CHAPTER - III

LITERATURE REVIEW
ROLE PERFORMANCE

Role performance consists of the behaviour displayed by an actor, which are relevant to the particular role, which he/she is currently playing. Janus, Janus, Lord and Power (1988) conducted a study on women in police work. Their findings indicates that most women are comfortable with their roles and infact an overwhelming number reported feeling more comfortable with male officers. There seems to be no loss of feminine identity as a result of being a police officer and many responses indicated that being a woman has been as the asset in police work.

Sherman (1975) found that females are as effective on patrol as males, although their style is less aggressive and they tend to make fewer arrests.

Lehtinen (1976) experimental programmes in England have illustrated that pairing male and female officers on patrol added flexibility as well as performance capabilities primarily because of the female’s ability to defuse potentially violent situations.

Marshall (1973) undertook a study among eighty male and female police officer and opines that on the average women made fewer misdemeanor arrests and issued fewer moving traffic citations than males.

According to Block, Anderson and Gervais (1973), both female and male officers obtained similar results in handling angry or violent citizens. Both worked equally well with their parents and received about the same amount of assistance from other police units. The number of sick
days used was equal as was the number of injuries, during accidents and resignations. The study concluded that sex was not a bonafide occupational qualification for police patrol assignments.

Gross (1974) interviewed twenty policewomen in Los Angeles and demonstrated that 45% police women believed that they could be useful in every facet of police work and 65% believed that females could adequately supervise males.

The findings of Bell (1982) proclaimed that women police are competent and efficient police officers. Female officers have demonstrated that they can manage preventable violent situations, communicate with citizens and their attitudes prove to be more effective than male muscle power.

Martin (1989) and Jones (1987) described that women officers neither enjoy the full confidence of their fellow officers or supervisors nor occupy the full range of roles or ranks within the service, despite enabling legislation in both the U.S.A and U.K. Milton (1972) states that the police foundation concluded that the major reason that the role of women in policing had traditionally been so limited was because most of the men in control of police departments “assume that policing is a man’s job and that women should be used only in those few positions that obviously require a woman- such as work with juveniles. Few stop to ask themselves why a woman could not be used for more general jobs. They just assume that the right way is the traditional way”.

Krishnamurthi (1995) in her Maharashtra study opines that women in police are expected to play an entirely different role as compared to their counterparts in other profession.
Natarajan (1996) study in Tamil Nadu indicate that majority of women police are interested in performing an integrated role (performance of same duties as men), followed by traditional role (specialized duties) and modified role (same duties except in violent situations).

Shamim (1993) argues that there seems to be no consensus on the role of women police in India. Some are of the view that women police should deal mainly with the problems of women and children, while other are of the view that they should play a role similar to their counterparts in the western countries. However, in the Indian context, both the approaches to the role of women in policing are in existence.

The studies on role performance reveals that women police are effective as male in performing their role. But they are less aggressive and making fewer arrests, flexible in handling violent situations in comparison to male. Similarly, they are not performing full range of roles and sometimes not enjoying the confidence of male because traditionally police was controlled by male. However, they are competent and efficient to perform the duties of police. Their communication power within public is good and they are getting positive attitude from the people.

ROLE CONFLICT:

Role conflict is a specific form of polarized dissensus, which has been given much attention by social psychologist and sociologists alike. An examination of the literature concerned with “role conflict” reveals that this term has been given different meaning by different social scientists both in International and National studies.

According to Parson (1951) role conflict meant the exposure of the actor to conflicting sets of legitimized role expectations such that complete fulfillment of both is realistically impossible.
But, according to Broom & Selznick (1970) role conflict occurs when in the course of role behaviour the individual is subjected to conflicting pressures and strains.

Gatzels and Guba (1954) states that role conflict refer to those situations where an actor is required to play simultaneously two or more roles that present inconsistent, contradictory or even mutually exclusive expectations.

Role conflict is a very common experience for police officers. Constant, conflicting pressures and situations challenge the police officer's role in the society. This conflict may be seen clearly in light of the debate between the service versus the enforcement models of policing.

In analyzing role conflict among police personnel Preiss and Ehrlich (1966) described 68% of their sampled state police officers found that the situation of dealing with a law officer twenty-four hours a day resulted in high conflict scores between job audience expectations and family expectations. 90% of those sampled agreed that the officer was to give 24 hours service. 56% perceived their peers as holding this 24-hour expectation. Those must clearly associated with the non-occupational life of the policemen – his wife, family and personal friends were most likely to be seen as viewing his occupation role as an essentially segmental one, to be left behind when off duty.

Wilson (1963) states that one of the greatest sources of intra-role conflict occurs within the organizational milieu i.e. commanding officers and fellow officers through group loyalty and the subculture expect, sanction and reward an officer for 24-hour service.

Connolly (1975) predicted that the use of policewomen in normally male roles would be a source of organizational conflict, which would eventually bring about adaptive changes in policing.
According to Holdaway and Parker (1998) women police experienced two types of conflict: one is home/work conflict where home responsibilities affect work negatively (Home life-interferes with getting to work on time, being able to work overtime). Another type is work/home conflict where work responsibilities negatively affect home life (interfering with child care, house work).

The findings of the study indicate that 16.2% of women with children reported that home duties often or very often interfere with work. As far as work/home conflict was concerned, 19% of women without children reported experiencing such conflict often or very often.

Krishnamurthi (1995) study in Maharashtra indicate that women police facing role conflicts in 3 areas (i) in the performance of individual roles in the traditional and non-traditional role sets, (ii) in the performance of domestic role in family and professional role in job and finally conflicts and tension arises on account of inadequacies of managing time, energy and resources.

Pattanaik (1996) study in Orissa revealed that 57% women police officer face role conflict in discharging official obligation and 35% officer face role conflict in discharging family obligation.

Role conflict takes place when a person finds himself or herself in two or more roles at one time that make incompatible demands. The literature review on role conflict states that among police, role conflicts arises due to 24 hours of duty, clash of family expectation with job expectation, traditional (domestic) role versus non-traditional (professional) role, exchange views between commanding officers and fellow officers, inadequacy of managing time, energy and resources.

Again, conflict arises with the entrance of female in police occupation, because earlier it was
considered as a male dominated profession. Similarly married women police personnel are experiencing conflict because they could not able to strike a balance between family obligation and professional obligation.

The present research study examines the role performance and role conflict of women police personnel while taking into consideration their job expectation level, behaviour pattern, adjustment capacity and coping strategy adopted by them both in Orissa and Delhi. As comparative study on women police between two states is very limited, therefore this study will provide detail comparative analysis of women police role, problems encountering in the job, job satisfaction, stress and strain.