INTRODUCTION

One of the central problems of any police organisation is to motivate its personnel to attain the goals of the organisation. By motivation, we mean, an inner state that energizes need-fulfilment, attitude manifestation, and tension reduction and that directs a person's behaviour towards an objective. Since our basic concern is the motivation of police personnel to accomplish the goals of their departments, we are mainly concerned with the job-related motivation and personal satisfaction of the individual. Most people in modern society derive only slight personal satisfaction from the job. Likewise many police personnel are subjected to organisational situations that detract from their job related satisfaction. Therefore, a major question arises — how might a police supervisor create a situation in which his subordinates can satisfy their individual needs while, at the same time, work towards the goals (organisational needs) of the department. Sayles and Strauss list five basic alternative method for motivating employees: (1) the 'be strong' approach; (2) the 'be good' approach; (3) implicit bargaining; (4) competition; and (5) internalised motivation. All five approaches have built-in limitations and, in practice, a supervisor uses them in various combinations. In essence, it is the particular job and the specific employees that determine which approach to use.

Every system is a system of some larger system and is itself made up of a hierarchy of sub-system, each of which is a system in its own right. Police organisation can be described as an open social system. Increasingly,
organisations are considered through a system perspective. Accordingly, the modern organisation is dominated by the systems approach which, in turn, is itself a set of theories, analytical methods, and plans. The police supervisor functions in a system. Russell L. Ackoff informs that a system is any entity, conceptual or material, which consists of independent parts. It is often recognised that police organisations are a component of, and positioned within, a system of relationships. The police agency can be thought of logically as either a system (a single police department) or a sub-system. In viewing the police organisation as a sub-system, it is naturally involved in a complex set of interface patterns with other sub-systems external to its particular organisational boundary such as court, and other agencies of criminal justice system.

Organisations are social systems. Organisations combine science and people — technology and humanity. Technology is difficult enough by itself, but when you add people you get an immensely complex social system that almost defies understanding. However, society must understand organisations and use them well because they are necessary to achieve the benefits that technology makes possible. Modern society depends on organisations for its survival.

Human behaviour in organisations is rather unpredictable as we now see it. It is unpredictable because it arises from deep-seated needs and nebulous value system of individually different people. There is no idealistic panacea for organisational problems. All that can be done is to increase understanding and skills so that human relationship at work can be upgraded. The goals are challenging and worthwhile.
Whenever people join together in some sort of formal structure to achieve an objective, an organisation has been created. Generally, the people also use some sort of technology to help achieve their objective, so there is an interaction of people, technology and structure. All the three elements are influenced by the external social system, and they in turn influence it. Some work, of course, is done by individuals independently in isolated circumstances.

Why some people resent their jobs while others are enthusiastic about them? Why some people look for additional work while others seem to avoid as much as they can are questions which concern everyone interested in people's behaviour at work. It would be convenient if simple answers existed to these and related questions, but it is our belief that they do not. In everyday conversation it is usual to explain people's behaviour by reference to their purposes. When a person's motives are understood, behaviour which previously may have been strange becomes commonplace. In the study of motivation, the first question asked is therefore 'what purposes and motives do people have at work'? Do people work for example, because they like what they do, because of the friends they make or simply to acquire money?

A simple list of motives and intentions, while of great interest, is only the first step towards understanding motivation, since experience tells us that the motives of one man are not necessarily the motives of another.

Within recent years management groups throughout the world have engaged themselves in a historic programme of self-evaluation and all round improvement. In the past managers are expected to do the work that was put
before them — nothing more, nothing less. Today, however, a philosophy of management has developed out of the realisation that employees are the individuals who possess basic human needs and want as much as anybody else and which they seek to satisfy through their lives and jobs.

Work is a highly complex phenomenon in our present stage of technological development. To understand work we need to recognise this rather than assume an oversimplified push-button concept. Work may be a task, a duty, or an accomplishment. It may be mental, physical or both. It may be repetitive or creative. Further, it may be drudgery or personal rewarding and its result may be obvious or subtle. Its end product is often evaluated differently by different people. In other words, work takes on different shades of meaning and most important is the intrinsic meaning that it has for the individual performer and the group with whom he identifies.

Regardless of its meaning, work can not be considered apart from the individual who performs it. His motives, experiences, and social interrelation with his family, company and community must always be considered.

To strip work of these attributes is to reduce it to the mechanics of an automatic machine, and this cannot be done if we are to understand its meaning. Work has an economic aspect and a mechanical aspect, but it has a psychological aspect. Attempts to overlook this last characteristic result in an oversimplification leading to misunderstanding.

Organisations have generally overlooked the complexity of human motivation and has erroneously oversimplified a highly complex phenomenon.
Life, whatever it is, can be characterised as activity, and during the course of it people are continually active, even when asleep. Work is a form of activity, that has social approval and satisfies a real need of the individual to be active. To produce, to gain, to create, to acquire prestige, and incidentally to earn money, these are some of the reasons that people work. The pay cheque must mean many different things to different workers.

In our society there are few instances of forced idlers, but when they occur, they are usually characterised by unpleasant men. People in jails or hospitals and the unemployed are examples of forced idlers.

Morse, Weim and Griggs (1954) report after a survey that work has a double function. Gainful employment enables people to get money to support their families and themselves. Work also relates to society. It gives people a feeling of place or role. In other words, work not only allow a person to exist but also tends to stabilise his place in society. The place or role that a worker perceives is determined not only by individual values, drives, motives and sentiments but also by the manner in which the worker's relation to his job level, is part of a social structure in and outside the plant, factory or office. He is a member of an informal group of colleagues or co-workers and possibly a member of a formal group. He is also a part of the organizational structure. Some organisations already recognise this and encourage feeling of group identification with the organisation.

The effectiveness of every business organisation depends, in part, upon the perfection of technical processes and equipment employed by it. Of at least equal importance in an organisation's success is the full utilisation of its human resources. Of particular significance in this connection is the
coordination of effort on the part of all employed in the organisation — to accomplish the purposes of organisation. A common complaint in any organisation is that the drive towards such coordination of effort is lacking, particularly at the level of rank and file employees. The shortcoming, according to many, reveals itself most prominently in the failure of workers to make full use of their capacities in maintaining and raising effective men of the organisation. Deficiencies in the motivation of employees can be an important contributing factor in determining the efficiency of the organisation. Dealing with the problems and sources of employee motivation represents a potent tool for achieving necessary organisational objectives in the way of increased effectiveness.

The excellence of a civilisation is to be gauged not alone by a material yardstick, but also by the opportunities which it provides for the intellectual and emotional expression and development of the individual. There is little merit in a civilisation which dulls the mind, wraps the emotion, destroys the will, and reduces the individual to an automation, even though it succeeds in providing an ever increasing supply of material goods for general distribution. In general, social sciences are concerned with the satisfaction derived by the individual from the job. Now work is so specialised, so devoid of intrinsic interest that the workman finds no incentive to work. According to Watson (1942) "an economist, gifted with both competence and imagination, once defined his utopia as a world on which everyone would be eager to do the kind of work he was doing, whether he was paid for it or not." There is, of course, a serious question whether this ideal can be accomplished. Besides job satisfaction there is another organisational dimension which also affect the efficiency of any working group, which is known as group morale. The term morale has been
used loosely in the content of organisational psychology. In may instances, the term morale has been used as equivalent to intrinsic job satisfaction. However, it has become increasingly evident, as Katz points out, that morale is not a strictly unitary concept, but that it consists of a number of dimensions. There is no complete agreement as to what these are. The need for reducing organisational strife, as well as requirements in the way of enlarged efficiency and job satisfaction make it necessary to gather accurate information on the biological and derived needs, the interests, the dissatisfaction, and the aspirations of the individuals working together in the organisation. There is an urgent need for the delineation of dimension of morale and sources and determinants of employee motivation.

Number of researches in the field of organisational psychology have been done with an aim to investigate the factors that influence an individual's behaviour and efficiency in an organisation.

The basic methodologies of these researches, of course, were influenced by the existing organisational theories accounting for human behaviour at different organisational set-up. At the beginning of the 19th century where the classical economist had much say than other theoreticians, interpreted human behaviour in terms of economic advancement. According to them the motivation to work was mainly associated with monetary factors. These classical views were thrown over-board with the advancement of other schools of thought such as 'scientific management' and human relation. Fear from leaving the sole and prime mover of human activity in business, economic interest has run far behind in the list of incentives that make men willing to work.
While scientific management assumed the most efficient organisation to be most satisfying the human relation approach assumed the most satisfying organisation would be the most efficient. Thus the development and emphasis of these schools of thought lead to a further quest of other organisational factors to account for human motivation and efficiency in work organisation. Maslow's theory of need hierarchy had great impact on this quest for other organisational factors. This theory accounts for the variety of needs that determine human behaviour as varied and not a single factor as the conventional economic theory thought about.

These various job factors of an organisation can be classified under varieties of needs, as stated by Maslow's theory of need hierarchy.

According to Maslow, these needs can be represented in the form of a pyramid. At the base of the pyramid are the physiological needs (hunger, thirst etc.). Above the safety needs are needs for love and belongingness such as affection and identification etc. Then comes the esteem needs — needs for prestige, success and self-respect. At the peak of the pyramid is the need for self-actualisation — the need to utilise one's potentialities for growth and progress. Maslow further states that once the lower order needs are satisfied they cease to act as motivation of behaviour, the next higher level need(s) will become central and motivate behaviour.

These different needs can be classified in a way that makes it possible to gain insight into the way they operate in industrial setting. These needs can be sorted into three classes (Haine, 1956):

(a) Physical needs — needs that originate out of the physiological conditions of the organism.
(b) **Social needs** — these are needs which find their end product in a particular relationship with other people. These operate both at work and outside work situation.

(c) **Egoistic needs** — primarily a particular view of oneself or ego. The goal of the needs lie within the individual self-concept. Other people are the means to satisfy egoistic needs (Chatterjee, 1967).

The various job factors that have been revealed in different investigations can be brought under these three classes. In a more general and overall inclusive categorisation, job factors may be dichotomised into those representing the core or content of job, and those representing the periphery or content of the job. While the content factors cater to the physical needs such as security, safety, etc., the content factors contribute to the social and ego needs, such as status, recognition and self-actualisation.

This Maslow's theory, proposed some 27 years ago has undergone gradual refinement. Herzberg utilises this two-way classification of content and content relatedness of job factors in his two-factor theory to explain human motivation to work.

Organisational dimensions need consideration and detailed understanding for making any organisation effective. This is more true of a service-oriented and non-profit organisation. There is no two opinion about the fact that the all round growth and effectiveness of the organisation cannot be achieved unless there is systematic attempt to study the organisational climate.
The effectiveness of the service-oriented organisation like the police is wholly dependent on effective utilisation of human resources who are the building blocks of the total system. Every member in an organisation has certain attitudes in respect to his profession and life. These attitudes to a large extent determine his job satisfaction. The level of job-satisfaction is generally determined by factors relating to job-content and job-content factors. The job-content factor satisfy the physical needs of the worker viz., security, safety etc. The content factors cater to egoistic needs such as recognition, status, self-advancement etc. This study is an attempt to identify perceived importance of job-factors, and measure the level of job-satisfaction of subordinate ranks of police of nine States of India. Besides measuring job-satisfaction, the present study aims at assessing morale of the subordinate ranks, since it is often assumed that morale and motivation are often interrelated and interdependent. Morale, a psychological state of the group constituting the basic resources is one of the major parables of the organisational climate determining the effectiveness of organisation. Hence a study of group morale in police organisation to find out existing state of organisational climate which hitherto before remained unexplored is of immense importance.

The lot of the policeman is not a happy one — goes the oft repeated projection. A logical inference is that there is a preponderant feeling among the police cadre that the police morale is low. To what extent such a long standing projection hold good, needs to be investigated.

The power of morale can never be underestimated and one of the surest signs of deteriorating human relation is the phenomena known as 'low morale'. It thus serves as a measure of progress that have been made in developing a sound behavioural climate in the organisation.
Morale is dynamic and ever-changing though its presence in a state of high or low level is not felt, its effect is surely felt. Eternal vigilance is the price one has to pay for maintaining morale. Prolonged efforts may be required to develop it and to maintain it; a constant awareness and sustain efforts. This study is an attempt to determine the level of morale in the subordinate ranks of police who constitute the bull-work of the organisation.

To sum up, the present study has the following main objectives:

1. To determine the relative importance of job factors to the subordinate ranks of nine States of India;

2. To assess the level of job satisfaction of the subordinate ranks of police;

3. To examine the validity of two-factor theory of job satisfaction among the lower ranks of Indian Police. The two-factor, though applied in industrial sector in India, has not been so far verified in police organisation;

4. To determine the level of morale of the subordinate ranks of Indian Police in nine States;

5. To establish relationship, if any, between group morale and job satisfaction;

6. To establish the relationship between the personal factors like age, length of service, educational qualification, with group morale and job satisfaction;

7. To identify the factors responsible for high or low group morale and job satisfaction; and

8. To make inter-State and inter-group comparison between the various groups in respect of group morale and job satisfaction.