

ORGANIZATIONAL CLIMATE, WORK CULTURE AND JOB STRESS AMONG POLICE PERSONNEL

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Abstract: *The present governing instrument of the Indian police force is the Police Act of 1861. Together with the Indian Penal Code, the Indian Evidence Act and the Code of Criminal Procedure it forms the present but outdated police system in India. In India, police is a State subject under the constitution. The police force in modern India is typically burdened with the handling of disparate responsibilities: 1) maintaining law and order; 2) riot control; 3) crime investigation; 4) protection of state assets; 5) VIP protection; 6) Traffic control. The structure in the police force is strictly hierarchical and the decision making is centralized with a few high ranking police officers. There have been many attempts to reform the Indian police system both on a State level and on a central level. Since 1971 there have been six major reform committees. However, reforming police force requires time and patience, close cooperation and involvement of the police force itself. Many of the problems of the Indian police system owe to the British methods of and standards for recruitment for the constabulary, which still forms 90 per cent of the police force in the country. Other problems in Indian police system are political interference in selection, promotion, postings and transfers of police officials besides bad image in public. The work culture and job satisfaction among police officials has also been reported low. Present paper highlights the organizational climate, work culture and job stress among police in India.*

INTRODUCTION

Work place stress occurs when there is a poor match between job demands and the capabilities, resources, or needs of the worker. Stress related disorders encompass a broad array of conditions, including psychological disorders. In turn, these conditions may lead to poor work performance or even injury. Policing is a highly stressful job where one continually faces the effects of trauma, violent assaults, on women and children and serious personal injury. Job satisfaction can be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well being, stress at work, control at work, home work interface, and working conditions. The way in which subordinate's perceive a supervisor's behavior can positively or negatively influence job satisfaction. Communication behavior is crucial to the superior subordinate relationship. The relationship of a subordinate with their supervisor is a very important aspect in the workplace. Legitimacy of the police in the eyes of the public has been associated with numerous cooperative behaviors such as obeying the law, consenting with police decisions, providing information and collaborating with the police more generally.

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Assessment of police performance is one of the antecedents of such legitimacy. A police force, as part of a law enforcement agency, has its own unique culture and set of organizational challenges. Crank (2004) indicates that police culture has been frequently criticized as a source of resistance to change and reform, and is often misunderstood. The role of the police typically focuses upon the protection of life and property, crime prevention, the detection of offenders, and the preservation of peace and order (Avery, 1981). Boni (1994) and Griffiths and Verdun-Jones (1994) indicate that the role of the police encompasses three common functions: (1) *crime control*; (2) *order maintenance*; and (3) *service provision*. The development and growth of policing have required many changes. In the past several decades, there have been significant attempts to reform organizational processes within the police services. These reforms have changed the work practices of police officers, their commitment and (Brunetto and Farr-Wharton, 2003). The police sector is greatly concerned with employee turnover. According to Sheley and Nock (1979), although job satisfaction is a key element in job performance and turnover rate within any occupation, it seems especially crucial in police work

REVIEW OF LITERATURE

DuBrin (2007) is of the view that success in any position requires job competency, good work habits and effective inter-personal skills. Hodgetts (2002) has examined human relations developments of the early millennium. The purpose of examining the topics related to social, technical, and administrative system is to merge the concepts of human relations theory and practice. Myers (1981) has examined the theories of human effectiveness, quality of work life and changing roles of management. Dwivedi (1997) is of the view that management of human resources has changed markedly during the last three decades. There has been shift from scientific management to human relations and now the trend is towards behavioural science approach which involves interdisciplinary and scientific study of human behaviour. Davis and Weckler (1996) has opined that organization design is the idea of fitting together people and task in order to maximize the potential of company, team or department. Dwivedi (1980) has dealt with complex and constantly evolving field of personnel management with its multi-dimensional, individual and group relationship. Pylee and Shanker Narayanan (1998) in their edited volume have examined the management development, public sector management and personnel management and industrial relations in Indian perspective. Chandra *et al.* (1998) are of the view that South Asian countries have been experiencing massive changes in economic structure and growth profile in the recent past. These changes have made significant impact on labour relations, employment structures and other aspects of social and economic development.

Mathur (1991) has emphasized on some important qualities of police leaders. These qualities include sincerity, authoritarian, democratic but management oriented, decisiveness, enthusiasm, initiative, integrity, judgment, loyalty and usefulness. Work culture is an important aspect of organization because it influences the motivation, attitude, behavior and performance of the members of an organization. Chaudhary (2009) has opined that in the changing and challenging environment of economic

liberalization and globalization, only a truly motivated and committed man power can take an organization to the high level of performance and achievement. Performance appraisal refers to what an employee does or does not do on the job. Caruso and Salovey (1995) believe that emotions should be felt and expressed in carefully control ways. They further stated that emotion is not just important but absolutely necessary for us to make good decisions, take action to solve problems, cope with change and succeed. Ciarrochi *et al.* (1984) have discussed the applications of emotional intelligence to everyday life. Policing is typical of social occupations considered stressful because it involves dealing with the people and making speedy decisions that could have serious implications (Kyriacou, 2001). Bakker and Heuven (2006) and Hochschild (1993) have noted that police officers as emotional workers are exposed to emotionally demanding inter-personal interactions on daily basis. Emotions are important part of being human and they affect our actions and motivations for behaviour and practices (Stanley and Burrows, 2005). Myer *et al.* (2002) have identified a significant relationship between job satisfaction and affective commitments. Allen and Meyer (1990) have defined affective commitment as the emotional attachment to and identification with an organization, making the employees loyal and attach to the organization.

Campbell and Kodz (2011) have discussed leadership styles, behaviours and competencies in police organization. They offer an indication of potential effectiveness of different police leadership styles, competencies, behaviours and where the existing weight of evidence lies. Interest in police leadership research largely developed in North America in the 1970s in response to civil rights movement and the social unrest. By the mid of 1980s, a new theory of leadership was developed. Transformational leadership is an approach where leaders concentrate on developing followers through a range of encouraging behaviours. Bass (1995) developed the full range leadership model. The model builds on the evidence challenging the instrumental leaders as commander style and encourages inspirational, supportive and participative leadership. Over the last years, police leadership research has also been influenced by theories relating to emotional intelligence and personality. Green and Murphy (2007) in their study have attempted to assess the impact of personality and emotions on leadership effectiveness. Stein Heider and Wuestewald (2008) in their model of shared leadership have stated that shared leadership initiatives may improve police officer model. Despite the limitations, the review of leadership styles has yield findings that both challenge the traditional pervasive leader as commander style of police leadership as well as the more recent trend emphasized the importance of softer leadership styles, competencies and behaviours to the exclusion of transactional alternatives. Abdulla (2004) in his dissertation on public satisfaction toward Dubai Police Force has highlighted that police always live in stress work environment and thus job satisfaction has been reported to be low. Singh (2015) is also of the view that wok environment in police organization is stressful and job satisfaction among police officials is very low. They are in job for 24 hours and do not get proper rest and leave for personal and family proposes.

Bano and Jha (2012) in their study have attempted to explore the differences in job related stress. The study highlighted that employees in both the public and private

sectors face moderate levels of stress, of which they are subject to role erosion the most and resource inadequacy the least. Waters and Ussery (2007) are of the view that people experience stress when external demands exceed their internal capabilities. Burke (1993) has classified occupational stress in terms of psychological environment, role stressers, organizational structure, job characteristics, professional relationships, career development, and work-family conflicts. Singh (2015) in his study on organizational climate and work stress among police officials highlighted that police officials from lower cadre of job are experiencing more stress while work environment is also unfavourable to them. Pandey (2016) in her study in higher education sector has highlighted the organizational stress among teachers in private owned management and technical institutions. Anshel (2000) reported that suicidal attempts have been observed as an outcome of pressure and stress in the police occupation. He, *et al.* (2002) are of the view that there are many causes of police stress and unpredictable incidence in police work. A study by Buker and Weicko (2007) which aimed at assessing the effects of commonly examined police stressers on Turkish National Police revealed that organizational issues were the most important causes of stress in policing. Graf (1986) is of the view that when police officers perceived themselves as having strong work related peer support system, stress perceived was found to be relatively less. Bhasker (1986) and Mathur (1995) have also concluded that wrong and unpredictable working hours, dealing with violators of law and ante-social elements, rigidly allocated work pattern, high disciplinary procedures and regimentation, lack of respect from public and work shifts were sources of stress among police personnel. Bano (2011), indicated that political pressure, lack of time for family, negative public image and low salary were the primary causes of stress among police personnel in Uttar Pradesh. Kumar (2011) is also of the view that gender discrimination, lack of time for family, role conflict and political pressure are some of the important factors for stress among women poice officials in Uttar Pradesh. Tyagi and Dhar (2014) stated that long working hours and work overload are the root causes of stress among police personnel. Waters and Ussery (2007) explained police stress as a result of inherent occupational reasons which requires police personnel to be highly vigilant even when off duty, eventually taking a toll on their level of resilience. Tripathi, *et al.* (1993) in their study in UP has highlighted the factors of job stress among police personnel. Rani, *et al.* (2012) in their study has examined the effect of perceived organizational justice on psychological well being of police employees. The study provides valuable implications to better understand the psychological needs of police employees when they can experience themselves to be fulfilling and develop as global citizens with true human potentials at work and non-work domains of life. Jaiswal, *et al.* (2015) are of the view that stress has become a global health challenge especially for those service providers who are dedicated to the human service sectors. The Uttar Pradesh Police are overburden with the work pressure existing because of maximum number of cases, and that too to justify their duties and responsibilities under heavy political pressure.

Gupta in his research has examined employee creative performance through work motivation, psychological capital and organizational justice. He is of the view that

employee creativity is a topic of great importance for present day management. The study addresses the topic of the mechanisms through which leaders influence employee creativity and presents organizational justice perceptions, positive psychological capital and work motivation as important mediating variables. Singh (2009) is of the view that emotional aloofness combined with high control of subordinates characterized by the British style of Indian management was inherited even after the independence. Kakar (1971) is of the view that when an occupational group sees itself, and is seen by others as playing the critical role in the achievement of broader societal goals, it tends to demand quite different kind of authority relationships as compared to those that are seemingly performing less critical roles. Howell and Avolio (1993), Keller (1992) have argued for a closure look as leadership behaviors that might fundamentally address the nature of creative work. Shamir (1993) has noted that leaders can provide support to the employees by allaying their fears of failures by focusing on follower's development and paying attention to their needs, showing empathy, and providing appreciation and support to subordinate's initiatives and viewpoints. Luthans (2007) has dealt with creative leadership and psychological capital. Supervisors can play a vital role in making the employees experience repeated success at work. Luthans, et.al. (2007) have stated that leaders can create a more positive, forward seeking climate and culture thereby enhancing psychological and physiological well being. Avey (2009) stated that optimism has been shown to be amenable to development through 3 stress process which includes leniency for the past, appreciation for the present and opportunity seeing for the future.

The critical appreciation of pertinent literature simply demonstrates the there is paucity of literature, empirical data and research findings in police organization in Indian perspective. Thus, proposed study will be of paramount importance in bridging the academic gap and evolving strategies for improving the organizational effectiveness and efficiency of police officials in the state of Uttar Pradesh. Police has been assigned the responsibility of maintaining law and order besides the responsibility of enforcement of laws. Police is the state subject and therefore, the organizational structure varies from state to state, however, Indian Police Service holds the prominent place in the organization structure of police. The Para- military forces such as CRPF, PAC, Railway Police Force, Industrial Security Force, etc. provide support in law enforcement and maintaining law and order. In view of increasing crimes, the responsibility of police has also increased tremendously. This has caused the organizational stress, as most of the police officials are under stress and heavy work load. They are also facing challenges in maintaining law and order as the criminals have nexus between politicians and bureaucrats. Uttar Pradesh has the distinction of being the largest single Police force not only in the country but of the entire world. The Director General of UP Police commands a force of approximately 2.5 Lakh personnel spread over 75 districts, 33 armed Battalions and other specialized wings/ branches relating to Intelligence, Investigation, Anti-corruption, Technical, Training, Forensic Science etc.

There are 101 police zones, 179 police ranges, 718 police districts, 2387 police circles and 14786 police stations in India. Largest number of police zones was reported in

Maharashtra followed by Madhya Pradesh and Rajasthan. The police ranges were reported high in Uttar Pradesh followed by Madhya Pradesh while number of police districts was reported high in Uttar Pradesh followed by Madhya Pradesh, Gujarat and Bihar. Number of police stations was reported high in Andhra Pradesh followed by Tamil Nadu, Uttar Pradesh, Maharashtra and Madhya Pradesh. There is huge gap in sanctioned and actual positions of police personnel in India. The actual strength of police against the sanctioned posts was recorded high in case of state armed police followed by state police/district/civil armed police. However, more than 1/4th positions were found vacant in civil districts and armed police. Overall, 5.6 lakh police vacancies were reported in India during 2014. The largest numbers of police vacancies were reported in Uttar Pradesh.

All organizations are basically social system. The functioning of organizations depends on how people work. Thus, human resources of an organization constitute the entire work force. Managing human resources for identifying, selecting, inducing the competent people, training them, facilitating and monitoring them to perform at high level of efficiency and giving mechanism to ensure that they maintain their affiliation with the organization is the main responsibility of personnel management. Police organization is not an exception. Human resource management in police department includes recruitment and selection, training, transfers and promotions, leadership, communication, authority and responsibility, motivation and incentive, superior-subordinate relationship, compensation management and performance appraisal. Human resource management is very important in police organization because police officials deal with the people of community as a symbol of government. The selection process in police organization in India has three tier system. Police cadre consists of Indian Police Service, Provincial Police Services and other police officials including Constables and Sub-Inspectors. Selection of police officials at Indian Police Services and Provincial Police Services are conducted by Public Service Commission and State Public Service Commission while other police officials are recruited by police department at the state level. Similarly, training to police staff is being provided by national level, state level and regional level training centres. Police training is actually an effective tool for bringing about require professional skills, competence, attitude and behavioural orientation with a view to improve effectiveness and efficiency. Transfers and promotions in police department has been the most controversial in India. A majority of constables retire as constable without even one rank promotion in entire career while transfers of senior police officials are very frequent in most of the states.

POLICE ADMINISTRATION

Police administration has long history of its evolution and development in India. India has one of the largest police force of the globe. Indian police system comprises of central as well as state police force however, police is a state subject. In view of the law and order situation in the state and also for national security reason, central government may intervene in the police administration at the state level. Overall, state has large

police strength however, a significant proportion of positions are falling vacant. Moreover, police personnel are working in difficult circumstances and most of police men are working in stress. There is lack of proper facilities such as accommodation, transit hostels, communication devices and transport for police.

Human resource management is very important in the police organization as police officers deal with the community. Police human resources management is complex and demanding as it involves the management of the policemen both on and off duty. The police department has an urgent need to practice good human resource management policies. This will facilitate getting right person for the right job, enhanced motivation and morale of lower rank employee, amicable relationship between superiors and subordinates, effective training to meet the challenges, delegation of authority and empowerment. Thus, human resources management plays an important role in bringing about cultural change. Police official are being recruited by central and state level selection procedures. Indian Police Service is the highest police rank in India. I.P.S. officers are selected by written and interview methods by Public Service Commission while D.S.P. is the highest police service at state level. The officials are recruited through written and interview method by State Public Service Commission. Open market selection in the state and control police organization is presently at three levels viz. Constable, Sub Inspector and Deputy / Assistant Superintendent. There is also additional level of ASI. In most states, constables and Sub inspectors are recruited by the Director General of Police, who also issues formal orders of appointment. The constables have to successfully complete a few physical efficiency tests before being allowed to take the written and oral tests. The minimum height of 162.5 cm and a pass in XII grade at school is the basic criteria. The same process applies for the selection of Sub Inspectors except that they are chosen at the state level and the educated qualification prescribed is normally a college degree. Police Administration in India suffers from an almost complete neglect of the virtual functions of human management and total absences of well formulated personnel policies. Gore committee commended one month's training who have completed more than seven years of service. Sub Inspector training is equally important as Sub Inspector of police occupies approved position in the police origination. Training, especially to subordinate police personnel is not only neglected but largely irrelevant. There are approximately 124 police training institute in India. India conducts maximum number of police training however, police personnel are not properly trained and equipped adequately to face the problems and challenges confronting them. The promotional structure within the police system is not conducive to the fulfilment of the legitimate career ambition of the constabulary. A large majority of constables retire as constable without even one rank promotion in entire career. Police leadership is the process of influencing organizational member to use their energies willingly and appropriately to facilitate the attainment of goals set up by the police organization. The police leaders are at various levels. Leadership emphasizes on some important qualities of police leader. The police department by nature is a service organization. There is a developed model that attempts to simultaneously enhance the personal growth of workers and improve the quality and

any of our many institutions through a combination of teamwork and community personal movement in decision making and official behaviour. Being a bureaucratic organization structure, police department has more of downward communication than the upward. There is a flow of information from higher to lower levels of authority. Almost one half of the communication is with subordinates and the remaining to divide among superiors, peers and external recipients. Downward communication is restricted to job instruction, performances feedback and other news. The police organization needs administration leadership, assignment of responsibility and authority and a grouping of related activities in any division of work. There is a growing feeling among junior police officials that the senior police officers are neither able to protect them from unwarranted attacks nor effective in getting their legitimate demands. There is no departmental practice in the police organisation of evaluating the performance of the investigation in terms of cases investigated cleared and prosecuted. The manual system of maintaining records have made possible to do any kind of performance appraisal. These practices have made the position of SHO very powerful in the department and most of the superintendents are unable to keep effective control over their actions.

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There is huge gap in sanctioned and actual positions of police personnel in India. The actual strength of police against the sanctioned posts was recorded high in case of state armed police followed by state police/district/civil armed police. However, more than 1/4th positions were found vacant in civil districts and armed police. Overall, 5.6 lakh police vacancies were reported in India during 2014. The largest numbers of police vacancies were reported in Uttar Pradesh (1.99 lakh). The other states where vacancies were reported high included Gujarat, Assam, Karnataka, West Bengal and Rajasthan.

During 2014, more than 1 lakh women police personnel were found working. Women police comprises of about 6 per cent at the national level while it was reported highest in Tamil Nadu (12.42 per cent) followed by Himachal Pradesh (11.07) and Maharashtra (10.4 per cent). Proportion of women police was reported negligible in Assam (0.93 per cent), Naga Land (1.05 per cent) and Meghalaya (2.87 per cent). In the state of Uttar Pradesh, women police constituted 4.29 per cent while in the state of Rajasthan, women police accounted for 7.11 per cent. There is huge gap in sanctioned strength and actual strength of police forces in India. Out of total sanctioned, 1.74 per cent posts were gazetted. However, in the actual police strength, gazetted officers constituted 1.51 per cent only. A large number of vacancies were reported in central police forces. The numbers of police personnels were reported high in Border Security

Force followed by Central Reserved Police Force, Central Industrial Security Force, Indo-Tibetan Border Police, Sashastra Seema Bal, Assam Rifles and Railway Protection Force. Area per police man was reported high in Arunachal Pradesh followed by Himachal Pradesh, Madhya Pradesh, Rajasthan, Odisha and Andhra Pradesh. Population per police man was recorded high in Arunachal Pradesh followed by Bihar, West Bengal, Madhya Pradesh, Odisha, Kerala and Andhra Pradesh.

Civil police per lakh of population was recorded 109.35 while total police per lakh of population was reported 139.76 during 2014 in India. Total police per lakh of population was recorded high in North-East region followed by Jammu and Kashmir. Civil police per 100 sq.km. of area was reported high in Delhi followed by Goa, Kerala, Punjab, Haryana and Tripura. Total police per 100 sq.km was recorded high in Delhi followed by Tripura, Goa, Nagaland and Kerala. During 2014, there were 13311 criminal courts in India. Highest numbers of criminal courts were reported in Uttar Pradesh followed by Madhya Pradesh, Maharashtra, Bihar, Rajasthan and Karnataka. Out of total criminal courts, civil courts constituted about 28 per cent while Chief Judicial/Metro Magistrate Courts accounted for 15.76 per cent. Judicial Metropolitan Magistrate courts were reported 6222, constituting about 47 per cent of total criminal courts in India.

CONCLUSION

Police administration has long history of its evolution and development in India. India has one of the largest police force of the globe. Indian police system comprises of central as well as state police force however, police is a state subject. In view of the law and order situation in the state and also for national security reason, central government may intervene in the police administration at the state level. Central government may send special central police forces maintaining law and order and also for special occasions, such as elections, occurrence of disasters and other calamities. Overall, state has large police strength however, a significant proportion of positions are falling vacant. Moreover, police personnel are working in difficult circumstances and most of police men are working in stress. There is lack of proper facilities such as accommodation, transit hostels, communication devices and transport for police. The police officials are also not being provided weekly and other casual leaves as per their requirement as their duty is meant for 24 hours. Thus, most of the police men are fatigue while working and sometimes, their work pressure increases due to occurrence of elections, VIP/VVIP visit, natural disasters and calamities, etc. Thus, it is imperative to study the working environment and job satisfaction among the police personnel and suggesting a roadmap for creating conducive working environment and reducing the stress and dissatisfaction among police personnel. Organizational climate, work culture and environment, organizational policy and better administration have direct bearing on performance and job satisfaction. Thus, regular performance appraisal, feedback on performance, clear cut job description, team spirit, sharing of responsibilities, accountability and positive and supportive work culture should be ensured in the police organization. There should be proper attention for redressal of

staff complaints and grievances while officials should be given opportunities for participation in decision making process.

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