CHAPTER VIII

SUMMARY AND CONCLUSIONS
The police force in India is a very important and vital component of the Indian democracy, their role and functioning greatly impacts the system of governance of the country. The police are called upon to carry out multi-various functions, especially in times of critical and crisis situations be it an earthquake, flood or a riot or an apparently innocent situation or a political gathering.

The media and the public have very high expectations, of the police and are often quick to point out any lack, inefficiency or misdemeanor. Therefore, the mental attitude and aptitude of police personnel becomes vital to their functioning. A pertinent factor that can have a direct impact on the quality and consequences of their functioning is their occupational stress levels.

It is therefore important that this research and the findings of the stress among police officers can be of help to the police as well as the policy makers to deliberate and devise appropriate remedial measures, to ensure that the police in India are able to fulfill the legitimate expectations of the people, as to the police role and affectivity.

For the purpose of this research, the various variables used to evaluate and assess the stress levels of the police officers were role ambiguity, locus of control and quality of work life.

The research was conducted in the state of Goa and for comparative and qualitative analysis; the research was also extended to the three bordering districts of Karnataka, namely, Belgaum, Dharward and Karwar. For validation and effective analysis for the state of Goa, a sample of 320 police officers which included the rank of Head Constable to Superintendent of Police were taken. For the state of Karnataka, a total
sample of 375 police officers from the rank of Head Constable to Commissioner of Police was taken.

At the initial stage of the research in order to ensure that the data collected was useable and reliable, a pilot study of 30 officers was conducted. Based on the results of the pilot study, the questionnaires and the information sought were suitably modified, including authentic translation of the questionnaire into Kannada.

The analysis of the findings of the research has been analyzed in detail in the previous chapters. These findings have projected certain definite conclusion in terms of the various variables used for this study.

It was interesting to note how organisational set-up and other intrinsic factors have greater impact on the occupational stress levels as compared to other extrinsic factors. The police officers of the state of Goa have higher levels of occupational stress which are of course significant when compared to the officers in Karnataka. A factor which is attributable to difference in the organisational set-up in the two states. Again, the stress levels vary with gender differently in the two states, with Goa female officers having a higher occupational stress. Among the various ranks it is noticed that most stress is for Sub-Inspector levels officers in Goa and the next lower rank that of Assistant Sub-Inspector levels in Karnataka. This could be attributed to functional reasons as the Assistant Sub-Inspectors could be carrying out the same responsibility as Police Sub-Inspectors in Goa. Another significant factor for occupational stress is the age and years of experience; lower the age, lower the years of experience, higher the occupational stress indicating organisational factors affecting the new entrances adaptability levels. The overall score is indicative of the need for organisational changes for substantial reduction in the occupational stress levels.
The findings also reveal that role ambiguity as a factor of occupational stress has considerable impact on a police officer. This impact is almost uniform for officers in Goa as well as Karnataka, indicating that role ambiguity is inherent in the very nature of the police officers functioning and their organisational set up. This may be because of the nature of responsibilities and tasks entrusted to the police officers and the public expectations of their functioning in an independent and democratic country like India. It was noticed that the ranks does effect ambiguity levels in their increasing order of status, except in the case of Head Constables who are of course at the highest rank in their cadre. The critical age for role ambiguity seems to be the mid life stage. Education does have a positive impact on role ambiguity. Years of experience seem to relate to higher ranks and therefore there is more role ambiguity. The general phenomena of higher role ambiguity for police officers are consistently evident for all the various demographic variables.

Locus of control as a variable has a consistent impact on the occupational stress levels. The most encouraging factor is that the scoring for internal locus of control is higher than external locus of control indicative of the influence of police system of training, the police culture and organisational set up which to a great extent equips these officers to deal with situations and therefore has a positive effect on their stress level. The officers in Karnataka do have a higher internal locus of control. Slight variations for different demographic factors do exit but are not very significant. The mid level rank officers have a higher score. Age does play a role in the locus of control with those in the age range of 51-55 having a slightly higher score. Overall, locus of control as a determining factor seems to have a positive impact because of the fact that the internal locus of control are at higher levels than the factors of external locus of control.
Quality of work life significantly affects one's occupational levels, be it in terms of conditions or feelings. The officers in Karnataka do enjoy a better quality of work life-conditions; but in terms of quality of work life feelings, the Goa officers have higher scores due to socio-economic factors peculiar to Goa. One significant factor that affects the quality of work life in both these states is of course their respective ranks. In a hierarchical set up like the police organisation, ranks matter and there are notable differences not only in powers and functions but even in facilities and attitudes of officers from one rank to another. This difference being significant the high ranking officers in both the states have a better quality of work life. The factor of educational qualifications also does have an impact for it is noticed that professionally qualified officers have better quality of work life. Age affects quality, may be because of extraneous factors like life mid-life situation, marriage and so on. Gender differences not being significant the quality of work life has by and large a uniform impact, except of course distinguishable differences do exits for different ranks.

Thus, from the results obtained the following conclusions can be drawn:

1. There is a significant difference in Occupational Stress scores among Police Officers in Goa and Karnataka. With Officers in Goa having a much higher stress scores as compared to Karnataka Police Officers.

2. In terms of the various dimensions of Occupational Stress, a significant difference was found in the dimensions of Role ambiguity, role conflict, unreasonable group pressure, poor peer relations, intrinsic improvement and strenuous working conditions, responsibility for persons and low status. In all the dimensions, Officers from Goa had a higher score.
3. In Karnataka, there was a significant difference in gender in terms of Occupational Stress, wherein male Officers had a higher score as compared to their female counterparts. However, there was no significant difference in terms of gender in Goa.

4. In terms of the various dimensions of Occupational Stress, in Karnataka, there was significant difference between males and females in terms of Role ambiguity, role overload, unreasonable group pressure and strenuous working conditions, with males scoring higher. In Goa, there was a significant difference for role conflict with females scoring higher and a significant difference for responsibility for persons, with males scoring higher and for the dimensions of intrinsic improvement and low status female scoring higher.

5. There is a significant difference between the ranks in both the States in terms of Occupational Stress. The mean stress scores are significantly lower in Karnataka, however, in Goa, a Police Sub Inspector has the most stress followed by high rank officials, but in Karnataka, an Assistant Sub Inspector followed by Police Sub Inspector have the most amount of stress.

6. There is no significant difference between the age groups in both the States in terms of Occupational Stress. In Goa, young Officers in the age group of 30-35 years have the most amount of stress followed by Officers in their middle age of 51-55 years. In Karnataka too, the same trend is followed, however, the Officers in Goa have a higher mean stress scores.

7. There is no significant difference between educational qualifications in terms Occupational Stress scores in both the States. In Goa interestingly, Officers with a Post Graduate degree have the highest amount of stress followed by Officers having only a matriculate. On the other hand, in Karnataka, Officers
with a Graduate degree have the highest amount of stress followed by matriculates. Again here too, the Goa Officers have higher scores as compared to their counterparts in Karnataka.

8. There is no significant difference between total years of experience in terms of Occupational Stress scores in both the States. Both in Goa and Karnataka, young Officers who have just joined the police force, with 0-5 years of experience have the highest mean scores. Followed by those who have 26-30 years and then 31 and above years of experience in Goa. However, in Karnataka, those with 31 and above years of experience comes second followed by those with 26 to 30 years of experience.

9. There is no significant difference in Role ambiguity scores in both the States.

10. In Karnataka, there is a significant difference, between males and females, with males having a higher score. However, in Goa the difference between the genders is not significant, but females have scored higher and the overall score in Goa is higher as compared to Karnataka.

11. There is no significant difference between the ranks in terms of Role ambiguity in Goa. High rank officials have the highest levels of Role ambiguity. In Karnataka, there is a significant difference between the ranks, with Head Constables having the highest amount of Role ambiguity.

12. There is no significant difference in Role ambiguity scores between the age groups in both the States. In both the States, Officers in the age range of 41-45 years have the highest levels of Role ambiguity. With Officers from Karnataka, having only marginally higher scores.

13. There is a significant difference between educational qualifications in terms of Role ambiguity in Goa, with Officers with technical degree having the highest
Role ambiguity. However, in Karnataka, there is no significant difference between the ranks, but Officers with matriculation as their higher degree have the highest Role ambiguity scores. The scores between both the States are only marginally different.

14. There is no significant difference between total years of experience in terms of Role ambiguity scores in both the States. Both in Goa and Karnataka, Officers who have completed between 21-25 years of experience have the highest Role ambiguity scores, followed by young Officers who have just joined the force with 0-5 years of experience. In this case too, the scores between both the States are marginally different.

15. There is a significant difference in terms of Locus of Control in both the States. For the dimension of powerful others, there is a significant difference between both the States with Officers from Goa having a higher score. For the dimension of individual control, there is significant difference between the States, with Officers from Karnataka, having a higher score. There is no significant difference for the dimension of chance control.

16. There is a significant difference between the genders in both the States. There is a significant difference in terms of the dimension of powerful others and chance control in both the States. With males scoring higher in Karnataka, and females in Goa for both the dimensions.

17. There is no significant difference between the ranks in terms of Locus of Control in both the States.

18. There is no significant difference between the age ranges in terms of Locus of Control in both the States.
19. There is no significant difference between the educational qualifications in terms of Locus of Control in both the States.

20. There is no significant difference between the total years of experience in terms of Locus of Control in Goa, however, there is a significant difference between the total years of experience in Karnataka.

21. There is a significant difference between Quality of Work Life (Conditions and Feelings) in both the States. With Officers in Karnataka having a better Quality of Work Life-Conditions and Officers from Goa having a better Quality of Work Life- feelings.

22. There is no significant difference in terms of gender for both the States in Quality of Work Life (Conditions and Feelings). However, Officers in Karnataka have a higher score. For the dimension of work complexity, there is a significant difference between male and females in Goa, with males having a higher work complexity than their female counterparts.

23. There is a significant difference in terms of rank for Goa in terms of Quality of Work Life (Conditions and Feelings). However, in Karnataka, there is a significant difference in terms of Quality of Work Life feeling scores.

24. There is no significant difference between the age range in terms of Quality of Work Life (Conditions and Feelings) in both the States.

25. There is no significant difference between the educational qualifications in terms of Quality of Work Life (Conditions and Feelings) in Goa and in Karnataka there is a significant difference for Quality of Work Life (Feelings)
26. There is a significant difference in terms of total years of experience in Goa in terms of Quality of Work Life (Conditions and Feelings). However in Karnataka, there is a no significant difference.

27. In Goa, there is a significant positive relationship between Role ambiguity and Locus of Control and Occupational Stress and a significant negative relationship between Quality of Work Life (Conditions and Feelings). There is a significant negative relationship between Quality of Work Life (Conditions and Feelings) and Locus of Control and a significant positive relationship between Occupational Stress. There is a significant positive relationship between Quality of Work Life- feelings and Quality of Work Life conditions, and a significant negative relationship between Quality of Work Life- feelings and Occupational Stress, and a significant negative relationship between Quality of Work Life- conditions and Occupational Stress.

28. In Karnataka, there is a significant positive relationship between Role ambiguity and Locus of Control, Quality of Work Life (Feelings) and Occupational Stress and a significant negative relationship between Quality of Work Life (Feelings). There is a significant negative relationship between Quality of Work Life (Conditions and Feelings) and Locus of Control and a significant positive relationship between Occupational Stress. There is a significant negative relationship between Quality of Work Life- feelings and Quality of Work Life conditions, and a significant positive relationship between Quality of Work Life- feelings and Occupational Stress. And a significant negative relationship between Quality of Work Life- conditions and Occupational Stress.
29. For Goa and Karnataka Role ambiguity and Quality of Work Life-Conditions significantly predict Occupational Stress.

7.1 RECOMMENDATIONS

The police organisation way of functioning and the police personnel are vital to the preservation, maintenance and progress of any democratic nation. Therefore, not just reduction in stress but stress management of police officers should be of greater concern to the policy makers as well as policy implementers. There is no doubt that if the police organisation has is to fulfill its responsibilities effectively, in the context of a modern India, there is an urgent need to re-look, re-vamp and re-organize certain vital areas of their functioning. This cannot be achieved by mere enactment of legislations, but a determined, dedicated and planned approach with adequate and specific financial outlay aimed at improving the quality of police and policing.

The most important stage is the initial stage, the recruitment level. There has to be a scientific determination of the personality traits of those who aspire to enter the police force, not merely by prescribing qualification and by written and oral examination, but by well planned tests and activities which would provide an in-depth analysis of the nature of personality of the aspirants and their suitability to such arduous and important task of the nation. Needless to say, no one is born a police officer; therefore, training and orientation of new entrants at every stage, should be mandatory as the study has reveals that younger officers are more prone to occupational stress. Training should be more intensive and well planned and designed for target audiences especially at the lower ranks, as such lower rank officers deal intimately on a day to day basis the problems and issues relating to the members of the public on daily basis. Exit interviews for those officers retiring or moving out of the organisation will
greatly help in the designing and implementation of such training and acclimatization programmes.

As in any other profession, mid-life crisis and role ambiguity levels are issues that have to be contended even among police officers. Proper social support systems, regular health check-ups, periodic psychological counseling will greatly help in overcoming the undesirable effects of mid-life crisis. The quality of work life of a police officer is impacted by their indefinite and uncertain shift timings which will call for re-organizing work schedules and providing definite work timings so that an officer is certain about time available for him to attend to his family and social engagements and also seek recreation and relaxation facilities. A police officer should be assured of quality time that he could spend with his family and for his social interaction and relationship building. There should also be regular skill up graduation facilities at every stage of one’s career in the police, be it through training programmes, workshops or seminars. The atmosphere and attitude towards improvement and skill upgradation should be a continuous and an unending process.

The existing police academic institutions should play a leading and defining role in ensuring that the police personnel have a better quality of life, even there could be inter-linking and interaction with other existing academic institutions, be it the conventional university or a specialized agency. Academic research interactions and experimentation will certainly help the police personnel.

Due care to health, physical mental spiritual and emotional well being should be an essential ingredient of any organisational set-up. The police organisation should ensure appropriate dietary requirements and healthy food habits on priority, which
may include instituting awards, increments and such to develop suitable health consciousness among officers.

Public appreciation of the police's role and the extreme situations in which they function should be brought before the public through positive media coverage and appropriative interactive sessions. There is a need to have a fundamental shift in the outlook of the public towards the police from a wrong catcher and oppressor, to that of a friend and supporter of the weak. The police need to be inculcated into those kind of behavioural patterns that their interaction with the public should not be a cause of tension for either of the parties but one which soothes and reduces the tension and stress levels and builds trust and good human relationship.

On an on-going basis the police organisation should have a system of exchange of ideas constant interaction with police force in other states and even other countries so as to learn from other's experience. It is of course well known that many of the western nations do have advance levels of experimentation for effective policing. Even in India, experiments are going on in various pockets on the role and functioning of police. Such information, knowledge and experience could be shared and made available for the benefit of all. Any activity in this direction is bound to enthuse and motivate the police force towards better and efficient functioning.