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CHAPTER VI

SUGGESTIONS & RECOMMENDATIONS

1.1 INTRODUCTION

The present study was conducted to assess the work-family life balance among the Non-Gazetted Officers (NGOs) and Others Ranks (ORs) of police personnel of Punjab. In this study, main focus on the level of job satisfaction, work stress, working culture and family support among the Non-Gazetted Officers and Other Ranks had been observed. Further comparison was also made among NGO’s and OR’s of police personnel in Punjab. The commitment and stability of the police personnel was possible only when they felt satisfied with the working conditions and welfare amenities/facilities provided by the organisation. Therefore, the present study highlighted the work family life balance of NGOs and ORs of police personnel in Punjab.

In this research study the police force, whose occupation was generally perceived as highly stressful, caught between the increasing threat of violence on our streets, high public demand and focus on police efficiency and effectiveness. The present study was an attempt to find out solutions to all these problems with the following objectives:

1. To study the Working Culture of Police Personnel in Punjab.
2. To study the Sources of Stress within Non-Gazetted Officers (NGOs) & Other Ranks (ORs) at their Work Place.
3. To examine the Family Support for the Job of Police Personnel.
4. To examine the Job Satisfaction of Police in selected area of Punjab.
5. To study the possible actions which can improve Work-Life Balance of Police Personnel

6. To study the possible actions which can improve Family-Life Balance of Police Personnel

7. To give suggestions about the improvement of Work Life Balance and Family Life Balance.

For the purpose of this study, sample from both the segments of police i.e Non-Gazetted Officers (NGOs) & Other Ranks (ORs) was taken. A sample of NGO’s and OR’s of six hundred fifty police personnel from Doaba Region i.e districts of Hoshiarpur, Shaheed Bhagat Singh Nagar, Kapurthala and Jalandhar City including Jalandhar Rural of Punjab Police were taken by random sampling method.

To achieve the above mentioned objectives and to conduct the data analysis, SPSS 16.0V was used primarily based on the statistical tools like simple Frequency Distribution Tables, Binomial Test of Proportion, Chi Square Test of Homogeneity, Chi Square Test of Associations (Cross Tab Analysis), Mann Whitney Test, Factor Analysis with the VARIMAX Rotation, Logistic Regression to have concrete results and findings for the research study conducted. The following conclusions were brought to limelight through the interpretation of the data.

1.2 MAJOR FINDINGS OF WORK FAMILY LIFE BALANCE

The major findings regarding the Job Satisfaction Level, Work Stress, Working Culture and Family Support of the Police Personnel along with the Work-Family Life Balance revealed that:
1.2.1 JOB SATISFACTION

The overall level of job satisfaction among the police personnel of Punjab in general was less satisfactory. 17.6% of the police personnel examined were highly satisfied and 4.6% a very low percentage of police personnel examined were satisfied with the job and 42.6% a large percentage of the police personnel examined were highly dissatisfied while 34.6% were dissatisfied and lastly, 0.6% police personnel were moderate dissatisfied.

i. 42.9% of the police personnel had quoted that they were having daily shifts of more than 16 hours while 20.4% and 20.2% police personnel reported it to be 12 – 16 hours and 8 – 12 hours respectively and also a very few percentage i.e., 6.0% of the police personnel stated it to be up to 8 hours of per day shift.

ii. It was revealed that only 2.8% police personnel reported that they were highly satisfied with the working hours while 41.7% reported as dissatisfied.

iii. It was found that 47.5% and 52.5% of the police personnel reported that most important motivating factors were salary increase and promotions.

iv. It found that very less percentage 0.5% of the police personnel stated that they were highly satisfied with the conditions of working environment while 49.6% stated themselves as dissatisfied.

v. Very few of them i.e., 0.5% police personnel reported that they were highly satisfied with the welfare facilities provided by the department, while 46.1% reported themselves as dissatisfied.

vi. 0.5% police personnel reported that they were highly satisfied with the senior – subordinate relationships while 53.0% reported themselves as dissatisfied.
vii. It was revealed that significantly a very large percentage i.e., 82.4% of the police personnel were on positive response that they influenced by the political pressure and interference while taking decisions respectively.

Comparison of the level of job satisfaction among NGO’s and OR’s showed that level of job satisfaction among the NGO’s was higher than the OR’s. 14.0% of the Non Gazetted Officers and 18.7% Other Rank Police Personnel were highly satisfied with the job while 4.7% and 4.6% respectively were satisfied. On contrary, 46.7% Non Gazetted Officers and 41.4% Other Rank Police Personnel were highly dissatisfied with the job while 34.7% and 34.6% respectively were dissatisfied. Also, 0.8% Other Rank Police Personnel rated their satisfaction on this issue as average.

6.2.2 WORK STRESS

i. 19.5% of policemen had felt existence of physical danger at work place and 3.4% said it happened at constant level.

ii. 10.0% of police personnel agreed that peer pressure from the co-workers is usual event and 2.8% said it happened at constant level.

iii. 22.7% of police personnel expressed that there was not enough breaks for meal time, 10.9% said it was usual event and lastly 6.3% said it happened at constant level.

iv. 26.4% of police personnel stated that it happened occasionally that there was insufficient accommodation especially in VIP/ emergency duties, 8.3% said it was usual event and lastly 4.0% said it happened at constant level.

v. 16.7% of police personnel reported it occasionally that physical stress involved in daily work, 13.5% said it was usual event and lastly 18.4% said it happened at constant level.
The **Three Factor Models** were selected from the factor analysis which is mentioned below.

1. It was found that there were three factors in the model and gave the insight into the items loadings belonging to each factor. In the output all loadings above 0.500 were retained. The first factor “**Inadequate and Challenging Working Conditions**” which accounted for the 30.44% of the information constituted of the five items that represented *not enough break for meal time* (0.825), *influenced by the corruption* (0.736), *physical danger exists at workplace* (0.686), *peer pressure from the co-workers* (0.637) and *sex/age discrimination exists at work* (0.573).

2. The second factor “**Job Discomfort**” which accounted for the 19.22% of the information constituted of the two items that represented *insufficient accommodation (dressing rooms and washrooms)* especially in VIPs/emergency duties (0.790) and *discomfort in handling unethical assignments* (0.758).

3. The third factor “**Uncertain Job Responsibilities**” which accounted for the 11.44% of the information constituted of the two items that showed *uncertainty about exact job responsibilities* (0.823) and *working hours are rigid (not flexible)* (0.544).

The three variables taken as predictors were **Inadequate and Challenging Working Conditions, Job Discomfort** and **Uncertain Job Responsibilities**.

The above analysis suggested that odds ratio for the inadequate and challenging working conditions variable was 0.443, thus it meant that keeping other variables constant the work stress due to above factor was more among the Non Gazetted Officers than the Other Rank Police Personnel.
Similarly, odds ratio for the *job discomfort* and *uncertain job responsibilities* variable was 1.608 and 0.684, thus it meant that keeping other variable constant the work stress due to above factors was more among the Non Gazetted Officers than the Other Rank Police Personnel.

Thus, it is concluded from the findings that overall source of stress among all Non Gazetted Officers are significantly higher as compared to the Other Rank Police Personnel.

### 6.2.3 FAMILY SUPPORT

i. On an average, almost about 50.4% expressed that their family members were very supportive towards their career while 31.4% reported it to be somewhat supportive and also 7.5% of the police personnel were unsure on this issue and lastly, 9.6% and 1.1% police personnel were reported that their response either somewhat not supportive or not supportive respectively.

ii. 46.9% police personnel reported that their children were very supportive towards their job

iii. 19.6% of the police personnel stated that *their work often stops from paying attention to their children*, and 16.9% police personnel were reported as always.

iv. 14.8% of the police personnel reported that they had never *able to spend sufficient amount of time with your spouse* while 9.7% reported it to be almost never.

v. It was revealed that significantly 66.8% of the police personnel were on positive response that their *work and family directly influence each other*.

vi. On the other indicated issues like *maintain positive attitude with your family members*, majority of the police personnel i.e., 81.5% were agreed and similarly, *get the emotional help and support from your family whenever it is required*, again 94.5% of them reported to be in it.
vii. Significantly highest percentage of the police personnel i.e., 88.4% of the police personnel were on positive response that they give priority to their job over family.

6.2.4 WORK CULTURE

i. 56.5% of the police personnel were on positive response that their department has clear divisions of responsibilities and duties.

ii. Almost equal number of the police personnel views this statement i.e., 56.5% of the police personnel were on positive response that their responsibilities and duties equally fairly divided among them and their colleagues.

iii. Majority of the police personnel i.e., 85.1% highest percentage was agreed that they had experienced or witnessed any type of harassment.

iv. 56.7% of the police personnel were on positive response that they had experienced or witnessed inequalities at their work place.

v. 96.8% of large scale responses were reported that they had involvement in the decisions making in your department.

6.3 Status of Hypotheses

At the time of starting the study, seven hypotheses were framed to be tested during the course of data collection and analysis. After carrying out detailed analysis and applying various tests of significance, following has been the status of various hypotheses.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>No. of Statements</th>
<th>Accepted &amp; Rejected</th>
<th>Final Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>H01</td>
<td>There was no significant difference in the proportion of police personnel*</td>
<td>6</td>
<td>Accepted – 3 Rejected – 3</td>
<td>Partially Rejected</td>
</tr>
</tbody>
</table>
response on different categories of scale regarding their working culture in regards to Work Family Life Balance.

| Ho2  | There was no significant difference between the response pattern of the Non Gazetted Officers and Other Rank Police Personnel’s on the statements based on the sources of Work Stress. | 11 | Accepted – 4  
Rejected – 7 | Largely Rejected |
| Ho3  | There was no significant association between the five point scale response pattern of the Non Gazetted Officers and Other Rank Officers on the family support statements based on their support towards their career. | 4 | Accept – 03  
Reject – 01 | Largely Accepted |
| Ho4  | There was no significant association between the five point response pattern of the Non Gazetted Officers and Other Rank Officers on the support of the family statements that work and family directly influence each other. | 5 | Accept – 04  
Reject – 01 | Largely Accepted |
| Ho5  | There was no significant association between the response pattern of the Non Gazetted Officers and Other Rank Officers on the job satisfaction statements based on number of hours in daily shifts. | 3 | Accept – 01  
Reject – 02 | Partially Rejected |
[Table]

<table>
<thead>
<tr>
<th>Ho6</th>
<th>There was no significant association between the response pattern of the Non Gazetted Officers and Other Rank Officers on the job satisfaction statements based on working environment.</th>
<th>12</th>
<th>Accept – 09 Reject – 03</th>
<th>Largely Accepted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ho7</td>
<td>There was no significant effect of the demographics of police personnel’s on their satisfaction level with regards to work family life balance.</td>
<td>3</td>
<td>Accept – 01 Reject – 02</td>
<td>Partially Rejected</td>
</tr>
</tbody>
</table>

### 6.4 SUGGESTIONS TO IMPROVE THE WORK-LIFE BALANCE AMONG THE POLICE PERSONNEL

It is concluded from the findings that there is a significant degree of mental stress prevailing among the Punjab Police Personnel. This is adversely affecting their professional, physical and psychological behaviour. There is an immediate need to initiate appropriate measures in this regard. Some of the variables perceived as stressors are long duty hours, heavy work load, senior – subordinate relationship, political interference in job, working conditions, irregular meal break, irregular diet habits, upset with family responsibilities and problems, lack of sufficient financial support, effects of hierarchy in freedom of job, malpractices like corruption, favoritism and some faculty departmental procedures regarding promotions, postings and transfers.

Keeping in view the entire above mentioned factor, it was seen that job satisfaction level is quite low. Some steps can be initiated at different levels which can enhance the work-family
life balance among police personnel. So taking into consideration the causes of the work family life imbalance in the Punjab Police, the following suggestions are given to improve the work family life among the police personnel.

i. **FIXED DUTY HOURS**

As the police work is highly stressful and full of struggle. It is observed from the findings that police personnel quote that round the clock duty schedules as the major cause of their professional stress and also reveal that police man works almost sixteen hours a day and seven days a week. The heavy work load is the cause of low level of job satisfaction and imbalance of work-family life. So taking all this into consideration, it is suggested that duty hours of the police personnel should be reduced and their duration of work should be fixed.

ii. **POLICE OFFICERS ALWAYS ON DUTY**

It is suggested that the State Government shall, however, ensure the grant of at least one day off in a week to all police personnel or make provision of appropriate compensatory benefits in lieu of such weekly off, if under extraordinary situations the same cannot be granted to any of them. The work schedule of policemen should be carefully chalked out to ensure that they get adequate rest, leave, vacation, etc in a proper manner. This will lead to enhance the work family life balance and reduce the work stress of police personnel.

iii. **INTRODUCE SHIFT SYSTEM IN POLICE WORKING**

Continuation of long working hours of duty without any appropriate rest break and meal break indulge the police force not only physical and mental stress but also it decreases the professional effectiveness of police personnel. The vast experimental evidence shows that
eight hours of duty at a stretch is the ideal duty duration. The performance of a policeman should be assessed by the quality of his performance and not merely by his long-fatigued presence. There is an immediate need to redevise police working keeping in view the human factor and providing suitable rest periods for the members of the police force. This will not only lower down the stress level but will also improve the work life.

iv. **PROVISION OF MEALS DURING VIP’S DUTY**

It is revealed from the study that most of the time the police force has to perform VIP’S duties in the absence of any refreshment / meals. For effective functioning, the role of proper and timely meals is very essential. So, on the pattern of central police forces, the state police personnel especially the field staff should be provided proper meals at proper time even on the special duties. The non-availability of foods at odd duty locations frustrates the police personnel, and lowers their efficiency. So this aspect needs immediate attention.

v. **IMPROVEMENTS IN RECRUITMENT PROCEDURE:**

The minimum qualification level for the constables should be enhanced to 10+2 so that they can understand their role in a proper manner. It is suggested that like other professions, there must be introduced mental ability, aptitude intelligence and personality tests in the recruitment process so that organisation can get most appropriate persons for the police force.

vi. **IMPROVEMENT IN THE TRAINING SYSTEM**

There is an urgent necessity of experts of interrogation experts in all training institutions. It would be essential to sensitize all the ranks from upper to lower associated in the crime
investigation through a well planned exposure to scientific aids. The training should be more emphasized on the subjects of Police Behaviour and Image, Social Sciences such as Sociology, Psychology and Criminology Police and Human Rights and etc. Police training should also lay emphasis on the need to build up police –public relationship and enlist public cooperation in the various aspects of police functioning.

vii. **POLITICAL INTERFERENCE:**

Political interference should be minimised for the effective functioning of the police. Politicians being representative of the public may come with their problems but let the police decide its course of action. Further the police officers must be provided full protection so that they can work with more dedication with safety.

viii. **POSTINGS, TRANSFERS AND PLACEMENTS TO BE ON MERIT BASIS:**

It is suggested that the postings, transfers and placements of NGOs (Inspectors, Sub Inspectors, Asstt. Sub Inspectors) and ORs (Head Constables and Constables) and above level should be based on merit. They really feel disheartens when they observe the non performers “getting away” under the garb of favouritism. Police in any country is a symbol of authority and integrity. So, it is strongly proposed that postings, transfers and placements should be on merit based and without any extra – legal considerations. It will go a long way in enhancing the level of job satisfaction in the officers.

ix. **NEED TO ENCOURAGE TEAM POLICING**

There is a need to increase the Vertical Interaction among all ranks. Involvement of employees at all levels of work hierarchy, decision making, mutual goal setting, review
process etc. may be helpful in improving the motivation level of the police force. Participative diagnosis of work related problems and group–based work arrangements will prove useful in getting better results.

x. **ENHANCING FINANCIAL BENEFITS**

It is revealed from the findings that most of the police personnel are not satisfied with their salaries and post-retirement benefits. So the increase in their salaries and betterment of post-retirement benefits will go a long way in enhancing the level of job satisfaction in the police department and improves the work life balance.

xi. **PROVISION OF INCENTIVES**

To enhance the level of motivation, special incentives should be provided in the form of cash rewards, promotions, and good places of posting to the efficient and honest police officers. These incentives will help in bringing the best out of the police officials and it will go a long way to improve the level of job satisfaction and it will also increase the efficiency and effectiveness of the police force.

xii. **BETTER PROMOTION OPPORTUNITIES**

Fair and better promotion opportunities are to be provided at all levels. Most of the constables join and retire as constables. Some strategies and avenues for promotion should be made for them in order to motivate and encouraged them to work.
xiii. STREAMLINING THE REWARD AND PUNISHMENT PROCEDURE

Lack of appreciation, reward or any incentive by seniors to their juniors at the right time can really demoralize them. Thus these reduce their quality performance and increase their stress levels. A well planned and instant ‘Reward and Punishment Mechanism’ should be evolved for maintaining high degree of morale and motivation among the force.

xiv. PROBING THE CAUSES OF UNDESIRABLE BEHAVIOURAL TRAITS

As discussed in the study that they are always working under the high stress. The high degree of stress keeps a person in permanent state of anxiety, fear, agitation, depression, irritability etc. Negative personality changes manifested by constant anger and suspiciousness, and also indulgence in alcohol and drugs are the danger signs for the police personnel which need to be looked into. The cause of such behavior should be thoroughly probed into and suitable remedial action may be taken.

xv. SETTING UP OF GRIEVANCES REDRESSAL CELLS

Most of the police personnel have genuine problems which seldom get noticed. This is important because frequent problem encountered was the lack of trust and poor quality of communication between the superiors and subordinates. So there is need to set up special grievances redressal cells, which may listen their problems very carefully and seek their immediate redressal. This will result into a healthy work culture and environment in the law enforcement set up.
xvi. **SET UP HUMAN RESOURCE MANAGEMENT CELL**

For effective monitoring of the police force there should be a well equipped Human Resource Management Cell which should function directly under the supervision of DGP (Punjab) and with the involvement of qualified and well trained behavior expects.

a) HRM Cell will contribute significantly towards best utilization of the police human potential

b) The cell will prepare a complete computerized record of the professional profile of every policeman working in the state.

c) Apart from the complete bio data, the personality profile will include the personality traits of the personnel like Attitude, Aptitude, Interests, Level of Intelligence, Areas of Specialization, Weak Areas, Character Strength, Medical History and many other personality traits required for the police work. It will provide greater insight and clear picture into the assessment record while making various placements, postings and transfers, career development plans and training needs of the police personnel in the state.

During the working period the environment should be friendly, cooperative and sympathetic so that police personnel can discuss their professional and family problems with theirs seniors without any hesitation. This will not only improve the working culture of the department but will also inculcate positive and healthy thinking among the police personnel.

**6.5 SUGGESTIONS TO IMPROVE THE FAMILY-LIFE BALANCE AMONG THE POLICE PERSONNEL**

i. **FESTIVALS**
Festivals are the occasions when people get relief from their normal routines and enjoy with their families. But, unfortunately, this is not true with the policeman’s lives. Most of the festivals are not occasions of relief, celebrations and enjoyment for the police. In fact, the festivals are a source of tension for the police. With the increasing threat from anti-social and anti-national elements, the festivals require a lot of efforts on the part of the police to prevent incidents.

ii. **STRESS MANAGEMENT TRAINING**

Training in the management of stress should be introduced at the individual and group levels. Meditation and Yoga should be taught as a mandatory subject in the police training institutions. Stress seminars should be conducted for police officers and their spouses so that they understand the effects of police work on the individual and on the individual's family.

iii. **IMPROVING MEDICAL SERVICES**

There is dearth of medical services in the police department. The medical services provided to the police personnel and their families should be improved so that they can get more benefits. More hospitals and dispensaries should be set up particularly for them. These hospitals should cater to the needs of police personnel and their families only.

iv. **STREAM LINING THE LEAVE SYSTEM**

Often, there is a genuine need of the police personnel to avail themselves of leave to attend to their family needs, social functions, medical problems or certain other emergencies. But non-sanctioning of the leave at that crucial time produces extreme stress in the person. This produces anger outbursts and undesirable changes in attitude and personality. Proper
procedure may be laid down and implemented by the authorities for sanctioning the leave due. The annual leave system should also be introduced for the police staff so that like others they can also enjoy their holidays with families. It will further improve the family life balance of police personnel.

v. **MARITAL COUNSELLING:**

Marital difficulty is a significant stress producing factor in a police officer which causes the imbalance of the family life. This factor needs to be evaluated so that necessary marital counseling service may be introduced for the healthy marital adjustment of the police officers. Marital counseling should be readily availed if there is any indication of breakdown in the marital relationship. One of the primary deterrents to ‘stress breakdown’ in police officers is a loving concerned spouse. The police department should provide the confidential counseling to them and even to their families to maintain their family life balance.

vi. **ESTABLISHMENT OF POLICE SCHOOLS:**

The wards of police personnel also deserve a good education. It is suggested that Police Schools be established to impart good education to the wards of the police personnel in all the districts of Punjab.

vii. **OPENING OF RECREATION CLUBS**

The police forces have lesser means of recreation and entertainment, lesser freedom of work and fewer numbers of holidays. There is the need to increase the awareness of recreation and entertainment in the police department. This is also a cause of work-family life imbalance. So, it is suggested that recreational activity clubs should be opened at
various units and district headquarters. It will help in improving the family life of police personnel.

viii. **IMPLEMENTATION OF APPROPRIATE FAMILY WELFARE MEASURES**

Appropriate family welfare measures must be made and seen that it is being implemented specially for the lower level of police personnel. During welfare meetings, they should be encouraged to avail facilities due to them like LTC and other types of advances. If their socio-economic conditions are improved, then there are lots of chances for their better life.

ix. **SEMINARS**

In particular, the spouses of police officers need ongoing stress seminars to cope with the personality changes that occur in a police officer. Any police officer involved in a critical event such as crisis incidents affecting his psychological behaviour should attend additional stress seminars and receive expert counseling. The officer’s spouse should also attend these seminars. It will be helped in improving their family life of police personnel.

x. **IMPROVEMENT IN ACCOMMODATION**

Seniors officers should regularly visit residential colonies of lower ranks to bring about the necessary improvement in their living conditions. Efforts should be made to provide accommodation to their family at their work place.

xi. **PROJECTING POSTIVE POLICE IMAGE**

The interview and feedback analysis during the study have revealed that police officials feel highly pained by their negative image which the general public carries in mind. The print media and commercial cinema always make them out to be incompetent, corrupt, inefficient, and brutal and definitely is unfair and can be a very forceful stressor. It is
extremely important that through protest or through higher authorities such practice should be checked. There should be regular interactional programmes between police and public so that they get the right perception of the police image in addition to other efforts needed on the part of the police. The police department should make documentary films, TV serials; organize camps, stories and poems on police life for students, teachers and other representative of the public. Regular write-ups and articles on positive aspects of the police may be released to the press. In order to initiate steps for this improvement of police image a committee of senior officials should be constituted.

xii. PROGRAMME FOR INDIVIDUAL STRESS –MANAGEMENT

Engage in activities promoting physical fitness, exercise, proper nutrition, meditation or relaxation exercises, and support- groups of fellow officers for reducing the stress of police force.

6.6 RECOMMENDATIONS

Police Stations symbolize the presence of police organization in the society, and this is a place for people who will provide safety, security, relief, help and assistance to them in an hour of need. Police Station building, thus, is an apparent, concrete and physical evidence of police availability to the society at large. Additionally, this also a proper place for police work, people interaction, record keeping and storing the government and other type of properties.

It is recommended that the Police Station building should be a very comfortable and convenient visiting place for the people in the community, and should also be a safe house
for the police men to safeguard them from the attacks by terrorists, extremists, anti-social elements and criminals while being a safe place for the persons in police custody and also for keeping various police weapons and equipment, record and properties in a safe manner.

- It is strongly recommended that the organisation should formulate a policy and procedure for the grant of at least one day off in a week to all police personnel or make provision of appropriate compensatory benefits in lieu of such weekly off.

- The employees of the police department are the greatest assets and to have them healthy and well adjusted is of the utmost importance.

- It is recommended that police personnel should have ability to speak with their officers about not only their professional needs but also their personal needs which will enhance the efficiency of the police department.

- The officer will have a better attitude toward work and his family which will be much more supportive of his career in law enforcement.

- It is recommended that a department provide confidential counseling for police officers and their families to talk. It is recommended that the department formulate a policy and procedure for these services.

- To create an adequate level of awareness among police personnel about their roles, responsibilities and duties, along with the requisite responsiveness and accountability expected from the policemen working in a democratic and free society.

- To provide the sound knowledge about law and procedure to handle their various tasks of order maintenance and crime management.

- To develop requisite attitudes, norms and values in the police force.
To create an awareness in the policemen that they are friends of the public and they can win the confidence and cooperation of the community only with service orientation and by respecting the needs, demands and rights of the people.

### 6.7 CONCLUSION

Towards the end of this thesis, it may be concluded that the police personnel hardly get enough time to attend their families or sometimes not at all. Lesser time to attend their family and dissatisfaction from work was major cause of job dissatisfaction among the police personnel which are making them more cynical and stressful. The tension built up by pressure of round the clock work further results into the burden of job. There are three broad ways of dealing with occupational stress. First of all, departmental mental-health programs may be implemented to treat stress-related problems as they occur. The police management can also introduce necessary steps to improve the police positive image among the public. Secondly, majority of perceived sources of job stress are related to workplace problems, appropriate changes may be made within the police department to cope up stress and its effects. Thirdly, improved training may alleviate stress by increasing self-efficacy and coping skills.

The police must be provided Congenial Environment to work. The superiors should appreciate and recognize the work of their subordinates and give them moral support from time to time. The grievances of the lower level police personnel should be paid attention and action should be taken to redress them. This is only possible when there is better communication between the superiors and subordinates. Therefore to bridge the communication gap both have to go ahead and the use of intervention programmes will help them in improving it further.
Therefore, from the point of view of the effective functioning of the police department, as well as the effective functioning of the policemen, serious attempts should be made for reduction of specific job stressors and job dissatisfaction. Therefore, if the above given suggestions are properly looked into, the level of satisfaction in police department will rise steeply and quickly and improve the work-family life among police personnel.

The researcher would like to thank the police personnel who took the time to complete the survey and thereby increase the collective knowledge of the issues concerning the challenges for police personnel to balance their work and personal lives.

6.8 **SCOPE FOR FURTHER RESEARCH**

The present study was conducted to assess the work-family life balance among the Non-Gazetted Officers (NGOs) (Inspectors, Sub-Inspectors and Asstt. Sub. Inspectors) and Others Ranks (ORs) (Head Constables and Constables) of police personnel in Punjab. This study mainly focused on the level of job satisfaction, occupational stress, working culture and family support among the Non-Gazetted Officers and Other Ranks. There is need for more police specific studies using standard and open ended questionnaires so that the major problem of stress can be understood in the larger context of occupational stress. Limited research work has been carried out exploring the relation between quality of life and work-family balance among police personnel in Punjab context.

However, the present study focused exclusively on balance between work and family roles of police personnel. Further examination of the broader concept of work-life balance will require assessments of time involvement and satisfaction level on a more diverse set of roles, such as leisure, self-development and community membership. It will be useful to
study the balance between work and the aggregate of other life roles as well as the balance between the specific roles.

A few police personnel report that they spend the sufficient time with their family members and also it is more remarkable for those police personnel who spend more time on family than on work place experience. Nevertheless, future research should incorporate time spent with spouse, sibling, and other relatives into its assessment of family time.