CHAPTER-VI
FINDINGS

Governance is the exercise of economic, political and administrative authority to manage a country’s affairs at all levels. It consists of the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. Without good governance, no amount of developmental schemes can bring in improvements in the quality of life of the citizens. On the contrary, if the power of the state is abused, or exercised in weak or improper ways, those with the least power in the society – the poor - are most likely to suffer. In that sense, poor governance generates and reinforces poverty and subverts efforts to reduce it. Strengthening governance is an essential precondition to improving the lives of the poor.

Abuse of authority at all levels in all organs of state has become the bane of our democracy. The perception that every political party and politician is corrupt needs to be seriously addressed, and restructuring the systems in all sectors like political, bureaucratic and judicial is of paramount importance. There is a need to restructure our political and governance institutions and rejuvenate our Republic. Otherwise, the growing cynicism and despair among large sections may shatter public confidence in democratic institutions.

Due to fast changing values in the society, rapid urbanisation, growth of slums, terrorism, drug trafficking and rise in cyber crimes etc., the police today is
under severe stress. Not only crimes are rising but they are becoming increasingly more and more complex. Neither the structure of the police and nor the various departmental systems as well as the legal systems are adequate to cope up with the new challenges. Hence, the urgent need for reforms in the Police Department.

Historically modern police is the creation of the British Raj. For the British, the police was an instrument to control a colony rather than to serve the people. This gave the Indian police an image of a tool of repression in the society.

The police is burdened with a bewildering number and varieties of functions that range from law and order to control of crimes to control of stray cattle on the street as well as VIP duties. This has resulted in a number of undesirable features, as for example:

- lack of skills in handling such heterogeneous kinds of duties;
- conferring disproportionately large amount of authority on policemen; and
- huge wastage of time on relatively non-essential items.

There have been very few efforts to introduce changes in police at the country level. Barring the National Police Commission which was set up in 1977 under the Chairmanship of Shri Dharamveera and the constitution of the Padmanabhaiah Committee in January, 2000 which were designed to propose a holistic package of reforms, other attempts about reforms in police were largely confined to police establishment and welfare aspects.
The sound police-public relations are essential for the efficient functioning of the Police. The following measures would help improve the image of the Police in the community and it ensures popular support and cooperation in Police work.

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, and can not be written off. Against the better qualifications prescribed for the induction of 'Bobby' to the Metropolitan Police in London, the Police Act of 1861 prescribed ability to read and write as the main qualification for recruitment to the constabulary in British India. There has been some improvement in terms of education and background of the recruits over the past.

The Police Act of 1861 flowed from the report of the First Police Commission, set up in 1860. The Act paid greater attention to the structure of the force, and did not lay down any new standards of recruitment, training and compensation. The Second Police Commission, known as the Fraser Commission, set up in 1902, also addressed some basic structural modalities, personnel matters and more importantly, the Indianisation of the higher echelons. Appointed on November 15, 1977 in the aftermath of the 'emergency excesses', for which the police force shared the blame, the first National Police Commission (NPC) in independent India, headed by former Governor Dharam Vira, had its work cut out. Large-scale, wide-spread police unrest, both at the level of the Centre in the CRPF and CISF, and in many States also underscored the urgent need for a close re-look at the functioning of the existing system.
The working and living conditions of the constabulary formed the focus of the first report of the NPC, but implementation was uneven despite the Chief Ministers’ conference discussing the same, particularly in the light of the police unrest. At the same time, studies commissioned by the Commission showed that the police image had to improve if their performance had to gain credibility. The second report dealt with the role of the police, duties, powers and responsibilities. The third referred to the weaker sections and also corruption, which was a major problem, then as now. The report also suggested some measures for the modernisation of the police force, which till the Eighties was considered outmoded. The fourth report addressed issues of criminal investigation, trial in court, and social legislation. There is even now a continuing debate on involving the police in social problems like dowry, prohibition and prostitution, which require special legislation and which consume a lot of policing time. The fifth report dealt with recruitment, code of conduct, behaviour and women police, who were just beginning to make an appearance at the time. The sixth dealt with police leadership, IPS training and handling of communal riots. There was an argument then, as now, that the IPS had not done anything to improve the quality of performance at the lower levels, and that IPS officials were looking after themselves and not the constabulary. There were also instances of IPS officials coming into adverse notice, for being guilty of gross misconduct. The Commission made recommendations on ways to enhance qualitative leadership, and reorient training to bring about such improvements. The report also dealt with communal riots, which are a curse of this country, and which often trigger charges of communal bias on the part of the police. In its seventh report, the NPC dealt with organisational structure, performance appraisal, and discipline and control. The most important of them all was
The eighth and final report, which dealt with police accountability, future of policing and appended a draft Police Act, for replacing the century-old law from the British days. The question of accountability flowed from the feeling that the police in this country held itself accountable only to the politician, and not to the ordinary citizen, though the latter too had the right to demand the highest quality of service from the police force. In contrast, the Police Act of 1861 was weighed against accountability, and was more in favour of controlling the police, not giving enough scope for it to act fearless of the executive.

The Supreme Court on September 22, 2006 directed Centre and the State Governments to create a National Police Commission and State Security Commissions to improve and monitor the functioning of the police system, and seeking a time-bound compliance scheme the judgement, in the case of 'Prakash Singh Vs Union of India and Others'. In the public interest litigation (PIL) petition filed in 1996, in which all the State Governments and Union Territory Administrations were among the respondents.

The Supreme Court bench said that a new Police Act should wholly insulate the police force from any pressure, whatever, so as to be able to secure the citizen's rights under the Constitution. In certain respects, the SC bench has gone beyond the NPC, to give specific 'directions' to State Governments. These include the constitution of a State Security Commission so that State Governments do not exercise unwarranted influence or pressure in matters pertaining to the State police, and also for laying down policy guidelines.
The role of Police has become too amorphous. Almost from dealing with the actual police functions like law and order, and crime control and traffic regulation, the Police today deals with perhaps all items under the sun. They have to deal with disaster management, VVIP duties, guard duties and escort duties, serving of summons and warrants, as also to help organise fashion shows, matches, marriages, political functions and what not. This sort of situation has a number of unpleasant consequences. Firstly, it places terrible strain on manpower and other resources of a department, already resource-starved. Secondly, because most of these duties are not part of regular police functioning, there is ill-preparedness at times that brings the whole department into ridicule. Thirdly, because these extra duties mean diversion from the main activities of police, they too get adversely affected.

It is a universally known fact that crimes in society are rising at a very fast pace. Reasons for this trend are not just inadequate policing (that could be expected to be taken care of through supplemental police efforts) but largely and primarily the socio-economic milieu of modern society. Growing unemployment coupled with knowledge and yearning for modern luxuries, rapid urbanisation with rise in slums, galloping inflation that is really crippling the middle classes, decline of trade and commerce and industries in the wake of indiscriminate and unplanned globalisation and liberalisation have all created a very potent atmosphere in breeding crimes. What is more significant is the increasing variety and complexity of crimes. In place of traditional crimes like thefts, dacoities and causing injuries, today we have cyber crimes, economic offences etc. like those pertaining to share markets, swindling in the education field, or emigration etc. In other words, there is such a puzzling range of
crimes that it would be simply naive on the part of Government to expect that a semi-literate constable would even understand the basics of most of these problems.

In any system, the quality of public servants is critical in determining outcomes. We have well-established procedures for initial recruitment of civil servants in India. However, there is growing concern that our civil services and administration in general have become wooden, inflexible, self-perpetuating, and inward-looking. While the bureaucracy responds to crisis situations with efficacy, substantial delay and failure to deal with 'normal' situations is evident in most cases. Effective horizontal delegation and a clear system of accountability at every level should be at the heart of our administrative reform. At the same time, we also need to recognise the complex challenges of modern administration in critical sectors like policing, justice delivery, education, healthcare, transportation, land management, infrastructure, skill promotion, employment generation, and urban management.

The main function of police, in public eye, is control of crime. But unfortunately, this is one area where they are most seriously handicapped. Not only there is shortage of material resources like vehicles and communication network, but also there is woeful dearth of manpower. Because most of the manpower in an average police station is consumed in other multifarious duties like guard duties, clerical work, service of summons/warrants, VIP duties, etc., there is hardly any staff available for beat duties, criminal investigation or collection of criminal intelligence, etc. For want of dedicated manpower for crime work, this vital area gets neglected and in the process, the image of the Department gets debased. The gives a fair idea
about the problems and handicaps confronting the police. In the light of this the police reforms should be quite fundamental and wide-ranging in nature encompassing from organisational structure of police to the various departmental systems.

Police constable constitutes about 80% of the total Police force; these are the most frequently visible officers who come in contact with the people. The public form their opinions about the Police based on the manner in which a constable performs his duties.

Although so much has been lately done for improving the lot of constabulary in terms of more housing facilities and better mess system, yet the overall conditions are quite unsatisfactory. An average Constable has practically no holidays. He has either to work throughout the day or be available all the time. All this results in acute fatigue, distress and mental tension. And yet on the other hand, he also enjoys practically unbridled powers to arrest and/or handcuff somebody or give a beating at least to people of the lower sections of society. At the slightest opportunity he also indulges in abusive and offending behaviour. In fact, he is looked upon in the society as a symbol of misbehaviour, bad manners, cruelty and highhandedness. Perhaps his poor service conditions, lack of any free time at his disposal coupled with very vast authority at his command are the root cause for this sort of behaviour. But whatever the reasons, this is a very big factor in maligning the image of Police.

Quite interestingly in the organisation hierarchy of the police force, people at the bottom i.e. constables and the Sub inspectors are very keen for the reforms in their institution rather the hierarchy at the top, as their shoulders are overloaded with the diversified and mutually exclusive responsibilities and also their compensation is
meagre for the services they are offering. Moreover they are very much distressed with the poor working environment. Quite a good number of areas attract the reforms in the police administration and the colleague like treatment from their superiors is the top1 among the identified list. Though it appears that the middle and the top hierarchies are nodding their head in favour of the existing work culture it seems to be intended pretension to avoid conflict.

To conclude, since independence we have been witnessing multifaceted growth in the Indian society along with the rapid growth in population to get an identity as the second largest populated country in the world. The growth demands structural changes and proportionate expansion in the existing machinery of the governance to cater the diversified needs. If such efforts were not put in key areas like policing, cursory representative of the Government, the consequences may become quite unbearable. But, it must be understood that in a country like India very stringent sanctions and measure are absent to report and register the movements of its citizens, the existing manpower of the police in quite insufficient.

In addition to this, respective governments are required to understand that overloaded shoulders are to be sufficiently paid to for two good reasons 1) to attract its citizens to offer their services for the societal welfare only, there by they can control the misconduct for just petty amounts. 2) Comparison is the natural human instinct, it demoralises an individual in doing good to society if he is exploited and humiliated in spite of being rendering industrious services on par with the high paid sector. By considering these points in mind the Police should get a fair remuneration to evade defame in the society as first law breakers.
Social policing is obvious, as one can’t predict the exact incidence in advance through intelligence. But, we can’t expect better results from the public as long as the social image of the Police remains unchanged. This demands a thorough discussion among the cross sections of the society in addition to the determination on the part of Governments to reform, restructure and recruit proportionate police force with genuine carrot and stick offering.

It is observed that the training and development of different cadres of Police personnel stands informal and nominal. As opinioned across the cadres. Majority of the police personnel complained that the training programmes are lacking seriousness and requisite orientation.

Majority of the police personnel expressed that a number of loopholes and irregularities exist in the police administration and these lead to dilute the real objective of the training and development programmes. It is felt by many that bossing and favouritism which is widely prevalent in police administrative stands as a bottleneck in the efficiency of the programmes. Moreover it is also expressed that the training programmes stand as punishment capsules rather than empowerment programmes.

As opinioned by a large proportion of the respondents the orientation and training programmes stand as facade and declaration with only focus on the latest techniques of crime detection, safety measures and the use of latest arms.
Budgetary constraints indifference of the Govt., and also of the higher ups are reported to be the major reasons for the absence of sophistication in the methods of operation and arms in the police administration.

West Godavari District is carved out of the erstwhile Godavari District. As it is the Western delta of the River Godavari, it was appropriately named as "West Godavari", with Headquarters at Eluru and came into existence in the year 1925. The district is bounded by the following places and features on all the four sides. On the East River Godavari, West Krishna District, North Khammam District and South Krishna District and Bay of Bengal.

The district occupies an area of 7,742 square K.Ms. with a density of 491 per Sq.K.M. It accounts for 2.81% of the total area of the State. There are as many as 901 Revenue Villages existing in the district, of which 866 villages are inhabited while the balance of 35 are uninhabited. As per 2001 census, the total population of the Districts 38,03,517. Constituting 4.99 per cent of the total population of the State. The female population of the District is 18,93,479 and this forms 49.8 per cent of the District and 5.02 per cent of the State Female Population. According to 2001 census, rural population of the district is 30,52,630 and it constitutes 80.3 per cent of the District population and 5.50 per cent to that of State rural population. Similarly, the urban population of the District spread over in eight towns is 7,50,887 forming 19.7 per cent of the District population and 3.6 per cent of the State urban population.
West Godavari District has 887 panchayats for 901 villages in the district. They are encompassed by 4 Police divisions, 16 circles further supervising 901 Police stations.

By the year 2007, the District accounts for 0.10 per cent of the total revenue in the state and stands with 2.18 per cent of the Police strength, 3.86 per cent of Police stations and 3.7 per cent of women Police stations. But, with regard to the Police strength for ten thousand of population it is only four in the district as against 8.5 for the state, in addition with regard to the density of Police personnel (No. of Police per Sq.Km.) it is only 0.16 in the district as against the state average of 0.30. The district lags behind the state average with regard to the density of Police personnel and Police population ratio.

To assess the district wise adequacy of Police strength Gini ratio is employed for analysis. The Gini ratio denotes that it is 2.90 for the state of Andhra Pradesh where as 1.20, 0.90 and 0.80 respectively for the regions of Telangana, Rayalaseema and Coastal Andhra. The police strength in Andhra Pradesh as a whole and Telangana region in particular is observed adequate against population, because the Gini ratio is recorded at greater than 1 i.e.2.9 for Andhra Pradesh and 1.2 for Telangana. In the case of Rayalaseema and Andhra region, the respective Gini ratio of 0.90 and 0.80 signify that the Police strength in these two regions is inadequate against the population.

The West Godavari District is relegated backwards with regard to the Police strength per sq. km. (0.31), Police strength per station (29.77), police strength per village (2.05) police strength per mandal (39.47). Moreover, compared to the state
average, the district lagged far behind with 29.77 police strength per station as against 39.17 state average and also with 39.47 police strength per mandal as against the state average of 52.27. The comparative inter district analysis shows that West Godavari District stands prominent in Police strength, number of stations, police strength per village and also police strength per sq. km.

The total cognisable crimes in the state, which were 93,659 in 1996, increased to 1,46,043 in 2004 and stood at 1,45,909 in the year 2007 registering a growth rate of 4.10 per cent over the years under review. The head wise crimes reveals that the hurt cases accounted for a larger share, ranging between 17.55 per cent (2005) to 32.52 per cent (2007) of the total crimes. It is followed by ordinary theft with share ranged between 12.79 per cent (1999) to 28.75 per cent (2007) of the total crimes in the state. The growth scenario of the incidence of crime under different heads reveals that in the state of Andhra Pradesh, the cheating cases registered the highest growth rate of 10.90 per cent (from 2027 in 1996 to 6300 in 2007) followed by counterfeiting 7 per cent (from 111 in 1996 to 234 in 2007) and ordinary theft 5.3 per cent, other crimes under IPC 4.9 per cent, Kidnapping & abductions 4.8 per cent. The crime scenario in the state has been dominated by the increasing incidence of cheating, counterfeiting, ordinary thefts, other crimes under IPC, kidnapping and abductions etc.

In the year 2001, the total cognisable crimes in the district were 2709 which constitute 4.61 per cent of the total crime in the state (58,713). By 2007, the crimes in the district which stand at 3,279 accounts for 4.58 per cent of the total crimes (71,461) in the state. The hurt cases, thefts, burglaries, cheating cases account for major
incidents in the state as well as in the district. But between 2001 and 2007 the incidence of some crimes like kidnapping and abductions, hurt cases, criminal breach of trust increased marginally in the district, so far as their share in the total crime in the state is concerned.

The head-wise crime incidence shows that the harassment against women accounts for a greater proportion, ranging between 33.5 per cent (1997) to 45.95 per cent (2006), of the total crime against women. The crime against women in the state is dominated by harassment, outranging of modesty, abetment of suicide, rape cases, kidnapping and abductions.

The total Police strength in the district in 1996 was 1561 of which the civil Police constitute 80.72 per cent, whereas the Armed Reserve Police 19.28 per cent. Over the years and references, of the total Police strength in the district the civil Police occupy a lion share ranging between 78.67 per cent (2007) to 80.74 per cent (1997). The total Police strength in the district, between 1996 to 2007, increased at a growth of 1.38 per cent where it is higher (2.29%) in the case of Armed Reserve and only (1.16%) in the case of Civil Police.

It is significantly observed that the majority of 76.4 per cent of the Police personnel strength felt that the Police in general are suffering from inadequacies, administrative, economic, motivational, physical to protect the society completely. This calls for the need to restructure the Police administration and the existing organisation so as to kindle and boost the spirit of the Police in the interest of the society.
There observed the strong feeling of insecurity among the Police as opined by a majority of the personnel. Moreover, above 70 per cent of the Police personnel are of the opinion that the police organisation failed to instil a feeling of security among the people in the society.

A majority of 94 per cent of Police personnel across the identified cadres expressed that there ought to be changes in the administration and organisational procedures. Thus there observed the absolute sensitivity regarding the need for full pledged administrative changes at the different levels of the organisation. Further, the human resource and change in the organisational culture especially at the lower level of the organisation.

Working conditions matter much in deciding the health and environment of the organisation. In Police organisation, the working conditions are observed to be unfavourable as a majority of the Police personnel across the cadres at different levels of education strongly felt so.

Organisational culture is the holistic feeling of the way of life in the organisation. It is observed that with the organisational culture due to the treatment meted out by them in the hands of the higher ups.

The issue of public Police interaction and maintenance of cordial relations plays a significant role in reflecting the efficacy of Police administration. A majority of the Police personnel across the cadres concluded that the Police should be the guardian of the public and absolutely should not offend the citizens. This helps to observed that the Police in the human resource in the Police organisation are basically
with the right attitude and philosophy to maintain cordial relation with the public. What is needed is that the prerequisites the articulation of the attitude and sensitisation of the personnel creating a proactive environment in the Police organisation.

A majority of the Police personnel expressed grave concern about administrative hassles and political involvement in the Police department and more than 80 per cent of the respondents strongly felt that the Police department should be autonomous to be free from the political interference. Further it is also felt that the Police be give a status on per with the judiciary by proactively changing the present rules of the administration.

Considerably 58.1 per cent of the respondents opined that the Police organisation severally from the financial crunch due to meagre budget allocation by the government.

The deficiency is widely observed with regard to the provision of arms and ammunition especially by the cadres of Police above the constabulary level. It is felt that the arms and ammunition for the Police should not only be increased but also be improved in sophistication.

The human and organisational relations mater significantly in cohesiveness of action for the achievements of organisational objectives. But observed fact is that 86.76 per cent of the Police personnel expressed dissatisfaction at their relations with the superior persons. It is further observed that the Police department is highly mechanical and materialistic mostly lacking the spirit of motivation and commitment.
Moreover the relations are dictated by bossism not by mutual trust and affection. This gives rise to the dormant volcano of suppressed discontent among Police personnel.

It is noteworthy that the majority of the Police personnel, across the identified cadres are of the view that in the Police organisation there is an absolute absence of emotional support from the associates, superiors and sub-ordinates. It is also observed, through the reflections of different cadres of Police personnel that the human resource in the organisation is mostly Hippocratic in the maintenance of human emotional relations.

It is observed that around 60 per cent of Police personnel strongly felt the absence and absolute inadequacy of infrastructure facilities necessary for the efficient conduct of the Police functions.

It is further observed that the long thrust hours of work create inconvenience and excessive levels of stress among the Police personnel. This is more so because the Police department today works with acquit shortage supply resulting in heavy work pressure.

It is to the observation that the Police personnel across the cadres feel and condemn the heavy work load and absence of holidays. The situation is felt as violation human rights and absence of equity among public servants.

A majority of 74.9 per cent respondents felt the absolute need for specific goals in the Police organisation. It is observed that the functional scenario in the Police organisation is mostly mechanical, situational and opportunistic. Goal setting and goal assignment to different cadres of in the organisation is found lacking crating
a vacuum in the awareness of common organisational goals which is essential to canalise the effort of the Police personnel in the desired direction.

It is observed that efforts in the direction of improving adaptability, creativity and overall personality of Police are not adequate as such trait building, training and development modules are not forming part of the Police training. It is further noted that the observed absence of human consideration for the lower level officials in the Police department is a big blow for personality and creativity building.

It is clearly observed that the Police personnel are with a deep aptitude and sensitivity to render quality service to the people to project the image and epicycacy of the Police. But the organisational hurdles, political pressures, local interference and corruption at the higher levels of the administration of the reasons stated by 77 per cent of the respondents as constraints.

To foster public trust in the Police administration capacity building and problem solving ability is inevitably needed. But such ability is observed absent among the Police cadres especially at the lower levels. It is reported as an organisational malady as the systems in the Police administration are not equipped and geared to empowered the personnel with such abilities.

Good governance warrants organisational accountability. But it is observed that the cadres of Police are less sensitive to the aspects of administrative accountability. It is more so among the officials at the higher level when comparative those at the lower level. Such a state of affairs is observed to exist due to the absence of a regulatory mechanism as in the case of telecom and power sectors. It need be
noted that ensuring accountability of officials at different levels in the organisation, like that of Police, improves the scene of association with the people and builds public confidence.

The inadequacy of human resource strength in the Police department is observed root cause for the over load of work related stress and employee discontentment. It is widely felt 65.5 per cent of the respondents that the strength of Police are not adequate in the light of the emergent challenges in front of the Police administration.

A majority of 68.38 per cent of the respondents felt that there is an inevitable need for restructuring Police hierarchy at the district level. It is due to the ramp and cadre cold war and high handed behaviour of high cadre incumbents in the Police organisation. There observed a unity in the voice of the Police personnel, specially at the lowest levels, for the elevation of their cadres to the level of officers in order to project a good image and also to improve the dignity of Police in the society without saying the Police at the lower levels strongly aspire for the implementation of Malimath and Padmanabaiah committee recommendations for the creation of more officer posts by doing away with the constabulary cadres. Thus the Police personnel aspired for the initiation of restructuring of the present hierarchical set-up.

The direction of restructuring in Police administrations, as conceived by the Police personnel across the cadres, include abolition of certain cadres, doing away with the old British system, clear policy scheduling promotions, decentralisation of powers increasing the strength of Police personnel at the lower levels.
As part of the reformation process separation of the wings of the Police personnel for law and order and investigation of cases is an issue widely talked of but deeply shelved in this regard 88.8 per cent of the respondents emphasised the need to be arranged for exclusive investigating officers in the Police stations. This is with the expectations that such a process would help to ease the workload and put down corruption.

Immediate computerisation of Police organisation is felt widely with the intention that the Police personnel are able to maintain and monitor lot of information. Moreover it is believed that computerisation will enable them to expedite the decision making process and justice delivery free from irregularities. And also with transparency and accountability.

The police are observed to have been provide with no significant welfare facilities, excepting the job related facilities like free provision of uniform, free travel on summons and residential quarters here and there. The need for the provision of welfare facilities, like the reimbursement of medical expenditure, medical benefits to cover major health hazards, housing facilities, education to children etc. is widely felt.

The study reveals that the programmes of training in the Police administration, especially at the middle and lower levels are mostly physical oriented. The training modules are short of the professional and investigative skill orientations. Almost 97 per cent of Police personnel generally undergo in service training but the programmes of training are without any focus on imparting personality development and investigative skills.
Improving cordiality of relations with the public and a better service delivery has been recognised as the priority by the Police across the cadres. But to facilitate the desired to happen proactive changes in the administrative set-up as envisaged by the Police have been felt imminent. The value based administration with the observation of values and ethics, assuring fear free environment for facilitating expression of public opinions, speedy justice, political non-interference are stated with emphasis.

CONCLUSION

Today, the performance of the police is under close review and a demanding public is engaged in a critical assessment of it on the hand, the police has to work under increasing stress. Increasing crime, rising population, growing pressure on residential accommodation in urban areas, violent demonstrations and agitation’s arising out of labour disputes, agrarian unrest, problems and difficulties of students, political activities including the cult of extremists, enforcement of economic and social legislation, etc. This new task of the constabulary was not expected to perform it. This change in methodology requires a new training as well as large number of police personnel to handle law and order situations. As in the rest of the country, too, the tasks of the policemen have undergone redial changes and they are no more confined to the predominantly mechanical role assigned to the policemen by the police commission of 1902.

The National Police Commission was convinced that a “more change in their training schedule will not bring about the necessary improvement in their motivation of performance unless some serious deficiencies in their living and working conditions which have long been neglected are immediately taken up and remedied.
The sound police-public relations are essential for the efficient functioning of the police. The following measures would help improve the image of the police in the community and ensures popular support and cooperation in police work.

Policing should not be confined to the regular police employees and the public should also be involved in police work. With the emergence of Panchayati Raj in the country. The Zilla Parishads and the Panchayat Samithies should be declared as advisory bodies for rural policing at the district and the Panchayat Samithi levels, with a view to bringing the propel closer to the police. For this, the recruitment policy, methods and content of training, promotion scheme, internal relationship of different cadres, etc., should be suitably modified, besides, efforts should be made to make the police service more attractive and to widen social support to the police by revising the pay scales of the police personnel upward, offering adequate opportunities for promotion for initiative in work, removing the grievance of policemen promptly, and making necessary amendments to the existing police Acts and Regulations.

The study has aimed to give the current police force system and a description over the problems and solutions. The neglected areas described are all contributing to the inefficiency of the system today and have to be emphasised, in order to have a functioning police force. The training facilities, budget, arms and ammunition equipment are not up to standard and the police force system is understaffed. The present Police structure has to be changed and the police personnel are not satisfied with the facilities that are being provided to their families by the state government.
To combat these problems it is important to hire and train more personnel, increase financial support and to change the current structure.

The study suggests a police force system should be restructured completely. It should keep away the politicisation of crime investigation. As criminalisation of politics, and politicisation of crime have both become the order of the day, increasingly criminals have greater and greater influence in governance so there should be an independent crime investigation.

There should be effective institutional mechanisms for integrating these local forces with the state police forces. The local police should be attached to a local court which has jurisdiction over the territory as well as over the petty offences handled by such a police force.

In a malfunctioning governing system public order is the first casualty and criminals will rule the roost. In India we see increasing evidence of lawlessness and rise in crime. Politicisation of crime and criminalisation of politics are the inevitable consequences of our governance crisis. In the interest of the public, our police force certainly requires to be reformed and improved to ensure rule of law. However, mere tinkering is of no use. Serious and far-reaching institutional changes based on sound principles alone can ensure that the police will function as public servants. These far-reaching police reforms combined with electoral reforms and local self-governance will made sure we have a public administration which is sensitive to the needs of the people and which acts as a servant to the people and not as their master.
It is important to create an effective citizen-centred, transparent and accountable system that fulfils the needs of the modern Indian society. This is something that has been waiting too long and urgently needs to be changed.

To comprehend the overall scenario of the perceptions of police personnel in different cadres on various aspects of Human Resource Management in an integrated perspective, the Average Weighted Score (AWS) for each aspect under Likert scale is calculated and presented in Table 5.61 as the scale of rating of opinions ranges between 5 to 1, the AWS calculated it nearer to 5 infers a higher rating and positive perceptions. On the other end the lower rating and negative perceptions can be inferred, if the AWS is below 3.

A peep into the table reveals that the police personnel are adequately self-confident with good emotional support. It is evident from the fact that the average weighted score of these two variables stands above both with respect to cadre wise and qualification wise analysis. But the interpersonal relationships are perceived to be poor as evident from the fact the AWS stands below 3 with respect to the existence of superior subordinate relations in building motivation the average means score stands around 3 indicating the dire need for strengthening the superior subordinate relations among the rank and file in the hierarchy.

The average means score with regard to the ability of the police in protecting the society and the need for rendering of quality services to the public help to surmise that the police personnel are duty conscious and with awareness of their role in the
society. It is evident from the fact the average weighted score (AWS) with regard to these aspects stand around and above 4 point score.

With regard to need for specific goals for police department, need for gearing up the problem solving ability at lower level, the essentiality of administrative accountability at all levels and inevitability of changes in the present hierarchical set-up. The average means score recorded at the higher and above 4 points. This signifies that these aspects of Human Resources Management need be paid a greater attention by the administration regarding the need for separate investigating officers at police stations and perceived impact and improvement in efficiency through computerisation. The average weighted scores have been regarded nearer to the 5 point score as can be viewed from the table. This denotes that the police personnel are not resistance to computerisation. Moreover, they are observed to welcome computerisation of administration and separate investigating officers at the police station level.

Though, regarding undergoing training and development, by the police personnel the average means score is moderate at 3.83 and 3.52, with respect to the provision of adequate infrastructural working facilities, adequacy of police personnel at district level, interpersonal relations in hierarchy, adequacy of requirement of arms and ammunitions, budgetary allocation for police administration goodness organisation culture, promotions and satisfaction level of employees etc., the weighted average means scores are at the lower end just below 3 are above 2 points. This scenario reveals that in many of the areas of Human Resource related issues grave deficiencies exists.
SUGGESTIONS

1. As police and society are interdependent and security of the society can be assured through the strength of police. Adequate budgetary allocations for strengthening the police administration is the need of the hour. Moreover, the higher ups should cultivate pro-activity and put down in difference in strengthening the hands of the police personnel, especially as the lower levels. This helps to boost the morale of the police.

2. Though information technology touched different sectors of public administration, unfortunately it is found to a less extent in police administration. The reasons being indifference of the Government restraint of investment allocations and absence of training in this direction at the lower levels of police personnel. The administration should raise to the occasion and arrange for comprehensive and long term training of police personnel in using computers to reap the benefits of information technology. The police personnel with a graduation and necessary orientation should be picked for imparting need-based training in information technology.

3. To create good police public relations, it is essential that long term programmes should be designed to instil public confidence in the police and encourage the good police men. In addition to improving the behaviour organisation of the police, a programme of public education should also be undertaken in order to eliminate the present hostile attitude of the public towards the police. The programme can improved inviting the public to police functions, publicising through electronic media highlighting the need for public co-operation. Management of fairs and
festivals and police welfare programmes. The distance between police and the public can also be reduced if the younger generation and children are invited to the police sponsored sports meet, children's fair and such other activities.

4. Recruitment to the police should be rationalised with the regard to the minimum standards of recruitment. Recruitment must be made solely on the basis of merit preferably by an independent agency. To precise professional police work and politics should not mix. Moreover at the time of recruitment more emphasis should be on psychiatric test to ensure the aptitude, the positive attitude and emotional intelligence of the candidates. This goes a long way to ensure righteousness in police and puts down corruption.

5. No doubt, corruption is one of the alarming problem. Corruption in the police cannot be looked at in isolation, for it is a reflection of the corruption prevalent and a society as whole. Police is after all a part of the society. Corruption in the police administrative machinery trickles down from the officer level to the lower ranks, because those at the top set bad examples. As the Indian police commission of 1902-03 was of the view that the police in India was not immune the corruption. But to minimise the menace of the corruption. The supervisory levels should be sensitises, the salaries of police personnel should be suitably raised, the chances of manipulation of records at the station level might be minimised. Above all a code of conduct for the legislators should be evolved, according to which influencing the police by threat or otherwise and interference in police administration should be considered sufficient to suspend an M.L.A. or M.L.C. from the house. Moreover as dishonest and corrupt policemen should be punished, the honest should be duly rewarded.
6. The constabulary in the police department is drawn from lower strata and rural area of the state. The recruits from such strata are deficient in intellectual exposure as well as physical powers. Therefore, the police training academy or colleges should be the real places where the intellectual and physical deficiencies of the new recruits should be made good through requisite training inputs. As such, recruits belong to the downtrodden and weaker sections. The training programme should be designed to instil self-confidence and dignity which helps to increase the individual efficiency and also organisation effectiveness.

7. As the harassment on women and atrocity of SCs and STs have been observed to be increasing in their incidents, there is an inevitable need to train the police personnel for enabling them to collect intelligence on the actual ground situation of such cases. This arrangement will certainly results in ensuring social justice to the deprived and weaker sections of the society.

The most important factor in dealing the weaker sections of the society is the behaviour of the police personnel. If the police adopt a differential attitude towards the weaker sections as compare to their attitude to influential sections, it will mar their credibility. Therefore, the police machinery should be geared, through attitudinal and behaviour orientation, to be proactive and human towards the problems of the weaker sections. They must be trained to see such situations in broader social political and economic frame. Then only a better and brighter understanding of the problems could be possible through a holistic approach.
It contributes for the strength of the organisation if the Police administration could device plans and managerial programmes to cultivate, nurture and sustain a conducive organisational culture to promote human dignity at the level of constabulary cadres.

8. The organisational training and development modules in the Police administration need to be attuned to include the psychological and emotional backup to the Police personnel across the cadres, especially at the lower level. Such an emphasis and inclusion of more psychological and personality development programmes in the training module of Police personnel virtually helps to improve emotional intelligence, investigative abilities and behavioural frame of the Police.

9. The rising aspirations and expectations of the community, particularly in the rural areas, are also likely to generate situation of confrontation and conflict. Political battles will be intensely fought in the rural set-up, with the rural electorate progressively realising the importance and strength of its members. It is clear that task of policing the rural areas will be to be given much more attention than now and the Police system will have to prepare itself to meet the requirements of the fast changing rural situation. Therefore, the first essential of Police reform on the rural side will be to increase the spread of the regular Police in the rural areas and reduce the gap in the density of Police presence in the urban area and the rural area as competed to each other.

WORKING CONDITIONS - TO IMPROVE MORALE

10. The Police officials felt that the infrastructure facilities need to be developed. Very often Police stations do not even have basic amenities like wash rooms. These
poor working and physical conditions compelled with long hours of work created high levels of stress mental and pressure upon them. Hence they favoured the shift system and holiday during week-ends. They wished for regularisation of duties. There was an immediate requirement of two and four wheelers for every Police station. To enhance proper communication systems and computerisation of Police department for enabling better work conditions. Facilitate the department by increasing arms, ammunition and equipment for the higher officials.

**ADMINISTRATIVE CHANGES – IMPERATIVE**

11. There was a greater need to bring in administrative reforms at lower levels rather than at higher levels. All levels of Police officers expected some changes in the rules to suit to the situation; to arrange transfers through counselling and vigilance over the Police; they should be directly accessible to the petitioners; to separate investigation from law and order; no compromise in implementing laws.

The study revealed that the Police department should take immediate steps to inculcate qualities like creativity and innovation amongst the Police and provide autonomy in certain issues; recruitment to be conducted on merit basis; to implement the orders of Supreme Court on Police reforms; to encourage decentralisation of powers; enthusiastic Police personnel of IPS cadre to be at the sub-division level and two Sub-Inspectors be posted at every Police station and an Inspector to be as head of the Police station; to increase the lower level staff and investigation powers to be given to the junior level officers. There was need to use of technology with internet facility for reporting and handling of cases which could improve the performance of
the Police and also bring transparency and accountability to the Police; should not entertain transfers in the middle of the year; to abolish direct recruitment to the post of DSP and S.I.; to bring some changes in the lower level cadre i.e. promote Police Constable with 10 years experience as Head Constable and 16 years as A.S.I. and to enhance qualifications of P.C. from 10th class to Intermediate.

INSECURITY AMONGST PUBLIC – POLICE – PUBLIC RELATIONSHIP NEEDS TO BE BUILT

12. Create awareness programmes amongst the public on Police duties and responsibilities. Understand the mindset of people and deal with caution and courtesy, provide security to the people and their assets and maintain impartial relations with the public. People should not be treated as offenders. Equality should be maintained against the false petitioners irrespective of caste, colour, creed and sex. There must be somebody to take the responsibility in the absence of any Police Officer and Police should act as a security officer or guardian of public. It is necessary that a village be adopted by Police for conducting counselling of petitions and awareness programmes on law enforcement in the jurisdiction of a Police station to strengthen the autonomy in certain issues, to curb activities of the anti-social elements. There was need for the full fledged Maitri associations in towns and Grama Sabhas in every village to motivate every Police constable so that they feel the public suffering as their own; few more methods need to be implemented for providing protection to the witnesses so that they get more support from the public to trace out anti-social elements and take necessary action. Police should not entertain mediators and brokers; it should strengthen easy communication with all the Police stations and
other Police officers; to increase visiting the crime scenes promptly; prevent harassment, improve public relations.

Thus, Police should take immediate steps to introduce participative approach for the problem solving.

**POLITICAL INTERFERENCE – NEEDS TO BE CURTAILED**

13. The Police personnel should refrain from political interference in their day to day operations. Autonomy / Independence must be provided on par with the judiciary. Keeping aside the interference of the politicians for speedy justice, the need for legislation to insulate Police from the influence of the political parties would be desirable. Politician's interfering and involving themselves with the working of Police should be suspended from parties. Police should not seek help from the politicians. Non-political members should be appointed in the Maitri groups. Petitioners not to be accompanied to Police station by a politician.

**SYNERGY WITH SUPERIOR AND SUB-ORDINATE—NEED OF THE HOUR**

14. It is observed that only fifty per cent of the officials maintained cordial relations with their superiors and it was also observed that every official in the organisation had strained relations with their superiors and subordinates. According to Samuel Deep (1978), "interpersonal relationship is the aspect of organised human behaviour, which deals with developing harmonious work relationship. Interpersonal relations in an organisation are extremely important in determining the behaviour pattern towards outside customers". When the respondents were asked whether they generally get support and encouragement from their superiors, subordinates and
peers eighty per cent of the selected sample said that they were satisfied with the colleagues, superiors and subordinates. Only 20.8 per cent of the respondents were not satisfied with the superior, subordinates and peers. It is significant to note that of all the Assistant Sub-Inspectors 91.3 per cent were satisfied. It is observed that the Police officials pretend as if they were satisfied with their superiors/subordinates so as to maintain cordial relations with them. To motivate the lower level of employee awareness on the Police sub culture awards should be announced for their good performance, fair and judicious statement should be taken by superiors, inculcation of spiritual education, timely decision, obeying the orders, exhibiting patience, tolerance and elimination of negative thinking, co-ordination between superior and subordinates.

WORK PRESSURE – INCREASE WORKFORCE
15. The Police force today works in a situation of acute shortage of personnel, resulting in high work pressure and also long hours of work causes excessive level of stress. In addition to this, superior officers use personnel of lower ranks attending to personal works. The workload reduces the self-esteem of the personnel. The need for autonomy has become essential. Organising shift duty at 8 hrs per shift has to be coordinated. Improving Police language and behaviour has to be encouraged too.

IMPLEMENTATION OF PERFORMANCE INDICATORS SYSTEMS
16. In order to serve the citizens better, it is necessary to improve the quality of Police in all respects. Performance Indicators Systems is a method of systematically evaluating an employee's job related behaviours and outcomes to find out how and
why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee, and society will benefit.

➢ Performance measurement has to be undertaken at all levels monthly, quarterly and annually for all performance parameters and functionaries. Promotion of officers based on annual performance and evaluation.

➢ Evaluation of success has to be done on the basis of measurable performance targets, measurement of performance and simple grading. All senior officers have to undertake annual performance evaluation exercises to identify successes (best practices) and failures.

➢ Personnel have to be rewarded based on measurement of performance, lest the measurement of performance is of no use.

➢ Corrective action for failure or non-performance has to be taken based on measurement of performance and objective criteria; in ordinary cases before action is contemplated, corrective methods such as counselling, motivation and training have to be adopted.

➢ Senior Officers should communicate results to employees in an Indicator Report format. Feedback serves an important role both for motivational and informational purposes. Specific feedback is more likely to increase an individual’s performance and is therefore recommended over general feedback.
TRAINING AND DEVELOPMENT – VITAL

17. Suitable training programmes should devise in order to inculcate spirit of cooperation and camaraderie among the personnel of different ranks. The programmes have to be formulated in such a way that the superior-subordinate relationship improves further to achieve the goals of the organisation. Interpersonal interactions need to be more cordial and courteous so that the service delivery to the people improves a lot. The training helps in improving the professional skills, as well as equips them in speedy and accurate delivery of services to the people. Police personnel have to be repeatedly exposed to the changing method or tactics of dealing with crime and criminals without infringing upon the freedom and liberty of peaceful and law abiding citizens. Ego state of the Indian Police has its origin in the feudalistic village culture which needs to be dealt in training institutions by putting the Police through training programmes which help them to understand democratic tenets of freedom, liberty, equality, justice and human dignity. Feudalistic attitudes of superiority complex, egolistic behaviour, selfishness, individualistic, in other words gangestarism atrocious, personal loyalties etc., must be avoided at all costs.

In other words training programmes have to be organised to bring in the behavioural changes in Police so that they are responsible and accountable to people. The training programmes of Police force both basic training and in-service training has to be organised so that they emphasise the following:

- Loyalty to the Constitution, commitment to the goals of the nation and the concepts of an egalitarian society and the need for national integration.
• Awareness of the problems that arise in the wake of the developmental process, including conflicts, social disorganisation, scarcity and controls, regional imbalances etc.

• A deep social awareness for comprehending and reacting to complex situations.

• Development of analytical and innovative skills since situations will continue to change and no readymade solutions can be prescribed.

• A new orientation in dealing with the masses, which come from various strata of society, divided among income, as may lead to the correct response in individual cases.

• The need for the application of scientific techniques, management concepts and skills and constructive attitudes and values in Police work.

WELFARE FACILITIES – A SOCIAL RESPONSIBILITY

18. A majority of the Police personnel feel that the welfare facilities provided by the department need to be improved especially with regards to health facilities for children and elders. Besides, there was a need to facilitate housing with separate hospital for the welfare of the families and hostel facilities for the Police children, to provide employment on death of Police to deceased children, health and security schemes for their parents, to provide transport facilities for the Police and their family members and enhance their salaries, to introduce canteen facilities as in the case of
army and navy personnel. This should be a part of the social responsibility which the 
government needs to take up for increasing the morale and a sense of belongingness.

It is observed that majority of the Police department family members which 
includes children and elders have great concern for health and employment 
opportunities for their wards. It is important to note that resources need to be 
mobilised in equipping better welfare measures for the family members so as to build 
high morale and motivation amongst them. The important factors that have been 
identified in working conditions of Police personnel while they were in service are as 
follows:

Local conditions, pressures exerted by higher officials, lack of awareness and 
training, bribery and patronage (kith and kin), illegal settlement for monitor benefits 
due to friendship with officers were noticed. Lack of awareness on law and order 
problems, to check the activities of the anti social elements co-ordinate with other 
departments, side tracking of issues by lower level employees, brokers and elements 
of rested interest, misuse of powers, prevention of crime, illegal income, lack of will, 
trust for money, level of involvement, favouritism, nepotism, partiality, corruption, 
influence and discrimination in certain cases by the officers, huge pendency of losses 
in the count for years together have to be curbed completely.

DISSATISFACTION – INEVITABLE

19. Majority of the Police officials are not satisfied with their promotions. 
Payment of bribes for postings and promotion is a well known phenomenon in the 
Police department. Housing facilities are provided at only district head quarters and
salaries are not to the mark. Over bossism along with long working hours causes depression. They are not satisfied with their conditions and quality of weapons. Education and employment reservation for the Police children, weekly leave and national holidays must be provided too.

RESPECT FOR POLICE – NEED OF THE HOUR

20. The Police should be endowed with qualities like dedication, discipline, tactful communication ability, transport facilities to the lower cadre, there should be co-ordination amongst the cadre, need for proper treatment of public, give much more relief to the public on certain issues, improve co-ordination with all the department and avoid corruption, they should not entertain political interference, strengthen fast track settlement, improve courteous behaviour towards women and elders, non-expectation of any monetary benefits from the public, curb carelessness, they should emphasise on service motto reflection in their duties, they need more observation of human relations, concentrate on speedy justice (12 Hrs), to take immediate step for the dismissal of corrupted officers, to immediately respond to the complaints with observation of values and ethics and infusing confidence among the public, the Police should act as friend, philosopher and guide in order to understand the mindset of the public, human rights, acquire high degree of professional competence and be fully aware of the means, whereby science and technology can help in Police work. They must develop a clear understanding of the social purpose of their activity and sensitivity to the trends and forces at work in the environment in which they have to act. They must develop attitudes in consonance with the concepts of social justice
contained in the Constitution and the development programmes, with particular reference to the weaker sections of the community, including the poor, the minorities and the scheduled castes/tribes.

These are the few prescriptions which the researcher feels would help the department.