CHAPTER II

REVIEW OF LITERATURE
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As brought out in Chapter - I namely "Introduction" the area of present study pertain to police personnel management. Subjects chosen were the constabulary who form the bulk of police force. Their socio-economic factors and personality traits were to be identified with special reference to three groups of constabulary namely, those who came to repeated adverse notice for misconduct, those who were punished for corruption charge and the group which displayed good conduct and character and who were in receipt of awards for such conduct. The present researcher had accordingly made a survey of literature related to these areas namely, police personnel management, personality, and corruption/misconduct. The review of literature has been presented in three sections as indicated below for the purpose of clarity and easy comprehension.

i. Police personnel management

ii. Personality

and

iii. Corruption and misconduct.
POLICE PERSONNEL MANAGEMENT

A policeman's character and reputation according to O.W. Wilson (1952) should be of a very high order. A police chief cannot afford to appoint to his force an applicant whose reputation is questionable or one whose character is said to cause doubt on his future action.

Kenney (1954) indicated that supervision may be summarised as the sum total of all techniques used to get people to perform acceptable work. Supervision is a key factor in the achievement of effective police performance and the sergeant of police is the corner-stone to the supervisory edifice for, without his highly motivated performance, the agency will be debilitated and the personnel frustrated.

While presenting a model police rating scale, George J. Dudycha (1956) utilised eleven categories namely initiative, practical judgement, ability to learn, ability to follow directions, social sense, co-operation, attitude towards others and towards work, emotional control dependability and accuracy. He indicated that for group employees, 'order of merit', 'man to man' or 'Rank order' rating process is applicable.

A.C. Germann (1958) pointed out that the needless expenditure of money, time and personnel can be used effectively if the screening process takes place at the beginning stages (i.e) during the process of selection. Devices most often utilised for original screening are application forms, written examination, oral interview, physical ability test, medical and psychiatric examination, background investigation, polygraph examination and finally loyalty oath.
Test standards conducted to measure the efficiency of Police personal include validity, reliability, objectivity and discrimination.

A.C. Germann (1958) felt that the service rating should never be connected with promotion or pay increase. Otherwise this will cause the ratings to form a rather flat and uniform curve, than distribute themselves normally.

Herbert A. Simon (1958) found that many personnel decisions involve evaluation of employees and comparison of the abilities of several employees. These decisions are made based on the informal ratings of employees by the supervisors.

Service rating is a difficult process and a confusing one particularly when attempts are made to secure a quantitative measurement of qualities which are not objectively measurable. The three important objectives according to him are 1) Employees effectiveness  2) Supervisory effectiveness and 3) Personnel processes. These could evaluate the individual capacity by comparing with other ratees doing the same work and it can also stimulate self-development. Proper training and counselling to improve the quality is advisable.

Brand Statter (1961) felt that police functions that need review and radical change are police personnel management, control practices, organisational patterns, the concept of crime prevention etc. According to him, advancement made in police technology is not substantial.
Bihar Police Commission (1961) observed that “a constable should be expected to exercise his discretion and assume responsibility. In all progressive police forces, every constable is a live unit of the force, and thus the constabulary forms a solid corps. It has been stated by many that constables who are recruited and trained to work like automations generally act as a drag on their officers and the force. The commission desired that a constable on the beat should be responsible for maintaining the public peace, for protecting the life and property of the citizen, for preventing crime, for arresting offenders and for properly enforcing all laws of which the police have to take cognizance. He should perform his duties intelligently and efficiently and should hold himself in readiness at all times to answer to the calls that are made on him. He should know every one living in his beat and he should always be readily available to give help whenever any legitimate assistance is needed. Above all, he should work, behave and act like an officer. The force and the people should also be ready to show him the necessary courtesy and consideration due to an officer. The commission further visualised that a few amongst them may rise to senior posts”.

Mouis Janowity (1964) stated that the military profession is more than an occupation; it is a “style of life” because the occupational claims over one’s daily existence extend well beyond official duties. He is quick to point out that any profession performing a crucial “life and death” task, such as medicine, the ministry or the police, develops such claims.
According to Richard H. Blum (1964), police service is rendered by individual policeman on a person to person basis. If police service is to be of high calibre, the member must have suitable qualifications and they must be directed and controlled. “The simple statement that the management of personnel is the most important of all police administrative tasks seem to be an entirely inadequate expression of such a tremendously important fact”. Nearly 90% of the law enforcement budget is allotted for the payment of personnel services as salary. Hence fewer qualified candidates are presented to the administrator for appointment. He further indicated that certain factors which need to be kept in mind while dealing with personnel requirements are as follows:

1. Conditions of employment;
2. Education and knowledge required of an employee;
3. Technical skills needed to perform the tasks;
4. Prior work experience;
5. Physical condition;
6. Personal appearance
7. Job attitude and ability to work with others
8. Status level of the occupation, etc.

The need for psychological testing in selecting police personnel was reiterated by him. There are a large number of psychological tests available and those suitable for specific purposes could be chosen. Otherwise psychological tests for specific purposes can always be constructed and standardized.

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While referring to long range goals in police selection, Edward Comber (1964) referred to the need for police research. According to him an observation was made in the international association of police chiefs that there is no status quo in law enforcement and there must be constant progress brought about by careful scrutiny of the departmental structure of police and end results as well as continuous anticipation of changes in the community would call for periodic evaluation of the law enforcement process.

Raiss and Bordua (1967) felt that the courts are in a position to influence but not control the police. The courts and the police are institutionally independent and have a relationship of “antagonistic cooperation”.

David H. Bayley (1969) after surveying police and political development in India felt that the primary responsibility for the prevention and investigation of crime and for the preservation of public order are carried out by state police organisation while the central government had only police forces like the central bureau of investigation and the central reserve police etc.

MC. Namara (1969) is of the view that police department tends to recruit members from a relatively authoritarian class of people. Evidence is also found of increasing authoritarianism over a period. The study was made with the use of F-scale to measure the level of authoritarianism of recruits in the police academy. It is widely believed
that policeman are prejudiced against minority groups. The picture is further complicated by methodological problems. Even within departments there can be a tremendous amount of variation. This of course could not be true to Indian situation.

J.W. Sterling (1969) opined that a common thread of inhumanity runs through policeman in every city across the land. The potential for brutality is always there. Some psychologists say that this is the characteristic trait that draws them to police work in the first place. In too many cops, the beast still slumbers, ready to enjoy another bout of sadism.

Operational non-supervisory personnel of the rank of constabulary and police / patrol officers constitute 75 to 90% of the police force which is significantly more in India than in other countries. Indian policing was a provincial responsibility under the British and continued as a state responsibility after independence said David Bayley (1969).

Explaining it further, Bayley opined that the proportion of police between the senior, middle management and rank & file is as follows:

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<th></th>
<th>Australia</th>
<th>Great Britain</th>
<th>India (civil service)</th>
<th>United States</th>
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<tr>
<td>Senior</td>
<td>4.5</td>
<td>5.8</td>
<td>.8</td>
<td>13.3</td>
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<tr>
<td>Middle Management</td>
<td>20.0</td>
<td>15.9</td>
<td>8.5</td>
<td>11.7</td>
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<tr>
<td>Rank &amp; File</td>
<td>75.0</td>
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While discussing police manners and morals Reiss Jr (1971) advocated that the examination of police officer's conduct on duty must be limited to considering his unlawful behaviour and his failure to obey departmental rules and regulations. According to him unlawful conduct is of two kinds. The police officer may use unlawful means in enforcing the law or he may engage in unlawful conduct by violating the laws that apply to all citizen. Infractions of departmental rules vary considerably in their seriousness. The more serious infractions are neglect of duty, drinking while on duty, falsification of information etc. all of which clearly affect the quality and performance of duty.

According to ICPR (1972) the citizen expects Police Officer to have the wisdom of Soloman, the courage of David, the strength of Samson, the patience of Jacob, the leadership of Moses, the kindness of Good Samaritan, the strategic training of Alexander, the faith of Daniel, the diplomacy of Lincoln, the tolerance of the Carpenter of Nazareth and finally, an intimate knowledge of every branch of the natural, biological and social sciences. If he had all these he might be a Good Policeman.

The Gore Committee on Police Training (1973) felt that the impact of the policeman on the public depends upon his personality, strength, performance and endurance. At the cutting edge of the law enforcement, the constable has the maximum visibility and interacts with the public all the time in maintaining order. His effectiveness is, therefore, directly proportionate, to a large extent, to his physical stamina and appearance. This is one of the main reasons for laying down higher standards of
physical qualifications for the police forces all over the World.

The Gore Committee on Police Training (1973) while discussing the importance of police training felt that police must develop attitudes consonant with the concept of social justice contained in the constitution and the development programme with particular reference to the weaker sections of the community including the poor, the minorities and the SC / Tribes.

The Gore Committee on Police Training (1973) observed that “The nature of the police role in a democracy requires that the members should be selected impartially; they should be administratively competent, politically neutral and imbued with the spirit of selfless service. A police officer enjoys vast powers under the law and exercises wide discretion. The recruitment procedures should, therefore, be so devised that they are free from political, personal or corruptive influences. The need for objectivity in selection cannot be over-emphasised”.

According to Kornblum (1975), what police and other public administrators need is a large-scale movement of the kind suggested by Mc Gregar’s Theory Y : Commitment to and integration of organisational goals with individual goals

O.W. Wilson and Roy Clinton (1977) while discussing problems of police administration made an attempt to apply the concepts of modern management theory and organisational behaviour to problems of organisation and functions of police service. They did an extensive
discussion on inter-personnel and behavioural aspects of management, which have a great bearing on the conduct of the police vis-a-vis their colleagues, subordinates and superiors in the organisation as well as with individuals in the society singly and collectively. Wilson talked about the need to take cognisance of the requirement to develop potential of police personnel and the problems of their motivation and morale.

Antony E. Simpson (1977) felt that the development of tight administrative control has been a popular theme to the problem of corruption. Some theorists have suggested that it may have reasonable short run effect, but not in the long haul. The 1967 US Task Force report claims that “improper political influence; acceptance of gratuities or bribes in exchange for non-enforcement of laws particularly those relating to gambling, prostitution and liquor offences are often extensively interconnected with organised crime.”

Butler and Cochane (1977) have found police in general, are critically viewed. In western democratic countries, serious arguments in favour of the abolition of the police force have taken place. The author describes the problems individual police officers encounter in dealing with the conflicts, submerged in tacit and conflicting presuppositions which inhibit the task of analysis and pending reforms.

Charles O Hale (1977) elaborately discussed critical issues of police administration. The implications of administration, discretion and control of public administrators have received due attention. The general
principles of organisation and management functions with particular reference to the police have been examined. Charles O Hale identified the principal weakness of the traditional police organisational structure and talks of humanism in the police organisation. According to him, in the background of evolving societal complexity, the police executive must have a thorough understanding of sound management principles, organisational theories and administrative techniques. They should be able to apply such knowledge to the practical day-to-day realities of the police organisation. Police organisations like others must rely upon the people, the most important resource in fulfilling their responsibilities to the public.

M.K. Gour (1978) cited how B.N. Mallick had attempted to analyse the lives of 17 great policemen who came under two categories: firstly three including Edgar Hoover who made history and secondly a group of fourteen who exhibited qualities of leadership and even a pioneering spirit in their assignment and coming into the category of those who could be called leaders of pioneers. Such leaders of eminence included one Indian though there were four others whose field of activity primarily was in India. According to M.K. Gour, B.N. Mallick himself had something of a pioneering spirit in him and had made a fresh approach to be the wider perspective of the development of police history. A reading of the lives of the seventeen great policemen makes an interesting personality study as they have contributed to the development of police science or administration.
Barker (1973) claimed that violation of criminal laws, departmental rules and regulations and ethical police standards which occur during the course of occupational activity are related to employment as a police officer.

National Police Commission (1979) strongly advocated that having regard to the changed needs of policing the country and the importance of making the constable function as a responsible functionary with due sense of values, discretion and judgement in his interaction with the public, the existing system should be immediately changed to achieve the following objectives;

i. The constabulary should no longer be treated as a cadre meant only for duties of a mechanical character as visualised by the 1902 commission. They should be so recruited and trained that they could be deployed also on duties involving exercise of discretion and judgement, with due regard to the paramount need for securing public cooperation and understanding in any situation.

ii. They should be able to assist the sub-inspectors in inquiries and investigational work in a positive and purposeful manner.

National Police Commission (1980) felt that the nature of the constable’s interaction with the public needs greater attention. Hence, his attitudes, conduct and response, how he addresses the fellow citizens, his politeness and courtesy needs greater attention. No amount
of theoretical training will achieve this result unless the constables see their superiors act and behave in the same way.

Dunaway (1980) pointed out that the psychological examination provides an excellent balance for the oral interview and polygraph examination and is principally of value in identifying the person who is clearly not psychologically suited to police employment.

Testing appears to be critical in terms of negating liability. The selection process relies heavily on the ability of the test to predict performance in the long run.

Police work is generally considered to be one of the more stressful occupations and consequently, those entering the profession need to be psychologically and emotionally prepared and fit to handle such pressure.

Bae RP (1981) presented an indication of the magnitude and severity of the intra family violence problem and recommended revision in police procedural policy relating to domestic disturbances and in wife abuse cases. Present procedural solutions (mediation, referral, temporary separation and arrest) to the problem of intra family violence indicate that the police departments view this problem as superficial in nature and not requiring an extensive investigation. There is no indication of concern for the wife's physical safety at all.

Reiser (1982) had in a collection called police psychology included papers on various subjects; like, police psychologist; training police
officers in early recognition of emotional problems; consultation research; mental health; psychological assessment of police officers; stress; divorce; suicide among police; police officer’s wives; hostage negotiations; use of hypnosis; use of psychics in major crimes; crime and delinquency and grant proposals.

Bennet RR and Bennet SB (1983) indicated that during the past decade social scientists have investigated the relationship between police personnel levels and the incidence of crime. However, their findings are conflicting and have added to, rather than resolved, the discussion of police effect. These studies suffer from methodological and conceptual weaknesses. First, they sample from populations where system level variance is minimal and second, they analyse models that could underestimate effects. His study addressed these methodological and conceptual problems by first selecting variables for inclusion in the model based on current criminological theories and then maximising system level variance by employing a cross-national sample. Regression analysis of the data suggest that previous studies have over-estimated the police effect which is almost non-existent.

Kennedy DB and Homan RJ (1983) referred to interview of homes for their perceptions of the police response to family violence. Ninety women reported that they have had contact with police officers as the result of a family disturbance. 70% of the women reported that the police have been at least a little helpful in their cases. There were significant differences in attitudes towards police women and policemen.
There was strong evidence that those who have had contact with police women viewed them differently than did women whose only contact have been with policemen. Contact with police women resulted in a more favourable evaluation of them. However while policewomen were more able to calm a situation than the subjects had anticipated, they did not automatically take the woman's side in an argument between cohabitants.

Lock Hart DC (1983) while discussing literature on selection of police officers, focussed on personality and situational measures of police performance also. He examined the common problem which exists in the maintenance of an effective police department. Problems are focussed because in these areas lot of advances and improvements can be made in selecting police officers and improving their performance on the job. According to him, there is a short review of some techniques which have been used to attempt to focus on and improve police departments. He concluded that large differences exist in the selection, hiring and maintaining of police departments at different levels.

Violanti JM (1983) examined levels of stress at the following four stages of the police career, namely alarm stage (0-5 years); disenchantment stage (6-13 years); personalisation stage (14-20 years); introspection stage (20 years and over). It was found that a significant curvilinear relationship existed between stress and police career stages, stress increasing significantly during the alarm and disenchantment stages and decreasing significantly during the personalisation and introspection stages.
According to Rustamji (1984) the police force is in stress particularly when the unity and integrity is threatened by terrorism-oriented separatist movements. Much of the defects of policing in India is attributed both to lack of will on the part of the rulers to improve professionalism in police despite many valuable, practical suggestions made by various police commissions and to political interference in policing.

Lester D and Ten Brick W (1985) claimed that police solidarity is often viewed as a negative factor in the professionalisation of police. Solidarity is felt to lead to increased cynicism and less efficient performance. To explore this, a questionnaire was given anonymously to forty four Police Officers from a city with a population of 50,000. The responses suggest that fraternizing with other police officers socially seems to be associated with an increased tolerance for misbehaviour by fellow police officers and an increased willingness to cover up such behaviour.

Srivatsava (1985) in a treatise on disciplinary action against government servants refer to the meaning of misconduct. According to Murray's dictionary bad management, mis-management and malfeasance are culpable neglect of an official in regard to his office. Quoting two decided cases of Bombay and Allahabad of 1960, he clarified that code of conduct for government servant is both written and unwritten. The written code of conduct is not exhaustive. Every employee is bound to behave himself in his dealings with the public as is compatible with his employment. Civil service like every other profession has its unwritten
code of ethics and conduct for which most effective sanction lies in public opinion of the service itself and it is upon maintenance of sound and healthy public opinion within the service that its value and efficiency chiefly depend. If government were to sit back and permit its officials to commit any outrage in their private lives provided it falls short of a criminal offence, the result may very well be a catastrophic fall in the normal prestige of the administration.

While referring to integrity and devotion to duty he opined that disobedience, insubordination and acts subversive of discipline are the recognised misconduct because these acts are contrary to the obligation imposed on an employee by the nature of contact itself and can freely be treated as implied. What is misconduct will naturally depend upon the circumstances of each case. Integrity is uprightness, honesty or purity. Devotion to duty is faithful service. Modern approach to life has changed many ideals which were used to be held sacred. Such approaches have also worked a change in our sense of the sublime. But even then, the idea of right and wrong has not been forgotten and the difference between honesty and dishonesty, fidelity and unfaithfulness is not wholly lost. If a public officer is required to maintain integrity and to be devoted to duty, he is merely asked to keep within the bounds of that administrative decency, which goes by the name of civilised administration. Quoting the above from Calcutta High Court cases of 1964, he refers to the law relating to service in India and reiterates that government servants have to be obedient, faithful, cordial, punctual, well
behaved and reasonably competent to discharge their duties. Every breach of discipline may amount to misconduct. Misconduct is a transgression of some established and definite rule of action, where no discretion is left except what necessity may demand. It is a violation of definite law, a forbidden act. Misconduct even if it is an offence under IPC, remains a misconduct.

Sheela Banu (1985) opined that the police have become the new harijans in the media created caste hierarchy. They seem to isolate the police as a new minority.

While discussing accountability in development administration and the local police, Mehra (1985) claimed that closely connected with and stemming from accountability is the system of performance evaluation. Human material is sensitive and rational and response to the treatment he receives from fellow human being counts. Performance evaluation mechanism will go a long way towards gearing up organisation and its personnel.

Recognition of one's merit constitutes a part of basic human aspirations. The system which provides for this could create the urge, the motivation and the incentive for performance. Absence of such a system could lead to frustration, disappointment, lethargy, carelessness or casualness all of which naturally result in deterioration and diminishing of the performance. Hence he advocates that in an organisation more particularly the police, the system of reward and punishment should be scrupulously followed to secure efficient performance.
Narasimhan (1986) stated that the community will show their solidarity with the police and move effectively to demand much needed police reforms. Community members will identify themselves with the police and right against the criminal forces threatening peace and tranquility in the community. They will speak for the police who cannot speak for themselves. His statement appears more like a prediction.

Loo Robert (1986) investigated the need for a psychological services policy and a program to deal with suicide among members of the 20,000 member Royal Canadian Mounted Police. Psychological postmortems were compiled on one female and thirty four male members (mean age 32 years) who committed suicide between 1960 & 1983. Eight of the thirty five had received or had been recommended for psychiatric treatment. Results showed that the average annual rate of suicide was approximately half that of the comparable general population and the most common means of suicide was by service revolver (77% of cases). Recommendations were made for suicide prevention and postvention actions in police forces. The need for reliable, long-term police suicide data bases is stressed.

Pande (1987) claimed that the personal character, the general mode of behaviour, the quality of leadership and the general disposition towards the people go a long way in determining the nature and degree of warmth and respect police is likely to arouse in the people. Persons with squinted angularities, tainted prejudices, ignoble sadism, indifferent outlook, over-harsh exterior with no better interior, with icy coolness
surrounding their whole self are likely to cause frown all around; proper training and sustained efforts are needed for enabling such police personnel to get rid of this complex. Pandey also said that good behaviour and spirit of service on part of police should mark the beginning in this regard. Courteous behaviour would enable such police to be called enlightened police. There is also a need for 'attitudinal change' in the behaviour of policeman as pointed out by Sharma in his 'Police Polity and people in India'. Humility, civility and helping attitude must be evaluated as necessary conditions or elements of police culture to help police identify themselves more with the community. In the opinion of Pande a good policeman is proud of his uniform, his bearing, character and his dealing with the public. It sets him apart as a man of courage, honesty and decency. He would then act as an inspiration to the law abiding.

Kanetkar (1988) while speaking about future crimes enumerated that during the last decade there has been visible improvement in police equipment and vehicles. Working and living conditions have not received due attention. The police ranks should undergo training once in three to four years, preferably at the place of their posting to acquaint themselves with the latest scientific investigate aids and public opinion about police functioning. Higher level officers should set an example by their own conduct and control their subordinates. The two key elements in policing are police performance and police behaviour. Everywhere the percentage of detection of offences against body is high
while it is invariably low in respect of offences against property. Simply passing of laws for every real or apprehended problems causes over proliferation of laws and further problems of enforcement.

The only way to keep the police efficient and free from corruption is to observe just one rule that the guilt is proved after a quick and impartial enquiry, no false sense of departmental prestige or mercy should be allowed to influence the award of exemplary punishment.

Dharmangadan B (1988) compared job-related stresses in 300 males, of age 26 to 54 years including 60 police officers, 60 supervisors and foremen, 60 administrative officers, 60 college teachers and 60 bank managers. Results of an occupational stress index showed that police scored the highest in reported stress.

Punch Maurice (1989) noted that field work in research can be stressful. He focussed on three elements of his own research conducted with the Amsterdam police during 1980s. 1. the strain in a demanding field setting; 2. limitations of research in penetrating sensitive areas of institutional life; and 3. ethical dilemmas encountered in the field.

Ghosh (1989) emphasised that political interference has virtually divided the police force into two groups, one consisting of honest and upright officials who are reluctant to take decisions in order to protect themselves from political criticism and pressure and the other consisting of unscrupulous officials demanding a higher quid-pro-quo for exercising their discretionary powers to suit interests. Police forces in states, by
and large have a regrettable proportion of delinquents in their ranks, among them men who have either gone unpunished due to their political support or men who have been reinstated after having been dismissed.

Tamilnadu Police Commission (1990) analysed ways and means of improving the operational efficiency of the police force. They opined that the public generally criticise police for dis-courtesy, lack of sympathy understanding, proneness to be rude, offensive and of short tramper. Police force is expected to act without fear, be courageous and be able to tackle violence with force and determination. Thus there is a difficult problem of identifying an individual who is both courteous and at the same time determined and fearless. According to the Commission, it is necessary to identify the behavioural attitudes of those to be recruited as the constabulary who form the cutting edge of police force, face the public most, be while regulating traffic or while dealing with law and order situations or when public come to a police station. The police constable has vast powers of questioning, of securing personal property, of arrest etc. and has to apply his mind, exercise his judgement, use his power of persuasion and ultimately succeed in enforcing law. Commission suggested that considering the qualities that a constable should possess and how he should be developed, it would stand to reason to recruit him at a younger age rather than on a later stage say before he is 18 years old, as years pass by, individuals depending on the society and environment they are in, unconsciously develop attitudes which are not compatible with the qualities required in the police force.
Sita Rama Singh (1991) narrated how the Indian Police set-up began as a para-military force to preserve colonial empire through an iron-hand and, after independence how it became the protective arm of a welfare state. The fundamental rights made the police job more exacting, onerous and trying. This role called for new qualities of patience, perseverance, capacity to understand different points of view and mental ability.

Initially dynamic and steadfast police officers known for their integrity advocated moral values and it showed positive approach. Political interference made them look handicapped and dependent. He cited the loopholes and also indicated a solution by naming police as public service centre. The yardstick of judging the effectiveness of police in a democracy is its contribution towards achieving the ideals enshrined in the constitution. The public should feel and accept the police as protectors of their rights, life and property.

Saha (1992) stated that changes need to be made in the Police Act 1861 and the police manuals with a view to promoting better management. With proper training and the use of modern equipment and techniques the police organisation would be able to give better service to the people. It's public image would improve and there would be added efficiency in the maintenance of law and order and the prevention and detection of crime.

Police contribute to economic growth by enforcing laws related to the economic policy of the government. They maintain harmonious
industrial relations and agrarian peace by resolving conflict and by dealing with cases involving the use of violence by people under the influence of communal and parochial loyalties. The role of creating political stability, industrial stability and social mobility helps the process of democratisation, industrialisation and modernisation. Thus police safeguard the development process of the country.

Robert Reiner (1992) in a critical review of modern policing said that the British police occupy a unique position as the first to be created under a representative government and one which for a long period was regarded as an exemplar of civility. In recent years however this image has been undermined by number of scandals and controversies. The confidence in British police has facilitated a huge explosion of police research in the last decade. According to Robert Reiner there is a rough agreement between major status on the social background of police officers. Police do not constitute a complete cross-section of the population. The police at all levels come from social backgrounds that are representative to majority of the population. All in all, research findings on the social and economic backgrounds of police officers reveal their typicality rather than their uniqueness. There is lack of effort to situate particular police research in the wider context of social political and economic changes at national let alone international levels.

Ved Marwah (1994) indicated that adhocism should be avoided and revamping of the entire criminal justice system should be top most priority in India. To improve overall police performance, emphasis should be
on how to motivate officers to give their best rather than on fixing unrealistic targets on paper which actually demotivate him. Many instances of police indiscipline and high-handedness have been highlighted in the media. Police indiscipline cannot be treated in isolation. Discipline is just and one component of a sound management system. Only an integrated approach to improve police administration will achieve satisfactory results. System of recruitment and appointment at all levels needs to be based on merit and aptitude so that only most suitable persons are appointed through stricter screening and objective assessment.
PERSONALITY

Goldman (1950 and 1963) and Westley (1952 and 1970) were convinced that the police, function within the constraints of an informal, powerful and distinctive value system. Police behaviour in all kinds of situations was found to be strongly influenced by the norms and rules of this system. As these informal rules were characterised by a perceived need to guard against criticisms and a desire to preserve and maintain authority, various forms of illegal behaviour, including graft could be rationalised.

Albert Dentsch (1955) found the use of cover-up tactics among law enforcement officers, particularly police chiefs who are personally untainted by corruption. Consequently, guilty officers may be secretly tried, warned or punished, transferred to another department, unit or assignment, permitted to resign in lieu of dismissal and or prosecuted. Turner (1968) Barker and Rowbuck (1974) endorsed similar view.

Pandit Nehru while remarking on the charges of police brutality, stated in the Lok Sabha in 1956 with reference to police zulum that “it is a constant factor that is brought in everywhere because it is expected that everybody will immediately accept any charge of misbehaviour by the police. The poor police is so used to being kicked and cuffed like that and always condemned. It is easy to make a charge against the Police ... It is becoming intolerable for the poor policeman to be condemned for trying to do his duty in the most difficult circumstances. Let us punish the policeman when he is guilty or anybody else when he is guilty. But
the stone-thrower becomes a hero and is taken in the procession may be, and the poor policeman who gets the stone on his head is a person who is guilty of Zulum and atrocities" (Bayley, 1969)

According to Melvin Seeman (1959) the modern concept of alienation tends to be extremely general. It is to indicate aggressive anxiety, non-involvement and an inability to develop firm commitments on the part of the individuals. Five situations of the alienation syndrome are powerlessness, meaninglessness, normlessness, isolation and self-estrangement.

Becker (1963) claimed that everyone has deviant impulses and practically everyone violates social norms at one time or another. Yet only a few are publicly labelled deviant. The same reasoning applies to the police. The police might have escaped the authoritarian label if they were not so visible. Police behaviour is public behaviour because they are being subjected to public scrutiny.

Richard Blum (1964) cites amongst other methods of psychological testing, the methods of personality tests.

Matarazze, J. Allen, D. Sarlow and G. Wiens (1964) opined that both American and English police recruits share certain personality traits and appear to have high needs for dominance, exhibition and heterosexuality and possibly a low need for order.

Niederhoffer (1967) felt that solidarity is often viewed as a negative
factor in the professionalisation of Police. Solidarity is felt to lead to increased cynicism and less efficient performance. Response to a question like “while on off-duty are most of your friends with whom you socialize, police officers”? suggests their fraternizing with other police officers socially seems to be associated with an increased tolerance for misbehaviour by fellow police officers and an increased willingness to cover up such behaviour.

John Pfiffner (1967) claimed that some police administrators prefer to deny, or at any rate overlook, the statement that the police feel isolated from the opinion-making elements in the community; but one cannot probe their intimate thoughts without becoming aware of the existence of an isolation syndrome. There is definitely a feeling of being at cross-purposes between the social scientists and the social worker.

Child (1968) defined personality as the internally determined consistencies underlying a person’s behaviour . . . the enduring differences among people in so far as they are attributable to stable internal characteristics rather than to differences in their life situation. Men have stable internal characteristics. These characteristics are not short-lived but are enduring. Every role has a role reciprocal. Role reciprocal is defined “as a person in a role relationship . . .”, “Cops and robbers” concept of malleable man presents a model of humanity that is too fluid. We do not lose our sense of “self” as we occupy a social role. In short, role players have ‘personality’ eg. police officer A treats prisoners differently from police officer B
No one is constantly authoritarian, aggressive and subject to fluctuations of mood. These characteristics are affected to a greater or lesser extent by the demands of social role.

Watson and Sterling (1969) stated that police tend to be pragmatist, a characteristics related, no doubt, to the exigencies of their calling. Much of policeman's work calls for action-now. He frequently handles emergencies in which time is precious. He has to make decisions in situations where facts are hard to come by and guidelines are uncertain. Small wonder, then, that he values common sense more than theory successes or ideals.

Westley (1970) opined that loose talk by the officers affect the organisation a great deal. Revealing mistakes in judgement, personal indiscretion and violation of departmental or criminal norms, gives a lead name to the department. The department gives a silent treatment for such officers.

Robert W. Balch (1972) examined the controversy over police mentality and suggested a sociological alternative to the current speculation about the nature of police personalities. According to him, although authors vary in emphasis, there is agreement on the characteristics believed to make up the police mentality. The cluster of traits that consistently emerge includes suspicion, conventionality, cynicism, prejudice and distrust of the unusual. The traits are poorly defined but the syndrome is always the same.
Mollenhoff (1972) pointed out that some authors have drawn attention to a mutually supportive relationship between organised crime and the political machine vis-a-vis the institutionalised police corruption.

A pioneer combatant of mafia activities in the U.S. describes interaction of politics, organised crime and the police which were established in many urban areas during the early part of the 20th century.

Johnson's short account (1976) traces the influence of the syndicate on American life to the middle of the 19th century. Glark (1970); Schur (1969) and Goldetein (1963) feel that the more unpopular laws are, the greater is the pressure on the police to enforce such laws on a selective basis. Selective enforcement mandates increased discretion and this creates the working climate conducive to corruption. Cohen (1972) and Knapp (1973) have similar views as Pennsylvania Study (1974) that plain clothesmen also commit misconduct.

According to Robert W. Balch (1972) policemen are supposed to be very suspicious characters. A good policeman is always on the look out for the unusual persons visibly rattled in the presence of policemen (people wearing coats on hot days, covers with mismatched hubcaps and so on). He is detected wherever he goes.

Peristein (1972) studied a sample of female police officers and found that they scored lower on a test of authoritarian attitudes and on a test of anemia than male police recruits found by other investigators.
Smith & Hawkins (1973) maintained that perceptions of misconduct greatly influence the attitudes of individual citizens towards the police.

Guido (1978) stated that those with the responsibility for employment or retention of employees can become liable for the wrongdoing of those employees. Such wrongdoing may be defined as wrongful action, as well as such omissions as, failure to perform appropriately. In other words, employers have a high degree of responsibility in personnel selection.

Evans and Gilbert (1975) have confirmed the existence of disparities in judicial decisions that stem from ideosyncratic, subjective attitudes which organise and shape the subjective information. Literature suggests that two types of forces generally affect decision making — one, offender's antecedents like age, sex, socio economic status and appearance and the personality, ideology, age and sex of judge.

Crosson (1967) found that the conservatism-liberalism scale was able to discriminate between scrupled and unscrupled jurors and correctional officers who have the responsibility of reforming and rehabilitating the offenders. The success of the entire program depends upon attitude, personality and planning of the officer supervising them.

An observation by the Knapp Commission (1973) is that, using criminal convictions to measure the extent of police corruption is particularly worthless because of the transactions necessarily being secret.
and that those involved in them are extremely unlikely to complain is worth reporting.

Roebuck (1973) referred to misuse of an officer's official position for actual or expected material reward or gain. Their acts suggest they are also forbidden by some norm and regulation or law. Police brutality according to him, is an ambiguous term used to cover a variety of police malpractices (e.g.) profane and abusive language. The public exposure to their existence in any way, particularly the more serious forms of corruption and misconduct, will severely damage the reputation of an individual department and the entire police profession.

Rokeach (1973) defined a value as an enduring belief that a specific mode of conduct or an end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end state of existence.

The Rokeach value survey, Form-E was used to assess the value hierarchies of 218 students, along with some attitudinal scales to measure. The data strongly suggest that police science majors have value systems nearly identical to those of students. It seems reasonable to reject the 'predispositional' hypothesis as an explanation for the value gap between the police and those they police. He would view this transitory state as a phase of anticipatory socialisation. The data suggests that efforts by law enforcement officials to lessen the 'value gap' between the police officer and the community he serves should take
the form of new training procedures rather than selective recruitment on
the basis of personality variables. Training should emphasize social
rather than personal values.

Balch (1974) interpreted that most psychologically oriented research
have focussed upon the question of police authoritarianism. Balch
devoted most of his article to a review of this research. Search findings
which have been unclear seems to create suspicion among social
scientists that a certain type is attracted to police work, and this type is
at worst authoritarian and at best conservative and conventional. The
element of danger seems to make the policeman especially attentive to
signs indicating a potential for violence and law-breaking. Cynicism is
an ideological plank deeply entrenched in the ethos of the police world
and it serves equally well for attack or defence.

Crudely speaking, individuals fall into one of the following four
categories namely; 1. Those who do not feel that they have been
affected by becoming a policeman (small minority) 2. Those who feel
that they have been affected by the police service and who have an
‘on-duty’ personality (small minority) 3. Those who have been affected
by the police service but have interwoven those ‘new’ elements into a
‘core’ personality (which has a large minority) and 4. Those who have
been dramatically affected by the police service and who have developed
a new personality which extends into off-duty life (a small minority).

Different officers experience this in different ways, but most admit

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that they have developed a protective shell which insulates them from the emotional upheavals caused by some of the dreadful experiences they have had to undergo. They become unused to this deviousness and consequently they become more suspicious, cynical, distrustful and sceptical.

Finally, adherents to the police culture also support a rather traditional masculine set of outlooks on the world. They have fairly clear ideas as to the ‘proper’ role of women, the appropriate treatments for deviants and criminals and the way “things” ought to be done in society.

Susan O White (1974) had suggested four basic approaches to controlling police behaviour: 1. to recruit individuals who are predisposed to behave in the desired ways and who therefore find it easy to comply with official norms; 2. to make use of a training program to inculcate values requiring the desired behaviours and developing appropriate behaviour patterns; 3. to create a reward system such that compliance with departmental policy becomes beneficial to the individual while non-compliance becomes costly; 4. to provide models of desired behaviour which would exert influence by virtue of personal attractiveness and example. Each of these approaches must be analysed to assess its potential for modifying or managing behavioural routines associated with the police role.

Sherman Lawrence W (1974) stated that police are very much goal-oriented. Sociology of the police seems to have progressed from a pre-
occupation with understanding police behaviour to a concern with correcting that behaviour. Graft is connected with laws affecting liquor and sexual behaviour. Associations between corruption and vice laws in general include substantial discussion of laws other than those covering gambling and narcotics. Prostitution and liquor laws have contributed to a great amount of law enforcement corruption.

According to Warren (1974), for an extreme view of the police as "psychopathic liars", no foolproof method of gauging the pervasiveness of corruption now exits and reliable data is not available to substantiate this.

Richard R. Bennett and Theodore Greenstein (1975) defined police personality as a value orientation specific to law enforcement officers. The police personality is represented by a clustering of values that differentiate police officers from other members of society. Rokeach defines a value as "an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence". Rokeach also speaks of value systems as being conceptually similar to the psychological concept of personality traits. Rokeach suggests that such a "cluster of fixed traits can be reformulated from an internal phenomenological standpoint as a system of values". Thus theoretically speaking, it is valid to discuss predispositional personality traits in terms of values and value systems.

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Russell (1975) highlighted that persons who are prosecuted have almost no chance of complaining successfully. They prefer to stress that complaints threaten police occupational and organisational interests. However, it provides a great deal of information on the unreliability of these records as indicators of the true level of police misconduct.

Bennett and Theodore (1975) found in “specialisation model” the police personality is viewed as a product of the formal and informal demands of police work. In “predispositional model” it takes a psychological perspective. Uniqueness of individual officer is prior to his entry into the law enforcement career.

Antony E. Simpson (1977) opined that socio-psychological theories are able to identify the likelihood of corruptibility. It is because they attempt to explain the criminal behaviour by focussing on the communication between the individual and his environment. They emphasize the flexibility of human responses and the ways it is modified by the immediate environment.

Journal of Police Science and Administration (1977) while examining some elements of the personality of police force and their implications indicated that in general, police officers have certain personality traits or views of the world which are typical of holders of the role. These traits have been variously described in the literature but can be defined as “authoritarianism, suspiciousness, physical courage, cynicism, conservatism, loyalty, secretiveness and self-assertiveness”. As to how these traits occur in police officers is another matter; the literature is
equivocal, asserting self or occupational selection or the influence of the police environment.

Butler and Cochrane (1977) felt that with increasing experience in the police department, police officers exhibited an increased need to be independent of others in decision making, to argue their points of view, to do new and different things and to ignore guilt and wrong doing. Their values relating to conservatism and self respect were also found to increase.

Mc. George and Wolfe (1977) reported that male and female officers had similar opinion about the prestige of law enforcement as a career and about law and order. The groups were matched for age, height, weight or ecotomorpy. The study revealed that female police recruits rated themselves as significantly more cheerful, less moody, more athletic more assertive, happier, more forceful, more reliable, less analytic, more truthful, more willing to take risks, able to make decisions easily and more competitive than their male counterparts. Although these differences were found between the female police recruits and male police recruits on the EPPs, the profiles did share many similar characteristics for choosing this career. Both groups had high need for achievement exhibition, interception dominance and heterosexuality and low needs for affiliation and abasement.

Territe, Swanson and Chamelin (1977) have stressed the importance of psychological testing which is aimed at screening
applicants who represent link to the public, to fellow officers or to themselves.

A.B. Sexena (1978) while reviewing a book by Maureem E. Caim “Entitled society and the Policeman’s role” discussed what is the policeman’s role view as opined by the author. In society and the policeman’s role Maureem E. Caim had examined the “policeman’s role view” with an enquiry into police behaviour in terms of role pressures and the community. The analysis is further sharpened by a detailed explanation of the policeman’s interdependence with his family, his senior officers and his colleagues. E. Caim feels that an understanding of the policeman’s role view will provide some light on police administration and behaviour besides an explanation of behaviour in terms of role pressures.

Carlson (1980) and Goldberg (1978) observed that high risk for heart attacks (the type ‘A’ personality) was associated with other characteristics of police officers. Goldberg (1978) studied 43 municipal and 24 state police officers in advance training seminars. (Mean age 35.4 years SD = 6.3) Age, height, weight, years of police experience, military history and department size along with thrill-seeking questionnaire were analysed. The only reason that correlated significantly with the Type-A personality test scores was “early retirement with good pay”.

Crosby (1979) found studies have been based on psychological features of recruits or already employed police officers. Little attempt to follow up recruits on a long term basis has been made. Spielberger
(1979) also agreed with this as predictors of effective job performance. Controversial reviews are received about the Minnesota Multiphasic Personality Inventory (MMPI) over the past three decades. Hence various instruments are put to use to tap a wide variety of self-report behaviours numbering about 566 items. In fact, there is evidence that during the early stages of the project, the departments generally hired persons regardless of the psychological comments.

In 1979, questionnaires were sent to the Police Chiefs of 25 police departments designed to obtain the information concerning the performance of the officers who have been tested and were subsequently hired on a full-time basis. For each candidate, chiefs were asked to list the year they were hired, overall performance and if the individual was no longer employed, under what circumstances he left the department.

Preliminary analysis found no significant differences between exceptional and above average or between below average and poor or any of the MMPI scales. A test analysis computed in accordance with Winner (1971) revealed that when the MMPI scores of the 102 Police officers were computed and compared with the scores of the 100 members of the control group, significant differences emerged between the groups on K-Scale and the clinical scales of psychopathic deviate (PD) Masculinity-Femininity (MF) Paranoia (PA) and Hypomania (MA).

Rosby (1979) and Spielberger (1979) have indicated that reporting
the content of the questions might jeopardise future testing of candidates. In general differentiating questions revealed that below-average officers were often tough-minded, insensitive and had little empathy.

According to Shranger and Schoeneman (1979) most studies indicate a lack of consistent agreement between self-ratings and other ratings of personality traits. One hundred and ten patrol officers in work partnerships completed ratings for self and partner. Items were, personality traits most frequently used by officers to describe themselves during informal interviews. Officers committed to continuing the partnership showed higher self-other agreement, than officers not committed to continuing the partnership. Results supported the hypothesis that ratings from committed others yielded greater agreement than do rating from uncommitted others.

Cheriness (1980) identified four primary career orientations. They are 1. Self-inverter; 2. Social activist; 3. Careerist and 4. Artisan of both men and women entering police work. According to him, for each orientation, there exists an optimal kind of work setting to match person's particular set of goals, values and outlooks. Furthermore the stress and burn out which a person experiences on the job are proposed to be influenced by the degree of fit between the individuals, career orientation and the work setting.

Lerter, Babcock, Caseiri, Crenz and Bulter (1980) found that police officers depart from norms on scales of standard personality tests. Some
dispute the consistency. Matarazzostal reported that American police applicants scored significantly higher than the norms on the Edwards Personal Preference Schedule (EPPS) on the needs for achievement, exhibition, interception, dominance, endurance, heterosexuality and significantly lower on the needs for autonomy, succorance, nurturance and aggression.

While discussing polity and people in India, Sharma (1981) claimed that police reforms need to be concentrated on bringing about professional competence, organisational efficiency and behavioural courtesy. Administrative norms and ethical values once developed can generate traits of honesty impartiality and fairness in the administrative working of the policeman.

Hoyt Morris (1981) observed that very little attention is paid to individual psychological factors or dynamics or even to those items which generate stress. The officer is generally assigned the role of a passive receiver of and reactor to job stresses. Such a framework or concept of stress may fail to account for psychological variables which motivate one to select the job of law enforcement initially. Also, it may overlook or inadequately explain differential stress reactions across individual police officers. According to him, stress can be carried far from the original situation and for a very long time. Many are aware that they even carry fell-over anger, sadness etc. from one environment to another. Also stress is cumulative. Though the human organism naturally attempts
a rather stable level of stress or tension, it still, may build over time. Further a broader framework should be of assistance to those providing psychological or counselling services to a very heterogeneous group of problems and personalities which resist clear definition.

Angement ALW (1982) examined ratings made by two observers of the behaviour of police officers who stopped people on the street and the people who were stopped and questioned by the police. According to him, the two observers differed considerably in their judgements, particularly in their ratings of the police. Behaviour ratings appear to produce a more accurate picture of the observers than of those being observed.

Curt R. Bartel (1982) referred to psychological characteristics of small town police officers. Besides, collecting information from police chiefs about their subordinates, a control group of 100 male college students who had passed the Vermont written examination for city and town law enforcement were also administered the Minnesota Multiphasic Personality Inventory (MMPI). They were from age groups of 20 to 35. The MMPI does have the power to differentiate small town police officers who perform satisfactorily and on the job as judged by their department supervisors and those who do not. According to him, the successful police officer feels more physically competent, tends to be more accepting of society's values and standards, fewer problems with authority and supervision and generally more guarded about revealing himself than unsuccessful officers. The successful officer was also found to be less tensed, anxious or
worrysome, recovers more quickly from stress and threat besides administering better socialistic skill in dealing with the public. They were found to be younger and had general interest patterns, that correspond to police 'in-group' more than the inadequate counter-parts. When compared to the college male control group police candidates as a group were found to be more guarded (elevated K) more persistent and ambitious (elevated MF) and more cynical and suspicious (elevated PA). When the police candidates defensiveness was controlled on the K-corrected scales, only the officer's tendency to feel more physically competent (lower HS scale) emerged as significant scale. A discriminant analysis designed to find MMPI questions which consistently discriminated between the above and below average officers revealed 42 items meeting the criterion. The below average officers were more often found tough minded, insensitive and had little empathy.

David Lester, Fred Gronau and Kenneth Wondrock (1982) felt that very little research has been conducted on the personality and attitudes of female police officers. He cited Peristein (1972) who reported female police officers securing lower on a test of authoritarian attitudes and on a test of anomie than male police recruits. He used androgyny scale devised by Ben (1974) for measuring personality of women police officers. Thirty three female state police recruits near the end of training and 31 female college students were administered a questionnaire anonymously containing the androgyny scale and the attitude towards rape scale (Feild 1978). Their age, race, education, height, weight etc.
were also ascertained. From these data an ectomorphy score was
devised. Each one of them were also administered Edward's Personal
Preference Schedule (EPPS). He found that two groups did not differ
in age, height, weight or ectomorphy scores. The female police recruits
did not differ in their overall response to the feminine adjectives on Ben's
androgyyny scale. Their overall androgyyny score was significantly different
from that of the female control group.

In particular, the female police recruits rated themselves as
significantly more cheerful, less moody, more atheletic, more assertive,
happier, more forceful, more reliable, less analytic, more truthful, more
willing to take risks, more able to make decisions easily, more self-
sufficient, less soft-spoken, more masculine, friendlier, more aggressive,
more acting as a leader and competitive.

Though differences were found between female police recruits and
male state police recruits on the EPPS the profiles did share many
similar high needs and low needs, indicating a good deal of similarity
in the personalities of men and women who choose to become state
police officers.

Curt R. Bartol (1982) found that only a few investigations are
directed at the screening and selection of rural or small-town law
enforcement personnel. The research on psychological assessment of
police officers is so mixed that it may be questionable to advance
generalisation about possible discriminating characteristics for a
successful career.
Bartel (1982) observed that police officers scored higher on K-scale and the clinical scale of psychopathic deviate, masculinity-femininity, paranoia and hypomania. He further reported that clinical scales differentiated between the average, above-average and below-average rated police groups. Screening agencies should examine the raw MMPI scores for suitability. Police personality is characterised by cynicism, high need for exhibitionism, heterosexuality and low need for order and need for dominance.

Colman and German (1982) with numerous self reported measures found that controls were less conservative and less authoritarian than the recruits and probationers. Other studies have shown that the police personality is characterised by cynicism.

K. Robert C. Aslam (1982) stated that by and large, social roles are predetermined. Culture defined the nature of the role and sets the limits of acceptable variation, norms of behaviour dictate what the actor will do and say ... when enacting a social role the personality of the actor may be masked by the performance of the role. Social rules become internalized part of the self. A man playing the occupational role of a policeman may conceive of himself as a policeman.

Robert and Adam (1982) opined that self-knowledge is felt to be a good thing. It is probable that if an individual knows his biases, emotions and needs and values and prejudices then he will be in a better position to minimise their effects both within the service and in the community that is policed.
Strattan (1982) discussed concepts of negligent admission and negligent retention. Negligent admission is related to acceptance of hiring of individuals who are not emotionally and physically fit for the job. Negligent retention refers to the retaining of employees by agencies and supervisors who have indications that an employee is not functioning adequately.

Tomberker felt one can analyse the psychological, physiological and sociological effects on the police officer because of his membership in this high stress occupation. One can also examine problematic and deviant work related behaviour patterns of police officers.

Wijmer D (1983) found little qualitative research, in particular participant observation, having been done on the police in the Netherlands. He discussed the nature of the participant observation method of research and characteristics of police organisations. Further examining some of the problems and situations a researcher may face in using such method in police research, he cited problems and tactics with reference to his own participant observation experience in police organisations in the Netherlands.

Merenin (1983) stated that the discretion of individual officers enhances as it provides a legitimate reason for choosing among requests for service and lessons the capacity of the supervisors to stay in touch with their personnel.
Knatz and Inwald (1983) opined that screening focuses on "such personal attributes as excessive fearfulness, phobias, uncontrolled impulsivity, inability to handle hostility, self destructive behaviours, paranoid tendencies and delusional thinking as well as clearly psychotic conditions and character disorders.

Murphy (1972), Levy (1973), Johnson (1983) and also the New York state senate committee (1986) have all highlighted the concept that psychological testing for the purpose of screening out high-risk applicants appears to have gained rather a wide national level of acceptance by police organisations specially in U.S.

Steffel and Rossi (1983) referred to negligent retention as the second deadly sin of the employers. Incompetent people are hired and allowed to continue to work in a system for which tremendous price is being paid by the organisation.

Selke WL Bartoszek GM (1984) analysed the seeds of conflict in his article on police and media relations. He referred to a study wherein an attempt is made to explore the attitudes and perceptions of police cadets and journalistic situation towards their perspective professions. The primary goal of research is to identify personal characteristics of the groups which might help explain the animosity often observed between the police and the press. Samples were chosen and survey conducted. The results confirm the hypothesis that there is a great deal of suspicion and distress between the two groups even before they formally enter into the profession.
Mahanta and Kathpalia (1984) observed significant difference in personality in the hierarchy of police officers by using EPQ. Senior officers scored relatively high scores on psychotism and neuroticism scale in comparison to their juniors (Indian study). Judges also form an important segment of criminal justice system in the country. Their decision plays a pivotal role in putting a person behind the bars and label him as a criminal. The importance of extra evidential variables were that judges are undoubtedly influenced by subjective factors such as ideology, personal opinions and emotional involvement. He found that there is no significant difference on neuroticism scale among members of criminal justice system.

Lawrence Richard A (1984) adopted the stress response variables model of R.S. Lazarus et al (1974) to formulate a police stress inventory to measure job demands and Ss responses and administered the 16 PF to measure personality traits in 104 male police officers of age group 20-47 years. Results show that in normal Ss, traits such as being reserved, detached, critical, conscientious, persistent, practical, down-to-earth, socially aware, self sufficient, resourceful, and preferring one's own decision and assist officers to cope with job demands. Administrative support for dealing with the problems of insufficient or faulty equipment and lack of communication would reduce job - related stress factors.

Loo Robert (1984) presented an overview of stressors experienced by law enforcement officers, particularly police women and police families.
Stress reactions, including extreme reaction such as burnout and premature death, psychopathological reactions, substance abuse and suicide were discussed. The role of psychological services, both practice (preventive) and reactive (treatment) in support of officers throughout their career cycle was described. Psychologists it was felt, could provide services in the context of recruit selection, selection of officers for special assignments, training, counselling and therapy, organisational psychology applications and applied research.

Virendra Kathpalia and Sanyal (1984) observed that the nature of work predominantly affect the routine of their professionals, and it ultimately affects latter's personality. It is true that all the three groups of criminal justice system deal with criminals but in different manner. Police during investigation remain in close touch with criminals and may often adopt even third degree methods during interrogation. So they may easily develop authoritative tendency of curbing these malpractices with the result that many criminals may develop hostility with these people. It can ultimately affect their sense of security. Similarly judges give their decision on the basis of compiled facts. The officials are trained and remain neutral at the time of decision making and their decisions are often tough. Correctional officers rehabilitate those anti-social elements. These professionals deal with the criminals in different aspects. The members of criminal justice system remain more or less in a similar stress situation, so that their methods of dealing with the problem may also prove to be same. A study was carried out on a
sample of 135 respondents who were members of criminal justice system. Their officers were from different parts of the country, nominated to undergo training for different courses of criminology and forensic sciences. The instrument used was Eysenck Personality Questionnaire to study 1. Extraversion; 2. Neuroticism; 3. Psychoticism; and 4. Dissimulation.

Mehra (1985) while discussing police in changing India suggests that police and society are an organically inter-linked system. According to him, police society interaction arises from the status of policemen as individuals. The police personnel like other members of the society are born and brought up in society and cannot remain unaffected by the existing social milieu. The values they imbibe during the first 20 to 25 years of their lives are certainly going to govern their behaviour later. The changes that take place later in their attitude and perception are generally within the value frame they have already acquired. Behavioural problems are noticed of police as an organisation and policeman as an individual with society. It has been demonstrated by several studies that many of the behavioural and attitudinal problems are due to the nature of the interaction of the police with the society. How the society treats the police as an organisation and the policeman as an individual and how the police view the social attitude towards them is later reflected in the police culture that the police develop in each society.

John F. Kennedy, former President of the USA once said that police
successes are never sung but their failures are heralded. Referring to such comment, Ajay K. Mehra (1985) while calling for reorientation of the police force stressed the need for a comprehensive review of the police system in India. To reorient Indian police and to provide them with a new direction and above all a new image, is a must and for this purpose the entire organisational and administrative structure needs to be reorganised. A new police service with an entirely new ethics and purpose only can meet the challenges thrown up by social and political changes in India. In designing the police, the needs and requirement of a democratic society and polity should be taken into account. Recruitmental policy will have to be revised. Emphasis should be on aptitude rather than on physical strength and the best suited persons must be given the basis of service conditions including improvement in emoluments, techniques of investigation, development of managerial and leadership qualities. A study of behavioural sciences would only acclamatise the policeman to the new environment. Combined with a good public relations programme, police would be able to build a good police community relationship.

Igbinovia PE (1985) while discussing police misconduct in Nigeria cited the dynamics, rationale, nature and extent of police misconduct in Nigeria. The essay focuses on two areas of police malfeasance, corruption and violence. Strategies for deterring and /or curtailing the incidents of police misconduct in the country are also tendered.
National Institute of Justice Washington DC (1985) in their topical bibliography included 66 document abstracts representing the most relevant literature on the subject of psychological screening of police in the National Institute of Justice collection. Topics covered in this bibliography include current psychological screening practices, the validity of psychological screening in predicting police performance and desirable police personality characteristics.

Pugh George (1985) examined job performance in relation to the personality characteristics of 61 police officers (mean age 23 years). Subjects were administered the California Psychological Inventory when they were recruits and their job performance was judged after two and 4 to 5 years on the job. Results support the hypothesis that the predictability of police work to personality variables changes over time. Striving qualities of the capacity for status were good predictors of high performance at two years. After four to five years the best predictors were those that indicated a stable, responsible and socially skilled individual. During the earlier phases of police work, it appeared that the main focus of the job involved becoming a part of police department, finding a good level of operation and gaining the trust of other officers. The new police officer stabilised in his position. Police, work rather than simply fitting into police department becomes focal and maturity and responsibility became more important to job performance.

Lester David & Ten Brink William (1985) analysed the result of a survey of forty four police officers and suggested that fraternizing with
other police officers socially is associated with an increased tolerance for misbehaviour by fellow police officers and an increased willingness to cover up such behaviour.

O'Connell, Brain, J. Holzman, Herbert and Armani and Barryr (1986) developed scales measuring work cynicism (WC) and organisational cynicism (OC) using accepted reliability and validity procedures and examined the relationship of the scales to six police job variables and five coping strategies. Ss were 418 New York city police department personnel who were representatives of different crime intensity precincts and all ranks. Cynicism was found to be a multi-dimensional variable. Various combinations of OC and WC were good predictors of rebellion, retreat and conformity modes of adaptation. Ss who saw their work as more complete had lower WC. Work Cynicism but not OC was related to less desirable work shifts and commands. WC was significantly higher among those not promoted in the ten to fourteen year tenure range than among those who were promoted.

Dietrick Joseph F & Smith Janeffe (1986) reviewed the literature on non-medical drug and alcohol use among police and its possible relationship to occupational stress. Estimates on the incidence of alcohol problems among police, range from 2 to 30% but these rates may be much higher. Available evidence suggests that male oriented police culture may be conducive to a high incidence of drug and alcohol use both for socializing and stress reduction. Police work has been shown
to be highly stressful and this stress may lead to excessive alcohol and drug use. Stress factors may lead to high incidence rates among police include depersonalisation authoritarianism, organisational protection and danger preparation. Several other studies have shown that police may use alcohol and drugs as a means of coping with occupational stressors.

Vikas, Ranjan, and Kishore Mukesh (1986) administered a job attitude questionnaire to hundred police personnel representing four grades with an intelligence wing of Patna, India, to assess the relationship between job hierarchy status and job satisfaction. Data from the 30 item instrument were submitted to mean comparisons for significance, the Newman Koul test and Chi-square analysis. Results indicate that higher job status is associated with greater job satisfaction. Job satisfaction scores significantly increasing for each of the hierarchical positions.

Moller, Steven (1986) described how 110 male patrol officers (aged 25-38 years) in work partnership completed ratings for self and partner. Items were personality traits most frequently used by officers to describe themselves during informal interviews. Ss committed to continuing the partnership showed higher self-other agreement than Ss not committed to continuing the partnership. Results support the hypothesis that ratings from committed others yield greater agreement than do ratings from uncommitted others.

Wimkel, Et al (1987) claimed that if deviant behaviour of superiors
is left uncorrected, it can lead to deviant behaviour on the part of subordinates. It is important to find out why deviant behaviour of a superior elicits a corrective response less readily than that of a subordinate. Reactions of 216 Police sergeants to deviant behaviour of a superior ranking officer and a subordinate indicated that the deviant officer's rank influenced the sergeant's reaction, the sergeants were more inclined to correct their subordinate than their superior officers. The deviant officer's position in the hierarchy influenced the sergeant's reaction more than the seriousness of the deviant behaviour. Sergeants who felt they differed little or not at all in power from higher ranking officers showed the same corrective behaviour to higher and subordinate officers. Less tolerant behaviour towards superior ranking officers who behave incorrectly can be brought about by reducing an officer's perceived difference in power from his superior ranking officer. The majority of sergeants in this study felt closer to the lower ranking officer than the higher ranking officer.

A researcher in 1987 reported in the Journal of Police Science and Administration, his study of the personality traits of police officers and police applicants (PAs) during 1981-1985 using the Minnesota Multiphasic Personality Inventory (MMPI) to replicate the findings that PAs are psychologically healthy; to see if they are a more homogeneous group than the normal population; to study within group differences with respect to sex and age, to find changes between rural vs city PAs and to compare PAs with recently hired security guards nuclear submariners and
US air force trainees. 257 PAs who were Ss differ from the normal population, they are more psychologically healthy; are generally less depressed and anxious; are more assertive and interested in social contacts; have a greater tendency to present a good impression of themselves and are a more homogeneous group. PAs are most like nuclear submariners in terms of conformance to authority, trust of others and are least like air-force trainees.

Doerner William G (1987) administered the State Trait Anxiety Inventory and a background questionnaire to 21 police dispatchers four supervisors who double as dispatchers and five community service workers who functioned as telephone complaint takers. Results indicate that Ss were not pathologically stressed, although they did possess elevated stress levels compared with data from the general population. Ss viewed themselves as service providers to the public and to police officers. They derived the most job satisfaction from the variety of tasks they performed. Frustrations expressed by Ss were similar to job frustrations expressed by workers in other occupations.

Robert D Meier, Richard E Farmer and David Maxwell (1987) have indicated that the importance of psychological screening is growing with a view to measure the intelligence level and psychological tests are extensively used to determine emotional stability in all departments. Police officers are subject to great emotional stress and they are placed in positions of trust. Personality is not a static condition and hence prediction of future performance within narrow ranges of behaviour samples is very
difficult and realistically not practical at the present time.

Intellectual and cognitive functioning assessment, personality assessment and clinical interviews are the areas of psychological screening.

While one would refer to police work, the most talked about weakness of police is their rough and indifferent behaviour with the people. The complainants who have suffered some kind of deprivation and misery, approach the police for help and remedy. If the police personnel react to this situation indifferently or what is worse unsympathetically, they have lost a well-wisher for ever. Sympathy or solace and willingness to help, are absent in police behaviour at that point of time when they are needed most. Pande (1987) claimed that the frequency of dealing with the wrong people of society manifests itself into a behavioural pattern for the policemen and more often than not, it solidifies itself into a habit. The loud voice, frowning eyes, askance look and grim facial expression can well provide the sketch of a traditional policeman. These physical features which are very much acquired not, of course, required during his police career, tend to stay with him rather permanently when he is in or out of uniform. A conscious and sensitive policemen has to make deliberate efforts not to acquire these angularities as they are likely to speak into his personality unannounced.

Hiati, Deirdrs and Hangrave George E (1988) compared the Minnesota Multiphasic Personality Inventory (MMPI) profiles of 53 law
enforcement officers who have been involved in serious disciplinary actions with those of a matched group of 53 officers who have not been involved in such actions. A multivariate analysis of variance (Manova) found the profiles of the two groups to be significantly different with scales 1, 5, 6 and 9 significantly higher and scale L significantly lower from the problem group. In addition, Ss in the problem groups were twice as likely to have a high-point elevation T-Score Z 70 as their not problem counterparts. It is suggested that any degree of psychopathology as reflected by MMPI profile elevations increases the likelihood of serious job performance problems.

Kunce Joseph T and Anderson Wayne P (1988) investigated 24 normal personality characteristics of 67 policemen using the personal styles inventory of JT Kunch Et al (1986). The concurrent validity of the composite profile of this sample was significant as evaluated by its correlation with a composite ideal 'policeman profile' constructed from staff judgements of the importance of each of the 24 characteristics of effective police work. Salient attributes were 1. showing restraint in terms of emotional expressiveness without being either overtly enthusiastic or reserved; 2. being a disciplined team worker without being overtly dependent on others and 3. having a realistic and pragmatic thinking style without being disdainful of authority. These results contrast with findings of research studies that have used personality tests oriented more towards assessing psychopathology.
Roming (1988) presented the results of his study which supported the hypothesis that supercops and criminals tend to respond similarly to identical environmental and interpersonal stimuli. Supercop was defined as an officer who for the past three months performed at or about the ninetieth percentile on his shift and in his area of assignment with respect to self-initiated felony arrests. The term 'habitual criminal' was defined to refer to individuals who have been arrested five or more times for felonies. In addition, the study confirmed the notion that there are some identifiable personality characteristics that are positively related to police productivity. The profile of the supercop, based on an item analysis of responses to Roming's Response Disposition Inventory, is characterised by dispositions toward control aggressiveness, vigilance, rebelliousness, high energy level, frankness in expression, intense personal relationships, high self-esteem, feelings of uniqueness, extraversion, sociability, jealousy, possessiveness of sexual partner, tendency not to change opinions easily, philandering and a tendency to avoid blame. It may be that the most appropriate way of selecting suitable applicants is to prioritize law enforcement objectives and to select candidates based on narrowly defined criterion for specific jobs.

The Jabalpur Bench of the Central Administrative Tribunal (1988) while discussing the scope of the expression "conduct unbecoming of a public servant" ruled that it should be decided by common sense. According to them, the conduct should conform to 1. the ordinary norms of decency and morality prevailing in the society in which the public
servant lives; 2. it should not isolate or violate the laws of the land which as a law abiding citizen, he is bound to respect; 3. it should not go against the declared policies of the Government he serves.

Bangalore Bench Central Administrative Tribunal (1988) while hearing the case of T. Kuna Naik vs. Supdt. RMS Bangalore and others discussed the expression of “unbecoming conduct” and referred to the Supreme Court Judgement of 1967. The Supreme Court had ruled that a government servant cannot absolve himself of any act which he does outside his office hours or office premises. The tribunal directed that the government servant who assaulted another government servant outside the office hours and the premises could be deemed to have committed misconduct and it was open to the disciplinary authority to proceed against such person under the rules and impose on him appropriate punishment consonance with the gravity of the delinquency.

Kaul (1988) while reflecting on police society refers to position of a constable in the police community relationship. According to him the constable has not received a fair deal in the police hierarchy and is treated as an obedient robot normally bereft of volition and individuality. This position gave him the under-dog complex and he seeks psychological compensation by inflicting avoidable mal-treatment of the societal under-dog. This state of affairs has damaging results on the police-public relationship. The imperative need therefore is to restore the constable to a prestigious position, making conscious of his important
role and duty and extend to him, the treatment deserving of an officer. This will produce an electric change in his treatment of the people during his patrolling or street corner beat or during any other contact. The constabulary needs the satisfaction of his ego to keep him motivated and to change his attitude with the man in the street.

Singer Ms & Love K (1988) investigated gender differences in self-perceptions of occupational efficacy in law enforcement officers using data from 103 male and 75 female police officers. $S$s completed rating of their self perceived (by others) and actual occupational image, as well as occupational behaviour measures of psychological well-being, job satisfaction and job involvement. Results showed that females had less favourable self occupational image than male officers. However both sexes reported similar levels of psychological well being, job satisfaction and job involvement. Males had more accurate perceptions of the views than their female counterparts held towards them.

Bentler, Larry E, Nussbaum, Paul D & Meredith, Keith E (1988) evaluated twenty five police officers shortly after their recruitment and again two years later. Eleven of the officers were available for follow-up four years after their recruitment. Minnesota Multiphasic Personality Inventory (MMPI) scores showed significant changes over time, suggesting increasing somatic symptoms anxiety and alcohol vulnerability. The increased vulnerability to alcohol abuse was the strongest finding and by the fourth year of service, Mean Mac Andrews Alcoholism scale scores were within the critical range. Results are discussed in terms of
peculiar stresses of police work and the need for periodic re-evaluation to prevent stress associated problems and also initiate early intervention programme.

Wellman Robert J, Kelly, Richard E & Trapasse Philip A (1988) investigated the relationships amongst personal and demographic characteristics, personality factors, problem drinking and injury claims made by 144 Police officers. 42 Ss had made no injury claims; 30 were single claimants; 37 were double claimants and 35 were multiple claimants. Ss were administered a temperament survey and a problem drinker questionnaire. Findings show that accident-prone Ss with 10 or fewer years of service were more likely to be belligerant, hostile and contemptuous of others. By contract accident-prone Ss with 11 or more years of service had a personality style that was dominated by avoidance of social activities and contacts. Explanations for the difference between older and younger accident prone Ss are considered.

Joseph MI (1989) investigated the sources of stress in police work and the impact on different strain variables in 60 police officers. Results show that constables and head constables perceived more stress than their superior officers (sub-inspectors) in measures of under participation, powerlessness, intrinsic impoverishment and low status. The sub-inspectors perceived more stress in the measure of responsibility for persons. The constables and the head constables reported more strains in the variables of job satisfaction and depression. Specific stresses (except responsibility) and total perceived stress were significantly related.
to different job related strains, effective strains and psychosomatic complaints.

Kanfmann Garg M and B Terry A (1989) studied potential, main and moderating (buffering) effects of functional social support in the stressor-strain relationships among a sample of police officers (mean age 40.1 years) and 52 non supervisors (mean age 34.2 years). Data indicated a stronger relationship between stressors and strains under conditions of high social support than under conditions of low support contrary to the theory of S. Cohen & T.A. Wills (PA Vol 73:119). Police supervisors experienced more instrumental support but weaker job stressors than police who did not supervise others.

Stotland, Ezra & Pendleton Michael(1989) analysed data relevant to stress and strain separately for 159 police officers with high HWL and low workloads (LWRD) on traffic duty. Although these groups did not differ in demographic characteristics of an overall level of stress and strain, the sources of stress and strain were different. For the LWLS, the sources of stress and strain were difficulties in interpersonal relations with poor community and especially with supervisors. These difficulties were mediated by effects on self-evaluation. The sources of stress and strain among HWL Ss were, stress-producing events in their lives in general as well as in performing the job of patrol officer and in dealing with crimes and related matters. The differences between HWL and LWL Ss can be explained by social comparison theory, by identity theory or by H. Selye's (1952) stress theory.
Kaslof, Leslie J (1989) stated that the emotional-psychological or physical stress experienced by police officers may vary by career stage and by ability to handle stress. Negative consequences of such stress are identified and health promotion programmes designed to relieve stress are discussed.

Pendleton Michael Stotland Ezra; Spiers, Philip Kirsch and Edward (1989) narrated how they matched samples of 197 police officers, 127 firefighters and 163 municipal employees and compared them with regard to self-reports of stress and mental, physical and behavioural problems reflecting strain resulting from stress. All Ss were white males aged 35 years. Measures used included the Cornell Medical Index—Health questionnaire and the State-Trait Anxiety Inventory. Police officers reported more stress, however strain was greatest among the municipal employes and least among the fire fighters. Police officers as a work group, did not appear to experience more health and social problems than the other occupations.

Dhillon Paramjeet K (1989) investigated the effects of hierarchy on perceived occupational stress (OS) and job satisfaction in 176 male police personnel (aged 23 to 52 years) belonging to 5 hierarchical positions (HPs) in India. Results indicate that HP had a significant negative relationship with overall OS and most of its components (e.g. role overload, role ambiguity, role conflict). However, HP had a significant positive relationship with one OS component. (responsibility for persons). Poor peer relations and intrinsic impoverishment were not
significantly related to HPs. Personnel in higher ranks were more satisfied with their jobs than personnel in lower ranks.

Worden Robert E (1989) reappraised the value of situational and attitudinal explanations as parts of a theory of police behaviour, observational data on 900 patrol shifts with officers from 24 police departments in three metropolitan areas indicated that situational factors had significant effects on Ss' choices to make arrests. Situational factors had less impact on Ss' choices among informal courses of action (i.e. mediation or separation) individual behaviour styles bore little relationship to occupational attitudes concerning role orientations, legal restrictions, citizen respect and cooperation legal institutions and selective enforcement.

Oyefese Adenekan O (1989) while investigating the incidence and pattern of police related stress and how it contributes to poor attitude towards work (ATW). 76 male and 24 female police officers of different ranks completed a job stress rating scale and on ATW questionnaire, irrespective of sex or rank, the strongest stressor associated with police work, working hours. Stressors that negatively correlated with ATW were accommodation, physical danger, career frustration, indiscriminate transfer, police-public relations and inadequate equipment.

Machell David F (1989) discussed the police officer's process of emotional self-protection, called professional protective emotional suppression (PPES). PPES is a process of emotional containment
necessary to hold a person together under psychic battering which many officers routinely face. PPES may prove an obstacle to the recovery effect of an alcoholic police officer, in that alcoholism may be viewed as a disease of emotional suppression that requires treatment by cathartic release and resolution of feelings. Recommendations are made for employee assistance programs and supervisory / managerial assistance efforts.

Burke Ronald J and Kirchmeyer Catherine (1990) applied C. Chemiss's (1980) primary career orientations (self investor, social activist, careerist and artisan) to 586 Police officers attending a police college. Findings support Cherniss's hypothesis that people who begin their careers with a social activist orientation run the greatest risk of experiencing a negative work setting, heightened stress, reduced work standards and poor emotional and physical well-being. Findings suggest a poor fit between the social-activist orientation and the actual realities of the police work setting.

Burke Ronald J and Kirchmeyer Catherine (1990) examined how present career orientations (CORS) and changes in CORS related to stress and burnout in 295 police officers from a study by R.J. Burke and C. Kirchmayer (PA Vo.77 29656). Ss rated C. Cherniss's (1980) CORs (artisan, careerist, sel-investor and social activist) in the order of how closely the CORs represented them. Ss rating themselves as self-investors were the most critical of the work setting, experienced the most stress at work, reported the most negative changes in attitudes.
characterizing burnout, were the least satisfied with their jobs, were most likely to quit police work and were the least well. There was a poor fit between the self investor COR and police work.

Seathoff Gregory B & Buckman John (1990) narrated how 26 state police officers (24-53 years) referred to by their department or self-referred were evaluated for over 20 months. The most common primary diagnosis was adjustment disorder, followed by substance abuse and personality disorder. 16 Ss were assessed to be psychiatrically capable of returning to duty: concurrent outpatient care was recommended for most of them. The most challenging cases for evaluation were those involving psychiatric symptoms after trauma on duty (including cases of post-traumatic stress disorder (PTSD)) behavioural manifestations of personality disorder and substance abuse. Three cases are described.

Leighton (1991) wanted a shift in policing from the present paramilitary nature where chain of command is given utmost importance to more decentralisation of the local neighbourhood level with greater emphasis on service functions. Police service is geared to solve the problem of crime and disorder in the local community with active support and participation of community members.

Subramanian (1993) while introducing newcomers to police service indicated that personality is the aggregate and the integration of all the different characteristics of an individual-psychological intellectual, emotional, physical etc. as they are presented to other people. It would
include mental traits like character, behaviour, emotion, temperament etc. Each one's personality is what makes him unique - a distinct individual in a sea of humanity with his own way of thinking and doing things. One's personality is what other people think or perceived of him - as an individual; as a member of the society. His ability to achieve his personal and professional goals would depend to a large extent on his personality.
CORRUPTION AND MISCONDUCT

According to Goffman (1963), in general, the police department handles matters of corruption quietly and secretly in order not to spoil its identity in the society. Police organisations may use cover-up tactics for protecting, due to organisational rather than individual reasons. Many departments in the world have utilised the cover-up tactics.

Wilson James Q (1963) spoke of the institutionalisation of corruption in the police subculture and considered it as a by-product of the 'code' (dysfunctional product of the system) and aspects of the 'code' as a means of protecting officers from the outside world and as a mechanism that minimizes the risks of engaging in corrupt practices.

David H Bayley (1966) while referring to the definitions emphasizing the misuse of power as a characteristic of corruption, opined that corruption is a general term covering misuse of authority as a result of consideration of personal gain which need not be monetary.

Dodd (1967) claimed that confusion and variations in definitions of corruption causes a major problem. Attitudes of police have been purely defensive towards allegations of corruption. Defensive nature had led police to cover up corruption and to rely on a 'rotten apple' explanation when the department can no longer be defended.

Bayley David H (1968) conducted the first significant public opinion survey in 1965. He had concluded that many close observers of police-public relations in India had felt that "Indian public is deeply suspicious
of the activities of the police. A considerable proportion felt the police to be corrupt, sometimes in collusion with the criminals and very frequently dealing unevenly with their clients”.

Turner (1968) narrated that money taken from those engaged illegal activities pertaining to gambling, prostitution and liquor might be defined as “clean money”. They (officers) shield themselves by telling others that they are responding to a situation forced upon them by the disparity between what is forbidden by law and what is wanted by the community. On the other hand money received from direct criminal activities as burglary and robbery are frequently defined as ‘dirty money’. Police who regularly take ‘clean’ money look down on their colleagues who take ‘dirty’ money as crooks and deviants.

Monterio (1966) and Bayley (1969) after studying the Indian situation, suggested that, in Far Eastern societies, police corruption is common and like bindweed, it is virtually impossible to eliminate it.

According to Rogow and Lasswell (1970), harm done to public interest is a characteristic feature of corruption which violates responsibility towards at least one system of public or civil order and is in fact incompatible with and destructive of any such system. Such definition would imply that corrupt behaviour is nothing but violates a system of prescribed values rather than the system of prescribed rules.

Bernard Cohen (1970) presented results of his analysis which were published in monographs, later summarised in an article in 1972. Of
the 1938 allegations made against members of cohort, 185 were involved in possibly criminal behaviour. Cohen noted that 131 were characterised as corrupt. Proportionately large number of plains cloth men were accused of corrupt practices, that a small number of these cases, 23 were actually brought to trial, smaller number of officers were punished either by suspension or imposition of a major penalty. In none of the cases the penalty was more severe than those imposed.

Deviant behaviour is that behaviour which violates the normative expectation. The reputation of the police gets spoiled especially when they misuse their power and when they get caught red handed. Frequent coverage through media of such incidents gives a very bad picture in the society of the police.

Chambliss (1971) felt that all city police forces in the country are inherently and manifestly corrupt.

Most definitions of corruption stresses the concept as a behaviour resulting in private gain at public expenses. Such behaviour is deviant because it violates norms which prevail or which are thought to prevail in a society.

Patrick Edobar Iginowa found within the rank and file of the police, evidence of corruption abounds. Police officers admit to corruption in their midst. (kickbacks, opportunistic thefts, planned thefts and case fixing).
The Knapp Commission (1972) opined that problem of corruption is neither new nor confined to the police. "In every area where police corruption exists, it is paralleled by corruption in other agencies of government, in industry and labour and in the professions".

Pennsylvania and Knapp Commission (1973-74) stated that there is more public attention than any other reports on police misconduct. An investigation of the police department in Philadelphia found dishonesty to be continuous, pervasive and organised within the department. Unlike the Knapp Commission, the investigators established connections between corrupt practices and officers of the highest ranks in the agency.

Organised pay-offs, involving collusion between police and professional criminals, provided police with large illegal payments for not enforcing laws relating to gambling, narcotics and sale of liquor. Knapp (1973) represent the full report of invention. "Reports of prior investigations into police corruption, testimony taken by the commission and opinions of informed persons make it abundantly clear that police corruption has been a problem for many years" and it is also widespread.

Sherman (1974) felt that the 'code of secrecy' maintained by the police subculture helps insulate corrupt officers from the law. Thus corruption may also be viewed as a function of police institution and practices.
Sherman (1974) while outlining his typology of police corruption, claimed that the least serious of these is type one, which involves activities of isolated individuals or small group of individuals. All of the available data suggest that this is the minimum level of police corruption to be found anywhere in the world.

Manning (1974) categorically felt that the extent of police corruption can be assessed only from relevant data but there is no foolproof method of gauging pervasiveness of corruption that exists now because of the difficulties in obtaining reliable data which is often characterised by secrecy and peer support that are outstanding characteristics of police subculture.

Thomas Barker and Julian Reebuck (1974) claimed that the popular belief that police corruption is due to the result of personality aberration on the part of few individual officers is no longer tenable. According to them, although corrupt police behaviour is defined administratively and legally, the four linkages which are studied suggest that police corruption is best understood as a form of organisational deviance. Police officers engage in number of corrupt practices in accordance with temporization process among three sets of uncomplimentary norms: 1. formal norms of the police organisation; 2. informal norms of the police organisation and; 3. legal norms.

Goldstein (1975) maintained that corruption is endemic to policing and the very nature of police function is bound to subject officers to tempting officers.
Antony E Simpson (1977) indicated that sociological studies provide some means for estimating the extent of corruption in police agencies and most studies support the view that corruption is endemic in police departments. The level of corruption is a variable dependent on political and organisational factors.

Sir Robert Mark (1977) Police Commissioner, London (1972-77) remarked that an army of lions led by a sheep cannot win a war, but an army of sheep lead by a lion has every chance of success. During his anti-corruption drive, he had weeded out 400 police officers, including some seniors.

Barket (T) 1983 referred to the study wherein to hundred and seventy-one police officers from 91 American forces were asked to provide an estimate of the amount of police corruption and misconduct in their forces. Although the amount of police deviance perceived by the respondents varied directly with the size of the department, it is significant that no force, no matter how small was, perceived as being totally free of misconduct.

Leutink (1983) observed that police corruption is examined with reference to the relevant literature and personal observation. An overview is presented of corruption investigations conducted by the State Police Department of Criminal Investigation (The Netherlands) from 1978 to 1983. Factors which favour corruption are discussed i.e. factors of a social and personal nature and factors related to the organisation. The
papers also looks at how corruption becomes known and recommends measure to help fight corruption.

Muscari (1984) while discussing organisational structure and police corruption stated that criminal justice system has shown that corrupt practices arise through the evolution of an infrastructure within police departments. By taking a radical departure from the current orthodoxy, he argued that structural explanation has its place in a discussion of human behaviour. When over-extended however, it reaches unsound theoretical conclusions that neglect the self and express a disdain for the personal which runs counter to ethical standards and considerations.

Rajagopal (1988) and Ghosh (1989) suggested that such periodical exercise are badly needed in India to contain the prevalent corruption, venality and inefficiency of police ranks.