CHAPTER ONE

“ It is the duty of every learned citizen of the nation to contribute to the knowledge and experience of the nation.”

--- ARYA CHANAKYA

1.1 INTRODUCTION AND BACKGROUND

Today, in the 21st Century, the optimum use of Human Resource has gained tremendous importance, and then it may be an Industry or Government or Non Government Organization. The term Human Resource is used in meaning of — the persons involved in achieving the goal of the organization. Though, we feel that the concept of Human Resource got evolved recently, we can find its roots in the literature of ancient India.

As per the above mentioned citation, it was decided that research outcome can be a positive contribution and hence some areas were selected which are important form the country’s point of view. After going through the details, it was felt that presently Police Dept. is in lime light for various reasons and hence there is a need to study the departmental training needs and generate some solid recommendations for them. Also the researcher is having the background of conducting few training programs for Police Dept., in the past.
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past.

Social security plays very vital role in overall quality of social life with in
the nation. In social security, the role of Police Dept. is vital, without the
support of Police one can not have official social and/or personal security,
while staying in the society.

1.2 PHILOSOPHICAL ASPECTS OF CRIME IN THE SOCIETY

There can be the questions like – What is crime? Why crime? And so on.
The history of mankind has proved that Person / Man was always in want of
some think more than what he/ she has in hand. This lust or feeling of more
want, made the Person criminal. If we go centuries behind, we find that
during those days, initially ‘person’ started behaving against the social norms
and morals. Then society was forced to take notice of this and they formed
Panchayat System and stared punishing such criminal elements coming from
the society. To understand the philosophy of crime or the attitude behind the
crime, we must go little deep in the information given in our Vedas.

The ultimate authority for all Hindus is the Vedas. The oldest of the four
Vedas is the Rig-Veda, which was composed in an ancient form of the
Sanskrit language in northwest India. This text, probably composed between
about 1500 and 1000 BC and consisting of 1028 hymns to a pantheon of gods,
has been memorized syllable by syllable and preserved orally to the present.
day. The Rig-Veda was supplemented by two other Vedas, the Yajur-Veda
(the textbook for sacrifice) and the Sama-Veda (the hymnal). A fourth book,
the Atharva-Veda (a collection of magic spells), was probably added about
900 BC. At this time, too, the Brahmanas—lengthy Sanskrit texts
expounding priestly ritual and the myths behind it—were composed. Between
the 8th century BC and the 5th century BC, the Upanishads were composed;
these are mystical-philosophical meditations on the meaning of existence and
the nature of the universe.

We can say that Indian thinkers have thought a lot about the behavior of
person/man during the Vedic period. They have also tried to find out the reasons
that why man is going for wrong actions or actions which are harmful to the
society. The best example is from Upanishadas which is given here——

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were composed. Between the 8th century BC and the 5th century BC, the Upanishads were composed; these are mystical-philosophical meditations on the meaning of existence and the nature of the universe.

We find that in all the Vedas, importance to Human Factor is given and the development of Human being is thought from all the angle. The goal was to make every Human Being a 'Brahman' here the 'Brahman' is not considered as caste but it is used as a 'stage of human development', which can be achieved by any human being. Whatever one has to do to become a Brahman is nothing but the all kinds of activities of Human Resource.

Concept of Karma - Till 12th century the concept of Karma was prominently in practice in India. According to the concept of Karma – every person has his / her karma and it is the duty of that person to do every thing possible to comply his Karma. It was also the duty of society to help the person in doing his/her duty – Karma and train him / her for this from childhood.

During those days it was seen that the person is there to achieve the goal of his /her life and the goal of life is to – do the karma with mastery and if possible, to contribute in ‘Spiritual Development, of self and the society, but this was to be achieved only in the stage of ‘Sanyasa’. So up to age of 55 to 60, one has to do his / her karma within the society and after that the person was expected to take ‘Sanyasa’ and leave the society and contribute spiritually.
By Hindu Philosophy, these stages of Human beings were thought of and planned very carefully, and only after considering the principles of Human Resource. Things like – Human Beings, need of the then society, future spiritual development, were considered while having this philosophy. We can get support to this, even in Upanishadas, and hence it is very clear that the concept of Human Resource is not new to Indian Society.

From The Upanishads - “There is the path of joy, and there is the path of pleasure. Both attract the soul. “The wise man chooses the path of joy; the fool takes the path of pleasure.” Thus begins the instruction of Nachiketas, a man of great faith, by Yama, the god of death, in the Katha Upanishad. This writing is one of the ancient sacred Hindu texts known collectively as the Upanishads. In this text, Yama teaches Nachiketas the mysteries of the afterlife, how to live a good life, and the way to reach union with the everlasting Brahman not as a cast but as Supreme Being.

The Vedas, including the Brahmans and the Upanishads, are regarded as revealed canon (“shruti,””what has been heard [from the gods]”), and no syllable can be changed. The actual content of this canon, however, is unknown to most Hindus. The practical compendium of Hinduism is contained in the Smriti, or “what is remembered,” which is also orally preserved. No prohibition is made against improvising variations on, rewording, or challenging the Smriti. The Smriti includes the two great Sanskrit epics, the Mahabharata and the Ramayana; the many Sanskrit Puranas, including 18 great Puranas and several dozen more subordinate Puranas; and the many Dharmashastras and Dharmasutras (textbooks on
sacred law), of which the one attributed to the sage Manu is the most frequently cited.

(Reference - Microsoft® Encarta® Reference Library 2003)

Figure No. 1.1 - Flow of HRD in Indian Society

- During Vedic Period = With the help of 'system of Ashramas'
- During Medieval Periods = It was very little due to Moghul Aggression in India
- During British Period = It was kept limited up to recruitment level only
- After Independence = It is being taken systematically, but needs improvements.
1.3 WHY AGENCY LIKE POLICE?

Human beings selected, by nature, to stay together in one place and it is called as society. We are staying in a society with the help of some rules and regulations and it is assumed that the all society members will follow the rules. We all are safe till the rules are followed by the all but as soon as there is a disobedience, the society members land in problems. And here is the need of the some agency for the enforcement of the rules and regulations, which are made for and by the society.

The Indian society is known for its harmonious kind of philosophy since long. Unlike Indian Societies, the development in Europe was totally different and it was more self-interest driven and it resulted more social problems in European Societies than in any other societies. The first thinker, who realized this problem and tried to provide solutions, was PLATO. Hence PLATO described the concept of POLICE STATE. He felt the need of such agency who will protect the society at large from the evils of society it self. Because society consist all kinds of elements good as well as bad, satisfied as well as dis-satisfied, rich as well as poor and so on. In POLICE STATE all will have some rights and at the same time all shall follow some rules and the force of state, which is called as POLICE, shall do regulations and this job.
1.4 STAGES IN POLICE HISTORY IN INDIA

1.4.1 BEFORE THE BRITISH RULE:

Before the British Rule, there were small kingdoms in India and the King used to be the head of the State and he used to govern the entire kingdom with help of various advisers and the Pradhan. Even in those days Kings used to have separate division for the internal security of the state and the society, the head of such division used to called as “Kotwal” in modern terms the Commissioner of police. The Kotwals used to look after the internal security of the cities in the state, for which they were assisted by the Sainiks (Inspectors/ constable). Kotwal used to report to Pradhan or directly to the King. Mauryan Empire had the chief of police called ‘Nagar Nayak’ who was responsible for general peace and order in the state. ‘Nagar Pal’ or ‘Kot Pal’ was responsible for peace and order in a city. A policeman was called as ‘Prahari’. Even today we use the derivatives of these words like – Kotwal, Paharekari, Nagar Palika and so on.

Reference – Kautilya’s Arthashashtra.

1.4.2 DURING BRITISH RULE:

Indian Police System was established by the Police Act. 1861, having background of first independence movement of 1857. During the
British Rule in India, British rulers formed separate Police Force by Police Act. 1861, for internal security of the society as well as their rule. During British rule, police Force used to have two major tasks --

1. To Protect British Rule from the then Freedom Fighters

2. To protect the society from the criminals and take them to the British Courts

This was the first time that the systematic police force was established, based on Irish and British model, in India and also it was the beginning of the today's police force. Even today we are following almost the same kind of systems in police force. British Officers created the systematic hierarchy in Police Department.

1.4.3 AFTER INDEPENDENCE

After independence, during last sixty years, we made some required changes and now we have the hierarchy which is shown in organization chart below.----
We can here consider a brief history of changes in Police Department in Post independence era, in post independence period police department undergone tremendous changes. When British left the country, there was one central police force. After getting independence Indian government felt need to restructure police force as per the then need of Indian society. Considering social conditions, it was necessary to divide in to various sub departments. Also Indian Govt took decision to have independent police department for every state. This was considered necessary huge administrative territory of each state. Unlike European countries, it was challenge in front of police department to control huge increasing population in India, hence in every state every state police divided in to sub divisions like—

1.4.3.1 The Basic police force to control the criminals.

1.4.3.2 Traffic police to regulate the traffic.

1.4.3.3 Anti corruption Department to control the corrupt practices.

1.4.3.4 CID, to Investigate and study the criminal

1.4.3.5 Police welfare department, to look after the welfare activities.

1.4.3.6 State reserve police to assist police department in emergency and so on.

At present in Maharashtra total no of Police Personnel is One Lack and Forty Thousand and considering the need of the population it is still short, as around
94,000 posts of constables are not filled and 1250 posts of PSI are not filled due to various reasons. (Ref: Sakal dated 01/01/06) Figure No. 1.2 – Police organization chart enclosed --

The POLICE PERSONNEL are also subject to some limitations as they are also human beings. They also have their own requirements and to fulfill their requirement they are in need of good MANAGEMENT AND HUMAN RESOURCE PRACTICES.

1.5 THE ROLE OF POLICE IN MODERN INDIA

As this research is related to Police, hence it is necessary to understand what is Police? How Police is understood? What is the role of Police? Police is normally understood as the system of regulations for the preservation of order and enforcement of law. In common parlance the term police stands for a body of men employed to maintain order by enforcing the laws of the land. The essence of policing lies in controlling, guarding and keeping order. While analyzing the role of any organization, there are two points, which strike the mind. Firstly, the reason why the organization came into being and secondly having come into existence what has it been doing in the past. The first takes us to the realm of its ‘appointment’ and the second to the ‘expectations’, which it has created over the years. The term ‘role’ of Police would relate to the duties, responsibilities and functions of the police, for which it is appointed and is, expected to perform.
The duties and responsibilities of police to maintain order, control crime and enforce laws are fundamental and well known to the society. While discharging these social functions, police have to mainly deal with - Key members of criminal justice system, Undue threat of one person to another person within the society, Representation of Govt., and Enforcement of social legislation.

All the human beings have power of thinking and hence they always try to serve their own interest within the society. There is a natural instinct of Coercion amongst all human beings, social organizations and public bodies. Every person tries to press others to conform to their own will and desire. To add to this pressure they take recourse to the police who are readily available round the clock and can act speedily with force. The police become the natural coercive force because of their physical force and legal powers, quick mobility and exclusive access to lot of information. The society therefore, associates police the coercive force in all sorts of situations irrespective of its relevance to the functions of the police.

The society has created a system for prevention of crime and that is the Criminal Justice System. This system has some agencies like police for prosecution, lawyers for defense, courts for decisions and jails for punishment. The police are a key member of this team in initiating the criminal action. All other members are primarily dependent on it for their activities. This is why the society holds the police responsible for deterrent action against criminal activities. The police may not
necessarily be given credit for the control and prevention of crime but they are inevitably held responsible for the same because of the key position it occupies in the criminal justice system.

As the police personnel are trained and disciplined for controlling the society, this has made them the favorites for many services, which are not related to their functions. Many occasions, the citizens ask for police help in any and every difficulty, which has converted it into an omnibus service. The police are found to spend more than half of their time and energy on the non-police functions. Because of historic reasons the police has been responding to those who ask for its assistance. There is no question of withdrawing from these services to the society, when the demands are for more and more service and less and less isolation of the police department.

For the police, the most difficult social functions, is their role as the symbol of the Government. An ordinary citizen looks upon a policeman as available arm of the Government in power. So the police are invariably blamed for being 'cool', 'traditional' 'non-progressive', who try to maintain the existing laws, rules and regulations. The police may not be against the changes for development, which are in one of the functions of any democratic society, but they do have a norm to conform to the existing system and values.

In modern society police have to perform their duty against the interest of many persons who are already having some good position in the society. Hence a
crucial function of the modern police is its role in the enforcement of social legislations and controls. There are always people who are allergic to change particularly if it is against their interest. The same case is about the enforcement of social legislation which develops lot of resistance in actual practice, and mere coercion is not the answer to it but it calls for a great deal of tact and skills on the part of the enforcement agency, that is police.

Last few decade of 20th century contributed lot in the development of India, positive as well as negative. Since than there has been an enormous increase of the growth of population, industrialization and urbanization. The growth of big towns and congestion has created serious problems, the regulation of which has become as important as the maintenance of order for the smooth functioning of human life. Like the control of traffic, the control of social vices like drinking, gambling and prostitution has become an extreme necessity for the orderly functioning of the society. This has created a great challenge in front of police and their role has become more difficult.

It is necessary to understand the term ‘modem India’. The term ‘modern’ India refers to India after independence from the British rule. The role of Police in British India was quite different from its role in modern India. The modern India has adopted a democratic and socialistic pattern of society, which is secular, and welfare oriented. The role of police has to conform to the Fundamental Rights guaranteed to the citizens by the Constitution of India. The entire police machinery has to work towards the fulfillment of the Directive Principles of the State policy. In a just and
orderly society the role of police is constructive and supportive to assist and guide the public to achieve their objectives and fulfill their desires and ambitions. However, where there is injustice or disorder the role of police becomes more regulatory and coercive. The regulations and coercion lead to public resentment and should be restricted to the minimum in any democratic society. The police work for the welfare of the people and have to constantly keep in mind the wishes, desires and expectations of the people whom they serve.

Change is a natural process and situations in all the area and subjects are changing very fast. One has to accept this change and develop the systems as per need and same is applicable to police also. The main problem of the Indian police today is to change its old role of coercion and suppression under the British administration and adopt its new role of maintaining order through willing co-operation of the public in a democratic society. This kind of change in approach is not an easy task for the police personnel. They have to be convinced about the need for a change of approach and have to work for the same. Now police department is also changing and the change of the police forces in India have led to lot of improvements in the system of Police communications, mobility and efficiency of the police. The establishment of police control rooms and wireless patrolling big towns makes the police assistance available within minutes where it used to take hours. The scientific aids to investigation and the application of science and technology to police work like computers, electronics and photography have equipped the police much better to unearth criminal cases and bring the criminals to courts. Any improvement in the
efficiency of police work can make an impression only, if it is as per the need of the society. For example – police station is expected to be clean, with proper furniture and so on. If it is not like that then both police as well as people, are not getting motivated and feel the helplessness. If the police station is located at an attractive place in a decent building, provided adequate furniture, telephone and good staff who are well motivated to assist the public, it can render real assistance and achieve its objectives.

In this fast world, person is always thinking of his / her own problems and generally people do not think about the problems of others, so many persons do not know the problems of police, they just expect good service from them. Whereas some people have sympathized view with the difficulties, problems and dilemmas of the policemen, others have bitterly criticized indiscipline by the law-enforcing agency itself. There are various reasons and factors responsible for the police unrest and these agitations. These include political interference, unsatisfactory working conditions, misuse of policemen for nonprofessional functions, ineffective leadership, break down of the organization, etc. All this clearly indicates the need for careful consideration of the police working and the ways to overcome the weaknesses at the appropriate levels. The sound working of the police Department involves proper understanding of society’s needs, planning, sound organization, appropriate staffing, and proper climate for motivation and good control and discipline for the achievement of its objectives. If police want to have success and good future they have to perform these functions.
Police are working hard, still they do not have good image. The Police Departments have maximum control, supervision and the desire to serve the public and achieve the best possible results. It would be interesting to carry out comparative studies of the work, duties and responsibilities of a police officer and other executives, bureaucrats, politicians, social workers, journalists, professionals, academicians etc., who are most prominent in criticizing and running down the police organizations. Such studies would in all probability place the police officials far above others. An organizational model embodies the functional and hierarchical arrangements, policies and rules of conduct of the organization. It is a reflection of the believes regarding what is right and proper in organizational relationships. It is all most accepted by now that there is a tendency towards centralization and authoritarianism. The need for close control leads to many layers of supervision, each level subjecting pressure to the next lower level. In short the attention is concentrated on the job within the system rather than the overall results. It is only through dynamic leadership, systematic training and conscious efforts that these are neutralized and kept under check. Hence for police department the most important development tool is of training and that too need based training.

So far Police have adopted the bureaucratic form of organization and it has some distinct advantages. It lays down clear hierarchy and chain of command. It develops specialization of task and definite responsibility. It provides guidance to its members by reason, experience and physical verification. It develops and informal impersonal atmosphere and sets procedures, rules and strict discipline. It is expected
that in a bureaucratic organization there would be better scope for career planning, appointments by merit and adherence to strict discipline. It is expected that in a bureaucratic organization there would be better scope for career planning, appointments by merit and adherence to strict discipline. It is aimed at reducing the subjective element of human beings to the minimum as compared to the strong leader pattern or task oriented organizations. The bureaucratic organizations have been considered to be the most productive arrangements of human efforts by many people. However, the bureaucratic organization has its own shortcomings like red tape and slow movement, sacrificing psychological maturity, creativity, innovation, involvement, human dignity etc. In effect, the formal impersonal atmosphere, which should be an asset in making the functionaries objective in their dealings, tends to create dependency, subordination and submissiveness. Police belongs to the bureaucratic type of organization. The members of the force and the leaders in the Police Department have therefore to strive hard to make best of the advantages provided by the organizational structure and minimize the organizational hazards for the maximum achievements of its objectives. While thinking on the role of police, we also must think of the other hurdles in the way of police like – political interference, lack of proper attitude due to impact of social mal-practices on personality of a police personnel and so on.

Now police have to think of some developed management systems and practices. Comparatively new concept likes Management by objectives, which is increasingly being used in the business word to great advantage. This concept has lot of relevance and significance for the Police Department. It would be useful to
apply this concept in police working and watch the reactions of men and its effect on the efficiency of the organization. The application of the concept of management by objectives in the police force would involve crystallization of the objectives of the police force. This is by no means easy in a service department like police. The objectives could be classified into those of (a) Survival, (b) Growth and (c) Improvement. After classifying the objectives it would be necessary to decide the commitment of the organization to an objectives out of the various alternatives available to it in the given circumstances. The crystallization, classification and commitment to an objective would lead to the most important function of motivation in the police organizations for the achievement of the objectives. In a service which deals with a large body of men 'motivation' would obviously stand out to be the most prominent factor determining its efficiency and effectiveness. The other important considerations in police management would be control, correction and appraisal of the objectives in the police organizations. Any amount of emphasis on human relations, decentralization and democratization could not be worth without strict discipline which shall be in all the police personnel.

The recent (in the year 2004 -2005) problems in police like – involvement of very senior officers in corruption, direct connection with politicians and criminals, agitations and so on, have attracted lot of comments on police leadership particularly at the senior level. A number of uncharitable comments have been made about the ineffective nature of the leadership in the police force. The press has highlighted the fact that the authority of senior officers in the Police Department has been slowly eroded from time to time. The familiar blame on political interference in the work of
the police Department and damage done to police leadership by the same needs no collaboration. The proceeding of the various Commissions of Enquiry has vividly exposed the helplessness and ineffectiveness of the police leaders. Some officers pointed out that any disobedience of orders would have led to their transfers to remote and unwanted places. Police Leadership is not an easy task. A police leader needs to have many qualities of head and heart. Like initiative, judgment, courage, imperturbability, honesty and knowledge or police work, etc., it is one of the traits of police leadership to resist and ignore irregular and illegal instructions.

The talk about political interference, which has gone down to the level of constabulary, is indicative of the weak nature of some of the police leaders. There is no better way of overcoming political interference than ignoring the same at the proper levels. It can be strengthened by taking stem action against those who succumb to political pressures thereby leaving no easy alternative for them. Leadership is the most important single factor determining the efficiency and effectiveness of the force. The police leadership has to rise to the occasion to face the challenge and deliver the goods for the survival and growth of the force. They have to learn from the past experience and motivate the force to achieve its objectives.

Today the police force is at the juncture of two ways, as it was never before. Either they have to improve upon or they have to be ready for social rejection in future. Its very existence seems to be at sake. There is no other positive alternative before the force and its leaders except to organize itself on the lines of a true professional service. To improve the role, police have to consider two important
factors. One is to stop the corruption and second is to keep the politics away from the duty.

1.6 CONCLUSION

In conclusion, we can say that the role of police is most important in society and it has been constantly changing in India since its inception right from the period of Maurya Dynasty. Today, police officers have lot of challenges in front of them and they have to be supported by both, the political system and the society. To get more clarity on the changing role of police in India, following figure can be seen where by the various stages are shown clearly.
### Chart No 1.2— Changing Role of Police in India

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