The present study was the study of the “Influence of emotional intelligence and psychological well being on work commitment: A study of police personnel”. This investigation was undertaken believing that emotional intelligence and psychological well being are important attributes that lead to increase in work commitment among police personnel. Human society all over the world has changed beyond recognition. Scientific inventions and technological developments have brought about tremendous change in the matter of crime, law and order, security, diplomacy and politics. The attitude of general public regarding policing has been changing. The expectation of the public from the police or police functioning has gone very high. On the other hand the police functioning is not up to the mark due to many reasons; such as, non-modification of police Act 1861 and moreover the academicians did not put their eyes on police research.

The term Police broadly connotes the purposeful maintenance of police order and protection of civilians and property from hazards of public accidents and the commission of unlawful acts. Since the independence our country has made rapid progress in many spheres but it has been observed that, there has been continuous unfortunate decline in the area of law enforcement, which in turn has impaired good governance and weakened out democratic polity.

The present endeavor will have the greater significance as police personnel being the important functionaries in maintaining law and order of state and such group has not been studied, especially in the context of emotional intelligence, psychological well being and work commitment. We know that the responsibilities of police are; to protect the right of public, to prevent crime, to maintain peace and harmony in the society and to enforce law and
order etc. The above responsibilities can only be discharged when police personnel are emotionally balanced, psychologically healthy and highly committed to their work. It is important to mention here that role of police is of great significance, as healthy society cannot be developed unless the law enforcement agencies are not affective in discharging their functions/duties properly.

The entire work is presented in five chapters. Chapter-I deals with the historical background, meanings and concepts pertaining to emotional intelligence, psychological well being and work commitment respectively.

The first independent variable of present research work is Emotional Intelligence. The concept did not come in the light directly. Thorndike (1920) introduced the concept of social intelligence. He divided intelligence into three facets; abstract intelligence (i.e. managing and understanding ideas), mechanical intelligence (i.e. managing and understanding concrete object), and social intelligence (i.e. managing and understanding people). Social intelligence involves adapting to social activities and using social knowledge to act accordingly (Mayer and Salovey, 1993). A necessary step in identifying a new intelligence is to determine whether it is distinct from already existing types of intelligence (Mayer et.al, 2000).

The social intelligence construct had many early critics due to the finding that it was not easily distinguishable from other types of intelligence (Cronbach 1960; Mayer and Salovey, 1993; Mayer and Salovey, 1997; Thorndike and Stain, 1937). One reason for this lack of discriminant validity was the definition of social intelligence was too broad (Mayer and Salovey, 1993). Furthermore, there were few attempts to measure the social
intelligence construct and many endeavours proved to be unsuccessful as a result of the increased reliance on self-report measures. Many researchers felt that the study of social intelligence was not warranted as a result of the inability to accurately define and measure this construct (Mayer and Salovey, 1997).

Mayer and Salovey (1997) suggested that the emotional intelligence construct would not suffer from the same problems as the social intelligence construct. Emotional intelligence focuses more on emotional problem solving, rather than on the social, political, or verbal aspects inherent in social intelligence construct. Emotional intelligence is the ability to perceive emotions, to assess and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional intellectual growth (Mayer and Salovey, 1997).

According to Goleman (1998) "emotional intelligence" refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions, well in ourselves and in our relationships.

Ryback cited in Wolmarans (2001) describes "emotional intelligence" as the ability to use our awareness and sensitivity to discern the feelings underlying interpersonal communication, and to resist the temptation to respond impulsively and thoughtlessly, but instead to act from receptivity, authenticity and candour.

The second independent variable of the present research work is Psychological Well Being. Throughout human history, normative understandings of well-being have defined particular human characteristics and qualities as desirable and worthy of pursuit or emulation (Brinton, 1987;
Maclntyre, 1984; Taylor, 1989). Such normative understandings are epitomized by traditional philosophies and religious that often stresses the cultivation of certain virtues (Coan, 1977; Diener, 1984). Psychological well-being is among the most central notions in counseling. It plays a crucial role in theories of personality and development in both pure and applied forms; it provides a baseline from which we can assess psychopathology; it serves as a guide for clinical work by helping the counselor determine the direction clients might move to alleviate distress and find fulfillment, purpose, and meaning; and it informs goals and objectives for counseling–related interventions. Moreover, an understanding of psychological well-being may be transcendental requirement for human existence, what Geertz (1973) terms a pervasive orientational necessity. In other words, human beings always and necessarily live on the basis of some understanding of what is better, more desirable, or worthier way of being in world (Christopher, 1996; Christopher and Fowers, 1996, 1998; Coan, 1977, Taylor, 1988, 1989). Yet, as a topic itself, psychological well-being receives a little attention. Interest in psychological well-being and positive mental health seems to have peaked between the late 1950s and 1970s. Since this time, interest seems to have waned, especially in the type of theorizing done by Jahoda (1958), Maslow (1968, 1971), and Shostrom (1973), with the possible exception of the somewhat marginalized field of transpersonal psychology. Contemporary research conducted on psychological well-being usually involves discerning the variables that enhance or diminish well-being with a specific population through the use of some preexistent measure of well-being. Well-being itself is defined in these studies as the outcome on a particular measure or set of measures. Consequently, focus is on the variables that affect well-being, whereas the nature of well-being
itself is secondary to these studies. These observations suggest a curious discrepancy: Although notions of psychological well-being lie at the core of counseling, very little time is spent theorizing or researching about this. We have differentiated, scrutinized, and articulated those aspects of social reality and human behavior that we term psychopathology, but we have failed to invest the same amount of time and energy differentiating, scrutinizing, and articulating aspects of well-being. Such a discrepancy suggests that we are not as explicit or clear about our understanding of psychological well-being as we are about what we see as problematic about human behavior. Under these conditions, we may be simply drawing on our commonsense understandings of well-being in a largely unrecognized and uncritical manner. This can be problematic in a number of ways. If, as Geertz (1983) argued, common sense is itself a cultural system, then our understandings of psychological well-being may be much more informed by our own culture than we have tended to consider. Moreover, by failing to account for the assumptions and influences underlying the field of psychological well-being, we may fall prey to what Bernstein (1978) termed disguised ideology.

The concept of well-being plays a prominent role in a variety of disciplines, including philosophy – especially in ethics and in social and political philosophy – but also in economics, psychology, psychiatry, public health, gerontology, and elsewhere. Although the exact function of the concept varies across authors and disciplines, it is typically expected to play several extraordinarily important roles.

Whatever the exact function of the concept of well-being in various disciplines, it certainly is often assumed to play a role in determining both what I should pursue in my own life, and what I should promote in the lives of others. Incidentally, the concept of well-being is often applied to groups
and nations as well as to individuals, and supposed to play a role as a basis for the deliberations by governments regarding public policy.

The only dependent variable of the present research endeavor is Work Commitment. It is an important aspect of every organization. If the employee of an organization is not committed to his/her work that organization fails to achieve its goal, hence the overall employee prospect is affected. Work Commitment has been found to be pivotal to processes as diverse as organizational commitment, job performance, organizational citizenship behaviors, employee withdrawal, absenteeism, work and non-work perceived stress and life satisfaction. The literature defines commitment as an employee’s level of attachment to some aspect of work. Various authors have been instrumental in identifying types of employee’s commitment as critical construct in understanding the attitudes and behaviours of employees in an organisation. Two major theoretical approaches emerge from previous research on commitment:

Firstly, commitment is viewed as an attitude of attachment to the organisation, which leads to particular job-related behaviours. The committed employee, for example, is less often absent, and is less likely to leave the organisation voluntarily, than are less committed employees (Myer & Lynne, 2001).

Secondly, one line of research in organizations focuses on the implications of certain types of behaviours on subsequent attitudes. A typical finding is that employees who freely choose to behave in a certain way, and who find their decision difficult to change, become committed to the chosen behaviour and develop attitudes consistent with their choice (Hope, 2003).

One approach emphasizes the influence of commitment attitudes on behaviours, whereas the other emphasizes the influence of committing
behaviours on attitudes. Although the 'commitment attitude behaviour' and 'committing behaviour attitude' approaches emerge from different theoretical orientations, and have generated separate research traditions, understanding the commitment process is facilitated by viewing these two approaches as, inherently, inter-related (Myer & Lynne, 2001).

Rather than viewing the causal arrow, between attitudinal and behavioural commitment, as pointing in one direction or the other, it is more useful to consider the two as reciprocally-related over time. It is equally reasonable to assume that (a) commitment attitudes lead to committing behaviours that subsequently reinforce and strengthen attitudes; and (b) committing behaviours lead to commitment attitudes and subsequent committing behaviours.

In chapter-II, the survey of relevant literature was given along with the significance and the objective of the present investigation. Emotional intelligence has been demonstrated to correlate with various organizational outcomes such as job performance, organizational commitment, and organizational citizenship behaviors (Abraham, 2000; Fox & Spector, 2000; Sy & Cote, 2004; Van Rooy & Viswesvaran, 2004; Wong & Law, 2002). To date, fairly little is known as it pertains to the relationship between Work Commitment and Emotional Intelligence in general and even less is known in regards to this relationship as it applies to police officers (Aremu, 2005).

Regarding Psychological Well being, it was revealed from the relevant literature that it is topic of great interest among researchers. The fact that Psychological Well being is directly related to feelings of happiness, contentment, achievement, continued development, self realization, caring and trust is agreed upon by almost every researcher. Psychological Well being has been studied along with; locus of control (Usha & Sen, 2006);
work place diversity (Kristen & Joo, 2006); job satisfaction (Wright & Russel; Johnston & Oh, 2003, 2006) but not in relation to work commitment particularly on police personnel. The review of literature further reveals the fact that different dimensions of Psychological Well being have not been studied in relation to the different dimensions of Work Commitment in India.

As far as work commitment is concerned, it is one of the most researched concepts within industrial-organizational psychology (Judge, Parker, Colbert, Heller, & Illies, 2001), and it has been linked to numerous important work outcomes (Griffith, Hom, & Gaertner, 2000; LePine, Erez, & Johnson, 2002; Petty, McGee, & Cavender, 1984). Gaining insight into the various factors linked to police officers Work Commitment will provide us with the information that will help promote increased levels of Work Commitment (Adlam, 2002; Skogan & Frydl, 2004). Based on the relationship between Work Commitment and job performance (Judge, Thoresen, Bono, & Patton, 2001), police management literature holds the compelling view that attaining and maintaining adequate levels of Work Commitment is necessary for satisfactory police officers job performance and retention (Dantzker, 1994; Greene, 1989; Griffin, Dunbar, & McGrill, 1978; Lambart et al., 2002; Oliver, 2004; Sheley & Nock, 1979). Skogan & Frydl (2004) have pointed out that the number of empirical studies that have been conducted to examine Work Commitment in the police environment is meager. As stated by Griffin et al. (1974), “Work Commitment, which has long been recognized in private industry as prerequisite for successful job performance, has been merely a slogan in police organizations rather than the training component which could have been inculcated in police personnel”. Research on the sources of Work Commitment among police
officers has, for the most part, focused on demographic and situational factors (Bennett, 1997; Ellickson & Logsdon, 2001). Approximately 35-50% of the variance in police officer Work Commitment may be accounted for by demographic and situational variables (Ellickson & Logsdon; Mire, 2005; Zhao, Thurman, & He, 1999).

In the light of the survey of literature, it has been found that there is non-availability of such type of studies and hence, there was no option left except to formulate null hypotheses that have been comprehensively described with the general notion that emotional intelligence and psychological well being, along with their facets, will have no significant influence on work commitment and its three facets (affective, continuance and normative). In this way thirteen (13) null hypotheses were formulated in all.

Chapter-III describes the methodological and procedural aspects of the study. The study was conducted on the sample of police personnel (n=300) from Kashmir valley. Out of the total sample, two hundred were male (n=200) and hundred were female (n=100). Besides, one hundred ninety six were married (n=196) and one hundred four were unmarried (n=104). Keeping in view the nature of the present study, emotional intelligence scale developed and standardized by Singh (2004) was used. For measuring psychological well being, a scale developed by Ryff (1989) was used. In order to assess the work commitment of police personnel, work commitment scale developed by Imtiyaz and Ansari (2000) was used. In order to make the obtained data intelligible and interpretable, step-wise multiple regression treatment was given to the data for obtaining the results.

Chapter-IV of the present research work presents results and their interpretations. In the light of findings, we can say that
For male police personnel, 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 it 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.

For female police personnel, 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.

For married police personnel, 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.

For unmarried police personnel, it can be ascertained 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.
For total sample, 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.

Chapter-V incorporates conclusion and various suggestions in the light of the observation and experiences held by the researcher during the course of this entire research investigation. 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.

Besides above mentioned suggestions, some more suggestions gained from police personnel during data collection have been given in rank order (based on frequency) in Table-5.2.

Having gone through the present research endeavour, it was experienced that research especially in the areas of behavioural sciences is ongoing and continuous process as findings obtained today may entirely change tomorrow because of dynamic changes in human nature and their environment. Inspite 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; replicating and expanding this study to include police departments nationally and to expand the investigation to other law enforcement agencies, 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.