within the department. These are the key factors as more researches are being conducted on PTSD within law enforcement and the

findings show that “routine work environment” has adverse effects in causing mental health distress. This issue on work environment, according to Maguen et al.’s study, highlights the fact that the reasons stated above have a “direct impact on PTSD symptoms”. When I entered as a recruit in the law enforcement job, this finding would have staggered me.

The last theme that emerged from the study is the impact of work-family conflicts and family work conflicts experienced by the members of the PNP in their law enforcement services. The sub-theme is domestic violence. According to my Co-researcher 5, feeling tired from work and traveling home are the reasons for being irritable when I arrive at home and sometimes I say offensive words to my wife and daughter. Co-researcher 4 added, “Due to tiredness, I also shout at my wife and my daughter and we resent afterwards.” While Co-researcher 2 said: “To tell you honestly, sometimes I feel irritated when I arrive home. I think because of tiredness from work and this really affects my family. Negative emotions like depression, strain and, anger were linked to intimate partner violence perpetration. Research points out that only 9% of the police officers in their data set had reported committing domestic violence against their significant other/spouse. Even the authors agree that this is an insignificant number. There are a number of explanations as to why this number was insignificant. There are going to be both women and men who are going to be too afraid to come forward admitting they are victims of domestic violence, there are police officers who are not going to admit they have hurt their partners because they will potentially lose their job, and will never find work in the law enforcement again, never will they be able to carry a firearm again, and there are going to be people in general who do not want to talk about being victims of domestic violence and want to keep that information to themselves. It was also found that those who have previously witnessed violent behavior, social learning, rather than work related stress, is the reason why intimate partner violence occur among police families.

The last theme that emerged in the study is: Officers Being Overprotective of the family. Co-researcher 5 said, “Feeling tired from work and travelling in going home are the reasons why I become irritable and then I utter offensive words to my wife and my daughter. Co-researcher 4 added, “Due to tiredness and late, I also shout at my wife and my daughter then afterwards we resent about it. My Co researcher 2 said, “To tell you honestly, sometimes I feel irritable when I arrive home. I think due to tiredness from work my family is being affected. To create a "protective bubble," police officers shield their families from the unsavory and distressing aspects of their work and make the officer's home a separate haven from the pressures who abruptly refuse to discuss anything about the job. The police officer turns to his spouse to discuss the emotional stress for support during a, particularly stressful time.

Conclusion

From the data gathered and analyzed and the themes extracted from the stories of the participants, the following conclusions were drawn by the researcher to reach the objectives of the study:

2.1. For police work, tensions between the family and the work force include mandatory or unwanted overtime, working pressure and perceived exhaustion, job stress and psychological pressures, such as repetition or frequent interruptions. Research indicates that schedule management for individuals with high job demands appears to be less effective. Police officers working or given long-term jobs may assume that the management of schedules increases the permeability of work into family and personal life and thus causes more family employment conflicts.

2.2. The demands for the job and duty loyalty go against the marital engagement of an official in terms of time and dedication to the family as many officials maintain irregular schedules

and also work overtime shifts. Most units depend on a 12-hour four-day cycle, and few policemen work the conventional 9-to-5. Where available, many officers put considerable overtime either for additional income or because the time allocated is consistent with the macho culture of the department or because their work is genuinely dedicated. Officers assigned to special units may be called up at a moment by their very nature.

The role of the policeman itself has already been recognized as a form of stress affecting the family of police officers. Another source of stress on the police officers' family and probably one of the most important sources is shift work. Shift work interferes with family life and vacation and special family events. The struggle to provide sufficient childcare and family life when working on rotating shifts especially affects single parents. Shift work may place a physical strain on the officer who expresses itself in emotional changes like irritability and increased stress at home.

The time management of the police officers can stress the wife. Police officer wives have to contend with the work of the officers just to get some attention. If the officers still work late and the important events of a family or friend are absent, issues may occur between the couple. It would also cause problems if the spouse had dinner at home and waited for the officer and worked late. There can also be problems if the officer is invited to a family event, sports event for children, or even a day. The spouses and children might feel as though they are not as important as the job of the police officer or they might then be sad or disappointed that their events always are missing. The wife and family may become embarrassed if the officer leaves the event early or does not occur. With the police officer at work all the time, the spouse can feel like a single parent is always alone in caring for the children.

2.3. In comparison to many others, police have a high risk job. Police officers face a variety of risks at work: deaths, attacks, cardiac illnesses, transmittable disease, and physical injury during car accidents, vision disorders, skeletal system disorders, electromagnetic radiation disturbances. The risks depend on the job, for example, whether they conduct traffic duties, engage in road disruptions, apprehend criminals, do business in a computer-based office, work with workstations that emission electromagnetic radiation, guard inmates at watch houses or in hospitals or transport criminals to the courts. However, the threats and hazards are not only physical, but psychological. In the world of critical law enforcement incidents, officers have few events more traumatic than a comrade's death or the death of a duty line.

In this context, workplace problems are adverse and could have negative consequences, for example, dysfunctional stress levels, job satisfaction and poor job performance. Some of these internal organizational stressors include confusion of responsibilities, conflicts of position, lack of support for managers, lack of unity among groups and lack of promotions. Workplace problems are distinct from other stressors, such as difficulties in managing work and family responsibilities, personal characteristics of an individual, and similar methods of addressing workplace problems. Workplace problems are troubling characteristics of the work organisation. They include negative interactions with other departmental police officers, feelings of status and opportunity in the department, prejudices and harassment, and overestimations and underestimations of physical abilities.

2.4. Working in a paramilitary setting may have two kinds of potentially detrimental effects on police officers' home lives. The typical view of the world by the policeman is full of "superior" policemen, who offer orders that the policeman (subordinates) obeys. Since most law enforcement officers interpret family structure more historically, it may seem to be a normal extension of directives at home and the assumption that family members will obey. The second effect of a paramilitary world is often displaced wrath and frustration. Police officers are just as likely to disagree

with or be annoyed by orders with which they do not agree as any other civilian at work. However, rage or discord is sometimes seen as insubordination in a paramilitary setting. Police officers often take this indignation or disappointment into their homes and bring it into their ties.

An offender is a regular part of the job as he complies with what an officer tells them. Law enforcement academies emphasize the value of compliance and often equate strict compliance with the protection of officers. Officers are advised that if the suspect does not completely cooperate, they will attempt to disguise or plan an assault against the officer and there is thus a lack of power. If a partner refuses to comply entirely, the same fear of loss of control can occur, resulting in some forms of physical force being applied. For the police officer at work, the use of force is a fact of life. It should be an option on the job. However, once physical force becomes an option, it can be improperly chosen as a solution to an altercation at home.

Domestic abuse occurs at all levels, from the patrolman to the chief, of the law enforcement. It was noticed that the rates of physical assaults against their partner were higher for police officers who work disproportionately long hours and who did not take leave, indicating that marital abuse could be associated with increased jobs instead of conversation. If an officer wants to protect his or her wife and children, they cannot understand how they can go overboard by needing to know exactly when and how long the wife will go home. To the woman, they feel resentful that the officer's woman does not depend on them, when the officer's wife really cares. The family also begins to feel over-controlled.

Because policemen are exposed to violence, disappointment and victimization, they become more suspect and mistrustful of others around them. This leads to overprotection at home, expressed in two different ways. One form of over-protection is the decision of a police officer not to "burden" the wife with concerns or fears relating to work problems. This failure to talk about the work prevents the wife from "hurting" and helps the police to avoid the emotional effect of work trauma. The spouses therefore inform and condemn the withdrawal. The second form of over-protection for both children and spouses is severe restriction because of fear of anything happening.

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