Law enforcement system occupies a unique position in our society and across the globe. Democracies are heavily dependent upon the police to maintain the order necessary to make a free society possible. The police detects, fights and controls the enemies (both the visible and also invisible) of the public and society at large (Philip, 1996). As such police personnel face dangerous situations as part of their daily routine. The strength of a democracy and the quality of life enjoyed by its citizens are determined in large measure by the ability of the police to discharge their duties.

No society can progress amidst lawlessness. One cannot visualize the existence of society in the absence of police, as maintenance of peace and order is the key to the development of all social, political, religious and economic functions of any democratic setup. Hence, it is an essential service. Although policing is a very vital aspect for the existence of a society yet the police force as a whole is the target of criticism by all and sundry, including intellectuals, jurists, social activists, media, politicians and citizens.

According to Klockars (1985) police are institutions or individuals given the general right to use coercive force by the state within the state’s domestic territory. This definition does, however, not convey the act of policing. Police are not only concerned with illegal actions where coercive power is necessary, but also with other activities for the prevention of dangers such as holding people back or resolving disputes. According to Crawford, Lister, Blackburn & Burnett (2005) Policing is an “intentional action involving the conscious exercise of power or authority that is directed towards rule enforcement, the promotion of order or assurances of safety”.

In the Indian context, it is indeed quite surprising that there is no definition of the police in the fundamental enactments concerning the police force including the main Act of the statute book that is the Police Act, 1861. However, the powers and duties of police officers/policemen are described at length in the Police Act, 1861 and the Rules framed thereunder. As per the Haryana Police Act, 2007, the term “police officers” is defined in Section 2 (j) as follows: Any member of the police service of the State constituted under this Act and includes Indian Police Service (IPS) officers of the state cadre.
Twenty first century poses new challenges to Indian police. Terrorism, cyber crime, extremism are trends in policing for which police need to be well prepared and equipped to meet these challenges. Today, there is a dire need to make the police more professional, efficient, accountable, people friendly and sensitive to societal requirements. Present study is an endeavour to understand the police sub-culture, role stress, health and psychological well-being of police functionaries. Specifically, it aims to study the impact of Group (Awarded, Suspended and Average) and Rank on police sub-culture, dimensions of role stress, health, indicators of psychological well-being viz., anger, positive and negative affect, satisfaction with life and the coping strategies used by policemen to cope with the stressors of policing.

HISTORY

The Indian Police, before 1861, was more or less amorphous as an organization. State officials and private persons were vested with the powers of policing, unlike the ubiquitous, regularly-organized and legally-controlled force of today. Big landlords maintained peace in their respective areas. In a village, the village headman was responsible and he was helped by the village watchmen, the executive police. Earlier references to the police system are found in the laws of Manu – the king. His chief duty was to restrain violence and punish the evildoers and all the subjects of the king were to assist him in this. For heinous crimes, Manu prescribes harsher punishment in Manusmriti such as the death sentence or banishment or the confiscation of moveable or immovable property.

Later, in Kautilya’s Arthasastra, there are fascinating details of nine kinds of spies and their specific uses under different circumstances. The provision of rural police for 10 villages, 200 villages and 400 villages is mentioned. These rural units were termed Sangrahanas, Khavatikas and Dronamukhas. Megasthenes, the ambassador of Seleukos, residing at Pataliputra, indirectly confirms this account with a description which shows that the Mauryan Empire had developed a highly organized police and bureaucratic administration including the secret-service system. Megasthenes’ description about cities and their life shows that at the head, there was the town prefect known as the nagraka and also called purapala. He had under him dandanayaka who preserved law and order. He mentions that the police (watchmen) were sometimes harsh and oppressive. Gramani was another person who combined
the police and magisterial functions. Gopas, the petty officials, kept a careful check on the movement and activities of all inhabitants of the cities. These gopas maintained registers and collected information about births, deaths, visitors, strangers’ visits and important developments in the cities. Terms, such as nagarpala (one who protects the nagar or city) and suchaka (one who gives information) are suggestive of the present-day policeman to some extent.

In ancient Sanskrit classics, e.g., the Ramayana (Valmiki), the Mritchhakatikam (Sudrak), the Sakuntalam (Kalidasa), a mention of the “people patrolling the lanes, armed with lathis”, the investigation of a case, involving the loss of a diamond ring and the spies collecting information, is made. The concept of police brutality is apparent from the word danda, meaning a stick, which expresses coercion, force and punishment. During the Ashokan period (third century B.C.), dharma was the basis of law, and crime vis-à-vis punishment was looked upon as the cause and the effect. During the Gupta period and around the seventh century, punishments were harsher, torture and mutilation being common. Hieun Tsang, the Chinese traveler who visited India during the Gupta period gives details of robberies and murders and of the looting of trading caravans. The duties of policemen as watchmen, keeping track of bandits and manning the secret service wing, are also mentioned indirectly (Basham, 1963). Interestingly various forms of torture are also enumerated to elicit information during interrogation. Light torture was prescribed for women, but Brahmans, children, the aged, the sick and pregnant women were not to be subjected even to this light ordeal.

Detailed accounts of a well developed police system are available from the Mughal times, that is, the Sixteenth Century. The Mughals adopted a system of subedar, faujdar and thanedar. At the provincial level the principal officer was the governor, called sipah salar under Akbar and popularly known as subedar. He looked after the maintenance of peace and dispensation of justice. The faujdar, the administrative head of the district, was appointed by the emperor but was under the supervision and guidance of the subedar. The faujdar acted as the local army officer besides being the chief of the police. The thanedar was the officer in charge of a police station under the supervision of the faujdar. The term thanedar is still in use in Indian police. Today’s thanedar investigates ordinary cases of crime, but in the Mughal era, ordinary crimes were settled by the local people. One Mughal official,
the kotwal, performed duties similar to the police commissioners during the British rule in Bombay, Calcutta and Madras. The kotwals were not provincial officers, but were appointed by the central government in the provincial capitals and other important cities, and performed a number of executive and ministerial duties. The kotwal, through his assistants, kept a trustworthy person in every street, lane, bazaar and ford of the river to gather information about everything that went on, whether good or bad. The kotwals held a powerful position and maintained a tight grip on the goings-on in the city.

Punishments were very harsh, such as flaying alive, the cutting of the nose, the ears and the forearms, executing with a sword, trampling by an elephant and mutilation. According to Jaffar (1972), "punishments inflicted were rather severe, too severe to stand comparison with those meted out in these days but were best suited to those times in that they served as effective deterrents. During Akbar’s period, feet were cut for taking away forcibly the shoes of another person. During Jahangir’s period, the Governor’s servants took away some plants from the Royal gardens. Both the thumbs of the accused were chopped off" (Tuzuk, 1972).

When the British took over the government of the provinces in the late eighteenth century and early nineteenth century, they adopted the system of administration that they found in each locality and made as few changes as possible. The history of the police in British India prior to 1860 was largely a series of experiments with the old system of faujdars and the introduction of new systems such as the appointment of a superintendent of police in 1808 in Bengal. The Police Act, 1861 was modeled on the Irish police rather than the British and was a major step in streamlining police organizations and their activities. Indeed, the model of policing developed in nineteenth century Ireland – a centralized force organized and trained on military lines – became a model for colonial police forces in the British Empire (Smyth, 2002).

The Police Act, 1861 replaced the innumerable forces with organized, disciplined and supervised provincial forces. A civil police force, organized on provincial basis, headed by an inspector-general of police, was formed in every part of the country. Some of its basic principles included the police to be subject to the civil government and not the military; the organization and discipline of the police to
be similar to the Indian army; the interior economy to be in the hands of police officers; and the village police to be used only for information collection and to perform no executive duties.

The Act laid out the functions of the force, prevention and detection of crime, maintenance of peace and the escorting and guarding of prisoners and treasure. In the new scheme of things, the darogah was replaced by the Station House Officer.

The organization of policing in 1861 was a step forward but it was not able to counter the lawlessness in the way the Metropolitan police succeeded in England. By the beginning of the twentieth century, the Indian police was in trouble. Decades of inefficient operation, poor leadership, rampant corruption and brutality and incompetent investigation and prosecution of crime had earned the force the contempt and derision of all levels of the Indian society and made it an embarrassment for the British administrators (Campion, 2003). In 1902, the Viceroy Lord Curzon convened a commission to scrutinize the Police system. The Commission went into the issues of the wages and the working conditions of the policemen. The report blamed the corruption in the subordinate ranks; the Commission blamed the less-than-a-living-wage paid to the Indian constables for decades. It insisted that even the most honest and upright constable or sub-inspector with a family to support would sooner or later give in to temptation and accept the benefits of petty bribery and other forms of corruption for which he had already been assigned guilty in the public mind (Indian Police Commission, 1903).

After the report of the Police Commission, a new rank of deputy superintendent of police was established. It was reserved for experienced and able Indian inspectors and qualified Indian men recruited directly from the local population. The deputy superintendents were to work alongside assistant superintendents, newly arrived from Britain and the two ranks had similar job descriptions: to assist the district superintendent of police. In practice, however, the deputies—owing to their long experience in the police and their local knowledge—served as administrative workhorses of the district police office, shouldering much of the paperwork, especially translation duties (Campion, 2003). The assistant served more in a learning capacity and was rotated through the various duties of the superintendent, under his instruction, to develop him into an officer capable of shouldering the duties of a police chief in the districts, a practice that has continued to date.
The rising nationalism of the 1920s (Non Cooperation Movement) and 1930s (Civil Disobedience Movement) saw a relationship of hostility and confrontation emerging between the police and the people. So much so, many police stations were subjected to an economic boycott. This tactic was particularly effective given the dependence of the police on the local community for the procurement of supplies. However, as the Indian independence struggle gathered momentum, crushing the freedom movement became the main objective of the British rulers for which they relied on the strength of the police force. In the process, law and order functions came to occupy centre stage among police duties, at the cost of the prevention and detection of crime. At the time of independence in 1947, no restructuring and reorganization of the department could be effect ed, although it offered a historic opportunity to do so. Large-scale violence broke out, which became a top priority and left little time for reform. Under the scheme of the Government of India Act, 1935, the Indian leadership already had a fair experience of working and leading this policing system; they continued with the same arrangement for a free nation. The only sign of change was at the top: the replacement of the British officers with Indian officers. The officers leading the force were drawn from the army and the force followed similar regimentation. The changes that should have come with independence did not happen.

The imprints of this past remain firmly etched not only on the body of the organization but also on its soul which is the culture and ethos of the police. Many of the problems of the present-day Indian Police, for example, poor relation with the public and indifference to their interests and unquestioning loyalty to the ruling establishment (Dhillon, 1998) have their roots in the organization’s colonial past and can only be fully understood in relation to that legacy.

ORGANIZATIONAL STRUCTURE AND FIELD ESTABLISHMENT

The criminal justice system is largely uniform across the country. The basic criminal laws that define criminal behavior, prescribe police procedures and guide evidence presentation in the courts are the same across the country. The Indian Penal Code, Code of Criminal Procedure and Indian Evidence Act form the basic legal system for police operations and apply everywhere in India except Jammu and Kashmir. Similarly, the laws governing the structure of the police organization, training of officers, and even the administrative forms and rules are virtually uniform across the country.
The Police Act of 1861 governs policing in the country and the administrative structure established by the British has continued unchanged to the present period. All states have their own police organization that is headed by a Director General belonging to the Indian Police Service (IPS) which is a federally recruited body. The IPS forms the apex of the hierarchy in the police system and all ranks from the Superintendent upwards are filled by its members except those in para-military forces and central police organisations. Although, IPS officers are federally recruited, they are allotted a State cadre where they serve for most part of their career.

According to Section 3 of The Police Act, 1861, States are divided territorially into administrative units known as districts. An officer of the rank of Superintendent of Police heads the district police force. A group of districts form a range, which is looked after by an officer of the rank of Deputy Inspector General of Police. Some states have zones comprising two or more ranges, under the charge of an officer of the rank of an Inspector General of Police.

All the States are divided into ranges and districts, both again headed by IPS officers. The districts are subdivided into police station jurisdictions and a typical police station will have an inspector or sub-inspector as station officer-in-charge of other investigators and constables for patrolling and general duties. Under the law, a constable has no investigatory role to play and has largely been confined to beat patrolling, escort duties and to assist the investigating officers. Since constables form the bulk of personnel, the major responsibility falls upon sub-inspectors who do most of the paper work and investigation of cases. The typical strength of a police station is around six to eight investigating officers and 16-18 constables. Usually, only a few of the officers are armed though many police stations have an armed unit of four to five constables who are from the armed wing of the force and restricted to patrolling and escort duties (Verma & Gavirneni 2006).

Every State also has a distinct language and the bulk of police work is done in the vernacular language. Nevertheless, all administrative forms and procedures are comparable. The numbers of police personnel vary considerably amongst the States since the populations too vary similarly. For instance, the State of Uttar Pradesh has a population of 160.7 million with 131,950 numbers of police officers. On the other hand the mountainous State of Sikkim has only 1908 number of police personnel for a population of around 0.51 million (National Crime Record Bureau, 2000).
There are considerable restrictions upon the discretion exercised by the police officers. Although, they may arrest a suspect without warrant but every arrested person has to be produced before a judicial magistrate within 24 hours. Commonly, the police cannot search any premises without a warrant obtained from a magistrate. However, in practice the officers claiming emergency situation can search and arrest any person (Verma, 1997).

Further, the case load of investigating officers is considerable. They handle all work from the registration of the criminal complaint to the collection of evidence, recording witness statements, preparing the case for Court trial and maintaining related paperwork. Besides all this they are also responsible for the upkeep of police station records, collection of intelligence and maintaining cordial relations with the citizens. The performance of police department to a large extent is determined by their work (Verma & Gavirneni 2006).

**DUTIES AND RESPONSIBILITIES OF THE POLICE**

The Police Act of 1861 laid down the following duties for the police officers as follows:

i. Obey and execute all orders and warrants lawfully issued by any competent authority;

ii. Collect and communicate intelligence affecting the public peace;

iii. Prevent commission of offences and public nuisances;

iv. Detect and bring offenders to justice; and

v. Apprehend all persons whom he is legally authorized to apprehend and for whose apprehension sufficient ground exists.

**POLICE FUNCTIONS**

The role, duties, powers and responsibilities of the police have been elaborated in the second report of National Police Commission (1977-81) as promotion and preservation of public order; investigation of crime and where appropriate, apprehending the offenders and participation in subsequent legal proceedings connected therewith; identification of problems and situations that are likely to result
in the commission of crime; reduction of opportunities for the commission of crimes through preventive patrol and other appropriate police measures; aiding and cooperating with other relevant agencies in implementing other appropriate measures for the prevention of crimes; creation and maintenance of a feeling of security in the community; aiding individuals who are in danger of physical harm; facilitating the movement of the public and vehicles; counseling, resolution of conflicts and promotion of amity; providing of other appropriate services in an emergency and affording relief to people in a distress situation; collection of intelligence relating to matters affecting public peace and crimes in general including social and economic offences, national integrity and security; and performance of such other duties as may be enjoined on them by law for the time being in force.

The role of police in any given society is not defined clearly and officers are asked to provide a variety of functions (Walker and Katz, 2000). Many of these tasks like crime prevention, order maintenance and law enforcement are difficult to enumerate and assess. There is also the problem of role conflict amongst police officers, politicians and citizens as to which is more important. However, questions about police performance always persist. In India, crime and law and order issues are always at the forefront of news media. The growing insecurity and rise in violent crimes (National Crime Record Bureau, 2000) especially in the States like UP and Bihar where lawlessness is common are always raising questions about police competency. Furthermore, crime is always newsworthy and a means of putting the government or ruling party on the defensive and it has become a common phenomenon of highlighting few of the serious, violent crimes and portraying that the police performance is not up to the mark.

A significant portion of police department’s financial and human resources have been invested on solving violent crimes and reducing response time to crime scenes. Also, the performance of each police officer and police department has been evaluated, based on reduction and clearance of crime, especially violent crimes (Schafer, 2000).

Broadly, the duties performed by the police fall into three general functions-law enforcement, maintenance of order and services. However, these functions have positive and negative relationship between the police and public. The maintenance of
the public order, where the police does not need or expect public co-operation and goodwill, is the one that usually leads to antagonistic relationship and bitterness between them and the community. The law enforcement and services functions of the police however involve preventing and prosecuting crimes, such as murder, theft and assault and waging a constant battle against professional criminals who seek to victimize the overwhelmingly law-abiding population; these functions presuppose an amicable relationship between the police and the people (Campion, 2003). In this sense, the constable as a public servant enforces people’s law and works in partnership with the community for the good of the common welfare (Campion, 2003). The role of the police to protect life and property, however, comes with many challenges such as fighting and preventing of crime (Agolla, 2009). Traditionally emphases have been laid on the importance of law enforcement (Paoline, 2003). Moon and Hwang (2004), stated that the motivations for becoming police officers among police cadets, was a “chance to fight crime” and for this reason they selected policing as their career.

**ACTUAL POLICE FUNCTIONING**

There are several discrepancies in the police functioning which erode its faith among the masses. Handling of registration of First Information Reports (FIRs) in police stations is a serious malady (Singh & Singh, 2008). According to Section 154 of Criminal Procedure Code, registration of an F.I.R is mandatory under law however a common citizen finds it very difficult to lodge an F.I.R. Even more startling is the recent Nithari episode in Uttar Pradesh. Though as many as 38 children went missing over a period of thirty months yet so insensitive was the police that they were not prepared to lodge the FIR despite the consistent complaints of the parents of the missing children (Singh & Singh, 2008). At times, there is no registration and the police resorts to evading registering of crime due to fear of superior authority.

Verma & Gavirmeni (2006) through a study tried to develop a method for measuring police efficiency by applying the technique of Data Envelopment Analysis (DEA), a comparative or relative efficiency measuring mechanism to police-work-related data from India. They measured the performances of State police units in India and the results of the DEA analysis showed that the states of Bihar, Gujarat and Orissa have a poor police image in the country. Gujarat has been a volatile state since
the seventies and has been rocked by mass violence a number of times. There were serious communal riots in Gujarat recently that led to the killings of many people and the police failed to give protection and failed to prosecute the guilty. Bihar state has a large number of elected representatives who are involved in serious criminal cases and the police is seen as helpless in providing basic security to the people (Dhillon, 2005).

Likewise, there are certain glaring examples which portray police brutality such as the merciless lathi charge on the empty handed Honda workers in Gurgaon on 25 July, 2005 which was highlighted by several T.V. channels and it telecasted the police highhandedness live. These are instances of police bestiality. Moreover, Custodial crimes, including rapes, murders etc. are a routine phenomenon for the police in India. For want of sincerity and sensitivity on the part of police not only the law and order situation has suffered but also the overall performance of police has come under severe fire (Singh & Singh, 2008).

Police face many challenges in the modern era as crime has taken a new face in recent times. Crimes like the drugs, illegal human trafficking, wildlife crimes, intellectual property, financial frauds and cyber crimes have international implications. The era of globalization has not only increased the reach and opportunities for organized crime but has lead to coming together of their networks and resources. Thus focus of police in future shall be on the international crime and perhaps may also be defined by it (Choudhary, 2009).

Although other institutions and the economy have been rapidly integrating into the world system yet the Indian police have failed to keep pace with the rapid changes. Even police forces throughout the world are currently being asked to respond to an ever growing list of new demands and responsibilities. Thus the Indian police has no choice but to embrace the much needed changes.

Today, police is also change oriented. According to Choudhary (2009) recently police has started outsourcing its own duties in the following ways such as:
constitution of village defence committees for prevention of crime, development and constitution of neighbourhood watch and ward machinery for collection of Intelligence, licensing to private security firms for providing security to public sector undertaking and private entrepreneurs etc., outsourcing the police like hiring of
private detectives and civilian staff for surveillance, transportation and other police tasks.

**PUBLIC IMAGE OF THE POLICE**

Significant attention has been given to citizens’ attitudes and perceptions toward police and satisfaction with police (Sims et al., 2002; Reisig and Parks, 2000). According to Khan & Bhandari (2006) the vital need of every changing society is a policeman who acts not only as an efficient legal instrument but also an understanding human being sensitive to the needs of the new environment. But when the actual conduct of policeman is observed many of its facets shake our confidence in police and their role in the biggest democracy of the world.

Social scientists have viewed the concept of image from several angles. The police image is not a fixed and tangible object that can be erected as a visible monument to police service. Instead it is the image that each member of the public visualizes, real or imagined, as being, ‘the police’. Because of this, the police image is many things to many people and it is a changing image that can be buffeted by a hostile press, tarnished by dishonest members, dulled by inefficiency and enhanced by professional members of integrity (Haldane, 1979). In India for a variety of reasons, some of which are historical, the image of the police is poor and sullied. The very mention of the police evokes fear in the minds of the people. It is quite unfortunate that custodians of law and order have such an image and reputation, which has been acquired over the years.

Police public attitudes are reflected in three ways: Attitude of police toward the public, Attitude of public toward the police, and Interaction between police and the public.

The police force today is saddled with the several problems relating to its image and functioning. Perhaps it has been compounded by its inability to keep pace with the ever changing times. Rao (1991) highlighted the highly negative image of the police which the mind of the public harbours. The police according to Rao are viewed with distrust, and considered to be unscrupulous, ignorant, uncultured and corrupt. Marwah (1994) articulated that in the face of mounting violence and crime in many parts of the country, police performance is under severe public criticism.
According to Khan & Bhandari (2006) a police officer is specially trained to act independently when dealing with a problem out on the street but within his own department he is expected to suddenly become a mere cog in a machine. Lower ranking officers have no say in administrative matters affecting their transfers, changes in shifts, and other administrative matters affecting their job and life. By and large, police has been regarded as a servant of the rich and powerful and not as a protector of the weak and the poor. It is used and misused by the executive for all sorts of job.

POLICE-PUBLIC INTERACTIONS AND IMAGE

The police view of public has also been more dim than bright. Murty et al. (1990) studied the image of police in Black Atlanta communities of U.S.A. They observed that generally the police were rated as very high on toughness and very low on dumbness. Majority of the respondents expressed an overall positive image of the police. Older, married white-collar, highly educated and employed respondents had a more positive image of the police than younger, single, blue-collar, low educated and unemployed respondents. Again those who had negative contact with police officers themselves had a more negative image of police than did those with no such contacts.

According to Malik (2004) the pressure on police is too much as the police has to deal with well organized multifarious groups of anti-social elements who are equipped with sophisticated arms and the modern gadgets and are capable of undertaking highly organized campaigns with agents in the print and electronic media. On the other hand, the public expects the police to perform its duties effectively through democratic, legal and just methods, without prejudices to cast and community and, in the process, showing full respect to the human rights guaranteed under the Constitutions.

EXISTING IMAGE

Even after years of independence, police image has not changed much. The Fifth Report of National Police Commission (1977) had concluded that police partiality, corruption, brutality and failure to register cognizable offences are the most important factors responsible for the unsatisfactory state of police-public relations; that police do in fact harass even those who try to help them; that there is a certain degree of ambivalence in people’s views about police efficiency; by and large they do
not think the police are inefficient and that a change in the style of police functioning is what they desire foremost; and that those who have interacted with the police have a slightly better opinion of it than those whose opinions are based on what they have heard.

Ainsworth (1995) opines that interactions between the police and public are fraught with potential difficulties and dangers. Many members of the public have a stereotyped image of the police officers. ‘Political interference is seen by the public as a major factor contributing to the poor image of the police and manifests itself in the misuse and abuse of police powers and disregard of the law by the police (National Police Commission Report, 1981).

The Institute for Development and Communication, (Kumar, 1999) conducted a survey on the police and the community. Their major findings were that the police is viewed as a protector of the community and national security yet it is a violator of individual rights. A majority of the policemen admitted that they have a negative public image; however, their self-image remained high as they maintained that the public was not appreciative of the conditions they worked in. A majority of the policemen and community members regarded the policeman as a law enforcer rather than a person in community service. Low rank policemen were more inclined towards the use of coercive methods. High ranks showed their preference for democratic and participative functioning. Further, lower ranks were found to be high on the exploitative mode with the middle ranks more dependent on the authoritarian style.

Zukauskas, Dapsys, Jasmontaite & Susinskas (2001) found in their study on 127 Lithuania police, that 69% of police officers perceived that the mass media portrayed the police as ineffective, i.e. that mass media forms a negative opinion of society towards police. Although public perceptions of the police may have improved after several reforms were introduced beginning in the 1990s, yet there has been documentation of lingering negative attitudes toward the police (Moon, 2004).

Khan & Bhandari (2006) opine that police perform not only crime prevention and detection in their role, but also perform many service functions, for example, giving directions, taking sick people to hospitals, mediating family disputes, and so on. These do not necessarily result in a crime or in arrests. The service aspect of the police role is yet another function by which the public judges the police.
Moon & Zager (2007) in a study on 434 Korean police officers examined the effects of individual factors, organizational factors and beat characteristic variables on officers’ attitudes toward citizen support. It was found that the seniority and the level of the police department were significantly related to officers’ attitudes toward citizen support. Senior officers were more likely to have positive attitudes toward citizen support. The study found that a majority of Korean police officers perceived that citizens do not support the police. These findings suggest that distrust and antagonism between the police and citizens was deep-rooted in the minds of the Korean police.

Many people believe that the police at times shield criminals, refuse to register complaints, fabricate false cases against innocent victims and frequently resort to illegal detentions at police stations (Singh & Singh, 2008).

According to Choudhary (2009) a serious role conflict always exists in policing more specifically between ideals of crime control and ideals of due process. Limitations in our criminal justice system hamper efficient and effective functioning of police and there also prevails an attitude in the society which judges the police effectiveness on the basis of achievement of goals and its outcomes. The situation becomes more complex as the prevailing core police sub-culture makes police officers think that there are only little fighters, no one else understands them, they are loyal to each other, they can fight crime only by bending the rules and that public is by and large too demanding and unsupportive. Further, police resorts to extra judicial methods during investigation as there are inadequacies in the relevant legislations, increase and changing nature of the crime, too much expectations of the public from the police. Thus, police today is viewed as beleaguered institution which has lost a clear sense of identity.

PROBLEMS FACED BY POLICE

The politicization of the police is now a commonly accepted phenomenon and is a major problem faced by police functionaries. There is no police organization any where in the world where politicians do not interfere in management decisions (Brewer, Guelke, Hume, Browne and Wilford, 1996). Although, India today is the world’s largest democracy, the police in India are still imbued with a ruler-supportive ethic-one that encourages the police to do the bidding of the political leadership rather than to stand as impartial guardians of the people’s democratic rights (Dhillon, 1998).
On many occasions the decision to arrest is made on political considerations rather than as a means to deal with the crime phenomenon (Raghavan, 1999; Singh, 1999). Officers complain and media highlights the growing day-to-day political interference in the work of police officers. Large scale transfers and postings of officers of all ranks and the inability of the police leadership to discipline officers who are politically connected all present evidence of a police department that is ruled by political expediency rather than any established procedures and norms (Verma, 2000).

The officers exhibit perceptible decline in morale, commitment and efficiency after a few years of service, give in to the politicians after a few transfers and become cynical (Jalan, 2005). According to him the tackling of morale or ‘motivational issue’ at the higher level of the civil services is the most critical issue. According to Choudhary (2009) political interference in the functioning of the police has become an accepted norm. They have become virtually silent spectators, if not active collaborators, in the serving of personal interests of politicians in power, above the interests of the people. Lack of functional autonomy and absence of an environment that encourages living up to ideals pushes a police officer towards a state of apathy. Simultaneously, absence of direct accountability to people pulls them towards corrupt practices.

There are several problems faced by police functionaries. Deb, Chakraborty, Chatterjee & Srivastava (2005) found in a study on Kolkatta traffic police that the major problems faced by them while discharging their responsibilities were anxiety due to tense situation 62.5%, followed by unnecessary case pressures 44.6%, political pressure and interference 42.8%, lack of manpower 41.1%, pressure from discharging duties 32.14%, non-cooperation from the public 30.36%, lack of infrastructure 26.8% and non-cooperation from higher authorities 17.9%.

The police departments are also poorly funded. The majority of funds are for salaries and there is no system of overtime payments. Generally, all material acquisitions have to be procured by seeking government grants tailored to a specific need and only a limited amount is provided for general maintenance of vehicles, buildings, communication equipment and uniform. There are regional differences in resources and working conditions but the system is uniform and police functions, responsibilities, organization and training remain comparable across different States (Verma & Gavirnien 2006).
Moreover, human rights of police officers are at times infringed. According to Tandon (2007), police officers are Government servants who are, in principle, entitled to the same human rights as any other citizen. They do not give up their basic rights by signing up to the police services. Humane conditions of work are the key to efficient and effective working of the policemen. However, the overall work environment of police, particularly of subordinates and middle rank officers is dehumanizing and deintellectualizing. Ironically, the police personnel who are obliged to protect and uphold the human rights of others are themselves the victims of the violation of their human rights in the form of undue long working hours, leave problems, denial of family life, denial of social life, delayed promotions, inadequate infrastructure, poor salaries etc. Securing their human rights will undoubtedly enable them to protect, help and reassure the citizens in a better way.

Thus, police officers suffer from a vide variety of work-related problems. The service conditions of the police persons, especially those of the Constabulary are poor and unsatisfactory. According to Malik (2004), constables are junior most officials and are the most important link in the police chain. The police can never succeed if they are not educated, intelligent and properly trained to discharge their duties sincerely. The British expected of them only to protect them and their property. The result was that though the number of policemen multiplied, their educational and training standards and public dealings remained more or less the same.

The average working hours of a police person are much more than other government servants. A policeman often has 24-hour workday and hardly gets any time for his family, which affects his work profile and efficiency. Moreover, they get limited number of holidays and they are seldom permitted to avail them as per their familial requirements. The leave utilization analysis showed that police personnel utilized only 52 percent of the total leave entitlements compared to 95 percent for a normal government employee (Singh & Singh, 2008).

Besides, the pay and allowances of the constabulary are very meager and the speedy increase in inflation rate has made their position more deplorable. Further, inadequate chances of promotion and overwork in the department due to shortage of staff also add to their frustration and anger as the environment in which the police is working is not congenial. The constabulary, which constitutes 80 percent of the
country’s total police force, is ill-equipped and poorly paid. It adversely affects their behaviour, which boomerangs in their dealings with the common people and ultimately mars their overall performance. Moreover, the ever increasing demand for VVIP/VIP security causes a big drain on meagre police resources. Further, police does not grow with time and lacks foresightedness. Poor budgeting and police being a non-plan subject enhances their problems (Singh & Singh, 2008).

Also, health and hygiene problems are seen in police officers to a great degree for example high blood pressure, heart problems and tuberculosis are witnessed more in the Police Department as compared to other departments. Further, the living conditions of the police personnel in barrack is yet another problem. Most of the police stations are usually housed in old and dilapidated buildings. These outmoded police stations are deficient in basic amenities like drinking water, lights and fans, toilets, etc (Singh & Singh, 2008).

According to Choudhary (2009) there are flaws in Indian legal system which further adds to the complexity of the problem such as the basic criminal law- the Indian Penal Code, the Code of Criminal Procedure and the Evidence Act have not been improvised since the middle of the 19th Century. New laws are enacted with a rapid pace without involving the police in the conception stage, with the result that the implementation of these laws leaves much to be desired. Further, the accused is presumed to be innocent and the burden is on the prosecution to prove beyond reasonable doubt that he is guilty (Section 101 of the Indian Evidence Act). Our criminal law has several provisions which breathe a distrust of the police. Sections 161 and 162 of the Code provide that the statements of the witnesses examined during investigation are not admissible and that they can only be used by the defence to contradict the maker of the statement. The statement made by the accused before a police officer is also not admissible as evidence (Section 25 of Indian Evidence Act). The statements recorded at the earliest stage normally have greater probative value but cannot be used as evidence. The observations of the courts in several criminal cases show that the judges are reluctant to accept the testimony of police officers. The delayed court trials to produce the desired deterrence acts as a severe limitation on the success of the police in containing crime.

Hence, all these problems eclipse the performance of police functionaries and they become the targets of criticism.
POLICE REFORMS

Indian police has remained isolated to the much needed changes whereas other institutions and the economy have rapidly integrated into the world system. The police in India shall soon have no choice but to embrace the changes such as, depoliticization of the police force; increased community accountability; more visible policing; establishment of improved and effective management practices; reform of the police training system and restructuring of the police force (Rauch, 2000).

Several Committees have been set up over the years, those have made practical recommendations for police reforms but unfortunately they have not been implemented.

The Supreme Court pronounced a historical judgment on 23rd September, 2006 for reforming the criminal justice system and strengthening the rule of law in the country, for making police administration more accountable and to protect it from political interference. The Supreme Court taking into the account the recommendations of the National Human Rights Commission, the Julio Riberio Committee and the Soli Sorabjee Committee, virtually overhauled the Indian Police Act, 1861. Some of the recommendations of the Committee are summed up below:-

1. Setting up of a State Security Commission in every state to ensure that state government does not exercise unwarranted influence or pressure on the police.

2. DGP of state to be selected from among three senior-most officers; will have fixed tenure of atleast 2 years.

3. IG, Deputy IG, SP and SHO will have minimum fixed tenure of 2 years.

4. Investigating police will be separated from law and order police to ensure speedier investigation, between expertise and improved rapport with people.

5. Police Establishment Board in each state to decide on transfers, postings etc. and service related matters of officers upto DSP.

6. Police Complaints Authority at district level to look into complaints against police officers till DSP.

The Court ordered that the Centre and the State shall make earnest efforts to implement the orders and to draft a Police Act. However, it is only political will which is coming in the way of implementation of the reforms. The Haryana Government has recently enacted The Haryana Police Act, 2007 (Haryana Act 25 of 2008) to comply with the Supreme Court orders. Thus Supreme Court has done a valuable service to the nation for bringing about sweeping reforms in the age old Police Act of 1861, however, it is up to the implementing agency to see how to implement it in letter and spirit. In a hard hitting article in The Tribune, “Short cuts won’t do: States diluting Supreme Court fiat on police reforms” Eshwar Anand (2009), has lamented that most states have resorted to short cuts and left many loopholes in their legislations which is a great disservice to the police and the people.

POLICE SUB-CULTURE, STRESS AND WELL-BEING

Police has a unique subculture. Crank (1998) suggested that the behavior of the police only makes sense when viewed through the lens of culture. Police officers are not inherently born with the personality traits of “police officer”, but adopt police culture during formal and informal socialization (Mesko and Klemencic, 2008; Mesko and Umek, 1998).

Brown (1981) opined that police officers create their own culture to deal with the recurring anxiety and emotional stress that is endemic to policing. He believes that police sub culture is based on three major principles of honour, loyalty and individuality. Honour is given to officers for engaging in risk-taking behaviour. Loyalty is a major part of the police subculture, and police loyalty is extremely intense. Brown explained the importance of backup by pointing out that the violence that police must deal with and the strong bonding that occurs among police officers “places the highest value upon the obligation to back up and support a fellow officer.” The ideal officer, then, according to the police subculture, takes risks (honour), is first on the scene to aid a fellow police officer (loyalty), and is able to handle any situation by doing it his own way (individuality).
Police officers who are socialized into the police culture consider law enforcement to be the most significant and important role (Perrot and Taylor, 1995). At the same time police sub-culture also fosters solidarity among fellow officers and it starts early in an officer's career. Officers are generally not fully accepted until they have demonstrated the willingness and ability to “back up” a fellow officer in the face of perceived danger (Harrison, 1998). In return for this loyalty and solidarity, members of the police culture enjoy considerable individual autonomy to “get on with the job” (Goldsmith, 1990). Such solidarity is readily observable and can be seen as a product of the conflicts and antagonisms with outside groups. It emerges in response to perceived challenges to the police authority from their institutional environment of senior police managers, the media, the courts, government, and criminals.

A police agency possesses its own distinct culture, because of the unique characteristics of its working environments such as the continuous presence of danger, the use of coercive force, and multiple police roles (Paoline, 2001). The key aspects of police culture are crime fighting orientation; conflict with supervisors; and strong group loyalty and isolation from the general public (Paoline, 2003).

According to Dempsey and Forst (2005), a subculture may be defined as the culture of a particular group that is smaller than, and essentially different from the dominant culture in a society. The police culture or police subculture, then, is a combination of shared norms, values, goals, career patterns, lifestyles, and occupational structures that is substantially different from the combination held by the rest of society. The police subculture, like most subcultures, is characterized by clannishness, secrecy, and isolation from those not in the group. Police officers work with other police officers during their tours of duty. Many socialize together after work and on days off, often to the exclusion of others – even old friends and family. When socializing, off-duty officers tend to talk about their jobs.

Comparisons between community policing and police culture had indicated that community policing was fundamentally different from police culture in key aspects such as the emphasis of crime prevention and service roles, decentralization of the police structure, and the positive relationship with communities. Consequently, when community policing was introduced and implemented, police officers who had been socialized into police culture displayed a significant level of resistance to the idea and actual implementation of community policing (Schafer, 2000; Dicker, 1998;
Travis & Winston, 1998; Sadd & Grinc, 1996). Remarkably, Moon (2006) found that police officers who reported higher levels of socialization into police culture were more likely to support the philosophy of community policing and line officers’ autonomy/participation, and to perceive a positive relationship with citizens.

Police sub-culture effects the entire organizational environment in terms of stress, anger and well-being of police functionaries. The law enforcement work environment is more hazardous (often life threatening) and more stressful than most other service environments. Storch and Panzarella (1996) found that organizational variables such as relationships with superiors, personnel policies, and work conditions all are related to stress among police officers. Other stressors such as relationships with those who were not police officers, i.e., the public, the media, and the legal system also have an impact.

Brooks & Piquero (1998) opine that for the past several decades, police departments, researchers and policy makers have been interested in identifying what it is about police work that makes it an occupation believed to produce high rates of stress among officers. Moreover, upon entering the police organization, officers gain status, authority, and legitimacy in the use of force (Brown & Sargent, 1995). Many researchers believe that force is necessary for effective law enforcement and it gets its sanctity through police sub-culture. According to Cancino and Enriquez (2004) police sub-culture plays an important role for promoting brotherhood and protecting (via peer retaliation) illegal physical force. Thus, it was common for police functionaries to brutally mistreat the suspects. Manzoni & Eisner (2006) mentioned that as far as the consequences of stress are concerned feelings of work stress may have both direct and indirect influences on use of force by police. It is the police sub-culture which often determines acceptable and non-acceptable behaviour within the police circles. Secrecy and solidarity facilitate behaviours of street justice that is illegal use of physical force (Skolnick, 2008).

Since, police functionaries experience stress on daily basis, it is necessary that they cope with the stressors in an effective manner. Some researchers suggest that the coping style or strategy used may be more important to individual well-being than the presence of the stressor itself. Thus, it is important that the policemen employ positive coping strategies to promote and enhance their psychological well-being.
NEED OF THE STUDY

Every organization has its own sub-culture and so do police have its own unique police sub-culture. Most observers of police organizational development are of the view that without taking occupational culture into account, many attempts at reform will be frustrated as one of the most significant impediment to change within the police organization is police occupational sub-culture (Khan & Bhandari, 2006; Skolnick, 1994). Therefore, an understanding of police sub-culture is essential. According to Sanders (2003) personality traits and predispositions are not all that relevant to the often stressful and difficult job of policing as a backward organization or corrupt peers could potentially cause even an honest, intelligent, conscientious recruit either to adapt that deviant culture or leave the job of policing.

Policing is known to be a stressful job. It is better understood within the macro and micro level implications and relations within the department and between various groups and rank hierarchies. Since, stress could lead to varied psychological disturbances, organic diseases, emotional instability, and physiological disorders, senior administrators need to be focusing toward the prevention and management of stress inducing factors (Swanson et al., 1998). There is a dire need to provide law enforcement officers with the best techniques for mitigating stressors within the agency and to reduce stress levels within individuals.

Moreover, psychological and physical well-being of the police officers is affected on account of stressful work environment for they are constantly called upon to perform their duties in emergency situations. Therefore, it is important to determine the effective strategies for coping with stress (LeBlanc; Regehr; Jelley & Barath, 2008). Siddiqui (2004) suggested that management of stress is necessary at the individual and group levels to keep the police force mentally relaxed and alert. He opined that there is a need of an occupational health service for the police force which should focus on broad spectrum of areas emphasizing preventive, promotive, curative and rehabilitative services not only for the police force but for their family members as well. Treating mental and physical fitness problems on an on-going basis can prevent the loss of many valued officers (Church & Robertson 1999). Police sub-culture justifies use of force, hence, it is essential that anger profiles of police functionaries be identified along with the stress levels of functionaries in early
training programs as there may be an effect over time or from the culture that leads to the expression of stress in behavioral terms (James, Wilsons & McMains, 2006). An important part of police training should be to teach cops how not to employ more force than is necessary and police be motivated to use force minimally and properly (Skolnick, 2008). Development of strategies to control anger may have beneficial effects on health outcomes (Derogatis & Coons, 1993). The police organization should thus design and implement planned interventions and assist individual police officers whose psychological well-being is affected by their work (Mostert & Rothmann, 2006). Stress management interventions need to be provided to police officers to help them improve their ability to cope with stress and enhance psychological well-being.