Chapter – VI

Summary of Findings, Suggestions and Conclusion
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6.1 INTRODUCTION

The application of statistical tools in the earlier chapter analyzed the primary data anatomically. This has led to various findings based on profile of respondents working in police department in Tamil Nadu and their views about the stress faced in their jobs and its coping mechanism are summarized in the order of objectives.

6.2 FINDINGS

• Cent percent police employees agreed that they have more authority on the job assigned to them and require more time for completion of the given task. Yet they don’t get regular appreciations in work and this creates dissatisfaction among them towards their job and position.

• Among the police employees, maximum of 95.7 percent are male police employees and 49.4 percent of the employees are in the age group 31 to 40 years among whom 99.2 percent of employees are married.

• Maximum of 56.5 percent of the employees are SSLC, 97.6 percent of the respondents have 3-4 dependents and 50 percent of employees have 11 to 15 years of experience. 54.3 percent of the respondents earn income between Rs.10,001 to Rs.15,000 per month.

• 34.5 percent of the respondents are Gr. I PC, 79.2 percent of them are recruited through written exam, physical exam and interview and 59.8 percent are posted in local police station.
• Cent percent police personnel under institutional training after their appointment in police department. 89.6 percent undergo refresher course, 99.4 percent of the respondents undergone in-service training whereas maximum of 84.3 percent of the respondents do not undergo any specialized training conducted by the police department.

• It is inferred that cent percent of the employees accept to attend training once in their service. 87.5 percent of the employees have attended training twice, 80 percent have attended thrice and only a minimum of 74.9 percent have attended four times and above.

• 93.5 percent of the police personnel work for 12 to 14 hours in a day and the analysis revealed that 87.3 percent of the police personnel criterion for performance appraisal is no punishment.

• 91.8 percent accept to have got promotion in the service among whom 39.1 percent of the police personnel have received promotion two times and 93.2 percent of the promotions are considered based on seniority with no punishment.

• 100.0 percent of the police personnel get transfer in their job during their service period, 37.8 percent of them have transferred for two times and 98.0 percent transfer was mainly due to completion of tenure.

• 98.8 percent police respondents expressed that their job primarily involve providing direct service to specific groups of people, 51.6 percent expressed to face more stress in job and 25.9 percent expressed the reason was due to risky nature of job among whom, 17.0 percent adopt sports, exercise, walking and swimming as a method to reduce stress.

• The police employees in Tamil Nadu strongly agreed that salary drawn by them is insufficient for the efforts contributed in work. They have very little control over life at work for which they receive only moderate
appreciation for good work done by them and are not satisfied towards the job assigned to them.

- There is more bickering at job and clash between sub groups often but in times they maintain a friendly atmosphere and are more cooperative at work. There is more supportive given by colleague to each other in times and they develop a feeling of oneness among each other for the achievement of the given task successfully.

- The police employees expressed that sometimes whether they like the job or not though it is hard and required more concentration, less time is given for completion which required them to always be alert at work and sometimes they have to use the skills they learned in their school days.

- The police personnel strongly agreed that they have assigned more workloads from their higher officials expecting work to be done in time and they take only a moderate responsibility for job security and future of others.

- The twelve components of job stress grouped into four important factors named as Job satisfaction/dissatisfaction, work pressure, inadequate pay, authoritarianism, authoritarian attitude of superiors, unsafe environment, workplace anxiety, strainful family life and sixteen components of conflict at work was deduced into four factors namely professional jealousy, mutual trust, Optimistic cooperation, Non co-operation.

- Conflict at work was deduced its ten components into three factors namely free hand (Non-interference), work pressure/time constraint, work accomplishment and ten components of work load and responsibility at work was deduced into three factors namely work load, welfare/responsibility, fatigue.

- Among the Fragile employees 51 percent of police personnel strongly agreed for work load, stress outcomes and disagree with work hazard.
Among Non-gregarious employees 40 percent strongly agreed that there prevails work conflict in their work environment. Optimistic employees contains only a minimum of 9 percent of employees strong agree towards more work loans and disagree towards job stress, work hazard stress, work conflict.

- The police personnel agree that sometime relationship with colleagues at work are strained and overtime at work is consistent that results to ill health and thereby manage their temper in work and is dissatisfied about the respect received from colleagues at work.

- The thirteen variables of managing stress is deducted into three factors namely nepotism and favoritism, health setback and restless work.

- 79.4 percent of fragile employees have been recruited through written exam, physical exam and interview. 25.7 percent of non-gregarious employees have been recruited through written exam and physical exam whereas 100 percent of optimistic employees accept that they have been appointed in the police department through written exam, physical exam and interview. Therefore there is a deep association between stress influencers and recruitment in job.

- Association between stress influencers and posting to different branches exists as 84.8 percent of the fragile employees are transferred as local police, 47 percent of optimistic employees have also been posted as armed reserve and 69.6 percent non-gregarious employees have been transferred as TSP

- 100 percent of fragile employees, optimistic employees and non-gregarious employees accept to undergo institutional training. 91.6 percent of fragile employees, 8.5 percent optimistic employees and 69.6 percent of optimistic employees have undergone refresher course after their appointment, 99.6 percent of fragile employees 99.5 percent of non-
gregarious employees, and 2.2 percent of optimistic employees have undergone in-service training and 89.3 percent of fragile employees, 86.6 percent of optimistic employees and 58.7 percent of non-gregarious employees have undergone specialized trainings. Thereby there is a deep association between stress influencers and different training programmes.

- 99.2 percent of the fragile employees and 95 percent of non-gregarious employees and 54.3 percent of the employees in the same group work 12 to 14 hours of work in a day. Therefore there is a deep association between the stress influencers and numbers of hours normally worked in a day by the police employees.

- There is an association between stress influencers and criterion to appraise performance as 94.6 percent of the fragile employees are evaluated by no punishment, 3.9 percent of non-gregarious employees are evaluated by their punctuality and 23.9 percent of optimistic employees have also been evaluated based on the no memo whereas 1.1 percent of fragile employees are evaluated by discipline and 1.2 percent of non-gregarious employees are evaluated by integrity whereas 4.4 percent of the police personnel are evaluated by discipline.

- 84 percent of fragile employees, 100 percent of non-gregarious employees and optimistic employees accept that they have received promotion in service. Therefore there is a deep association between the stress influencers and promotion received during service by the police employees.

- 96.9 percent of fragile employees accept transfer for completion of tenure, 1 percent of non-gregarious employees accept transfer on personal willingness, 100 percent of optimistic employees accept promotion based on administrative convenience. This results to deep association between stress influencers and reasons for transfer.
• The male police employees strongly agreed that they have more job stress and job requirement is more for female police employees.

• The employees in the age group 31 to 40 years strongly agree that they have more jobs stress compared to employees above 51 years. Different ages of the employees taken for the study disagree that they face work hazards and employees in the age group 31 to 40 years strongly face more conflicts in work compared to other groups and employees in the age group below 30 years manage stress effectively compared to employees in the age group above 50 years.

• The police married employees strongly agreed that they have more job stress and face more conflicts in job and disagree for facing work hazards.

• The employees with different qualifications in police job experience different problems such as HSC qualified strongly agreed that they have more job stress and undergraduate agreed to face more conflicts at work when compared to post graduate employees.

• The employees with no dependents strongly agree that they have more work loads and responsibilities compared to employees having 3 to 4 dependents.

• Employees having 11 to 15 years of total experience more job stress compared to employees having upto 5 years of experience. The employees having 6 to 10 years of experience have more job requirement compared to other employees and employees having upto 5 years are more capable to manage stress effectively compared to other groups

• The employees earning a monthly income Rs.15001 to Rs.20000 agreed that they have more job stress and those earning Rs.15001 to Rs.20000 agreed to face more conflicts at work and those earning Rs.10001 to Rs.15000 strongly agreed to manage their stress effectively.
The employees working as Gr.I PC strongly agreed that they have more job stress, face more conflicts at work. Employee’s working as Inspector of police, Dy. Supdt. of Police have more requirements for job and employees working as Gr.II PC strongly agreed to manage their stress effectively compared to other police employees working in different cadre.

The police department is facing more work pressure due to time constraints but the employees are paid less salary which results to restless in work and health problems. The police employees accept that there prevails professional jealousy in their department but they have mutual trust, optimistic cooperation, nepotism and favoritism among themselves.

The stress in job of the police employees results to satisfaction /dissatisfaction in job. This in turn results to professional jealousy, noncooperation and free hand form colleagues that gives rise to nepotism and favoritism, health setback and restlessness in job.

The police employees in work influences them to adopt entertainment as stress managing strategy as they face unsafe environment, workplace anxiety, strainful family life, Non-cooperation, free hand (Non-Interference), nepotism and favoritism from colleagues results to health setback, restlessness in work.

More work pressure from the higher officials creates restless in work, unsafe environment, workplace anxiety, strainful family life of the police personnel. The monthly income received is not sufficient for the risk taken in life. Therefore in order to cope up stress the employees adopt optimistic approach.

Frequent deviation from work, authoritarian attitude of superiors, work pressure/time constraint in work place creates restless, unsafe environment, professional jealousy resulting to health setback of the employees that enable them to take adequate rest to reduce stress in them.
• More stress among the police employees in their job helps them to adopt temporary relaxation techniques to reduce health problems and regain energy to concentrate in their job.

• The authoritarian attitude of superiors is the main cause expressed by the police employees that creates stress in their job and makes them adopt diversion for work as a stress coping mechanism.

• Deviation of work among the employees, non-cooperation from colleagues and higher superiors creates unsafe environment in job and ill health resulting them to adopt Decentralization methods as a stress technique.

SUGGESTIONS

• Police employees experience frequent and ongoing stressors in their work. While these stressors are inherent and accepted by the police personnel, they need not necessarily lead to burnout or other psychological problems, marital problems, anxiety, depression or post-traumatic stress disorder.

• The working conditions of law enforcement officers are not likely to change given the realities of the current economy. But there are things that officers can do to control it. For example, officers can control how they choose to react to stressful incidents and must acknowledge that fatigue plays a direct role on personal stress levels. Officers will react as they have been trained when they are properly rested and alert.

• It is the responsibility of elected officials and senior law enforcement officers to bring reasonable balance through policies that are supported by research. Till recent studies have proved that police culture supports the mentality that working more is better for your career, despite the fact that chronic fatigue causes serious performance and health issues.
• Stress cannot be taken out of police work but it can be recognized and by providing help to the police personnel and their family, stress caused by the organization itself can be reduced.

• The department must create a non-punitive atmosphere and communicate four clear messages: “1) Seeking help will not result in job termination or punitive action. 2) All information will be respected and kept confidential. 3) Other ways exist for dealing with the situation; no matter how hopeless it seems at the time. 4) Someone is available to help them deal with their problems.”

• The police employees should avoid bringing too many personal issues to the attention of co-workers as it will cause them to spend too much time talking about the problems to others. This in turn will reduce the productive working environment.

• The stress in police work can be recognized by helping the officers in three areas. First, they can provide help to individual officers. Second, family life can be helped. Third, the stress caused by the police organization itself can be reduced.

• Stress managing techniques programs conducted on individual’s police personnel often help reduce departmental stress. Care should be taken from the top levels by having a psychologist in the department.

• The police department needs to have policies for transferring the police personnel temporarily for reducing stress in job. The police personnel should be taught about the symptoms and effects of job stress. Proactive training helps ward off stress when officers encounter it.

• Family life which is the one of the major responsible of every police personnel can be helped in several ways. Counseling through the psychologist should be available for family members of the police personnel. Orientation seminars for spouses will let them learn about the
department first hand. Appreciation and awards for best works should be conducted for motivating the police personnel and their family members that give them a chance to sit down in a congenial atmosphere with the people who appreciate them.

- Poor communication causes stress. The department can improve by having a consultant design for a complete system of communication. A simple well-written newsletter for information, not propaganda, bridges the communication gap. In short, the police department needs to remove its own problems before pointing at individual police personnel and officers and putting all the blame on them.

6.4 CONCLUSIONS

The researcher concludes from the study that stress is inevitable in Police department because of their job profile and nature of work. It is very difficult to make a police department to maintain a stress free environment at work place, but few steps can be taken to reduce stress among the employees of police department.

Stress- free work zone is the key factor of creating a stress-free environment among the employees in setting clear expectations, having a regular and consistent reward and recognition programme, emphasizing on training and employees development, creating a transparent and open work culture with clear channels of communication. This adds up in creating a work environment that is secure and minimizes stress in employees.

Training in job provided to the employees regularly increases the knowledge and skills of the employees for particular job in which they are recruited as the major outcome of training is learning of new habits, refined skills, and useful knowledge that helps them improve performance and prevent stress.
SCOPE FOR FURTHER RESEARCH

1. A comparative study of stress management in different segments in the police department can be done.

2. A further study can be carried out on the relationship between stress management and organizational development and productivity in the police department.

3. The impact of stress management techniques over human resource development practices could be made in the police department in future.