Chapter IV

ANALYSIS AND INTERPRETATION
JOB SATISFACTION

Generally job satisfaction is the result of the individual perception of what is expected and what they are achieving in their work set up. One important aspect is that the police system does not function independently; it depends on various other functionaries. In another way the system itself has hierarchy. Every action should be based on some order and moreover the work needs team effort to prove the ability for maintaining the good image. Job satisfaction is the favourableness or unfavourableness with which employees view their work. It expresses the amount of agreement between one's expectations of the job and the rewards that the job provides. Job satisfaction may refer to either a person or a group. Job satisfaction is a part of life satisfaction. The nature of one's environment of the job does affect one's feelings on the job. Similarly, since a job is an important part of life, job satisfaction influences one's general life satisfaction. The result is that satisfaction arises from a complex set of circumstances in the same way that motivation does. Therefore, there are few easy paths to better job satisfaction or to better motivation. Job satisfaction is dynamic. Managers cannot establish high job satisfaction once and then forget about it for several years. It can go as quickly as it came. For many years, it was assumed that high satisfaction leads to high employee performance, but this assumption is not correct. Satisfied workers may be high or low or only average producers. The satisfaction-performance relationship is more complex than the simple path of "satisfaction leads to performance".

Job satisfaction

Job satisfaction is the positive attitude towards the job, based on the experience of the routine work. Police department plays a vital role in a challenging society. The increasing crime trend in urban and rural areas is becoming a very serious burden for the police. A day starts with unexpected situations in front of them, these are handled and solved by the police department, and like that there is more number of cases, which need more attention. When the police deal with various cases they are meeting various kinds of people and they need special skill and intelligence to deal with the people.
The author ‘Shailendra Singh’ in his book mentions that, “job satisfaction represents the pleasurable positive attitude that a person has in his job”\textsuperscript{39}.

The author Robert.C. Trojanowicz while discussing about job satisfaction says, “Job satisfaction may refer to either a person or a group, job satisfaction is part of life satisfaction. The nature of one’s environment of job does affect one’s feeling on the job. Similarly since a job is an important part of life, job satisfaction influences general life satisfaction”\textsuperscript{40}.

The Police is a state organization, which involves various branches, each has a different work nature, maintaining law and order, checking on crime and regulation of traffic, etc. In the course of investigations they meet more number of people in day to day activities, which indirectly involves a high degree of public relation; by their job nature they are doing service, help, guidance, law enforcement and detection. All these jobs are carried out under the supervision of senior grade officials and to some extent by the individual police officer, which involves more knowledge about law, greater social observation and extraordinary intelligence particularly while dealing with sensitive issues like communal violence, political crime and terrorist movements. The author “Subash Joshi and Anil K Serena measured, “The station house officer’s (sub Inspector and Inspector) professional skill, The scale consists of 35 different dimensions in that they have ideal levels of public relation skills. The mean value for senior officers was 3.40 whereas the mean value of the station house officer was 2.98 and ‘t’ value is 10.5. Thus the researcher has found a significant difference between the ranks”\textsuperscript{41}.

Police jobs are always done as teamwork for instance, complaint is received by one person, it is directed by another and finally it is solved by some other person, and this needs a high level of understanding and team effort. If there is a lack in cooperation, the whole investigation will become complicated. Herzberg’s two factor model discussed about, ‘motivational factors such as achievement and responsibility mostly are related directly to the job itself, the employee’s performance and the

\textsuperscript{39} Shailendra Singh.\textit{Organizational Stress and Executive Behaviour} (Sri Ram Center for Industrial Relation and Human Resources, New Delhi, 1990), p 18.
\textsuperscript{40} Robert.C. Trojanowicz, \textit{The Environment of First Line Supervisor} (Printice Hall Inc, 1980), p 221.
\textsuperscript{41} Subash Joshi and Anil Serena, \textit{Professionalism in Indian Police at the Cutting Edge} Level (SVP National Police Academy, Hyderabad, 1994), p 43.
recognition and growth that are secured from it. Motivators mostly are job centered; they relate to job content. On the other hand maintenance factors are mainly related to job context, because they concern the environment as external to the job. This difference between job content and job context is a significant one. It shows that employees primarily are motivated strongly by what they do for themselves. When they take responsibility or gain recognition through their own behaviour, they are strongly motivated

Fran Tarkenton, the successful foot ball quarter back, states that he often lost football games when he became overly satisfied. Satisfaction let him to be complacent and careless, so his team was defeated. On the other hand, when he was some what dissatisfied and felt a strong need to win, he was more strongly motivated. He performed better and helped his team win. The more accurate relationship is that high performance leads to high job satisfaction, which then becomes feed back to influence future performance. When people perform well, they are likely to develop more satisfaction with their work

The job of police department is to maintain law and order in the state and curb illegal activities in the state and many times it involves controlling an agitating group, which has a negative opinion about the police. For example “The Hindu” reported a total 120 persons including the police men were injured in a clash between the police and thousand strong unruly mobs at Ponnur village of Tamil Nadu. In another incident a group of about 30 men stoned the police station in Valliuoor in Tirunelveli Dist. In order to rescue a detained person and butchered a 28 years old constable while retreating.

These two incidences indicate that while on duty they got injured seriously. Like this in many incidents police persons have even lost their lives. In critical situations to avoid human loss the police department, use lathi charge, tear gas and firing. Due to this action, Public develop a negative image of police in their mind. This kind of frustration leads to job dissatisfaction among the police. The book ‘Human Relation and Police Works’ indicates the British police situations

43 Ibid, p 85.
contends that every citizen’s obligation is to help police in his or her society. But certain citizens are set aside to do the job on a full time basis. The police in this way assist all citizens in their job”. In Tamil Nadu the district level authority develop “Friends of Police” Scheme on a voluntary basis. This kind of scheme can help the public to understand the police and their activities.

Job satisfaction and Employee variables

As far as the police job is concerned, job satisfaction involves many important aspects such as appreciation, recognition, reward, promotion, and encouragement, participating in decision-making and freedom to act. Social situations and social tension make them a failure and result in job dissatisfaction. Robert C. Trojanowicz in his writings discussed that “Michigan University carried out the 2000 respondents of 23 different occupations including police men. They found that job dissatisfaction was strongly influenced by under utilization of skill and ability; simple and repetitive works and low participation in making decisions that affects ones work, Job security and poor social support from immediate superior and other reasons at work”. The Tamil Nadu police personnel are facing a similar problem. The Indian Police organization scenario was found to have a rigid bureaucratic system of administrations, which follows strong-framed rules and hierarchy of authority. Indian research has also found the relationship between organizational stress and job dissatisfaction. “Dr. Harigopal and Ravikumar observed that the role ambiguity is positively related with perceived deficiency in social and self actualization which is negatively related to the job involvement and intrinsic motivation.”

The author Donald Norfolk discusses about one of the intrinsic factor, shift work. “Shift work incorporates stresses of a particular kind. The body has very definite built-in daily rhythms. For example, the secretion of the hormone cortisol (hydrocortisone), which protects against stress effects, is lowest during sleep. With shift work (as in jet-lag), these rhythms are disrupted and the shift worker has bodily stressed added to

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48 Shailendra Singh, Organizational Stress and Excutive Behaviour (Shri Ram Centre for Industrial Relation and Human Resources, New Delhi, 1990), pp 18-22.
any psychological ones\textsuperscript{49}. People who are on permanent or long term shifts are much less stressed than those who work on a cycle of two or more different shifts every few weeks. However the unsociable hours associated with permanent early, late or night shift can also constitute a stress.” The present research data reveals that police personnel are working 10-15 days night shifts in a month to carryout their job like night patrol, night beats etc., and this causes severe physical strain and mental stress which in turn affects the job satisfaction.

The attitude towards their job is based on their job satisfaction; if they feel more satisfied they would have more commitment to the work. Richard R. Bennett explained that job stress and dissatisfaction not only distract the officer’s ability to perform the tasks effectively but also leads to attrition from the ranks\textsuperscript{50}.

**TABLE - 9**

**JOB SATISFACTION – INTRINSIC FACTOR FOR POLICE PERSONNEL**

<table>
<thead>
<tr>
<th>Sl.no</th>
<th>Variable</th>
<th>Rank</th>
<th>Mean ± SD</th>
<th>‘F’ ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Abstract</td>
<td>G1</td>
<td>15.9 ± 3.6</td>
<td>2.52*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G2</td>
<td>15.0 ± 4.7</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G3</td>
<td>15.6 ± 3.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4</td>
<td>17.8 ± 3.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G5</td>
<td>18.3 ± 3.2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G6</td>
<td>17.0 ± 3.0</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Concrete</td>
<td>G1</td>
<td>9.6 ± 3.5</td>
<td>0.641</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G2</td>
<td>9.2 ± 4.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G3</td>
<td>9.9 ± 3.9</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4</td>
<td>11.1 ± 3.3</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G5</td>
<td>9.9 ± 3.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G6</td>
<td>10.2 ± 4.0</td>
<td></td>
</tr>
</tbody>
</table>

\* p<0.001

G1 = Grade I Constable  G4 = Sub Inspector  
G2 = Grade II Constable  G5 = Inspector  
G3 = Head Constable  G6 = Deputy Superintendent of Police

The job satisfaction scale consists of two major dimensions namely job intrinsic and job extrinsic. The job intrinsic variable deals with the factors inherent in the job


have two sub dimensions namely: job concrete statements such as excursion, place of posting and working condition and the other is job abstract statement such as cooperating democratic function etc. and the job extrinsic statements are divided into three subdivisions such as psychological, intelligence, social circle and economic aspects like salary, allowances and third aspects community and national growth. All these factors were analyzed as variables to find out the impact of these factors on police personnel and to estimate the job satisfaction levels (Table 9).

**TABLE - 10**

**JOB SATISFACTION – EXTRINSIC FACTORS FOR POLICE PERSONNEL**

<table>
<thead>
<tr>
<th>Sl.no</th>
<th>Variables</th>
<th>Rank</th>
<th>Mean ± SD</th>
<th>'F' ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Psycho-Social</strong></td>
<td>G1</td>
<td>16.9 ± 3.6</td>
<td>2.5 *</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G2</td>
<td>18.4 ± 5.3</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G3</td>
<td>18.7 ± 4.2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4</td>
<td>19.9 ± 3.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G5</td>
<td>18.9 ± 3.8</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G6</td>
<td>19.4 ± 2.4</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Economic</td>
<td>G1</td>
<td>11.6 ± 2.8</td>
<td>1.48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G2</td>
<td>11.7 ± 3.7</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G3</td>
<td>11.9 ± 2.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4</td>
<td>13.0 ± 3.1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G5</td>
<td>13.4 ± 2.6</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G6</td>
<td>12.2 ± 2.3</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Community &amp; Nation</td>
<td>G1</td>
<td>12.2 ± 2.5</td>
<td>1.09</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G2</td>
<td>12.6 ± 3.6</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G3</td>
<td>11.8 ± 3.4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4</td>
<td>13.4 ± 3.8</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G5</td>
<td>13.2 ± 2.6</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G6</td>
<td>13.4 ± 1.7</td>
<td></td>
</tr>
</tbody>
</table>

* Greater the value more is the satisfaction

G1 = Grade I Constable  G4 = Sub Inspector
G2 = Grade II Constable  G5 = Inspector
G3 = Head Constable  G6 = Deputy Superintendent of Police

The difference is due to the number of cases reported in the police station and by the number of cases taken for trial. By nature in Trichy district the crime report rate is very high when we compared to Nilgiris, automatically the court also has work burden, and in this situation they may not get quick and complete response from the
judiciary and the medico legal side. In this scaling the intrinsic job factors, job abstracts deals with cooperation, democratic function that indicates that lower level officials feel less satisfied than the sub-inspector and above rank. Inspector is the station in-charge officer and feels more satisfied than their immediate superior. The deputy superintendent of police has more power, but his responsibility is very high than the station in-charge. There was a significant difference found with the ranks (F-value 2.52* P<0.001) when in other aspects at job intrinsic, job concrete, place of posting, excursion and working conditions, there was no significant difference among the ranks (Table 10).

All the police officials work for at least a minimum of 18 hrs a day, and are always in a tense mood. But they don’t have any excursion or cultural program or any relaxation. Working conditions include human factors and other infrastructure facilities too. Infrastructure facility during outstation duty as well as police infrastructure such as furniture, rest room and vehicle facilities are not up to the mark. In a month on an average each police official is required to stay out of the home for a minimum of ten days on various duties, but all the work, which they are doing, is highly responsible. Particularly the works like crowd control and VIP bandobust. Escorting the criminal needs a careful and alert mind. If they don’t have proper rest there are chances for negligent behaviour.

In job extrinsic factors in psychosocial aspects, the sub-inspector and DSP rank officials have better satisfaction than the other ranks, the reason is that the DSP is in-charge of many police stations and because of his position he can have more chances of interacting with different categories of people. And more over he has more power and respect. In economic aspect the head constable and below rank personnel don’t have more satisfaction, but there is a slight variation found in the sub-inspector and above rank. On the whole in all the ranks they are not satisfied with their salary and other allowances. Many police officials inform that during outdoor programs the lower rank personnel get Rs.16 as travel allowance, which is not at all sufficient to meet out their basic food expenses.

Their travelling allowance is not adequate to take their food in a hotel and also many police officials of lower rank particularly head constables and below rank
personnel compare their salary and allowances with government school teachers who get a better salary.

Police have a great role to maintain the peaceful social order and also taking care of the internal security system. In the extrinsic factors, i.e, the role of police in community development and national growth, there was no significant difference found among the ranks.

**TABLE - 11**

**TOTAL JOB SATISFACTION OF THE POLICE PERSONNEL**

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Variable</th>
<th>Rank</th>
<th>Mean ± SD</th>
<th>‘F’ ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Job satisfaction</td>
<td>G1</td>
<td>66.2 ± 11.1</td>
<td>2.29*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G2</td>
<td>66.9 ± 18.2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G3</td>
<td>68.0 ± 13.2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4</td>
<td>75.2 ± 12.8</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G5</td>
<td>73.7 ± 9.9</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>G6</td>
<td>72.2 ± 5.6</td>
<td></td>
</tr>
</tbody>
</table>

* p<0.001

G1 = Grade I Constable  
G2 = Grade II Constable  
G3 = Head Constable  
G4 = Sub Inspector  
G5 = Inspector  
G6 = Deputy Superintendent of Police

In total job satisfaction sub-inspector and above rank police officials have better job satisfaction than the head constable and below ranks (F value 2.29 P<0.001) (Table 11).

*Police department has been completely involved with the community. They have to involve with different groups of people in their work situation, and this needs excellent cooperation from the community to do their job effectively and quickly.*

To regulate the law police officials need obedient citizens and co-operation from the public. Hence the police department is facing hurdles particularly regarding cooperation in both the districts. They claim that they do not at all get any cooperation from the public. Regarding obedience the Nilgiris police officials are better than the Trichy police officials. \(X^2\) value = (37.5 P < 0.001). The difference could be due to the population density and nature. In Nilgiris, tribals are more among
the population and whereas in Trichy, being an urban center, population is a mixed population.

**TABLE – 12**

**COOPERATION FROM THE PUBLIC – PERCEPTION OF THE POLICE PERSONNEL**

<table>
<thead>
<tr>
<th>S.No</th>
<th>Variable name</th>
<th>Nilgiris(%)</th>
<th>Trichy(%)</th>
<th>Chi-square</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>1.</td>
<td>Disobedient behaviour</td>
<td>11.2</td>
<td>88.8</td>
<td>59.1</td>
</tr>
<tr>
<td>2.</td>
<td>Non-cooperation of the public</td>
<td>96.2</td>
<td>3.8</td>
<td>100</td>
</tr>
<tr>
<td>1.</td>
<td>As witness</td>
<td>3.7</td>
<td>96.3</td>
<td>4.5</td>
</tr>
<tr>
<td>2.</td>
<td>Informing wrong activities</td>
<td>5.0</td>
<td>95.0</td>
<td>6.1</td>
</tr>
<tr>
<td>1.</td>
<td>Judiciary</td>
<td>75.0</td>
<td>25.0</td>
<td>53.0</td>
</tr>
<tr>
<td>2.</td>
<td>Medico legal</td>
<td>88.7</td>
<td>11.3</td>
<td>66.7</td>
</tr>
<tr>
<td>3.</td>
<td>Correctional administration</td>
<td>3.7</td>
<td>96.3</td>
<td>1.5</td>
</tr>
<tr>
<td>4.</td>
<td>Civic body official</td>
<td>1.2</td>
<td>98.8</td>
<td>3.0</td>
</tr>
</tbody>
</table>

* p<0.001

Our legal system needs strong witnesses to give conviction to the accused whereas in this research our police system does not get cooperation from the public as witness and also as informer. Here police job has become very difficult to prove the offence (or) to prevent the crime. Significant difference was found between districts in judiciary and medico legal official ($\chi^2$ 7.67, and 10.54 respectively P<0.001) (Table 12).

**JOB SATISFACTION AND EMPLOYEE VARIABLES**

Satisfaction is related to a number of major employee variables such as turnover absence, age, occupation and size of the organization in which an employee works.

**Turnover**

As might be expected, higher job satisfaction is associated with lower employee turnover. More satisfied employees are likely to stay with their employer longer. The reverse is also true. Those employees who have lower satisfaction usually have
higher rates of turnover. They are more likely to leave their employers and seek greener pastures elsewhere, while their more satisfied associates remain.

**Absences**

A similar relationship applies to absences. Those employees who have less satisfaction tend to be absent more often. They do not necessarily plan to be absent, but when some reason for absence arises, a dissatisfied employee finds it easier to respond to that reason. Job satisfaction may not have quite as strong an influence on absences as it does on turnover.

**Age**

As workers grow older, they tend to be slightly more satisfied with their jobs. There are a number of reasons, such as lowered expectations and better adjustments to their work situation because of experience with it. Younger workers, on the other hand, tend to be less satisfied because of higher expectations, less adjustment and other causes. There are exceptions but the general trend is for higher job satisfaction with advancing age.

**Occupational Level**

The people with higher-level occupation tend to be more satisfied with their jobs. They usually are better paid and have better working conditions and their jobs make fuller use of their abilities. Therefore they have good reasons to be more satisfied.

**THE USES OF JOB SATISFACTION SURVEYS**

A Management needs job satisfaction information in order to make sound decisions. This section discusses the benefits that management can gain from the study of job satisfaction, what methods are available and how they are used. A typical approach is job satisfactions survey also known as a morale, opinion, attitude, climate or quality of work life survey. A job satisfaction survey is a procedure by which employees collectively report their feeling about their jobs.
Benefits of job satisfaction study:

1. Management is committed to the survey.
2. The survey is designed in terms of management and employee needs and objectives.
3. The survey is properly administered.
4. There is management follow up and action to communicate and use the result.

**General Job satisfaction**

Survey indicates specific area of satisfaction or dissatisfaction and particular groups of employees. In other words, a survey tells how employees feel about their jobs, what parts of their jobs. These feelings are focused upon, which departments are particularly affected and whose feelings are involved.

**Communication**

Another benefit is the valuable communication brought by a job satisfaction survey. Communication flows in all directions as people plan the survey take it and discuss its results. Communication is fruitful when employees are encouraged to comment about what is in their minds instead of merely answering questions about what is on the management's mind.

**Improved Attitudes**

One benefit often unexpected is improved attitudes. For some, the survey is a safety value; an emotional release a chance to get things off their chests, for others, the survey is a tangible expression of management's interest in employee welfare, which gives employees a reason to feel better towards management.

**Training Needs**

Job satisfaction surveys are a useful way to determine certain training needs. Usually employees are given an opportunity to report how well they felt their supervisor performs certain parts of the job, such as delegating work and giving adequate job instructions.
Union Benefits

Surveys may also bring benefits to unions. As explained by one Union Officer, both management and union often argue about what the employees want, but neither really knows. The job satisfaction survey is one way to find out. Unions rarely oppose surveys and occasionally they give them support when they know what the union will share the data.

Surveys of Manager Satisfaction

Surveys of Manager Satisfaction are just as important as surveys of employees’ satisfaction. Managers have human needs just like other people. If they are dissatisfied, their unhappiness can spread throughout a whole department because of their broad management influence. Their feelings also may filter into their communities through both their families and their many public contacts outside the company. Job satisfaction surveys are necessary to diagnose deficiencies in managerial satisfaction and to take corrective action.

A research was carried out by William H Form, James and A. Geschwender with manual workers about their job satisfaction. The purpose of this study is to demonstrate the utility of a social explanation for personal appraisals of life situations. The life situation here selected is job satisfaction, but the model of expiation may be applied to any area of life. Several probably fallacious assumptions underlie traditional studies of job satisfaction. They are that all workers have a perception of a hierarchical mobility, and that their degree of job satisfaction is a function of success in this graded occupational structure. Such assumptions ignore the stratification realities of urban society, and the operations of different forces on various segments of the society. In line with these considerations this study proposes social locations, which people occupy in society and the specific groups to which they commit their identities51.

In accord with this theoretical position we may propose that sub-group in a society responds differently to the occupational structure, that their evaluations of

their occupational status is a response to their social and mobility experiences and that changes in their objective positions conditions their job evaluations. The evidence on each of these points is sparse but supportive of the theoretical position assured here. Thus Hatt has shown that the occupational structure is not a simple hierarchy but a series of interrelated situations. Knowledge about the complexities of the structure is differentially distributed in the society. Although there is general consensus about the rank of well-known occupations, lower status persons are less knowledgeable of the entire structure and tend to evaluate jobs in simple economic terms. In short, it appears that different segments of the population respond differently to concrete situations in the occupational world.

Centers, Jones, Knupfer, and others have indicated that manual workers do not share the strong belief in the realities of opportunities for upward mobility characteristic of white collar workers. Davis further indicates that under privileged workers lack motivation for social climbing and thus tends to derive their satisfactions from their present situation rather than from expected mobility. This situation makes it unlikely that they would use the middle status groups as reference points in the evaluation of their life situation and their jobs, rather as social reference since they have similar origins.

Hackman and Lawler have been replicated in a number of subsequent studies and there seems little doubt, therefore that emotional state concerning the job is affected by the nature of job itself. Feelings about one’s job are also affected by rewards, which flow from job performance. Whereas Herzberg found that achievements are being intrinsic motivators rather than external rewards.

Rogoff, Lipset and Bendex have demonstrated that changes in the occupational structure are as much responsible for social or occupational mobility as other factors. Their evidence further suggests that changes in social position force changes in aspirations rather than the reverse process. Thus changes in opportunities and life situations foster changes in evaluations of life situations, aspirations, and ideologies,

54 Natalie Rogoff, Recent Trends In Occupational Mobility (Freepress, New York, 1953), p 61.
not the other way around. Such a position makes it possible to account for a seemingly contradictory phenomenon that upward mobility, though not internalized as a realistic goal, nonetheless does operate to provide persons gather satisfaction when they experience it, but dissatisfaction does not automatically result when mobility is not experienced. There is some evidence that workers are quickly disclaimed from the aspirational complex learned in school, for aspirations are related to reality soon after full-time entry into the world of work.

Martin Patchen discussed two different types of satisfaction. The first kind of satisfaction is immediately significant mainly in determining the degree of individual happiness under the existing social organization. The second may determine whether change will occur in social organization from the choosing of a new leader to violent revolutions. Moreover these two kinds of satisfaction may relate definitely to productivity. In the long run, personal unhappiness may lead to dissatisfaction with present norms. But whether one type of dissatisfaction or the other is widespread at any given time can have important consequence for group life\textsuperscript{55}.

The job satisfaction scale, which was used in the study, consists of two major dimensions namely job intrinsic and job extrinsic. The job intrinsic variable deals with the factor inherent in the job and have two sub dimensions namely (job concrete statements such as excursion, place of posting and working condition) and the job abstract statement deals with co-operation and democratic function of the organization. The job extrinsic statements are divided into three sub divisions, which measure the psychological, intelligent and social circle. The economic aspects pertain to salary allowances and the third aspect is community and national growth. All these factors were analyzed as a variable to find out the effect of these factors on the police personnel, to estimate their job satisfaction level.

Police organization is meant for the society to help them in different aspects which need excellent cooperation from the society to do their job effectively and quickly which involves more law reference, eye witness, rigorous written work to prove the cases. The job satisfaction levels always depend on the job performance;

\textsuperscript{55} SA Stouffer \textit{et al}, \textit{The American Soldier: Adjustment During Army Life} (Princeton University, 1949).
the job intrinsic factors table was made with rank wise comparison of pooled data of Nilgiris and Trichy district. In this both intrinsic aspects abstract dimension which measured the cooperation and democratic function and the job concrete factors such as excursion, place of posting and working condition, the result indicated that there is a significant difference between the ranks. In both aspects the Head Constable and below rank felt poor job satisfaction, where as the Sub-Inspector and above rank have better job satisfaction. For the job abstract the F ratio was 2.52 and P < 0.001 and in concrete aspects there was a difference observed but not at the significant level (Table 13).

When we look in to the job extrinsic factors three different dimensions were measured. In psycho social aspects there was a significant difference between the Head Constable and the below rank and Sub-Inspector and above rank. (F ratio is 2.5, P < 0.001). The psychological aspects include intelligences and social circle. In their work nature all the officials had a chance of meeting different types of people but the Sub-Inspector and above rank personnel have power and social recognition because of their official rank. The constabulary cadres on the other hand are doing the higher official’s orders and other services by social practice and they don’t have more power. This gives a sense of deprivation in life in comparison with the higher officials and leads to the poor job satisfaction levels among the lower level police officials. Another important dimension is economic benefits such as allowances, salary, and other financial support, which was very meager among the police officials and inadequate to maintain the standard of life. In these aspects a minimum difference was observed between lower and higher officials but not at the significant levels.

The above factors indicate that all the police officials from Constable to Deputy Superintendent levels are not satisfied with salary and other financial assistance, which are provided to them. The third dimension is community and national growth. However police department is doing an excellent service in preventing the crime, safeguarding the public property and controlling the anti-social movements. In this way they are doing a sincere service, which is essential for the community and national development. In this research it was observed that, there was a slight difference between the lower and higher rank officials but not at the significant levels.
POLICE AND THE JUDICIAL SYSTEM

The police department acts as an independent body. But it has a close relation with the other two main systems, which is highly essential to make the investigation scientific and to provide justice. The main one is Judiciary, which consists of a team of people like, magistrate, public prosecutor and the private lawyer and others medico Legal cases. According to our Indian Constitution, “Every person who is arrested and detained in custody shall be produced before the nearest magistrate within a period of 24 hours of such arrest excluding the time necessary for the journey from the place of the arrest to the court of the magistrate and no such person shall be detained in custody beyond the said period without the authority of the magistrate. Within the 15 days remand period the police department has to develop all the documents, statements and other relevant evidences to charge the accused. Where as in the practical situation some time it may not be possible to do it within the prescribed time, to get the remand extension the police department needs the judiciary’s help. In this way judicial system is related to the police department. In today’s world the society thinks fast and wants immediate results. But it takes a long time to give conviction and more over the police department requires more guidance and support when they are dealing with hard criminals. M.N.Buch in his article mention a statement that under section 20 of criminal procedures code a district magistrate is appointed for every district except in a metropolitan area. Some of the powers of an executive magistrate can be vested in a commissioner of police. Section IV of the police act further divides the general police district in to the district under the jurisdiction of a district magistrate, vest general control and direction of the police in the district magistrate and places the administration of the police under the superintendent of the police56.

Chapter XII CRPC makes the police wholly independent of the executive magistrate and his position prevails even in a metropolitan area. In other words the power of general control and direction enjoyed by the district magistrate does not extent to his giving any direction what so ever in the matter of criminal investigation”.

The author Shailendra Mishra in his book quoted an example of how our judicial system is functioning, “the liberal attitude shown by courts while granting bail is one of the main hurdles faced by the forces of law and order in the drive against dacoits, an official spokes man said during 1981 the police arrested 12,314 dacoits of whom over 8,000 secured bail. Again when the court needs the accused, it’s a over-burden for the police to search the same accused and get them arrested.

The Nilgiris police received better cooperation than Trichy. This is because Trichy district falls under high crime report. Whereas Nilgiris comes under low crime report district. The increase in crime automatically increased the workload of the court and due to this reason the judiciary is unable to help the police and the judgement timings could be very long, the complainant as well as the opposite party developed a negative opinion about the police.

MEDICO LEGAL

The medico legal team provides all scientific evidences to the police department. In major cases like murder, suicidal death, dowry death, rape issues the police department is completely dependent on the medico legal report which is needed to strengthen the investigation and to prove the truth to the judiciary. This involves a lot of interaction between the medico legal experts and the police. The vernacular newspaper gives main focus to the emotional news. The police department should be very much careful about this issue while proceeding with the investigation. The following cases are labeled as medicolegal in nature in accordance with the Indian law; the following category of cases should be labeled as medicolegal in nature:

- Road traffic accident, factory accident, killed by animal or any other unnatural mishap.
- Any case of suspected or evident homicides or suicides.
- Suspected or evident posing.
- Burn injuries due to any cause.
- Injury cases where there is likelihood of death in near feature.

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- Suspected or evident criminal abortion.
- Unconscious cases, where cases of unconsciousness is not clear.
- Cases brought dead with improper history.
- Cases referred by court or otherwise which require age certificate.
- Cases refereed by court for medical examination concerned with matrimonial dispute. Such cases should be referred to the head of department of forensic medicine of the hospital.
- Cases brought by police, CBI crime branch or any other law enforcement agency under custody for medical examination or certification of “fit for statement or interrogation”.
- Cases referred by court for re-medical examination and second opinion.
- Cases of anaesthetic / drug mishap or Death in operation theatre.

Any case mentioned in the above list even brought several days after the incident by police shall be registered as medico-legal. At this period opinion recording the case is to be given according to the present condition of the patient.

In these aspects, Nilgiris district police is getting better help from the medico legal team. The $\chi^2$ value is 10.54 and $P<0.001$.

PUBLIC COOPERATION

Society has a major role in our country’s image. Police need more public cooperation to carry out their work successfully. In the crucial situation they have to reveal the truth in front of the magistrate to prove the cases. And in some incidents they have to inform the police about the anti social elements, other terrorist and activist’s movements. Even though police has special branch to watch these movement it needs public cooperation to prevent that. In communal conflicts public support plays a major role. But there was a negative opinion prevalent in the community and more over general public shows a very poor responsibility in crime prevention. Rashmi Mishra and Samarendra Mohanty carried out research with a different group of people and the findings reveal that they have a considerable amount of negative attitude towards the police59.

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In the present research result indicates that the Trichy district and Nilgiris district police officials are getting very poor cooperation from the public. To implement the law or to maintain the law and order situation they require support from the public. It is an individual’s responsibility to help the police by practicing law, they can show their sincerity, and where as in practice people are violating the law in small issues like traffic rules, travel in the foot board, triple riding in the motor bikes, and parking in the no parking area. If the police, instead of realizing the fact, note these actions they show angry towards the police. The Hindu paper news dated: 19-08-1994 reveals that “friends of police” are the volunteers to help the police. The data shows that the Nilgiris district population supports the police in a better way than the Trichy population. The reason could be urbanization qualities like, dense population, more industrial setting, combination of working class population and more marketing places. Nilgiris is a hill station tourist place. Only during the summer season population flow will be high. The remaining season very scattered population prevails in the district.

Work environment

Physical working condition is an important factor in a work setup. In a working organization there should be basic facilities for proper and effective functioning of the organization. And when the matter comes for the department of police, then the facility criteria is a must and wanted. Because the department functions 24 hours a day and if there is no basic facilities one cannot expect standard work from the department. The working environment should be clean and one should feel like working more. That feeling only comes when one has all the facilities in the department. According to Masslow Need Hierarchy Theory for Job Satisfaction, he discussed the following five important aspects, 1. Basic physiological needs. 2. Safety and security. 3. Belonging and social needs. 4. Esteem and status. 5. Self-actualization and fulfillment. From the above physiological needs is considered as an important aspect. Here in this research the police officials at Nilgiris and Trichy districts felt that the infrastructure of the police station is not up to the mark. The sanitary facilities received by the Department of police are in wrecking position. As far as the other remaining aspects are concerned there was hardly any difference found between the districts.

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The present research coincides with the research, which was carried out by the Police Research Centre – Madras with all ranks of police officials in the following aspects.

72% of them stated that, the working conditions were not satisfactory,
43% Referred to the poor monitory compensation for hard work as the main reason for the dissatisfaction,
36% of them pointed out too long hours of work,
18% mentioned about the lack of comforts at the place of work,
72% opinioned that poor facilities at their work place affected their performance⁶¹.

The work environment observation report of Nilgiri (Devala) as well as Trichi (Palakarai) police station. The police department has introduced, new building plans in some places, and in some places, the building condition was very bad and almost in condemned stage. When the observation was made in the above police station, the building was very old and damaged. Building electrification work was not done properly. The station house officer said that, if it rained heavily, the building would collapse. In Trichy town, Palakarai is the main market place, with heavy traffic flow and crowded population. The Palakarai police station is located in the central crowded place and it is functioning in very small rooms, and moreover there is heavy noise pollution, which disturbs them, when they are writing their important statements. Palakarai police station Law and order inspector states that, whenever he was writing important murder case statements he used to book a lodge room to sit and write peacefully.

Stationary

Department of police has various administrative work for which they need stationary materials, the material received by them is insufficient and the quality, standard also very poor. Often they get the papers purchased in the complainants. The crime rate of Trichy district is very high when compared to Nilgiris. These are the major points observed in the stationery aspects.

Vehicle facilities

To speedup their work progress, the police department needs more number of vehicles particularly when carrying out their patrolling duty, during VIP pilot work, escorting the criminals / accused while shifting to the prison, and to court they need enough vehicles in good working condition. When the researcher interviewed police personnel, they were not satisfied with the vehicle-allotment of their district, and the fuel-supply too was very minimum, which was not at all sufficient even to do their routine job. For example, the sanctioned and the in-condition of vehicle position of Nilgiris district is given below.

<table>
<thead>
<tr>
<th></th>
<th>CAR</th>
<th>JEEP</th>
<th>VAN</th>
<th>MINI VAN</th>
<th>MINI BUS</th>
<th>LORRY</th>
<th>MOTOR CYCLE</th>
<th>MOPED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>SANCTIONED</td>
<td>3</td>
<td>36</td>
<td>9</td>
<td>2</td>
<td>5</td>
<td>8</td>
<td>34</td>
<td>1</td>
<td>98</td>
</tr>
<tr>
<td>WORKING-CONDITION</td>
<td>2</td>
<td>28</td>
<td>6</td>
<td>1</td>
<td>3</td>
<td>6</td>
<td>23</td>
<td>1</td>
<td>70</td>
</tr>
</tbody>
</table>


The Vehicle Incharge officer of Nilgiris district informed that, they are not having separate mechanical workshop, and when in need of spare parts, they have to get it from Range Office Coimbatore or from Chennai Head Quarters. This is generally a time consuming process, which in turn leads to delay in their work schedule.

Out-station

When we have a look at the data we find in a month, ten days the employee’s higher and lower level ranks stay out without stepping in to their homes, they sometimes serve in other districts and sometimes serve in other states also. The police officials and other ranks are doing responsible jobs but the facilities provided to them are not matching according to their needs. The problem of water, ventilation is high in Nilgiris than Trichy because of climate adaptation of the humans. Nilgiris district is located at 900 to 1036 meters above mean sea level. The temperature in summer goes upto 21°c or 25°c and in winter it goes around 11°c to 7°c. Nilgiris is
cool and Trichy is hot, the reason for discomfort for Nilgiris people is climate. Because they are used for cool and chill climate, whenever the Nilgiris people go out they feel hot and they spend more on cool drinks. Whenever a person goes out for work he or she may feel uncomfortable due to some or other reason and if climate creates a problem, it’s sure that the standard of work cannot be done. During the outstation the allowances allotted for the police personnel are not adequate to maintain themselves and 95% police personnel feel this. During the interview many lower rank police officials made a statement that; they are always in financial crisis on official tours.

**Case studies**

1. In the Nilgiris district one constable of Aravankadu police station gave details for his job dissatisfaction recorded on 10-1-1995. He says in Aravankadu police station limit we are receiving all kinds of complaint such as small theft, industrial unrest, illicit selling of arrack, petty quarrels complaints etc. Population size of the police limit was approximately 31,000. To check or manage that population our police team group consists of one sub-inspector two head constables, 7 grade-I constables and 2 grade-II constables. All the team members are always busy with daily routine work. At the same time we are guarding an ex-military official who worked in the Punjab terrorist control activity and he was in the hit list of the extremist people. Daily two policemen were allotted to him as guards. To safe guard an individual, we have failed to serve 30,000, general public. In this aspect I am not at all satisfied with the job of police.

2. In Nilgiris district, one sub-inspector aged 53, was interviewed. During his service period, he received 19 transfer orders and he worked in different districts, 1. Dindivanam, 2. Tanjore, 3. Thirunelveli and 4. Periyar district. Whereas his native place is Tanjore district and his family settled there itself. He spent only very minimum time with his family and he was in a situation to manage his own expenditure and in addition to that he needed to take care of his family and this created economic inadequacy. This caused severe mental depression.
3. When an interview was conducted with a head constable in Kothagiri, he pointed out the poor allowances like house rent, medical allowance, uniform allowance etc., For example, he is getting a house rent allowance of Rs.110/- whereas he is paying Rs. 1000/- as house rent for a minimum facility house. Similarly all the other allowances are not at all adequate to maintain their life.

Job Satisfaction in Police Profession

Police personnel have high responsibility in each and every aspects of their profession. In their daily routine duty, they are facing immense pressure both from outside the organization as well as inside. The public expects the police, to solve their problems as quick as possible. On the other hand it involves a long procedure, documentation and other agencies commitment to proceed and finalize the case that (generally) requires more time. This in turn leads to a negative opinion about the police and their honesty.

"The author Frederick Hernberg discussed the intrinsic and extrinsic job factors. In intrinsic rewards, it includes recognition, achievement, responsibility, personal growth and development. A person experiences these rewards by performing well on a challenging job. These factors are called “Satisfiers (or) Motivators”. On the other hand, the hygienic factors such as pay, working condition, job security and company policies are mostly extrinsic (or) outside of the task, being done”. In this study it is understood that the sub-inspector, inspector and Deputy suprindendent of police (D.S.P.) felt better job satisfaction in both intrinsic and extrinsic job factors than Head constable and below rank police personnel. (P< 0.5)

Udai Pareek in his book “Organizational Process” discussed the forthcoming point. “A special aspect of the organizational content is the reference group. The group, to which a person belongs (or) wishes to belong, influences his perception. Studies have shown that, people group various perceptions according to their feelings about the group which they belongs”. “In one study it was found that a manager generally paid more attention to situation and phenomena happening in the group to which he belonged (or) thought he belonged, rather than to factors and origination”. In Relation to the above
feeling, in this research, it was observed that the lower rank police personnel have similar feelings and they considered them as a single group.

In this job intrinsic factor, the police officials of any rank neither entertain themselves nor their family. Because of not proper sanction of leave when they required, they hardly found time to celebrate any festivals with their family. Even their regular weekly rest also became difficult. And in the aspect of posting placement also they are not satisfied, because it mainly depends upon the higher officials (or) concerned. In this particular aspect, these were no difference between the police officials irrespective of their ranks. It was very obvious, that media often highlights frequent shuffle of police officials in the city/state. This kind of sudden and frequent transfer of police official never improve their work efficiency, perhaps it affects not only their workability and also their family set up, role, expenditure etc.

Regarding their working condition, they are seldom provided with their requirements. But they are used to manage with the available facilities. It is of primary importance to get full co-operation with in a democratic community and that too under political parties, many a time they are also forced to adjust with the local politicians.

In job extrinsic factor, they are not satisfied with their salary, other allowances etc. but when compared to them in the social circle and the quality of life, they feel better satisfaction due to their power.

CONCLUSION

In the job intrinsic and the job extrinsic aspects there was a difference among below head constable rank and sub-inspector and above rank. The basic infrastructure facilities in police station, the arrangements when on out station duties are not satisfactory. The aim is to curb crime rate from the society, but unless and until the general public cooperation is not there we alone cannot stand up to the mark. The support of the masses is very low, which is required to build up, people should think of policemen’s responsibility that he carriers on his shoulders.
1) Work environment is a major determinant factor of job performance and hence the work out put. Though none of the police officials are having job satisfaction, the degree of dissatisfaction was more among the lower grades.

2) The police officials who are dealing with multiple investigations at a time will have more mental and physical strain may be due to moderate facilities like rest rooms, furniture, vehicle etc, especially during outstation duty which will in turn influence their social behaviour.

3) Police need a lot of cooperation from the public and others, as a witness, proper reporting of incidents etc, to prove the crime in the court effectively. The data shows that Nilgiris district officials are getting better cooperation than Trichy district officials.

4) In the job satisfaction intrinsic aspect concrete factors was not significantly different among various cadres. The main reason may be tedious working condition without proper facilities.

5) Regarding the job extrinsic factors in psycho- social aspects there was a significant difference among the different ranks, with higher officials having better satisfaction. Among the economic, national and communal factors there was no significant differences among various grades of police officials.

The cooperation from the other side was better in low crime reported district of Nilgiris, where the tribal population is dominating. The lower grade officials who have lesser power for decision-making felt more frustrated due to strenuous fieldwork and fewer facilities provided.

SUMMARY

High job satisfaction is an important element of cooperation and teamwork, so employers want to develop it among their employees. Typically, more than 85% of workers in the United States report that they are satisfied with their jobs. Better performance seems to encourage higher satisfaction through a performance - satisfaction feedback loop. Higher job satisfaction usually is associated with lower
turnover fewer absences, older employees and higher occupational levels. Larger organizations tend to have slightly lower satisfaction unless they make vigorous efforts to build high satisfaction.

**OCCUPATIONAL STRESS**

A job (or) the occupation provides the needs of an individual to obtain their basic needs. In the work situation if there is a failure in their need for work, they feel job dissatisfaction and it will lead to stress in their mind.

In other words, H.R. Beech Le barens and B.F. Sheffield talked about two different concepts of workload, quantitative workload and qualitative workload. The quantitative workload could involve working for long hours without appropriate rest periods as with excessive overtime and the qualitative over load is the job complexity, which needs continuous concentration, innovation and meaningful decision.\(^{62}\)

The police job situation has the above said workloads the situation of conflict, uncontrollable mobs; dealing with very hard criminals always involves these two dimensions, which leads to occupational stress. Especially at critical situations, the lower level police personnel don’t have the right to make any decisions and they entirely need to depend on the top official’s order and command. The authors, H.R. Beech, Le Burns and B.F. Sheffield, in their book discussed two different personality of human behaviour namely ‘Type A Behaviour and Type B Behaviour’.

The effects of stress have a direct impact on human health. ‘Type A’ behaviour has the following qualities.

1. **Multiple behaviour patterns.** This refers to the tendency to under take two or more tasks concurrently; a consequence of this pattern is a failure to complete the tasks satisfactorily.
2. **Time urgency.** The tendency is to habitually programme too much work into a limited period of time; this race against the clock is often inappropriate as there may be little rational reason to act in this way.

3. **Inappropriate aggression, hostility and competitiveness.** Frequent displays of aggression are common, often in response to minor provocation or frustration. Excessive competitive activity is frequently observed whether the activity is a sporting contest or a discussion.

4. **Poorly defined goals.** The tendency is to rush into work without defining objectives and the means by which these will be attained. The consequence may be unfinished work or work which contains errors.

   *Thus, type A patterns involve many features; an eagerness to complete, a desire for recognition, quickness of physical and mental functioning, a fierce drive towards poorly defined objectives, self-imposed deadlines, anguish at repetitive chores, multiple thinking and acting, impatience at the rate of progress of events, a sense of unease or guilt at relaxing and rapid overt behaviours (walking, eating, talking, etc.,)*

   Type B patterns involve passivity or not being overly ambitious, restraint and not being prone to develop stress-related disorders. Friedman and Rosenman believe that individuals with Type A personalities are predisposed to develop premature coronary heart disease. Their research on 3411 men aged 39-59 years showed that, with in the 39-49 age groups, 85 % of those who developed coronary heart disease were originally diagnosed as having Type-A personalities. Thus, the cardiovascular system appears to be particularly affected by this constellation of behaviours; studies indicate that Type A individuals, in response to social stresses, have significantly higher systolic blood pressure, heart rate and heart variability when compared to non-Type A’s. Many young executives have the behaviour shaped into the Type A pattern as they feel that Type A behaviour is necessary for success in the business world. Thus, the individual is rewarded by a sense of achievement and recognition; also; possibly promotion. Since the police need to face societal tension day to day through communal strife, class conflicts, accidents, in some states extreme terrorism etc, and hurdles while executing their duties from the political parties, tie up their hands. Apart from these as a representative of the government their stand in front of the bureaucratic situation set them more prone to ‘Type A’ behaviour and also brutal behaviour.

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In the Indian condition, police are working with multicultural, multilingual, multi-ethnic population, with different beliefs and values. It is very complex system, as because often riots and violence occur due to caste, creed and religion. To control the violent mob is a very difficult task. HINDU published two articles on 5-11-92 and 6-11-92 where the author B.K.Narayanan (Former Director Intelligence Bureau), critically analyzed the challenges in policing and he mentioned, “domestic terrorism is increasingly likely to imitate the more successful terrorist function else where, notably the west Asian group in India are when the venire at religion is used as a front for terrorist activities. And also he mentioned that, "communal conflicts today are more endemic widespread, more intelligent and distinctive in nature than before". Now the Indian police are spending more time in these activities.64

65 A. Alexander Mohan in his view explained one of the reasons for the brutal behaviour of the police, particularly when a man or a woman who is accused of offence is generally taken into custody by the lower rank of the police, for whom every accused is one who challenges the long arm of the law. Besides, these men are overworked; less enthusiastic about their career prospects and live in almost sub-human conditions giving vent to their anguish and frustration, they ill-treat the arrested.

Black more expressed his view that, the nature of work of police is more stress prone than other occupations. The author distinguished four types of stress, they are66

- External stress related to public attitude,
- Organizational stress due to low pay (or) similar grievances,
- Performance related stress streaming from fear, or schedule,
- Personal stress such as marital difficulties.

A survey was carried out with the police department of Fair field, Hamilton and Mid Letown, Ohio and Richmond, Indiana by using different tools to measure the

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64 Chennai (Tamil Nadu) The Hindu, 5-6 November 1992.
occupational stress level and they have identified four major organizational related stress. Sources un-responsible in dyes, in co-operative prosecutions incentive supervisors, conflicting job demands and lack of recognition\textsuperscript{67}.

In India a study was carried out with the 250 executives of public and private sector manager cadres and identified 10 different stress dimensions, which are as follows,

Lack of the group cohesiveness, role conflict, experience of inequality, role ambiguity, role overload, lack of leadership support, constraint of change, job difficulty, and job requirement capability mismatch, inadequacy of role authority. In India a study made of eight police stations revealed that the police constables perform 23 different duties. Survey of the working hours revealed that they do indeed very long hours without a weekly break or usual holiday\textsuperscript{68}. In-fact holidays usually mean extra duty for them.

Police are playing multiple roles in their jobs. They are facing all kinds of challenges in their day-to-day life. During the pre-independence decade, is limited. But now in the post-independence decades, their work was increased literacy rate and urbanized lifestyles bring with it general awareness among the people and the expectations of them over police department are considerably increased.

The following information reveals the developing trends in crime and increasing violence in public life.

1. Crime is increasing faster than either population or public strength;
2. The involvement of young people in crime is increasing;
3. The involvement of women in crime is increasing;
4. The tendency of criminals to be armed and to resort to violence is increasing; and
5. There is a decline in the odium attached to crime and some forms of corruption in public life are becoming more and more acceptable.


\textsuperscript{68} Shailendra Singh, \textit{Organizational Stress and Executive Behaviours} (Shri Ram Center for Industrial Relation, New Delhi, 1990), p 30.
In the urban society the changing Crime scenario is a challenge to the police personnel. The new advance in technology and the modern communication facilities provide numerous ways of crime trend and it is always a challenge to the police. Many investigation officials accept, that the cinema makes an impact on criminal behaviour, which over expose different scientific criminal activities. And the criminals learn to do a crime without leaving any evidence to the police. The intrusion of terrorists with the general population is yet another challenge to the police. By the very nature of work, police have more occupational stress, which creates a negative impact on their behaviour (Table 15).

### TABLE – 15
POPULATION GROWTH AND CRIME TREND IN INDIA

<table>
<thead>
<tr>
<th>Year</th>
<th>Population in crores</th>
<th>Growth Index 1951=100</th>
<th>Crime in '100</th>
<th>Growth Index 1951=100</th>
<th>Police Strength in 10000</th>
<th>Growth Index 1951=100</th>
</tr>
</thead>
<tbody>
<tr>
<td>1951</td>
<td>36.11</td>
<td>100</td>
<td>650</td>
<td>100</td>
<td>468</td>
<td>100</td>
</tr>
<tr>
<td>1961</td>
<td>43.92</td>
<td>122</td>
<td>626</td>
<td>96</td>
<td>526</td>
<td>112</td>
</tr>
<tr>
<td>1971</td>
<td>54.82</td>
<td>153</td>
<td>953</td>
<td>147</td>
<td>707</td>
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<tr>
<td>1981</td>
<td>68.38</td>
<td>189</td>
<td>1345</td>
<td>207</td>
<td>904</td>
<td>193</td>
</tr>
</tbody>
</table>


In this research occupational stress index was used to measure the stress level. It is a five-point scale, which consists of 46 statements, which has been covering 12 different aspects of stress dimensions.

**Role overload**

A task is completed only when, everybody realizes and carries out the respective roles assigned to them. In the police department the work has been carried out within the framework of written rules and regulations. Sometimes they are working according to the social situations, at the same time the written rules and regulations have not given any guidance to the police personnel. One sub-inspector explains his personal experience in a statement he made in an interview thus "police department is like a donkey. If one goes in front of it, it bites and if one goes to the back it kicks".

The term role overload means excess work, which is beyond the capability, be it man or machine. The author Udai Parekh states that, “when the role occupant feels that there are too many expectations from the significant others in his role set, he experiences role over-load. Role over-load is more likely to occur where role
occupants lack power, where there are large variations in the expected output, and when delegation or assistance cannot procure more time. In another book Udai Pareek explained that, “to deal with the stress of role overload, that is a feeling of too many expectations from several sources, the role occupant usually prepares a list of all functions in terms of priorities. He gives top priority to those functions, which are important.” In the day-to-day activities of the police they planned something, but some other events, which are not important, occupy and interrupt their work schedule. Though the Nilgiri crime reports are very low, there was no significant difference observed between the two districts. (T-value 0.42  P< 0.05)

Role ambiguity

M.K.Singhvi and C.N.Mathur found that, “police officer’s job though prestigious and challenging, their position is vulnerable to the changing political situations.” This gives them an apprehension that any of their power which they have by virtue of being in the position or holding that particular designations or their power to carry out some particular function can be taken away or shared by the other person. Police officers experience more inter-role distance in the organization, and this is very challenging and dangerous. They have heavy and uncertain working duties the role demands from them greater understanding and more working capacity. While playing multiple roles they feel stress due to various expectations from different role senders which they might be feeling difficult to fulfil.

When the individual is not clear about the various expectations that people have from his role, the conflict that he faces is called Role ambiguity. According to Udai Pareek “role ambiguity may be due to lack of information available to role occupant or due to lack of understanding of “cues” available to him. Role ambiguity may be in relation to the activities, responsibilities, priorities, norms, or general expectations.”

According to a research, they measure the role conflict and role ambiguity on employee satisfaction and performance. The results suggest that a role conflict and

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role ambiguity have different effects on job performance and job ambiguity on employee satisfaction. Specifically, perceived role conflict and ambiguity do not produce high levels of dissatisfaction among black supervisors, whereas they do tend to interfere with effective performance. However the findings suggest that the different aspects of role uncertainty do not have the same negative impact on performance. In this research in role ambiguity aspect, there was no significant difference observed between the two districts. (t - Value 0.043, p value > 0.05)

**Role Conflict**

Too much work pressure in the work environment leads the individual into a conflict situation. The author James Francis and Gene Milburn Jr. discussed a mismatch in the expectations of an organization and an individual can cause role conflict. Similarly the expectations of colleagues can put a person in a role conflict situation. Police are doing these works in protection, prevention, detection and moreover they are over burdened with the administration work which leads to more chance of role conflict and moreover, the unpredictable social events make the situation more complex. Even in role conflict there was no significant difference observed between districts.

**Unreasonable group and political pressure**

The democratic constitution and the administration have great limitations on police in maintaining the public order. Criminalisation of politics is the challenge to the police. In the name of a ruling political party, the criminals take advantage, by showing one political party’s identity. They always have the demand with police personnel, Incase the police personnel fail to adjust they may face problems in their work. Almost 90 % of the police personnel agreed that a high level of political influence prevalent in the system. A police sub-inspector states that I have not adjusted with the local political party leader, I received so many transfer orders which troubled me, even though I have not done any mistake in my responsibility. The

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author Subhash C. Raina quoted a reference, "Indian Institute of public opinion - Delhi conducted a survey in September-December 1979. The conclusions of the survey were,

1. Political interference is seen by the public as a major factor contributing to the poor image of the police and manifests itself in the misuse and abuse of police power and disregard of the law by the police.
2. The people consider political interference with police is a greater nuisance and then even corruption.
3. Political interference appears more pronounced in rural areas than in urban areas.\(^{75}\)

### TABLE – 16 Occupational Stress Aspects of police (Nilgris & Trichy)

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Occupational Stress Aspects</th>
<th>Nilgiris (n=80)</th>
<th>Trichi (n=66)</th>
<th>t value</th>
<th>Stat Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Role of overload</td>
<td>26.55</td>
<td>26.33</td>
<td>0.42</td>
<td>0.673</td>
</tr>
<tr>
<td>2</td>
<td>Role of ambiguity</td>
<td>13.17</td>
<td>13.40</td>
<td>-0.43</td>
<td>0.666</td>
</tr>
<tr>
<td>3</td>
<td>Role of conflict</td>
<td>17.93</td>
<td>17.93</td>
<td>-0.00</td>
<td>0.997</td>
</tr>
<tr>
<td>4</td>
<td>Unreasonable group political pressure</td>
<td>16.27</td>
<td>16.07</td>
<td>0.39</td>
<td>0.700</td>
</tr>
<tr>
<td>5</td>
<td>Responsibility for persons</td>
<td>12.32</td>
<td>12.65</td>
<td>-1.07</td>
<td>0.285</td>
</tr>
<tr>
<td>6</td>
<td>Under participation</td>
<td>10.20</td>
<td>9.63</td>
<td>0.98</td>
<td>0.331</td>
</tr>
<tr>
<td>7</td>
<td>Powerlessness</td>
<td>7.87</td>
<td>7.71</td>
<td>0.33</td>
<td>0.743</td>
</tr>
<tr>
<td>8</td>
<td>Poor peer relation</td>
<td>9.56</td>
<td>9.74</td>
<td>-0.35</td>
<td>0.730</td>
</tr>
<tr>
<td>9</td>
<td>Intrinsic Impoverishment</td>
<td>10.82</td>
<td>10.83</td>
<td>-0.02</td>
<td>0.986</td>
</tr>
<tr>
<td>10</td>
<td>Low status</td>
<td>7.50</td>
<td>7.65</td>
<td>-0.34</td>
<td>0.738</td>
</tr>
<tr>
<td>11</td>
<td>Un profitability</td>
<td>8.03</td>
<td>7.92</td>
<td>0.38</td>
<td>0.705</td>
</tr>
<tr>
<td>12</td>
<td>Strenuous working condition</td>
<td>14.36</td>
<td>14.33</td>
<td>0.06</td>
<td>0.952</td>
</tr>
<tr>
<td>13</td>
<td>Occupational stress index (Total)</td>
<td>154.62</td>
<td>154.24</td>
<td>0.13</td>
<td>0.896</td>
</tr>
</tbody>
</table>

According to this research, no significant difference was observed between the two districts in the Occupational Stress Dimensions. (P value > 0.05) (Table 16).

**Responsibility for person**

In a democratic country the responsibilities of police person has increased. The social situation and various activities lead to high responsibility. The law and the order maintenance include various activities, finding out missing persons, giving information through media, guiding the tourist, looking into the cases of family disputes, escorting mentally retarded people require more patience and service mind. In these activities, each person needs a special responsibility. In this dimension also there was no significant difference between the districts.

**Under participation**

Police are doing a number of services to the community, but they have certain limitations. They don’t have the rights to extend their power beyond certain limits, because of the democratic political system and prescribed hierarchical system. “A study was carried out with the different occupational groups including police; the occupational stress index was administered among the group. The group included the police administrative officers, supervisors, managers and teachers. The result indicated that police have a strong feeling of under participation, than the other occupational groups\(^\text{76}\). In this research the Head Constable and below rank have more feelings of under participation than the Sub-Inspectors and above rank. The Deputy Superintendent of police has better feelings than the other ranks (mean 7.40, SD: 3.64, f ratio: .240)

**Poor peer relation**

Police work with team spirit and supposed have a better peer relationship. And more over their function is based on order and the guidance of the immediate superior and they are socialized in a different work ethics. But they have other sources of stress in their work nature. The strength of police personnel standardized

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\(^{76}\) B. Dharmangadan, “Psychological studies”, *Stress at Work* (Vol. 3, 1988), pp 165-167
as per government norms. The strength follows as: 1 Inspector, 2 Sub-Inspectors and 40 Constables for a police station. More than 10 police stations come under one Deputy Superintendent of Police (DSP). This situation enables a very strong and cordial peer group relationship among the large group category (constables). Simply because they are more in number whereas this kind of relationship is not possible between the Inspector and Sub-Inspector as they are single or two in number in a police station. The lower rank police personnel grade I and grade II feel a better peer relationship in a work set-up. The strength allotment of a police constable is more in number, and higher rank officials like Sub-Inspector, Inspector and the DSP are very minimum. The responsibility of higher officials differ from the lower ranks officials and moreover, due to less number of higher officials the peer relation between them with lower rank police is poor.

(The mean and SD value of grade I constable is 9.44, 3.22, the mean and SD value of DSP is 8.80, 4.08).

**Intrinsic impoverishment**

Intrinsic impoverishment is an organizational factor, which give stress to their service. Cooper and Marshall have identified the impact of lack of security and status incongruity. The latter is more likely to be a factor in stress among police officers, comprising as it does under promotion and over promotion, frustration at reaching one’s own career ceiling the wanted ambition etc. In this research, there was no significant difference was observed between the districts and also between the ranks.

**Low status**

Status is determined by class, which is directly related to the economic position of an individual. Similarly the occupational position also brings a social status to an individual. The social inequality makes a difference in the human behaviour. If his talent is not recognized because of the occupational status, the individual has the chances of developing stress in the mind. In this respect also, there was no significant differences observed between the districts. The rank wise comparison

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indicates that, except the head constable rank, the remaining ranks of officials have similar feelings.

**Strenuous working condition**

The work environment of the police personnel always does not have the security feelings. They're getting more threat from the outside world (smugglers, bronze, rowdy sheeters). The social tensions have great impact on police personnel job. While conducting the interview with Trichy district police personnel and Inspector of police revealed his personal experience. When he was involved in the arrest of LTTE militants at Trichy, he received threatening calls from the day of arrest up to 4 years. Without any rank difference, all the rank officials have the similar opinion about the Strenuous working condition. The grade II ranks have very strong opinion than the other rank personal.

**Wage Structure**

Expecting profit from the job is human nature, which is required to maintain his or her standard of life. The Indian Police Journal Article explained that, "In the course of interview it was found that an important source for dissatisfaction to the police personnel is the low wage- packet. They are not satisfied with the their present emoluments and feel that, they are being paid much less for the amount and type of work they do." In this research, also the police personnel are not happy about their salary and their fringe benefits. When compared between the ranks it shows that there was no significant difference observed. And also there was no significant difference between the districts.

**Family role**

The head of the family has a special role to play in the family affairs. Functional integration makes the family more comfortable. In rural societies, the family system is peaceful and strong, because the economic activities are within closed circle. The emergence of town, cities create a cosmopolitan lifestyle and lead to occupational mobility in urban areas.

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The police personnel are working at an average of 18 hours, which is very hectic. This also leads towards high frustration and extreme physical problems, which ultimately make them, fatigue and failure in fulfilling family roles. This is because they are not able to look after the family due to their mind-boggling tasks.

The author Rupali Bhardwaj and Dr. Prectam Khandelwal discussed in their article that, restricted family and social life, inability to get leave when desired, not being a good family head to attend to the family matters. According to these data, they are unable to take their casual leaves at the time of need. In Nilgiri district 90% of the police felt that, they are not be able to take Causal Leave, at the time of need and in Trichy district 12.5% told that, they are getting Causal Leave at the time need. The remaining has very poor feeling about the leave situation because of poor leave facility they enjoy.

Police have different sources of trouble during their daily services; mainly due to political interference. The Hindu (8-8-95) published a news that “rising trend of Criminalisation was due to the poisoning of minds of people in the name of caste and creed inciting riots communal lines is assuming, alarming proportion and it is all the more serious in the present day”. During this interview, all most 80% of the police personnel at both the districts accepted that, political parties are easily influencing police personnel by their power. The role of National Human Rights Commission (NHRC) is also debatable in this context. According to police respondents, from the very inception of NHRC, the powers of the police are last. Though the respondents acknowledge that NHRC looks at every criminal from the humanitarian point of view, their activities obstruct the investigative procedures of police personnel at every stage. This affects the autonomy of police personnel. The National Human Rights Commission plays a vital role when the Department of police deals with the city criminals, the police need facts, NHRC looks first from humanitarian point, and often police department are helpless as they face the NHRC in front of them. In critical situations, if a police person receives an investigation from NHRC, the fear shadow falls on the other police personnel also resulting in their tending to step back from their responsibility. There was a significant difference observed between the districts, in activist organization and public figure influence in police job. (Table 17).

TABLE – 17

THREATENING SOURCES IN THE POLICE PROFESSION AS PERCEIVED BY THE RESPONDENTS

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Variables</th>
<th>Nilgiris</th>
<th></th>
<th>Trichy</th>
<th></th>
<th>Chi-square</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Politicians</td>
<td>86.3</td>
<td>13.7</td>
<td>78.8</td>
<td>21.2</td>
<td>1.41</td>
</tr>
<tr>
<td>2</td>
<td>Terrorists</td>
<td>8.8</td>
<td>91.2</td>
<td>9.1</td>
<td>90.9</td>
<td>0.00051</td>
</tr>
<tr>
<td>3</td>
<td>Accused</td>
<td>12.5</td>
<td>87.5</td>
<td>21.2</td>
<td>78.8</td>
<td>1.99</td>
</tr>
<tr>
<td>4</td>
<td>Dacoits</td>
<td>3.8</td>
<td>96.2</td>
<td>4.5</td>
<td>95.5</td>
<td>0.058</td>
</tr>
<tr>
<td>5</td>
<td>Robbers</td>
<td>3.8</td>
<td>96.2</td>
<td>4.5</td>
<td>95.5</td>
<td>0.058</td>
</tr>
<tr>
<td>6</td>
<td>Human Right Commission</td>
<td>95.0</td>
<td>5.0</td>
<td>89.4</td>
<td>10.6</td>
<td>1.63</td>
</tr>
<tr>
<td>7</td>
<td>Womens Organization</td>
<td>92.5</td>
<td>7.5</td>
<td>90.9</td>
<td>9.1</td>
<td>0.121</td>
</tr>
<tr>
<td>8</td>
<td>Activists Organization</td>
<td>10.0</td>
<td>90.0</td>
<td>54.5</td>
<td>45.5</td>
<td>34.08*</td>
</tr>
<tr>
<td>9</td>
<td>Influential Rich</td>
<td>6.3</td>
<td>93.7</td>
<td>21.2</td>
<td>78.8</td>
<td>7.15*</td>
</tr>
<tr>
<td>10</td>
<td>Lawyers</td>
<td>5.0</td>
<td>95.0</td>
<td>6.1</td>
<td>93.9</td>
<td>0.079</td>
</tr>
</tbody>
</table>

* Significant

Women's Organizations are other sources, which work for the upliftment of women. Women's organizations are considered as a severe threat to police department. The officials of police department do not investigate properly cases relating to atrocities on women because of human rights protests from women organization. One constable of Trichy district narrated his experience “one day I went to a slum area to investigate a woman accused. She refused to answer the queries and she simply quoted a Women Activist Group member for her support.” I simply left the investigation to avoid any trouble with women group. Many times women in society are taking help from Women’s Organizations, and refuse to cooperate when an investigation officer tries to carry out his work.

At the same time there are incidents reported in the community about the police action against women. In many incidents the police personnel harass innocent women, and this gets strong media attention and a negative image is developed about the police for misusing the power. The Hindu (paper dated 20-01-1995) published an article, “The findings of the CBI, in regard to the rape committed by the personals of the UP police. On Uttrakhand, agitators and there revelation before the
committee of judges setup by the national women’s commission by scores of women about police atrocities committed on them (e.g. Rajastan) are among the latest reminders of the continuing indifference of the police hierarchy to vital areas of internal management”.

Terrorist and extremist movement is deep rooted within our social system. “During the last ten years more than 500 constables have been killed by extremists, while performing the sentry duty. In a study it was revealed that PWG naxalites alone had killed more than 400 constables by attacking police stations of Andhra Pradesh, Madhya Pradesh, Orissa and Maharashtra till December 1998. A research was carried out by Police Research and Development Council between the years 1973-1982, 1423 police personnel lost their lives in line duty. 281 of them were killed during anti docoity operation and other raids, 568 riotous mobs, 525 criminals and 49 were killed on border duty. The death due to diseases and suicides were very high among many constabulary ranks.

Individual defense mechanism is a very important aspect to safeguard their life. To meet out the suddenly arising social tension or to control the aggressive mob, the police personnel need to be a simple self-defensive techniques. 65% and 44% of Nilgiri and Trichy district respondents agreed that, latti is the general instrument usually handled in the normal days. They are not supposed to use rifle or revolver other than on critical situations. In case if they use, they should face a RDO enquiry.

**Occupational Stress and Family**

Family is the basic institution in human life. It has its own practice, norm and cultural values. The interaction within the family and within the kin group makes the individual more comfortable. Because of industrialization and technological advancement there has been a transition in the rural agrarian structure join system changed in to nuclear family. To search for jobs the migration towards urban centers is a continuous process, and this also leads for the disintegration of joint family system. The nuclear family acts as an independent unit for its function. P.N.Luthra define “ A Family is a set of person related to each other by blood, marriage (or)

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adoption and constituting a social system those structure is specified by familial position and whose basic societal at function is replacement inline with this definition, the family Performa’s certain societal function in order that a society may survive. These include reproduction, socialization of the young, production and distribution of goods and service, a mechanism for probation of individual members and for handling conflict and some mechanism for the integrating individual in to society and for handling emotional crises. In addition to basic social function, the family and other social institutions satisfy certain basic needs of individual.

The child's socialization starts from the family and in particular the child starts learning from the parents. The parents are responsible to give emotional security and they share their behaviour of the child according to their cultural systems. The interpersonal communication makes an understanding between the family members.

The data shows that the police personnel are playing a multiple role with complex work nature not allow when to take care of the family. The long and continuous working hours approximately 10-15 days outstation program leads more physical strain and also it involved lot of expenditure. Most of the time they don’t have the chance of taking leave because of various responsibilities. The educational parts of the children are taken care by the wife and are managed with the help of a tuition teacher. Donalt Gilbert Mekinlyexplained in his book “A stronger emotional bind develop between the parent and child and across this stronger emotional bridge pass the parental ideals and expectations for the child under these conditions the child is better able to project the parental image and norms” 83. In contrast to the Eonalt Gilbert explanation, this study shows a different kind of emotional bind not between the parent and child in general but between mother and children. This phenomenon is contrast to the findings of Rajive Balakrishna who has pointed out that the developing countries will have an increasingly strengthened family than ancient traditional family structure. The inability of police to get their leave whenever they desired to take is the main reason for not being able to attend the matter properly especially in the restricted family and social life.


83 Donalt Gilbert Mekinly, “Social class and family life” the free press of glance, collier Macmillan London 1964
The head of family plays a vital role in leading the family in a successful way. In a rural society the family system is peaceful and strongly bound due to frequent economical and family interaction activities going on with in the small group. The emergence of towns and cities creates a cosmopolitan life style, which causes occupational mobility. In urban areas to earn more money the family members stay more hours in their work set up. The police personnel are in a condition to work nearly 16 –18 hours per day and on many occasions the working hours stretch beyond the regular time limit, which leads to high frustration and extreme physical strain, which not let them to do their family and social role. Financial support is essential for family activities at the same time they have to take care of the family needs education and also their emotional needs. The author Rajive Balakrishna pointed out that "It seems that the developing countries will increasing strengthen then their ancient traditional family structure may nuclearise, but will retain the strategic features at the extend family system". 84

Rupali Bhardwaj and Preetam Khandelwal discusses in their article that, restricted family and social life inability of police to get their leave when they desired, and not being able to attend to the family matters properly85. Larrymiller, and Michel Brasswell discuss about the role of stress and indicate that the family of the law enforcement officer often find themselves in a unique and frustrating position. Other non-law enforcement families may view them with same degree of suspicion and distrust because of police occupation. This can create a potential for the family to become alienated and isolated from the rest of the community, which of course, can have a devastating impact on relationship within the family as well86.

Family-Work Conflict

Family and work are inter-related and interdependent to the extent that experiences in one area affect the quality of life in the other (Sarantakos, 1996). The family is an integral part of the economic process (Edgar, 1991; Vanden Heuval,

and when hiring an employee, an employer automatically accepts the worker's family obligations (Sarantakos, 1996). This phenomenon is known as 'spillover'.

Demands associated with family and finances can be a major source of 'extra-organizational' stress that can complicate, or even precipitate, work-place stress (Lasky, 1995). The fact that extra-organisational and intra-organisational influences on the work stress process are virtually indistinguishable creates significant problems for the study and management of stress in the workplace. The occurrence of stressors in the workplace either immediately following a period of chronic stress at home, or in conjunction with other major life stressors, is likely to have a marked impact on outcome (Russo & Vitaliano, 1995), presumably by depleting the level of resources the person can devote to dealing with a work-related event (Terry, 1991). Thus, better adjustment might be expected if work stress occurs in isolation than if it occurs in conjunction with other stressors.

The physical and social isolation among the people paved the way for “insecure feeling” in the human mind. Even though, the interactions with the other social circle like friends, within the religious institutions, educational intuitions draw the attention of the family members to some extent to help them to find in certain members. "The researcher Venkata Rao and Nammavalver (1976) conducted a study on 23 depressive categories their life events and crises, which have a bearing on psychiatric illness. A life events scale consists of 67 statements encompassing 10 areas namely health, bereavement, family and social relationship, friends and relatives, education, occupation, change of place of stay, financial and legal, religious and natural climates were administered. Of all events, bereavement was ranked as the most important followed by "family and social relationship". The clustering of life events within a short period was significantly associated with the outset of depression.

The Table 18 clearly enunciates that the police personnel are unable to perform their role up to the task. In both the district, more than 80% of officials felt that they are unable to perform their family role. There are no significant differences observed between the two districts. In fact they are more prone to develop stress in mind, which in truth directly affects their work output and also there is a chance of developing behavioural problems due to this psychological stress.
TABLE – 18
FAMILY ROLE AND POLICE

<table>
<thead>
<tr>
<th>S.No</th>
<th>Variables (174-176)</th>
<th>Nilgiri (N=80)</th>
<th>Trichy (N=66)</th>
<th>Chi-square</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Y</td>
<td>N</td>
<td>Y</td>
</tr>
<tr>
<td>1</td>
<td>Able to play a role as father</td>
<td>12.5</td>
<td>87.5</td>
<td>15.2</td>
</tr>
<tr>
<td>2</td>
<td>Able to play a role as husband</td>
<td>11.2</td>
<td>88.8</td>
<td>13.6</td>
</tr>
<tr>
<td>3</td>
<td>Able to play a role as son</td>
<td>10.0</td>
<td>90.0</td>
<td>13.6</td>
</tr>
</tbody>
</table>

MOTIVATION AND MORALE

► When a man cannot actually escape from the source of his frustration, he becomes depressed or aggressive or else escapes into some other activity or into daydreaming.

► Water and food
If the needs of troops for water and food are not satisfied, if they are thirsty or hungry, the morale goes down. Men tend to become irritable and jittery; they are likely to be aggressive and quarrelsome projecting their troubles on others finding fault where there is no fault.

► Fatigue and Sleepiness:
The tired soldier and sleepy soldier are irritable men, readily exasperated, quick to anger, easily frightened, and their morale is low.

► Recreation
Boredom is an enemy of morale and variety it’s friend. The different activities of soldiers and sailor’s job provide a great deal of variety, but unfortunately for morale they are alike in one respect-they are all prescribed duties. A man needs some time when he is free to choose activities for himself, activities that express some need or interest of his own.

Self importance
Every man needs to feel important. This need is basic. A man who loses respect for himself, he is lost as a useful member of a society. A man who feels that he
ROLE STRESS AMONG POLICE PROFESSIONALS

There are only two studies on police professional. One was conducted by Bhaskar (1986) and the other one by Pillai (1987). Bhaskar studies the relationship between job stresses and personality variable 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, dehumanising working conditions, task pressures, lack of proper training and probation as well as personal obligations which produce anxiety and mild to severe stress. While reviewing the literature on the subject, she observed that studies in India have focused both on the police system and in the process; issues pertaining to job stress among police personal have been largely neglected.

The sample comprised 390 male police personal from eight different ranks belonging to eight different departments of Delhi police. Two questionnaires a job stress questionnaires especially designed for the study and a Multivariable Personality Inventory developed by Muthayya - were used to collect data. The job stress questionnaires measures eight job stress factor such as physical factors, factors intrinsic to the job, role in the organisation, relationship at work, carrier development, organisational structure and climate, extra-organisational sources of stress and personality and behavioural factors. The Multivariable Personality Inventory measure empathy (lack of), ego ideal, pessimism, introversion, neuroticism, need achievement (lack of), self-confidence (lack of), dogmatism and dominance. The important findings of the investigation are as follows:

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1. *Factors intrinsic to the job and relationship at work were most dominant whereas organisational structure and climate were the least dominant contributors for the total sample as well as various ranks and departments of policemen.*

2. Crime and railway security departments scored significantly higher as compared to other departments on all job stress factors. The same was true for two job categories, namely, sub-inspectors and senior officers as compared to others.

3. The scores of police—men of different ranks in each of the eight departments were found to vary.

4. A remarkable similarity in the different ranks of eight departments was observed in relation to personality variables. However, neuroticism and introversion emerged as dominant whereas empathy and need achievement as the least dominant personality variables for the total sample as well as for various ranks and departments.

5. Coefficients of correlation among job stress variable were found to be positive and high. The same trend was found in the case of personality variables.

6. Pessimism, neuroticism and self-confidence were correlated negatively and significantly with the job stress variables. The only exceptions were coefficients of correlation of neuroticism and self-confidence (lack of) with in the organisation and organisational structure and climate.

7. Ego ideal was correlated positively and significantly with factor intrinsic to the job, role in the organisation, relationships at work, carrier development and total job stress in all the departments. Similarly, need achievement (lack of) was correlated positively and significantly with relationships at work and extra-organisational sources of stress at all the levels.

8. Personal and family background variables such as age, educational qualification, present salary, and number of jobs changed, total years in present position, marital status, size of family, number of dependants and total income were found to play a significant role in their perception of job stress.
9. Some demographic variables such as age, present salary, and total years of service, marital status, total family income and number of children were found to have no relationship with personality or its factors. On the other hand, several demographic variables were correlated negatively and significantly with given personality variables—education with ego ideal, number of job changes with dominance among policemen, years of service with pessimism, size of family with neuroticism and number of dependents with ego ideal, pessimism, neuroticism, need achievement (lack of), self-confidence (lack of), dogmatism and overall personality.

The author concluded that personality, personal as well as family background variables play a significant role in the perception of job stress. In the light of this study, the author suggested further research to determine (a) the relationship between behavioural, physiological and health effect and experiences of stress among police personnel; (b) comparative studies of job stress among employees in contrasting occupations; and (c) study pertaining to stresses among policemen in pre-and post-terrorism periods. The author opined that there would be difference in the level of stress in the light of prevailing socio-political environments in India.

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. Reviewing the literature on stress among police personnel, he noted 10 types of relevant organisational stressors: (a) courts including frequent appearance and leniency by courts, (b) administrative backup including lack of support in different situations, (c) lack of support from the public, (d) lack of career development opportunities, (e) inadequate rewards, (f) excessive paper work, (g) ineffective measures against criminals, (h) distorted press reports, (i) poor pay, and (j) working in isolation.

For the purpose of the study, a personal inventory was administered to a sample of 2015 subjects comprising 1208 police personnel. A medical examination was conducted to collect information pertaining to health and physiological symptoms of stress. These symptoms were identified as the consequence of either of the types of
stresses, namely, immediate stress and prolonged stress. Analysis of the data revealed the following result:

1. A total of 819 subjects (40.65 per cent) were affected by stress disorders, of which 26.20 per cent were suffering from immediate stress, 7.89 per cent from prolonged stress and 6.55 per cent from both types of stresses. Job category-wise higher stress was observed in the case of head constables, followed by wives of police personnel, constables and PSIs.

2. Symptoms of stress were found to vary with age and the job category of police personnel. For example, in the case of constables the first symptom of stress appeared between 41 to 45 years, and for officers (PSI) between 36 to 40 years of age.

3. As far as stress related illness were concerned, stomach ache was noted to be higher among constables, and backache among head constables, PSIs and wives of police personnel. Obesity was the most prevalent outcome of prolonged stress in all the four categories.

4. Smoking as a symptom of stress was found to be higher among constables (46.72 per cent), followed by head constables (39.01 per cent), and PSIs (30 per cent).

**SUMMARY**

The occupational stress inlet and the related additional tables such as threatening sources, and family role reveals their stress levels, even though the Nilgiri District coming under low crime reported district, they have similar stress level like Trichy district which is falling under higher crime reported district. Hence to improve their work participation stress reduction technique can be introduced to prevent stress related issues.
ANXIETY

While there is a general agreement that anxiety is an important aspect of human life, there is also wide disagreement about its definition. Often, it is discussed as being such a complex experience as to make scientific investigation difficult or impossible. If there were such a thing, perhaps the model definition of anxiety would be in terms of an unpleasant emotional state or condition marked by apprehension. Spiel Berger (1972) defined anxiety as "an unpleasant emotional state or condition, which is characterized by subjective feelings of tension, apprehension and worry and by activation or arousal of the autonomic nervous system," (p.482). Leary (1982) offered this definition of anxiety "Anxiety refers to a cognitive affective response characterized by physiological arousal (indicative of sympathetic nervous system activation) and apprehension regarding a potentially negative outcome that the individual perceives as impending" (p.99). The problem is that many of the terms in these definitions have proven difficult to be operational. For example, there is little agreement among researchers on how best to conceptualize and measure emotional or affective states.

In addition to the reliability problems, the illustrative definitions of anxiety highlights yet another problem that confronts researchers with the multiple aspects of the concept. What is needed is a component analysis of its ingredients in order to formulate testable hypotheses. For instance, research with a factor analytically derived measure of test anxiety has defined four components: tension, worry, test irrelevant thinking, and bodily reactions (Sarason, 1984). Those who take a cognitive view of anxiety would agree that what they are studying is a response to perceived danger and perceived inability to handle a challenge in a satisfactory manner. The following cognitive events often occur in anxiety - provoking situations. (1) The situation is seen as difficult, challenging and threatening (2) The individual sees himself or herself as ineffective or inadequate in handling the task at hand (3) The individual focuses on undesirable consequences of personal inadequacy (4) Self deprecatory preoccupations are strong and interfere or compete with task relevant cognitive activity (5) The individual expects and anticipates failures and loss of regard by others.
The cognitive view of anxiety focuses attention on states of heightened self-awareness, perceived helplessness and expectations of negative consequences, which become the content of self-preoccupation. Worried cognitive activities are aroused when a person perceives their ability to cope with a task demand as unsatisfactory is unable to understand what is going on in a situation or is uncertain about the consequences of inadequate coping. The self-preoccupations of the anxious person, even in apparently neutral or even pleasant situations, may be due to a history of experiences marked by a relative paucity of signals indicating that a safe haven from danger has been reached.

Anxiety is not the only type of self-preoccupation. Beek has distinguished between the self-preoccupations of anxious and depressed individuals (Beek and Emery, 1985). While the anxious individuals sees some prospect for the future, the depressed individuals sees the future as bleak; while the anxious person does not regard his defects or mistakes as irrevocable, the depressed person is strongly self-condemning.  

Anxiety theories

In tracing the history of anxiety theory and measurement, two approaches can be identified,

1. The clinical-applied perspective beginning with orthodox psychoanalytic theory and culminating in various existential viewpoints regarding the nature of anxiety.
2. An experimental perspective emphasizing the role of learning and conditioning in the developing and reduction of anxiety.

It is generally agreed that Sigmund Freud was the first individual actually to present a comprehensive view of the nature of anxiety. In the book, “The Problem Of Anxiety”, Freud (1923) distinguished anxiety as an emotional state or condition in which there was a specific unpleasurable quality, and some motor discharge, and in which the individual perceived these two qualities. Freud initially believed that anxiety resulted from the inability of the ego to repress impulse, but he later regarded anxiety

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as a signal to the organism of impending danger. Freud indicated that this danger might be external to the organism, or, more often that it is the result of ego's anticipation that it will be overwhelmed by the expression of sexual and/or aggressive impulses. At any rate, Freud appeared to believe that anxiety was transitory and that it varied in intensity as a function of the particular source of perceived danger. It seems unclear whether Freud considered anxiety as a stimulus, a response, or an abstraction. His signal theory implies that anxiety is a stimulus that is responded to by the organism in some way. At all other times Freud talks about anxiety responses (e.g., increased heart rate and respiration.)

The majority of these conceptualizations have arisen out of direct clinical-applied settings. Representative positions on anxiety includes those of Sullivan (1953, anxiety as a perceived negative evaluation by significant others), Goldstein (1939, anxiety as a catastrophic reaction); Rogers (1951, anxiety as a threat to the self concept), and May (1950, anxiety as a threat to existence) in his review of research and theory. In anxiety, Mandler (1972) concludes that the majority of the theoretical attempts to conceptualize anxiety are modification of classic analytic theory. Mandler himself appears to prepare the term helplessness rather than anxiety.

Dollard and Miller also reinterpreted Freudian personality theory in terms of a drive reduction model of behaviour. In a now classic study of anxiety, Miller (1948) demonstrated that anxiety was learned because it had been associated with a previous neutral stimulus and had drive properties and because it motivated the learning of new instrumental behaviours to reduce the drive state. In their 1950 textbook, personality and psychotherapy, Dollard and Miller applied drive reduction theory to higher mental processes, conflict, and behaviour change.

During the 1960's considerable effort was spent differentiating anxiety as an emotional state from other affects and arousal states (e.g. Malmo, 1966). Epetein (1967) has indicated that arousal is a common component of all motivational states and describes anxiety as a state of emotional arousal following the perception of

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danger. Anxiety is distinguished from fear in that anxiety, unlike fear, is not typically channelled into specific avoidance behaviours.

There were two additional research efforts during the 1960s and very early 1970s that related anxiety to other emotional behaviours. Izard (1972) suggests that anxiety involves such fundamental emotions as distress, shame, shyness, guilt, fear and interest-excitement. Izard (1968) has developed a Differential Emotional scale (DES) designed to identify the discrete emotions that combine to make up anxiety. Izard and Tomkins (1966) also discuss anxiety as one of eight major affects.

In a second research effort, Mandler (1972) has emphasized the instability and distress aspects of anxiety. He analyzes anxiety as helplessness that he describe as the individual’s feeling of not being in control. This distress, characterized by discomfort and uneasiness, is also caused by an interruption of any well-organized behaviour.

SOCIAL ANXIETY

Interpersonal relationships and social communication can be thought of as involving special types of human performance. Why are some people so much more socially competent than others? Anxiety from the standpoint of self-preoccupation, together with situational factors, may play important roles in the social realm as they seem to in the domains of intellectual performance and problem-solving people who feel they have handled themselves well in a social situation will be relaxed and anticipate recognition for their social presence. An individual who believes him self to have committed a social fauxpas, even if this perception is inaccurate, will become distressed and vigilant for signals communicating rejection. Most of the work on the correlates and effects of cognitive interference has focused on intellectual tasks and experimentally manipulated evaluative stress. There is a need to determine the extent to which the concept of cognitive interference applies to contexts that are not traditionally defined as performance situations. For example, informal social interactions and social communication are topics that might be elucidated by a focus on cognitive processes. It would not be surprising if test anxiety and social anxiety have similar cognitive rules, because both intellectuals and social situations involve a strong evaluative component for most people.
ANXIETY AND PERFORMANCE

An important question concerning human performance is what is the individual difference variable that influence how well people solve problems and perform on intellectual and motor tasks. Cognitive processes influence how people interpret situations and can be thought of as intervening between being presented with a task and performing on it.

TEST ANXIETY

Text anxiety is widely studied because evaluative situations are very common and measures of the tendency to experience test anxiety are available (Sarason, 1980). There is now considerable evidence that highly test anxious subjects in situations that pose test like challenges perform at relatively low levels and experience relatively high levels of task irrelevant thoughts (such as self-deprecating attributions). Anxious individual sees some prospects for the future, the depressed individual sees the future as bleak, while the anxious person does not regard his defects or mistakes as irrevocable, the depressed person is strongly self-condiment. The anxious person anticipates possible damage to her/his relations with others and goals and coping ability while the depressed person reminiscences about her/his damaged relationships and are pre-occupied with past failures. Reasons why people perceive danger in situations are various and include the stimulus properties of the situations and unrealistic interpretations of them. Every teacher knows students who, although quite able and bright are virtually terror stricken at exam time. In these cases, a student often expresses concern about the consequences of not performing at a satisfactory level and embarrassment at what is regarded as probable “failures” despite the fact that these concerns do not seem to be reality based. If stress is viewed as a call for action determined by the properties of situations and personal dispositions, the anxious person might be characterized as feeling unable to respond to that call. Anxiety is a characteristic that most individuals experience at sometimes and its effect may not always be negative. For example, early work in evaluation of anxiety showed that a moderate level of anxiety may provide heightened motivation and result in improved performance (Sarason, 1980). The anxiety spectrum ranges from this enhancing effect through mild discomfort and occasional impaired performance to significant degrees of immobilization as seen in those who meet the criteria for one of the anxiety disorders.
Informal social interactions and social communication are topics that might be elucidated by a focus on cognitive processes. It would not be surprising if test anxiety and social anxiety had similar cognitive roots because both intellectual and social situations involve a strong evaluative component for most people. Like test anxiety, social anxiety might be associated with any or all of the following, anticipating a situation experiencing it and "recovering" from it. Both the quantity of anxiety and the mix of situations can be vague or well defined, but the characteristic they share is that the individual feels unable to respond adequately to them. Some situations, e.g., parties, telephone conversations, meeting a new person, talking with a superior are likely to provoke disruptive thinking for many people. However, for particular people, social anxiety might also be linked to classes of situations defined in idiosyncratic ways, for example, with regard to certain interpersonal relationships or situations. The disabling role of such pre-occupying thoughts as negative self-evaluation has been shown to be as important as or more important than social skills in influencing a person's behaviour in social situations (Clark and Arkowitz, 1975) (Leary, 1983). Despite the variety of situations that evoke social anxiety, social anxiety's debilitating effect on performance seems the same in all of them. Meeting different types of people is an integral part of police job and it ranges from powerful personalities to hard criminals. While performing their job they are also more tend to face social anxiety and test anxiety.

There are several instruments available to measure the different aspects of anxiety with special focus on cognitive interference both as a stable, personal, characteristic and from an interactive viewpoint the main four instruments designed to meet these needs are (i) the Reaction To Test (RTT) (ii) the Thought Occurrence Questionnaire (TOQ), (iii) the Cognitive Interference Questionnaire (CIQ) and (iv) the Reaction to Social Situations (RSS). (Sarason, Keefe, Hayes and Shearin, 1986).

**COGNITIVE INTERFERENCE**

In both test and social anxiety, self-preoccupying thoughts contribute to performance, degradation, because they interfere with task-relevant thoughts. Support for this contention has been most clear in research on test anxiety. Thoughts that relate to worry about performance and social comparisons related to
performance seem to be responsible for much of the performance decrement reported by high test anxious people. Highly anxious people become pre-occupied with possible threat, their ruminations tend to persist and are most potent when situational threats are actually present. Test anxiety is related to the occurrence of frequent negative thoughts about personal abilities as well as the perceived difficulty of questions and mood during exams (Hunstey, 1987). In an analysis of the components of anxiety, Ingram and Kendall (1987) identified several critical cognitive features. One of these consists of Schemata, Which relate to possible danger or harm to the individual. With regard to test anxiety, this often means the perceived possibility of negative evaluation. The word "possibility" is important in relation to both general and specific anxieties, such as test anxiety. When not in an evaluative situation or anticipating one, the highly test anxious individual may not worry about possibilities of failure, embarrassment and social rejection. But in evaluative situations, these possibilities become active and salient. When this happens, the test-anxious individual becomes self-absorbed. Instead of becoming task-absorbed, Schwarte and Garamoni (1986) have estimated that, in general, cognitive functioning consists of roughly twice the amount of positive as compared to negative thoughts. The occurrence of evaluative stressors heavily tips this two to one ratio in the opposite direction for test anxiety prone individuals. In general, highly test anxious individuals experience high levels of intensive thinking. These interfering thoughts tend to centre around worry and self-preoccupation. Although, all people think about their personal capabilities in relation to the task at hand, anxious individuals seem to become overly preoccupied with these self-evaluative thoughts. Thoughts such as "I don't know what to do now" can be self-defeating if the person in fact has the wherewithal to handle the situation. Many socially anxious people worry often quite unrealistically about what they see as unappealing or even revolting features of their appearance. These worries, like those of test anxious individuals are usually not based on reality. Other common types of interfering cognition’s include fear of appearing foolish, fear of not being perceived as interesting or worth knowing and so on. The anxious person may at the same time notice too much and too little and be prone to over emphasize distort, misinterpret or overlook available cues. This is likely to produce errors and uncertainties in performance, discomfort in social situations and degraded interpersonal behaviour. The police personnel showed their anxiety behaviour in different possible ways for example, absenteeism, lack of job involvement, taking medical leave and sometimes aggressive behaviour.
AMELIORATING EVALUATIVE ANXIETY

A generalized tendency toward self-preoccupation seems to be a stable personality characteristic that leaves individuals vulnerable to interfering thoughts in particular kinds of situations. However, other personal characteristics, even in otherwise vulnerable individuals, may serve as protection from cognitive interference under stress. For instance, one such characteristic is perceived social support; perceived social support may be conceptualized as a scheme or working model that leads to perceptions that others are available to help if needed. This relationship is illustrated in a study in which subjects were asked to recall recent negative events they had experienced. Subjects high in perceived social support reported less cognitive interference when it was assessed immediately after the recall task than subject’s low unperceived social support (Sarason and Sarason, 1987). It appeared that the level of perceived support buffered the reaction to a stress; the recall of negative events for subjects is high in this personal characteristic. Social support was provided by a group discussion focused on sharing concerns and solutions regarding students’ problems of stress and anxiety in testing situations. Several confederates worked in heightened social association by suggesting a meeting after the experimental session. The group discussion was followed by an anagrams task, which was presented as a separate, unrelated experiment run by another experimenter that was combined into the same session for the sake of efficiency. The instructions for the anagrams task were contained in the test booklet. The experimenter gave the attention directing and reassuring communications after the subjects had read instructions, which included the achievement-orienting message. Subjects under the reassurance condition were told not to be overly concerned about their performance of the anagrams. The experimenter made such comments as "Don’t worry" and "you will do just fine". Subjects under the attention directing condition were told to absorb themselves as much as possible in the anagrams task and to avoid thinking about things. The experimenter said "concentrate all your attention on the problems", "think only about the anagrams" and "don’t let yourself get distracted from the task". High worry subjects under the control condition performed poorly compared to the other control subjects. Non-worry subjects in the reassuring group performed poorly, perhaps because non-worriers take the reassuring communication at face value. That is, they take the task lightly and lower their motivational level. The performance levels of all groups that received the
attention directing instructions were high. The attention directing approach seems to have all of the advantages of reassurance for high worry subjects with none of these advantages for low worry subjects.

Life, now a day, has become very tense because of happenings in the society. Society is the mirror, which shows all the ups and downs, it always carries a true picture. To a human being, if lot of responsibility is given it is sure that he will go mad, as there will be excess workload. When a department recruits employees, it has to see that the department is helping them in right and correct way. Proper benefits and entertainment is to be given to them for proper functioning of the department and an individual progress.

**Problems, which make way for anxiety**

1. Over thinking or excess thinking leads to anxiety.
2. Over load of work creates disturbance in mind, which leads finally to anxiety.
3. Routine dealing with various types of crimes.
4. Accidents cases
5. Horror and frightening scenes create a different type of feeling, which sometimes makes a person mad.
6. Lack of communication, fear of mistakes while communicating.
7. Responding in arrogant nature, some people have that nature which finally make or turns them violent.

**Solution**

Anxiety, stress, boredom, depression all happens because excess overload of work and excess thinking. One should take things in positive and right manner. A person should be optimist and should be jolly and happy even in tense situations. A human mind and body always needs enjoyment and happiness, which is in an individual's hands; an individual himself selects the road. Positive thinking makes a person confident; and it develops a person's personality. Negative thinking destroys the capacity of working and mingling in the society, which is destruction.
## INTERPERSONAL RELATIONSHIP

### TABLE – 19

Interpersonal Relationships in Team work (intra department level)

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Variables</th>
<th>Nilgiris (n=80)</th>
<th>Tirchi (n=66)</th>
<th>Chi-square</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>1</td>
<td>Interaction among-colleagues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cordial</td>
<td>85.6</td>
<td>14.4</td>
<td>97.0</td>
</tr>
<tr>
<td></td>
<td>Conflicting</td>
<td>14.4</td>
<td>85.6</td>
<td>16.7</td>
</tr>
<tr>
<td>2</td>
<td>Interaction with Sub-ordinates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cordially</td>
<td>42.5</td>
<td>57.5</td>
<td>87.9</td>
</tr>
<tr>
<td></td>
<td>Conflicting</td>
<td>5.0</td>
<td>95.0</td>
<td>28.8</td>
</tr>
<tr>
<td></td>
<td>Misunderstand</td>
<td>55.0</td>
<td>45.0</td>
<td>62.1</td>
</tr>
<tr>
<td>3</td>
<td>Interaction with Higher Official</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Very limited contact</td>
<td>92.5</td>
<td>7.5</td>
<td>97.0</td>
</tr>
<tr>
<td></td>
<td>Cordially</td>
<td>87.5</td>
<td>12.5</td>
<td>65.2</td>
</tr>
<tr>
<td></td>
<td>Authoritative</td>
<td>92.5</td>
<td>7.5</td>
<td>78.8</td>
</tr>
</tbody>
</table>

### I. INTER DEPARTMENT LEVEL

1. **Interaction among the colleagues**

   There is nothing specific to be pointed out about the police personnel interaction among them. They are very friendly, easily mingle with each other, go to movies, and work with understanding, which is also the same in other departments.

2. **Cordiality**

   They are very cordial; they have mutual understanding when they work together. There are no such cases of unfriendly type of atmosphere among themselves. One thing is that there is a feeling of seasonally 15%-20% among themselves, which is also there in other departments.
3. Conflicts

There are no conflicts among the departmental people. If they start conflicting with each other, who will work for the Department No, there are no conflicts in the department.

4. Misunderstanding

20-30% there is misunderstanding in the department, which is now a days very common in each field. Actually, in the Department of Police, there are many channels of misunderstanding but the staff and all others make it less.

II. INTERACTION WITH SUBORDINATES

Cordiality

The departmental staff and all the employees in the department respect each other and their superiors. If we look, we find that 5% only is non-cooperation, which really does not matter, 95% are cordial and respectable persons.

Conflict

There is no conflict between the constable and his immediate superior. They know each other and work in the interest of the department.

Misunderstanding

Here the table shows that there is 55% of misunderstanding in Nilgiris District and 62% in Trichi District, which is not a matter of pride. Promotion and rewards and charges make such misunderstandings. One can only hope that this will improve with time.
III. INTERACTION WITH HIGHER OFFICIALS

Very limited contact

The lower employees of the department have very limited contact because there is hardly any occasion for communication as the nature of their work is totally different. Higher-level officers have to look after the work of the administration and the lower level has to look after the fieldwork. Lower level gets chance of communication only when confidential files are given to the officers. Otherwise, there is hardly any contact or communication.

Cordiality

Their subordinates and all junior level of the departments respect higher officials. All the higher post officials are cordial and cooperative among the departmental employees.

Authority

Higher post officials command the office in every aspect right from lower to the top. They have full authority to give commands. Commands are only given at the time of work. It is finally the authority itself who will be questioned if something goes wrong. So, the authority is very strict in its decision and is very clear in its work of the department.

All the lower-level and higher-level officials have their own work in the department and all the work is done with care and diligence. The course of work sometimes raises misunderstanding, conflicts and again finally it is solved internally which happens in every department. So is the case with Police Department. All are cordial, helpful and encouraging in the department.

In this research, the Tamil Nadu police faced more mental stress from the organizational side. Particularly they are very much worried about their departmental punishment system. S.M.Diaz in his article mentioned that, “India did not change the police act, infact the only change that has come about systematically since
Strenuous Working Conditions

The police official have endorsed the view that their health is greatly affected due to the number of occupational factors. The respondents have lead to derive nearly 6 types of variables which they have considered as a sum of strenuous working conditions of the police occupation viz., over work, sleeplessness, irregular food habits, drinking, smoking and authoritarian practice of the higher authorities.

Statistically speaking, the chi-square values also support that there is not much significant difference in the degree of strenuous working conditions between Nilgiris and Trichi districts. The chi-square values presented in Table 22 show that irrespective of the place of the posting, the job of police is every where strenuous. Almost all variables are equally present among most of the police officers. Among them, smoking is found to be affecting less compared to all other variables.

TABLE – 20
THE FACTORS THAT AFFECTS HEALTH

<table>
<thead>
<tr>
<th>S.No</th>
<th>Variables</th>
<th>Nilgiris</th>
<th>Trichy</th>
<th>Chi-square</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Over work</td>
<td>92.5</td>
<td>7.5</td>
<td>77.3</td>
</tr>
<tr>
<td>2</td>
<td>Sleeplessness</td>
<td>93.8</td>
<td>6.2</td>
<td>77.3</td>
</tr>
<tr>
<td>3</td>
<td>Irregular food habits</td>
<td>92.5</td>
<td>7.5</td>
<td>77.3</td>
</tr>
<tr>
<td>4</td>
<td>Drinking</td>
<td>91.3</td>
<td>8.7</td>
<td>78.8</td>
</tr>
<tr>
<td>5</td>
<td>Smoking</td>
<td>37.5</td>
<td>62.5</td>
<td>47.0</td>
</tr>
<tr>
<td>6</td>
<td>Authoritarian Practice of the higher officials</td>
<td>56.3</td>
<td>43.7</td>
<td>43.9</td>
</tr>
</tbody>
</table>

Over work load

One has to accept that the job of police officials and their employees is not a job of Free State of mind. They have to deal with various cases, work for long and odd hours, and lot of fieldwork, travelling, which is generally not seen in other

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departments. An ordinary human being requires rest for at least 5 hours a day, but many times due to all odd activities in the department, employees are over worked. Overwork results in frustration, stress, tension and anxiety, ultimately it will have bad impact on their heath. So, it is necessary that the time factor and load of work should be controlled and maintained.

Sleepless nights

The problem of workload results in sleepless nights, which creates irritation and restlessness. On many occasions, the people of the Police Department give up their sleep. Let us imagine how a person can work with full attention on his work without proper sleep. The department has to change their strategy towards this or else they may and will raise cases for psychiatrist treatment. Limited working hours and proper shift system should be maintained.

Untimely food

When one person has odd working hours and untimely sleeping hours, definitely one takes food at odd times. At an odd time if a person takes food definitely it will harm him. Untimely consumption of the food is the main problem, which the Department of Police and its personnel are facing because of odd long working hours.

Drinking

After long working hours and after investigating variety of cases of crime, the Police personnel are often agitated and tense. To remove stress, tension and uneasiness, the employees easily get into the trap of drinking. According to the statistics, 92% in Nilgiris and 80% in Trichy, the police are drunkers. It is not because they are addicted to it but because of the cases their mind get frustrated, and they restart drinking. According to science, drinking is beneficial to health but occasionally. If a person is addicted to it, he/she is damaging his/her life. Anything in excess is harmful.
Smoking

According to the statistics, 40% in Nilgiris and 50% in Trichy are smokers in the department. Police people smoke, again to remove stress and tension from the mind and to get some freshness in the mind. According to science, if a person is suffering from stress in mind, and has blood pressure, he or she will develop high blood pressure if they smoke. Generally, many people resort to smoking to project a mature image among them. Actually, smoking causes a number of problems and can severely damage organs of the body. If the department of Police are given proper entertainment and proper timings are kept, all such odd happenings in the Department can be controlled.
JOB ANXIETY

Job anxiety is the state of extreme threat in the human mind, which they are getting from their job experience. A theory based on psychoanalytic approach enunciated by Sarason and his colleagues advance the view that anxiety is largely determined by the nature of the situation and interact with personnel characteristics of the individual\(^2\). Here in this research the police personnel are facing a different kind of challenge in their job. To find out the job anxiety level of Tamil Nadu police job anxiety scale was used and this scale covering six different dimensions of anxiety viz. Job security, recognition, human relation at work, reward and punishment, self esteem, capacity to work. All these factors influence the job anxiety of the police personnel.

Alfred Adler divided this self-esteem into two sets: The first is desire for strength, for achievement, for adequacy, mastery and competency, for confidence in the face of the world, for independence and for freedom. The second set is desire for reputation or prestige, status, fame and glory, dominance, recognition, attention, importance, dignity or appreciation\(^3\). In this research the anxiety feeling of self-esteem was found strong only with the deputy Superintendent of Police. In-charge police officer who has authority for one sub division who posses more power and authority. The remaining police personnel do not have more power. And moreover the remaining cadres carry out the orders of higher officials and they don't have chance of decision making, and their suggestions are also not accepted. Table 21 indicates that in self-esteem and in total job anxiety significant difference was observed among the different ranks.


Security

Security has different meanings for different persons and also for various departments. As we are dealing with the Department of Police, let us look at the security from Department's point of view. There are three types of security in the Department of Police (1) Job (2) Life, and (3) Internal security of State. According to the statistical table, if we find that the life of the lower level staff is in more trouble and risk. Also they have to do every ordered work by their superiors. If they fail, they may be punished. On the other hand, the higher-level personnel of the same department are free from all odds. It is true that life of DCP, DSP, ACP, SP are in danger many times. But when it comes to administrative point, their job is commanding. One thing is true. Higher the post higher will be the security, lower the post low will be the security. Every time, we just cannot look at higher and lower levels security and waste the time on commenting on security. Internal State security is the first thing, which is to be looked at. The duty of police is to do their work, maintaining the security of the State. On the way to achieve this, they may need to dedicate their lives and this happens often in their profession.

Recognition

The duty performed by Police Officers at different levels should be well recognised by the Department. This would help them to develop self-esteem, thereby making them to put their sincere efforts in the duty. As indicated in Table 21, the present study revealed that the work of the Police Officers irrespective of their cadre was not well recognised by the Department authorities.

Human Relations at Work

Police job is highly connected with humans because all the events are happening in the community which involves complete and complicated reasons to make it prove (1) to carry out the investigations successfully, the police department needs more support from the community, as information, as a witness and also as complaint. Here in the table, we observe the results that among the each, up to the Inspector rank does not have significant human relation whereas the DCP has the good human relation because at his power and status. Through media, we come across many
events about conflicts between police and community. The book Human Relation and Police work rightly pointed out, the nature of police work requires officers to face situations in which they are likely to experience frustration and anxiety during interactions with people. Police officers are expected to deal with serious matters among people who posses a life style different from their own. They may experience “cultural shock” when they move from one subculture to another and may find difficult to interpret accurately, to predict, or to influence the behaviour of those around them. Such discomfort and social confusion often lead the police officer to develop negative attitude toward those individuals who are different.\(^{94}\)

Police job is always involved in public relations. They are interacting with various types of people exhibiting variety of emotions during their encounters with the police. Some are submissive, and some are aggressive, expose emotional outburst over the police personnel.

**Reward/Punishment**

It is a human tendency that for a thing called special effort, they need a reward, be it in any form, but are required and should be given, and if not the enthusiasm level goes down be it any job or any field more or less encouragement should be there for some special kind of efforts. If a brave person is not rewarded, it is a disrespect of his/her bravery and more or less if rewards are not given, also will show their bravery as they know they will not be suitably rewarded. Here in the Department of Police, the lower level do not get proper rewards for their work as compared to the other higher levels of the same department, but they get severe punishment in the form of transfer and postings in remote areas. Punishment is very harsh in the Department of Police. Rewards and punishments are inter-related. No one can question it. If a person deserves a reward and it is not given to him/her, the same is a punishment for him/her. The department has to look back from the reward point of view because the department needs bravery and bravery always needs rewards.

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Self Esteem

A person's self-esteem is that person's evaluation of his/her own worth. If a person has low self-esteem, it might be expected the person would be less willing to communicate because he/she feels that he/she has of little value to others. Similarly, the person with low self-esteem may be less willing to communicate because he/she believes others would respond negatively to what would be said. Although he believes that there is a good reason to consider self-esteem to be an antecedent of willing to communicate, little research support is available which directly bears on this issue. The only research reported to this point, which provides data directly bearing on the relationship between self-esteem, and willing to communicate was provided by McCrosky and McCrosy (1986a,b). They observed a modest correlation between the two $r = 2.2$. In an unpublished study, we found self-esteem to be significantly related to the amount of times people talk in a small group setting - the higher the self-esteem, more the people communicated. Thus, it may be that self-esteem is related to willingness to communicate but only as a function of the relationship between self-esteem and anxiety about communication and the relationship, which has been found to be quite strong (McCroskey, Daly, Richmond and Falcione, 1977). In the Department of Police many are working by killing their own self-esteem as they have to obey the orders of the superior officers.

Capacity at Work

Every individual has physical and mental capacity. Physical capacity is related to work with physique. Mental capacity means, work with mind (the thinking power). If increases in demands are made on these capacities, it would be his/her own destruction. It is a nature's rule, if one exceeds the capacity of work beyond his/her capacity limits, they suffer. According to the statistics, the working capacity of every trade and post is varying. Constable, Head Constable are given more work, which is, more than their capacity of work. Next come SI and ASI. Their work is comparatively less than the work of constables and Head Clerks. Finally, the DSP, DCP, ACP, SP, all have field work but they have more strain in their minds. It means that every one has work but capacity varies and the lower category is the worst affected. Actually, the Department of Police have to work which has to be completed and they cannot
see who is suffering and who is not suffering or who is doing work more than his/her capacity, they need results, as fast as possible, as there are number of cases which need attention.

**JOB NATURE**

Every fresh day is a new challenge for the Department of Police and its personnel. As they deal with various types of crimes, their work becomes more and more challenging. Cases of murder, a case of rape, cases of accidents, dowry deaths, communal riots, victims, etc., are very challenging and mind boggling for the department and its employees. The Department of Police gives a tough and hard reply to its rebels. State Police has the task of curbing crimes, vandalism and also eradication of anti-social elements from the society, which is really a challenging job. The job becomes a tough challenge when big celebrities commit crimes because they being a celebrity have good sources of approach and also skip punishment through their contacts. often-big celebrities and personalities skip punishment because of their high influential contacts, which is very wrong. When there is a law, it is for all. No one is bigger than the law. Law is equal to all. Cases of suicide and petty crimes make the police work more and this results more tension and depression. It is not necessary that each and every time Department of Police face success. No, it also face failure. In operations many times, the police personnel loose or give up their life, its only because they have accepted the challenge. It is very important that police personnel are suitably rewarded for the work. Otherwise, they will loose interest in the job, which in turn will result in crimes in States. Many times, the nature of police job makes their life worse, like long odd working hours, no sleep, untimely foods, no bathing and changing dress in time, create a different type of feeling in the mind. It is very important after the challenge job they are given proper entertainment be it any form, play (sports), cinemas, cultural and technical programmes to avert and divert their mind from tension, stress and from demanding jobs. Ultimately, the department faces a challenge always minute-to-minute, hour-to-hour, and day-to-day.

In India, the presence of stress among policemen is felt but recognised as a major enemy of law enforcement in the professional aspect. Media reports of police brutality and indiscipline can be perceived as warning signals of job stress
emphatically pointing to the mismanagement of this problem. A study by the bureau of police research and development council, quoted in the Times of India (7th January 1993), observed that, “the Indian police man is the world’s most vulnerable -- some 714 of them dying unusually every year while on duty, more than half of them in the prime of life. A large number of police personnel are being killed by terrorists or extremists while a lot of others die on routine law and order duty."

**TABLE – 22**

THE NATURE OF POLICE WORK AS PERCEIVED BY THE RESPONDENTS

<table>
<thead>
<tr>
<th>S.No</th>
<th>Variables</th>
<th>Nilgris N=80</th>
<th>Trichy N=66</th>
<th>Chi-square</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Y</td>
<td>N</td>
<td>Y</td>
</tr>
<tr>
<td>1</td>
<td>Peaceful</td>
<td>6.2</td>
<td>93.8</td>
<td>3.0</td>
</tr>
<tr>
<td>2</td>
<td>Challenging</td>
<td>98.8</td>
<td>1.2</td>
<td>97.0</td>
</tr>
<tr>
<td>3</td>
<td>Pleasant</td>
<td>12.5</td>
<td>87.5</td>
<td>9.1</td>
</tr>
<tr>
<td>4</td>
<td>Enjoyable</td>
<td>16.3</td>
<td>83.7</td>
<td>22.7</td>
</tr>
<tr>
<td>5</td>
<td>Powerful</td>
<td>32.5</td>
<td>67.5</td>
<td>50.0</td>
</tr>
<tr>
<td>6</td>
<td>Increased work load</td>
<td>98.8</td>
<td>1.2</td>
<td>90.9</td>
</tr>
<tr>
<td>7</td>
<td>Dangerous</td>
<td>82.5</td>
<td>17.5</td>
<td>90.9</td>
</tr>
</tbody>
</table>

Through the questionnaire, different types of anxiety were measured. In this research thru the interview schedule and the job anxiety scale, the anxiety levels of police personalities were measured. The respondents felt that the job is challenging (98%) and 82.5% of Nilgiri district respondents and 98.5% of Trichi district respondents felt that there is dangerous and a very minimum % of respondents felt that their job is peaceful and powerful.

**Police Job is Peaceful**

The job of Police Department and its employees is not peaceful, because it is said to be a job of work without peace of mind. The working hours is the main constraint in their job which ultimately gives more stress and tension which already is there in their normal day activities. Any job be it police, railway or roadways, peace is necessary in their respective fields. Without peace of mind, how can a person progress. So, to progress, peace is necessary, which is not there in Police Department. Varieties of crimes make Police job unpleasant. VIP bandobust, festival

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arrangements, communal conflicts and many more give odd working hours to police personnel and to the department. When the job is compared to the jobs of other fields, all other departments have good pay, benefits, enjoyment of holidays, etc., which is not in the case of police personnel.

**Challenging**

As regards the nature of police work perceived by the respondents, more than 95% of the police personnel felt that the present duties are more challenging because of different nature of criminal cases reported in the police station including white color offences, cyber crime, terrorism and violation of Law. Tackling of wide nature of criminal cases needs more strategic plan and action. If the Police Officers are not capable of dealing some of the cases of communal nature, it may turn into sensitive issue and leads to anxiety and stress among them.

**Pleasant**

Police personnel discharge their duties mostly in stressful environment. They interact with different organizations mainly with Criminal Judicial System. Further, they are more prone to physical attacks during their field work while tracking down the criminals. Some of the cases which were reported for complain are of cruel nature such as murder, suicide, etc. In addition, the present bureaucratic set-up in police force adds more stress to the already existing pressure during their duty. About 90% of the police persons from Trichy and Nilgiri districts felt that the their job is not pleasant.

**Police Job - An Enjoyable Job**

The job of Police Department is not a enjoyable job, because there are number of reasons which take away their enjoyment from them. Some of the reasons, which take away the enjoyment of police, are odd working hours, insufficient salary, places of postings, spending life apart from family and many more. Every day, they are busy with their routine work, which comes in different forms. Sometimes, in form of rape, murder, loot, accidents, killing of leaders, etc. A human tendency is that, at a time "mind cannot concentrate on a number of things but department of police tries its
best to do it as they have lot of challenge in front of. Every individual needs enjoyment in life otherwise life becomes boring, serious and dull. Many times because of odd working hours, wives suffer as their husbands mostly have odd and over working hours. A wife needs many things from her husband. Enjoyment is a must for every individual on earth. Without enjoyment, law makers will turn law breakers.

POWERFUL JOB OF POLICE

Statistical table shows us that the job of police is only 50% powerful. Rest is the common functioning. Fear should be there then only crimes can be stopped in society. If the job is not powerful, every now and then crimes will appear in society. So it is necessary that it should be a 100% powerful job. Actually, a general thinking is that police personnel can do whatever they like but it is not true. It is a wrong belief of the public. They too have fear if they misuse power. Yes, it is true in some cases they show their power, which seems visible in every department not only in police. All other departments also have their own power, which they prove at times.

Powerful job of police only makes us safe to live in home and in State and country. There is nothing wrong if a DIG, DCP, DSP does some favours to relatives like in recruitment, helping election etc. What the society need is curbing of vandalism, violence and terrorist activities, lives should be safe in States. Whenever police personnel do something in excess, they have to face the Court.

Physical hazards of The General Assembly had on December 9, 1970, adopted the declaration on protection of all persons from being subjected to torture, and other cruel inhuman (or) degrading treatment (or) punishment and the Article-5 prohibits the law enforcement officials from inflicting, instigating (or) tolerating any act of torture. As a member state, India is obliged to observe this declaration.

Increased work load

The poor public and police ratio is one of the main reasons for long working hours (16 to 18 hours per day). The physical strain and poor interpersonal relationship with
the fellow human and family members could be the cause for depressed mental status and poor job satisfaction.

**Dangerous**

The increasing terrorism and criminal activities put them under threat. In case of less manpower, the situation would become worse while controlling the mob. Infrequent it was in the news that public attack the police station.

**JOB RECOGNITION**

**Service recognised**

It is a human tendency that whenever work is done in a good and systematic manner, it needs to be appreciated. Nothing but his/her service should be recognised by the department. If services are not recognised, a person's enthusiasm level goes down. An energetic person will become dull and fatigue of his/her work, if it happens in the department and the State, both will be the sufferers. We do not worry about sufferings but need recognition. Recognition can be given in any form like promotion, increment in salary or giving some benefits which are usually not given to a person. If a brave person is not awarded, bravery can never be seen again. It is only because there was no recognition and respect for bravery activities. Police Department is always in need of brave people. It becomes necessary that their works are recognised, be it field work or administrative work they need proper encouragement and recognition to do better performance.

**TABLE – 23**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Job Recognition</th>
<th>Nilgiris (n=80)</th>
<th>Trichi (n=66)</th>
<th>Chi-square</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Service Recognised</td>
<td>38.8</td>
<td>51.5</td>
<td>2.38</td>
</tr>
<tr>
<td>2</td>
<td>Service not recognised</td>
<td>61.2</td>
<td>48.5</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Service recognised after to explain</td>
<td>43.7</td>
<td>53.0</td>
<td>1.24</td>
</tr>
<tr>
<td>4</td>
<td>Service not recognised after to explain</td>
<td>56.3</td>
<td>47.0</td>
<td></td>
</tr>
</tbody>
</table>
Service not recognised

The best way to deal with this point is to take an example of encounter with criminals in case detection. A Police Officer has caught a criminal who is most wanted by the department. After being caught, the officer's service was not recognised or the department did not give much attention towards the important case. In such case, next time, no one will go one step forward to grab criminals, who are most wanted by the State. If services are not recognised, all the employees of the department think that it is useless to be smart. It becomes necessary for the department that an individual's service is to be recognised so that employees of departments and the department itself gain respect to itself, individually and for the team.

Effort when not considered

There was a cultural and sports meet held by the Department of Police in which many police personnel participated. After participation, they expected something in return but unfortunately they did not get anything. For every effort of excellence, there should be a reward whatever may be its size but it should be there. Giving rewards means, efforts are considered; no response means, hard work in vain, which builds a never participate feeling in an individual.

New forms

There was a sea change in the crime pattern from the middle sixteen, which saw an alarming spurt in and new forms of crime with the police unequal and inadequacy equipped to deal with problems. These decades saw the emergence of gangs and Mafia's with their writ running over large areas. Political power-brokers were quick to take advantage of the situation and extend their patronage to the more powerful of the Mafia's.

The table job recognition indicates the clear picture of the police department. Approximately 50% of them felt that their work got recognised by the department. And the remaining 50% doesn’t get the similar feeling. In the name of discipline they don’t have a chance to tell a word ‘no’ at the same time their work doesn’t get any kind of recognition or appreciation. In a very critical and dangerous situation many cases are detected by them do not get recognition but the success was shared by all the police officials, and in many times those who did not do any job also enjoy the
success. Almost all the lowest rank people’s general opinion is “there is no shared responsibility but they are getting success with out doing committed work. A study was carried out by Kroes et all about police category and job stress. The result described, “it seems apparent that a greet deal of administers psychological job stress stems from that he is the man in the middle. He is directly responsible for both the community and the police administration for his action and the conduct and efficiency of his subordinates”. When an interview was conducted with a sub-inspector of police, he felt that, the department never recognized his work, even though he is sincere and a committed worker. In his point of view, recognition for good work and sincerity is based on favouritism, and other social factors like religion, caste, etc.

When an interview was conducted with a sub-inspector of police, he narrated his own experience. Senior superior officials took when he detected the rape accused within twenty-five days of time limits, the credit of hard work and his name was totally concealed. And later he told that, this kind of bureaucracy is prevalent only in police department.

**PUNISHMENT**

Since the general punishment system followed by the police department is very severe, the police personnel always dread punishment. This kind of punishment system not only affects their future career, but also leads to economic loss; health related loss and ruins their social dignity. Due to increase in advanced criminal activities using sophisticated technology, the police personnel need to be more cautious in their profession, and the punishment system always reminds them as a warning bell, which in turn sometimes directs them to non-execution of their job, and sometimes to commit mistakes.

While comparing the districts, in regard to their punishment received, the following table shows not much difference between the personnel of the two districts.

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The environment of the first-line police supervisor Robert C. Trojanawicz, Printice Hall, Ing. 1980, page 211
TYPES OF PUNISHMENT

Police department is known for its disciplinary rules. Due to various critical situations, they are punished. The above said table indicates the punishment under went by the police personnel. 33.75% of the Nilgiri district and 31.82% of Trichy district police personnel were punished under 3A charges, 19% and 9% were punished under 3B charges In Nilgiri and Trichy districts respectively. 7% from Nilgiri and 4% from Trichy were suspended from the services, who were later admitted in to the department through legal aid. 13% and 9% were punished under the punishment of transfer in Nilgiri and Trichy districts respectively.

Lazarus and his colleagues have concluded that stress is not any one thing but rather a collective term for an area of personality study. They prefer the use of the term threat as a way to describe a psychological state that intervenes between the antecedent conditions prompting cognitive appraisal and the specific ways of coping. Recent research strategies for the investigation of appraisals have also been identified by Lazarus and Averill (1972) and Lazarus et al. (1970). These strategies include:

1. The evaluation of appraisal from the self report of subject as they undergo a threatening experience.
2. The direct manipulation of appraisal for example, providing the subject with an interpretive framework before or during the stressful experience.

<table>
<thead>
<tr>
<th>TYPES OF PUNISHMENT</th>
<th>NILGIRI - District</th>
<th>TRICHY - District</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>3A Charge</td>
<td>27</td>
<td>53</td>
</tr>
<tr>
<td>33.75%</td>
<td>66.25%</td>
<td>31.82%</td>
</tr>
<tr>
<td>3B Charge</td>
<td>19</td>
<td>31</td>
</tr>
<tr>
<td>23.75%</td>
<td>76.25%</td>
<td>13.63%</td>
</tr>
<tr>
<td>Suspension</td>
<td>7</td>
<td>73</td>
</tr>
<tr>
<td>8.75%</td>
<td>91.25%</td>
<td>6%</td>
</tr>
<tr>
<td>Dismissal</td>
<td>2</td>
<td>78</td>
</tr>
<tr>
<td>2.5%</td>
<td>97.50%</td>
<td>3%</td>
</tr>
<tr>
<td>Transfer</td>
<td>13</td>
<td>67</td>
</tr>
<tr>
<td>16.25%</td>
<td>83.75%</td>
<td>13.60%</td>
</tr>
</tbody>
</table>

Physiological anxiety is generally assessed by such measures as heart rate, vascular responsiveness, galvanic skin response, and palmer sweating. Several authors (Maher, 1966; Malmo, 1957) have found that physiological measures can discriminate between subjects designated as high- or low-anxious by self-report procedures when the subjects are placed in a stressful situation. Yet it has also been found that physiological measures do not always differentiate between high- and low-anxious subjects in either stressful (Katkin, 1965) or non-stressful conditions (Martin and Stroufe, 1970). Other summaries of the assessment of anxiety through physiological measures are presented by Lader and Marks (1971), McReynolds (1968), and Levitt (1967).

**Bureacracy in Policing**

‘Much of organization theory derives from Weber’s (1968) work on authority and bureaucracy’ (1985:6). If as one of its advocates asserts, mainstream theory, ‘has as its central problematic the design of efficient organizations’ (Hinings, 1988:2), Weber’s model of bureaucracy remains the template. Its characteristics of functional specialization, hierarchy, depersonalization, formal rules and the like are projected as general laws, with the arguments concerning the key contemporary and determinant variable – size, technology or any other factor.

For Weber, social stability was established through acceptance of authority as a form of control people regarded as legitimate. Previous societies had been dominated by limited forms of authority based on charisma (personal qualities of leaders), are tradition (established rights and custom’s of dominant groups). Weber’s theory went beyond economic life. Rationalization was held to encompass processes as devious as law, politics, religion and scientific method itself. All were becoming governed by impersonal objective, procedures and knowledge, embodied in structures and processes which comfort individuals as something internal to them: (Brubaker, 1984:9). All provided a framework for coping with uncertainty. In this sense, mainstream theory draws on the idea that rational calculation makes the word more powerful and manageable.

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98 Shailendra Singh. Organizational Stress and Executive Behaviour. Shri Ram Centre for Industrial Relation and Human Resources, Delhi, 1990, pop.3-10.
System’s theory

The activities of police are enriched within a system which had been formed long ago during British regime in India. This system continue to be prevailing despite after 57 years of independence. Durkheim and others in all social system, have to adapt to the environment to survive. In such biological analysis, system parts (or sub-systems) are interconnected and each is functional to the viability of the organization - for example, by gathering binding social values. This became a theme of functionalist social theory (Parsons, 1951). Which regard social systems as self-regulating bodies, tending towards a state of equilibrium, and order?

Perhaps the some system and functional theories are found more appropriate in all activities of policing. But with a changing social condition of Law and Order, the same procedure is found dysfunctional affecting the Law and Order maintenance in the society, for example, shooting order procedure while controlling the mob what is happening today. Donaldson (1985:29) argues that there is movement within equilibrium but it is a process of internal adjustment between the sub-systems, normally triggered by external change such as those in technology or markets. Nevertheless any breakdown of order tends to be treated as pathological and non-reasonal elements confined to the informal organizations.

Own Power

One’s own structural position in the power channel of a relationship with others can be adequate, excessive, or insufficient. When it is viewed as adequate, I refer to emotion of affect as security. This is a positive feeling of comfort and ease, because one feels assured of winning in any showdown or confrontation with the order. The benefits and rewards one enjoys in the relationship are thus generally guaranteed. Although the out come of any actual power conflict with the other may lead to defeat or a serious withdrawal of voluntary compliance (i.e. status) even if the reward continues, or even a termination of the relationship, these are secondary possibilities of power. At the surface, power creates security.

Power also affords a sense of ease concerning vulnerability to attack from the other. One's structural power acts as deterrent. The sense of ease afforded by adequate power may not be conscious, except when it is challenged or could conceivably be challenged. A number of theorists have suggested a security or safety affect (Harlow, 1962; Strasser, 1970; Jacobs, 1971). Later I discuss how security is related to the power of the other as well as to one's own power. This provides a certain economy in the overall taxonomy of the structural emotions. For the present, however, security stems from the felt adequacy of one's own level of power, that is, the ability to win, as Weber (1946, p.180) said, despite resistance by the other.

When an individual senses that he has a structural position of excess power over the other in the interaction dyad, I propose that the emotion most persons feel is guilt. Guilt involves painful feelings of remorse and regret, a peculiar physical discomfort associated with the recognition that one has wronged another. All subjective reports of feelings of guilt indicate that it is uncomfortable and unpleasant (Hayward and Taylor, 1964; Lewis, 1971, pp.215-274). Ausubel (1955) defined guilt as “a special kind of negative self-evaluation which occurs when an individual acknowledges that his behaviour is at variance with a given moral value to which he feels obligated to conform”

The transgression of moral values-killing, assaulting, stealing, lying, and the like are violations of relational standards concerning the use of power. Excess power may take the form of noxious hunt to other, or it may be exercised as status withdrawal that is, the punitive withholding of customary or legitimate rewards and gratification. Here the mode of power used would indicate insults, disrespect, deprivation of accustomed goods and service, and so on. These are all instances of process power, actions that are employed to overcome the actual or possible future resistance of the other.

The structural condition of insufficient power also gives rise to an emotion. I call this emotion fear-anxiety. There is some debate over whether fear and anxiety ought to be discriminated according to whether their object is realistic (fears) or imagined (anxieties), or whether one is aware (fear) or not aware (anxiety) of the source of the threat or danger (Freud, 1936; Lazarus, 1972; Cattell, 1972). I ignore these distinctions for now, since my interest is in the relation condition that gives rise to
either fear or anxiety. This is the felt insufficiency of one’s own power (or, as
discussed later, the excess of the other’s power).

**ANXIETY CONCLUSIONS**

Anxiety is a widely discussed topic that has aroused controversy. In part, this is
because it has been given so many definitions, a large number of which have
ambiguous referents. We do not contend that a cognitive approach is a cure - all for
all present definitional problems surrounding the anxiety concept. However, we
believe increasing evidence suggests that the cognitive component of anxiety plays
an important role in intellectual performance and social behaviour.

Available evidence suggests that self-preoccupation often interferes with ongoing
activity in situations for which either a task focus (as in performing a task on the job),
awareness of subtle cues (as in a social interaction) or spontaneity (as at a party) is
desirable.

Anxiety means a nervous disorder characterized by a state of excessive
uneasiness. A person who is suffering from anxiety is concerned about an imminent
danger, difficulty, etc. Whenever a person is not confident in his views and thinking,
he/she passes throughout the stage of anxiety. Now the question arises how anxiety
grabs a person. Whenever a person, whoever be it, does excess work, excess
thinking anxiety grabs him. Anxiety, frustration, depression, tension all are because
of odd activities of a person's irregular features and factors. A nervous person will
never mingle in society because of his nervousness. A confident person easily
mingles with society because he/she is having a clear thought clear opinion and have
guts, enough of a doing things in right and systematic manner. There are people who
do not want much money but want a free style of living, it means they work limited
hours, do all basic activities at correct time and live life king size. Enjoyment and
enthusiasm level is very high with these people and also they are very confident in
their acts of works. Let us look at the other side of anxious people who are sufferers
of anxiety, these people, have very low faith in themselves, have fear of being thrown
out of work assigned to them because they are not confident in their acts of works.
They lack of basic activities of the routine dealing.
COPING

INTRODUCTION

Police organizations have a complex system, which are associated with many other sub-systems. Every day the police personnel face challenging crimes in the society although they manage the situation by their professional knowledge and the organizational socialization. They tend to undergo stress persistently.

According to the normative model individual and stress would generate an exhaustive array of coping alternatives simultaneously. It includes two primary considerations (1) perceived efficacy, which refers to the individual belief that He, or She can successfully execute the coping strategy under consideration. (2) Perceived efficacy which is determined by a comparison of demands associated with coping strategy under consideration against individual resources (E.g. abilities, social support, and material asserts) available to meet the demands. Coyneet 1981, seling man 1975, view that individuals tend to select a coping strategy, which has the maximum likelihood of success. If this is not feasible the individual would obtain from coping, which would typically result in the persistence of stress and the detraction of the well being. The perceived potential in fact of coping strategies of well being is influenced by three factors one factor is the anticipated impact of each coping strategy on the stressful situation toward which coping efforts are directed. This refers to the assessment of whether the coping strategy under consideration if successfully implemented will have beneficial or impact on experienced stress. A second factor involves the anticipated impacts of each coping strategy on stress associated with other life facts (Lazares and Launices 1978). A third factor concerns the anticipated impact of the implementation of each coping strategy itself on well being.

Definition

The researcher D.M Pestonjee and Udai Pareek in their book Organisational Role and Coping, defined “Coping refers to behaviour by which an individual attempts to deal with stress and in the process is able to relieve himself of the ill effects of the
stressor. How often have you worked on a file, attempting to solve problem, but to no avail? What did you do on such occasions? May be you decided to call a meeting of people who could offer relevant suggestions or simply handed over the file to your subordinate with the instructions, 'please have a look, study the problem and I want you to tell us how to solve it', or in an extremely impossible situation, you decided to go home and left a message with the Secretary, I am having a severe headache and so am leaving early. In each of these examples, was the problem at hand solved? No, it was simply put off. One may describe oneself as an interactive manager, a good delegator or whatever, but the company's problem remained unsolved. At the same time, one got rid of one's own problem i.e., the stress being caused by not being able to come up with a solution.

According to Lazaras and Launlier (1978), coping is the efforts both action oriented and intra psychic to manage (i.e, to master, tolerate, reduce and minimise) the environment and internal demands and conflicts among them which exceeds a person's resources. Mc Grath (1976) believed that an array of covert and overt behaviour patterns, which can help prevent, alleviate or respond to stressful experiences, is known as coping.

Coping is a process by which a person tries to reduce stress, it may or may not solve the problem. With regard to police personnel, to cope up with the situation may require guidance from the senior colleagues, advice from friends and relatives or sometimes even get a transfer to avoid further stress or get rid of the assignment expressing inability. As police profession itself is full of challenges and risks, continuing in the job coping with the stressful situations needs a long-term remedy. This remedy can be achieved in different ways.

**Coping strategies**

“Lazarus and Folkman (1984) have distinguished between two types of coping “Problem Focussed Coping” and “Emotional Focussed Coping”. Problem focussed coping attacks the problem itself. It increases with the person’s level of awareness

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and knowledge. It may act to reduce the threat value of the event. Emotional focused coping simply attempts to limit the degree of emotional destruction caused by the event.\textsuperscript{102}

Uday Pareek developed a tool (1983). It was designed to ascertain the mode of coping employees. It has two major dimensions (i) approach and (ii) avoidance. The study was conducted on 300 supervisory cadre personnel by Life Insurance Corporation of India. The result indicates “the two coping groups deferred significantly with respect to their role stress and mental ill health.\textsuperscript{103}"

It is generally agreed that there are two distinct types of coping strategies: (1) approach strategies and (2) avoidance strategies. In the former, one attempts to tackle the stressor head on and it is a constructive approach, e.g., calling a meeting, doing some leading on it, taking advice from an expert, attempting to collect more information, even having a brainstorming session. All these are ways in which the problem at hand will be solved. In contrast, one may use avoidance strategies, such as one may feel headache, take leave on some pre-text, go off to sleep, turn to alcohol, drugs or smoking, or go on an eating binge. These methods do not solve the problem. They simply help to put off a situation, which one feels incapable of handling. It is because of the net results that approach coping is also termed as functional or constructive coping and is said to be a healthy style. Avoidance coping is, in contrast, dysfunctional and is not a healthy mode. These two strategies are also referred to as direct action and palliative modes respectively. While the former solves the problem, the latter helps relieve the emotional impact of stress. They help to relieve any anxiety, worry, fear or depression that a person may be experiencing because of stress.

\textbf{Two types of coping strategies}, which people use to deal with stress, have been proposed. One category consists of persons who decide to suffer from, accept or deny the experienced stress or put the blame on somebody or something for being in that stressful situation. These are passive or avoidance strategies and are termed as dysfunctional styles of coping with stress situations. The other category consists of

\textsuperscript{102} Stress in life and at work, page 185
\textsuperscript{103} Psychological studies, a study of role stress mental health relationship as moderated by adapted coping strategies, author A.K.Shrivastava, volume 36 no: 2 1991, page 192.
persons facing the realities of stress consciously and taking some action to solve, the problems themselves or with the help of other people. There are active approaches and are termed as "functional styles" of dealing with stressful situations and are more approved by social scientists as they are supposed to be more effective and healthy when compared to the dysfunctional styles.

The above classifications in no way suggest that people use one kind of coping process or another exclusively. Rather it is common knowledge that different persons employ complex and varied combinations of different strategies to deal with the same kind of stress. An issue that can be raised while discussing the effectiveness of various coping styles is whether some ways of coping with stress are more effective than others.

In general, dysfunctional modes of coping may be damaging when they prevent essential direct action but may be extremely useful in helping a person maintain a sense of well being integration or hope under conditions otherwise likely to encourage psychological disintegration.

In a study, a manager was asked how they coped with work pressure. The most common technique reported was to work longer hours. Other methods were delegation, negotiating and compromising with those setting work to produce only that which is really needed, redistributing work load within the development, planning ahead of annual demand and balancing the department's internally generated load. Various strategies adopted in response to the other pressure are:

1. Exports are at hand in a company to help answers the work content queries.
2. Talking things over can help with relationship problems.
3. Inadequate information can be covered up temporarily by stalling.
4. Reverting to an authoritarian management style can help one over a particularly bad patch.

Literature on management of stress is steadily increasing. A good summary has recently been published. Cognitive training has been reported as an effective intervention at the individual level.
The author K.S.S.Rao discussed his opinion about stress due to role mismatch and he discussed the following aspects of positive and negative coping.

**Positive coping**

i) **Self talk**

“I want to understand my self. I would like to know, as for as possible who I am. My likes, dislikes, preferences, beliefs, superstitions, fears, aspiration should be known to me. At present I have to perform in accordance with the role. It may not be easy. But I shall try. Let me see where my personality and my role are coming together. The meeting points between my personality and my role have to be more. Let me explore myself and let me search my role for more commonalities”. Self talk is a powerful aid for coping with stress in a healthy manner. Yet many people are shy of talking to themselves. They fell embarrassed. The stressed person may even attempt to write a daily letter to himself by way of self-talk. Self-talk enables release of stored feelings, which in turns helps reduce stress.

ii) Talking about anxieties / fears and worries, with spouse / friend / trusted colleague at a mutually convenient time. Such sharing enables the stressed person the benefit of a listener. He would feel unburdened, light, better. Sometimes he may receive suggestions / a different point of view.

iii) Talking to other role holders, discussing common issues with them will enable role holder to know how other are coping with the stress of self-role distance.

iv) Discussing both success experiences as well as failure experience with supervisors helps the role holder to analyse both the achievements and non achievement for future guidance. The superior will have to give time and attention to such discussions. However, it is better if the initiative for such an exercise comes mainly from the manager in as much as it is his need to reduce the mismatch between self and role.

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Negative coping

i) Becoming defensive whenever others point out short comings: the manager protects when he gets a negative feed-back. “You are not trying your best to increase advances portfolio”. The defensive responses increases in stress levels because the manager is in search of excuses.

ii) Not willing to explore either self or role. The process of exploration enables the manager to identify commonalities between his personality and his role. Unwillingness to probe deprives the manager the benefits of knowing commonalities and dissimilarities between the self and role. As a result, the external behaviour is sullen / moody / distant.

iii) Diverting attention to other issues, “in my branch my, top priority is house keeping which is in arrears. I cannot think of developing the business until I straighten up the house- keeping position. “ Deep within, the manager knows that he is giving only excuses. Diversion is a negative coping mechanism, which harms his psychological well being in a long run.

Moreover, It is better to pray for a stronger back than a lighter cross, according to Rani Roote, a practicing Psychotherapist. She goes on to say that each one of us has to face and struggle with some imperfect or non-optional condition. This could be an illness, death of a loved one, broken dreams, loss of cherished objects, financial stress or injustice, the list is never ending. No matter how hard we try we all have to carry our cross. The only difference is in the size of the cross. Is it really the size of the cross which is the only consideration? No says, Roote (1995). Exacerbating the problem is the lack of strength needed to carry it. Thus, rather than wasting time fretting and grumbling about our problems. We should build our energy to do the task. Life can be made much less stressful simply trying to increase our internal resources for coping both qualitatively and quantitatively. What are the components making up this internal reserve ? First and foremost, physical health. Any problem, irrespective of its magnitude appears much larger when we are physically unwell. This physical reserve, which is so intimately linked to our mental capacities, can be built up with some attention to physical exercise, diet and adequate sleep.
Furthermore, it is useful for both individuals and organizations to examine the strategy that they are using to cope with stress. The absence of a coping strategy may lead to ineffectiveness; coping is also related to quality and intensity of emotional reactions. There is impressive incident and research evidence pointing to the fact that we are constantly self-regulating our emotional reactions, e.g., escaping or postponing unpleasant situations actively changing threatening conditions, deceiving ourselves about the implications of certain facts or simply learning to detach ourselves from unpleasant situations. Emphasis must be put on the individual, actively appraising the situations and what he can do rather than on the environmental contingencies presumably manipulating the individual's behaviour. Coping styles or strategies can either be seen as a general trait or a disposition applicable to most situations or as a disposition applicable to specific stress situations. A distinction has been made between strategies, which brings about a change in the stress situations and those, which relieve the symptoms of stress. There have not been very many studies on how a person deals with the stress that he is experiencing.

Coping theories

Based on a review of need and expectancy theories, Hackman and Lawler (1971). Identified the major characteristics of a job. Building on the work of Hackman and Lawler, Hackman and Oldham (1975), have developed a job diagnostic model which includes (a) measures for five job characteristics such as skill variety, task identity, task significance, autonomy and feedback from the job itself; (b) measures for three psychological states, namely experienced meaningfulness of work, experienced responsibility for outcomes of work and knowledge of the actual result of work activities; and (c) measures for personal and work outcomes like internal motivations, work performance, satisfaction with work, absenteeism and turnover.

Using the job characteristics approach

(1) Viewing the need for task variety in the light of the activation theory, Agarwal argued that in repetitive tasks, the activation level of an individual falls below the characteristics norms. Therefore, he experiences negative effects and will attempt to increase the activation level by increasing the level of impact of the job.
as on him. If he is prevented from increasing this impact, performance decreases. Such a situation leads to the experience of stress. Variation introduced in a repetitive task will reduce stresses and improve performance.

(2) Task autonomy, (i.e.) substantial freedom, independence and discretion in scheduling the work and determining its produce is reported to increase job satisfaction and reduce boredom, irritably, day dreaming and restless among employees. Experienced responsibility for job outcome is another valued psychological gain attained through autonomy on the task. The author inferred that the extent to which the job characteristics model provides opportunity to influence the outcomes of the job, it enhances employee satisfaction and reduces stress.

(3) Agarwal has noted that researchers perceive task feedback as the most accurate source of feedback particularly because it is difficult to measure the performance of others. Task feedback therefore, is perceived as the most self-evaluation evoking and intrinsically motivating.

Agarwal (1984) has discussed some issues involved in the application of the JCM. Leavitt (1965) has suggested that a change either in task, technology structure or people can initiate a change in the other three areas (Leavitt, 1965). Job enrichment can trigger changes in various sub-systems of an organization, which may, if not anticipated, become a source of stress.

Job enrichment leads to increase in job related activities, responsibilities, skill required or a combination of them, which, in turn, necessitates an increase in monetary gains for the employee. The lack of a contingent reward system may arouse feelings of inequality among workers because they expect that an enriched job would lead to more promotions and higher salaries. Agarwal's (1984) review of literature has proved this point: to avoid conflicts and stresses, it is important to make rewards contingent while enriching jobs.

Job enrichment may involve changing the organization structure and the supervisor’s leadership style. He has discussed these issues in the light of the contingency theory and the situational theory of leadership. He noted that the JCM
has defined only high group needs as mediating variables. On the contrary, other person related variables such as, abilities of the employees, social settings, locus of control, interpersonal relations were also found to mediate between job characteristics and outcomes like satisfaction, absenteeism and performance.

Second expectancy, theories are difficult to operationalise and the theory becomes very complex quickly. Keeping these facts in view, the author has suggested a new approach to the job characteristics model, which substantially benefited from the principles of socio-technical design (Cherns, 1976) and action research perspective (Levin, 1951). The author has called this new strategy the “Participative Job Characteristics Model”.

Cherns in his socio-technical design advocated the need of a constructive Participative organization if the system has to be capable of self-moderation, adaptive to change and effective in making use of the capacities of its manpower. The only condition for this is that people should be ‘given the opportunity to participate in the design of the jobs they are to perform’. Second, the action research perspective suggests that data derive their meaning in a ‘given context’ and hence, the client system should be involved in interpreting and analyzing the data.

1. People who evince an active interest in activities outside the work arena may not like to spend their energies on work more than what is the minimum required. If people are to experience a psychological state of ‘being in control of the job’, the onus or responsibility for enriching the job should come from them. In other words, the decision to participate in job enrichment should be voluntary.

2. An instrument-based prescription may recommend the need for job enrichment irrespective of the employee's interest and commitment. In the new strategy, the JDS scale is proposed to be used for data collection only rather that for data collection, diagnosis and prescription.

3. The concerned employee and the superior should review data generated by the JDS scale in a Participative. This will help in defining role expectations and identifying stresses arising from the job. It will also help in taking into account the
abilities and expectations of the individual and hence in improving effort performance expectancy.

Thus, by using the Participative approach, it will be possible to enjoy a number of advantageous outcomes. The author has categorized this into two groups. The first level outcome of the PJCM includes (a) congruence between the job and the individual characteristics, (b) role clarity, (c) increase in expectancy (effort performance), and (d) increase in expectancy (performance reward). Similarly, the second level outcome includes (a) control of organizational stresses, (b) improvement in productivity and (c) improvement in worker satisfaction, turnover, absenteeism, etc.

Coping models

The Lazarus and Folkman (1984) model described earlier is probably the neatest when it comes to analysing the process of coping. Using the cognitive model, Lazarus and Folkman postulated two levels of cognitive appraisal. Primary appraisal takes place when we interact with the environment around us and evaluate environmental events to decide whether or not they are stressful. Rather than blindly encountering any events in the world, we recognise events, evaluate them and work out a plan of action. Once we have decided that a particular event is threatening, the second level of appraisal, i.e., secondary appraisal begins. During this process, we evaluate our options for coping with these presumed threats. They are only presumed threats. In reality, they may not be threatening more important than the objective nature of the event is our perception of it. If we are convinced that one boss is against us, no amount of denial or explanation on the part of others makes any difference. This two level appraisal process determines not only our cognitive and behaviour responses but also our emotional neurophysiological, autonomic and endocrine responses to external events. In short, our appraisals determine the nature and magnitude of our psychological reactions and their accompanying physiological adjustments. The process of secondary appraisal focuses on the kinds of behaviour that may be effective in dealing with the event there would be individual differences as well as both overt and covert responses. Some situations are easily managed, for instance, if a person is feeling hot, she switches on the air conditioner. It is as simple
as that. But, if a woman learns that her spouse is suffering from a serious ailment. What will be the most appropriate response? A single act does not solve the problem and emotional involvement only complicates the issue. The woman may feel so completely overwhelmed by the situation that she is unable to give any suitable response. Rather than seeking more information or consulting the physician, she may deny the very existence of the disease, insisting that the diagnosis is wrong. Often, people waste valuable time in running from pillar to past, in shopping or alternatives (from diagnosis treatment), till it is too late and the disease becomes fatal.

**Job Characteristics Model**

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and action research perspective (Levin, 1951). The author has called this new strategy the ‘Participative Job Characteristics Model’.

**Different approaches to coping**

The theoretical approach to coping was classified into psycho-analytic approach to coping.

1. Coping as a personal trait
2. Coping as a sequence of stages.
3. Coping as a specific method.

**Psychoanalytic Approaches to Coping**

Investigators in the area of psychoanalytic and personality psychology have long been concerned with various forms of adjustments, including coping. Coping is typically defined in terms of realistic thoughts and actions, which solve problems confronting the individual. This method of adjustment is contrasted with more primitive means, such as repression, displacement, denial of reality and so on. Several investigators have derived classification schemes to describe these various means of adjustment. Psychoanalytic approaches to coping are noteworthy in their rich, vivid descriptions of coping processes. Nonetheless these approaches also contain several drawbacks. Similarly, research on the relative efficacy of avoidant and non-avoidant coping strategies are generally more effective in the short run. Psychoanalytic literature typically defines coping in terms of successful adjustment. That is coping refers to successfully meeting the demands of a stressful situation, while failure to meet these demands indicates a lack of coping.

**Coping as a Personal Trait or Style**

A considerable amount of research has characterized coping in terms of relatively stable personal traits or styles. Studies adopting this approach examine the impact of a particular personality trait or coping style. The lack of support for the stress suffering effects of personal traits or styles may be partially explained by noting several conceptual and methodological problems associated with this approach.

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105 Causes coping and consequence of stress at work, author C.L.Cooper and R.Payne, John Wiley and Sons publications, Newyork, 1988, page no 234-241

However, empirical evidence indicates that coping processes are multidimensional and vary over time and across situations, suggesting that characterizing coping, as a single stable dimension is overly simplistic. In sum by characterizing coping in terms of a personal trait or style, we fail to predict actual coping behaviours, which rarely measure these behaviours and ignore the multidimensional and dynamic nature of actual coping responses.

**Coping as sequence of stages**

Several researchers have described reactions to stress in terms of a series of stages through which the individual passes. This approach is particularly common in research on reaction of life-threatening illness and injury. For example, (1) terminally ill patients pass through stages of denial, anger, bargaining, depression and acceptance (2) when a goal is blocked, the individual responds with increased effort toward goal attainment. If these efforts fail, aggression, depression and decreased motivation ensue. Stage approaches to coping present several distinct advantages. First data used to derive these approaches were usually obtained from individuals responding to stressful situations, which were authentic, and in some cases extreme. Secondly, these approaches involve multiple assessments of coping efforts overtime, thereby tapping the multidimensional and dynamic aspects of coping. Thirdly, a number of these approaches address the often-neglected processes underlying the selection and implementation of coping strategies. However, despite these advantages, empirical evidence indicates that coping behaviours often do not occur in a specific sequence. Instead, individuals seem to select from a wide array of coping strategies and implement these strategies in a variety of sequences.

The third problem concerns classifying individual coping efforts in terms of particular stages. Placing coping efforts into discrete categories denoted by stages is both difficult and results in the loss of information. For example, consider the coping patterns of vigilance and hyper vigilance. Vigilance is characterized in terms of a thorough consideration of alternative courses of action and their attendant consequences followed by a selection of the best alternative. Hyper vigilance, on the other hand, occurs when the time available to consider alternatives is inadequate. When this occurs, the individual frantically considers a limited number of alternatives and hastily selects one which promises immediate payoff. These descriptions imply
that we should classify a coping pattern as vigilant or hyper vigilant depending upon the number of alternatives considered the quality of the selected alternative and speed with which the decision is made. In addition, we must select a threshold for each criteria such that coping patterns may be appropriately classified.

**Coping as Specific Method or Foci**

Several investigators have conceptualized coping either in term of specific methods of coping or in terms of specific foci of coping efforts. This approach typically involves the development of a taxonomy, which classifies coping efforts either according to the method used or according to the focus or target of coping efforts. For example, (1) active cognitive where the individual attempts to manage his or her appraisal of the stressful situation or event (2) active behavioural which refers to overt behavioural attempts to deal directly with the situation or event (3) avoidance, where the individual attempts to avoid confronting the problems altogether. Similarly, a number of investigators present categorization schemes, which distinguish between the foci or targets of coping efforts. The most common distinction made in these scheme involves the following two Foci (1) problem-focused coping, which involves attempts to manage or reduce stress by directly altering the situation or the individual's appraisal of the situation, and (2) emotion-focused coping, where attempts are made to regulate the emotional responses to a stressful situation. In addition to problems of distinguishing between coping methods and coping foci, the boundaries within each of these categories are often unclear. This is primarily because a particular coping attempt may involve a variety of methods or may be directed toward multiple foci. For example, a worker confronted with conflicting job demands may consult his or her superior in an attempt to resolve this conflict. Do we classify this method as gathering information, directly addressing the problem or seeking social support? Similarly, a given coping attempt may simultaneously address multiple foci. For instance, a student who takes a tranquilizer before a major exam may simultaneously dampen his or her emotional response and control anxiety, which may interfere with exam performance. A final problem concerns the lack of attention given to the mechanisms by which coping influences stress and well-being. To understand the process by which coping affects well-being we must assess the degree to which coping influences the person and situation factors presumed to cause stress.
Coping methods

Lazarus and Folkman (1984) have distinguished between the two types of coping. Problem focused coping and emotional focused coping. Problem focused coping attacks the problem itself. It increases the person's level of awareness and knowledge; and it may act to reduce the threat value of the event. Each coping strategy has its costs and benefits. While problem focused strategies may be expensive in terms of the time and energy required, the net effective value is greater than that of emotional focused coping. The latter may initially seem less time and energy consuming but may finally drain a person's coping resources. Whichever strategy is adopted, its ultimate aim is to reduce the CNS and ANS activation that the stressor has induced. After a certain coping strategy has been implemented, reappraisal takes place, i.e., reappraisal of the threat value of the event. The appraisal system is therefore a cyclical process. With the person's responses being constantly modified to deal more effectively with the environment. Are you intrigued by your style of coping; what do you generally tend to do? Do you procrastinate in the face of important commitments? Do you have headaches, backaches whenever some crucial tasks have to be done? Do you delegate, but only those jobs, which you are unable to handle? Do you tend to fly off the handle too often? If the answer is `yes', then you are tending towards emotion focused coping? What makes a person select motion focused coping styles? Generally speaking, lack of confidence or low self-efficacy the belief that he cannot handle problems feelings of helplessness (often learned helplessness), lack of sufficient knowledge, information and skills, belief in external LOC (such as in fate, luck and birth status) compel a person to adopt emotion focused coping. Can one switch over to a more constructive, active coping style. If one is in the avoidance mode, accept it, and then decide to change it. As a mature person holding responsible positions at home or at work, it is one’s duty to solve problems rather than avoiding them. Also avoidance only puts off the problem it provides temporary relief. Direct action could solve the problem once and for all. How does one shift to the problem solving mode? Unfortunately not by the click of the mouse. If one finds that one is incapable of effecting a change over, one should not hesitate to take the help of friends, family, boss or even a professional counselor. One should collect as much information on the problem as possible. Then sift the grain from the husk i.e., do a cost benefit analysis of all the options available and
finally choose the best strategy - that strategy which is cost-effective, practical and feasible.

In our everyday life situation we face disappointment or frustration quite often. An employee does not get his breakfast in time to be able to catch a transport for work, misses his bus, does not get the excepted reward, finds his son/daughter scoring low in examination, and finds his important paper missing and so on. We can recount hundreds of such everyday frustrating experiences. The main critical factor is how he deals with such situations. This we call coping behaviour.

1. Aggression

Aggression is the most common and most frequent reaction to frustration. It may take any one of the following forms.

General aggression

General irritation, restlessness and expression of aggression (kicking, knocking, breaking thing etc.) are the general forms of aggression.

Target-directed aggression: Anger, blaming, and hostility expressed towards the person(s) seen as causing disappointment. Anger towards the boss (or subordinate)-whether expressed in person or in absentia- is quite common.

Self-directed aggression: sometimes the frustrated person way blames himself/herself for the situation. This is self-directed aggression.

Displaced aggression

When aggression is directed to some one other person than the person(s) seen as causing disappointment, it is called displaced aggression. A manager may express anger or resentment to his subordinate, because he cannot express anger to his boss. Displaced aggression may find three types of targets: Someone who is very similar to the sources of frustration (anger with a lady boss being expressed to all women employees), or it is dissimilar, if the aggression cannot be expressed against
the frustrating persons (e.g. anger towards the father may not be expressed towards elderly persons, but towards younger ones); or the new target is weak (anger is often expressed to the weaker individuals or groups, like wife subordinate, or minority group).

**Project aggression**

When an individual feels guilty in expressing aggression towards any persons or group, he may reduce his anxiety by assigning the aggressive tendency, in an exaggerated form, to the target. The managers perceive trade unions as very aggressive, and so do the trade union leaders. Projection helps us to minimize the stigma from our own undesirable characteristics (being aggressive) by assigning it to the target person or group.

**2. Regression**

Regression is characterized by primitive or previously used modes of behaviour. Under emotional pressure, a person may revert to early behaviour modes which make him/her feel more secure. Regression may take three forms.

**Retrogression:** An individual reverts to behaviour he showed in the past. In the example cited above, a general manager (promoted from production managerial position) may behave like a production manage, and straighten out production problems, under emotional pressure of frustration.

**Primitivation:** Sometimes an individual does something he did not do in the past, but shows primitive or less mature ways of behaviour. An employee may behave like an adolescent or less mature person under tension and frustration.

**Stereotype:** Frustration may make a person lose flexibility and revert to fixated, repetitive behaviour. A manager under frustration may deal with a situation in a known way, and may repeat the same behaviour even if it is seen as dysfunctional. This is best demonstrated in a gambler’s behaviour in a series of moves in which he loses. He may repeat an approach (gambling) and lose everything he has.
3. Flight

One reaction to frustration is flight or escape from the frustrating situation. This may take several forms.

**Apathy:** a manager may not pay any attention to the frustrating situation, and may neglect it.

**Withdrawal:** a frustrated employee in an organization may leave it, or may not attend most of the meetings. In a conflict situation, one party may withdraw from the situation.

**Denial:** a person may deny any frustration. In order to escape the pain of frustration, one may repress the feeling of pain, and may deny having any frustration in the situation.

**Fantasy:** one way to escape unpleasant feelings in frustration is to daydream pleasant things, and create fantasies of doing something one cannot do in real life.

**Rationalization:** even if one may acknowledge frustration, one can explain it away, giving the reason for it. An employee failing to get a coveted reward, may either see reward as not worthwhile, (like the fox seeing the grapes sour), or may justify not getting the reward on some basis.

4. Exploration

All the three modes of behavior mentioned above are dysfunctional. They may reduce the anxiety and tensions in an individual, but do not help in solving problems. The exploration mode is a problem-solving mode. An individual explores the issues with others, takes steps to action. It may take the following forms.

**Alternative generation:** a frustrated individual may search alternative avenues. An employee excelling in another area, rather than pursuing one in which he has failed several times shows a special mode, which is called compensation.
**Self-action:** all explorations are action-oriented. A frustrated person may search for a solution, working alone.

**Action by others:** or an employee may expect other to solve his problem, or may request others for help.

**Joint action:** often a better coping mode is joint exploration, taking the collaboration of others in analyzing the problem, and working out alternative action plans.

**Measuring coping strategies and styles**

Different approaches to the study of coping have been used in various investigations. Some have emphasized general coping traits, styles or dispositions while others have preferred to study active on-going coping strategies in particular stress situations. The former approach assumes that an individual will utilize the same type of coping in most stressful situations. A person's coping style is typically assessed by personality tests. Whether the person actually behaves under stress as predicted by the tests, depends largely on the adequacy of the personality assessed and many other internal and external factors, which effects the person's actions and reactions in any given situation.

An instrument which is used to measure coping strategies and which deserves special attention is the ways of coping checklist. It identifies stressful events and then the extent of use of the eight coping strategies.

**Measuring coping styles**

1. Externality: The feeling that the external factors are responsible for role stress, resulting in the aggression towards and the blaming of these external factors. It may also indicate the tendency to expect and get a solution for the stress from external sources. Externality may be high or low.

2. Internality: It is the opposite of externality. The respondent may perceive himself as responsible for the stress and may therefore express aggression or blame
towards himself. Similarly, the respondent may expect a solution for the stress from within and internality may be high or low.

3. Mode of coping: The coping may either take the form of avoiding the situation or confronting and approaching the problem.

**Group Conformity Rating (GCR)**

The concept of GCR has been borrowed from Rosenzweig. GCR is a measure of conformity of an individual score to the modal response of the group. The model response is the most frequently given response style to a situation by the group. When more than one criterion is given, any of these or any combination of these should be taken as a response. However, if only a part of the combination score agrees with the GCR criterion, part credit is given. All the agreements can be added to give the total GCR score. The total number is then converted into a percentage. Generally GCR score is an index of the person's adjustment to a normal group. Coping strategies have also been found related to the role stress and mental health.

**Stress reactivity and maladaptive coping**

How is the process started? By definition, stress reactions happen automatically and unconsciously. As soon as we bring awareness to what is happening to us, we have already changed the situation dramatically. Simply by not being an automatic pilot any longer we have to learn how to become aware of changes taking place within our body. The flush of blood, the heightened muscle tension, the increased rate of breathing, the clenched fist and the 'thud thud' inside the chest as the heart palpitates faster and faster are some of the changes that we can perceive; if only we care the rest become easy. We become aware of the entire context; we begin to see the situation without stress tinted glasses and can therefore think of problem focused strategies which actually help. New options open up and thus the problems more likely to be solved. The end result is a speedier return to normal body equilibrium, calmness and balance.

Though we may be remarkably resilient to stress and we may be expert copers and problem solvers, yet our physiological/psychological balance may be pushed
over the edge leading to deregulation and disorder whenever it is taxed beyond its limits to adapt. Why this does happens? The reason is automatic reactions which are triggered by unawareness. Whenever we feel stressed, whether acute (such as bereavement) or chronic (e.g., taking care of old/terminally ill people) or even practicable stress such as filing a tax return, an automatic alarm, preparing us for flight or fight. While such an alarm reaction may have extreme adaptive value, constant stimulation of ANS causes the body to lose its balance and go into disarray. Such disarray usually compounds stress, aggravating problems which may call for simple solutions. Automatically reactivity presents us from seeing clearly, from solving problems creatively from expressing our emotions effectively and it may ultimately disturb our peace of mind. What is the alternative? Mindfulness. A simple awareness of body reactions can be learnt and practiced easily and can help to solve many seemingly enormous problems. Rather than becoming stuck in stress reactivity, it is important to learn how to respond to stress effectively and constructively.

**Responding versus reacting**

How can we break the stress response cycle? Now that it is known that what a highly adaptive response was once, helping the primitive care mass cope with the ravages of the forest has become maladaptive. It is time to do something about it. They key may lie in mindfulness i.e., to be mindful of what is actually happening while it is happening (Table/Fig. 12.2). We neither have to go enroute the flight and fight reaction nor that of helplessness every time we encounter either external or internal stressors. We can actually choose not to be mindful or moment to moment awareness allows us to exert control and to influence the flow of events at those. Very crucial moments when we are about to plunge into the abyss of hyper arousal and maladaptive attempts to cope.

**Stress management:**

As already discussed, the various interventions in stress management may, for the most part, be broken down into those that address primarily the active coping phase of the stress response and those that focus upon the reset phase(see table 45-1). An important advantage of this approach is that it encourages us to begin the
task of breaking down the global term “stress management” into a number of specific and operational procedures. Each type of intervention can then be considered upon its own merits with respect to evaluating its efficacy. We can then evaluate the evidence that a particular intervention procedure is useful for a particular symptom or disorder. Over time, we should acquire increasingly refined estimates as to which type of procedure is likely to be useful with which type of patient. Although the task is onerous, we think it is of undeniable long-run importance that we confront the challenge of demonstrating efficacy. We cannot afford the attitude recently expressed by the breathless advocate of another new therapy emanating from southern California, who told us that, “Things are moving too fast for us to do much research!”

The various procedures described in this section reflect the reality that the individual's response to stress is a many-sided phenomenon, a point strongly emphasized throughout this volume. And what has become known as stress management actually represents a still evolving mix of procedures. Major sources of influence include biofeedback technology and the older relaxation therapies, as well as behaviour therapy and its cognitive variants.

**Relaxation Training**

Several of the best-known stress management procedures involve systematic training in relaxation. Probably it is because relaxation is in key ways directly antithetical to the active coping (striving) mode that procedures utilizing relaxation are so frequently successful in the alleviation of stress related symptoms. Various types of relaxation procedures have been developed. Some of the major ones are progressive relaxation (Jacobson, 1929, 1938); autogenic training (Luthe 1969; Schultz, 1932); electromyographic feedback (Budzynski & Stoyva, 1969; Budzynski, Stoyva, & Peffer 1980); and meditation, as for example, in Zen (Hirai, 1974) or in the modified Transcendental meditation developed by Benson (1975).

The main points of emphasis vary somewhat from one technique to the other, suggesting that the various techniques address slightly different components of the relaxation response (Davidson & Schwartz, 1976). At any rate, considerable evidence has accumulated in diminishing stress related symptoms such as chronic
anxiety, sleep-onset insomnia, tension headache, migraine headache, localized muscular joint (TMJ) syndrome (see Rugh, Perlis, & Disraeli, 1977).

Examination of the various methods of relaxation reveals that they have many features in common: there is usually some emphasis on muscular relaxation; regular and frequent practice of the response is emphasized; the individual is encouraged to use relaxation everyday stressful situations; ant the trainee is given some cognitive procedure for producing mental quieting. In autogenic training, for instance, the trainee repeats a phrase such as “My arms and legs are heavy and warm.” The phrase varies with the particular exercise being practiced.

Probably the strongest point of similarity in these various procedures is their emphasis upon passive attention, a volitional phenomenon that is the opposite of a striving or effort response (Stoyva, 1973). For example, in autogenic training, the client soon realizes that he must learn to do the opposite of trying hard. In zen, there is much emphasis upon reaching a non-striving condition. The disciple must ‘learn to try not to try.” This “trying not to try,” which indeed sounds paradoxical on a verbal level, can readily be sensed when EMG feedback (and many passive volition, dimension has emerged so strongly in various kinds of relaxation training is an intriguing observation. It may well be that for patients suffering from an excess of the active coping response; cultivation of a condition opposite in nature to active coping (non-striving) would generate a number of beneficial effects.

Recent evidence suggests that absence of effort signals emanating from the central nervous system (CNS) may be the critical feature of muscular relaxation. A study at the university of Colorado Medical Center by Stilson, Matus, and Ball (1980) led to the conclusion that relaxation is not brought about mainly by a reduction of proprioceptive input from peripheral skeletal muscular muscle system to the CNS; rather, the critical feature seems to be the absence of effort signals from the CNS. More precisely, these investigators suggested that the condition of muscular relaxation is characterized by conscious monitoring of an absence of effort signals from the brain. Such a condition can certainly be thought of as opposite in character to the coping mode.
Evidence of Efficacy. Admittedly, there will be some argument as to which of the various relaxation techniques is the most powerful. This, however, is essentially a technical matter (see Stoyva, 1979). In the short history of biofeedback and stress management, the crucial initial question has generally been whether there would be any significant effect at all with a behavioural and nonpharmacological intervention. Once positive evidence has been generated on this question, we can then begin the task of evaluating the various methods of inducing relaxation. It is conceivable, for example, that some types of patients may need only a fairly simple, verbally induced form of relaxation training. Others – for example, patients suffering from pervasive anxiety-may require skillfully managed biofeedback training in combination with other types of relaxation in order to achieve a good relaxation response (Budzynski & Stoyva, 1975).

A large body of evidence collected mostly over the past decade indicated that mastery of relaxation is a robust and clinically useful response. Since space does not permit detailed discussion of these studies, this information will be presented only in summary form, with special emphasis on controlled-outcome studies.

Biofeedback. We believe that a major practical consequence of developments in biofeedback has been the demonstration of the clinical usefulness of relaxation training, a fact of central significance for stress management. Since in stress management, the two techniques are generally used in tandem, studies with a bearing on their efficacy are described together in the following sections. Also, because extensive recent reviews of clinical biofeedback applications are available, only a summary of the material most pertinent to stress management is presented in this chapter (Basmajian, 1979; Olton & Noonberg, 1980; Stoyva, 1979; Yates 1980).

Tension Headache. In recent years, relaxation procedures have been widely used in the treatment of tension headache (also known as muscle contraction headache). Studies are virtually unanimous that relaxation procedure act to decrease the amount of headache. Nuechterlein and Holroyd (1980) summarized 20 investigations carried out in the decade subsequent to the original report from this laboratory (Budzynski, Stoyva & Adler, 1970); nearly half of this reports were controlled studies. All but a few of these 20 investigation found that relaxation training brought about significant reduction in headache activity. There is controversy,
however, about whether EMG feedback is necessary for the request degree of relaxation. Nuechterlein and Holroyd (1980) concluded that verbally induced relaxation works out as well, and costs less.

Impartiality: All ranks shall observe strict impartiality in discharge of their duties.

The literature of progressive relaxation and autogenic training report successful application to cases of sleep-onset insomnia. In recent years, several controlled studies also employed all-night EEG monitory. Of four reports, one was negative; the other three, positive. Hauri (1978) observed negative results with EMG assisted relaxation training. Positive results, however, were reported by Borkovec (1977), Freedman and Papsdorf (1976), and Coursey, Frankel, and Gaarder (1980). Borkovec used a modified form of progressive relaxation; the other two studies employed primarily frontal EMG feedback.

Chronic Anxiety. Two controlled studies indicated that EMG feedback training can be helpful for patients suffering from chronic anxiety. Given the refractory character of this affliction, the results are quiet encouraging. Townsend, House and Addario (1975) compared chronically anxious patients, given EMG feedback training to a matched group receiving group psychotherapy. The feedback group showed significant decrease in EMG levels, mood disturbance and anxiety, a pattern that did not occur in group psychotherapy subjects. In another study of chronic anxiety, La Vellee, Lamontagne, Pinard, Annable, and Tetreault (1977) compared EMG feedback assisted relaxation with valium; EMG feedback treatment without valium led to a more prolonged therapeutic effect than did the tranquilizing medication.

Essential Hypertension. Reports concerning beneficial effects of relaxation training upon blood pressure date at-least as far back as the 1930’s (Jacobson, 1938; Schultz and Luthe, 1959). In the past few years, several controlled studies appeared. Patel and North (1975) employed a crossover design; Taylor, Farquhar, and Nelson (1977) utilized two controlled groups. Jacob, Kramer and Agras (1977), in a review article, concluded that relaxation procedures indeed exert a genuine treatment effect upon blood pressure beyond that attributable to placebo responding.
There are discrepant reports, however Surwit and Shapiro (1977) failed to show significant decreases in blood pressure over a five-week training period-nearly all the change occurred during the baseline habituation phase. Similar results were noted by Stoyva, Anderson, Vaughan, Budzynski, and Mac Donald (1980).

Is biofeedback necessary in revolution training? Some debate exists as to whether biofeedback is necessary for the induction of relaxation (Silver & Blanchard, 1978; Yates, 1980). In our laboratory, viewing the matter from a practical standpoint, we have long stressed that EMG feedback be employed, in an integrated fashion, especially in combination with elements from autogenic training and progressive relaxation—a procedure we have referred to as the “shaping of low arousal” (Stoyva & Budzynski 1974).

Biofeedback techniques, as contrasted to verbal induction of relaxation, do offer certain practical advantages in the operation of a stress management clinic.

How does one know whether relaxation has been achieved? This is hard to determine in the absence of measurement—something that most biofeedback devises routinely incorporate.

With biofeedback instrumentation, patients are more likely to be aware that they are beginning to master an anti-stress response, or at least making some progress towards this goal, realization that can act as a potent source of motivation.

If there are difficulties in learning to relax, perhaps not so common with college students experimental subjects but a routine occurrence with clinic patients, then biofeedback techniques offer a variety of flexible strategies for coping with the problem. Instead of just offering continued exhortations “to stay with it”, we can describe an alternative strategy to the patient or a variant on an old one (Budzynski, Stoyva and Peffer, 1980).

Finally, if older non-biofeedback approaches to relaxation are so useful why was their impact on psychology and psychiatry quiet modest until the 1970s? There is
much more to teaching mastery of a relaxation response than simply admonishing a patient to relax, a point Jacobson (1938) himself emphasized repeatedly. Biofeedback lends itself to the development of specific operations; the training can broken down into a sequence of small steps and criteria for each step can described, a feature that acts to standardized biofeedback relaxation training and makes it less dependent on the virtuosity of a particular therapist.

**Positive Ways Of Coping**

In any stress disorder, the psycho-neuroendocrinal mechanisms fail to react adequately to stressful stimuli. Among several relaxation practices, yoga seems to have the potentiality to influence the mechanisms in various ways. For example, Udupa, Singh and Dwivedi (1977), in their study on two groups of volunteers who practised vipassana meditation for 10 days, had noted a significant increase in the levels of acetylcholine, cholinesterase, catecholamines and histaminase activities in the level of plasma cortisol, urinary corticoids and urinary nitrogen. These findings suggest that volunteers were neurophysiologically more active following yojic mediation and yet, were physically and metabolically stable. However, rather than functional disturbances, where structural changes have taken place, yogic practices can be used for pollination along with routine medical procedures.

According to Bhole (1977) Hatha-Yoga practices like Asanas (i.e., posture), Kriyas (i.e., breathing practice intended to influence vital force), Kriyas (i.e., cleaning processes), Mudras (i.e., certain internal attitudes) and Bandhas (i.e.,Neuro-muscular locks) are mostly taught as physical practices. While various Meditational techniques work at the mental, all these practices are intended to develop a certain type of awareness within oneself. This in turn is expected to bring about a change in the emotional and visceral functions and through them, a change in the intellectual and somatic functions of the individual.

Coping means the process by which a person tries to reduce stress, it may or may not solve the problem. In social support with regard to the police personnel, to cope they take help to reduces stress in the form of taking advice from the senior persons, taking guidance from experienced staff, taking transfers in case of social condition un-suitable to them. Even taking help from the relative and other social persons like celebrities, doctors, psychiatrists etc. Every one knows that the
profession itself is filled with risks, danger and other embarrassed outfield activities. So it is natural for a person to be trapped in a stressful life style. There is a cure but profession is a permanent job, so it requires a long-term remedy (Table 25).

When a comparison was made with coping check list between Nilgiri and Trichy districts, there was no significant difference observed. There was a minor variation in Mean and SD value. During the interview, many police officers revealed that they were taking the local politicians help to overcome their problem, at the same time they were taking their own family members and relatives help to deal with their problem. The handbook of stress quoting the result of social support states “specifically the spouse was the most effective source of helpers for psychological problem, friends were the second most effective helpers for psychological problem followed by professional and self help groups”.

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Variables</th>
<th>Nilgiri N=80</th>
<th>Trichy N=66</th>
<th>t - value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Healthy cognitive mechanism</td>
<td>44.98</td>
<td>46.68</td>
<td>0.212</td>
</tr>
<tr>
<td>2</td>
<td>Spiritual religious coping</td>
<td>17.00</td>
<td>16.81</td>
<td>0.750</td>
</tr>
<tr>
<td>3</td>
<td>Physical activity related coping</td>
<td>18.72</td>
<td>18.83</td>
<td>0.856</td>
</tr>
<tr>
<td>4</td>
<td>Problem solving coping</td>
<td>18.68</td>
<td>18.81</td>
<td>0.817</td>
</tr>
<tr>
<td>5</td>
<td>Unhealthy coping mechanism</td>
<td>16.65</td>
<td>15.83</td>
<td>0.051*</td>
</tr>
<tr>
<td>6</td>
<td>Unproductive coping</td>
<td>41.41</td>
<td>38.75</td>
<td>0.007*</td>
</tr>
<tr>
<td>7</td>
<td>High risk coping</td>
<td>14.35</td>
<td>15.48</td>
<td>0.004*</td>
</tr>
<tr>
<td>8</td>
<td>Total healthy coping</td>
<td>114.86</td>
<td>117.34</td>
<td>0.388</td>
</tr>
<tr>
<td>9</td>
<td>Total unhealthy coping</td>
<td>72.41</td>
<td>70.07</td>
<td>0.098</td>
</tr>
</tbody>
</table>

| TABLE – 26 |
| COPING MECHANISM ADOPTED BY POLICE PERSONNEL |

**Spiritual Religious Coping**

In our society, religion plays pivotal role to regulate human behaviour. The most common practice in our country is performing Poojas, bhajans, chanting of slogans,

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Idol worship etc, to get relief from tensions. It gives solace in time when the person is disturbed. Spiritual and religious coping is also beneficial mode of relieving stress from mind.

Indian society believes in religion, religion is given importance in society, because religion is defined as a disciplinary act, which holds a particular community feeling. Whenever a person goes into acts of illegal ways or into an act of harming and hunting other religion gives them warning in the form of putting into “Naraka”, the place where all dead are burnt with brutality, belief or religious people. So religion makes a person sound and act legal and right. Obviously it is there should some controlling power to curbing the entire nuisance.

Religion plays a particular role in human life. Religious belief gives confidence in the human mind, which leads to patience in dealing with a problem. In this dimension also those more significant difference observe between the districts.

**PHYSICAL ACTIVITY**

There is a saying that health is wealth. If health is maintained in good state everything will be good. But if health is lost everything is lost. There is also saying that a sound mind in a sound body. If the body is strong, mind obviously would be strong and active. Regular physical exercise like walking, swimming, playing games would activate the mind and body which ultimately results in wonderful performance of work. Whatever the person is involved in Yoga can also be considered to relieve from stress. Thus, it is advisable for police department to engage themselves in some kind of physical activity to keep the health fit. Though physical training or parades are conducted at regular intervals, even during this period, the police seems to undergo tension. When asked, more than 90% of the respondents answered that they didn’t have time to do all those activities because of work pressure and whatever little time is left, they spend it for their families.
PROBLEM SOLVING COPING

The way of tackling the problem is called problem solving coping. It is nothing but the measures used in solving a case. Let us think there is a suicide case, the ways adapted by the police officer to tackle the situation is called problem-solving coping. On many occasions the officers are suspended, because their measure were not found suitable by the higher ups in government. Suspension without any evidence is a drawback on the part of the police officer or a constable.

Suspension or transfer of any police officer without proper investigation by higher authorities destroys the zeal to work. Rational and empathatic understanding and analysis of the typical working conditions in which a particular person had operated would lead to a feasible solution and better results rather than punishments. The higher authorities who are empowered to take disciplinary action need to re-structure their procedures of minor, major penalties.

Many people have the courage to face the problem but not all. In a review of empirical literature (Gourash, 1978) it was found that epidemiological study has established that majority of people who report experiencing troublesome life events do seek help for their problem. There was no significant difference between the districts, whereas the other dimensions like unhealthy coping habits, un-protective coping mechanism and high risk coping, significant difference was observed between the two districts.

**TABLE – 27**

**COPING MECHANISM IN SELECTED DISTRICTS**

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Coping method</th>
<th>Nilgiris</th>
<th>Trichy</th>
<th>‘t’ value</th>
<th>P value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Mean</td>
<td>SD</td>
<td>Mean</td>
<td>SD</td>
</tr>
<tr>
<td>1.</td>
<td>Total healthy coping</td>
<td>114.86</td>
<td>16.12</td>
<td>117.0</td>
<td>18.55</td>
</tr>
<tr>
<td>2.</td>
<td>Total unhealthy coping</td>
<td>72.41</td>
<td>8.42</td>
<td>70.07</td>
<td>8.47</td>
</tr>
<tr>
<td>3.</td>
<td>Coping check list total</td>
<td>182.27</td>
<td>15.83</td>
<td>187.42</td>
<td>16.94</td>
</tr>
</tbody>
</table>
Unhealthy Coping Habits: High Risk

When the stress, anxiety and coping levels go up, the police personnel fall into the trap of consumption of alcohol and smoking which finally increases their uneasiness into drowsiness. When their mind is not in a condition to work with peace and patience they develop these unhealthy habits like smoking, alcoholic consumption, absenteeism etc. The job that deals with variety of crimes and mysterious deaths and conspiracy needs a sound logical mind to think, access analyse and act. To achieve better results, the higher authorities should not put the lower cadre officers to pressure and tension.

Unproductive coping

Due to hectic schedule, heavy work and constant pressure from the higher ups some police officers often express their anguish on subordinates without proper reason. This results in internal conflict and further multiplies into many complications like non-cooperation among colleagues, divulging crucial information to others, physical assaults and some times even killing each other. This trend could be not only dangerous to the department but also to the country.

Alleviating stress in the organizations

To alleviate stress, Pestonjee has suggested a number of pro-active interventions, which an organization can adopt. Some examples are:

1. Undertaking stress audit: study systematically the dominant stresses prevalent in the organization, its divisions or departments. A stress audit should include collection of data pertaining to the organizational climate, role stresses, job satisfaction, job anxieties, etc.

2. Use scientific inputs: dispersal of information on how to face stressors within the organization and outside. One may derive immense benefits form knowledge of the fundamentals of stress response, dietetics, exercises and meditation.

3. Check with the company doctors: doctors act as a valuable resource to their organization members for coping with identified stresses.
4. Spread of message: the importance of regular habits of work, leisure, proper
diet, exercise and mental peace should be emphasized at the organizational
level.

**Individual relaxation techniques**

- Listening to music. It is generally believed that instrumental music played softly
which does not set ones feet taping is more effective than the loud.
- **Going for a walk, walking has a de-stressing ability because it burns up the extra
energy built by the stress response.**
- **Exercising. Aerobics or other exercise has an effect similar to that of walking.
Extra energy, which would otherwise have deleterious effects, is channelised.**
- **Doing some thing different at a speed, Pestonjee (1992) has referred to this as
changing gears. If a person had a heavy workload, he should take a day or two
off and do something entirely different from the office work.**
- **Time management. Many people stressed because of faulty or lack of time
management. Efficient time management can reduce the stress.**
- **Adopt healthy life style. Proper diet, relaxation, stress reduction through art of
living.**

**Conclusion**

Coping is a way of relaxation of humans; police have more tension in their job,
which need some way of relaxing methods to manage their stress. Individuals adopt
their own methods. The police personnel were adopting healthy coping mechanism.
Some were following unproductive coping mechanism and some were going for
spiritual religious coping and similarly some were following high-risk coping. On the
whole, when we compare to the total healthy coping, the unhealthy coping value
shows lower standard deviation value. And the police personnel revealed that as an
organization the department does not organize any entertainment or scientific base
for coping technique. When rank wise comparison was made, it was observed that
except problem solving coping the remaining dimensions of coping does not reveal
any significant difference between the ranks.