CHAPTER II

REVIEW OF LITERATURE

2.1 Introduction

A fruitful research can be carried out only through a process of investigation of the past research and thinking with the current research. A review of literature indicates the utmost relevance of some of the previous studies and theories to the investigation. As research is a social product and each piece of research is a social product and forms a basis for forthcoming ones, the probability of contribution of a particular research study increases with the establishment of its linkage with the existing body of knowledge. When we have a research idea, it is always possible that someone else has had the same idea and already done the experiment. A literature search also will allow us to discover whether the experiment has been done any "tricks of the trade" that might help us in designing our own experiment (Elmes, et. al, 2003). Thus an investigation, to be worthwhile, should be related to what has been carried out and conducted by previous investigations (Rainy John, 2005).

In this chapter, a review of literature pertaining to role stress and coping styles among police professionals is presented. Studies conducted both in Western and Indian contexts have been reviewed.

While reviewing the literature, the investigator noticed a dearth of studies pertaining to role stress and coping styles conducted on police personnel.

The results of the studies those have been reviewed are presented below.

2.2. Role Stress among Police Professionals - Western Studies
2.3. Role Stress among Police Professionals - Indian Studies
2.4. Role Stress and Coping Styles in Policing
2.5. 'Other Variables' Among Police Professionals
2.6. Qualitative Approaches in Police Studies
2.2. Role Stress among Police Professionals - Indian Studies

Rakesh (2003), a working journalist reported the reasons for stress among police constables in Bangalore city by describing the suicide of a police constable among the Bangalore City Police. A total of 15 policemen have committed suicide in the city in the last 18 months alone and on an average about five policemen end their lives every year unable to cope with various kinds of pressures. And going by statistics, it is quite evident that stress is taking its toll on the city cops, who add up to 17,000. The reasons for stress are plenty: Long working hours, irregular eating habits, sleepless nights, poor living conditions, ill-treatment by seniors, disturbed personal life and the dwindling public confidence in the police force. Stress among policemen would manifest in the form of fatigue, depression, inability to concentrate and impulsive behaviour.

Misra (1997), conducted a study to examine the level of occupational stress and assertiveness among police officers. The sample consisted of 75 respondents belonging to Indian Police Service and Provincial Police Service of the Uttar Pradesh cadre. To attain the objectives of the study, two scales measuring occupational stress and assertiveness respectively were administered to the sample population. Critical ratio test and co-efficients of correlation were used to analyze the data. The following conclusions were drawn: (i) No significant differences were found between police officers who were more assertive and those who were less so, in areas of personal life stress, environmental stress, organizational stress, interpersonal, and personal stress. (ii) A significant difference was found between more and less assertive police officers on overall occupational stress. (iii) Occupational stress areas, namely, private life, environmental, organizational, interpersonal, and personal were found to be correlated negatively and significantly with assertiveness. (iv) Assertiveness was found to have no effect on occupational stress experienced by higher ranked police officers.

Singhvi and Mathur (1997), examined the differences in experiencing various role stresses by a group of officers belonging to Central Reserve Police Force (CRPF). A group of 19 gazetted officers of the rank of deputy superintendent of police and another group of 32 non-gazetted officers constituted the sample of the study. All the participants of the study were attending a training course at Internal
Security Academy, Mount Abu. The ORS (organisational role stress) scale was administered to the sample population to assess 10 role stress variables as well total role stress. The results indicated that role erosion and inter-role distance were found to be the most dominant whereas role ambiguity and role overload were the least dominant contributors of role stress for the total sample. Significant differences were observed between gazetted officers and non-gazetted officers on all the 10 dimensions of role stress as well as total role stress.

In another study, Mathur (1995), examined the level of awareness of stressors among police personnel. A group of 71 gazetted officers (aged 26-57 years) and another group of 81 police personnel from other ranks (aged 22-55 years) from 16 different states and central police organizations of India constituted the sample of the study. The respondents were administered a police-specific stress questionnaire designed by the author. Results revealed that both the groups experienced job-related stress. Major stressors reported were those affecting career development, use of weapons, dangerous work duties, threat of personal injury or death of colleagues, unofficial work as directed by their boss, and poor personnel policies. On the basis of these findings, the author also suggested the ways of coping with these stresses.

Mathur (1994), studied organizational role stress among police professionals. The sample consisted of 30 police officers. The organizational role stress (ORS) scale was administered to the sample population to obtain information pertaining to 10 role stresses as well as total role stress. Results indicated that the maximum scores were obtained on the dimensions of role erosion, self-role distance, and inter-role distance and role stagnation. Total role stress was also reported to be fairly high.

A micro study by Ramachandran (1989), on police constables in Ahmadabad highlighted the type of diseases suffered by them, age-wise and group-wise. It has been assumed that stress-related diseases are higher among police personnel as compared to the rest of the society and hence, steps should be taken for reducing stress among police personnel.

In another survey type study, Pillai (1987), highlighted the percentage of police personnel and their wives who experienced stress as a result of this particular occupation. For the purpose of the study, a personal inventory was administered to a
sample of 2,015 subjects comprising 1,208 police constables, 332 head constables, 83 PSI, 10 PI and 382 wives of police personnel. In the light of the findings, the author concluded that stresses produce not only physical and mental disorders but also adversely affect the normal and effective functioning of the police department.

Bhaskar (1986), studied the relationship between job stresses and personality variables among police officers and constables. She noted that a majority of policemen are hard working and conscientious. However, their job frequently leads to mental stagnation, psychological fatigue, growth of personality in one direction, dehumanizing working conditions, task pressures, lack of proper training and professional as well as personal obligations which produce anxiety and mild to severe stress. The sample comprised of 390 male police personnel from eight different ranks belonging to eight different departments of Delhi police. Two questionnaires - Job Stress Questionnaire and a Multivariable Personality Inventory were used to collect data. Crime, railway and security departments scored significantly higher as compared to other departments on all job stress factors. The same was true for two job categories, sub-inspectors and senior officers as compared to others. Neuroticism and introversion emerged as dominant and empathy and need achievement as the least dominant personality variables for the total sample as well as for various ranks and departments. Pessimism, neuroticism and self-confidence were correlated negatively and significantly with job stress variables. The author concluded that personality, personal as well as family background variables play a significant role in the perception of job stress.

2.3 Role Stress among Police Professionals - Western Studies

Stress is an important factor in police performance. Much of the research, which has been carried out to date regarding stress and police officers, has focused on identifying the presence of stress, associating stress with specific stressors, and comparing levels of stress between police officers and members of other professions. In one study, Sigler and Thweatt (2004), focused on the influence of one potential mediator of stress - religious activity. Data were collected from a population of law enforcement officers from a medium sized city and from a comparison group of fire fighters from the same city. The data indicated that religiosity has two factors (1) traditional beliefs and activities and (2) religious satisfaction and perceived influence
of religion on subject's everyday lives. The second factor was found to be negatively related to stress for police officers. As religious satisfaction and perceived influence increase, stress decreases.

Previous studies on police stress have focused mainly on urban officers, and attention afforded to rural and small town police is virtually nonexistent. To address this gap in the literature, five distinct stress scales were constructed by Scott (2004), to examine 135 rural and small-town patrol officers' experiences. The OLS regression results suggest that perceived disruptive administrative changes significantly increased officers' stress experiences on a number of different dimensions, ranging from perceived maltreatment within the department to inherent aspects of the job. However, changes to the department's top management positions were most strongly predictive of stress stemming from the organization. Perceived media criticism was positive in its significant effect on two of the five stress scales, general aspects of police work, and danger or violence. Department size was also linked to organizational stress.

Griffin and Bernard (2003), in their article used angry aggression theory to explain police use of extra legal force. As applied to police behaviour, angry aggression theory argues that the chronic stress of police work along with the inability to respond to the actual sources of that stress increase both the perception of threats and the aggressiveness of responses to perceived threats. In addition, social isolation of police officers increases their tendency to displace aggression onto visible and vulnerable targets in the immediate environment. The theory does not assert that these tendencies are necessarily actualized. Indeed, cognitive structuring techniques and stress-reduction polices can prevent such actualization.

In the study of Savicki, et al. (2003), the experiences and effects of harassment were examined in correctional officers (129 male and female) from one state and three country medium security faculties. Survey results indicate that women reported significantly more harassment (70%) than did men (40%) (P<0.001), and women were less likely to depersonalize (P< .05). Separate multiple regressions were performed for each gender on burnout, organizational commitment, and perceived stress. Harassment significantly contributed to each regression for females, whereas harassment was significant only in the male regression for perceived stress. Although
men and women did not differ on burnout or organizational commitment, harassment was a pervasive contributor to these measures for women. It appears that in correctional settings, harassment forms a background stressor differentially affecting women.

Euwema and Kop (2003), addressed three issues in their study. First, characteristics of Dutch police work and the stressful aspects of this work are described. Second, the levels of burnout of Dutch police officers are assessed in terms of emotional exhaustion, depersonalization, and personal accomplishment. Finally, burnout is related to the use of force by police officers. Data were collected through participant observation during 122 patrol shifts and by a questionnaire distributed to police officers (N=358). Organizational hazards emerged as the most frequently stressful and demanding aspects of police work. Compared to other professions, police officers score relatively low on emotional exhaustion, relatively high on depersonalization, and average on personal accomplishment. Significant relationships were found between burnout of police officers and a positive attitude toward the use of force, the self-reported use of force, and the independently observed use of force.

Much has been published on burnout in the human services. However, despite the extensive literature on job stress in policing, burnout in police officers has rarely been studied. Kop, et al. (2003), examined stressors in police work, focusing specifically on the lack of reciprocity that officers experience in relations with civilians, colleagues and the police service. They also investigated the relationship between burnout and the attitudes of officers towards violence, as well as to their own use of violence. Dutch police officers (N=358) completed a self-report questionnaire. The results showed that: (1) organizational stressors were more prevalent than task-related stressors; (2) compared to other service jobs, police officers report a particular profile on the three scales of the Maslach Burnout Inventory - a relatively low level of emotional exhaustion, an average level of depersonalization, and a high level of personal accomplishment; (3) burnout is associated with a lack of reciprocity between investments and outcomes in the relations that officers have with citizens, colleague and their organization; and (4) burnout is positively related to attitudes towards use of violence and use of violence during the officers' duty.
Collins and Gibbs (2003), examined the sources of stress-related symptoms within police officers and measured the prevalence of significant associated mental ill health. A cross-sectional questionnaire survey of a population of 1206 police officers as performed to assess levels of strain associated with a series of potential home and work related stressors. Participants were then split into low and high scoring groups on the basis of a General Health Questionnaire (GHQ) threshold score in order to identify those stressors most associated with mental ill-health effects. Occupational stressors ranking most highly within the population were not specific to policing, but to organizational issues such as the demands of work impinging upon home life, lack of consultation and communication, lack of control over workload, inadequate support and excess workload in general. The high scoring group constituted 41% of the population and differed significantly from those with low scores in perception of all stressors, ranking both personal and occupational stressors more highly, and from personality constraints appeared significantly more 'stress-prone'. A significant association between gender and mental ill health was found, with females more likely to score more highly on the GHQ than males.

Morgan, et al. (2002), assessed the relationship of several variables that have led to inconsistent results in previous studies on correctional officer stress, as well as expanded the previous research by exploring the relationship of two new variables (i.e., occupational title and work station) with correctional officer stress. Participants in this study consisted of 250 correctional officers from a Southwestern state department of corrections. Results indicated that older and more educated officers reported increased levels of personal accomplishment, whereas less experienced officers and officers with increasing job responsibilities experienced increased levels of depersonalization and emotional exhaustion and decreased levels of personal accomplishment. Furthermore, gender comparisons indicated that female correctional officers were less likely to respond impersonally to inmates than their male and female counterparts.

Research on police officer stress has focused primarily on the rather atypical nature of police work and extent of adherence by law enforcement agencies across the nation to the Weberian bureaucratic form of organization and management practices. Jihong et al. (2002), explored the effect of individual perceptions of work environment on male officer stress. Survey data from two large police departments in
the northwestern United States are used in the analysis. The findings observed suggest that the levels of five dimensions of workplace stress are similar to adult males in the U.S. workforce and that an individual's perceptions of their work environment do have a significant impact on police officer stress.

Posttraumatic intervention protocols have come a long way in policing. Violanti (2001), through his article, challenge reliance on pathogenic intervention approaches, which may script police officers into traumatic symptoms. By scripting, we mean that pathogenic methods, rigid techniques, and strong group participation can cognitively re-structure an individual's perceptions about trauma symptoms. A pathogenic model that not only assumes trauma symptomatology but also provides an immediate, rigidly defined remedy is thus very attractive to many police agencies. These approaches may well overwhelm the personal positive strength, resiliency, and potential of officers for growth and trauma resolution.

In an article review, Miller (2000), described the types of critical incidents and other stresses experienced by law enforcement personnel. He also described the critical interventions and psychotherapeutic strategies that have been found most practical and useful for helping cops in distress. This article is for law enforcement supervisors and administrators who want to understand how to provide the best possible psychological services to the men and women under their command. It is also for mental health clinicians who may be considering law enforcement consultation and therefore want some insight into the unique challenges and rewards of working with these personnel. Psychotherapy with law enforcement and emergency services personnel entails its share of frustration as well as satisfaction. Certain flexibility is called for in adapting traditional psychotherapeutic models and techniques for use with this group and clinical work frequently requires both firm professional grounding and "seat-of-the pants" maneuverability. Incomplete closures and partial successes are to be expected, but in a few instances, the impact of successful intervention can have profound effects on morale and job effectiveness that may be felt department-wide. Working with these "tough guys" takes skill, dedication and sometimes a strong stomach, but for mental clinicians who are afraid to tough it out themselves, this can be a fascinating and rewarding area of clinical practice.
Gershon (2000), identified the sources of stress in the Baltimore Police Department by means of a survey among line officers and spouses/life partners. Some of the results were surprising. For example, fully two-thirds of the officers said that they considered media reports of alleged police wrong doing to be stressful to them. The same proportion said that what they view as lack of administrative support for officers in trouble was a major source of stress. Almost one-fourth reported low energy or chronic back pain, which they believed was related to job stress.

Karlsson and Christianson (1999), asked Swedish police officers to describe the most stressful and traumatic event that had happened to them. They then completed questionnaires on the emotional impact of the event and their memories of it. Commonest among the stressful and traumatic police episodes were:

- being threatened with a weapon;
- traffic accidents, especially being the first to arrive at deaths and bad injuries;
- homicides and suicides;
- notifying nest of kin about deaths;
- complex investigations requiring them to deal with relatives of the victim and handle the press, and being under pressure to find the perpetrator;
- taking children into custody.

Armed threats and traffic accidents accounted equally for a total of about half the events reported. Their memory for the events was highest for suicide but each of the their categories of events was not much different. The commonest consequences of the event were 22% who felt depressed, 19% who felt fear when reminded of the event and 15% who mentioned feelings of guilt. But the range included tension, sleeping problems, nightmares and overreacting.

In the study of Brown et al. (1999), problems in studying occupational stress within the police service are identified and the paucity of work on operational duties as potential stressors are discussed. The study reported the results of a factor analysis of operational stressors (N=601 serving British police officers) that revealed three factors: exposure to death and disaster; violence and injury; and sexual crime. These
were demonstrated to be reliable scales and were included in logistic regression models together with a range of demographic and psychological variables. Models were applied to men and women separately, which showed there to be different predictors of the likelihood of suffering distress (measured by General Health Questionnaire) in terms of the officer's gender and operational role. Overall, the model for women officers was better at predicting psychological distress than that for men. These findings are related to aspects of the police occupational culture. Further discussion is offered that conceptualizes police operational stressors as traumatic, routine and vicarious. Finally, some implications are drawn for the provision of stress intervention in the light of this differentiation.

There is some belief that a relatively large proportion of law enforcement officers may be involved in domestic violence, in part because of the stressful nature of the job. Honig and Sultan (1999), devised some ways to respond with the domestic violence in the Los Angeles Sheriff’s Department (LASD) and adopted a zero tolerance policy toward domestic violence, with a full range of disciplinary actions that could include dismissal from the force. To reduce the number of domestic violence incidents among the LASD’s 8,000 sworn officers, the Department bolstered the policy with a training program for all supervisory personnel; a vigorous dissemination campaign (which included development of an educational video to be shown to all staff); and counselling services for individuals, couples and families. The Department has trained more than 1,200 supervisors to spot signs of stress and domestic violence.

Siobhan et al. (1996), investigated stress within a nationwide sample of police agencies. The type of stressors common to an agency and the level of stress were measured with the Police Stress Survey which examined police stress in relation to organizational/administrative pressures, outside pressures, factors related to the inherent danger on the job and pressures from job duties. In cooperation with 22 police agencies across the United States, officers who had left their position on a police force for any reason were asked to complete the survey along with a demographic questionnaire. For officers who had left the department, the researchers found three distinct, significant and consistent themes in responses to the police stress survey: (1) physical threat was the most noted stressor among officers; (2) the second
most perceived stressor included a general lack of support experienced by officers; and (3) the third most noted stressor involved perceptions of organizational pressure.

Ganster et al. (1996), conducted a study to explore the role that key leader behaviours play in determining the mental and physical well being of police officers. Data were obtained from police officers working in Slovenia. Respondents were queried at twelve police stations. In all, 192 police officers were included in this study. The results indicated that leader behaviours could serve to increase the personal control and social support that police officers experience at work. Control and social support, in turn, are significant predictors of mental and physical health outcomes. Thus, it appears that police organizations might be able to improve the well being of their members by teaching police supervisors to adopt more effective leadership behaviours.

Jackson (1990), contended that much of what is called police stress in reality evolves from the creation of role ambiguity and role conflict. The resultant product, police stress becomes dysfunctional to the individual officer when the organizational structures exacerbate the effects of the stimuli instead of lessening them. The study was conducted among sworn personnel of the Erie County, New York, Sheriff's Department. The sample was selected through stratified, by shift, non-probability convenience sampling. Results showed that the amount of stress measured by the variables role ambiguity and role conflict was low to moderately low and both variables did not differ significantly across all divisions. The lack of both high levels of stress and organizational dysfunction coupled with high levels of integrated training and command in the department appeared to be the cause of not finding the expected connect in the research.

2.4 Job Stress and Coping Styles in Policing

Iwasaku et al. (2005), examined the extent to which frequency and enjoyment measures of leisure participation predict adaptational outcomes, over and above the contributions of general coping. Police and emergency response services workers (N=132) participated in the study, and a repeated measures design was used. The study provides evidence that the type of leisure activity matters in predicting immediate adaptational outcomes (coping effectiveness, coping satisfaction and stress reduction) and mental and physical health. Relaxing leisure was found to be
the strongest positive predictor of coping with stress, while social leisure and cultural leisure significantly predicted greater mental or physical health.

Suicide rates are alarmingly high in the South African Police Service (SAPS). Several studies have been done regarding suicide and law enforcement agencies but few regarding suicide ideation in law enforcement agencies. Piennar and Swanepoel (2004), investigated the relationship between coping, stress and suicide ideation within the SAPS. A cross-sectional survey design was used. A random, stratified sample was taken from the ranks of police officials in Gauteng province (N=266). The Adult suicide Ideation Questionnaire, Police Stress Inventory, the COPE Questionnaire and a biographical questionnaire were administered. The results indicated that the factors that predict suicide ideation the best are the following: A previous suicide attempt, passive coping styles, to be charged in terms of the disciplinary code, medical conditions and gender. The results also indicated that 9.02% of the sample showed significant levels of suicide ideation.

Kohan and Mazmanian (2003), assessed officer's perceptions of daily work experiences (operational and organizational) and the nature of their associations with burnout and pro-organizational behaviour (organizational citizenship behaviour [OCB]). The moderating and mediating effects of dispositional affect and coping style were also considered. Findings showed that (a) appraisals of negative experiences (hassles) depended on frequency of exposure to the different facts of work, whereas positive organizational experiences (uplifts) were perceived as being more uplifting than operational ones; (b) burnout and OCB were more strongly associated with organizational experiences than with operational ones; and (c) only problem-and emotion-focused coping moderated, but did not mediate associations suggesting that chronic exposure to stressful events may act independently of disposition and that both coping styles may be beneficial.

Examining the influences of sex and gender role on coping with police work stress Gianakos (2002), found general role to be more predictive of specific coping styles. Consistent with gender role expectations, femininity or masculinity or both were significant predictors of help-seeking, direct action and positive thinking, three control-related coping styles were related to adaptation. Sex significantly predicted only direct action coping, with women more likely than men to deal with job stress
by working longer and harder. This latter finding might reflect a transfer of those coping skills used by working women to manage their personal lives, in which active planning and greater time involvements are utilized to balance the combined responsibilities of work and family. No sex or gender-role influences were found for either avoidance/resignation or alcohol use, escape-related coping styles related to maladaptation. Overall, the amount of variance in coping styles explained by both sex and gender role ranged from 4.0 to 13.8%, suggesting a need to identify other attributes related to coping styles.

Harr and Morash (2001), identified a number of strategies that police officers use to cope with stress caused by problems in the workplace. They also compared coping strategies for gender and social groups, and linked differences to level of stress. Extensive observational data and a survey of 1,087 police officers in 24 departments were used to address the research questions. They found that African-Americans rely more strongly than Caucasians on bonds with other minorities, and that Caucasian officers more often use expression of feelings, trying to get others to like them, and camaraderie with coworkers. Women cope with stress by using escape and by keeping written records more often than men. The data also suggested that an officer's stress-level group depends on the coping strategies he or she uses. Implications for future research are discussed, as are programs to help police develop effective strategies for coping with workplace problems.

Experiencing acute stress is inherent in police work. The inability to cope effectively with stressful events can result in undesirable psychological and somatic outcomes, leading to chronic stress, burnout, and quitting the profession. Anshel (2000), reviewed the coping process in police stress, identified adaptive and maladaptive coping styles in police work and suggested coping strategies that reflect the coping model to reduce both chronic and acute forms of stress and to improve job satisfaction and performance among police officers. The model consists of officer's detection of stressful events or stimuli, their cognitive appraisal of the events or stimuli, and their application of approach-or avoidance-coping dimensions, and cognitive-and behavioural-coping sub dimensions.

Police officers encounter numerous stressors as part of their professional duties. Dissociation, the splitting off from awareness, thoughts, feelings, or memories
of stressful events, is one psychological defense associated with avoidance of emotionally painful material. In the study of Aaron (2000), dissociation, stressful or traumatic experiences, and psychological adjustment were measured in a sample of police officers. Stress was not directly associated with psychological adjustment, but increased stress did predict increased dissociation. Increased dissociation was associated with poorer adjustment. These data suggest that it is not the stressors themselves but officer's manner of coping with them that determine psychological adjustment.

2.5 Other Variables among Police Professionals

The studies in this section are representative of various aspects of policing, other than the variables such as stress and coping. Police are the most visible criminal justice agency; they are frequently in the public eye. The popularity of police issues holds true for the news media and is reflective of the public's fascination with this occupation. Much of the curiosity about the world of law enforcement also has had an effect on social science research. The studies that constitute in this section offer a wide array of subjects within the police occupation.

Butler et al. (2003), examined possible gender differences among personnel of the New Zealand Police (NZP). Prior research suggested that male and female police officers might have similar workplace perceptions. Therefore, two questions guide this study: (a) In terms of perceptions of the workplace, including job satisfaction, level of perceived support, and fairness of their supervisors, are female and male sworn officers in the NZP more like each other or their same gender non sworn cohort? (b) What are the effects of variables such as ethnicity, age length of service, type of work assignment, work location, and orientations toward policing on the relationship between perceptions of the workplace, gender, and sworn status? The analyses suggested that although the men and women who provide policing services in New Zealand have many similar views on policing, their perspectives are due to somewhat different sets of forces.

Sun (2003), examined the behavioural differences between field-training officers (FTOs) and their comparable colleagues in handling interpersonal conflicts. Data used were collected from two metropolitan police departments. Actions taken by officers are grouped into two major categories, control and supportive, and are
then examined along two dimensions, diversity and aggressiveness. Findings show that FTOs perform a greater number of supportive actions than do non-FTOs throughout their encounters with citizens. FTOs and non-FTOs, however, display no differences in the level of force involved in their control actions toward citizens.

Campion (2003), examined police administration and the experience of colonial policing in the villages and towns of the United Provinces of Agra and Oudh, one of the largest and most important regions of British India in the early twentieth century. During this time it was the inefficiency and weakness of the British in their policing methods, rather than the brutally effective use of the Indian Police Service, that fuelled resentment among the population of colonial India and led to widespread discontent among European and Indian officers and constables. Yet throughout this period, the police remained the most important link between Europeans and Indians, and were a frequent conduit for social exchange as well as a point of bitter conflict.

During the past decade, there has been increasing pressure on correctional agencies to attract and keep quality staff. Raising worker job satisfaction is seen as a fundamental way of decreasing turnover. A review of literature is presented by Lambert et al. (2002), to provide a better understanding of correctional staff job satisfaction. Based on this review, correctional administrators are urged to concentrate more on improving the work environment rather than focusing on correctional staff characteristics.

The effects of the implementation of community oriented policing (COP) on police personnel job satisfaction remain a subject of considerable controversy. Although the dramatic changes associated with COP programs and the implementation of practices reflecting a COP philosophy commonly introduce uncertainty and insecurity in police agencies, a number of single-jurisdiction case studies of COP adoption have reported positive effects on police employee job satisfaction among officers engaged in COP activities. In a study of Brody et al. (2002), it was evident that there are positive effects on the mean job satisfaction levels for police officers attributable to the implementation of COP. The study was conducted among a cross-section of local government employees from 12 local government jurisdictions by using survey and archival data on job satisfaction. It was
found that (a) police personnel in high COP implementation agencies report higher job satisfaction than police personnel in other agencies, and (b) the ubiquitous job satisfaction gap between police and non-police personnel in local governments is closed by the systematic adoption of COP.

Rainguet and Dodge (2001), examined the issues of police chief tenure and turnover. The alarmingly high rates of police chief turnover have created concern in the public and private sectors. The average police chief tenure is discussed in public administration circles as being dangerously short, but there is little evidence of exactly why this is so. The position, in major cities and small towns, has become a virtual "revolving door" that results in numerous expenses for local agencies. The article explored factors related to short tenures for police executives. This exploratory research is based on in-depth interviews with former and incumbent chiefs. The data revealed that health concerns, stress, politics, and personnel issues are related to tenures.

Cross-cultural police studies allow an understanding of the range of variation and common elements in the field of policing. Jiao (2001), wrote an article on the basis of information gathered on policing and its cultural environment in China and United States. The relationship between police and culture was examined by comparing the Chinese and American police, taking into account the broader social processes and larger societal patterns. This article specifically illustrated how cultures as larger social contexts and as internalized values influence the organization, operations, and behaviours of police in these two countries.

Hawkins (2001), examined police officer burnout, relationship between emotional exhaustion, depersonalization, and personal accomplishment on the job. Special attention was given to personal characteristics such as sex, age, religion, marital status, educational level, length of time in a particular job assignment, length of time in law enforcement, and race. To gather data for the study, the Maslach Burnout Inventory was administered to 452 sworn police officers in four departments policing cities with populations ranging from 65,000 to 240,000. There was a strong correlation when emotional exhaustion and depersonalization were correlated individually with personal accomplishment. In addition, these variables in tandem were highly significant when regressed with personal accomplishment via the
multiple regression statistical technique. High emotional exhaustion and depersonalization scores meant low personal accomplishment scores. Relationships were also found with some demographic characteristics, emotional exhaustion, and depersonalization.

Gerber (2001), conducted a research on police personalities that men and women police officers adopt during interaction. She accomplished this by centering a large scale, solid, and comprehensive empirical study that used interviews and observations, questionnaires for the police partners and police supervisors, the Extended Personal Attributes Questionnaire (EPAQ), self-evaluation, and unilateral power and control scales to study the male dominated profession of policing. Her research was a massive project that included 75 precincts of New York City and 154 police teams. These teams were composed of 66 male-only teams, 59 female-only teams, and 29 female-only teams. Gerber investigated whether male and female police officers appeared to have different personality traits because men have a higher status than do women in our society. Her study made it evident that personalities individuals adopt are fluid. To demonstrate the phenomenon, she successfully tested the status model of gender stereotyping while probing verbal-aggressive personality traits. Gerber asserted that regardless of sex category, the officer with higher status became the one to take on the more assertive or instrumental role on the police team. The officer holding the lesser status adopted the accommodating or expressive attribute. This held constant for both men and women. Her research showed that sex category and work experience played instrumental roles in personality adjustments.

Davey et al. (2000), examined the prevalence of alcohol use within a large sample (n = 4,193) of Australian police officers. Prevalence and at risk behaviour was measured through the use of a self-report survey containing the AUDIT and standard frequency and quantity questions. Results indicated that although police did not report drinking with high frequency when compared to the national statistics, they did drink in far greater quantities. Further, both males and females in the police sample reported high rates of binge drinking. The 18-25 year old age group reported the highest levels of frequency and quantity of alcohol consumed. Twenty five percent of officers reported having drunk whilst on duty. An alarming proportion of the sample (30%) scored in the 'at risk of harmful consumption' category on the
AUDIT while a further 3% scored in the 'alcohol dependent' category. Examination of demographic variables revealed that males, 18 to 35-year-olds, those divorced or separated, constables, operational personnel and officers who have served between 4 and 10 years were the groups most likely to fall in the risk category on the AUDIT. This was similar for the 'alcohol-dependent' category except that males and females were equally like to fall in this category. In conclusion, a significant number of police officers displayed 'at risk alcohol consumption behaviour', in comparison to earlier studies this proportion is not decreasing. Interventions and education programmes are needed within the police workplace, particularly in regard to the dangers of binge drinking for females and youth.

Lord (2000), described historical, personality, behavioural and situational factors of law enforcement assisted suicides, which are also known as suicide-by-cop (SbC) subjects. These factors were then used to compare differences between SbC subjects who successfully forced officers to shoot them and those subjects who were unsuccessful. SbC subjects appear to share several risk factors with other suicide victims. This study detected some differences in the characteristics of the SbC subjects who were successful in forcing the officers to intervene with lethal force and those who were not. Substance abuse, previous suicide attempts, stressful life events, length of residency in the location of the incident, and homicidal conversation during the SbC incident did have weak relationships with the outcome of the incident.

Do patrol sergeants' supervising styles have an influence over patrol officer behaviour? This question is addressed by Engel (2000), by examining data collected for the project on Policing Neighbourhoods, a systematic observational study of patrol officers and first-time supervisors in two metropolitan police departments from 1996 to 1997. Using four distinct supervisory styles created through factor analysis of attitudinal constructs identified in the management and policing literatures, the influence of different supervisory styles over patrol officer behaviour - arrest, use of force, and issuing citations - is assessed. Findings showed that at least one supervisory style has a significant influence over the likelihood that officers will use force against suspects. Furthermore, the presence of a supervisor (regardless of supervisory style) significantly increased the likelihood that officers will arrest.
Pagon (1996), described the four pillars of effective policing in Central and Eastern Europe: co-operation, training, education, and research. The paper shows how each of them is of vital importance and how they complement each other. It also points out that countries in Central and Eastern Europe have to be willing to change their philosophy and practice of policing, while at the same time they should not uncritically adopt the Western police practice and experience. Rather, they should establish themselves as equal partners in shaping the future of European and international policing.

Wilson and Braithwaite (1996), investigated how to manage the risk of injury to officers sustained through contact with the public. The objective of the report was to identify and describe specific sequences of verbal and physical behaviours that occur during the course of an exchange between an officer and a citizen. A particular focus was on identifying those behaviours that increase the risk of injury to either the officer or the citizen. The study also sought to examine officers described by their peers and supervisors as particularly 'skilled' in dealing with the public, with a view to developing a training scheme to assist police administrators in managing the risk of patrol. Information exchange statements by the officer were the most frequently occurring behaviour in all interactions. Information exchange statements from the parties led to supportive statements by police and further exchanges. Controlling statements by officers were associated with a chain of continuing controlling statements, and were more commonly associated with verbal and physical abuse from the citizen than was information exchange. Physical acts were preceded by declining information exchange. Officers described as 'skilled' were more active in an interaction than the 'average' officers, displaying more control, threats and physical behaviour. Skilled officers also received more verbal abuse, casting some doubt on the validity of the group assignment procedure. Gender influenced a preference for various behaviours. Implications for police training were presented including the need for police to begin each interaction with a clear view of the goal of the exchange and to communicate this effectively.

Wilson et al. (1994), identified and examined situational and officer characteristics, which influence the resistance patrol officers' experience with members of the public. A survey measuring the amount of resistance experienced on 13 different taskings was completed by 326 Australian police officers. In addition,
the survey measured assertiveness and susceptibility to feelings of anger. The results indicated that a number of situational factors related significantly to the amount of resistance experienced. In particular, the number of officers, bystanders, and suspects each influenced resistance significantly. Gender, rank, age and the amount of self-defense training of the attending officer did not relate significantly to the level of resistance reported. However, assertiveness and anger control did distinguish officers who experienced high levels of resistance from those who experienced high levels of resistance from those who experienced low levels. Careful selection and training of officers is recommended as a means of risk reduction.

Wilson's (1993) study report was aimed at developing a National Risk Management Strategy to mitigate the risk of injury to officers sustained through contact with the public. The objective of the report was to determine whether different tactics for conflict resolution distinguished officers who are at high risk for resistance from low risk prone officers. It was hypothesized that officers who encounter highest resistance are those who favour a more confrontational approach to dispute resolution. It was also hypothesized that perceptions of the effectiveness of various tactics of resolving disputes would be dependent upon the characteristics (i.e., gender, age, number and behavior) of the participants in the dispute. Results indicated that officers who were more resistance prone reported a preference for dispute resolution strategies like arrest. By contrast, those who reported experiencing low resistance in their encounters with the public were those who believed that 'bargaining' and 'compromising' were effective ways of resolving disputes. The results also indicated that the perception of the effectiveness of any particular strategy were dependent upon the characteristics of the individuals described in the situations. For example, police officers were shown to anticipate a greater chance of success at resolving a dispute involving an older person, or a woman. Ensuring that police officers have the appropriate skills through training was highlighted as a critical component to effective risk management.

2.6 Qualitative Approaches in Police Studies

Qualitative research techniques have witnessed an increased popularity in the past 15 to 20 years throughout the social sciences (Bryman & Burgess, 1994; Denzin, 1994; Marshall & Rossman, 1999; Morse, 1994). Its use as an accepted methodology
has been demonstrated in subject areas that traditionally used positivistic methods of the quantitative variety (Byrnes et al., 1999; Black, 1996; Ritchie & Spencer, 1994). More recently, there has been an increase in the research literature encouraging and promoting the utilization of qualitative research methods in order to gain a more comprehensive understanding of the social phenomenon being studied (Attride-Stirling, 2001). The studies in this section are representative of qualitative studies that have been conducted on police.

In examining community policing by studying law enforcement practices in rural areas, Weisheit and his colleagues (1994), utilized data that were based on a larger research project on crime in rural areas. In this particular article, the authors interviewed 6 rural sheriffs and 28 police chiefs from small towns. Only 13 interviews, or 18%, were actually face-to-face; the rest of the interview data were collected by telephone. The authors point out that this was an exploratory study that focused on finding police administrators from the widest range of social and physical environments, due to their understanding of the varied differences across rural areas. Weisheit et al. focused their interviews on police managers in 18 states who were identified as predominantly rural and looked for common themes among the various organizations. The authors point out the irony of researchers historically looking at large city police departments for examples of community policing involvement, when they have rarely looked to small town and rural police for ways to make police more effective and responsive using the community policing model.

Criminal activities, including the use of narcotics, prostitution, and gambling, have few, if any, complaining witnesses and victims that will aid the police in their investigations of these types of crimes, forcing the police to become more proactive. Often they use undercover operations and confidential informants. Drawing on interviews with undercover police from three federal and eight municipal police departments, Pogrebin and Poole (1993), researched the occupational and social consequences of working undercover. The selection of study participants was stratified according to length of time in undercover operations and present assignment. They interviewed twenty former undercover agents and twenty current operatives. They found that undercover police needed to maintain two separate identities - one in which they must act as if they are part of the criminal life style, and
the other in which the undercover operant is part of the law enforcement world. Attempting to separate these two identities is often very difficult to do, especially those who work deep undercover for very long periods of time. The longer they are separated from family, co-workers in the department, friends, and others who have a conventional life style, the more these two roles become strained. Police supervisors and administrators need to carefully monitor those working in undercover operations, and the police working in this type of enforcement need to be cognizant of changes over time in their own behaviour and outlook outside the world of undercover work.

In their study of police training, Hunt and Manning (1991), utilize data that were collected by Hunt's research on police training in a large metropolitan police department. Hunt completed a fieldwork approach by spending 18 continuous months as a participant observer, focusing her efforts on the differences and similarities of the occupational socialization process between male and female police recruits. The study illustrated the organizational constraints that result in deviant occupational behaviour among police. Hunt and Manning systematically showed how officers are taught to tell non-truths as part of their every day work. Being taught to lie has its beginnings in an officer's training at the police academy. The authors found that lying begins with the police officers having to account for their behaviour to supervisors. This deception can extend to lying in court about the extent of actual probable cause to conduct a search of a citizen, the seizure of illegal items, and finally, the actual arrest. The authors documented the cultural norms of police that justify and excuse lying in order to accomplish departmental goals of apprehending criminals, rather than this behaviour being perceived as illegal and dishonest.

Social scientists have conceived of emotional labour as alienating for those occupations that experience a high degree of emotional work on a daily basis. Stenross and Kleinman (1989), studied this phenomenon and used interviews with investigative staff from a Sheriff's department in a county with about 40,000 people and a midsize city detective bureau with a similar population. They found that even within the same occupation, workers may find some emotional labor were enjoyable. The investigators in their study liked their interactions with victims of crime, but were very favorable toward their encounters with criminal suspects. The detectives discounted criminals' emotional appeals and untruths and perceived their emotional
labor as necessary to apprehend suspects. Often, they would turn these interactions into a game for purposes of attaining a positive outcome, that of arrest. However, they were not able to transform their uncomfortable emotional encounters with victims into a positive experience.

Pogrebin and Poole (1988), explored the strategic uses of humour in the police organization in a year-long ethnographic study of a suburban police department in Colorado. They examined four types of humour characteristics of the work relations among patrol officers: jocular aggression, audience degradation, diffusion of danger/tragedy, and normative neutralization. Humour allows for a wide range of creative expressions by which specific ideas, attitudes, and behaviors may be tested. Through humour, patrol officers relate and interpret work experiences to reinforce their own perspective of policing. Institutionalized humorous communication also contributes to the maintenance of organizational relationships.

In his study of police detectives, Waegel (1981), discusses the process for the typification of crimes, which involves particular types of offenders. This categorization comprises a large part of the investigators' working knowledge of criminals and their activities. Relying on participation - observation research with an investigation of bureau of police city department, Waegel spent nine months studying the handling and integration of criminal cases that were assigned to the unit. A great deal of his data was derived from observing investigator - victim interviews and from written case reports. The case routinization process used by investigators reflects their shared knowledge of what constitutes typical crimes, typical offenders, typical people involved in the criminal activity, and predicted behavior of the various types of citizens residing in an urban environment.

Van Maanen (1973), examined the process by which rookie police recruits attain the motives, sentiments, and behavioral characteristics of the occupational culture as perceived by the recruits attempting to become police officers. The development of a community of purpose is defined by four distinct processual stages. The following socialization begins with four stages: (1) choice, (2) introspection, (3) encounter and (4) metamorphosis. These stages serve as temporary occupational points for describing the processual movement that recruits follow. New recruits' early police experiences and adventures result in their becoming part of the
occupational culture shared by police in general. The ongoing socialization process of becoming an officer cause a gradual incorporation of a police collective consciousness that can be categorized as emphasizing a "we against them" working philosophy.

While reviewing the literature the researcher found that most of the studies related stress in police conducted in western countries rather than in India. Even in Indian most of the studies were conducted in north Indian compared with south India. Individual studies on stress and stress management were documented. But there are few studies or any studies on coping strategies used by police personnel especially with station house officers with definite stressors. Because police personnel experiences different types of stress, which is well documented but coping with different types of stress is not well documented.

Hence the present study aims to identify various predictor stresses on coping strategies employed by Station House officers in Kerala State.