Chapter I

INTRODUCTION
Man is a “social animal”. As human interactions became complex, inter-personal and inter-group conflict also became prominent. Self-regulation became difficult with socio-cultural multiplicity. “In-built” policing gave way to the need of a special group of enforcers of law and order. Thus was born the organized group called the “Police” or the “Police Force”, symbolizing the advancement of human civilization into a dynamic era of seamless interactions that is also complex, societal matrix continues to thrive with it thrives conflict, disorders and deviance.

The word Police is derived from the Greek word “Polis” meaning the ‘State’. During the British rule, in the year 1861, Indian Police Act was framed and implemented. In the year 1961, it was altered with strict disciplinary rules. In Britain, the British Government appointed a Commission to examine the duties and responsibilities of British Police. The Scotland Police Act 1856 prescribed the duties of a constable under the direction of Chief Constable as follows

- To guard, patrol and watch so as,
- To prevent the commission of offences against the law,
- To preserve order,
- To protect life and property.

Wilson describes police as the watchman, whose behavior was legalistic and service oriented. The primary function of police activity is to enforce law and maintain order.

The Indian Police also functions on the same principle. The 1861 Indian Police Act clearly mentions the role of police as one of safeguarding the society. The important principles in this context are the following:

**Prevention and Detection of Crime**

One of the most important duties of the police is the prevention of crime and maintenance of law and order. The great mass of crime consists of offences against property. Here the police can afford to give a large measure of protection, either

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directly by regular and efficient patrolling or by the exercise of a proper surveillance over bad characters. To obtain knowledge of the persons addicted to crime and to maintain adequate supervision over them should be the aim of every member of the force. The successful detection of crime and prosecution of offenders are also of the greatest importance.

Standards by which Officers will be judged

An officer will be judged not merely by his success in the investigation and prosecution of offences but by his display of method and management of subordinates, and above all, by his knowledge and control of the local charge assigned to him.

Reporting Crime

It is the duty of every officer to see that all cognizable crimes are reported and registered and that village Chaukidars as well as to encourage the public to give full information in this respect. An officer may exercise a wide discretion about refusing investigation in trivial cases if he finds no time to investigate them. This rise in the percentage of such refusals need not be feared in itself. On no account should offences or even attempts to commit them be concealed or minimization encouraged.

Behaviors towards Public

No police force can perform its duties with success unless it wins the respects and good feeling and exercises forbearance, civility and courtesy towards all classes. Firmness in the execution of duty is essential but not rudeness, harshness and brutality. All police officers shall not only observe a courteous and conciliatory demeanor themselves but on all occasions endeavor to inculcate in their subordinates the necessity of combining tact with firmness and performing their duties in a manner which shall be as little distasteful as possible to the promotion if he habitually disregards the above instructions.
Impartiality

All ranks shall observe strict impartiality in the discharge of their duties, and particularly in their dealings with different political pressure groups. No police officer shall canvass, use his influence in connection with, take part in any election to a legislative body or a local authority. If he exercises any right to vote, he shall do so without giving any indication of the manner in which he proposes to vote or has voted. Every officer specially an officer or above the rank of a Deputy Superintendent shall be easily accessible both at headquarters and when on tour, to the members of the public and shall encourage to communicate their opinions to him freely.

All serving officers shall keep in touch with retired police officers living in their respective jurisdictions and shall seek their cooperation whenever their knowledge or experience is likely to prove useful. An index of such retired officers shall be maintained in the office of the Superintendent of Police.

Miscellaneous Duties

The police shall not be employed on miscellaneous duties that take up time, which might be more usefully devoted to the detection and repression of crime (e.g., the guarding of tanks within municipal areas to prevent them from being polluted, or the publication of miscellaneous notice by beat of drum). The number of police officers and policemen deputed to maintain order in cinemas, circuses and other places of entertainment should not be excessive and shall be regulated from time to time by distinct order.

Assistance to Travelers and Others

Every police officer should show civility to travelers and advice them about where they can get transport, porters or provisions and inform them of the local, rates. It is the duty of the police to render all possible assistance to any person found in any public place incapable through illness or otherwise of taking care of him. If such persons appear to be seriously ill and have none to look after them, they should be taken to the medical officer and also shall take charge of them. The District
Magistrate shall pay the cost of the journey, if any. Police officers of all grades should provide owners of motorcars, who arrive in the State with certificates of the International (Motor) Association and such facilities as may be at their disposal.

**Knowledge of Vernacular**

All officers should acquire a thorough knowledge of the main dialects of the areas in which they are stationed. The role of the police flows from its concept. Its traditional role to prevent and detect crime and to maintain law and order is of universal application. But what distinguishes the police of a free and open society from that of a totalitarian society is the manner in which it functions. In a free and open society, police is the vehicle of expression of the Government’s concern for the rehabilitation of the malcontents and their victims and for the maintenance of peace with the willing co-operation of the people. In a totalitarian society, the police function as a force representing the strong arm of the government. The following roles of the police have been perceived in a different way.

*Indian police is an Organized Institute, which has specific disciplinary rules, systematic training and code of conduct, and functions under the direct control of state government. Police has power to regulate peace and order in the community. Since India follows democratic principles, the police force consider about peoples welfare. The former Union Minister Shri.Charansingh is discussing about the complex role of the police i.e., “the country emerged as a democratic sovereign republic with a written constitution aimed at securing to all its citizens, justice social, economic and political, liberty of thought, expression, belief, faith and worship, equality of status and opportunity and to promote amongst them all fraternity assuring the dignity of the individual and the unity of the nation”*.  

When the police are thought of as the guardian of welfare of the people, they focus their attention towards prevention of crime and the first priority given to the service of the people who are in a critical situation. A National Police Commission was appointed to analyze the entire police system in the year 1977* and the

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Commission submitted its report in the year 1979 and the final report was submitted in the year 1981. The report observed that the police have direct more or less exclusive responsibility in the task of investigating crime, to a limited role in regard to prevention. H.R.K. Talwar analyzes the crime trend when the comparison made between the years 1957-1977, indicate that there was an increase of 4.5 to 5% per annum only in Indian Penal Code (IPC) cases. And also he has mentioned that, crime under all the major heads at IPC has shown a rising trend (Table 1).

**Table 1**

**ANALYSIS OF OFFENCES UNDER VARIOUS CLAUSES I TO V – TRUE CASES OF COGNIZABLE OFFENCES**

<table>
<thead>
<tr>
<th>YEAR</th>
<th>CLASS I</th>
<th>CLASS II</th>
<th>CLASS III</th>
<th>CLASS IV</th>
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<tbody>
<tr>
<td>1986</td>
<td>80</td>
<td>311</td>
<td>185</td>
<td>256</td>
<td>258</td>
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<tr>
<td>1987</td>
<td>96</td>
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<td>169</td>
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<td>1988</td>
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<td>156</td>
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<td>1989</td>
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<td>1990</td>
<td>115</td>
<td>479</td>
<td>156</td>
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<td>1991</td>
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<td>171</td>
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<td>271</td>
<td>240</td>
<td>225</td>
<td>338</td>
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<td>1993</td>
<td>75</td>
<td>286</td>
<td>157</td>
<td>178</td>
<td>209</td>
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<tr>
<td>1994</td>
<td>84</td>
<td>338</td>
<td>213</td>
<td>209</td>
<td>214</td>
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<tr>
<td>1995</td>
<td>75</td>
<td>432</td>
<td>122</td>
<td>154</td>
<td>212</td>
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</tbody>
</table>

Clause I : Offences attended with violence. – Dacoity, murder, murder for gain, robbery etc,
Clause II : House breaking & theft, for example, door lifting; opening door not locked, roof-hole, etc,
Clause III : House theft, (automobile spare parts, electrical meters, electrical appliances, etc,
Clause IV : Ordinary theft, for example, cycle theft, agricultural implement, copper boiler, etc,
Clause V : Cattle theft, buffalo, cow, goat, etc,

*Source: Police Standing Order (P.S.O) 235 (1) 772, LOOSE LEAVE INDEX.*

The National Police Commission’s Seventh Report came to the conclusion that⁴:

1. **A Police Station is the most important unit of police administration.** Any reform to strengthen police either for rural or urban areas should start at the organizational level at the police station.

2. **The deployment of the police personnel in law and order duties at the expense of investigational work arises primarily from manpower resource constraints at the police station.** There is an urgent need for increasing the number of investigating officers.

3. **The police hierarchy “must be restructured”**. The civil police have to be so restructured that it is able to provide both adequate volume and quality service to the people.

However even after the Police Commission’s recommendation, the Indian police force is still under-strength, which is not at all adequate to manage the restructuring of police administration in India for the 21st century. A survey conducted in the year 1974 indicates that only 14% of constable manpower was used for beats, the rest are involved in the mechanical type of work. Whereas in a country like Japan in the police system 40% of the manpower is committed to the beat function, and the beat policemen are involved in a wide range of interaction with the public on the basis of human, not legal or mechanical responses⁵. This is particularly significant in the present situation where the nature of crime in the changing scenario; the mode of approach and the escaping mechanism have became so easy for the criminal because of improved methods of communication and the modes of transport. In addition to that, growing terrorism and other communal movements have become sensitive issues in the present situation.

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In the words of S.C Mishra, as civilization advances, crime has become more sophisticated, organized and complex. Different social movement groups develop their own ideologies and have more power and sophisticated arms with them\(^6\). The scientific knowledge gained by them is used in a deviant manner. Police spent most of the time in the investigation of the crimes rather than service to the public. In this situation, the police department’s intention is to develop a “Police Friends Team” to help the police work and has another sharp edge, since the police department has more confidential dealings too. The point of divergence, however, starts with police trying to suppress information “in the interest of successful prosecution” and the press attempting to expose the base facts. Here police are in place to give information after the completion of detailed investigation, which needs more time.

**THE IMAGE OF POLICE**

Usually, the successful work of police does not get any kind of recognition whereas the failure gets propagated through media. The incidents of Lock-up death in other words custodial death make a very poor image about the police official. A. Alexander Mohan, Asst. Inspector General of Police explained, both the police and the media reached the scene of crime on receipt of information. Both obtain first hand information on the offence from the eyewitness and the clue available on the spot. The concern to bring the guilty to the media is the administrative approach\(^7\).

According to the research which was carried out by the National Police Academy, Hyderabad, the empirical analysis of data pertaining to police image highlighted through the experience of others, televisions, news papers etc. reveal a positive aspect where the police force is projected as service oriented, dependable, fighters of crime, and hard working. The negative aspects of the police constables images are projected as not so competent, not so hard working, corrupt, inhuman, abusive, and having nexus with criminals. The electronic media has powerful hypodermic

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\(^7\) Madurai (Tamil Nadu) *The Hindu*, September 18, 2001.
effect on the general public attitude, injecting opinion into people’s mind. The television has largely contributed to the distorted image of police constables.

The Police organization involves different hierarchy with distribution of authority and power for each cadre. The responsibility and role assignment is made a line of authority for ensuring discipline, order and coordination in the organization. Max Weber considered that a bureaucratically arranged hierarchical setup is suitable to bring out efficiency, curb irrationality and promote discipline in the organization.

When an interview was carried out with the police officer K.P.S. Gill, answers this way to the following question.

*The Punjab police has been accused of human rights violations in its anti terrorist campaign. As the leader of this force, how do you view this problem, which has international implication?*

*Reply*

We have launched a civic action program, which is essentially a contact program with people who come to us in our work, in cordon and search and so on, who feel harassed or have some complaints about our behavior. Our idea is to go out to them and explain our point of view. If there is deliberate harassment or atrocities, we see that those people are punished.

### POLICING AS A PROFESSION

According to Oxford dictionary the word ‘profession’ means, “one that involves some branch of advanced learning or science”. The dictionary of sociology defines profession refers to a high-status occupation which is composed of highly trained

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experts performing a very specialized role in society. 

G. Millerson 1964 lists these characteristics of a profession.

- The use of skills based on theoretical knowledge.
- Education and training in these skills.
- The competence of professional ensured by examination.
- A code of conduct to ensure professional integrity.
- Performance of a service that is for the public good.
- Professional association organizers members. These criteria can also be used to measure the degree to which occupations are professionalized.

Louis A. Radelet is of the opinion that a profession has certain ethics, certain guiding moral principles for which a self-policing provision is maintained within the profession. However, Indian Police force is undergoing scientific training in different aspects including the ethical guidelines towards public attitudes. Even after the training the police department is organizing in service training programmes to enrich their knowledge. The National Police Academy, which is located in Hyderabad, is giving Indian Police service training and each state has its own training center for giving training to the remaining cadres. The National Police Academy conducted a project about Indian police service training procedure, the project recommended that a modification is needed in the job analysis, and also they felt that the course appeared to be too theoretical and textbook oriented.

STRESS AMONG POLICE

The dictionary of sociology defines that the term stress as “any unpleasant and disturbing emotional experiences due to frustration”. Stress is a psychological phenomenon, which effects human mind and behavior. There are various causes of human stress. As far as the police personnel are concerned they have stress within their own organization as well as from the community. Shailendra Singh described sources of organizational stress as simply being in the organization - the threat to an individual's freedom, autonomy and identity that this employment possesses, lack of participation in the decision - making process, lack of effective communication, and

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13 R.Jaruhar, "Review of training arrangement for Indian Police Service probationers at the National Police Academy", *SVP National Police Academy*, vol XXXX, No: 1, (Jan-June 1988,) p 51
restriction on behavior and other rigid rules and regulations may be a cause of high stress.\textsuperscript{14}

**BUREAUCRACY IN POLICING**

Yogendra Singh while discussing about the professional and bureaucratic elite, distinguished the characteristics of the professional elite as follows\textsuperscript{15}:

- Sustained training to acquire a certain minimum level of skill for performing the professional role.
- Functioning in an informal organizational setup and the complexity of the nature of their work.
- Commitment to universalistic value particularly to those of rationality, objectivity, and pragmatism.
- Specificity of role.
- Existence of legal procedure and legitimization for the performance of duties and evolution of their function.

The Police department consists of many hierarchies. Each hierarchy has its own power and role. It is interconnected within the system, and it is not independent. Peter L. Berger and Brigitte explained each bureaucrat from top to bottom is responsible to a specific other bureaucrat who supervises his work with more or less diligence. Again the relation between these various hierarchical agencies as well as the obligation and rights of the staff members are governed by highly specific regulations\textsuperscript{16}. The Indian Police system has developed a systematic rational training for each position to compete the social situation. Deputy Superintendents of Police, Sub-Inspectors and Constables are recruited by direct selection. Some can achieve higher promotions by their excellent service and experience based on rules and regulations. Taking action against the law violators may not be a problem where as the democratic political intervention is very high in Tamil Nadu police. The police

\textsuperscript{14} Shailendra Singh, *Organizational Stress And Executive Behaviour*, Shri Ram Centre for Industrial Relation and Human Resources, New Delhi, 1990, pp 10-11.

\textsuperscript{15} Yogendra Singh, *Social Statification and Change in India*, Manohar Publishers, New Delhi, 1991, p 89.

personnel felt that they are facing a lot of crisis in performing their duty. They are often threatened from the ruling party and by the opposite political parties.

Adjustment – A Vital Aspect of Policing

Goffman suggested two concepts of primary and secondary adjustments. By primary adjustment he means the adaptation of the individual to the formal structure of the organization. The individual who does this and does nothing else beyond this, he calls them as “programmed members of the organization”. By secondary adjustment on the other hand Goffman means various unauthorized ways of coping with the organization. Some of these, through various informal and unofficial definition of the situation, can be continued within the formal structure, others are more dangerously disruptive”. In the present situation the police are required to make these two kinds of adjustment in their duty to maintain their image. One of the Sub-inspector rank in Trichy district humorously talks of his job experience as, “police department is like a donkey, if we go to the front side it will bite, if we go to its back it will kick”. They face a very bitter experience, while they perform informal help to others while at the same time if they do formal work they get into trouble from the department. The Sub-inspector of police has done an excellent job to bring communal harmony in a village, in relation to a civil dispute, yet got severe punishment and immediately transferred to some other place. This made him to be very emotionally unbalanced.

Max Weber in his theory of ‘rationality’ insists on the importance of bureaucratization. Bureaucracy, with all its fault and imperfection, is the most rational form of social organization; such rationality became a necessary requirement for societies that operate on modern technology”. When he discussed about the problem of bureaucracy, “it aimed to develop a set of rules governing all aspects of organisational behaviour leading to stability and uniformity; organisational relationship should be typified by objectivity and a structure, which follows the principle of centralised hierarchy.”

COMMUNICATION

Communication plays a vital role in each event to bring out the necessary expected result. Police department interacts with various groups of people; they need special kind of talent. Some news and information need strict confidence, in some situations the communication is used as a preventing aspect, usually during natural calamities; the communication is used to safeguard the population Katz and Kahn explain that, “the exchange of information and the transmission of meaning is the very essence of a social system (or) an organization 18. Police department is following a controlled type of communication to maintain law and orders and discipline. The district level police authority has more power in sending the information within the organization. Where as the police station level official follow more inter and intra personnel communication methods during investigation, of course but the communication is done with a lot of cautions.

Apparently, the police were called so, because of their being the external manifestation of power of the State, the role and function of the police of a country are determined by the nature of the State. After the uprising of 1857, the British rulers, though well acquainted with the notion of a citizen, police at home created a regular police system in India under the Police Act of 1861 and assigned them the role as a strict disciplinarian and the custodian of law and order to safeguard the interest of their colonial regime. When India became Independent, the Police had to undergo a radical change in their role and function from an instrument of coercion used by a foreign government. They became an important administrative wing of a democratic government, requiring distinctly different policing pattern and attitudes. In a welfare State, like India the police role is not only one of protection and social defense but of social welfare as well. They have to function as a social service organization and deal with crime and public order in a manner so as to gain the goodwill and cooperation of the public (Singh, 1987).

The growth of civilization experiences planned and autonomous social changes. In this process, transformation in society entails conflicts and requires major adaptations and adjustments by the individuals and groups who constitute a society. The success and failures to adapt or to adjust bring out consequences, which affect

the dynamics of organizational functions responsible for altering the basic conditions of people in a growing set-up. A people, a polity, a state, a nation or even a culture is governed by a continuity model of growth which generates certain major social trends for a considerable period of time and then as a result of both structural and functional changes in society. These trends affect the role of the organization first, the growing tensions and conflicts in society arising due to various development increases the volume of organizational work. On the other hand, the individuals in the organization would be subjected to similar pressure of adjustment and adaptation to change like other members of society, which might result in emotional conflict leading to occupational stress. In fact, their ambivalence might be greater as they will have to make adjustments in their role. Police as an organization and policemen as individuals have been experiencing the dynamics of such trends and their meaningful effects in different societies with the passage of time. When people occupy social positions, their behavior is determined mainly by what is expected of that position rather than by their own individual characteristic role. In this context, police, as an organization, has to carry out certain expected behavior irrespective of their own personal feelings at a given time and therefore it is natural to generalize about the professional role behavior of police regardless of their individual characteristics. Role is sociologically important because it demonstrates how individual activity is socially influenced and thus following regular patterns. Society is a vast and complex network of patterned human relationships in which every one is a participant. Changes in the social relationship take place when there is modification in human behavior and it is a continuous and eternal process, which is applicable to policing too.

FIFTY YEARS OF POLICING

The department of policing has considerably improved since 1947. All India figures of civil police strength in the States and the Union Territories are available only from 1971. There were about 700,000 policemen during the 25 years since then it has gone up to 12,50,000, amounting to a nearly 80% rise. However, due to the rapid population growth, the police strength per 100,000 of population remains today at about 137. A remarkable post-Independence phenomenon is the enlargement of central forces, which now account for more than half a million men. Police performance in India, which is still battling against social tensions, is determined by the ability to defuse grave situations of the public order front.
Because of socio-political reasons, there has occurred a change all over the world, the society is fragmented on the basis of race, caste, religion, region etc. India is also not an exception. The communal violence particularly from the last fifty years has proved to be a constant factor in Indian scenario. Crime-prevention and detection is a primary function of the police. Both bodily and property offences crime leaves the victim devastated, notwithstanding the solving of a number of sensational murders and burglaries. What should cause concern is the fact that violent, crime, murder, rape, dacoit, robbery, riots etc., and has been escalating at an uncomfortable pace. It is in the handling of crime suspects that police reputation has received the severest beating. The popular impression is that third degree torture is liberally used.

HISTORY AND DEVELOPMENT OF POLICE

The existence and activities of Policing in ancient India can be known and studied through various scriptures, codes, inscriptions, contemporary works of literature and art etc. The book “Police and Social Change in India” discussed the chronological development of police in the following way:

POLICE IN ANCIENT INDIA

Wherever there is a complex society in an advanced stage of civilization where men and women live together in large cities, one can only expect that there would be all sorts of people, some are good and some are bad and some others are of an indifferent character, some found to be active and aggressive, others as passive and non-resisting. All this would lead to conflicts in a society, when the rights and interests of individuals or groups would be transgressed. In such a situation, in every stable form of government, there is bound to be some arrangements for keeping peace and protection of basic rights and interests of every body. The first and foremost duty of a civil police force would be to maintain peace and order among people. The police as an institution arose in cities, both in the East and in the West. The ‘Aiteraya Brahamana’, mentions how kingship was created for discharging this vital function of the State. Prajapati who was responsible for the maintenance of peace, order and security of the universe was vexed at the conduct of the gods. Realising the predicament of Prajapati, the gods decided to create a king in the form of a man by taking different qualities from different deities i.e., appearance from the moon energy, from the sun strength, from Indira Victory, from Vishnu sacrifice, from
Vaisravama⁵ and sub-control from Yama⁶. The king assimilating in himself the virtues from different duties was able to save mankind from Matsonyaya⁷, which means the law of the bigger fish devouring the smaller ones. "Kautilya"⁸ seems to have coined this term in this Arthasastra⁹, where he puts it in the mouth of one of the spy propagandists, as people selected Vaivasvata Manu¹⁰ to be their king to save them from "Matsanyaya". The king was expected to save his people from Matsanyaya, that is the state of general lawlessness by following "Dandniti"¹¹. The concept of "Dandniti" had a definite two fold purpose, the one being infliction of punishment on the wrong - doers and the other to furnish opportunity for him to lead a moral life. In ancient India, as the tradition has come down to current days, the police force was fully sub-servant to the government. The police in ancient times were also the collectors of tolls (tax). There were small stations called "Gulmas", located in important places or in highways. These Gulmas had a few policemen who would extract tolls from the vendors going out to sell certain dutiable goods. The word "Chaukidar" has also come down to present days and it is used in certain parts of the country to mean rural police. It is unfortunate that the exact details of police organization in ancient India are not available and therefore one had to piece together different accounts scattered in various scriptures and Shastras in order to get a coherent picture of the police set-up.

POLICE IN MEDIEVAL INDIA

The study of the system of police administration in medieval India under the Mughal and the Maratha governments reveal that neither the Mughals nor the Marathas directly provided for policing rural areas. They merely adopted one of the chief features of the traditional system of the old autonomous ages community. It maintained the system of local responsibility for local crimes and made the village headman and his subordinate watchman (Choukidars) responsible for the prevention and detection of crimes in villages under the Mughals. All police duties in the cities and towns were entrusted to the "Kotwal". He was essentially an urban officer being Chief of the City Police. He was a Magistrate prefer of police and municipal office all rolled into one. The ideal Kotwal should be vigorous, experienced, active, deliberate, patient, astute and humane and is described as a man who follows the regulations in his outward actions and fears to God inwardly.
POLICE UNDER THE EAST INDIA COMPANY

In the beginning of the 17th Century, the East-India Company had a trading Centre at Masulipatnam besides the principal settlement at Surat on the west coast. Gradually, the East India Company in the light of their administrative and commercial experience had to take upon themselves the responsibility for the police duties in the context of such growing antisocial practices as sale of liquor and counterfeiting. The first Governor-General of the East India Company who realized the need for introducing a suitable police force to suppress violent crimes placed great emphasis on an indigenous system of policing. In 1772 AD, he established civil and criminal courts for each District of Bengal. In 1774 AD, he restored the Institution of "Faujdars" which was prevalent earlier. The Zamindars were asked to assist the Faujdars on suppression of dacoities, violence and disorder. It was made clear that the Zamindars would be suitably punished if they failed to meet the just demand of the Faujids and if their complicity with criminals would come to light. One of remarkable steps taken by Warren Hastings to give a face lift to the police was the creation of a separate office under the authority and control of the President of the Council to receive and collect information through the Faujdars. Interestingly, this office was the germ from which sprung in the long run the fully developed police system in India. The idea of Warren Hastings was to introduce an indigenous police system wherever possible. But Cornwallis preferred Europeans to Indian in undertaking control and responsibilities. Cornwallis brought out the regulation on 7th December 1792. By this regulation, the East India Company took the policing of the country into their own hands and attempted to introduce the first elements of uniformity.

POLICE DURING THE BRITISH RULE IN INDIA

The Indian Police Act of 1861 gave statutory expression to administrative experience gained during several decades of the East India Company's rule. It provided the police force in the country with the necessary statutory backing and also laid down the broadlines along which the force was to be developed and expanded. The act itself stated the administration of the police throughout. The general police district shall be vested in an officer to be styled as Inspector-General of Police and such Deputy-Inspector General (DIG) of Police and Assistant Inspector-General
(AIG) of Police as the local government shall deem fit. The Inspector was the highest subordinate rank and was the backbone of the police subordinate service. The mode of recruitment to subordinate ranks varied from province to province. The English Authority tried various means and methods, over a prolonged period of about one hundred years and finally arrived at a solution, which brought into being the new police in India. With the advancement of science, the Indian police were prompt in adopting the scientific methods of investigation and in some fields as the development of finger print system.

POLICE DURING INDEPENDENCE PERIOD AND AFTER

A new era began for the people in India with independence in 1947. Flood gates of aspirations were opened when the constitution of India was adopted and enacted on 26th, November 1949. A constitution which aims to secure to all citizens social, economic and political justice, liberty of thought and expression, equality of status and of opportunity would certainly result in heightened expectations of a hitherto exploited and suppressed population. The constitution also brought radical change in the nature of the government of India, from an authoritarian form of government to a democratic polity. A consensual government cannot be autocratic. Hence the governmental organs cannot afford to ignore the wishes of the people for long. A change in the legitimacy of the government perceives a change in the legitimacy of its organs, too. The police, as one of the governmental organs must create an awareness of this change. Their role in the changed context requires adaptive changes, requires them to be responsive to the aspirations of the people. They are no more a part of an occupation army fighting and terrorizing people to maintain and perpetuate alien rule in their own country. In a new setup they are the part of the developmental administration and as such they are expected to maintain peace and there by contribute their share to national reconstruction. They can no longer remain passive onlookers to change. They must accept change and hasten the process of social, political and economic transformation in the country.

In a democratic polity, political changes often take place rapidly. Change in the ideology of the government is one source of change in the political system. This change can emanate from two different sources. Change can
occur if the government of the day (which, in a democratic polity, is lead by a political party), with the shifts in the demands of the people, brings about a change in its ideology. Secondly, a change takes place if the party in power fails to get a popular mandate, which legitimizes its client to continue in power and govern the people, and some other party with a different ideology comes to power. The police as well as other organs of the government, then have to work under the changed situation (MEHRA, 1985).

**INTERNAL SUBVERSION**

With the sprouting of democratic instincts and urges in mankind in modern times conquests of nation by war and ruling them by force have become almost impossible. Therefore all the countries at present invest in trade and commerce. Threat to national security will now emanate from sources, which seek commercial dominance over a nation. The threat will be not so much to over run and rule the nation but to render it economically weak and make it a debtor nation in the world market. The race for leadership among forward nations will therefore motivate efforts to destabilize the developing nations by subversive forces activated within the nations. This is most likely to be the underlying strategy in all International relations in future. National security will now be threatened more by internal subversion than by external aggression. It is important to note that while external aggression will involve avers militant activities, internal subversion will involve covert and subtle measures which may go unnoticed by the people at large. This is the real danger in present times one defence force cannot possibly operate inside the country to deal with internal subversive activities abetted by the enemy’s intelligence agencies. This is essentially the job of the police; disturbances to public peace and public order have acquired new and complex dimensions in the recent decades.

All political parties have increasingly taken to agitation is politics and frequently organize aggressive demonstrations on various issues from time to time impinging on public life, sometimes issues of all India significance are also taken up for such agitation. The resulting public order situation in the State concerned poses serious problems and requires to be handled under coordinated and controlled directions from a central authority. Terrorists groups and militant extremists operating at present in some State pose a serious threat to this nature. In such situations, it is very
necessary for the Centre to have a statutory role and responsibility to give directions to the police in the State. At present, with police remaining in the State list, the Centre has no powers at all to make such an intervention except when the entire State administration is taken over by the Central Government and put under President Rule under Article 356.

CONSTITUTIONAL PROVISIONS

Public order and police figure as entries one and two respectively in the State list in the Seventh Schedule of the Constitution. Each State has therefore exclusive power to legislate with regard to its police systems and also has full administrative control over the police in the State. The Central Government can exercise similar power in regard to public order and police in the union territories only under entry so of the Union list the Centre has power to extend the jurisdiction of the members of the police force of one State to another State. But it can be done only with the consent of the latter State. Officers of the Indian Police Service, which is an all India service constituted under Article 312 of the Constitution, provide the leadership for two police forces in each State. The State Government concerned and the Central Government while minor punishment like dismissal share disciplinary control over IPS Officers or removal from service can be awarded only by the Central Government. However, in the day to day administration of a State of promotion, posting and transfer of IPS Officer at all levels within the State is handled exclusively by the State Government concerned.

POLICE AND CONSTITUTION

The Indian Police System, when the British rulers first conceived it was meticulously designed, structured and homed to enforce law and public order primarily for sustaining the following rule. As part of the strait jacket administration that was put in place soon after the patriotic uprising of 1857 by some election of Indian soldier against the British command, it had functional as a loyal adjust of the government for over 140 years the statutory basis for the Indian squarely under the control of government. The position has remained the same after Independence. The old police act continues to the law without being replaced by any fresh legislation to fit our democracy after Independence.
“Since our country is following democratic principles, the duty of the Indian police is not only enforcement of law but also it is their responsibility to ensure the fundamental rights of the citizens viz.

(a) To freedom of speech and expression
(b) To assemble peacefully without arms,
(c) To form association or unions,
(d) To move freely throughout the territory of India,
(e) To reside and settle in any part of the territory of India,
(f) To practice any profession or to carry out any occupation, trade or business.”

THE ROLE OF POLICE

Policemen in India perform a variety of roles, the role ascribed by law the role desired by their superiors including the government the role expected by the people are not a uniform entity. Different groups of them expect different role, e.g., students burning buses, labour on strike, management desiring police intervention whether there is or is not a threat to plant and machinery, loyal workers seeking protection for going to work, teachers, the politicians of the party in power or in the opposition or those simply out of power, the victims, the lawyers, the judges the list is endless. But as the basic thing is the role that law expects the police to perform the legal situation has to be examined first. It will be found that use of force to a certain degree of violence or brutality is legally built into the role of police and the present organization of police based on the Police Act of 1861 was not intended for rendering courteous service. The present role of police is defined in the Police Act of 1861, which was based on the draft bill submitted by the Police Commission of 1860.

ROLE OF UNION GOVERNMENT

The Nexus between terrorists on one hand and smugglers, drug traffickers on the other hand have added a new dimension to the internal security situation. Internal drug traffic involves big business and high stakes, while terrorists may have political objectives; smugglers and drug traffickers do not and need not have a political label.

Their sole aim is making money all the way they can. Therefore, a smuggler's network, once established will continue to flourish irrespective of political changes in the country the administration gets systematically corrupted by them at various levels. It will require a specially trained and well-motivated task force with officers and men drawn from police, exercise customs and enforcement directorate to tackle this menace. Command control and direction of this task force should be in the hands of a specially chosen intelligence that may become available to different enforcement agencies in the field. The officer should preferably work directly under the Prime Minister in the Cabinet Secretariat in Delhi. A legal framework for such a set up will be possible only if there is a constitutional provision that recognizes Central Government role in this important and sensitive matter that Influences the role of police, their attitude, organizational structure, operational modes and techniques. It also affects the accountability mechanisms and procedures govern the policeman as an individual and the police organization as a whole society is dynamic. It keeps on moving and changing continuously for better or worse. Social change takes place on account of alterations and modification in social structures and due to concomitant change in economic, cultural, scientific and environmental spheres.

With change in society, the role and function of the police has also undergone a change. However, the proportion and dimension of these changes have roots in the earlier development, which had taken place in traditional societies, mostly agrarian, and later on industrial. In the rural areas, the police are generally involved in tackling general criminal cases like theft, robbery, murder, loot, etc. But in urban areas, the police not only provide security and protection to the public and they are also involved in some welfare activities. In big cities, the police direct the traffic, provide security during big sporting events, control the political processions and strikes, tackle communal riots, terrorist and other anti-social activities etc. The State Government also has to depend on the police for tackling various political movements in different areas of the States. Another vital function of the police is to provide security to the VIPs during government functions, political meetings, and procession and during natural calamities such as floods, drought, earthquake, hurricane etc. Large number of police personnel is assigned for relief activities. It should be admitted that the role of the police has become increasingly complex after independence. Developments, which have taken, place in the political, socio-cultural
and economic fields have important implications for the role of the police and the manner in which the role should be performed.

**POLICE - PUBLIC RELATIONSHIP**

The increasing literacy rate and general awareness of the public expect the service of the police to be friendly rather than just a body for the enforcement of law. The author Louis Radlet in his book specifically pointed out that “a general definition of police-public relation might say simply that it refers to the reciprocal attitude of police and civilian and also insists that the police-community relation as a preventive character it’s thrust is in working together in the community to anticipate and to prevent problems to do something constructive about problems before crisis occur”\(^{20}\). The Tamil Nadu Police has also adopted three different concepts to maintain the community relations, viz., 1.Public Relation, 2. Community Service, 3. Community Participation.

**Public Relation**

They are undergoing the training in personal cleanliness with neat uniform, and outlook, general politeness, courtesy and good manners while dealing with a complainant, victim, general citizens, and even accused. Providing awards for the good police officers, informers, and those who helping the police.

**Community service**

Conducting Youth Programs, organizing Blood Donation Camps, maintaining Traffic Regulation Park to educate the public, safety instruction for driving autos, bicycles and other vehicles, sensitize the gender equality among the police personnel are some of the major programs, which are going on within the Tamil Nadu Police.

Community participation

Conducting police-public meetings, organizing seminars and conferences, forming a helping team for police in the name of “Friends of Police”, conducting the village council meetings, are still in practice.

Within any nation the work of police today is very different from what it was a century ago. To this global change with regard to the role of Police, India is no exception. Today, the Indian police are a service-oriented organization and not a force as it was originally conceived of through the concepts such as police role, performance and service changed after Independence. In practice such concepts have not changed remarkably. Any organization gains the respect of the people only if it serves by carrying out its functions with a spirit of human tolerance, kindness and goodwill towards all people irrespective of caste, creed, and religion, social or political status. The police as an organization in a democracy cannot discharge their duties, efficiently unless they enjoy support and cooperation of the public and this would be forthcoming only if the police are able to give a better account of themselves in the discharge of their duties as well as in their day-to-day exposure to the public. Rustamjee (1985) observed that criticism of the police force has never been as rampant and as pervasive as it is these days. In subordination in the ranks, brutality in the lock-ups, rape in custody, corruption and of-course the notorious police encounters news of all such happenings keep surfacing at regular intervals all over the country. Several Indian researchers and critics have analyzed this issue from different perspective. Saha (1987) strongly believes that no efficient and service oriented police force can ever function without the goodwill, patronage and cooperation from the people. In this view, the Tamil Nadu police adopted two different approaches towards public relations. For example, the Dharmapuri district police have launched a novel program called "Victim Assistance". According to Mr. Pradeep V. Philip, S.P, every case has a victim and the balanced approach would be to focus on the victim instead of culprit. He insists the importance of "Self Policing". The concept self-policing is again mean that the public themselves will have to be vigilant and encompass their security within itself. The concept of public vigilantism, which is only an extension of the casual assistance of the public.

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21 Madurai (Tamil Nadu), The Hindu, April 15, 1995.
22 Madurai (Tamil Nadu), The Hindu, August 19, 1995.
POLICE - POLITICAL PARTY RELATION

The Indian police are in a position to maintain a friendly relation with victims, accused, complainants, and other inter-connected system. In addition to that, they need to carryout the ruling political party’s orders and at the same time, they need to tackle the criticism of the opposition party without violating their relationship with all the political parties. For example, the daily Hindu indicates that the Madurai city district committee of the Communist Party of Marxist has deplored the increase in violence and crime in the city and has urged the higher police official to take immediate steps to end violence.  

POLICE IN TAMIL NADU

The Tamil Nadu Police has its own talent, achievements, and pride, with many specialised branches to investigate and prevent crime. The Organizational Structure of Tamil Nadu Police is formed as follows,

Director General of Police
  ▼
Additional Director General of Police
  ▼
Inspector General of Police
  ▼
Deputy Inspector General of Police
  ▼
Superintendent of Police (District Level In-charge)
  ▼
Deputy Superintendent of Police
  ▼
Inspector of Police (Station House Officer)
  ▼
Sub-Inspector of Police
  ▼
Head constable
  ▼
Grade I Constable / Grade II Constable / Women Police constable.

Eighty five thousand, three hundred and eighty four (85,384) police personnel are serving between the rank of D.G.P. and Women Police constables. For the sake of convenience, it has been divided in to four police zones, eleven police ranges, with

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23 Madurai (Tamil Nadu), The Hindu, May 5, 1995.

Police-public ratio is an important dimension for the effective functioning of the force. The Indian police are functioning with under-strength and the Tamil Nadu police are no exception to this. The data collected from the districts indicate the real picture of the sanctioned and the actual strength of the police (Table 2).

### TABLE - 2
Sanctioned and Actual Strength of Police

<table>
<thead>
<tr>
<th></th>
<th>S.S.</th>
<th>A.S</th>
</tr>
</thead>
<tbody>
<tr>
<td>NILGIRI DISTRICT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I. DEVAR SOLAI POLICE STATION</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>II. DEVALA POLICE STATION</td>
<td>13</td>
<td>10</td>
</tr>
<tr>
<td>RICHI DISTRICT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I. KALLAKUDI POLICE STATION</td>
<td>24</td>
<td>18</td>
</tr>
<tr>
<td>II. SOMARASAM PETTAI POLICE STATION</td>
<td>24</td>
<td>21</td>
</tr>
</tbody>
</table>

*S.S = SANCTIONED STRENGTH; *A.S = ACTUAL STRENGTH


EFFORTS TAKEN BY THE TAMIL NADU GOVERNMENT TO STRENGTHEN THE TAMIL NADU POLICE ORGANIZATION

Police Family Welfare

Additional supernumerary posts would be sanctioned for the police department to provide jobs to 367 legal heirs of policemen who died while in service. Tamil Nadu is not lagging behind in modernization of police. In fact the state is in fore front in this direction. Modernization commenced in the beginning of 1970 and gained initial impetus from two sources. The Tamil Nadu police commission report of 1970, which gave a systematic and comprehensive approach to the concept of modernization among other proposal suggested sizable investment in the three-pronged strategy of the use of transport, communication and computer.
As part of the modernization programs to improve the performance of the police, the computer network is to be enclosed. The national crime records bureau has planned to institute a national network of police computer. The Union Government currently provides aid to Tamil Nadu Police for modernization to the tune of RS 1.5 crores per annum, with the state government providing a matching grant. During the current year, the government of India has made a special contribution by way of a statewide network of computers specifically for linking the national crime records bureau with state crime records bureau and the district crime records bureaus. Finding that the level of aid is still not adequate, the chief minister has directed an annual allocation of Rs.10 crores for modernization (Table 3).

### TABLE - 3
BUDGET ALLOCATION FOR THE TAMIL NADU POLICE.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>Rs. (In Crores)</th>
<th>YEAR</th>
<th>Rs. (In Crores)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1994 - 1995</td>
<td>387.72</td>
<td>1999 - 2000</td>
<td>965.05</td>
</tr>
<tr>
<td>1996 - 1997</td>
<td>535.52</td>
<td>2001- 2002</td>
<td>1075.41</td>
</tr>
<tr>
<td>1997 - 1998</td>
<td>635.55</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Source: Internet Website – www.Tamil Nadu police.org (2002)*

The Tamil Nadu police play its role in an appreciable way. From the time of selection to the selection period and even after that, it involves systematic scientific principle in their work aspects including investigation, prevention, and in detection of crimes. The written rules and regulations gives a scientific out look to the police work. The coming pages explain the professional qualities of the police job.
PROFESSION

The term professional explains as a person having a proper balance of knowledge and skills on one hand and proper response to the needs of the public on the other hand, since police meets both these explanations, he is very correctly considered a professional. The police as an organization, which has its own hierarchical structure and functions with, a predefined set of norms, rules, knowledge and training methods.

Today the police play a vital role in the community. According to the police commission report they are doing 24 different duties, which involve different kinds of knowledge and special skills. By their job nature, day to day they are directly interacting with different kinds of people, facing different kinds of problem or seeking their help to solve their problems. Due to increased technologically developed criminal activities with entirely new tactics, the police too needs to acquire special knowledge and skills so as to enable them to prevent and detect those criminal activities. In general, maintaining peace and order in the society is the primary task of the police.

The national police academy carried out a research on Station House Officer and other superior level officials of sixteen states, measuring 35 different professional qualities. And the research report highlights that out of 35 different qualities, they lack 12 professional qualities. The research results indicate that the professional skills of constables highlights the following points,24

1. Only about 28.3% constables’ posses required level of professional skills.
2. 58.1% constables posses such standard of professional skill, which may be categorized as sub-professional. This level needs to be upgraded.

3. 13.6% constables possess such standard of professional skill which may be categorized as un-professional. These constables can be grouped as poor performers or low performers.

4. Sub-professional and un-professional groups together constitute 71.7% for whom re-skilling is required.

Professionals are important for the well being of Society. Professional knowledge and expertise is the core of contemporary society. Professionalism has become the buzzword. The number of professions has proliferated over the years. A large number of vocations have emerged and got added to the list of professions, through a process of specialization or in response to change in the nature of commerce, the values of society and advances in technology. The development and increasing strategic importance of the professions probably constitute the most important change that has occurred in the occupational system of modern societies.

**Definition of “Profession”**

According to Oxford dictionary the word “Profession” means, one that involves some branch of advanced learning or science.

The dictionary of sociology defines “Profession” as a high-status occupation, which is composed of highly trained experts performing a very specialized role in society\(^\text{25}\).

Albert J Russ defines profession as "a special kind of occupation where technical knowledge is gained through long prescribed training". Reynold and O'Marrow opine, "A profession is born out of a societal need to have available certain services that require specialized knowledge and skill\(^\text{26}\)."

A profession is a vocation or occupation requiring advanced education and training involving intellectual skills. A profession is an intellectual activity that requires


\(^{26}\) M.D. Gall, *Argyis And Schon’s- Increasing Professional Effectiveness: For Teacher Education* (University of Oregon), p 75.
professional accountability. It is a learned activity, not a mechanical one, professional activity is a service to society. Stan Lester (1998) defined profession as "a recognizable occupation in which practitioners who have a degree of autonomy over their work are involved in working with significant applied theory and work within a framework of values and ethics which are broadly agreed across the occupation.

**Conceptual Clarification of “Profession”**

The analysis of the definitions of the term "profession" reveals few characteristics. The important markers that identify profession are mentioned below:

1. A consensus by the customer regarding the profession's product or service.
2. A specialized body of knowledge and skills.
3. Systematic training and accreditation through a professional organization.
4. A code of ethics
5. Considerate discretion given to members.

Today, the term "professional" is used to describe the activities of a wide gamut of people across many occupational groups from medicine to management and a number of occupations are handled with the term profession. Because of the fact that most of the occupations demand the status of profession, Harold Wilensky skeptically asked "The Professionalization of Everyone" The term "profession" as it is used today has been so diluted as to become all-inclusive. Contemporary usage of the word profession, professional and professionalism indicate a perception that prestige and status are indicated by these words. So, it is essential to describe profession, professional and professionalism. A professional is he who loves his occupation, seeks constantly to improve his knowledge and practice, and dedicates his service to a community with the hope that he and others will be improved by that exercise.

**1.2 Dimensions of Professionalism**

1. Industry: Work habits are result oriented with a heavy follow through action. The odd timework added with physical risk makes the work more difficult.
2. Initiative: The action needs to be done with great initiative.
3. Impact: The worker has to stamp the work with confidence, competence and positive attitude.
4. Intellect: Intellect is the central energy to profession.
5. Integrity: This works out to a premium on integrity, the workers' individual character and integrity.

6. Proficient: Whatever it is that a professional does, he/she must do it with deftness and agility, with skill born of long practice.

7. Permanent: The long practice comes from the permanence of the calling.

8. Professing: Finally, there must be some act of involvement by which the professional declares his/her intention to be, now and forever a part of chosen calling. The act may be a public ceremony or it may be a simple resolution.

9. Promise keeping: Professionals make certain promises to themselves about what they will and won't do. Promise keeping is the most complex of the trapping of a professional.

Professionalism refers to proficiency coupled with ethics, values and action appropriate to the situation. It is possible to be a member of a profession without being a professional in a meaningful sense and equally it is possible to be a professional without being a member of a recognized profession and to be professional in the sense of exhibitive professionalism while pursuing a non-professional occupation or acting as a layperson.

Professionalism among the Police

The Association of Professional Engineers, Geologists and Geophysicists of Alberta (1999) have defined professionalism as "a quality control system". Competence, which results from the application of knowledge responsibly and ethically, is the hallmark of the professional. Greater Portland Chapter of American Fisheries Society (1999) defined professionalism as "the occupational application of science to practical problems in an ethical manner". Traditional definitions of professionalism are filled with reference to status, educational attainments, noble, calling and things like the right of practitioners to autonomy. Modern definition of professionalism employs a pride in work, a commitment to quality, a dedication to the interests of the clients and a sincere desire to help. According to David H Maister (1997), "professionalism is very simple. Be thorough and conscientious stay organized, manage your time, pay attention to detail".

After defining the concepts profession, professional and professionalism, it is imperative to explore the possibility of applying the concepts to Police.
Professionalism is a term, which must be viewed from different perspectives when applying it to Police. Unlike other professionals like Doctor or Teacher, a Police Officer differs in the type of service rendered to his clients. He or she operates under a highly negative connotation and mostly inhibits or restrains his/her clients' behaviour but he/she provides a service, which is also mostly necessary. The police forces were the first of the civil services in India to think of systematic institutional training for their personnel. In 1859, a training school for Constables was established at Vellur in Madras Presidency and in 1890s, police training schools were established at Filler in Punjab and Moradabad in Uttar Pradesh.

The Committee on Police Training (1972) concluded "Police Officers should acquire a high degree of professional competence and be fully aware of the means whereby science and technology can help in police work. The Bungler Declaration on "Policy Autonomy and Accountability" adopted at the XI Criminological Congress (1996) unequivocally expressed the need of Professionalization of police in its very first resolution as follows:

"The quality of police determines the Society and has governance. Competence, integrity, professionalism and commitment to rule of law and public service have to be the hallmark of policing. This is possible only if the investigation function is exclusively with the police without any sort of interference from any outside authority whatsoever. The power of superintendence of the State Government over the police should be limited for the purpose of ensuring that police performance is in strict accordance with law. In short, Professionalization of police is the sine qua-non-for rule of law and constitutional government. The issue of Professionalization presupposes a good academic background of the police constables".

In a survey conducted in 4 police training schools of Andhra Pradesh, it was found that out of 1714 Constables, 17 were post-graduates (PG) (0.9%), 274 were graduates (15.9%), 398 completed Intermediate (23.2%) and the remaining 1025 (59.8%) completed secondary school. If the Police Department needs to be professionalized, it is the first and foremost task to professionalize the Constables. The Police Constables are the main building blocks of police service because there
are 9,45,844 (66.9%) Constables, 2,96,059 (20.9%) Head Constables and 57,456 (4.0%) ASIs out of a total strength of 14,13, 602. Because of their presence in huge number and their function at ground level, it can be said that the Constables are the visible part of the Government. The Constables perform a large chunk of policing. The primary resource of policing is its Police Constables and Head Constables accounting for over 80% of Police budget. Police Constables' work has its fare share of challenges and problems, high stress and excessive workload. The National Police Commission in its report had listed 24 duties, which the Police Constables perform and divided them into 3 categories as under: (1) Type A duties (2) Type B duties, and (3) Type C duties

Type- A Duties

These duties involve initiate exercise of discretion and judgment and also interaction with public with due regard to the need for extreme courtesy, politeness and proper attitude towards them). Day patrol, traffic control and regulation, inquiry into complaints, collection of intelligence, assisting Investigating Officers, bandobust during VIPs visits, bandobust on other occasions like fairs, festivals, clerical works in Police Station.

Type B Duties

Combination of mechanical duties and application of judgement: Night patrol, surveillance, license check, conducting raid, attending Court, imparting training, service of summons/execution of warrant, motor vehicle driving and wireless set operation and other miscellaneous duties.

Type C Duties

Mostly mechanical in nature: Sentry duty, escort duty, drill and parade duty, messenger duty, arms cleaning. Here it can be pointed out that categorization of sentry duty as type "C" (mostly mechanical) is erroneous. During the last 10 years, extremists while performing sentry duties have killed more than 500 Constables. In

study, it was revealed that communist extremists (PWG) alone had killed more than 400 Constables by attacking the Police Stations of Andhra Pradesh, Madhya Pradesh, Orissa and Maharashtra till December 1998. The police personnel are facing dangerous situation during their duty hour in Tamil Nadu. The following data indicates the present situation of Tamil Nadu police (Table 4).

<table>
<thead>
<tr>
<th>Rank</th>
<th>No. of victims</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Killed</td>
<td>Injured</td>
</tr>
<tr>
<td>Constable</td>
<td>9</td>
<td>132</td>
</tr>
<tr>
<td>Head Constable</td>
<td>21</td>
<td>91</td>
</tr>
<tr>
<td>Sub-Inspector</td>
<td>4</td>
<td>28</td>
</tr>
<tr>
<td>Inspector</td>
<td>0</td>
<td>14</td>
</tr>
<tr>
<td>Gazetted Officer</td>
<td>0</td>
<td>5</td>
</tr>
</tbody>
</table>


Besides sentry duties, escort duty has also become highly vulnerable. These duties are highly demanding in nature and show that the challenge of Constable’s work is immense. Beside the role and functions of Police Constables enumerated by National Police Commission, with the passing of time the Constable’s horizon of role and functions has expanded; they work on computer, manage men and material at Police Station level. Over a period of time, more constables have become computer savvy and most of the computers of Police Departments are handled by the constables. Again, it can be said that it is the Head Constable Moharir and some Constables who actually conduct the man and material management of a Police Station or district reserve line. As a result of the expanded role and functions, the working hours have increased. A job analysis conducted by the National Productivity Council has shown that the working hours of the Constables range from 10 to 16 hours every day in a week, which includes night duty as well.

Police Constables work is not only time consuming and complex but also confusing, complicated and dangerous. By taking into consideration the strenuous work, the dangerous duties, the community-oriented task, it will not be an exaggeration to say that the Police Constable has a four-in-one role. He has to be a social worker to help and service people, he has to be as caring as a teacher to look
after the people of his area, he has to be as efficient as the industrial worker to face the burden of work and he has to be as brave as a soldier to face any kind of danger.

Lastly, it can be said that Police Constables' work, far from being a low grade occupation, in fact involves the exercise of judgment and skills in handling problems of great complexity and importance. Besides crime, he deals with problems related with national security and the well being of the society. A Constable works for the State and society. Here comes the need for the Constable to be an efficient and effective worker, the Constable needs to be a professional one. Then there arises the question how to professionalize the Constable? Before we discuss the process of Professionalization, it is essential to deal with the existing, level of professionalism among Constables and then to explore ways and means to professionalize the constables.

Before we professionalize the police constables, there is need to find out the existing levels of professional knowledge, skill, attitude, hazards from the perception of constables and senior Police Officers. There is a need to find out the perception of the public as well. A critical analysis of the interplay of the various perceptions will give a whole picture depicting the existing level of professionalism among Constables.

This study of professionalism among constables in India is a third in its series. Earlier, A.K.Saxena had done a study on "Professionalism in Police". Subhash Joshi and Saxena AK had done a study on the professionalism among constables has so far been done in India. Even in foreign countries, very little research appears to have been done on the process of professionalisation of police constables. The in depth study has highlighted those aspects which will help in breathing the fresh air of professionalism among police constables and will help in achieving improved commitment and quality.

Constables own view on improving professionalism among them. The empirical analysis of the data reveals the following trends. All the Constables unanimously view that following items contribute to improving professionalism: (1) Creating promotional avenues (2) Enhancing pay scales (3) Recognition of good work (4)
Proper assignment of work (5) Depoliticization of police force (6) Adequate health service (7) Proper design of basic training course (8) Proper insurance (9) Reducing vulnerability by providing proper equipment (10) Creating better sports facilities, and (11) Linking promotion with training. A majority of them fully agree that implementing the following can professionalize police constables:

1. Recognition of their good work (2) Reducing their vulnerability by providing legal protection (3) Providing adequate health services to the Police Constables and their family members (4) Encouraging them to have hobbies and relaxation activities (5) Providing proper insurance coverage for Constables (6) Conducting physical fitness programs (7) Reducing their vulnerability by providing proper equipment (8) Putting competent trainers at the police training institutes to train the Constables (9) Creating better sports and entertainment facilities (10) Courses on Human Rights (11) Proper communication by superiors on professional aspects (12) Proper assignment of work (13) Acquainting the Constables perfectly on code of ethics and rules of conduct (14) Designing the basic and refresher courses keeping in mind the performance problems of Constables (15) Enhancing their pay scales (16) Developing in them more pride in service and uniform (17) Creating promotional avenues (18) Linking their promotion with training (19) Superiors not to compel them to do the things contrary to law or procedures (20) Dead wood must be removed.

The aggregates of the views of those who agree fully, agree to a great extent, agree to a considerable extent, and point out that 90.4% Constables view that these measures will definitely improve professionalism among Constables. This shows the will and urge of police constables to develop professionalism. Senior Police Officers view on improving professionalism among Constables: All the Senior Officers unanimously agree that items mentioned below contribute to professionalism among the Constables.

(1) Designing basic training and refresher courses of Police Constables (2) Providing health service (3) Providing competent trainers at police training schools (4) Dead woods need to be removed (5) Recognition of good work (6) Proper communication.
A large majority of Senior Police Officers agree that the following items are very essential to inculcate professionalism among Constables (1) Recognition of their good work (2) Superiors to communicate with them perfectly on professional aspects (3) Putting competent trainers at police training institutes to train the Constables (4) Designing the basic and refresher courses keeping in mind the performance problems of constables (5) Proper assignment of work (6) Creating promotional avenues (7) Healthy work environment (8) Developing in them pride in service and uniform (9) Providing adequate health services to the Police Constables and their family members (10) Proper performance Evaluation (11) Depoliticization of police force (12) Developing Stress Management Competence (13) Decreasing police brutality (14) Strict supervision of work (15) Continuous Refresher Training (16) Motivating them to improve their educational qualification (17) Reducing their vulnerability by providing legal protection (18) Encouraging them to have hobbies and relaxation activities (19) Training in Time Management, and (20) Reducing their vulnerability by providing equipment.

More than 85.2% Senior Police Officers view that these measures like continuous refresher training, strict supervision of work, proper performance evaluation, creating promotional avenues, enhancing their pay scales, superiors not to compel them to do the things contrary to law or procedures, providing monitoring system for the learning of work, superiors must communicate with them perfectly on professional aspects, recognition of their good work, proper assignment of work, continuous provision of learning material healthy work environment not frequently punishing them for mistakes, depoliticization of police force, motivating them to improve their educational qualifications, developing in them pride inservice and uniform developing stress, management competence, conducting physical fitness program, dead woods must be removed, courses on human rights, training in time management, provide proper insurance polices for the Constables, reducing their vulnerability by providing equipment, reducing their vulnerability by providing legal protection, encouraging them to have hobbies, creating better sports and entertainment facilities, liking their promotion of recruitment so that chances of corruption are eliminated, put competent trainers at Police Training Institutes to train the Constables, design the basic and refresher course keeping in mind the performance problems of countable, providing adequate health services to the Police Constables and family members, evolving proper uniform by controlling alcoholism among constabulary, by decreasing police
brutality, aquatinting the Constables perfectly on code of ethics and rules of conduct and by providing strict policing of police will definitely improve professionalism among Constables.

Similar patterns emerged in the parallel studies conducted on the responses of both the Constables and the Senior Police Officers with regard to the process of professionalization. The aggregates of the views of the Constables and the Senior Officers Point towards consensus about the methods and processes which need to be implemented to improve the professional behaviour as well as the professional performance of the Constables. Looking at it from the perspective of either the Constables or the Senior Officers, it can be said without contradiction that structural change, attitudinal changes, administrative fine tunings, renovated facilities and welfare measures can contribute to professionalism among Police Constables, which is the need of the day.

The constabulary cadre has been demoralized at many places through neglect and work overload. Hence, there is a need to improve the cohort of Police Constables. The focus must be on performance, their working conditions, their knowledge, skills and attitudes through sustained and substantial effort. This can only be done through the process of Professionalization. Professionalization is the key to quality improvement and rising of standards. It presupposes the professional enhancement program which consists of a series of activities. The series of activities consist of fully vested ideas and proven solutions for Professionalization.

**Professional Enhancement Program for Police**

The following constitute the whole professional enhancement program:

(1) Recruitment of high quality individuals (2) Capacity Development Program (3) Improved career opportunities (4) Proper work design and job enrichment (5) Effective supervision (6) Proper evaluation of performance (7) Recognition of good work (8) Stress level elimination plan (9) Proper time management (10) Proper communication (11) Improving scope for personal development (12) Mitigation of Bias (13) Proper management of professional image (14) Imposition and inculcation of discipline (15) Removing dead wood, and (16) Professional will.
Recruitment of High Quality Individuals

Professionalism in order to begin in earnest has to start with recruitment. Recruitment process must be as effective as possible. It is always expensive and not always easy to rectify mistakes in selection. Often the organization lives with the consequences of poor selection for years ahead. Development, motivation and performance will hinge on the best possible employment decisions persons of high caliber need to be recruited as Constables. By the nature of work, the constable level police need to interact more with the public, acquire adjustable behaviour, knowledge and attitude to tackle the situation. Besides attitude, the candidate's qualification and physical fitness need to be kept in mind while selecting a person as Constable. Since the Constables have to perform very stressful tasks. There is a need to take younger people, who are energetic to face the work pressure. Again recruitment at young age gives a scope to dissatisfied people to join some other job. It is found in many cases the selection process is distraught with corruption. In attitude survey, 94.7% of people viewed that the recruitment of Constables is not free from corruption. Those who pay to join the job will definitely be corrupt. So, there is a need to establish Recruitment Board like in Tamil Nadu and recruit Constables without the possibility of corruption. Sometimes, after joining as Police Constables, some people regret joining the organization. For bringing awareness of the nature of task as done in US and other countries, in the advertisement a warning on the nature of the job "As a Police Officer, sooner or later you're bound to encounter abuse, threats, provocation, even physical violence. Be careful how you respond, lose your temper and you could lose your job. We need people who can cope. People who are tough, tender, sensitive, strong and disciplined, all at the same time" should be added, so that people do not accidentally land up in Police Department and curse themselves throughout their lives.

Psychological, psychiatric or lie detector tests as conducted in western countries should be administered so that people with wrong attitudes are screened out at the early stage and people with right attitudes join the department.
Capacity Development Programs for Police

Training

Training education and practice are the tools used to transform good people into good employees. Without improving the conditions of Police Training Schools nothing much can be achieved for the training of Constables. The infrastructure facilities of Police Training Schools need to be improved. Suitable trainers need to be posted. The Police Training School needs to be equipped properly with low cost audio-visual aids and other necessary equipment. The number of trainees at any Police Training School is so high (sometime 500 to 600) that any particular class has more than 100 trainees. This should be avoided. In order to be effective, any class in Police Training School should not have more than 40 trainees. The PTSs should be located at Range Headquarters so that proper supervision by Senior Officers can be done and resource persons can be made available for conducting the courses. 169 Districts in India suffer from communal disturbances and 112 Districts are insurgency prone or/and extremism-infested. So specialized training courses that are region-specific like handling communal disturbances and anti-insurgency may be started in affected areas. The chalk and talk system should be replaced with role-playing and simulation exercise which will facilitate action learning.

Modules on time management, human rights, stress management criminal law, procedural law, police organization, communication skills, unarmed combat, driving, crowd control and investigation skills needs to be imparted at basic level thoroughly and also at different intervals. Refresher training programs should be conducted regularly so that the Constables get opportunities to improve their learning and acquaint themselves with a repertoire of knowledge and skills. Endurance training is highly essential for the Constables, because physical and mental endurance can help them cope with the stress of the job. The Constable needs to be mentally and physically alert by proper outdoor training. Outdoor training can be used as a powerful pedagogy for teaching self-reliance, cooperation, confidence, imagination and inventiveness. Outdoor activities need to be wedded to the concept of management games, only then they can fulfill the above mentioned objectives. Further outdoor activities show importance of teamwork, planning, coordination and communication.
With reference to refresher training, it can be said that Andhra Pradesh is the only State, which trains more than 50% of Constables annually at district level by conducting Refresher Training. District level training should be so designed that besides training other administrative work of Constables can be attended to. In a few Districts of Madhya Pradesh like Bilaspur, Sehore and Bastar, a particular system was evolved which proved to be successful. From each Police Station, a Constable according to roster was summoned for training and one Head Constable used to be summoned for training from big Police Stations. They were given refresher training for 7 days. During that period, their grievances were redressed, kit distributed, musketry training conducted, intelligence about the area collected and rewards distributed. This made the district level training more meaningful and purposeful.

Some good Head constable or Assistant Sub Inspector at the Police Station may be designated as mentor for the Constables who can impart on-the-job-training, because mentoring provides the trainee Constables with an additional source of guidance and information. It creates an ethos in which mutual support; learning and interpersonal skills are developed and applied to achieve a common goal. Some mobile trainers can be appointed to impart training at the Police Station level itself. The Constables should be so trained and retrained that they are able to perform their task with deftness, and agility and stamp their work with confidence, competence and positive attitude.

**Providing Learning Materials**

The Constables need to be provided small ready reckoners containing provisions of law, rules, regulations, dos and don'ts to be followed in different situations. By referring to the ready reckoned, they can easily refer to provisions of law, rules, regulations and checklists for handling typical situations in the field without any uncertainty. It will add to their capabilities and solve their ground problems.

**Reducing Vulnerabilities**

By reducing the vulnerability of Police Constables, the brutality will go down. It is the general psychology that any person who is threatened will resort to either fights
or flight. Providing protective equipment's like bulletproof vests, helmets, flameproof overalls, whenever these are needed during special operations can reduce the vulnerability. Conceptually, the Constables get full legal protection for their lawful acts; but in practice very often-legal protection is not provided to the Constables because of extraneous considerations. These trends need to be curbed. In communally sensitive places, families of most of the Constables stay in rented houses in localities prone for disturbance. During communal disturbance or terrorist incidents, constables cannot devote their full attention and energy to curb the problem because his family is totally vulnerable to reprisal of any terrorist or communal group. In this case, providing accommodation in the premises of the Police Station or Reserve Police lines will reduce their vulnerability.

**Improved Career Opportunities**

Without promotion, a Constable's job reaches a dead end. A large number of Constables are recruited as Constables and retire as such. The lack of promotional avenues causes tremendous frustration among Constables and kills their initiative. So there should be scope for out-of-turn promotion for exceptionally good performance. The out-of-turn promotion in Punjab and Madhya Pradesh has yielded extraordinary results (Against Terrorism in Punjab and dacoity in Madhya Pradesh). There should be a minimum of two regular promotions within the entire career of a Constable.

In the whole country according to NCRB record as on 1-1-1998, there were 9,45,844 Constables (66.9% of the total force), 2,96,059 Head Constables (20.9%) and 57,456 ASIs (4%). On an average, 20.9% Constables are promoted to the post of Head Constable within 10 years and only 10.45% are promoted as Head Constables within five years. So it can be seen that with 15 years of service, more than 50% of Constables do not get any promotion. A Head Constable gets promoted to the post of ASI after another 10 to 11 years of service. So in 33 years, the total number of Constables who will be promoted as Head Constable will be 20.9% x 2 = 41.8%. The total number of Head Constables promoted, as ASI will be 4%. The total percentage of Constables who will not get any promotion will be:

\[ = \text{Total percentage of Constables} - \left( \text{Total } \% \text{ of Constables promoted as Head Constables} + \text{Total Constables promoted as SA} \right) \]

\[ = (66.9\%) - \]
Sixteen per cent of Constables will not get any promotion within their lifetime. Besides promotion, placement affects the level of motivation of Constables. There is no uniformity with regard to placement of Constables after training. In some States, they are posted to Battalions for 5 years, and in some States posted to police lines and Police Station. Further, after every stint of difficult postings, they must get a chance to work in better peaceful areas.  

**Proper Work Design and Job Enrichment**

Policing consists of routine work as well as emergency work. The work needs to be so systematized that wasteful efforts and wasteful practices can be discarded. The time, efforts and manpower wasted during large-scale bandobust are enormous. Whether routine or emergency work, a systematic work-study can help in standardizing the work design and help in discarding and eliminating wasteful, practices messy mistakes and false starts. The excess workload on the Constable drivers sometimes makes them accident-prone. So if workload is studied, it can prevent needless injuries or accidents. For achieving systematic, methodical work, re-examining and redesigning the work process is required. Task significance should also be conveyed to the Constables because the task significance refers to the amount of impact as perceived by the Constables that their work has on the public. During communal tension days in 1992 December, the Constables of a communally disturbed district were told that their acts of patrolling, picketing could prevent communal riots, save human lives and protect the internal security of the country. The Constables worked more than 16 hours and maintained communal peace and prevented escalation of violence.

**Effective Supervision**

Sometimes the number of Constables and vast area of their deployment make supervision of their work difficult. During any serious law and order situation, in big cities like Ahmedabad, sometimes 20,000 Constables are deployed and in smaller cities like Coimbatore, 5,000 Constables are deployed. In those situations, it is very difficult to find out the absentees from duty. Some of the Constables feel that there

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are no consequences to them for not performing their task. Since a Police Constable's performance is mostly not visible to his superiors, because the Constables function at different far off places, supervision becomes difficult. So strict supervision at the District Police Office level is also very essential to ensure the certainty of punishment and deterrence.

**Recognition of Good Work**

Recognition is the fuel in the engine of action. Recognition enthuses a person and motivates him to work further. Recognition motivates accomplishment. Acknowledgement, applause, prizes peer recognition have amazing power to motivate a person. Sometimes, rewards rupture relationship. Sometimes, the Police Constables feel that the existing system of recognition of good work is inhibiting and disempowering. The Constables feel they are overworked and underappreciated and they do is either not noticed or the credit is taken by somebody else. Constables would work better when they experience success. Recognition includes praise for accomplishment and credit for the work well done. Appreciative words are the most powerful force for boosting the morale of the Police Constables. There should be "Hall of Fame" in all PTs, in the Office of the Superintendent of Police and District Reserve Police Lines. These Halls of fame should depict the names of martyrs and receivers of Police Medals. Those who receive President's Gallantry Award must enjoy more benefits over other in terms of promotions etc. In many cases, the gallant work of the Constables never receives due recognition. In all the States, there must be a survey to find out such cases by the Police Headquarters.

**Stress Level Elimination Plan**

Stress can distress judgment. Analyze any disaster and you will find that in addition to the wrong ideas, there was an element of strain of unduly long spells of duty of constant tension and of a feeling of being run down by injustice. A stressful constable is a security hazard. He can trigger off a riot; he can provoke a disturbance of overreaction to any incident or any situation. So, there is a need to reduce the stress level of Constables. Most of the time, Constables have to attend emergency work or remain on red alert. So, they need to remain calm and they need to train their mind to be quiet. It can be done through the following ways: (1) Providing sports
facilities at unit levels (2) Encouraging hobbies among them (3) Arranging cultural activities (3) Yoga (4) Being liberal in providing leave to Constables (5) Arranging for Counseling and (6) Providing for life insurance and accident insurance.

Sometimes, most of the Constables need a little nudge in the right direction to get them back on the right track. Playing sports or picking up hobbies to take their minds off their troubles can help in this regard. A trip to a gymnasium or playground will make all the difference.

**Proper Time Management**

Time management is essential, because timeliness of response is the cause of policing. Time must be managed as properly as managing money. Time is the most precious thing for the Constables. The Police Constables are supposed to be on duty for twenty-four hours and they perform regularly odd time duties. The odd time duties and long hour duties cause tremendous fatigue. Fatigue cause irritation and flares up in conflicts. Besides fatigue, he does not find time for personal growth. Time is the most critical resource; unless it is managed properly, nothing else can be managed. In the organizational world time equals productivity. If one can become more effective with his time, he automatically increases his productivity. The study of time management of Constables reveals that the Constables work for excessive long period and at odd hours. There is considerable waste of time in the performance of many tasks. Managing time well can prevent much of the stress the Constables are subjected to. So there is a need for streamlining the work practices and discarding the time wasting practices. In bigger and middle level cities, the residential areas of the Constables are located at far off places and as a result, they have to waste a lot of time to transit. So, construction of houses near the work places can reduce the wastage of time. Here are some techniques: (1) Time wasters need to be avoided (2) Interruptions must be curtailed (3) Distractions should be stopped (4) Communications must be good.
Proper Communication

Communication is central to human activity and organizational functioning. It is the nervous system of any organized group, providing the information and understanding necessary for higher productivity and morale. Communication is the lifeblood of police administration. It can be verbal, non-verbal or written. Understanding of non-verbal communication is very important for policing. The Constables need to master the techniques of non-verbal communication as proper posture, gestures and making eye contact. In policing, the rules, regulations and instructions move from top downwards through the channels of communication. But unfortunately, many a time such communication is not proper. Communication has a great bearing on the tasks of the Constables. They have to use the communication skills for interrogation/interview, collection of intelligence and information and for enforcement of law as well. Failure to communicate is the biggest handicap of the Police Constables. "Words well said is work half done" this saying is aptly applicable to law enforcement task of the Constables. The Constables need good speaking ability and effective listening capability. The Constables must have the skill to make crisp, clear, rapid responses to the queries of the public. So, oral communication has its own significance for policing. Through this art, the Constables can overcome the allegations of being inhuman and abusive.

Improving the Scope for Personal Development

The most effective way of sustaining employee commitment is to provide an environment in which the quality of work life meets individual’s needs and aspirations. Constables will have high level of commitment when they see that their organization is investing resources for their development. The work environment must be good. The houses must also be good. Best medical facilities for the Constables and their families must be made available. Alcoholism must be stopped. Special fitness program like, de-addiction, weight loss and "quit smoking" must be undertaken at district level apart from regular exercises for the constabulary. Welfare-to-Work Support Program must also be started for the Constables.
Mitigation of Bias

The Police Constables should be free from all type of sectarian influence. Without removing the casteist, communal tendencies and bias against weaker sections, it will not be possible for Police Constables to provide impartial policing. Any type is unacceptable. Here is some important code by the Ministry of Home Affairs, GOI

1. The Police must be faithful to the Constitution of India and respect it (2) The Police should recognize and respect the limitations of their power and functions (3) In securing the observance of law or in maintaining order, the Police should as far as possible be practicable. Use the methods of persuasion, advice and warning (4) The prime duty of Police is to prevent crime and disorder and the Police must recognize that test of their efficiency is the absence of both and not the visible evidence of police action in dealing with them. The Police must recognize that they are members of the public (5) The Police should always keep the welfare of the people in mind and be sympathetic and considerate towards them (6) The Police should always place duty before self. Should remain calm in the face of danger and should be ready to sacrifice their lives (7) The Police should maintain a high standard of discipline and should be faithful to the lawful directions of commanding ranks of constant training and preparedness (8) As members of a secular, democratic state, the Police should promote harmony and the spirit of common brotherhood amongst all the people of India.

Professional Image of Police

The constables appearance influences the way others see them and they see themselves. The Police uniform can be categorized as (1) Working uniform (2) Protective uniform (3) Ceremonial Uniform.

Proper design of working uniform

As the uniform is used in different seasons like summer, winter, monsoon and at different duty points like in street patrol, chasing criminals etc. The uniform must be comfortable. Sometimes, shoes also make the difference. So, shoes should be good. Constable has to carry many things during duty. So, there is a need to design the uniform in a suitable way.
Proper design of Protective uniform

The protective uniform provided to constables is very useful, because they protect from various injuries and even death. The helmet, the bullet-proof jackets, the flameproof overall. The injury proof shin guard and bodyguard the bulletproof helmets are very essential during law and order situation. The uniform help the police in getting success during critical operations.

Proper design of ceremonial uniform

This uniform needs to be highly impressive and eye-catching it adds glamour to the police force.

Efforts to project correct image of Police Constables

Police needs to have direct contact with community and media. The media interestingly distorts the real image. So, there is a need to network. Good work done by Constables must be effectively and timely published through press. Most TV serial and filmmakers project a police picture of their own. Most of these people do not have sufficient information about it. These people can project the correct professional image.

Discipline

Besides the large-scale group indiscipline by the Policemen and indiscipline at individual level also has been frequently manifested. So, any act of indiscipline must be dealt with promptly and firmly. The Constables must be made aware about the conduct rules. They must be told about the consequences of indiscipline. The Policemen must have punctuality, cleanliness, and orderliness. He must respect the truth, respect the elders, seniors and superiors, and then only maintaining high level of discipline is easier.
Durkheim’s contribution to understanding the transition to modernity centers around the significant of the division of the labour in sustaining the social solidarity necessary for the survival of the organism of society or enterprise, writing in the late nineteenth century, he observed that the more complex division of labour in industrial, urban society was undermining traditional values and social order of a ‘mechanical’ kind held together by faith in common morality. But at the same time, it was laying the basis for a more effective interrogation of individuals in society, which was labeled ‘organic solidarity’. This advanced industrial, technological division of labour was inevitably based on specialization, hierarchy, and functional independence between tasks and occupation. Durkheim recognized that the new arrangements are formal structures contain source of social disorganization conflict and harmful individualism, summed up in the term anomie. Any effective division of labour would therefore only take root and bind people together when it was sustained by new social values, by normal communities such as professional occupational groups, and when workers had an understanding of their place within the overall scheme of production.

As we discussed the definition of profession, different characters of profession, professional enrichment technique and how the police as a profession, the forthcoming pages will define and discuss the concept of “stress”.

**STRESS**

Though there are different definitions of stress, a review of literature shows that there is a lack of consensus regarding its definition. It has been defined in terms of stimulus (external force acting on the organism), a response (change in the physiological functions) and interaction (between an external force and the resistance to it) or a combination of all the above three. Notwithstanding the above, a commonly used definition of stress is that of Selye (1956) who has defined it as any external event or any internal drive, which threatens to upset the organismic equilibrium. Viewed in this context, managers are bound to experience role stress to varying
degrees. The manner in which the managers are able to cope with the stress will to a great extent get reflected in his performance.

Edward C. Donovan pointed that, “too often police remain in a state of exhaustion for long periods of time. Both physical and mental exhaustion cause lapses in coordination, errors in judgment and reflexes and muscles do not respond and lose tone” to prove Stress having a severe consequence, a study was carried out by The National Institute of Occupational Safety and Health. Police official were interviewed on organizational stress and executive behavior, all over the country it was found that 37% of the officers have serious marital problems, 36% serious health problem, 43% have alcoholic habit, 2%have problem with children, 10% have drug using problems29. The consequences of stress may affect their, work efficiency and commitment to their job may decrease.

Pestonjee (1987) is of the view that stress is a personal response to a certain variation in the environment, and he conceived that some set of stressors could be differently perceived depending on

(a) The nature and magnitude of the strategy;
(b) The importance of the stressor to the individual;
(c) The perception of the threat element as a component of the stressor;
(d) The personal and social support systems available to the individual; and
(e) The involvement and willingness on the part of the individual ‘to do something ‘ about the state of stress.

He viewed sources of stress in the light of social systems to which we all belong. There are two such systems. One is the primary system such as family and religious, regional and linguistic groups; and the other is the secondary system to which we relate such as neighbourhood, schools, colleges, technical institutions and work organisations. As the functional requirements and role expectations from both the systems differ, the demands made on the individual in one system have their effects on his performance in the other. Moreover, resources from one system can also be invested in the other system to take care of the problems arising in it.

He has attempted to diagrammatically present the nature and consequences of the stress phenomenon. He identified three important sectors of life in which stress originates.

(a) Jobs and the organisation, (b) the social sector, and (c) intra-psychic sector. The first, namely, job and organisation, refers to the totality of the work environment (task, atmosphere, colleagues, compensations, policies etc.) the social sector refers to the social / cultural context of one’s life. It may include religion, caste, language, dress and other such factors. The intra psychic sector encompasses those things, which are intimate and personal, like temperament, values, abilities and health. It is contended that stress can originate in any of these three sectors or in combinations thereof.

It is important to note that not all stress is negative or bad. For instance, in his early work on stress, Selye (1976) conceptualised two categories, namely, good or desirable stress (Eustress) and bad or undesirable stress (Distress). Eustress is pleasant, or at least challenging, and can produce positive effects such as the maximization of output and creativity. Ironically, without this positive type of stimuli, life can become stressful. In contrast, distress is evident when a person perceives himself or herself as having no ability to control a stressful event. Distress is likely to result in a loss of productivity and a decline in overall levels of well-being. Although everyone manifests a response to stress, reactions vary widely across individuals. Even at a physiological level, when confronted with a major stress or, some people experience a rapid increase in heart rate while others feel tightness or knotting in the stomach or tension headaches (Johansson, Cavalini & Pettersson, 1996).

Stress is an integral part of everyday life and simply cannot be avoided. People encounter stressful stimuli many times a day in their personal and social domains and, as work is an essential aspect of human existence, in the workplace. In accordance with the “stress-process” definition, work stress has been described as an incompatibility between the individual and his or her work environment (Humphrey, 1998). A more specific definition was provided by NIOSH (1999), who defined work stress as being the harmful physical and emotional responses that
occur when the requirements of the job do not match the capabilities, resources, or needs of the worker.

**Conceptualisation of Stress - A Critical Review**

Stress (a word derived from Latin) was popularly used in the Seventeenth Century to mean hardship, straits, adversity or affliction. Later, in the eighteenth and nineteenth centuries, it was used to denote force, pressure, strain or strong effort with reference to an object or person. When the term came to be used in engineering and physics, it implied an external force or pressure exerted to distort, and being resisted by the person or object on which it is exerted. In physics, stress refers to the internal force within a solid body generated by the action of any external force, which tends to distort that body; strain is the resulting distortion and the external force producing distortion is called load. In the field of medical sciences, Cannon's 'homeostasis' and Selye's General Adaptation Syndrome (GAS) have considerably influenced the conceptualisation of stress. Cannon described his subjects (human and animals) as being under stress on observing the reactions of the adrenal medulla and the sympathetic nervous system in situations of cold, lack of oxygen, excitement, etc., to which he had exposed them. In the same way, Selye coined General Adaptation Syndrome after observing the reactions to a wide variety of evocative stimuli. He proposed three stages in General Adaptation Syndrome: (1) Alarm reactions incorporate an initial shock phase of lowered resistance, followed by counter shock during which the individual's defences become active (2) Resistance is the phase of maximum adaptation and hopefully, a successful return to equilibrium for the individual. However, if stress persists or the defences do not work, the individual will reach the third phase (3) Exhaustion, when the adaptive energy is exhausted.\(^{30}\)

Although Selye's perspective is basically medical, his contribution has had a considerable impact on other disciplines also. Similarly, for psycho-physiologists, stress refers to some stimulus resulting in a detectable strain that cannot be accommodated by the organism and which ultimately results in impaired health or behaviour.

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\(^{30}\) Shailendra Singh, *Organizational Stress And Executive Behaviour* (Sriram Center For Industrial Relation and Human Resources, New Delhi, 1990), pp 3-10.
**Lazarus:** Believes that stress refers to a very broad class of problems differentiated from other areas because it concerns (a) any demand which taxes the system, and (b) the response of that system depending on how a person consciously or unconsciously interprets or appraises the significance of a harmful, threatening or challenging event.

**Fox Cox and Mackay:** A stress condition refers to an imbalance between environmental supplies and demands and personal capabilities, needs and values.

**Schuler:** Defines stress as a perceived dynamic state involving uncertainty about something important.

**Ivancevich and Matteson** define stress in terms of a person - environment relationship wherein the environmental demand is supposed to result in stress. An analysis of the various definitions provides three approaches to the understanding of stress. (a) The stimulus-based approach, defining stress as an external negative force impinging on an individual (b) The response-based approach which sees stress as response to certain stimuli or situations (c) The transaction-based approach including definitions that regard stress as an interaction (or) transaction between personal and organizational factors.

French, Rogersve and Caplan define stress in terms of misfit between a person's skill and abilities and the demands of his job, as a misfit in terms of a person's needs not being fulfilled by his job environment. Caplan, Cobb, friends, Harrison and Pinneau define it as any characteristic of the job environment which passes a threat to the individual. After an extensive review of the literature on stress, Beehr and Newmen define job stress as a condition where job related factors interact with the worker to change (disrupt or enhance) his or her psychological or physiological condition so that a person's mind and/or body is forced to deviate from its normal way of functioning.

**Organizational Stress**

Stress is considered a central construct in this investigation with consequences at the individual level. Its antecedents include personal as well as
organisational variables. Although a large number of variables can be evaluated, not all of them can be included in a single study such as this. The selection of variables is invariably a ticklish problem. Yet, it is possible to base the selection of the relevant variables on certain considerations such as novelty, relevance and controversies related to the variables. One or more of these considerations guided the researcher in his selection of variables for present work.

**Personal Factors and Organisational Stress**

This relationship suggests personal factors predispose certain stress conditions. It may be that conditions of stress are present in situations in a dormant state. Personal variables work as a catalytic force in increasing or decreasing the intensity of stress conditions. Three sets of variables have been included under personal factors: (a) Biographical variables (b) Need for achievement, and (c) the work ethic.

**Biographical variables**

This set of variables includes age, experience, education and a number of demographic elements - as an input for predictive, diagnostic and counselling purposes. Weiss, Ilgen and Sharbaugh have related demographic variables with stressful events and job search. They have reported age, tenure in the organisation and the hierarchical position to be negatively related and marital status and education to be in sedated with stress and job search. Nath has reported a negative relationship between lengths of service of role ambiguity. Malhan, Agarwala and Krishna have related several personal and organizational variables with role conflict and ambiguity in their analysis of 320 executives. They have observed that education and experience had a negative relationship with role ambiguity and yet that they had an insignificant relationship with role conflict.

**Need for Achievement**

This refers to striving for excellence by surpassing the targets set by others and exceeding one's own previous level of achievement. Achievement-oriented people involve themselves in innovative activities, opting for moderate risks and enjoy autonomy. Srivastava has reported that the need for achievement is negatively
related with the occupational stress index among white-collar employees, people with high achievement.

Motivation can withhold the gratification of the needs to attain higher goals. This kind of need, thus prepares the executives to bear greater stress.

**Work Ethics**

This may be viewed as a component of the protestant work ethic. It puts a premium on hard work and the belief that work is itself a rewarding way of life. People high on the work ethic have been found to possess a higher stress tolerance capacity. In a study of the supervisory level employees of a large public sector organisation, work ethic was found to be negatively related with role ambiguity and role conflict. Mathan, Agarwala and Krishna also reported a negative correlation between work values and role ambiguity.

**Organisational Stress and Commitment**

Reichess has reviewed 22 studies in which organisational commitment was treated as a dependent variable. Of these 22 studies, five included role/job stress as an antecedant. These studies consistently reported a negative relationship between stress and commitment. In the Indian situation, Mathan, Agarwala and Krishna have also observed a negative relationship between organizational identification and two forms of role stress, role ambiguity and role conflict.

**Organisational Stress and Job Performance**

Job performance has been studied in relation to stress and quite inconsistent findings have emerged. All forms of relationship have been observed between the variables (a) positive (b) negative, and (c) no relationship. Most management literature suggests that a moderate level of stress is necessary for high performance and they advocate an inverted (U) type relationship. The rationale for this relation is provided elsewhere. A recent approach to job performance popularised by Peter "O" Conner and Rudolf suggests that job performance in organisations is greatly

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31 Ibid pp 16 - 20.
influenced by organisational constraints or the availability of variety of needed resources. In their initial study, Peter "O" Conner and Rudolf have identified eight typical constraints, lack of information, equipment, materials, money, help from others, task ability, time and work environment. In a study of 193 nursing staff, Bedian, Mossholdes and Armenakis observed that of the four role stress dimensions, only person-role conflict was negatively associated with job performance. However, Jamal has found a negative relationship between all the four forms of stress, role, ambiguity, role overload, role conflict and resource inadequacy and job performance. In the Indian context, Srilatha and Harigopal have reviewed job performance. With role conflict and role ambiguity and observed a negative relationship among the 156 executives they studied.

**Effects of Stress.**

Several studies over the last fifteen years have provided support for the involvement of stress as a risk factor in the aetiology of illness and disease (Cooper & Cartwright, 1994; Lazarus and Folkman, 1984; Quick, Nelson & Hurrell, 1997). Indeed, Guyton (1981) postulated that a person who experiences long term or chronic stress may potentially experience such debilitating illnesses as hypertension, coronary heart disease, stroke or peptic ulcer. Moreover, Humphrey (1998) in a recent review of the medical literature found that prolonged and unyielding nervous tension developing from psychological stress could result in psychosomatic disorders, which can lead to serious diseases. These include cirrhosis of the liver, high blood pressure, cancer and heart disease.

**Psychological Stress**

Psychological stress connected with the job is another facet of police morale. There has been increasing attention to this in recent years. By its nature, police work seeds feelings of frustration, aggression and bitterness. This theme is transmitted in such expressions as "a policeman's life is not happy", "the police deal with the Seamy side of life" and "the police are dirty workers (or community garbage men)". Police officers have a collective way of putting it. "A cop has to put up with a lot of crap". And then, they add, "and cops are human too!" In psychological terms, the
frustration aggression complex is acute in the world of the Police Officer. Some officers worry about the possibility that they may work off their feelings on their families. Until recently, we could say that not much was being done regarding psychological stress in police officers. More than one way had remarked, "There ought to be a heavy punching bag in every police station. Niederhoffer had early delineated the cynicism syndrome in the New York City Police Department and elsewhere, asking "why is the police system with all its concentrated effort incapable, in so many cases of dissipating that cynicism or encouraging the potent idealism?". He distinguished between police cynicism directed against life, the world and people in general and cynicism aimed at the police system itself. Significant insights regarding the psychological pitfalls of police work are provided in the fiction based on fact works of such authors as Joseph Wambaugh and Richard Dougherty. A more clinical diagnosis is found in the articles of several psychiatrists, for instance, Dr.Martin Symonds, Consulting Psychiatrist, to the New York Police Department, Hans Toch proposed more than a decade ago that "the police role itself, as defined and practiced today is conducive to social tensions and therefore self-defeating". From this basic premise, Toch deduces a theory of psychological stress for police officers not unlike a more recently conceived explanation by the experienced police executive, Bernard L Garnire. Today's police officers, Gasmire Writer, suffer from conflicts between professed and practiced values; between how they want to be valued and how they are valued; and between the role they most value but least perform. Closely related to all this are questions that are today being studied seriously for the first time - questions pertaining to alcoholism and drug addiction among police officers, divorce, suicide and mental disorders. There are questions in which the community obviously has a stake and probably much greater responsibility than has been recognised in the past.

**Explanation on how stress can cause disease**

Over the years, various explanations have been proposed, ranging from those based on personality dispositions to purely physiological mechanisms. According to Fox (1978), there are at least two mechanisms which can cause cancer, first the normal physical basis of carcinogenesis i.e., the production of cancer by an agent or mechanism after overcoming the body's resistance. Second, there are occasions when a carcinogen, normally of insufficient strength to produce a malignancy, is able
to do so, as in the case of a person with a weakened emotional state. As discussed earlier, repeated activation of the stress response causes immunosupression or weakening of the immune system of the person. Under such circumstances, the person is vulnerable to different types of cancer, depending on the vulnerability of the organs. Others like Haney (1977) and Kissen (1969) advocated a purely psychological explanation of cancer. According to Haney, personality dispositions help to determine which psychic and somatic insults to which the individual is exposed and the meaning of these exposures for the individual. Thus, stressors and bodily dispositions interact and co-vary in the direction of an ultimate carcinoma, one feeding the other. Eyseneck (1983), biological strain. The part of the body, which gives in, is non-specific as far as the nature of the stressor is concerned. That is why; people develop different diseases under the influence of even the same stressor. For example, the type of stressor faced by top-notch executives is more or less the same. Too many responsibilities coupled with lack of delegation, exhausting time schedules, inability to stop or even curtail, non-productive activities (callers, social responsibilities, the fourth estate, meetings, etc.) to name a few. Yet, one executive may develop cancer, while another may suffer from aggravated asthma and a third may develop peptic ulcer. There is a biological advantage to such precipitation of disease. This is the reason why the pure stage of Selye exhaustion is never reached. Before all adaptation energy is exhausted, the weakest link in the human body breaks down, causing a general collapse. The following excerpt from Selye paints a very telling picture. Although I have performed over one thousand autopsies, I have not come across one case of death from old age, where all parts of the body, wearing at equal rates, have given in at the same time.

In general work during the day has been recognised as the “normal” pattern of work. With evening and night work generally being considered as atypical. In fact in many societies the basic pattern of living is to devote daytime to most of the activities involved in living with night time devoted to sleeping. In some societies the evening hours are used for relaxation, social activities and entertainment, etc. Whereas in police nature of work, they don’t have a chance to the relaxation activities and

moreover more than 15 days a month they are involving in night shift work without proper day time rest, which is causing more stress mood to the police personnel

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**Dimensions of Stress**

Organisational stress in work organisations has emerged as a focal theme of research due to its far-reaching consequences for organisational health and individual well-being. After the pioneering work of Kahn *et al.*, numerous publications have appeared on role stress. Though Kahn *et al* model provided a frame work to integrate the issues on role stress, more than two decades have passed since his work, role conflict and role ambiguity are still treated as the only dimensions of stress. It was left for McGrath to first point out that role stress is only one aspect of several dimensions of organisational stress. And only recently, have researchers started recognising the multidimensionality of the stress phenomenon. They are only now prescribing individual treatment of stress dimensions as separate variables. Role conflict and role ambiguity have been subjected to intensive inquiry by way of searching out their antecedents and consequences both in India and abroad, but very little is known about the remaining dimensions of organisational stress.

During Kahn *et al* preliminary visits to the companies, he tried to observe the interaction of the executives with the superiors, their colleagues and subordinates in different contexts. He observed that many junior level executives complained to their
superiors about their colleagues\textsuperscript{33}. Similarly, on other occasions, executives were found complaining that their abilities were not properly utilised. Viewing these incidents and recollecting the ideas of McGrath, the author became convinced that there were many forms of stress so far unidentified, because researchers often subject situations to their own conceptualisation and measurement. To understand this more clearly, he decided to interview a few executives on what they meant by stress. After analysing the data of these interviews, I prepared a structured interview schedule. The response to the structured interview schedule revealed as many as ten dimensions of organisational stress.

1. **Lack of group cohesiveness**: A situation of stress where people do not stick together on group decisions and do not get along well.

2. **Role conflict**: A situation of stress where an individual is subjected to contradictory demands.

3. **Experience of equality**: A situation of stress where the employee feels that the compensation provided to him does not commensurate with work done by him.

4. **Role ambiguity**: A situation of stress where employees are not provided enough information to carry out assignments and in which occasionally they are not clear about the requirements of their jobs.

5. **Role overload**: A situation of stress where the incumbent feels that he is required to do too much within the assigned time and resources.

6. **Lack of leadership support**: A situation of stress where the employee perceives the role of leadership as passive or discouraging at those times when he need help and encouragement in tackling problems.

7. **Constraint of change**: A situation of stress where the employee experiences problems in coping with technological changes as well as rigid rules and regulations.

\textsuperscript{33} Arun Joshi, *Human Problems of Shift Work* (Sriram Center for Industrial Relation, New Delhi, 1970), p 29-30.
8. **Job requirement - mismatch capability**: A situation of stress where the employee feels that his abilities are significantly different to the requirements of his job.

9. **Inadequacy of role authority**: A situation of stress where the employee perceives that he is not provided with adequate authority to discharge his responsibilities.

When McGrath carried out a research with executive on different dimensions of organisational stress, he makes it clear that executives experience different forms of stress in different intensities. Inadequacy of role authority received the highest rating (69.70%) The highest rating to inadequacy of role authority is a manifestation of a misfit between authority and responsibility\(^{34}\). Most often, due to their cultural roots in socialisation, accustomed to a master-servant relationship, executives feel uneasy in a democratic industrial set up where they do not have the liberty to behave as they might desire in order to get things done. They feel that due to certain legislations, they or for that matter even the employing authorities do not have the authority to discipline or dismiss when results are not produced by employees. It is often the perception of managers of developing societies also, that control is a fixed pie and win lose game. By increasing the control exercised by the lower echelons, executives feel that management loses control and it is compelled to adopt what Myrdal calls the soft approach to management. Whatever the reasons, the fact remains that adequacy of role authority is the most prevalent mode of stress in the Indian situation. The second place goes to the experience of inequity. The executives experience inequity when they perceive that they are not adequately rewarded for their contribution. The experience of inequity is a psychological condition of discomfort which executives try to resolve by (a) decreasing their involvement in organisational activity and (b) withdrawing psychologically from the organisation, thus portending severe consequences in executive performance, motivation and turnover.

Job difficulty, stress appears at the third place. That executives do not have to work at routine tasks is obvious. The assignments given to executives are often

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\(^{34}\) Ibid pp 31, 32.
challenging and sometimes even quite difficult. Conceptually, this may be treated as qualitative role overload. Role ambiguity lack of leadership support and lack of group cohesiveness are prevalent more or less in moderate intensities as the average ratings of these stress dimensions range between 43 and 48%. Interestingly, role conflict which has been the most widely researched dimension of stress received the lowest average rating, suggesting that the executives experience role conflict in the least intensity. Similarly, role overload which may also be treated as a kind of role conflict in which the allocation of time for finishing assignments is inadequate also receives a low rating rank at 33.86%.

The concept stress was discussed and its dimensions like stressors, organisational stress, organisational stress and job performance, psychological stress and its impact on human health were discussed. The focus of the following unit will be on strain and its impact on policing profession.

**STRAIN**

Simply put strain is the outcome of stress, the behavioral impact of stress will end in strain, some times it will be psychological and some time it will be physiological. The stress researchers defined strain as a deviation from normal state (or) responses of the person. The mental and physical aspects of stress not only affect the individuals it will also disturb the whole organizational work culture. The researcher John R.P. French et al discussed the physiological strain such as job dissatisfaction and anxiety, psychological strain like high blood pressure, change in the order level and the behavioral symptoms of strain like excessive smoke and consumption of alcohol and they have established a correlation in the “Person-Environment Fit Theory”35.

According to the person environment fit theory they have considered and assumed that the people vary in their needs and abilities, just as jobs vary in their incentives and demands when there is a poor fit between the characteristics of a

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person and the related characteristics of the job and the person environment theory predicts that employees well being will be reduced if they fails to receive their demands.

When they discussed about the different forms of environment fit, one form of fit involves the discrepancy between the motives of the person and the supplied in the job and environment to meet the goals and preferences induced by those motives. The author Murray (1938) found that, a good fit between the person and the environment occurs, when the supplies in the environment occur. When the supplies in the environment (for e.g. Money, supportive people, opportunities to achieve) are sufficient to satisfy the motives of the individual and the second form of fit deals with relationship between the demands of the job and the abilities of the person to meet those demands.

Different dimensions of job complexity were measured with person environment, regarding role ambiguity the correlation of strain and person environment the authors, John French R.P. et al (1964) found in their study that men who suffered from role ambiguity experienced lower job satisfaction, high job related tension, greater futility, and lower self confidence.

The correlation between strain and person environment fit in relation with responsibility for person indicates that both too much and too little responsibility of this type is related to strain. Overall job dissatisfaction and boredom were related to both too much and too little responsibility for person. Francs Caplan 1970 and Pincherte (1973) also found in their UK study, of 2000 executives attending medical centre for a medical checkup, of them 1200 managers sent by their companies for their annual examination. There was an evidence of physical stress being linked to age and level of responsibility the older and more responsible the executive the greater of the presence of colorant threat, disease risk factors (or) symptoms.

The correlation between strain and person environment fit in relation to workload indicates that strain is likely to occur when either too much (or) too little work to be done, excess work has a strange positive relationship with job dissatisfaction rather than too little work. Tamil Nadu police are loaded with various different duties like VIP bundobast, religious meetings and festival crime prevention like shortage of strength
and increasing workload is yet another job tension with Tamil Nadu police. Shailendra Singh has discussed about three forms of job strain as given below.

**Latent hospitality:**
Refers to an experience of negative emotional arousal, which is suppressed from being public with much effort.

**Depression:**
Refers to feeling of low spirit and inadequacy of the work place.

**Physical strain:**
Refers to mal-adjusted bodily symptoms like fatigue, head ache and restlessness.\(^{36}\)

When he carried out the research in the above said dimensions, he obtained the following results. In general, executives display three job strain responses of a mild to moderate degree. On the whole, this suggests that the executives of the sample cope quite effectively with various job stresses. Of the different job strain responses, latent hostility appears as the most prevalent, followed by depression and physical strain. In terms of the severity of damage caused to the executives, these three strain responses appear in the very same order: Latent hostility, mostly emotional and acute; depression, a combination of emotional and cognitive impairment; and physical strain, primarily physical and behavioral and often long lasting.\(^{37}\)

Executives belonging to private sector organizations displayed more latent hostility than their counterparts in public sector organizations. Latent hostility was highly associated with role overload, which was also higher for executives belonging to the private sector. Junior level executives in the sample consistently displayed a significantly higher job strain on all three dimensions, probably due to experience of high amount of stress. It was observed that executives belonging to the junior level of management experience greater stress than their counterparts at the middle level. However, as these differences were only quantitative there is no qualitative

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\(^{36}\) Sailendra Singh, *Organizational Stress And Executive Behaviour* (Sriram Center for Industrial Relations and Human Resources, 1990),- p 56.

difference in the structure of strain responses, all subgroups having the same rank for each of the three strain responses.

While identifying the determinations of job strain, none of the variables was found a common predictor of all the three dimensions of strain. However, there were five variables, which consistently explained the variation in at least two dimensions of job strain. The expressive work ethic and professional management emerged as negative while role overload emerged as a positive contributor to latent hostility and physical strain. Maintaining and encouraging professional management is obviously a solution to many problems. Similarly, personnel with a high expressive work ethic appear far more capable of bearing greater stress without displaying high levels of strain. Providing appropriate time allocation for finishing assignments can help prevent the problem of latent hospitality and physical strain can be avoided to some extent.

Job requirement-capability mismatch emerged as a significant explanatory variable for depression and physical strain. Though job requirement-capability mismatch was a very low rated dimension of job stress in the sample, it has an impact of a more severe kind, as depression and physical strain involve malfunctioning at both cognitive and somatic levels of behavior. Status was found to be a significant negative contributor to latent hostility and depression, suggesting that an executive with high education and salary displays less job strain. The major trend that emerged from the investigation of job strain was that organizational stress in general has negative effects on the personal well being of executives. To counteract the ill effects of stress, professional management on the part of the organization, adequate time allocation for problem solving, recruiting the right people for the right jobs, and attracting highly qualified people with high compensation packages, and an expressive work ethic on the part of executives may prove very helpful.