This chapter makes some concluding observations and raises certain implications for human resource management in Karnataka State Police Force based on the findings of this study.

1. The most prominent reasons that prompted majority of the police personnel to choose police profession were: 'to serve the nation', 'police job became a family tradition and feature', and 'glamour of the police uniform'.

2. Police personnel, especially the constabulary (HCs and PCs) feel a sense of deficiency in terms of their job-related knowledge, skills, attitudes and work experience to handle various police tasks both effectively and efficiently.

3. An overwhelming majority of 85 percent of the police personnel feel somewhat uneasy about their personal and job security in police profession.

4. Irrespective of the category of police personnel, majority of them perceive their normal work load as 'very high'. They also believe that this perception of high work load adversely affects their working style. They reported that their current work load never allows them to do a good job.

5. Majority of the police personnel are dissatisfied with their overall earnings. The available earnings from their jobs are largely inadequate to meet many of their personal and family needs, especially in the case of constabulary.

6. Most of the police personnel are not happy with their superiors and the type of supervision provided. More than 60 percent seem to be only moderately happy with interpersonal relations in their work places. Some of them also reported that the type of attitudes and mental
outlook of their colleagues discouraged them from working hard. Colleague-level relationship in the police department presupposes the existence of a climate of openness, trust, understanding and team spirit.

7. Majority of the police personnel do not enjoy most of their police duties. They are unable to derive a sense of accomplishment after completing a day's work. This trend is very much pronounced in the case of constabulary.

8. Irrespective of the category of police personnel, they believe that the objectives that they are expected to achieve are unclear, criteria for measuring those objectives are vague, and they lack confidence that their efforts will lead to a satisfactory appraisal of their performance and believe there will be an unsatisfactory pay off by the organisation when their performance objectives are achieved.

9. Majority of the police personnel are either ignorant about the policies and dynamics of their career-progress or they are quite confused as to how to advance in their career. Some of them strongly believe that hard work would be worthless in making any progress in their career. They believe that they cannot get ahead in police profession unless they are acceptable and liked by their superior police officers. They also carry an impression that powerful connections and contacts with power centres, enormous ability to appease the superiors, and a projection of an 'engineered self-image' are more valuable than superior job performance to get ahead in police profession.

10. Eventhough the police personnel are generally happy with their physical working conditions, majority of them are very unhappy with unduly long working hours. Among other things, they reported their dissatisfaction over certain intrinsic job characteristics such as lack of freedom to choose one's own method of working, lack of recognition for the job well-done, excessive responsibilities, lack of opportunity to use
one's own abilities, lack of adequate promotional opportunities, not paying attention to their suggestions, and absence of any variety in their jobs.

11. Irrespective of the category of police personnel, majority of them perceive general inadequacy of resources such as enough help, equipment, and authority to get the job done; clearly defined responsibilities; and competent people to work with. They are unable to identify themselves with the police organisation and get themselves involved in their jobs.

12. Many believe that they cannot see the results of their work, do not get a chance to do the things they do best, and lack compatibility between their personal values and the police departmental values. They also do not know whether their family members appreciate all that they do for them.

13. Majority of the police personnel experience personal frustration on their jobs whenever they are compelled to do many of the tasks they do not like, get blamed for things that are not their faults, and need to ask their bosses before they do almost anything.

14. Irrespective of the category of police personnel, most of them experience job related tensions. Quite often they experience a feeling of their inability to satisfy the conflicting demands of various people over them. Sometimes, they also get doubts about their competency in handling tricky situations. They occasionally feel that they may not be liked or accepted by the people with whom they work. They develop a fear that they may be called upon to do certain things against their better judgement. Finally, they face work-and-family conflict due to their inability to balance work and family demands effectively.
15. More than 75 percent of the police personnel thought of leaving their jobs in the past. But they did not quit. Mostly, they suppress their dissatisfaction and frustration, and consider their job as a "necessary evil".

16. Most of the police officers (SIs and ASIs) wish their children to become doctors, engineers, and lawyers, but not police officers. As far as the constabulary (HCs and PCs) is concerned, they feel that their children should get any government job other than in the police service. Hence, the police personnel do not take their police profession very close to their heart and see police job as unattractive.

17. More than 40 percent of the women police are dissatisfied with the functions and powers assigned to them at the police station level. They are willing and capable of handling other police duties which are currently performed by policemen. Some of them feel that women police might lose their feminity gradually in police profession. Majority of them expressed their dissatisfaction over such issues as lack of opportunity as men to perform all parts of the police job, lack of suitable and comfortable police uniforms and equipments, lack of objective performance evaluation criteria and promotion standards for police women, and absence of proper provision for married police women to live with their husbands.

18. Irrespective of the category of police personnel, more than 61 percent perceive their overall QWL as "bad". Among the police personnel working in police station level in Karnataka State, a greater proportion of the constabulary (HCs and PCs) perceive bad QWL than the police officers (SIs and ASIs).

19. Police personnel perceiving overall good QWL mostly belong to the age-group of 40 years and above, unmarried, possess lower educational qualifications, and live in nuclear families. They enjoy personal and job
security; and happy with their supervisors, supervision, earnings, and the amount of work load given to them. They also experience a sense of accomplishment at the end of the day, and enjoy a greater proportion of their police duties. They possess sound personal health and regularly get sound sleep.

20. Police personnel perceiving "bad" QWL are mostly below the age of 40 years, married, possess higher educational qualifications, and live in either extended or joint families. They feel uneasy about their personal and job security; and experience low level of satisfaction or dissatisfaction in respect of their supervisors and supervision, earnings and the amount of work load given to them. They rarely experience a sense of accomplishment at the end of the day and unable to enjoy most of their police duties. They suffer from poor personal health and lack of sound sleep almost regularly.

21. The most prominent determinants of QWL of the police personnel include: age-group; marital status; type of family structure; educational qualification; personal and job security perceived; level of satisfaction in respect of supervisors and supervision, earnings, and the amount of work load; chances of feeling a sense of accomplishment after completing a day's work; proportion of police duties enjoyed; personal health status; and the regularity in getting sound sleep.

IMPLICATIONS FOR HRM IN KSPF

It is rather difficult to advocate and implement change in police without receiving some criticism from the traditional, "status quo" advocates; to many in police profession, it is anathema for anyone to question or criticise. However, anything less than a 'crisis' is unlikely to be effective in bringing about change in their outlook. But to continue to support police without constructive criticism is to continue silent support of what is too often an inefficient, ineffective support. In this context, an attempt is made to raise some important implications for human resource management
(HRM) in Karnataka State Police Force (KSPF) with a view to improving the police personnel's perception of overall QWL.

1. As far as human resource management (HRM) in Karnataka State Police Force (KSPF) is concerned, the police personnel are being treated as any other public or government servants. The Karnataka State Government determines all questions relating to human resource policies, strength and equipment of police force, and the annual expenditure to be incurred. It also exercises various administrative and disciplinary powers. It frames detailed rules for the overall administration and operation of the KSPF.

The bureaucratic structure of KSPF inhibits management practices that produce mature, healthy police organisation. Centralised bureaucratic control provides for little autonomy by police officers over their work environment. The authoritative command structure encourages dependence and subordination. The rule orientation encourages passivity. This finding is matching with the observations of Cizanckas and Hanna.¹ The State government should give administrative and operational autonomy to the police management in KSPF in order to run it on sound professional lines. There should be a separate HRM department professionally equipped to carryout personnel functions in KSPF. Emphasis needs to be shifted from only technical aspects of policing to the human aspects of police management. It would create an atmosphere in which employees will be motivated to work through positive incentives and able to derive genuine satisfaction and sound QWL from their jobs.

2. Police women provide greater versatility to police departmental capability and make the department more representative of the community it serves. At present, the total strength of women police is

just 0.6 percent. The police administration in Karnataka State should take initiatives to increase the strength of women police at least to 3 percent of the total police force in the State. This suggestion is in tune with the recommendation of the National Police Commission.¹

3. Most training in KSPF is directed at upgrading and improving an employee's technical skills of policing. Police training should also focus on inculcating interpersonal and problem-solving skills. This would improve the capabilities and service potential of all police personnel, and strengthen the interpersonal relations.

4. Police personnel should be made aware of the objectives and purpose of performance appraisal, formal and informal procedures for the performance appraisal, performance appraisal formats, frequency and timing of appraisals, and who appraises the performance. In addition to annual performance appraisal, there should be frequent informal appraisal sessions between the superiors and subordinates. This would provide performance feedback to the employees more frequently than once a year. The current focus of performance appraisal should be shifted from controlling the employees to that of motivating, developing and improving the performance of police personnel. Supervisors should be given proper training in conducting performance appraisal and performance counselling.

5. Police personnel are treated like any other State government servant for the fixation and revision of pay. Government should take the initiatives to conduct a separate police job evaluation and classification of police personnel taking into account the peculiar nature and strenuous working conditions of police employment. A policeman has responsibilities and obligations which are peculiar to his calling and

distinguish him from other public servants and municipal employees. Keeping this in view, the salary and benefits of the police personnel should be enhanced.

6. A high degree of risk of the life of a police officer is inherent in the police profession itself. Police administration in KSPF should take initiatives to provide and maintain adequate mechanical guarding in police vehicles, improve the condition of police equipment or tools, proper and adequate personal protective equipments. At present, the police equipments and facilities provided to the police personnel are outdated and technologically inferior.

7. Police personnel are also exposed to a very high stress and strain on their jobs. These jobs have a heavy pressure to perform, but provide no leeway in decision-making. Police personnel should be empowered and given autonomy to take appropriate decisions. They should be allowed to take time off for personal reasons. Employee assistance programmes should be developed to help police personnel deal with their emotional, physical, or other problems caused by their employment. Police job should be analysed for potential sources of stress and redesigned to eliminate these pressures.

8. The present culture of police administration in KSPF does not support employee involvement. Employee involvement in KSPF should be used as a participative process that uses the entire capacity of the police personnel, and it should be designed to encourage their increased commitment to the police organisation’s success. Police executives have to learn how to give up control and police personnel should learn how to take responsibility for their work and make appropriate decisions. By involving police personnel in those decisions that affect them and by increasing their autonomy and control over their work lives, they would become more motivated, more committed to the police organisation, more productive, and more satisfied with their jobs. This calls for enriching the police personnel’s jobs in KSPF.
9. Directive, task-oriented and autocratic leadership which is currently existing in KSPF should be replaced by ‘transformational supervisory leadership’. Transformational leaders pay attention to the concerns and developmental needs of the police personnel; change their awareness of issues by helping them look at old problems in new ways; and these leaders will be able to excite, arouse and inspire the police personnel to put out extra effort to achieve goals. The need of the hour is to show trust, provide vision, remove performance-blocking barriers, offer encouragement, motivate and coach employees in KSPF.

10. Self-managed teams and cross-functional teams can be developed and effectively utilised in KSPF. Working in teams can facilitate better interpersonal interactions and create camaraderie among team members in KSPF. The opportunity to make and implement decisions, and then seeing them work out in such teams can help satisfy an employee’s needs for responsibility, achievement, recognition, growth and enhanced self-esteem.

11. The harsh living conditions and arduous working life of the police personnel, particularly constabulary, deserve a good set of welfare benefits and services. The police welfare activities currently operating in Karnataka State need to be upgraded keeping in view of some novel measures provided by developed countries.

12. Due to the very nature of the functions in the police department, good administration is vitally dependent on a high standard of discipline of the police personnel. However, in police profession, the term ‘discipline’ has the negative connotation of punitive action of some sort, from verbal warnings to dismissal. Unless negative discipline is exercised only under a set of carefully stated rules and regulations, it can result in widespread employee dissatisfaction and poor QWL.
13. Police administration in KSPF should strengthen the grievance redressal system by encouraging the police personnel to express their dissentions against working conditions, terms of service, leave and holidays, and management decisions. Otherwise, misunderstandings, gaps in communications, disagreements, and real or imagined inequities or dissatisfactions continue to exist among the police personnel and force them perceive a bad QWL.

Apart from a system of receiving, processing and redressing grievances fairly and expeditiously, there should be an effective system for 'auditing' grievances in KSPF. This will give timely feedback that is likely to pinpoint problems affecting police personnel, management, and the government.

14. Police personnel are also concerned about their public image, the impact of inflation on existing salaries and benefits, job security, and improved working conditions. Police unions are a vehicle by which police personnel act collectively to protect and promote their interests. Unfortunately, the police conduct and disciplinary rules prohibit the formation of any police union or involvement of any police personnel in union activities in KSPF. Even though the participation of police employees in a concerted work stoppage is legally restricted in other countries, formation of a police union and furtherance of union activities have been tolerated. In the light of this, Karnataka State Government should take initiatives wherein police administration of KSPF fully accepts the police union as an institution and understands its need to exist in KSPF. Police administration should also accept collective bargaining as a desirable way of handling employment relationships in KSPF.

15. All the functions of the police are closely related to the public. The police actually exist for the public, to protect their rights, to make their life secure and peaceful. Thus, the need of mutual trust and support
between the police and public cannot be overemphasised. The police force suffers a problem of not just a 'no image' or 'low image' situation but a highly negative image.\textsuperscript{1} Police personnel can meet the problem of misdirected police image in the eyes of citizens only by fundamentally changing the departments themselves, with innovations in recruiting, training, supervising, promoting, inspecting and planning.\textsuperscript{2}

Real improvement in police operations can occur only when the police institution itself initiates, plans, organises, and administers operational innovations, and when changes in one part of the institution are reinforced by changes in other parts. Because there cannot be a just part in an unjust whole. For instance, the "Friends of Police (FOP) movement initiated in Ramanathapuram district of Tamilnadu, South India could succeed in improving the police-public image and the perceived QWL of police personnel.\textsuperscript{3}

The FOP movement is distinct from other experiments in community policing the world over. The FOP is a voluntary movement that relies on the volition and consent of the individual citizen. It is a mass movement intended to mobilise a large number of citizens in support of the law and order machinery. The movement binds the police and the public in a symbiotic relationship that draws strength from mutual warmth and goodwill. A survey of constables from all the police stations in Ramanathapuram district before the implementation of FOP revealed that many thought the very nature of their job denied them new friendship and also cost old friends. Psychological studies also revealed that such prolonged deprivation of the warmth of human relations gave rise to dehumanising

\textsuperscript{1} Prateep, V. Philip, "Friends of Police Who can Help Build Bridges," \textit{The Hindu}, April 22, 1997, p. 25.


\textsuperscript{3} Prateep, V. Philip, "Friends of Police Who can Help Build Bridges," \textit{The Hindu}, April 22, 1997, p. 25.
tendencies and aberrant behaviour while subtracting from the very quality of life.¹ A subsequent survey of the same constables after initiating FOP movement revealed an improvement in their morale and the perception of their overall QWL.² In this context, KSPF can also draw lessons from these novel experiences of a neighbouring State, and can initiate FOP movement in Karnataka State.

Directions for Future Research
1. A more meaningful measurement of police effectiveness is a missing link in the organisation and management of police force.³ Unfortunately, the measurement of police effectiveness used most frequently is 'crime control'. In reality, the quality of a local police station has little measurable effect on the existence of a local crime. Crime statistics are a misleading evaluation of police effectiveness, because crime is a multifaceted problem involving many factors over which the police have no control. The decision to prosecute, the determination of guilt, and the disposition of the convicted criminal are outside the purview of the police.

Until it is possible to positively identify a direct causal relationship between the quality of police and the amount of crime, the use of criminal statistics as a measure of police success or failure cannot be justified.

At this point of time it can only be said that a more meaningful measurement of police effectiveness would be the extent to which the police protect life and property, safeguard individual rights, conform to the rule of law, use only reasonably necessary force, mediate individual and group conflict, and develop a reputation for honesty and fairness. However, there is an imperative need to further focus on a clear set of criteria for measuring police effectiveness.

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2. Ibid.
2. This study highlighted the police personnel’s perception of different deficiencies in their QWL. At present, there is a lack of concern about the impact of work on police personnel as well as on police organisational effectiveness in KSPF. Moreover, there is no effective organisational arrangement to diagnose police personnel’s reactions to work or their personal consequences of the work experience. The negative aspects of work and working conditions of the police personnel should be identified and removed on a continuous basis, and aspects of work and working conditions should be suitably modified. Quality of working life programmes such as workplace democratisation and humanisation should be implemented at the police station levels, and the outcomes of such programmes should be evaluated by periodically conducting attitude surveys of police personnel, and public opinion surveys to measure the improvement in police personnel’s motivation, satisfaction and police effectiveness.