Conclusion and Suggestions

This study examined the influence of emotional intelligence and psychological well being on work commitment of police personnel. The conclusion drawn from the findings are given below in the same manner as results were described viz, dealing with the sample of male police personnel, female police personnel, married police personnel, unmarried police personnel and total sample of police personnel respectively. The chart and the pie-diagram showing the results at glance have been prepared to summarize the results in nutshell.

Sample group of male police personnel:

A cursory glance at table-5.1 makes it clear that only two facets of emotional intelligence viz, motivation and social skills and total emotional intelligence have emerged as the significant predictors of the various facets of work commitment and total work commitment. Further table-5.1 reveals that only four facets of psychological well being were found to have significant influence on facets of work commitment and work commitment as a whole.

It can be inferred from the pattern of results that male police personnel possessing dominating personality traits give more importance to autonomy and personal growth in addition their work commitment is determined by their social skills, personal relations and their self acceptance.

Sample group of female police personnel:

A mere glance at table-5.1 gives a clear picture that only two facets of emotional intelligence viz, motivation, and social awareness plus five facets of psychological well being viz, environmental mastery, personal growth, personal relations, purpose of life and self acceptance as well as total
psychological well being have emerged as the significant predictors of the various facets of work commitment and work commitment as a whole.

In the light of the findings, emotional intelligence and its facets among female police personnel have not much to do with their work commitment as their frequency as the determinants is sparse. Only motivation and social awareness join the equation that too only once. As far as psychological well being is concerned it becomes clear that psychological well being of female police personnel acts as the dominant predictor. Work commitment of female police personnel depends on their personal relations, self acceptance, purpose of life and total psychological well being. It means that female police personnel who have positive relationship with their colleagues have high self acceptance and are contend with what they have got in their life are more likely to develop high work commitment.

**Sample group of married police personnel:**

Further it can be inferred from table-5.1 that only three facets of emotional intelligence viz, self awareness, motivation and social skills have emerged as the predictor variables for their work commitment. Further four facets of psychological well being viz, autonomy, personal growth, personal relation and purpose of life plus total psychological well being act as the determinants of their work commitment.

So it can be understood that married police personnel who are high at self awareness, are well motivated and have specialized social skills tend to develop work commitment readily. Regarding their psychological well being they are more likely to develop optimum work commitment if they are provided greater autonomy, have positive relations with other, have a
clear goal to achieve, see ample scope for personal growth and are happy about their possession in their life.

### Table-5.1, showing results at Glance

<table>
<thead>
<tr>
<th>Predictors</th>
<th>Male</th>
<th>Female</th>
<th>Married</th>
<th>Unmarried</th>
<th>Total Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>AC</td>
<td>CC</td>
<td>NC</td>
<td>WC</td>
<td>AC</td>
</tr>
<tr>
<td>Self Awareness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self Regulation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>*</td>
<td>*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Awareness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Skills</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E.I Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Autonomy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental Mastery</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Growth</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Relations</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purpose of Life</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self Acceptance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PWB Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Significant at 0.01 level
Figure-5.1, showing frequencies of predictor variables across all sample groups

Sample group of unmarried police personnel:

It can be ascertained from table-5.1 that motivation a facet of emotional intelligence comes out be dominant predictor of the work commitment of unmarried police personnel, besides the other two facets which enter the equation are self regulation and social skills. Further only two facets of psychological well being viz, environmental mastery and self acceptance served as significant predictors of their work commitment.

Now it can be said with conviction regarding the findings that unmarried police personnel who are motivated and have environmental mastery are more likely to show higher work commitment.
Total sample:

In the light of findings highlighted in table-5.1 we can say that three facets of emotional intelligence viz, motivation, social skill and social awareness (first two being more dominant) plus total emotional intelligence come out to be the dominant predictors of the work commitment and its facets among total police personnel and besides three facets of psychological well being viz, autonomy, personal relation and personal growth can be labelled to predict the work commitment and its facets among them.

Therefore motivation, social skills and personal relations can be sighted as the most dominant predictors of work commitment and its facets of total sample. Hence, they can be sighted as the main tenants for developing work commitment in police organisation. Besides autonomy, personal growth, total emotional intelligence and social awareness will also facilitate its incorporation.

Suggestions:

It has been found out from results and reported by police personnel as well as observed during data collection that most of them were dissatisfied with their seniors and feelings like work load, extended duty hours, no time for family and social activities etc. Many of these factors can be minimized by suitable changes within the system as this would help promoting positive perception and preventing psychological disorders.

Appropriate steps should be taken to remove barriers for easy flow of information and communication with higher authorities. In this regard the junior officers must be encouraged to express themselves openly because they know much better about ground reality. On the other hand the officers
should be sensitized to understand the psychological, social and economic problems of their subordinates.

Police-public relations must be established through common gathering and exchange of ideas for combating crime. The young generation should be provided ample opportunity in such interaction because, it is easy to inculcate positive attitude and favourable perception towards police in them. The message must be transmitted that the police are the public and that the public are the police.

One more thing which emerged in this study is that interpersonal relations between peer group and colleagues need to be improved for increasing work commitment. This can be improved by organizing various social gatherings of police personnel. They must be sensitized to each other. By interacting to each other the emotional problems could be minimized.

The present police culture of defensiveness, suspicions, secrecy, cynicism, organizational deviance, corruption, rigid hierarchical structure, police brutalities and use of excessive discretionary power need to be replaced by a new police culture of democratic, transparent environment, high level of professional training and commitment and new professional values characterized by social justice, due recognition of human rights and community service with deep human service. In addition to above, interference by politicians should be discouraged at all cost in police functioning. A proper system of reward and punishment must be followed so as to encourage effectiveness and professionalism in police. Generally police personnel experience that this profession is unprofitable one, which decreases work commitment. Reward is a trusted method from the time immemorial and need to be overemphasized.
The following suggestions are put forth for the welfare of police personnel and effective functioning of police organization.

(i) The population of country is increasing at bidding speed, but the number of police personnel is static even less than sanctioned position. Hence, there is urgent need to increase manpower position for decreasing workload and extra burden. The number of police personnel should be according to proportion of population.

(ii) Traditional training methods must be modified. The training methods should incorporate techniques for improving emotional intelligence, psychological well being, handling stressful situations, and the same should be improved on regular basis.

(iii) During data collection it has been observed that interpersonal relations between colleagues, superiors and subordinates were not congenial. That should be improved by creating better working conditions.

(iv) Psychologists/counselors should be appointed for early detection of mental problems and for promoting psychological well being.

(v) It is difficult to change the attitude of elder people regarding police personnel. But it is easy to educate younger generation about hardships faced by police, the circumstances under which police personnel have to operate and how a common citizen can help the police. Hence, the district officers must interact with students on regular basis.

Besides, above mentioned suggestions I would like to include the suggestions gained from the police personnel during data collection. At the end of every questionnaire a space was left blank and police personnel were
asked to suggest as to how the functioning of the police organisation can be improved. The obtained suggestions are arranged in rank order (based on their frequency) and are presented in the Table- 5.2 on the next page.
Table-5.2, showing rank order of suggestions obtained from police personnel

<table>
<thead>
<tr>
<th>SUGGESTIONS FROM POLICE PERSONNEL</th>
<th>FREQUENCY</th>
<th>RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>A- Seniors should not abuse juniors.</td>
<td>IIII</td>
<td>I</td>
</tr>
<tr>
<td>B- Police Personnel should be allowed to keep their families along with them.</td>
<td>III</td>
<td>II</td>
</tr>
<tr>
<td>C- Posting should be made to home or the adjacent Districts only.</td>
<td>IIII</td>
<td>III</td>
</tr>
<tr>
<td>D- Salary should be increased.</td>
<td>IIII</td>
<td>III</td>
</tr>
<tr>
<td>E- Welfare schemes should be put in place for police personnel.</td>
<td>III</td>
<td>IV</td>
</tr>
<tr>
<td>F- Transfers should not be frequent and at the mercy of seniors.</td>
<td>III</td>
<td>IV</td>
</tr>
<tr>
<td>G- One rank and one pension scale should be applied.</td>
<td>III</td>
<td>IV</td>
</tr>
<tr>
<td>H- More recreational activities should be encouraged in the police camps.</td>
<td>IIII</td>
<td>V</td>
</tr>
<tr>
<td>I- When promotion is due it should not be delayed.</td>
<td>IIII</td>
<td>V</td>
</tr>
<tr>
<td>J- State of art equipment should be provided.</td>
<td>IIII</td>
<td>V</td>
</tr>
<tr>
<td>K- Training programmes should be modernized and refresher courses be made frequent.</td>
<td>III</td>
<td>VI</td>
</tr>
<tr>
<td>L- Government should ensure the safety of family members of the police personnel.</td>
<td>II</td>
<td>VII</td>
</tr>
<tr>
<td>M- Equal status for Armed and Law and Order wing.</td>
<td>II</td>
<td>VII</td>
</tr>
</tbody>
</table>
Having gone through the present research endeavour, it is experienced that researches especially in the areas of behavioural sciences are ongoing and continuous process as findings obtained today may entirely change tomorrow because of dynamic changes in human nature and their environment. In spite of this reality every research bears certain pit-falls which requires proper care in future but in all circumstances it is observed that men are born to commit errors and consequently behavioural science researches are never valid or tenable forever. Therefore, few recommendations have been penned down to improve the future research in this area.
Recommendations for Future Research

Based on the results of the current study, there are several recommendations that can be made for future research studies in this area. First, replicating and expanding this study to include police departments nationally and to expand the investigation to other law enforcement agencies. The expansion of this study could increase validity by allowing for a determination of the generalizability of the current study findings.

Second, adding a qualitative component to this research may lead to more accurate and insightful relationships between emotional intelligence, psychological well being and work commitment. It may also provide an opportunity to track emotional intelligence, psychological well being and work commitment during periods of recruitment, advancement, and retirement along with determining issues of causality within the study.

Third, future research should explore methods that ensure the confidentiality of participants while expanding on demographic variables and situational factors. In some instances the mere fact that personal information needed to be submitted with the surveys proved to be a contributing factor in some of the surveys not being submitted at all. Even though great caution was taken for confidentiality of the participants, there were fears that one’s superiors may have access to personal information.

These recommendations for future research provide potential benefits to the area of emotional intelligence, psychological well being and work commitment in police department which is significantly deficient in research studies. Understanding what types of emotional intelligence learning are most effective to increase EQ skills in law enforcement may be beneficial in targeting stress and enhancing psychological well being among
police personnel. This researcher speculates that further quantitative and qualitative research would provide benefits within the police organisation. The continued research may benefit policing by furthering our understanding of emotional intelligence, psychological well being and work commitment in police organisation. Police organization may be able to provide training programs in emotional intelligence and devise employee resources for increasing self-awareness on stressors that are encountered on the streets.

More research studies should be conducted on the topics like; depression, anxiety and psychological morbidity. There is a constant need for research in the work setting variables, physical work condition and new technology, organizational structure and climate, suicides, accident and mortality, organizational effectiveness and personality characteristics, alcoholism and addiction which are more prevalent among police personnel and mental health as well as positive consequences of job stress of police personnel. It is suggested that for obtaining greater generality of the findings such studies must be conducted on a larger sample groups including top most police officers. Such research studies have also been conducted on women police personnel.

Finally, increasing the body of knowledge in emotional intelligence, psychological well being, and work commitment surrounds the law enforcement profession can produce significant benefits for the personnel, officers and agencies participating. By researching these areas further we may improve the comprehension and understanding of factors which contribute to more efficient policing tactics, training and professionalism. Stress, anxiety and attrition within law enforcement have been influential in creating a loss of productivity and dysfunction of leadership ability. Thus,
enhancing psychological well being and increasing emotional intelligence to overcome various stressors may be beneficial for increasing work commitment among the police personnel and hence for securing the future of law enforcement organizations.