Chapter 5

Human Resource Management in the Police Department

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5.1 Introduction

All organizations be they business, educational or government are basically social systems. The people run these organizations. The functioning of these organizations depends on how people work. The human behaviour is caused and highly unpredictable. The human resources of an organization constitute the entire work force. Human Resource Management has responsibility for identifying, selecting, inducing the competent people, training them, facilitating and monitoring them to perform at high level of efficiency and providing mechanism to ensure that they maintain their affiliation with their organization.

So police department is not an exception. HRM is of utmost importance in a police department as it renders direct services to the society and is responsible for protection of members of the society. The police personnel, who are qualified, well trained, best motivated and lead by the competent superiors will improve the present work culture.

The following areas are covered in human resource management in the police department by the researcher.

- Recruitment and selection
- Training
- Transfers and promotions
- Leadership
- Communication
5.2 Concept of HRM

According to the National Institute of Personnel Management of India, “Personnel Management (Human Resource Management) is that part of management which is concerned with people at work and with their relationship within the organization. It seeks to bring men and women who make up an enterprise, enabling each to make his /her own best contribution to its success both as an individual and as a member of a working group”.

Process of Human Resource Management consists of acquisition, development, motivation and maintenance of human resources. The final responsibility for personnel must lie with top management to whom the personnel officer acts as an advisor and its execution must run through the whole line of management if it is to be effective.

5.3 Importance of HRM in Police Department

Organization culture is defined as a group of people working in an organization sharing a common perception and core values and believes. The range of different generation’s culture in today’s workplace requires careful management of HRM policies to prevent problems that differences of generation-specific values may causeless stress.. There is also a growing concern of work- life balance in private sector.

HRM is very important in the police organization because police officers deal with the people of the community as a visible symbol of government. Police HRM is
complex and demanding because it involves the management of the policemen both on and off duty from the day they are selected to the day they retire. The essence of a dynamic personnel management is getting effective optimum results not only in the short run but also in the long run through building and maintaining a satisfied, motivated and productive human organization.

The police department has an urgent need to practice good human resource management policies. This will facilitate getting right person for the right job, enhanced motivation and morale of lower rank employee (constabulary level), amicable relationship between superiors and subordinates, effective training to meet the challenges, delegation of authority and empowerment. Thus, HRM plays an important role in bringing about culture change successfully. Culture should be characterized by a positive work climate, adaptable work practices and flexible, skilled and committed people. Successful culture change depends upon

- The commitment and focus of top management and their willingness to commit resources for achieving cultural change.
- Listening to the employees.
- Developing strategic Human Resource plans.
- Designing and modifying Human Resource practices such as recruitment, development, selection etc.

### 5.4 HRM in the Police Department

A review of the other literature of the old time makes it clear one dominant attitude of the government. The 2nd police commission (1962) otherwise known as the Fraser Commission pointed out several deficiencies in personnel management. Apart from the understaffing of the field level, it also referred to the inadequate pay, poor methods of selection and the lack of any proper training. This gives a fair idea of the dimensions of police personal problem which the police leadership had to tackle during the every years of 20th century. The NPC contributed a lot to the thinking on police personnel management. In it’s first report (1979), the commission pinpointed...
the constables as the functionary who needed more attention. They concluded that perhaps the most glaring lacuna in the organization of the police in India is the absence of a specialized agency for carrying out personnel task.

In a typical district police force, personal functions are solely the superior’s responsibility. The latter is assisted by a personal assistant or manger who has little office superintendent in charge of several branches. Assistants functioning under a superintendent are assigned a subject, such as recruitment, appointment, processing of salary, travelling expenses and transfers. They have hardly any knowledge of or training in personnel management. Personnel management is in the hands of untrained, non professional with only a modest exposure to modern human resource development concepts.

In any organization success of personal policies is determined by following three factors.

- Success of governments and top management in formulating and determining policies wisely.
- The success of personnel managers in interpreting these personal policies properly.
- The success of line executives and their dynamic leadership.

In the context of present day requirements, there is an urgent need for an independent department of personnel at police headquarters. Police personnel management is an awesome responsibility that has taken on new significance after the publication of NPC Reports.

The growth and development of police personnel administration owes its origin to Sir Robert Peel’s London Metropolitan police Act (1829) and the twelve tenets of the Pelion reforms. Half the principles are applicable today which are as follows.

Ten major responsibilities include:

- Job analysis and position classification
• Recruitment
• Examination and Placement
• Appointment
• Orientation, evaluation, promotion and transfers
• Compensation
• Training, counseling and improvement of working conditions
• Employee relations
• Discipline and sanctions
• Maintenance of personnel records.

The eighth volume of NPC Report have made thorough study of various aspects of human resources like full time personal officer when it reaches a size of 200 employees, pay structure, machinery for redressal of grievances, recruitment, training, career planning, welfare measures for police, families, performance appraisal etc. Through recruitment the police attract only a very unsatisfactory kind of candidate who has not been able to get any other job. The criteria for selection of officers to crucial positions have to be recast. At present, such selection indicates only their proximity to political power. It is not a reflection of competence. The selection in the IPS is the three tire system, consisting of a preliminary examination in which approximately two to three hundred thousand people appear every year. After the selection, the candidates are sent to the NPA for two years training.

When practicable, recruits for the concerned branch of police must be the natives of the district in which they are required to serve. It is observed that knowledge of languages, customs and geography of the district is very essential for the efficient performance of police duties.
5.5 Recruitment and Selection of Police Employees

In the early period, there were no specific and regular rules for the recruitment of police personnel from 1835 to 1855. The Government decided to contrast fine executive control of the police force to the junior military officers who have no genuine aptitude for police work. Open market selection in the state and control police organization is presently at three levels. Constable, Sub Inspector (SI) and Deputy / Assistant Superintendent (DSP / ASP). There is also additional level of ASI. In most states, constables and Sub inspectors are recruited by the Director General of Police, who also issues formal orders of appointment. (The State government lays down, in consultation with the DGP, the basic standards and the testing procedures) Constables are normally selected of the district level, but the process is centralized at the state level. The constables have to successfully complete a few physical efficiency tests before being allowed to take the written and oral tests. The minimum height of 162.5 cm and a pass in XII grade at school is the basic criteria. Broadly speaking, the same process applies for the selection of Sub Inspectors except that they are chosen at the state level and the educated qualification prescribed is normally a college degree. Police Administration in India suffers from an almost complete neglect of the virtual functions of human management and total absences of well formulated personnel policies. The other countries police departments have full-fledged personnel departments or police personnel administrative bureau. Gore committee suggested that graduate degree should be a minimum educational qualification of the recruits.

An important step in selecting employees is recruitment. The objective of recruitment is attract people with the right qualification (as determined in the job analysis) to apply for the job. Those who job the police force through fine constabulary examination enter the force of is the lower rungs of the force. Their starting rank is that of a police constable. Those who join the police force through the state examination Maharashtra State Public Service Commission (MPSC) hold a starting rank of ASI. Those who join the police force though the civil severe examination hold a starting rank of Deputy Commissioner of police less than 10 years of services. Generally the IPS officers make it to the higher rank of Joint Commission.
of police or commissioner of police. The Commissioner of police for Mumbai also holds the rank of Additional DGP, Maharashtra. Mumbai Police is divided into the number of units like crime branch, traffic police, and wireless cell. Each of these units has a commander who officially holds the rank of Joint commissioner of Police.

It was found in the research that the significant features of the selection scheme are the absences of a psychological test.

A DCP, who is appointed by the state government, takes a competitive examination which is concern to the state civil service and is held by the State Police Service Commission. Candidates shortlisted on the books of this written examination have to take an oral test. IPS officers are picked up from successful candidates of a civil service. Examination is held each year by the UPSC. After selection and appointed most, they are recruited in the various states.

The observation made by author says that there is a high rate of unemployment in the country which ensures a large pool of candidates for selection of constable level. A certain amount of political pressure and corruption affects the quality of selection. In some states, occasional efforts are made to professional the selection process and getting more and more of the educated segments of youth. As in the case of other government departments, requirement to the police is governed by the rule of reservation. Recruitment of police including Mumbai police is subject to corruption and political influence. To attract better talent at the entry level, it should be strictly on merit basis. Many experts feel that besides physical fitness, psychological testing should be compulsory to check the emotional intelligence which is much needed to combat stress while serving a city like Mumbai. New methods of recruitment such as e-recruitment can be adopted.

NPC also recommended that there should be new procedures for the appointment of DGP. The selection and should have Home Secretary the senior most among the heads of control police organization, the state Chief Secretary and the serving police chief.
5.6 Training to Police Staff

Training and development is the key area in HRM of any organization. Training has been described as a conscious effort to improve and increase knowledge, skill and aptitude on an individual in a desired direction. Training helps to inspire employee’s capacity to shouldering greater responsibility. Unfortunately, however, though the crucial and transforming role of training in the police organization is acknowledged by one and all, there is hardly been any meaningful endeavors to expand and improve the scope and quality of the police training. Police training has been neglected over years and training arrangement, except in some central organization are unsatisfactory qualitatively as well as quantitatively. Lack of convention about the value of training on the part of the administration including the higher ranks of the police service.

In 1979, a scheme of training was introduced wherein every day, at 5 p.m, the Bhandari Militia was given training in firing and platen exercises under the supervision of a European officer. The Bhandari formed out to be the first organized and framed police force in Bombay city. This discharge was considered necessary to instill in them a habit of observation to orders. Every policeman should be trained not to think for himself but to understand the value of his services to the public.

A major landmark in the police training is establishment of Gore committee. Recommendations of Gore Committee include one month’s training during a year to be replaced by a refresher course who have completed more than seven years of service. Refresher course should be utilised to identify bright and promising constable who can do well in important assignments. The suggestions also include posting the constable for their practical training of medium sized police station under competent and well motivated sub inspector known for their efficiency and integrity. Sub inspector SI training is equally important as SI of police occupies approved position in the police origination. As the officer in-charge of the police station, he is the king pin of all police action, prevention defective and regulatory in his own jurisdiction. Training, especially to subordinate police personnel is not only neglected but largely irrelevant.
For the training of the police officers of Maharashtra state, there is a Maharashtra Police Academy at Nasik and for the training of the constabulary; there are Regional Training schools at Khandala, Nagpur, Akola, Jalna, Nanveej, Marole and Solapur. The newly recruited unarmed Police Constables from all over the state are sent to the Regional Police Training Schools for training in Law, parade, practical police working etc. for making them fit for their duties at the police stations. There is also a training provided to police due for promotion at these training schools. The school at Nasik also imparts training in detection work.

Besides this training, at LA–I headquarters, Naigaon, training is imparted to probationary officers for duration of one month, refresher courses fortnightly for unarmed men, one week revolver course for fresh officers and men, three days revision course for officers and men for all weapons training and lathi drill etc. After training, police force is not eager to learn. Their immediate bosses don’t have effective leadership. Human skills are limited. Team building is important in training which should be a priority in job. Police need more meaningful and job oriented training to bring about much needed change in its outlook orientation and behaviour.

Police training is actually an effective tool for bringing about required professional skills, competence, attitude and behavioral orientation with a view to improve employees effectiveness. Value orientation and attitude changes were two important facts which were given great importance by the Gore Commission. Police training in India has received considerable boost since the Gore Committee was set up by the GOI in 1971, the nature, level and content of the courses, the method of introduction, the quality and quantum of the training staff, objectives of police training and its training effectiveness, environment and training facilities in various institutes, all need periodical review.

The organizations of police training in India are as follows. There are six kinds of training institutes.

- National level institutes
- Police training school for training of constables.
- Armed police training centre.
Specialized Training Institutes.
Training Institutes of Central Police organizations
State police training organizations for the training of Deputy Superintendent of police, Inspectors and sub inspectors of the state.

There are approximately 124 police training institute in India. India conducts maximum number of police training centers in the world.

The literature also indicates that training programmes present unrealistic goals before trainers and there is a notable gap in the real one of attitudes and values between what they are and what they are expected to do in the actual field. It has not helped to improve police image or improve police community relations. The police culture in training skill encourages authoritarianism, arrogance and use of third degree methods.

Feedback from police trainers indicates that they find training programme theoretical, irrelevant and highly academic away from realities. Most of the trainers felt that there is a need for faculty improvement since value orientation and attitude changes cannot be taught about by incompetent, disgruntled and demotivated trainers. Attending meetings, training programs, visits, introduction would release their energies into useful channels, broaden their vision and enhance performance. Training should bring desired results in their performance. They could relate their experience outside with what they saw inside. Police work, being what it is, new avenues, new challenges; new problems are always thrown up making this profession different from officers. Thus it needs continuous and quality training.

The police personnel are not properly trained and equipped adequately to face the problems and challenges confronting them. NPC (1978), while analyzing the role of the police, strongly felt the need for the application of scientific techniques, management concepts and skills and constrictive attitude and values in police work. All these are not possible without purposeful training. The importance of training for transforming the role and image of police can’t be overemphasized.
Police has to work in an environment, which is democratic. If he acquires authoritarian attitudes and behavior from his training institution, he finds it difficult to deal with citizens, who expect democratic behavior from him. Thus, training has to be delinked from the military model. Military training was accepted by the police training institute owing to circumstances. The committee on police training set up by GOI seems to have new oriented to police training. It has very rightly shifted focus on training from drill and regiments for the development of attitude through the study of social and behavioural science and modern management concept.

There is another aspect of police training. If properly organized, it also motivates policemen to work harder. Policemen who understood their jobs are likely to have high morale. Training to policemen also should complement requirements and selection. A common denomination in the training programmes of all police recruits is the teaching of human resources skills because all policemen of whatever rank they may be, have to deal with not only public, but also with subordinates, colleagues and seniors. Unfortunately, this is one area of training which is completely overlooked in all police training programmes. The art of human relations is broadly neglected and because of this, certain barriers grow between policemen and the people.

Thus to conclude, police training is getting low priority and is being treated as an unavoidable expense and not as a productive investment. The objective of police training should be clear. The important parameters would be,

- The character and quality of faculty members.
- Course contents
- The methodology adopted.
- Identification of training needs for each category of police officers.
- Formulating of training objectives.
- Design of training programmes.
- Scientific evaluation of training and follow up measures.

Besides, the system of training should be restructured thoroughly. Service role of the police should be statutorily defined. Police requires more meaningful and job oriented training to bring about much needed change in the outlook, orientation and
behavior. Properly trained and highly and properly led police officers can be our great asset. In practical training, many young officers degenerate and get gradually sucked into the vertex of police sub-culture. Apart from providing comprehensive initial training to IPS recruits, it runs several other programmers for middle and senior level. A two-tier training outfit appears in many of the states. There is a training college meant for sub inspectors and DSP. They provide orientation to IPS probationers. There are also few recruit schools in each state meant mainly to trains constable. The emphasis here is on strengthening physical fitness, although the basic knowledge in law and community relation is also provided. The observation is that there is a positive move to enhance quality training in Andhra Pradesh and Tamilnadu. Training of the constables doesn’t include investigation training. Neglect of training of the policemen was the main reason for the present state of affairs. At least one fourth of the police should always be under training. Training should be improved a lot to develop healthy work culture right from new recruits. The transfer and promotion are very controversial in police organisation.

5.7 Transfers and Promotions in Police Department

The promotional structure within the police system is not conducive to the fulfillment of the legitimate career ambition of the constabulary. A large majority of constables retire as constable without even one rank promotion in entire career.

A study conducted by the National Council of Applied Research on the working conditions of the Constabulary in Delhi and U. P. revealed that about 53 percent to 43 percent of constables are transferred from one place to another in less than a year and they had mentioned it is a sole point of grievance. In their view, the transfers were too frequent, ad-hoc and arbitrary in nature and were mostly ordered as a means of punishment and harassment sometimes due to the influence of local politicians.
A few suggestions include that:

- All promotions should be subject to successfully undergoing and passing the mandatory training programmes.
- There is a need of a transparent transfer policy which should be continued irrespective of change in the government.

NPC had given important recommendations that DGP should enjoy a statutory fixed tenure without the ‘Damocles’ sword of transfer hanging over his head all the time, subject to political whim. For this purpose, the NPC proposed a specific provision to be incorporated in the police act itself.

5.8 Leadership in the Police Department

The leadership role assumes great significance in all organization because without leadership, an organization is but a muddle of men and machines. The essence of leadership is the ability to obtain from each member of the organization, the highest quality of service he has the capacity to render.

Leadership can be defined as the process of influencing the behaviour of others to work willingly and enthusiastically for achieving pre determined goals. Good leadership in the organization itself is the motivating factor for any organization. Leadership can be simply defined as an act of making an impact on others in a desired direction. Most work on leadership in organization has been done on the way a leader gets results through persons. There are many styles of leadership, some are known to be effective and the others are ineffective. For example, does he order them (autocratic style) to do what he wants done? Does he involve them (democratic) in planning how to do things? Is he indifferent and does he allow them (Laissez – faire) to do as they like.

Leadership is the process of directing and influencing the task related activities of group members. Mullins defines leadership essentially as a relationship through which one person influences the behaviour or actions of other people. Psychologists, sociologists, political scientists and certainly management scientists
have become increasingly interested in leadership. Another milestone in leadership research was Fiedler’s (1967) theory of contingency, demonstrating that the effectiveness of task orientation depended upon the situation. Empirical research findings indicate that the group centered leadership with its reliance on participative strategies is more effective than the autocratic leadership in holding the groups together and in improving the subordinate’s job satisfaction and their productivity on the task.

A successful police leader will be able to promote internal cohesion by emphasizing before his subordinates the goals of the organization and at the same time, treating them like human beings by recognizing and fulfilling their individual needs.

The father of the constitution seemed to have provided for a neutral and independent police leadership. Over the last several decades, political expediency and interference have compromised the constitutional independence provided to the IPS regulations made under All India services Act. The states have misused the power of transfer, making a mockery of recommendations of many police commission to provide fixed tenure to police leadership. As a result, the police leadership today has become self centered and reactive. Seeking political patronage and promoting self – interest to the detriment of organization has become the norms of the day. It is observed that powers of the IPS are extraordinary. From the earliest times, members of the IPS have been chosen at a young age through a competitive examination. The objective has been to attract bright, highly qualified young people to assume leadership role at an early stage. It will enhance integrity and dynamism in the police leadership.

In the context of police organization, leadership is the process of influencing organizational member to use their energies willingly and appropriately to facilitate the attainment of goals set up by the police organization.
All police leaders should be sensitive to their three main responsibilities.

- Contributing to the fulfillment of department mission.
- Ensuring that the efforts of employees are productive.
- Producing impact on their areas of responsibility.

The police leaders are at various levels. Mathur\textsuperscript{303} emphasizes on some important qualities of police leader. The police leader should be tough, but sincere, accomplished but basic, formal but approachable, informal but strong, suspicious but empathetic, authoritarian but flexible, democratic but management oriented, physical bearing, moral courage, decisiveness, dependability, endurance, enthusiasm, initiative, integrity, judgment, justice, knowledge, loyalty and unselfishness are considered as essential traits of successful police leadership. The formal leaders leads by virtue of be hierarchical positions and has followers assigned to him by the police organization. DGP and IGP are the policy makers for the police organization. They have the overall leadership of the police organization in a state. Thus, the issue of police leadership itself needs to be addressed in the context of restructuring the entire police force and re-institutionalizing of effective leadership from with the organization based on the principles of professionalism, democratic value system, autonomy, management skills and commitment to public section.

He also says that there is a need to redefine police leadership. Witham named Transformational police Leadership. He has described the role of leader as

- Ability to envision – It means they are capable of seeing the entire organisation, the complex environment and the interaction of the two as a single entity.

Further, they are able to project this view into the future and foresee a favorable future for the organization.

- Areas of concentration -That is range of police, management expertise, level of formal education and the extent of professional development and training.

• Involvement with community and other groups outside law and enforcement.
• The quality of development and execution of training programs.

The police department by nature is a service organization. There is a developed model that attempts to simultaneously enhance the personal growth of workers and improve the quality and any of our many institutions through a combination of teamwork and community personal movement in decision making and official behaviour. This emerging approach to leadership and service is called Servant Leadership (Sears, 1995). The model of Servant leadership (SL) would be best suited to nature the police officers in service of people. The Indian police officers to its leaders, a readymade ground to serve the public, especially the disadvantageous weaker section of society and an appropriate environment where servant leadership model can be of immense utility. Visionary and inspiring leadership was found to be more critical trait (Lierber, 1998). The police leadership is even more critical and demanding. Effective leadership, at all levels is marked by a core philosophy (values) and a vision of how the department wishes to make it work (Peters, 1987). Once the vision is created, the leadership then has to because the biggest living examples of this vision through the action and should make it point to emphasis the vision, time and again, to the frontline policemen. For the frontline policemen to be able get at on instant, which they have to act most of the time, they most have clear understanding about the department is trying to achieve and in what manner.

5.9 Communication in the Police Department

Communication is a way of reaching others by transmitting ideas, facts, thoughts, feelings and values. When communication is effective, it leads to encourage better performances and job satisfaction. People understand their job better and feel more involved in them. In the police department also there are three types of barriers.
• Personal barriers.
• Physical barriers.
• Semite barriers.
Being a bureaucratic organization structure, police department has more of downward communication than the upward. There is a flow of information from higher to lower levels of authority. Almost one half of the communication is with subordinates and the remaining to divide among superiors, peers and external recipients. Downward communication is restricted to job instruction, performances feedback and other news.

5.10 Authority and Responsibility

Research indicates that the police officers should be individually as well as collectively sensitized towards the issue of the accountability towards citizens. Unfortunately, the Bombay Police Act has failed to introduce public accountability. However, the experts feel that police should be answerable to law and law alone. The idea of functional independence of police is also backed by Supreme court. All police officers on duty are answerable. The police organization needs administration leadership, assignment of responsibility and authority and a grouping of related activities in any division of work. Authority and accountability needs to be redefined. International norms also indicate to those appointments, transfers and promotions should be handled within the police hierarchy and not by politicians.

A police force free from the political direction can easily degenerate into an unaccountable force with the potential to undermine the foundation of democracy. The coercive power of the police can easily extinguish liberty unless it is tempted by responsible political direction. At the same time, the various wings of police should have the authority and resources to fulfill their responsibility. Each such wing should have functional and professional authority commensurate with its requirements. However, such authority and autonomy should be accompanied by clearly defined formal system of accountability.

Delegation of authority is also required for improving present work culture. The process of delegation has to consider three parameters. The responsibly, authority and accountability involves:
• Assignment of duties / tasks to subordinate.

• Empowering the subordinates with authority to use necessary resources and to give necessary orders.

• Making the subordinates accept limited responsibility for satisfactory performance.

The senior police officers are responsible for management of police organization. Management theories can provide useful sources of ideas and models for police management. Police management has to deal with all aspects of police services and police organization, like its resources, techniques, objectives and policies. Management is also responsible for motivating, directing and controlling the subordinates.

The police officer should know the follows six vital aspects of his command responsibility –

• The current performance of his men set against the overall objectives of the police.

• The means which is available to improve efficiency and effectiveness after taking into consideration limitations.

• The desired level of performance for the subordinates.

• Goals and objectives which he will use to measure his command.

• Problem of personal management including problem of motivation and personal appraisal.

• Problems of resources management and time management.

5.11 Motivation and Morale

Work culture is an important aspect of organization because it influences the motivation, attitudes, behaviour and performance of the members of an organization. It evolves over fairly long period of time. However, there can be changes in the work culture with the change in the top management and management’s philosophy. It
gives a separate identity to the organization as compared to other organizations through practices and customs. Organization culture also depends on the goals which are targets and objectives for future performance. They help focus employees’ attention on item of greater importance to the organization, encourage better planning for the allocation of crucial resources (time, money and energy). It works as a motivation process.

There is a problem of low self esteem in the police force. Constant efforts are made to demoralize and deprofessionalise the police. The leaders should maintain good human relations and provide opportunities for career development to increase the morale. In police department also, the officer’s job is to identify employee’s drive and needs and to channel their behavior to motivate them towards task performance.

Chaudhary\textsuperscript{304} states that in the changing and challenging environment of economic liberalization and globalization, only a truly motivated and committed manpower can take an organization to the pinnacles of performance and achievement in the police department.

After an organization has selected and trained its employees, it is important that employees be motivated by and satisfied with their jobs. In work, motivation is the feeling that drives workers to perform well. Ability and skill determine whether a worker can do the job, but motivation determines whether the worker will do it properly. Although, actually testing the relationship between motivation and performance is difficult, psychology lets generally again that increased worker motivation results in increased job performance.

According to the theory of motivation, if there is no proper direction, goals and control of workplace, nobody will benefit. No person can be lazy, efficient or enthusiastic every time. No person takes initiative. Thus, officer's role is very important to motivate. How he perceives his subordinates, how he motivates them decides employee’s performance. He also states that Auten has developed a new

approach the management for productivity in public service organization and specifically law enforcement organization. His theory P asserts that if you seriously seek to motivate employees to higher productivity through the use of certain incentives, then you need to consider the following alternatives like –

- Improving the work environment so that the employee is called upon to go beyond the present level of performance and productivity.
- Making certain that we acknowledge employee achievements towards goals and objectives.
- Standardizing, enclosing and enriching job.
- Creating a healthy government atmosphere of positive attitudes and approval with the organization.
- Providing full opportunities for human resources development with the organization.

Morals are an outcome of motivation. Police force is often demoralized which in turn affects their performance. Employee’s morale is said to be high when they feel, enthusiastic and optimistic about their work, and is said to be low or poor when they are dissatisfied permissive and frustrated with their jobs. Erosion of morale can be said to exist when there are work stoppage, high labour turnover and lack of interest, absenteeism and disciplinary problems. In contrast, the main four attributes of good morale are zeal, discipline, self control and satisfaction.

The main causes identified for low morale in the police department are

- Frequent judicial and magisterial enquiries.
- Human rights charges by members of public.
- Long and impossible hours of duty.
- Sub – human standards of existence.
- Tremendous pressure of job.
- Lack of social status.
- Absence of vertical mobility in career planning.
- Distorted schemes of rewards and punishments.
• Lack of effective leadership.
• Arbitrary postings and transfers.
• Political Interference.
• Communication gap.

Other reasons include favoritism, nepotism, corruption and violence of departmental rules in carrying out one's duties. Erosion of police morale has resulted in the fall of standards of police performance and increase in complaints against them. It results in police ineffectiveness. Good work, sincerity and good discipline have no more consideration for promotion.

Police constabulary is in maximum percentage. They are treated at par with unskilled labourers and 80 percent of them retire in the same rank after serving the police force for 35 years.

The erosion of police morale can be cured only if the entire police system is referred in proper lines with new police act having trust on policemen. Police has to build up healthy organization climate. Public co-operation and willingness to assist police can stop further erosion of police morale. Morale building is an unending process in any organization which requires sound human resource management. The suggestions to improve morale include:
• Human relations approach.
• Participative management.
• Job enlargement and enrichment.
• Healthy superior – subordinate relationship.
• Restructuring of training
• Effective leadership.
• Better working conditions.

The NPC first report has suggested ways and means of raising the morale of constables by improving service conditions and the working environment. It suggested mandatory judicial enquiry and not by higher rank for complaints against police.
The police morale will remain unsure and self respect brittle if the public attitude towards the police information by the press remains constantly critical.

5.12 Superior–Subordinate Relationship

The morning parade and salute to the commandant officer, the armed sentry at the superintendent gate and armed escort on the tour were symbols that placed the superiors on a high pedestal. This style of governance created a cultural setting in which the administrators were way above those bossy ruled and the distance was deliberately maintained. There was no way in which subordinates could dare to approach the senior officer thereby leaving no avenue of complaint against the corrupt subordinates. The subordinate officers were encouraged to assert their authority and perhaps their extortions were seen as a way to subdue the people. The cultist nature of the senior rank (Superiors) is visible not only in the common form of gatherings where subordinate salute and come to attention before senior officers but also in their interaction. Constables and even middle level officers do not sit down in front of the superintendent. IPS officers still employ constables as personal orderlies who serve as servants of the officer. Office vehicles, telephone and staff are used for personal purposes. Subordinate officers escort the children to school or the spouse for shopping and making social visits.

Similarly subordinate officers are routinely utilized for making purchase and for making arrangements during private parties and functions. Thus there is a misuse of human resources. The superiors, who themselves misuse subordinates and demand services from subordinates are unwilling and unable to provide any control over corruption. They have little legitimacy and moral strength to take a firm action against the extortions indulged by their officers.

The police agitations clearly betrayed a lack of rapport between the superiors and men in their forces. There is a growing feeling among the rank and file that the senior officers are neither able to protect them from unwarranted attacks from political and other quarters, nor effective in getting their legitimate governances redressed by government or appropriate authority.
The importance of controlling situational discretion, constructing relevant data sets and changing cultural in doctrinarian that creates gulf between the leadership and the subordinates.

5.13 Compensation Management in the Police Department

The elements in the compensation package include perks which are elements like free use of facilities, club membership, cheap loans, housing etc. Benefits are pension, medical insurance, holidays and accidents, disability and death insurance. It also includes long term incentives, short term incentives and salary.

In an international city like Mumbai, which is also the nation’s financial capital, Mumbai police is faced with constant terror threat in addition to regular policing duties. They also face additional stress arising from over-urbanisation and over-industrialisation. Maharashtra police is dealing with its Naxal menace. If they are contributing more than their regular duty, it stands to reason that must be paid extra for it. R. R. Patil, ensured that Maharashtra Police will be paid more than rest of the state police.

Even if parity with the IAS is not provided, an attempt must be made to ensure that the officers belonging to the IPS get their due considering the heavy burden and responsibility they carry as custodians of law and order.
5.14 Performance Appraisal in the Police Department

While practicing organization behavior, it is important to provide personal feedback. Employees also need feedback about their performance. Feedback helps them know what to do and how well they are meeting their own goals. A major concern of the organizations including police organization centers on the performance of the employees. Performance refers to what an employee does or does not do on the job. Several terms such as performance assessment, performance appraisal and evaluation and performance management are used commonly and interchangeably to describe the process of employee performance evaluation. Performance appraisal is the process by which data about employees’ past and current job performance is collected and reviewed.

SP introduced good and bad conduct books with details of work done by policemen, including the duties they perform in the offices of magistrates. He reported that the new system had worked well during the first six months. The police personnel were convinced that they could hope for advancement in their careers on the basis of their recorded good work. This encouraged them to put in their best. It had produced a healthy effect on the general discipline and habits of the police.

There is no departmental practice of evaluating the performance of the investigation in terms of cases investigated cleared and prosecuted. The manual system of maintaining records have made possible to do any kind of performance appraisal (Verma, 1993). These practices have made the position of SHO very powerful in the department and most of the superintendents are unable to keep effective control over their actions.

5.15 Conclusion

The researcher has made an attempt to analyse and conclude the satisfaction level of police officers and constables related to human resource practices of Mumbai Police department in chapters 6 and 7. From the statistical analysis and review of literature, it was found that unfortunately the effective human resource policies are...
rarely practiced in police department. Reforms in human resource practices are urgently required to create healthy work culture in Mumbai police. Mumbai police is a service provider and their performance directly affects the security of citizens. The areas like recruitment and training are many times subject to criticism. Highly motivated and professionally trained police officers and constables will definitely improve public image of police at police station level.