CHAPTER VI
SUMMARY AND CONCLUSION

The present study of ranking of job factors, group morale and job satisfaction were carried out in nine States of India viz., Andhra Pradesh, Bihar, Delhi, Karnataka, Kerala, Madhya Pradesh, Tamilnadu, Uttar Pradesh and West Bengal among the subordinate ranks of police. Four subordinate ranks were selected for the present study viz., Inspector, Sub-Inspector, Assistant Sub-Inspector/Head Constable and Police Constable. Data were collected from 1600 police personnel of the four ranks following the principle of stratified random sampling. The police organisations were divided into four functional units for the purpose of stratification i.e., Civil Police, Armed Police, Special Branch/Crime Branch Police and Wireless Telecommunication/Motor Transport Police.

Several studies have been conducted to find out perceived importance of job factors by different occupational groups. There is lack of empirical data based survey on the police personnel regarding the perceived importance of job factors. This study analysed the data regarding the ranking of job factors by subordinate ranks of job factors by subordinate ranks of police in India. From the analysis of data, it may be observed that while ranking motivator factors, all the ranks of all the States have rated 'responsibility', 'promotion', 'recognition of work' and 'status' as the most important factors whereas the subordinate ranks of West Bengal Police rated 'freedom of expression' as the most important factor though the factors rated by policemen of other States have been viewed as important factors by the West Bengal Policemen. It is interesting to note that 'professional competency of superiors' has been rated with lower order importance.
As regards hygienes, all the States irrespective of ranks have viewed 'pay', 'working condition' and 'security' as the three most important job factors. Similarly, extra-service benefits have been uniformly rated as least important factor.

Herzberg in his two-factor theory of job satisfaction proposes two distinct set of factors motivator and hygienes to account for overall job satisfaction. While 'motivators' mainly contribute to job satisfaction with the job, 'hygienes' determine job dissatisfaction. Many researches have been carried out to test the significance and generality of the theory, but an overview of the observations seem to inclusive. The aim of the present investigation was to test the significance of Herzberg's theory in context of Indian Police Organisation.

From the result obtained from the study, it can be concluded that on the whole policemen of subordinate ranks are dissatisfied with hygiene factors of job. Regarding level of job satisfaction pertaining to motivators, it is observed that all the ranks of different States have exhibited positive level of satisfaction, though exception could be observed in the States of Madhya Pradesh and West Bengal.

Besides ranking of job factors and determination of the levels of job satisfaction, the present study was aimed at ascertaining the level of group morale of the subordinate ranks of police. Nine major divisions of group morale were selected for developing the questionnaire. The analysis of group morale were made with respect to different groups and ranks of personnel selected for the study. Since morale is an ever-changing phenomenon and the leadership in any
any organisation has to be in constant persuasion for the high state of morale. Allaying to the generalised projection and the concern for the State morale, the study revealed the level of morale in the subordinate ranks of police in nine States of India. Organisational awareness of these basic dimensions of group morale and adequate consideration of remedial steps in the hygiene factor of job satisfaction would make the group more involved in their respective job resulting in greater effectiveness.

In the present study attempts were made to find out the relationship between group morale, job satisfaction and personal variables of the respondents. From the analysis it can be concluded that group morale and job satisfaction has a direct and positive relationship.

The study could not establish the relationship between group morale and job satisfaction with personal variables though in some cases a positive trend could be observed.

The present investigation corroborates partly the two-factor theory of Herzberg in respect of the subordinate ranks of Indian Police. The present study is empirical in nature and the conclusions referred to above are tentative. The present study has explored the new vistas for further studies in work-behaviour of Indian Police personnel.

The study was carried on with a small sample covering only a particular category of policemen in the country. The study by its very nature is subjected to the following criticisms which can be further explained in greater details:

(1) Does the two-factor theory hold true with all levels of police personnel? Or in other words, it will make an interesting study to find out how occupational differences affect the variables as determinants of one’s satisfaction with the job.
(2) A comparative study of the subordinate ranks with other levels of the police organisation as to the relative importance of job factors, job satisfaction and group morale.

But, we close this study with the satisfaction that at least we have treads along a new area in police administration in India and hope that many more explorative studies of this nature will help us in the generalisation of conclusions of this present study.