The present investigation was undertaken to study the impact of Group (Awarded, Suspended and Average) and Rank (Junior and Senior) on police sub-culture; role stress; health; experience and expression of anger; psychological well-being and various coping strategies employed by police functionaries.

Means and standard deviations were computed for the three Groups of police functionaries Awarded, Suspended and Average and for two Ranks Junior (Constable, Head Constable, Assistant Sub Inspector) and Senior (Sub Inspector, Inspector, Deputy Superintendent of Police) functionaries. A three-way analysis of variance (3x2=6) was applied for the above thirty three variables incorporating three levels of Group Awarded, Suspended and Average and two levels of Rank Junior and Senior with 28 police functionaries in each group.

1. Impact of Group and Rank on Crime Control

To ascertain the impact of Group and Rank on Crime Control, the following hypotheses were formulated:-

1(i) It is expected that Awarded, Suspended and Average Group policemen will differ on the crime control dimension of police sub-culture.

1(ii) It is expected that the Junior and Senior Rank policemen will differ on the crime control dimension of police sub-culture.

The application of 3x2 ANOVA revealed that the main effect of Group was found to be significant, the F-value being [F(2,162) = 3.32, p<.05]. The mean scores on crime control were found to be higher for the Suspended Group followed by the Awarded Group with the Average Group showing the lowest scores (Mean : S = 42.98, Aw = 41.98, Av = 39.83). This is indicative of the fact that the crime control function is accorded a higher value by the Suspended Group followed by Awarded Group and the lowest by the Average Group. t-ratio also revealed that the Suspended Group are significantly higher on crime control than the Average Group (t = 2.64, p<.01).
This finding needs to be seen in the context of the crime control function of policemen. Crime control orientation refers to the importance police functionaries place on the law enforcement and crime control functions of their jobs (Cochran & Bromley, 2003). According to Sparrow et al. (1990) traditionally, there is a strict adherence to the crime fighting image that continues to be upheld even today as the primary role and function of policemen. Police officers who are socialized into the police culture consider law enforcement to be the most significant and important role (Perrot & Taylor, 1995). Moon and Hwang (2004) examined the motivations for becoming police officers among police cadets and found that “chance to fight crime” was one of the important reasons for selecting policing as their career. Agolla (2009) has commented that the role of police is to protect life and property which includes many challenges of fighting and prevention of crime.

Noteworthy is the finding that the Indian police functionaries believe that law enforcement and crime control are an immutable aspect of their police role. Further, all the three groups of police functionaries are adherents to this dimension of police sub-culture. However, what is significant is the fact that the Suspended police functionaries, inspite of being temporarily debarred from office duty continue to be stronger adherents of crime control orientation in comparison to the functionaries who are presently on active duty viz., the Average policemen.

Therefore, hypothesis 1(i) stands accepted. Hypothesis 1(ii) is not supported as the main effect of Rank is insignificant.

2. Impact of Group and Rank on Service

In the light of the objectives of the study, the following hypotheses were formulated:-

2 (i) It is expected that Awarded, Suspended and Average Group policemen will differ on the service dimension of police sub-culture.

2 (ii) It is expected that the Junior and Senior Rank policemen will differ on the service dimension of police sub-culture.
The application of 3x2 ANOVA revealed that the main effect of Group was found to be significant, the F-value being \( F(2,162) = 4.34, p<.05 \). The mean scores on service were found to be higher for the Suspended Group followed by the Awarded Group with the Average Group showing the lowest scores (Mean : S = 60.57, Aw = 57.96, Av = 56.79). This is indicative of the fact that the service orientation toward community policing is accorded a higher value by the Suspended Group followed by Awarded Group and the lowest by the Average Group.

In the present study the Suspended functionaries are showing stronger adherence to a service oriented nouveau police sub-culture (Cochran & Bromley, 2003). For them law enforcement includes a service orientation aspect and accord it a higher value in comparison to the Awarded Group functionary \( t = 2.08, p<.05 \) and the Average Group functionary \( t = 2.90, p<.01 \). This finding suggests that irrespective of the fact that the Suspended functionary is temporarily debarred from official duties he still continues to uphold the view that police cannot work in isolation to community. Community policing is an integral part of modern police work. This implies that even when not performing active duty, the police officer is giving high importance to his contemporary service orientation role and is committed to public service.

According to Trojanowicz and Bucqueroux (1994) community policing is a set of values that promises to significantly improve the police organization and its working relationship with the community it serves. Choudhary (2009) opined that community policing is the need of the day in India, police forces in the democracies around the world are realizing its utility and implementing community policing initiatives in varied forms. Community policing is based on the joint effort of citizens and police towards solving neighbourhood problems which in turn satisfies the expressed needs of citizens and enhances the residents quality of life. In India, community policing is being implemented in diverse manners. Different units like women cell, child support unit, drug de-addiction programme, victim support unit, police advisory groups, neighbourhood schemes, and so on, are part of community policing efforts. In the last two decades there have been initiatives in different states of North India, viz., Punjab, Chandigarh, Delhi, Himachal Pradesh while individually,
in different parts of the country, many officers have put to practice various innovations for community policing. This has helped in better handling of issues relating to domestic violence, marriages, child abuse and conflicts by the policemen.

Therefore, hypothesis 2(i) stands accepted. Hypothesis 2(ii) is not supported as the main effect of Rank has turned out to be insignificant.

3. Impact of Group and Rank on Cynicism

In the context of the objectives to examine the effect of Group and Rank on cynicism, the following hypotheses were formulated:-

3(i) It is expected that Awarded, Suspended and Average Group policemen will differ on the cynicism dimension of police sub-culture.

3(ii) It is expected that the Junior and Senior Rank policemen will differ on cynicism dimension of police sub-culture.

The application of 3x2 ANOVA reveals that the main effects of Group and Rank did not emerge significant. Also the two-way interaction effect of Group x Rank emerged insignificant. Thus, the two hypotheses 3(i) and 3(ii) have not been supported.

The results are in contrast to the findings of Khan and Bhandari (2006) who reported that cynicism towards the police sub-culture is affected by rank, and is higher among Junior ranks in comparison to Senior ranks.

4. Impact of Group and Rank on Receptivity to Change

On the basis of the objectives of the study, the following hypotheses were formulated:-

4(i) It is expected that Awarded, Suspended and Average Group policemen will differ on receptivity to change dimension of police sub-culture.

4(ii) It is expected that the Junior and Senior Rank policemen will differ on receptivity to change dimension of police sub-culture.
The application of 3x2 ANOVA reveals that the main effects of Group and Rank and the two-way interaction effect of Group x Rank emerged insignificant. Hence, the hypotheses 4(i) and 4(ii) have not been supported. Results show that Indian police functionaries are receptive towards modern organizational changes occurring within law enforcement irrespective of Group and Rank.

5. Impact of Group and Rank on Role Ambiguity-Feedback

In the context of the objectives to examine the effect of Group and Rank on role ambiguity-feedback, the following hypotheses were formulated:

5(i) It is expected that Awarded, Suspended and Average Group policemen will differ on role ambiguity-feedback dimension of Role stress.

5(ii) It is expected that the Junior and Senior Rank policemen will differ on role ambiguity-feedback dimension of Role stress.

Application of 3x2 ANOVA revealed that the two main effects were insignificant. What is significant is the finding that the two-way interaction effect of Group x Rank was found to be significant, the F-value being \[ F (2,162) = 4.95, p<.01 \] though the main effect of Group and Rank were non-significant. Therefore, hypotheses 5(i) and 5(ii) have not been supported.

According to Ravikumar (1984) Role ambiguity-feedback refers to the situation in which the functionary is in a perplexed state since he does not know whether his performance is to the satisfaction of his superior and in the expected direction. Ellison (2004) reported that Role ambiguity is likely to occur because there are often discrepancies between the job descriptions and the realities of police jobs. Frequent complaints in law enforcement settings include supervisors’ failure to communicate what they expect from police officers, that supervisors have “lost touch with the line,” and that “rules get changed every day” (Toch, 2002).

In order to have more precise information about the role of Group and Rank in role ambiguity-feedback, scores of six different groups formed on the basis of Group x Rank were computed (Contingency Table-I). A perusal of mean scores of role ambiguity-feedback revealed the following significant information:-
a) In the Awarded Group, the Junior and the Senior Ranks do not show marked differences on role ambiguity-feedback (Mean: 17.86 vs 17.96).

b) In the Suspended Group, Junior Ranks score higher on role ambiguity-feedback than the Senior Ranks (Mean: 19.93 vs 17.68).

c) In the Average Group, Senior Ranks score higher on role ambiguity-feedback than the Junior Ranks (Mean: 19.64 vs 18.57).

   Noteworthy is the finding that in the Suspended Group, Junior Ranks are significantly higher on role ambiguity-feedback, whereas in the Average Group and the Awarded Group, Junior Ranks and Senior Ranks do not show marked differences on role ambiguity-feedback. The findings of this study clearly reveal the significant role of the combination of Group and Rank in role ambiguity-feedback.

6. Impact of Group and Rank on Role Ambiguity-Task

In the light of the objectives of the study, the following hypotheses were formulated:-

6(i) It is expected that Awarded, Suspended and Average Group policemen will differ on role ambiguity-task dimension of Role stress.

6(ii) It is expected that the Junior and Senior Rank policemen will differ on role ambiguity-task dimension of Role stress.

   The application of 3x2 ANOVA reveals that the main effects of Group and Rank did not emerge significant. The two-way interaction effect of Group x Rank also emerged insignificant. Therefore, the two hypotheses 6 (i) and 6 (ii) have not been accepted.

   The results are in contrast to the findings of Khan and Bhandari (2006) who reported that role ambiguity-task is higher in Junior Ranks in comparison to Senior Ranks.

7. Impact of Group and Rank on Personal Inadequacy

In the light of the objectives of the study, the following hypotheses were formulated:-

7(i) It is expected that Awarded, Suspended and Average Group policemen will differ on personal inadequacy dimension of Role stress.
7(ii) It is expected that the Junior and Senior Rank policemen will differ on personal inadequacy dimension of Role stress.

The application of 3x2 ANOVA reveals that the main effects of Group and Rank did not emerge significant. Also the two-way interaction effects emerged insignificant. Hence, the two hypotheses 7(i) and 7(ii) have not been supported.

The results are in contrast to the findings of Khan and Bhandari (2006) who reported that personal inadequacy is higher in Junior Ranks in comparison to Senior Ranks.

8. Impact of Group and Rank on Role Shrinkage

In the light of the objectives of the study, the following hypotheses were formulated:-

8(i) It is expected that Awarded, Suspended and Average Group policemen will differ on role shrinkage dimension of Role stress.

8(ii) It is expected that the Junior and Senior Rank policemen will differ on role shrinkage dimension of Role stress.

The application of 3x2 ANOVA revealed that the main effect of Group was found to be significant, the F-value being $[F (2,162) = 8.43, p<.01]$. The mean scores on role shrinkage were found to be higher for the Suspended Group followed by the Average Group with the Awarded Group showing the lowest scores (Mean : S = 17.38, Av = 15.71, Aw = 15.29). This is indicative of the fact that role shrinkage is experienced more by the Suspended Group in comparison to the Average Group and the least by the Awarded Group.

Role shrinkage refers to feelings of diminished responsibility and reduction in importance of ones’ role. This finding is obvious in the case of the functionary who is under suspension. Presently not performing actively in his job he is experiencing higher role shrinkage in comparison to the other two groups of policemen who are on regular duty. t- ratios also revealed that the Suspended Group were significantly higher on role shrinkage than the Average Group ($t = 3.01, p < .01$); and the Awarded Group ($t = 3.67, p < .01$).
9. **Impact of Group and Rank on Role Stagnation**

In the light of the objectives of the study, the following hypotheses were formulated:-

9(i) It is expected that Awarded, Suspended and Average Group policemen will differ on role stagnation dimension of Role stress.

9(ii) It is expected that the Junior and Senior Rank policemen will differ on role stagnation dimension of Role stress.

The application of 3x2 ANOVA reveals that the main effects of Group and Rank did not emerge significant. Also the two-way interaction effects emerged insignificant. Hence, the two hypotheses 8(i) and 8(ii) have not been supported.

The results do not support to the findings of Khan and Bhandari (2006) who reported that role stagnation is higher in Junior Ranks in comparison to Senior Ranks.

10. **Impact of Group and Rank on Inter-Role Conflict**

Keeping in view the focal theme of the present study, the following hypotheses were formulated:-

10(i) It is expected that Awarded, Suspended and Average Group policemen will differ on inter-role conflict dimension of Role stress.

10(ii) It is expected that the Junior and Senior Rank policemen will differ on inter-role conflict dimension of Role stress.

Application of 3x2 ANOVA revealed that the two main effects are insignificant. What is significant is the finding that the two-way interaction effect of Group and Rank was found to be significant, the F - value being [F (2,162) = 5.23, p<.01], though the main effect of Group and Rank were insignificant.

According to Ravikumar (1984) Inter-role conflict refers to the situation in which the functionary is required to play many different roles which are viewed as incompatible. In order to have more precise information about the role of Group and Rank in inter-role conflict, scores of six different groups formed on the basis of Group
x Rank were computed (Contingency Table-II). A perusal of mean inter-role conflict scores revealed the following significant information:

a) In the Awarded Group, Senior Ranks score higher on inter-role conflict than the Junior Ranks (Mean : 14.39 vs 12.36).

b) In the Suspended Group, Junior Ranks score higher on inter-role conflict than the Senior Ranks (Mean : 16.29 vs 14.04).

c) In the Average Group, Senior Ranks score higher on inter-role conflict than the Junior Ranks (Mean : 16.25 vs 13.68).

Noteworthy is the finding that in the Suspended Group, Junior Ranks are significantly higher on inter-role conflict, whereas in the Average Group and in the Awarded Group Senior Ranks are higher on inter-role conflict in comparison to Junior Ranks. The findings of this study clearly reveal the significant role of the combination of Group and Rank in inter-role conflict.

11. **Impact of Group and Rank on Role Overload**

The following hypotheses were formulated from the viewpoint of the effect of Group and Rank on role overload:

11(i) It is expected that Awarded, Suspended and Average Group policemen will differ on role overload dimension of Role stress.

11(ii) It is expected that the Junior and Senior Rank policemen will differ on role overload dimension of Role stress.

The application of 3x2 ANOVA reveals that the main effects of Group and Rank did not emerge significant. Also the two-way interaction effects of Group x Rank emerged insignificant. Hence, the two hypotheses 11(i) and 11(ii) have not been supported.

Khan and Bhandari (2006) reported that role overload is higher in Junior Ranks in comparison to Senior Ranks. The results of the present investigation fail to support the findings of the above study.
12. **Impact of Group and Rank on Role Isolation**

In the context of the objectives to examine the effect of Group and Rank on role isolation, the following hypotheses were formulated:-

12(i) It is expected that Awarded, Suspended and Average Group policemen will differ on role isolation dimension of Role stress.

12(ii) It is expected that the Junior and Senior Rank policemen will differ on role isolation dimension of Role stress.

Role isolation refers to the situations in which the functionary does not get opportunity for interaction with other roles and develops feeling of being left alone (Ravikumar, 1984).

The application of 3x2 ANOVA revealed that the main effect of Group was found to be significant, the F-value being \[ F (2,162) = 6.27, p<.01 \]. The mean scores on role isolation were found to be higher for the Suspended Group followed by the Average Group with the Awarded Group showing the lowest scores (Mean : S = 16.34, Av = 14.59, Aw = 14.23). This is indicative of the fact that the stress due to role isolation is experienced more by the Suspended Group in comparison to the Average Group and the Awarded Group. The t-ratios also revealed that Suspended Group were significantly higher on role isolation than the Average Group (t = 2.79, p<.01) and the Awarded Group (t = 3.10, p<.01).

13. **Impact of Group and Rank on Role Conflict-Intersender**

In the light of the objectives of the study, the following hypotheses were formulated:-

13(i) It is expected that Awarded, Suspended and Average Group policemen will differ on role conflict-intersender dimension of Role stress.

13(ii) It is expected that the Junior and Senior Rank policemen will differ on role conflict-intersender dimension of Role stress.

According to Ravikumar (1984) Role conflict-intersender refers to those situations wherein the role pressures from one oppose role pressures from others. Role
conflict may occur in police settings because police officers are often required to meet incompatible demands of individuals inside and outside the organization (Ellison, 2004). Khan and Bhandari (2006) reported that Junior Ranks are higher in Role conflict-intersender in comparison to Senior Ranks.

The application of 3x2 ANOVA revealed that the main effect of Rank was found to be significant, the F-value being \( F (1,162) = 6.04, p<.05 \). The mean scores on role conflict-intersender were found to be higher for the Senior Rank than the Junior Rank (Mean: 15.43 vs. 14.05). This is indicative of the fact that the stress due to role conflict-intersender is experienced more by the Senior Rank in comparison to the Junior Rank.

These findings may be explained as follows: Senior Rank functionaries are performing multiple demanding roles. Their job pressures, accountability towards the public, human rights activists, the media; and to the Senior officers in the organization, are far greater in comparison to the Junior Ranks.

14. Impact of Group and Rank on Role Conflict-Person

In the context of the objectives to examine the effect of Group and Rank on role conflict-person, the following hypotheses were formulated:-

14(i) It is expected that Awarded, Suspended and Average Group policemen will differ on role conflict-person dimension of Role stress.

14(ii) It is expected that the Junior and Senior Rank policemen will differ on role conflict-person dimension of Role stress.

The application of 3x2 ANOVA revealed that the main effect of Rank was found to be significant, the F-value being \( F (1,162) = 6.64, p<.05 \). The mean scores on role conflict-person were found to be higher for the Senior Rank than the Junior Rank (Mean: 15.40 vs. 14.06). This shows that the stress due to role conflict-person defined as incompatibility between the personal needs and values and the needs and demands of ones’ role (Ravikumar, 1984) is experienced more by the Senior Rank rather than the Junior Rank police functionaries. These results are in contrast to the findings of Khan and Bhandari (2006) who reported that Role conflict-person is higher in Junior Ranks in comparison to Senior Ranks.
Impact of Group and Rank on Resource Inadequacy

In the light of the objectives of the study, the following hypotheses were formulated:-

15(i) It is expected that Awarded, Suspended and Average Group policemen will differ on resource inadequacy dimension of Role stress.

15(ii) It is expected that the Junior and Senior Rank policemen will differ on resource inadequacy dimension of Role stress.

The application of 3x2 ANOVA revealed that the main effect of Rank emerged significant, \[F (1,162) = 8.34, p<.01\]. The mean resource inadequacy scores of Senior Ranks differed from the mean resource inadequacy scores of Junior Ranks with Senior Rank scoring higher on resource inadequacy than Junior Rank (Mean : 17.38 vs. 15.55). Hence, the stress due to resource inadequacy is experienced more by the Senior Rank than the Junior Rank.

The significant main effect of Rank is to be accepted and interpreted with caution because Group moderates the main effect of Rank. The interaction effect of Rank and Group emerged to be significant \[F (2,162) = 3.07, p<.05\]. In context of significant interaction effect of Group x Rank, the main effect of Rank loses its merit from the viewpoint of resource inadequacy.

In order to have more precise information about the role of Group and Rank in resource inadequacy, the mean scores for six different groups formed on the basis of Group x Rank were computed (Contingency Table-III). The mean resource inadequacy scores revealed the following significant information:-

In the Awarded Group (Mean: 17.32 vs 15.46) and in the Average Group (Mean: 18.36 vs 14.61) rank differences are marked with Senior Ranks experiencing more resource inadequacy in comparison to Junior Ranks. However, in the Suspended Group (Mean: 16.57 vs 16.46) rank differences are eliminated on resource inadequacy.

It is pertinent to note that in the Average Group and in Awarded Group, Senior Ranks are significantly higher on resource inadequacy, whereas in the Suspended
Group Junior Rank and Senior Rank do not show marked differences on resource inadequacy. The findings of this study hence, indicate the significant role of the combination of Group and Rank in resource inadequacy.

Hence, hypothesis 15(ii) is accepted and 15(i) is not supported.

16. Impact of Group and Rank on Adult Health Checklist

In the light of the objectives to examine the effect of Group and Rank on health complaints, the following hypotheses were formulated:

16(i) It is expected that Awarded, Suspended and Average Group policemen will differ on health complaints.

16(ii) It is expected that the Junior and Senior Rank policemen will differ on health complaints.

According to Khan (1988) tiredness, irritability, nervous exhaustion, digestive upsets, general weakness and debility, lack of concentration, loss of appetite and premature ageing were commonly reported by police functionary at lower and middle levels. Around middle age they become obese, suffer from degenerative diseases like hypertension, rheumatoid arthritis, cardiac problems and become sluggish. Around 50 years of age a comparatively larger percentage report atherosclerosis. There is strong evidence that other ranks and lower subordinates have low immunity, suffer from frequent colds, skin looks worn, take unbalanced diet, have poor absorption and do not possess radiant health.

Application of 3x2 ANOVA revealed that the main effects of Group and Rank was found to be insignificant. However, the two-way interaction effect of Group x Rank was found to be significant, the F- value being [F (2,162) = 4.77, p<.01], though the main effect of Group and Rank were insignificant.

In order to have more precise information about the role of Group and Rank on health complaints, scores of six different groups formed on the basis of Group x Rank were computed (Contingency Table-IV). A perusal of mean adult health checklist scores revealed the following significant information:
a) In the Awarded Group, Senior Ranks have more health complaints in comparison to Junior Ranks (Mean: 48.32 vs 35.64).

b) In the Suspended Group, Junior Ranks have more health complaints in comparison to Senior Ranks (Mean: 47.86 vs 36.54).

c) In the Average Group, the Senior Ranks have more health complaints in comparison to Junior Ranks (Mean: 43.61 vs 39.93).

Noteworthy is the finding that in the Awarded Group and the Average Group Senior Ranks have more health complaints, whereas in the Suspended Group Junior Ranks have more health complaints in comparison to Senior Ranks. The findings of this study clearly reveal that it is not Group or Rank per se but the combination of Group and Rank that affects health of police functionaries.

17. Impact of Group and Rank on State Anger

In the context of the objectives to examine the effect of Group and Rank on state anger, the following hypotheses were formulated:-

17(i) It is expected that Awarded, Suspended and Average Group policemen will differ on state anger.

17(ii) It is expected that the Junior and Senior Rank policemen will differ on state anger.

The application of 3x2 ANOVA revealed that the main effect of Group and Rank emerged significant, their F-values being \[F (2,162) = 4.45, p<.05\] and \[F (1,162) = 7.35, p<.01\].

An examination of the mean scores for state anger show that the Average Group is found to be higher on state anger, followed by the Awarded Group with the Suspended Group showing the lowest scores (Mean : Av = 12.91, Aw = 11.48, S = 11.04). The t-ratios revealed that Average Group was significantly higher than the Suspended Group (\(t = 2.53, p<.05\)) on state anger.

The perusal of the mean scores for state anger for Junior and Senior Ranks reveal that the mean scores for state anger were higher for Senior Rank than Junior
Rank (Mean : 12.54 vs. 11.08). The findings that Senior Rank police functionaries experience more state anger than Junior Rank police functionaries is explained as follows: Due to their greater administrative responsibilities, more accountability, greater media and public scrutiny, in anger provoking situations Senior Ranks are more likely to experience state anger in comparison to Junior Ranks.

Thus, both the hypotheses 17(i) and 17(ii) stand accepted.

18. Impact of Group and Rank on Trait Anger

Keeping in view the focal theme of the present study, the following hypotheses were formulated:-

18(i) It is expected that Awarded, Suspended and Average Group policemen will differ on trait anger.

18(ii) It is expected that the Junior and Senior Rank policemen will differ on trait anger.

The application of 3x2 ANOVA revealed that the main effect of Group and Rank was found to be significant, their F-values being \[ F (2,162) = 3.20, p<.05 \] and \[ F (1,162) = 6.97, p<.01 \].

The mean scores on trait anger were found to be higher for the Average Group followed by the Awarded Group with the Suspended Group showing the lowest scores (Mean : \( Av = 16.66, Aw = 15.09, S = 14.48 \)). This suggests that trait anger is higher in Average Group in comparison to the Awarded Group and the lowest in the Suspended Group. The t-ratio, however, revealed that only Average Group was significantly higher than the Suspended Group (\( t = 2.53, p<.05 \)) on trait anger.

The perusal of the mean scores for trait anger for Junior and Senior Ranks show that the mean scores for trait anger are higher for Senior Rank than Junior Rank (Mean : \( 16.37 \) vs. \( 14.45 \)). Senior Rank functionaries experience more trait anger than the Junior Rank which implies that anger proneness increases with rank. Hence, Senior Ranks experience more angry feelings when treated unfairly than Junior Ranks.

Thus, both the hypotheses 18(i) and 18(ii) stand accepted.
19. Impact of Group and Rank on Anger-In

In the light of the objectives of the study, the following hypotheses were formulated:-

19(i) It is expected that Awarded, Suspended and Average Group policemen will differ on anger-in.

19(ii) It is expected that the Junior and Senior Rank policemen will differ on anger-in.

Application of 3x2 ANOVA revealed that the two main effects of Group and Rank were insignificant. What is significant is the finding that the two-way interaction effect of Group x Rank was found to be significant, the F-value being [F (2,162) = 3.81, p<.05], though the main effect of Group and Rank were insignificant.

In order to have more precise information about the role of Group and Rank in anger-in, scores of six different groups formed on the basis of Group x Rank were computed (Contingency Table-V). A perusal of mean anger-in scores revealed the following significant information:-

a) In the Awarded Group, the Junior and the Senior Ranks are similar on anger-in (Mean: 12.57 vs 12.57).

b) In the Suspended Group, Junior Ranks score higher on anger-in than the Senior Ranks (Mean: 13.46 vs 12.61).

c) In the Average Group, Senior Ranks score higher on anger-in than the Junior Ranks (Mean: 14.29 vs 11.54).

Noteworthy is the finding that in the Average Group, Senior Ranks are significantly higher on anger-in, whereas in the Suspended Group Junior Ranks are slightly higher on anger-in in comparison to Senior Ranks. However, in the Awarded Group, Rank differences are eliminated on anger-in. The findings of this study clearly reveal the significant role of the combination of Group and Rank in anger-in.
20. **Impact of Group and Rank on Anger-Out**

In the light of the objectives of the study, the following hypotheses were formulated:-

20(i) It is expected that Awarded, Suspended and Average Group policemen will differ on anger-out.

20(ii) It is expected that the Junior and Senior Rank policemen will differ on anger-out.

The application of 3x2 ANOVA reveals that the main effects did not emerge significant. The two-way interaction effect of Group x Rank also emerged insignificant. Hence, the two hypotheses 20(i) and 20(ii) have not been supported.

21. **Impact of Group and Rank on Anger Control**

In the light of the objectives of the study, the following hypotheses were formulated:-

21(i) It is expected that Awarded, Suspended and Average Group policemen will differ on anger control.

21(ii) It is expected that the Junior and Senior Rank policemen will differ on anger control.

The application of 3x2 ANOVA reveals that the main effects of Group and Rank did not emerge significant. Also the two-way interaction effect of Group x Rank emerged insignificant. Hence, the two hypotheses 21(i) and 21(ii) have not been supported.

22. **Impact of Group and Rank on Anger Expression**

On the basis of the objectives of the study, the following hypotheses were formulated:-

22(i) It is expected that Awarded, Suspended and Average Group policemen will differ on anger expression.

22(ii) It is expected that the Junior and Senior Rank policemen will differ on anger expression.
The application of 3x2 ANOVA revealed that the main effect of Rank emerged significant, \[ F (1,162) = 5.45, p<.05 \]. The mean anger expression scores of Senior Ranks differed from the mean anger expression scores for Junior Rank with Senior Rank scoring higher on anger expression than Junior Rank (Mean : 17.98 vs 15.23). This means that anger expression is more in the Senior Rank in comparison to the Junior Rank police functionary. Hence, hypothesis 22(ii) is accepted.

The significant main effect of Rank is to be accepted and interpreted with caution because Group moderates the main effect of Rank. The interaction effect of Rank and Group emerged to be significant \[ F (2,162) = 3.64, p<.05 \]. In context of significant interaction effect of Group x Rank, the main effect of Rank loses its merit from the viewpoint of anger expression.

In order to have more specific information about the role of Group and Rank in anger expression, the mean scores for six different groups formed on the basis of Group x Rank were computed (Contingency Table-VI). The mean anger expression scores revealed the following significant information:-

a) In the Awarded Group, Junior and Senior Ranks are similar on anger expression (Mean : 15.32 vs 14.75).

b) In the Suspended Group, Senior Ranks show more anger expression in comparison to Junior Ranks (Mean : 18.00 vs 16.21).

c) In the Average Group, Senior Ranks show more anger expression in comparison to Junior Ranks (Mean : 21.18 vs 14.14).

It is relevant to note that in the Average Group and in the Suspended Group Senior Ranks score significantly higher on anger expression than Junior Ranks whereas rank differences on anger expression are eliminated in the Awarded Group.

The findings of this study hence, demonstrate the significant role of the combination of Group and Rank in anger expression.
23. **Impact of Group and Rank on Positive Affect**

Keeping in view the focal theme of the present study, the following hypotheses were formulated:-

23(i) It is expected that Awarded, Suspended and Average Group policemen will differ on positive affect.

23(ii) It is expected that the Junior and Senior Rank policemen will differ on positive affect.

The application of 3x2 ANOVA reveals that the main effects of Group and Rank did not emerge significant. Also the two-way interaction effect of Group x Rank emerged insignificant.

Hence, the two hypotheses 23(i) and 23(ii) have not been supported.

24. **Impact of Group and Rank on Negative Affect**

The following hypotheses were formulated from the viewpoint of the effect of Group and Rank on negative affect:-

24(i) It is expected that Awarded, Suspended and Average Group policemen will differ on negative affect.

24(ii) It is expected that the Junior and Senior Rank policemen will differ on negative affect.

Application of 3x2 ANOVA revealed that the two main effects of Group and Rank were insignificant. Hypotheses 24 (i) and (ii) are not supported. What is significant is the finding that the two-way interaction effect of Group x Rank was found to be significant, the F-value being \[F (2,162) = 5.90, p<.01\], though the main effect of Group and Rank were insignificant.

In order to have more precise information about the role of Group and Rank in negative affect, scores of six different groups formed on the basis of Group x Rank were computed (Contingency Table-VII). A perusal of mean negative affect scores revealed the following significant information:-
In the Awarded Group, the Junior and the Senior Ranks do not show marked
differences on negative affect (Mean : 13.21 vs 13.89).

In the Suspended Group, Junior Ranks score higher on negative affect than the
Senior Ranks (Mean: 15.93 vs 12.86).

In the Average Group, Senior Ranks score higher on negative affect than the
Junior Ranks (Mean : 17.11 vs 13.36).

Noteworthy is the finding that in the Average Group, Senior Ranks are
significantly higher on negative affect, whereas in the Suspended Group Junior Ranks
are higher on negative affect in comparison to Senior Ranks. However, in the
Awarded Group, the Junior and Senior Ranks do not show marked differences on
negative affect. The findings of this study clearly reveal the significant role of the
combination of Group and Rank in negative affect.

25. Impact of Group and Rank on Satisfaction with Life

On the basis of the objectives of the study, the following hypotheses were
formulated:

25(i) It is expected that Awarded, Suspended and Average Group policemen will
differ on life satisfaction.

25(ii) It is expected that the Junior and Senior Rank policemen will differ on life
satisfaction.

The application of 3x2 ANOVA revealed that the main effect of Group was
found to be significant, the F-value being [F (2,162) = 10.85, p<.01]. The mean
scores on satisfaction with life were found to be higher for the Awarded Group
followed by the Suspended Group with the Average Group showing the lowest
satisfaction with life scores (Mean : Aw = 29.07, S = 28.70, Av = 25.16). This is
indicates that satisfaction with life, the cognitive aspect of psychological well-being is
highest in the Awarded Group in comparison to the Suspended Group whereas, the
Average Group has the lowest life satisfaction scores. The t-ratio also revealed that
Awarded Group is significantly higher on life satisfaction than the Average Group
(t = 4.09, p<.01) while the Suspended Group is higher on life satisfaction than the Average Group (t = 3.43, p<.01).

Hence, hypothesis 25(i) is accepted and 25(ii) is not supported.

26. Impact of Group and Rank on Problem Solving

Keeping in view the focal theme of the present study, the following hypotheses were formulated:

26(i) It is expected that Awarded, Suspended and Average Group policemen will differ on the problem solving coping strategy.

26(ii) It is expected that the Junior and Senior Rank policemen will differ on the problem solving coping strategy.

The application of 3x2 ANOVA revealed that the main effect of Group was found to be significant, the F-value being \[F(2,162) = 10.00, p<.01\]. The mean scores on problem solving coping were found to be higher for the Awarded Group followed by the Suspended Group with the Average Group showing the lowest scores (Mean : Aw = 35.07, S = 33.18, Av = 29.89). This indicates that problem solving coping is higher in the Awarded Group followed by the Suspended Group and the lowest in the Average Group. The t-ratio also revealed that Awarded Group is significantly higher than the Average Group (t = 4.47, p<.01) on problem solving coping. Also the Suspended Group is higher than the Average Group (t = 2.55, p<.05) on problem solving coping.

Brough (2004) opined that police officers are required to cope with a variety of demands that differ depending upon an officer’s role, the department within which the officer works, type of shift worked, and other organizational and administrative factors. According to Moore (2000) when the stressor is perceived as controllable and changeable then a problem-oriented response is expected.

The findings of the study reveal that the two groups of police functionaries viz. the Awarded and the Suspended use more problem solving coping in comparison to the Average Group.

Hypothesis 26(i) stands accepted whereas hypothesis 26(ii) is not supported.
27. **Impact of Group and Rank on Cognitive Restructuring**

The following hypotheses were formulated from the viewpoint of the effect of Group and Rank on cognitive restructuring:

27(i) It is expected that Awarded, Suspended and Average Group policemen will differ on the cognitive restructuring coping strategy.

27(ii) It is expected that the Junior and Senior Rank policemen will differ on the cognitive restructuring coping strategy.

The application of 3x2 ANOVA revealed that the main effect of Group was found to be significant, the F-value being \[ F (2,162) = 3.71, p<.05 \]. The mean scores on cognitive restructuring were found to be higher for the Suspended Group followed by the Awarded Group with the Average Group showing the lowest scores (Mean : S = 32.34, Aw = 32.09, Av = 29.54) respectively. This is indicative of the fact that the cognitive restructuring coping strategy is used more frequently by the Suspended Group followed by Awarded Group and the least by the Average Group. The t-ratio also revealed that Suspended Group is significantly higher than the Average Group (\( t = 2.19, p<.05 \)) whereas the Awarded Group is higher on cognitive restructuring than the Average Group (\( t = 2.23, p<.05 \)).

Therefore, hypothesis 27(i) stands accepted. Hypothesis 27(ii) is not supported as the main effect of Rank is insignificant.

28. **Impact of Group and Rank on Express Emotion**

On the basis of the objectives of the study, the following hypotheses were formulated:

28(i) It is expected that Awarded, Suspended and Average Group policemen will differ on the express emotion coping strategy.

28(ii) It is expected that the Junior and Senior Rank policemen will differ on the express emotion coping strategy.
The application of 3x2 ANOVA reveals that the main effects of Group and Rank did not emerge significant. Also the two-way interaction effect of Group x Rank emerged insignificant. Hence, the two hypotheses 28(i) and 28(ii) have not been supported.

29. Impact of Group and Rank on Social Contact

On the basis of the objectives of the study, the following hypotheses were formulated:-

29(i) It is expected that Awarded, Suspended and Average Group policemen will differ on the social contact coping strategy.

29(ii) It is expected that the two Junior and Senior Rank policemen will differ on the social contact coping strategy.

The application of 3x2 ANOVA reveals that the main effects did not emerge significant. Also the two-way interaction effects emerged insignificant. Hence, the two hypotheses 29(i) and 29(ii) have not been supported.

30. Impact of Group and Rank on Problem Avoidance

Keeping in view the focal theme of the present study, the following hypotheses were formulated:-

30(i) It is expected that Awarded, Suspended and Average Group policemen will differ on the problem avoidance coping strategy.

30(ii) It is expected that the Junior and Senior Rank policemen will differ on the problem avoidance coping strategy.

The application of 3x2 ANOVA revealed that the main effect of Group was found to be significant, the F-value being \[ F (2,162) = 4.14, p<.05 \]. The mean scores on problem avoidance coping were found to be higher for the Suspended Group followed by the Awarded Group with the Average Group showing the lowest scores (Mean : S = 23.11, Aw = 20.80, Av = 20.38). This implies that the problem avoidance coping strategy is used more by the Suspended Group followed by Awarded Group and the least by the Average Group. The t-ratios also revealed that
Suspended Group is significantly higher on problem avoidance than the Awarded Group \((t = 2.24, \ p < .05)\) and the Average Group \((t = 2.74, \ p < .01)\). The findings of the study clearly show that the police functionary suspended from active police duties is coping with this stress by denying the problem of being under suspension.

According to Pasillas and Follette (2006) law enforcement officers experience a variety of stressors because of their police work responsibilities and use of avoidant coping was associated with higher levels of organizational stress.

Therefore, hypothesis 30 (i) stands accepted. Hypothesis 30 (ii) is not supported as the main effect of Rank is insignificant.

### 31. Impact of Group and Rank on Wishful Thinking

On the basis of the objectives of the study, the following hypotheses were formulated:-

31(i) It is expected that Awarded, Suspended and Average Group policemen will differ on the wishful thinking coping strategy.

31(ii) It is expected that the Junior and Senior Rank policemen will differ on the wishful thinking coping strategy.

The application of 3x2 ANOVA revealed that the main effect of Group was found to be significant, the F-value being \([F (2,162) = 3.87, \ p < .05]\). The mean scores on wishful thinking were found to be higher for the Suspended Group followed by the Awarded Group with the Average Group showing the lowest scores \((Mean : S = 26.02, \ Aw = 24.54, \ Av = 22.61)\). This is indicative of the fact that wishful thinking coping is accorded a higher value by the Suspended Group followed by Awarded Group and the lowest by the Average Group. The t-ratio also revealed that Suspended Group is significantly higher than the Average Group \((t = 2.84, \ p < .01)\) on wishful thinking coping.

The significant main effect of Group is to be accepted and interpreted with caution because Rank moderates the main effects of Group. The interaction effect of Group x Rank emerged to be significant \([F (2,162) = 3.36, \ p < .05]\). In context of significant interaction effect of Group and Rank, the main effect of Group loses its merit from the viewpoint of wishful thinking.
In order to have more specific information about the role of Group and Rank in wishful thinking, the mean scores for six different groups formed on the basis of Group x Rank were computed (Contingency Table-VIII). The mean wishful thinking scores revealed the following significant information:-

a) In the Awarded Group, Senior Ranks are higher on wishful thinking in comparison to Junior Ranks (Mean: 26.50 vs 22.57).

b) In the Suspended Group, Junior Ranks are higher on wishful thinking in comparison to Senior Ranks (Mean: 26.82 vs 25.21).

c) In the Average Group also Junior Ranks are higher on wishful thinking in comparison to Senior Ranks (Mean: 23.39 vs 21.82).

It is significant to note that in the Awarded Group Senior Ranks are higher on wishful thinking whereas in the Suspended and Average Groups, Junior Ranks are higher on wishful thinking in comparison to Senior Ranks. The findings of this study hence, demonstrate the significant role of the combination of Group and Rank in wishful thinking.

Hence, hypothesis 31(i) is accepted and hypothesis 31(ii) is not supported.

32. Impact of Group and Rank on Self Criticism

In the light of the objectives of the study, the following hypotheses were formulated:-

32(i) It is expected that Awarded, Suspended and Average Group policemen will differ on the self criticism coping strategy.

32(ii) It is expected that the Junior and Senior Rank policemen will differ on the self criticism coping strategy.

The application of 3x2 ANOVA reveals that the main effects of Group and Rank did not emerge significant. Also the two-way interaction effect of Group x Rank emerged insignificant. Hence, the two hypotheses 32(i) and 32(ii) have not been supported.
33. Impact of Group and Rank on Social Withdrawal

On the basis of the objectives of the study, the following hypotheses were formulated:

33(i) It is expected that Awarded, Suspended and Average Group policemen will differ on the social withdrawal coping strategy.

33(ii) It is expected that the Junior and Senior Rank policemen will differ on the social withdrawal coping strategy.

The application of 3x2 ANOVA reveals that the main effects of Group and Rank did not emerge significant. Also the two-way interaction effect of Group x Rank emerged insignificant. Hence, the two hypotheses 33(i) and 33(ii) have not been supported.

CONCLUSION

Researchers continue to speculate on the importance that culture plays in the everyday functioning of police functionaries. Western research studies have highlighted the complexity of police sub-culture and criticized the monolithic model. Recent research findings have noted that rank and style impact upon police sub-culture. Modern styles of policing have changed worldwide and the police sub-culture is also reflecting this change especially with the advent of community oriented policing. The current research endeavour therefore was an attempt to understand the Indian police sub-culture.

The present investigation was carried out with the aim of studying police sub-culture, stress and psychological well-being. The impact of Group i.e. Awarded, Suspended and Average and Rank viz. Junior and Senior was examined on police sub-culture, stress, health, anger and psychological well-being of functionaries. The results of the study reveal that Awarded, Suspended and Average police functionaries differ significantly on Crime control, Service, role shrinkage, role isolation, state and trait anger, satisfaction with life and the Coping strategies of problem solving, cognitive restructuring and problem avoidance. Noteworthy is the finding that Rank as an independent variable has not only emerged as a significant determinant of the
role stressors of role conflict-intersender, role conflict-person, resource inadequacy; experience of anger viz. state anger, trait anger and anger expression, it also moderated the impact of Group.

Policing is a highly stressful job. Stress leads to varied psychological disturbances. Management of stress is necessary both at the individual and organizational levels. In order to plan effective techniques for managing stress in police functionaries, it is not only important that we understand the behaviour of the police functionaries but also focus on the unique sub-culture in which they live and work. The findings of this research endeavour are therefore meaningful in the context of understanding the Indian police sub-culture, role stressors of policemen, their physical and psychological well-being.