

Organizational Culture and Job Environment in Police Organizations India

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ABSTRACT

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, 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. 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. 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. Present paper purports to critically review the theoretical perspective of organizational culture and job environment in police organizations in India.

Introduction

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, 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

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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. The role of the police encompasses three common functions: (1) Crime Control: Responding to and investigating crimes and patrolling the streets to prevent offences from occurring; (2). Order Maintenance: Preventing and controlling behaviour that disturbs the public peace, including quietening loud parties, settling domestic disputes and intervening in conflicts that arise between citizens; (3) Service Provision: The provision of a wide range of services to the community, often as a consequence of the 24-hour availability of the police, assisting in the search for missing persons and acting as an information/referral agency.

Status of Police Organizations

State-wise number of police zones, circles and police stations is shown in Table 1. 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.

Table 1
State-wise Number of Police Zones, Circles and Police Stations

| <i>State</i> | <i>Police Zones</i> | <i>Police Range</i> | <i>Police Districts</i> | <i>Police Sub Divisions</i> | <i>Police Circles</i> | <i>Police Stations</i> |
|-------------------|---------------------|---------------------|-------------------------|-----------------------------|-----------------------|------------------------|
| Andhra Pradesh | 6 | 10 | 30 | 173 | 339 | 1792 |
| Arunachal Pradesh | 1 | 3 | 18 | 9 | 18 | 101 |
| Assam | 0 | 7 | 28 | 28 | 48 | 340 |
| Bihar | 4 | 11 | 40 | 110 | 210 | 917 |
| Chhattisgarh | 0 | 5 | 28 | 86 | 0 | 422 |
| Goa | 0 | 0 | 2 | 8 | 0 | 26 |
| Gujarat | 0 | 7 | 40 | 98 | 85 | 610 |
| Haryana | 0 | 4 | 21 | 47 | 0 | 269 |

contd. table 1

| <i>State</i> | <i>Police Zones</i> | <i>Police Range</i> | <i>Police Districts</i> | <i>Police Sub Divisions</i> | <i>Police Circles</i> | <i>Police Stations</i> |
|-------------------|---------------------|---------------------|-------------------------|-----------------------------|-----------------------|------------------------|
| Himachal Pradesh | 0 | 3 | 13 | 0 | 0 | 104 |
| Jammu and Kashmir | 2 | 7 | 25 | 46 | 0 | 215 |
| Jharkhand | 5 | 7 | 26 | 42 | 143 | 446 |
| Karnataka | 0 | 6 | 30 | 131 | 230 | 922 |
| Kerala | 2 | 4 | 19 | 55 | 198 | 494 |
| Madhya Pradesh | 11 | 15 | 51 | 175 | 0 | 1033 |
| Maharashtra | 35 | 8 | 37 | 384 | 0 | 1055 |
| Manipur | 3 | 4 | 9 | 26 | 0 | 86 |
| Meghalaya | 0 | 2 | 11 | 5 | 19 | 39 |
| Mizoram | 0 | 2 | 8 | 17 | 0 | 38 |
| Nagaland | 1 | 3 | 11 | 16 | 9 | 72 |
| Odisha | 0 | 8 | 36 | 111 | 0 | 595 |
| Punjab | 4 | 7 | 24 | 118 | 0 | 389 |
| Rajasthan | 9 | 7 | 36 | 0 | 214 | 861 |
| Sikkim | 1 | 1 | 4 | 11 | 0 | 28 |
| Tamil Nadu | 4 | 11 | 31 | 242 | 331 | 1523 |
| Tripura | 0 | 2 | 8 | 28 | 0 | 73 |
| Uttar Pradesh | 8 | 18 | 75 | 0 | 404 | 1517 |
| Uttarakhand | 0 | 2 | 13 | 0 | 35 | 125 |
| West Bengal | 3 | 8 | 23 | 65 | 87 | 445 |
| Delhi | 0 | 6 | 11 | 54 | 0 | 181 |
| All India | 101 | 179 | 718 | 2105 | 2387 | 14786 |

Source: Bureau of Police Research and Development, Government of India, New Delhi, 2014

State-wise police strength in India is shown in Table 2. 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.

State-wise strength of women police in India is shown in Table 3. 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.

Table 2
State-wise Police Strength in India

| State | Strength of Civil Districts and Armed Police | | Strength of State Armed Police | | Total Strength of State Police / Districts / Civil Armed | | Vacancy |
|-------------------|--|---------|--------------------------------|--------|--|---------|---------|
| | Sanctioned | Actual | Sanctioned | Actual | Sanctioned | Actual | |
| Andhra Pradesh | 107733 | 89790 | 21852 | 16845 | 129585 | 106635 | 22950 |
| Arunachal Pradesh | 8142 | 7155 | 4622 | 4092 | 12764 | 11247 | 1517 |
| Assam | 34234 | 27867 | 30152 | 27166 | 64386 | 55033 | 9353 |
| Bihar | 85368 | 55316 | 19019 | 13503 | 104387 | 68819 | 35568 |
| Chhattisgarh | 47149 | 36774 | 20672 | 17919 | 67821 | 54693 | 13128 |
| Goa | 5330 | 4722 | 1788 | 1202 | 7118 | 5924 | 1194 |
| Gujarat | 95979 | 54955 | 20914 | 19068 | 116893 | 74023 | 42870 |
| Haryana | 56979 | 36502 | 4702 | 4610 | 61681 | 41112 | 20569 |
| Himachal Pradesh | 9884 | 8661 | 6325 | 5363 | 16209 | 14024 | 2185 |
| Jammu and Kashmir | 50094 | 47051 | 28257 | 25145 | 78351 | 72196 | 6155 |
| Jharkhand | 55994 | 41999 | 17713 | 14440 | 73707 | 56439 | 17268 |
| Karnataka | 94470 | 64261 | 12315 | 7750 | 106785 | 72011 | 34774 |
| Kerala | 40985 | 38569 | 10716 | 9213 | 51701 | 47782 | 3919 |
| Madhya Pradesh | 76518 | 63612 | 25120 | 23334 | 101638 | 86946 | 14692 |
| Maharashtra | 166500 | 156227 | 18356 | 15132 | 184856 | 171359 | 13497 |
| Manipur | 18818 | 12199 | 13253 | 12633 | 32071 | 24832 | 7239 |
| Meghalaya | 7490 | 5948 | 5797 | 5505 | 13287 | 11453 | 1834 |
| Mizoram | 4323 | 3946 | 6942 | 5949 | 11265 | 9895 | 1370 |
| Nagaland | 8810 | 8604 | 15474 | 15426 | 24284 | 24030 | 254 |
| Odisha | 35047 | 30850 | 23366 | 20546 | 58413 | 51396 | 7017 |
| Punjab | 60949 | 57244 | 19115 | 16628 | 80064 | 73872 | 6192 |
| Rajasthan | 103857 | 81008 | 14976 | 11322 | 118833 | 92330 | 26503 |
| Sikkim | 2522 | 1905 | 2868 | 2376 | 5390 | 4281 | 1109 |
| Tamil Nadu | 120904 | 101219 | 14779 | 10229 | 135683 | 111448 | 24235 |
| Tripura | 12898 | 10441 | 14535 | 13178 | 27433 | 23619 | 3814 |
| Uttar Pradesh | 332057 | 140983 | 36214 | 27868 | 368271 | 168851 | 199420 |
| Uttarakhand | 16056 | 14144 | 4974 | 4043 | 21030 | 18187 | 2843 |
| West Bengal | 92087 | 65186 | 18020 | 14290 | 110107 | 79476 | 30631 |
| Delhi | 72686 | 67686 | 9556 | 8018 | 82242 | 75704 | 6538 |
| All India | 1838616 | 1347990 | 445030 | 374796 | 2283646 | 1722786 | 560860 |

Source: Bureau of Police Research and Development, Government of India, New Delhi, 2014

Table 3
State-wise Strength of Women Police in India

| <i>State</i> | <i>Actual Strength of State/UTs/Civil Armed Police</i> | <i>Actual Strength of Women Police State /UTs</i> | <i>% age of Women Police to Total Police</i> |
|-------------------|--|---|--|
| Andhra Pradesh | 106635 | 4622 | 4.33 |
| Arunachal Pradesh | 11247 | 582 | 5.17 |
| Assam | 55033 | 510 | 0.93 |
| Bihar | 68819 | 2341 | 3.40 |
| Chhattisgarh | 54693 | 2348 | 4.29 |
| Goa | 5924 | 366 | 6.18 |
| Gujarat | 74023 | 2691 | 3.64 |
| Haryana | 41112 | 2734 | 6.65 |
| Himachal Pradesh | 14024 | 1552 | 11.07 |
| Jammu and Kashmir | 72196 | 2252 | 3.12 |
| Jharkhand | 56439 | 2906 | 5.15 |
| Karnataka | 72011 | 3682 | 5.11 |
| Kerala | 47782 | 3067 | 6.42 |
| Madhya Pradesh | 86946 | 4190 | 4.82 |
| Maharashtra | 171359 | 17957 | 10.48 |
| Manipur | 24832 | 2040 | 8.22 |
| Meghalaya | 11453 | 329 | 2.87 |
| Mizoram | 9895 | 568 | 5.74 |
| Nagaland | 24030 | 253 | 1.05 |
| Odisha | 51396 | 4381 | 8.52 |
| Punjab | 73872 | 4761 | 6.44 |
| Rajasthan | 92330 | 6568 | 7.11 |
| Sikkim | 4281 | 333 | 7.78 |
| Tamil Nadu | 111448 | 13842 | 12.42 |
| Tripura | 23619 | 777 | 3.29 |
| Uttar Pradesh | 168851 | 7238 | 4.29 |
| Uttarakhand | 18187 | 1528 | 8.40 |
| West Bengal | 79476 | 3791 | 4.77 |
| Delhi | 75704 | 5413 | 7.15 |
| All India | 1722786 | 105325 | 6.11 |

Source: Bureau of Police Research and Development, Government of India, New Delhi, 2014

Sanctioned and actual strength of armed police forces is shown in Table 4. 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.

Table 4
Sanctioned and Actual Strength of Armed Police Forces

| Name of Central Police Force | Sanctioned Strength | | | Actual Strength | | |
|-----------------------------------|---------------------|--------------|---------|-----------------|--------------|--------|
| | Gazetted | Non-Gazetted | Total | Gazetted | Non-Gazetted | Total |
| Assam Rifles | 1458 | 64361 | 65819 | 1135 | 64192 | 65327 |
| Border Security Force | 4999 | 241964 | 246963 | 4462 | 235282 | 239744 |
| Central Industrial Security Force | 1534 | 137023 | 138557 | 1238 | 122243 | 123481 |
| Central Reserve Police Force | 4871 | 293726 | 298597 | 4161 | 281829 | 285990 |
| Indo-Tibetan Border Police | 2078 | 81925 | 84003 | 1406 | 73660 | 75066 |
| National Security Guard | 487 | 9021 | 9508 | 392 | 8751 | 9143 |
| Railway Protection Force | 460 | 75265 | 75725 | 439 | 55271 | 55710 |
| Sashashtra Seema Bal | 1599 | 86859 | 88458 | 808 | 72100 | 72908 |
| All India | 17486 | 990144 | 1007630 | 14041 | 913328 | 927369 |

Source: Bureau of Police Research and Development, Government of India, New Delhi, 2014

Area and population per police man is shown in Table 5. 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.

Table 5
Area and Population Per Police Man

| State | Area Per Police Man (Sq. km.) | Population Per Police Man |
|-------------------|-------------------------------|---------------------------|
| Andhra Pradesh | 2.12 | 669 |
| Arunachal Pradesh | 6.56 | 1000 |
| Assam | 1.22 | 490 |
| Bihar | 0.90 | 968 |
| Chhattisgarh | 1.99 | 370 |
| Goa | 0.52 | 267 |
| Gujarat | 1.68 | 522 |
| Haryana | 0.72 | 430 |
| Himachal Pradesh | 3.43 | 429 |
| Jammu and Kashmir | 1.29 | 154 |
| Jharkhand | 1.08 | 442 |
| Karnataka | 1.80 | 571 |
| Kerala | 0.75 | 680 |
| Madhya Pradesh | 3.03 | 739 |
| Maharashtra | 1.66 | 631 |
| Manipur | 0.70 | 79 |
| Meghalaya | 1.69 | 203 |
| Mizoram | 1.87 | 92 |

contd. table 5

| State | Area Per Police Man (Sq. km.) | Population Per Police Man |
|---------------|-------------------------------|---------------------------|
| Nagaland | 0.68 | 95 |
| Odisha | 2.67 | 731 |
| Punjab | 0.63 | 355 |
| Rajasthan | 2.88 | 594 |
| Sikkim | 1.32 | 117 |
| Tamil Nadu | 0.96 | 505 |
| Tripura | 0.38 | 136 |
| Uttar Pradesh | 0.65 | 570 |
| Uttarakhand | 2.54 | 490 |
| West Bengal | 0.81 | 832 |
| Delhi | 0.02 | 241 |

Source: Bureau of Police Research and Development, Government of India, New Delhi, 2014

State-wise police population and area ratio in India is shown in Table 6. 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.

Table 6
State-wise Police-Population and Area Ratio in India

| State | Civil Police Per Lakh of Population | | Total Police Per Lakh of Population | | Civil Police Per 100 Sq. km. of Area | | Total Police Per 100 Sq. km. of Area | |
|-------------------|---|--------|---|--------|--|--------|--|--------|
| | Sanctioned | Actual | Sanctioned | Actual | Sanctioned | Actual | Sanctioned | Actual |
| | Andhra Pradesh | 124.31 | 103.61 | 149.43 | 123.05 | 39.17 | 32.64 | 47.11 |
| Arunachal Pradesh | 637.09 | 559.86 | 998.75 | 880.95 | 9.72 | 8.54 | 15.24 | 13.43 |
| Assam | 108.54 | 88.35 | 204.14 | 174.49 | 43.64 | 35.53 | 82.09 | 70.16 |
| Bihar | 84.49 | 54.75 | 103.32 | 68.11 | 90.66 | 58.74 | 110.86 | 73.08 |
| Chhattisgarh | 187.84 | 146.51 | 270.20 | 217.90 | 34.88 | 27.20 | 50.17 | 40.46 |
| Goa | 280.67 | 248.66 | 374.83 | 311.95 | 143.98 | 127.55 | 192.27 | 160.02 |
| Gujarat | 157.28 | 90.06 | 191.56 | 121.30 | 180.96 | 28.04 | 59.63 | 37.76 |
| Haryana | 214.93 | 137.69 | 232.67 | 155.08 | 128.88 | 82.56 | 139.51 | 92.99 |
| Himachal Pradesh | 142.13 | 124.55 | 233.09 | 201.67 | 17.75 | 15.56 | 29.11 | 25.19 |
| Jammu & Kashmir | 414.14 | 388.98 | 647.74 | 596.86 | 49.41 | 46.41 | 77.28 | 71.21 |
| Jharkhand | 171.82 | 128.88 | 226.18 | 173.19 | 70.24 | 52.69 | 92.46 | 70.80 |
| Karnataka | 154.93 | 105.39 | 175.13 | 118.10 | 49.26 | 33.51 | 55.68 | 37.55 |
| Kerala | 116.53 | 109.66 | 147.00 | 135.86 | 105.46 | 99.24 | 133.03 | 122.95 |
| Madhya Pradesh | 101.82 | 84.64 | 135.24 | 115.69 | 24.82 | 20.64 | 32.97 | 28.21 |

contd. table 6

| State | Civil Police Per Lakh of Population | | Total Police Per Lakh of Population | | Civil Police Per 100 Sq. km. of Area | | Total Police Per 100 Sq. km. of Area | |
|---------------|---|--------|---|---------|--|---------|--|---------|
| | Sanctioned | Actual | Sanctioned | Actual | Sanctioned | Actual | Sanctioned | Actual |
| Maharashtra | 142.81 | 134.00 | 158.55 | 146.98 | 54.11 | 50.77 | 60.07 | 55.69 |
| Manipur | 745.86 | 483.51 | 127.15 | 984.23 | 85.28 | 54.64 | 143.64 | 111.22 |
| Meghalaya | 277.41 | 220.30 | 492.11 | 424.19 | 33.39 | 26.52 | 59.24 | 51.06 |
| Mizoram | 418.09 | 381.62 | 1089.46 | 956.96 | 20.51 | 18.72 | 53.44 | 46.94 |
| Nagaland | 380.23 | 371.34 | 1048.08 | 1037.12 | 53.14 | 51.90 | 146.47 | 144.94 |
| Odisha | 84.13 | 74.06 | 140.22 | 123.38 | 22.51 | 19.81 | 37.51 | 33.01 |
| Punjab | 214.20 | 201.18 | 281.38 | 259.62 | 121.02 | 113.67 | 158.98 | 146.68 |
| Rajasthan | 147.19 | 114.81 | 168.42 | 130.86 | 30.35 | 23.67 | 34.72 | 26.98 |
| Sikkim | 399.68 | 301.90 | 854.20 | 678.45 | 35.54 | 26.85 | 75.96 | 60.33 |
| Tamil Nadu | 176.50 | 147.76 | 198.07 | 162.70 | 92.96 | 77.83 | 104.32 | 85.69 |
| Tripura | 346.26 | 280.30 | 736.46 | 634.07 | 123.00 | 99.57 | 261.62 | 225.24 |
| Uttar Pradesh | 158.27 | 67.20 | 175.53 | 80.48 | 137.82 | 58.52 | 152.86 | 70.08 |
| Uttarakhand | 155.79 | 137.24 | 204.06 | 176.47 | 30.02 | 26.45 | 39.32 | 23.01 |
| West Bengal | 100.54 | 71.17 | 120.21 | 86.77 | 103.76 | 73.45 | 124.06 | 89.55 |
| Delhi | 366.10 | 340.92 | 414.23 | 381.30 | 4901.28 | 4564.13 | 5545.65 | 5104.79 |
| All India | 149.15 | 109.35 | 185.25 | 139.76 | 58.07 | 42.57 | 72.12 | 54.41 |

Source: Bureau of Police Research and Development, Government of India, New Delhi, 2014

State-wise number of criminal courts in India is shown in Table 7. 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.

Table 7
State-wise Number of Criminal Courts in India

| State | Session Courts | Chief Judicial/ Chief Metro. Magistrate | Judicial/ Metropolitan Magistrate | Any Other Courts | Total |
|-------------------|-------------------|---|---|---------------------|-------|
| Andhra Pradesh | 345 | 0 | 328 | 0 | 673 |
| Arunachal Pradesh | 17 | 0 | 37 | 3 | 57 |
| Assam | 54 | 41 | 85 | 63 | 243 |
| Bihar | 180 | 301 | 451 | 0 | 932 |
| Chhattisgarh | 83 | 28 | 155 | 0 | 266 |
| Goa | 0 | 0 | 0 | 0 | 0 |
| Gujarat | 195 | 359 | 537 | 0 | 1091 |

contd. table 7

| <i>State</i> | <i>Session Courts</i> | <i>Chief Judicial/ Chief Metro. Magistrate</i> | <i>Judicial/ Metropolitan Magistrate</i> | <i>Any Other Courts</i> | <i>Total</i> |
|-------------------|-----------------------|--|--|-------------------------|--------------|
| Haryana | 109 | 44 | 160 | 46 | 359 |
| Himachal Pradesh | 28 | 12 | 70 | 0 | 110 |
| Jammu and Kashmir | 47 | 49 | 87 | 5 | 188 |
| Jharkhand | 122 | 80 | 255 | 22 | 479 |
| Karnataka | 160 | 242 | 452 | 39 | 893 |
| Kerala | 145 | 18 | 112 | 26 | 301 |
| Madhya Pradesh | 395 | 50 | 869 | 324 | 1638 |
| Maharashtra | 242 | 67 | 991 | 0 | 1300 |
| Manipur | 10 | 9 | 11 | 0 | 30 |
| Meghalaya | 11 | 6 | 16 | 0 | 33 |
| Mizoram | 0 | 0 | 0 | 0 | 0 |
| Nagaland | 8 | 3 | 8 | 4 | 23 |
| Odisha | 115 | 34 | 95 | 138 | 382 |
| Punjab | 109 | 32 | 227 | 0 | 368 |
| Rajasthan | 184 | 239 | 324 | 154 | 901 |
| Sikkim | 2 | 2 | 4 | 0 | 8 |
| Tamil Nadu | 202 | 30 | 219 | 63 | 514 |
| Tripura | 19 | 4 | 34 | 0 | 57 |
| Uttar Pradesh | 731 | 329 | 316 | 293 | 1669 |
| Uttarakhand | 44 | 24 | 45 | 8 | 121 |
| West Bengal | 117 | 64 | 158 | 22 | 361 |
| Delhi | 8 | 25 | 149 | 0 | 262 |
| All India | 3779 | 2098 | 6222 | 1212 | 13311 |

Source: Bureau of Police Research and Development, Government of India, New Delhi, 2014

State-wise police expenditure in India is shown in Table 8. Police expenditure as percentage of state budget constituted less than 3 per cent in India. Police expenditure as percentage of state budget was found significant in Delhi followed by Manipur, Nagaland, Sikkim, Meghalaya, Mizoram and Jammu and Kashmir.

Organizational Culture in Police Organizations

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*;

Table 8
State-wise Police Expenditure in India

| State | Total Budget for State | Total Police Expenditure | (Rs. in Crore) | |
|-------------------|---------------------------|-----------------------------|---|--|
| | | | Total Expenditure on Police Training | Police Expenditure as % of State Budget |
| Andhra Pradesh | 161464.78 | 3861.04 | 72.84 | 2.39 |
| Arunachal Pradesh | NA | NA | NA | NA |
| Assam | 48553.64 | 2020.81 | 20.74 | 4.16 |
| Bihar | NA | 3279.30 | 15.46 | na |
| Chhattisgarh | na | 1627.90 | 26.89 | na |
| Goa | na | 257.70 | 1.25 | na |
| Gujarat | 111984.00 | 1879.00 | 19.00 | 1.68 |
| Haryana | 75093.28 | 1612.58 | 13.13 | 2.15 |
| Himachal Pradesh | 24594.95 | 613.27 | 0.56 | 2.49 |
| Jammu and Kashmir | 38068.00 | 2157.37 | 39.66 | 5.67 |
| Jharkhand | na | 2403.72 | 33.36 | Na |
| Karnataka | 121610.87 | 2261.17 | 36.79 | 1.86 |
| Kerala | 80660.51 | 1578.97 | 16.67 | 1.96 |
| Madhya Pradesh | 112803.64 | 2545.41 | 57.63 | 2.26 |
| Maharashtra | 194067.06 | 5803.8 | 4.96 | 2.99 |
| Manipur | 8980.30 | 632.64 | 0.18 | 7.04 |
| Meghalaya | 5874.07 | 325.00 | 4.17 | 5.53 |
| Mizoram | 5397.33 | 307.41 | 7.15 | 5.70 |
| Nagaland | 10057.94 | 685.06 | 8.12 | 6.81 |
| Odisha | 688576.20 | 2028.60 | 19.59 | 0.2 |
| Punjab | na | 3975.34 | 46.03 | Na |
| Rajasthan | 94871.95 | 3037.70 | 42.01 | 3.20 |
| Sikkim | 4379.48 | 242.24 | 2.71 | 5.53 |
| Tamil Nadu | 149815.20 | 3412.57 | 138.99 | 2.2 |
| Tripura | 9416.49 | 521.17 | 13.19 | 5.53 |
| Uttar Pradesh | na | 8541.86 | 86.75 | Na |
| Uttarakhand | 25329.84 | 742.04 | 0.45 | 2.93 |
| West Bengal | 118180.99 | 2824.48 | 16.43 | 2.39 |
| Delhi | 35423.59 | 3314.59 | 98.37 | 9.36 |
| All India | 2140062.40 | 63146.04 | 1118.23 | 2.95 |

Source: Bureau of Police Research and Development, Government of India, New Delhi, 2014

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.

Work environment is a better predictor of job satisfaction than individual demographic variables and that personal factors are of little value to understanding job satisfaction. Job satisfaction can be explained by eleven environmental and four personal variables viz. salary and incentives, nature of the work, public perception, organizational policy and strategy, relationships with co-workers, supervision, promotion opportunity, performance appraisal, professional development, communication, job stress, nationality, sex, shift work and public contact. There is a strong, positive association between job satisfaction and organizational climate and work environment. One critical requirement is the need to ensure that the working environment in the police sector enhances job satisfaction and thereby increases organizational climate and work environment. To sum up, it may be stated that work environment in improving employee job satisfaction and enhancing productivity is of paramount importance.

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.

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.

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.

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.

Emotional intelligence is a relatively new and growing area of behavioural research. Most widely accepted scientific definition of emotional intelligence is the ability to monitor one's own and others' emotions, to discriminate among them and to use the information to guide one's thinking and actions (Salovey and Mayer (1990). Mayer has distinguished between mental ability models, focusing on aptitude for processing affecting information, and mixed

models that conceptualized emotional intelligence as a diverse construct, including aspects of personality. Emotional intelligence is claimed to affect a wide array of work behaviours, including employee commitment, team work, development of talent, innovation, quality of service, and customer loyalty. According to Cooper (1997) high levels of emotional intelligence experience more career success, built stronger personal relationship, lead more effectively and enjoy better health than those with low emotional intelligence.

Researchers have examined several factors that correlate with job satisfaction, whether in a positive or negative way. However, the importance of the various factors appears to change from one situation to another. That is, individuals who perform the same job in the same environment and at the same time do not derive the same degree of satisfaction. Although researchers have found many factors in relation to job satisfaction, the majority of these factors can be grouped into two broad categories: (a) personal factors, (b) environmental factors. Although personal and environmental factors are utilized as distinctly competing models of job satisfaction, researchers argue that the work environment is a better predictor of job satisfaction. That is, personal factors are of little use in understanding job satisfaction.

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 work 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 stressors 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 police 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.

Work Environment in Police organizations

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.

Leadership role assumes great significance in all organizations. Leadership can be defined as process of influencing the behavior of others to work willingly and enthusiastically for achieving pre-determined goals. Bass (2008) has reviewed the concept of leadership, personal attribute of leaders, management and organization and other dimensions of leadership in theoretical perspective. Police leaders are at various levels. The police department by nature is a service organization. The merging approach to leadership and service is called servant leadership. Communication is important in the police department as superior-subordinate relationship depends upon effective communication and flow of information. Effective communication also leads to encourage better performance and job satisfaction. Authority and responsibility in the police organization needs to be redefined in police organization. Delegation of authority is required for improving present work culture.

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. 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.

Conclusion

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. Thus, it is imperative to study the human resources management in the state police

organization, working environment and job satisfaction among the police personnel and exploring the role of the emotional intelligence and engagement in police service in the state of Uttar Pradesh.

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