Chapter 9

Conclusions and Findings

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Conclusions and Findings

9.1 Introduction

The conclusions were drawn by the researcher after review of open ended questions in the questionnaire, opinions of the respondents for improving the present work culture in Mumbai police stations. The review of literature, particularly books written by IPS officers also contributed to draw conclusions. After interviews with IPS officers and senior police inspectors at police station level, 21 general conclusions and 25 specific conclusions are drawn. On the basis of data analysis, 28 general findings were drawn. The specific findings are 60 in number related to higher level police officers, lower level police officers and major aspects of work culture like human resource practices, hindrances in healthy work culture, leadership style and values like discipline which requires prime attention.

The researcher has made an attempt to arrive at inferences on the basis of primary and secondary data collection. The inferences were large in number; therefore an attempt is made to classify them into conclusions and findings. Further, the researcher arrived at general conclusions and findings which are common, and specific conclusions and findings relating to specific issues in the study.

9.2 General Conclusions of the Study

The general conclusions are small research inferences made by the researcher during research studies. They can be summarized as follows:
1. Mumbai Police is a prestigious institution. However, work culture has not significantly changed since the British Era. Today, policing is based on the recommendations of Police Commission report, 1860 and Police Act 1861. State government, which regulates the police force in their respective states has similar Acts and provisions. There is hardly any change in the basic laws like IPC, CPC and Indian Evidence Act that were framed during the British rule.

2. In cities like Mumbai, the task of policing becomes more difficult due to population explosion, unemployed youths, large number of young criminals, slum dwellers and urban poor student and agitations; huge amount of migration, traffic jams, and perils of industrialization. Those have increased the challenges of police force. Thus, urban policing is more stressful than rural policing.

3. Human rights education during and after training is important. The attitude of the police needs a drastic change with changing political, social, economic, global and technological environment. Police behavior should be honest and transparent, according to law, affectionate, respectful and trustworthy for students, women, minority and deprived part of the society.

4. Through a review of literature, it was observed that the Bombay Police Act failed to introduce public accountability. According to the Supreme Court, the police should be answerable to law alone and should be fundamentally independent. Today, the police are more committed to their political bosses who have created an adverse impact on the image of police in the eyes of public.

5. Financial budget of the police stations should be increased to enhance the all over ambience making it comfortable for visitors, complainants, witnesses etc. The researcher concludes that healthy work culture requires more financial resources at the police station. Due to inadequate budget, police staff is not
able to work effectively and it becomes a hindrance to the development of effective work culture.

6. Resource mobilization of police stations is urgently required. Human resource needs optimum utilization. Many a time the constable is used for noncore functions, which are non-police functions. These functions include presence at main examinations, checking I-cards, picking up unclaimed dead bodies can be interpreted as under-utilization of their ability. They are also involved with more of clerical work at the police station. It is surprising to know that there are as many as 89 registers to be kept at the police station since the British period, and the practice still continues.

7. Unfortunately, police do not enjoy adequate support and confidence of the community. Even educated people in a city like Mumbai are unaware of police work. Very few citizens are actively engaged in community policing programme. The appeals made by police to reduce crimes are not taken seriously by public, especially senior citizens who require security. Adequate and accurate information is not provided to the police by public. This makes them difficult to work. Police staff are of the opinion that they can’t make everybody happy. When two parties approach them, that is complainant and accused, one party always complains about the police as they are dissatisfied. The people will not hesitate to come forward to help the police provided they are convinced that the police would show friendly behavior towards them. The public still view the image of police in Mumbai city as corrupt, rude, ruthless political agent who unfortunately, are often misused by the rich.

8. It was observed that there is little delegation of authority leading to lack of initiatives at the subordinate level. Due to the hierarchical structure of the police organization, there is direct control of superiors on the subordinates. However, it is found that there is over centralization. Developed countries already initiated the process of decentralization to increase the overall efficiency of the police. Often, the credit goes to the superior and failures are
apportioned to the juniors. Delegation of authority works as an important motivating factor as number of educated youth join the police force. Presently, lack of decentralization of authority leads to demoralization of lower level employees.

9. Mumbai police has more work pressure when compared to other cities. The nature of work is stressful. Not only should medical facilities be given to the employees and their family, but also should counseling be given from time to time so that their mental health is taken care of. To reduce states like depression, alcoholism, psychological disorders, suicides, shooting at superiors, the department should have a constructive policy.

10. Training is given at the recruitment level. It lays more emphasis on physical training than on management training. Stress Management training is also not a regular feature. On-the-job training is not effective at the police station level because immediate superiors are either too busy to conduct such training, or they are indifferent to the needs of the subordinates, or they are not capable themselves.

11. Travelling time is more in a city like Mumbai. Most of them are compelled to own their house at far off places because the housing facilities provided by the government are either poorly maintained or the area is too small to accommodate the family. Those who are not staying in the police station vicinity find it difficult to travel after night shift. Many police employees opt for transfers outside Mumbai to avoid the problem. They also require the moral support of the family and are reluctant to stay away from their family.

12. A majority of the police staff were of the opinion that political interference is more in rural than in urban cities. However, from the review of literature, it can be concluded that political masters do interfere in transfers, postings and even independent investigations. Their interference is more in the postings of higher level officers than at lower level. However, disputes, rivalry and other
agitations between local political parties have increased the pressure of work in Mumbai police.

13. The efficiency and performance of the police depends on the availability of modern equipments. The arms and ammunitions should be latest, properly maintained and the employees should be trained to use them. Introduction of new technology needs thorough training even to the last person in the hierarchy, that is, the constable. For example, the modern boats for the port police are lying idle in the absence of training to police for driving such boats. There are corruption charges during the purchase of technology and even uniforms.

14. Computers are provided in each police station. However, training to all those at the police station is lacking. New recruits are computer savvy and the certificate course of MH-CET is compulsory. Other employees who are middle aged are reluctant to learn. Very few staff members know how to operate, though not in an optimum manner. Often there is lack of maintenance of computers and other equipment like photocopying machines.

15. Stationery required to keep the data is huge. There are as many as 89 registers to be maintained by each police station. The common complaint was that the expenses on stationery are not provided by the government immediately. Or else the rules and formalities are too many to claim such expenses. The budget is inadequate and payment is delayed. The cost of registers is increasing and the quality has to be good as it serves as a permanent record. The procedure to apply or get reimbursement is lengthy and still there is uncertainty of payment. Thus the cost of such day-to-day records is incurred by the staff which is quite unfair. Many said that they have to depend on local public for maintenance and stationery and thus unwillingly take their favours.

16. The cleanliness at the police station, with some exceptions, was found to be poor. Only one person was employed for cleaning the whole premises. Often,
constables have to clean the place to make themselves comfortable. Many police stations visited by the researcher had large number of vehicles of theft that are unclaimed, which creates an unhealthy image of the police station. This creates the problem of hygiene not only for police employees but also the public visiting the police stations.

17. It was found that most of the police employees at the lower level are devotees of God and start their day by visiting the temple within the premises. Most of the police stations have the temples of Lord Shiva, Ganesh or Hanuman who represent values in terms of physical and mental strength required to fight crimes in the society. Police stations in Mahim and Dongri also represent secularism and communal harmony by having both Hindu and Muslim worship centers. A majority of the police stations celebrate major festivals of all religions to convey to the society the value of secularism. Police officers like Suresh Khopde have made special efforts to educate employees at the police station regarding the teachings of all religions and inculcate respect for all religions.

18. The records at the police stations were not updated. Professional help was hardly taken to use this data for preventing crime, checking criminal activities or disclosing to the stakeholders including general public in the vicinity. Management Information Systems, which is most essential to tackle international crimes, was absent. It was also surprising to know that class IV employees who were experts in clerical work are less in number due to absence of new recruitments and promotions. In such a situation, the work is not entrusted to any specific person but any constable who is free at that time. His inexperience is reflected the quality of work. The quality of records maintained by police stations is badly affected. These records initially used to be the backbone of the police department.

19. Basic policies are not consistent, which creates problems at the field work for senior inspectors and police constables. They should not be changed at the
whims and fancies of the new police commissioner. All officers in higher authority should come together to formulate major policy decisions. There is also a bad practice of washing dirty linen in public, which reflects powerful lobbies in police staff, their political connection and unhealthy competition among top bosses. Such practices will create obstacles for cultivating desirable work culture.

20. The ratio of the police and the population they serve is quite unsatisfactory. This not only creates stress and increases pressure of work, but also results in inefficiency and bad public image. Public cooperation is also limited due to the fact that behaviour of the police is less people friendly. Media, with certain exceptions also creates a villainous picture of the police department and the unethical behaviour of some black sheep who misuse their powers to protect criminals and anti-social elements.

21. The ratio of women police employees is very low in Mumbai Police department. The number is negligible at the IPS level. Limited women police officers serve in police stations. There are many at constabulary level who serve in the police department. However, it was found that some police stations have one or two lady constables and have to call others during an urgency from neighboring police stations. It is observed that public prefers women constables as they are not corrupt and are people friendly. Thus more number of women police will help to create healthy work culture. In the state of Tamilnadu, there are police stations exclusively run by women police force.

9.3 Specific Conclusions of the Study

The researcher has drawn specific conclusions with respect to working conditions at police stations, lower level employees and higher level employees at police station level. They can be summarized as follows:
9.3.1 Specific Conclusions with Respect to Working Conditions at Police Stations

The specific conclusions stated below indicate the observations and interpretations of the aspects related to working conditions at the police stations. Poor working conditions are viewed by the researcher as a major limitation for non-application of core values by police employees.

1. Many police stations do not have buildings of their own. They are more of temporary arrangements. The environment is shabby, buildings are not well maintained with a few exceptions. Some of the police stations are located in the floors of residential buildings. New police stations like BKC and Powai have new buildings with all facilities. Another important area which urgently requires attention is location. The local people around should find it convenient to visit police stations within minimum time. Proper directions should be given to locate the nearest police station. Some police stations are not located in the area of their jurisdiction causing inconvenience for the people in the locality.

2. Working conditions at police station level are very poor. There is a lack of basic facilities like water, sanitation, good ventilation and lighting. Water coolers and photocopying machines are provided by the department but they are not in a working condition because of lack of maintenance and repairs, which affects the work culture of police stations. The furniture and cupboards to keep important records are also in pathetic conditions in majority of the police stations. Some police stations at Mahim and Trombay are flooded with water. On the occasion, the police station at Trombay was shifted to a nearby temple during monsoon. In other words, police have to work in poor working conditions most of the time.

3. Housing facilities for police in Mumbai city are very poor. They are supposed to be maintained by Public Works Department. The water supply in
police colonies is inadequate. Mahim police colony gets water supply for 15 minutes a day. The houses are no more than 280 sq ft in area. However, Rs 4000-5000 per month is deducted from their salary towards house rent allowance. This has forced many constables to go to remote areas like Vasai, Mira Road etc. However, the travelling time has increased, which affects their health. It also creates problems for those on night shifts. There is a dispute going on for ownership of houses allocated for police at B.D. chawl.

4. Facilities are provided but there is a lack of maintenance. Absence of maintenance of police vehicles, wireless systems, computers create bottlenecks in the process of law and order and people feel unhappy about it. There is no ambulance facility or a mobile van to take care of medical emergencies at the police station. It is a common complaint by public that telephone lines are not working in their nearest police stations.

5. Few police stations have taken initiative to beautify their place of work. However, it depends on a number of factors like initiative of senior inspectors, provision of funds, and involvement of employees and appreciation of top management. With the initiative of police commissioner’s office, a majority of the police stations have gymnasium facilities and small libraries. However, due to lack of time and shortage of staff, it was found that there are few beneficiaries.

9.3.2 Specific Conclusions with Respect to Police Constables at Police Stations

The researcher has collected the data from police constables who are considered as the backbone of the police system. The conclusions of the study related to police constables are summarized as follows:

1. Constables, who constitute about 80 percent of the total police force of the country are more frequently visible officers and generally first to come in
contact with other people. However, they have tremendous pressure of work in a city like Mumbai. In a single day they have to do bandobast duty, go to court, visit hospitals, and attend important cases like murder, accidents etc. Field duty drains them out very fast. After this they are unable to do any work. The working hours need to be reduced to increase their efficiency.

2. Many constables are demoralized with the fact that superiors keep distance, and often it results in deteriorating their self respect. In other words, human relations management was found to be absent at the police station level. In a majority of the cases, the constables have no say in decision making and are not given humanly treatment by their superiors. They are abused just because they are the juniors. There are some ex-superiors who are being praised by the constables for their contribution to the police job and also they admit that they learnt a lot from their superiors.

3. The policemen at constabulary level are not provided with weekly holidays, casual leaves, earned leaves and gazetted holidays as and when required. As police employees are required to maintain law and order, even if there is no work, they are kept as reserve force. Even if they go on leave, they are called back in case of emergency to handle the situation. Many of them complained that planning of holidays is just not possible and they feel bad for not being able to accompany their family members. Provision of such basic needs reduces not only the health problems but also suicide rates among police force, which is the highest in Maharashtra. Police constables should not ask for the leaves frequently but at the same time, they should get the leaves that they deserve. There are unfortunate incidences where the superior is being shot by the constable just because he was not granted a leave.

4. The constables are not trained in new technology or the training is inadequate. Most of the time they are busy doing things to please their saheb i.e., immediate superior or senior inspector of the police station. Many of them are not ready to learn new things due to the pressure of work. Most of the time, on
the field, they are left with lathis as a source of protection against criminals. Some senior IPS officers said that the arms and ammunitions used by Mumbai police force are outdated. Only when unfortunate incidents like 26/11 terrorist attack take place, no serious thought is given to modernization of police force and training to constables.

5. Government calls constables for any major events happening in Mumbai city. Majority of them feel that they do not mind doing extra work on holidays provided they are paid duly for it. The payment needs to be in accordance with the number of extra hours of work put in. So extra working hours put up by the constables need to be given financial and nonfinancial incentives like appreciation and recognition of the work done.

6. Police constables are not specialized or skilled labour. There is a demand to give them a status of skilled labour. To encourage the spirit of specialization, senior inspectors should recognize the talent and give on the job training accordingly. The researcher met some constables with a law degree which goes a waste as they are allotted only regular policing work. Specialization will lead to professionalism, better quality of police services to the people and increased confidence. They can be specialized in administration work, bandobust duties, community policing or legal work. This will increase their confidence, concentration and will develop interest and initiative.

7. For constables, there are few opportunities in career development. Refresher courses are only for the officers. New recruits are aware about computer skills but are reluctant to learn more. The constables are not given adequate training in cyber crimes, financial frauds, and the like. According to senior ACP, computers are used only as typewriters in police stations. A constable hardly reaches to the post of ASI during his career. Whereas in western countries, there are examples of a constable reaching to the highest post of CP.
8. It was found by the researcher that there is no special provision for the grievance settlement of employees nor is there an officer for employee relationship management. Large numbers of complaints are related to leaves, discipline, long working hours, haphazard allocation of duties, illness and health hazards. They have to report to work even if they are not well and then apply for sick leave. The major grievances are redressed by the immediate superiors like ASI or senior inspector of the police station. ACPs of the respective zones are supposed to settle the grievances. Today it is motivating to learn that the grievances can be directly placed with CP.

9. Welfare fund is created where all of them are contributing. However, the major benefit of the fund is enjoyed by the top management and not the constable who requires improving his standard of living. The purpose and use of the welfare fund should be clearly mentioned by the higher authorities.

9.3.3 Specific Conclusions with Respect to Senior Officers at Police Stations

A separate and detailed questionnaire was prepared by the researcher to identify the work culture at higher level police officers working at police stations. The conclusions drawn from the study are as follows:

1. The organization structure has to be reformed for cultivating healthy work culture e.g. increasing population requires decentralization of authority of middle level and lower level management. The senior officers at police station level are the middle level managers. They are answerable to their superiors that is ACPs / DCPs and also responsible for the performance of the subordinates. The researcher has come to the conclusion that work culture is influenced by the senior police officers at the police station as most of the time subordinates are loyal to the superiors. They follow the orders of saheb without questioning. Their style of leadership, communication systems,
discipline methods, motivation and interaction with their subordinates is very important and determines the behaviour of police staff at the lower level.

2. Police force is basically a disciplined force. Any action leading to not complying with written rules and regulations can result in disciplinary action. In Police department, it should be remembered that discipline is not a negative aspect of job. Discipline does not mean giving punishments or issuing memos. However discipline must be imposed in an open and consistent manner. Good discipline can range from reporting to duty in time, wearing a neat and tidy uniform, keeping fit and observing code of conduct. Discipline can be ensured with different methods, written and implied. Senior officers should balance the measures of discipline to punish the culprits and motivate the sincere efforts put in by officers. Fitness should not depend on measurements but active policing work,

3. The human resource practices are practically absent in police stations. The senior police officers are not given training in human skills, which affects the superior–subordinate relations within police department. Human skills are most important in modern policing as police staff are service providers and have to please their stakeholders by studying the human relations, motivation and morale, training to subordinates, performance appraisal etc.

4. The transfers of senior officers were found to be too frequent. Many times it is at the whims and wishes of political masters. This policy does not give them an opportunity to learn the specific problems of the locality and know their subordinates well. If officers do not want such transfers, they prefer to go on a long leave, which results into absence of staff in the respective police station and hampers the working. The policy of promotion by seniority still continues. Reservation policy is already there as police is a subject of the state government. This demoralizes young, able, efficient and sincere officers.
5. Majority of the senior officers are worried about the fact that they were facing the shortage of staff which led to pressures and not complying with public demands. Allocation of staff seemed to be a very difficult task. Besides knowing that the subordinate has a genuine problem, they were helpless to sanction leave. They were also worried about the lack of facilities provided at the beats and on the road for police bandobast to their officers as well as the constables. It is unfortunate that those appointed for the protection of the public are at the mercy of general public for getting basic needs. It is commendable that Mumbai police commissioner had provided many facilities including lunch at the time of festivals like Ganeshotsav where police staff provides continuous watch for more than 20 hours.

6. Mission of Maharashtra and Mumbai police reflects the values which are required to be followed by staff. Taking into consideration the mission of the police, majority of them know about it. During training, it is revised from time to time. They also need to comply with the logo ‘Sadyava Tatper, Sadyeva Madtis’ which means always prompt and always ready to help. There is a need to revise the mission and have long term vision for future policing. As the term policing needs to be redefined with changing times, the mission of Mumbai Police needs revision.

7. There is no police union/association in the State of Maharashtra as well as Mumbai police. There was a provision for the same upto 2004, which is now banned. A majority of the officers felt that there is a need to have a union to look after the interests and grievances of the police, or otherwise the government should give priority to their demands. Such union exists in other states. Review of literature has also highlighted the drawbacks of having such union in police organization. Many officers feel that there is a strong union of IPS officers which takes care of their welfare. They are at a loss because, there is no platform to take care of their genuine grievances.
8. The human resource policies were not satisfactory. Majority of them felt that the policies from recruitment to retirement need to be revised. Empowerment, decentralization is needed urgently. Senior officers are not appointed just to follow the orders of superiors. When ACPs visit the police station, they are more interested in records rather than knowing the problems in the area and solving them. As observed by the researcher, the working of the police station comes to halt as all employees are expected to serve them, welcome them and support their activities in majority of the cases. Their attitude does matter work culture at the police station.

9. Community policing is becoming increasingly popular in western countries. Participation in school children programmes is comparatively less. The police employees are more engaged in domestic violence cases and senior citizens programmes. It was also dependent on area of police station. The more the slum areas, more cases of domestic violence were handled which led to crimes whereas in Bandra police station they were visiting more senior citizens who are staying alone as their children are abroad. Dharavi police station, along with NGOs conducted rehabilitation of young criminals and free computer education for making the unemployed youth job oriented. Mohalla committees are working effectively where the population consists of both Hindu and Muslim.

10. Programmes like enforcing environment acts, tourism policing, and terrorism related Jagrukkar Mumbaikar (Alert Citizen) programmes are at the backseat. As expressed by many respondents, there should be separate authorities to do non policing function under different programmes of the government and police should be left to look after law and order and prevention of crime.

11. Professional counseling is needed for alcoholics, employees having family problems, health problems and psychological disorders. However, the researcher has found that there is no professional counseling available at police stations. With the initiative of headquarters, senior inspectors or NGOs
that are working on these matters generally solve the problems at police station level. On the other hand, complainants want the police to act as a counselor in case of family disputes or quarrels in slums. Health camps are organized for medical checkup, yoga classes, and meditation programmes are conducted. Lectures on nutrition and food are organized by police commissioner’s office. But there are few beneficiaries of such programmes due to lack of time.

9.4 The General Findings are as Follows

The researcher has made an attempt to arrive at findings from the primary data analysis. They include the findings with respect to demographic data of respondents including both police officers and police constables at police station. From the tabulation of data, the following findings were illustrated:

1. The researcher has included two types of samples. The first questionnaire was framed for senior officers at police station level. The total respondents were 293 including PI, API, SI and ASI. To be specific, the sample of police officers covered 31 PI, 102 API, 40 PSI and 120 APSI (Table 6.1). The demographic data revealed that majority (63.7 percent) of the police officers were graduates and the 30.82 percent were undergraduates, 2.05 percent were found to be from civil services and 3.42 percent had other educational qualification (Table 6.2). However the education or qualifications in Management are missing. This needs to be encouraged at officers’ level.

2. The average age group of respondents belonging to senior officers was 26-45 years. Primary data revealed that about 50 percent of police officers were between the ages of 26-45 years. About 46 percent were between the age group of 46-60 years. Only 4 percent were found to 18 to 25 (Table 6.3). This reflects the fact that insignificant number of officers belong to very young age.
3. The percentage of male respondents was considerably high as compared to female police employees. Male members constituted 95.88 percent of the sample size (Table 6.4). Women officers still constitute a small number. The researcher found those officers equally capable of facing challenges in policing.

4. It was observed on the basis of demographic data analysis that 95.53 percent of the police officers are married (Table 6.5). This indicates that majority of them have a family and children to look after. More stress is created with the guilt that they are not able to give quality time to their spouse and children.

5. The average monthly income of 60.99 percent of police officers is between 20,000 and 30,000 rupees. About 30 percent are getting salary of more than Rs 30,000. The officers are happy with the present salary (Table 6.6). However, they feel that other monetary incentives are low as compared to their peers in other government departments.

6. Primary data reveals that the average number of family members was 2 to 5. The cost of living in a city like Mumbai increases with the number of family members. The data confirms the fact that now most of the respondents have nuclear families. Out of the total respondents, 10 percent were having family members more than 5 (Table 6.7).

7. Police is a state subject. Therefore it is obvious that majority i.e., 284 out of 287 of the police officers belong to Maharashtra (Graph 6.7). They are Marathi speaking and sometimes face problems in talking to media or public in a cosmopolitan city like Mumbai.

8. ISO certification is not compulsory but desirable for any organization. The researcher found that very few police stations have been certified by ISO (Graph 6.7). Some of the police stations like Worli police station were certified but were not interested in revision. The procedures were found to be impractical as police officers have to deal with emergency situations.
Headquarters are also not in favor of such quality certification as according to them it leads to corruption practices by the authority. The researcher has to note one interesting thing that all police stations in Chandigarh have obtained ISO certificate.

9. The second questionnaire was framed for the police constables and other staff like police naiks, head constables and police shipais. The sample constituted 1006 respondents from different police stations. The researcher’s sample covered 290 head constables, 268 police naiks, 239 police constables and 209 others with the designation of police shipais (Table 7.1).

10. Out of police constables and others, 53.75 percent were undergraduates, 34.28 percent were graduates and 11.66 percent had other qualifications (Table 7.2). But the number of graduates is definitely increasing at the stage of recruitment. Computer knowledge is compulsory for new recruits and they do Maharashtra government computer course.

11. As far as age is concerned, the average age was 26-45 years for majority that is 57.87 percent of the respondents, whereas 38.55 percent of the police constables belong to age group between 46-60 years (Table7.3).

12. Out of the total respondents, 94.31 percent were male police constables and only 5.69 percent were female constables (Table 7.4). Thus the researcher concludes that the proportion of women constables is less than the male constables in Mumbai police. Majority of female police constables are given placement at the headquarters in the beginning.

13. It was found that 95.62 percent of the police constables are married and have family (Table 7.5). They have a grievance that they hardly get quality time to spend with their family members.
14. Monthly income of an average employee at constable level is between Rs.10,000-20,000 (Table 7.6). With the sixth pay revision the average constable is getting a decent amount as a salary.

15. Number of family members in majority of the police constables that is 88.11 percent ranges from 2 to 5 members (Table 7.7). It indicates that constables also belong to the nuclear family.

16. Around 98.71 percent of the police constables have native place in Maharashtra (Table7.8). Most of them belong to rural area or a place outside Mumbai. They are Marathi speaking and have to adjust with the travelling, housing and language problems in Mumbai city.

17. As observed by the researcher, police constables were not aware about the ISO certification. Out of 980 respondents, 817 said that the police stations where they are working do not have ISO certification (Table 7.9).

18. Strength of the staff was a major concern for the senior inspectors manning the police stations. Only 43.92 police constables said that there is adequate strength of staff at the police station (Table 7.15) whereas only 32.08 police officers agreed that there is adequate strength of staff at their respective police station (Table 6.20). The actual number of police staff was considerably less as compared to the allotment of required staff. This led to tremendous pressure.

19. About 25 to 35 percent of respondents (Table 6.20 and Table 7.15) were of the opinion that they do not have the basic facilities like water, sanitary facilities and adequate furniture. These results into unhygienic conditions at the police station as well as beat police stations. Sometimes it directly affects health of police constables.

20. Very few respondents use the facility of a gym which is a recent addition to the police stations; however, such facility was not available at each police station...
station. Some police stations could not accommodate gymkhana in their premises due to limited space. The constables are asked to join the clubs in nearby vicinity but are not permitted to exercise during working hours. Many of them find it impossible to go to the gym due to time constraint.

21. The hindrances to healthy work culture were identified as interference from bureaucrats, absenteeism, pressure of work, malpractices related to corruption and interference from politicians in transfer and postings.

22. In majority of police stations, there was not a separate system of grievance handling. Grievances were either settled by immediate superior or the senior inspector of the police station. However majority of the lower level employees felt that if they speak out their grievances, they are often targeted by superiors. At the commissioner’s office, there was Darbar which is supposed to listen to their grievances. However, it did not serve the purpose. Today it is directly handled by office of CP.

23. Discipline was given topmost priority. Being the semi-military organization, discipline including morning and evening parade is compulsory. Superiors can take strict action against such employees but the methods adopted are traditional in nature. Maintaining daily diary, issuing memos and taking punitive action are the common techniques of discipline. It is taken in a negative way. Discipline as a principle of organization was not standardized in all police stations.

24. Facilities at headquarters are seldom used by the employees at police station level. There is a need for well equipped library and gymnasium with modern equipments at police station. Having only one forensic laboratory in Mumbai also delays investigation process.
9.5 Specific Findings of the Study

Specific findings are the statements with specific areas of the study which are the factual statements based on the data analysis. The researcher has given below the specific conclusions related to work culture of police constables and others, police officers etc.

9.5.1 Specific Findings Related to Cop Culture - Head Constables, Police Naiks, Police Constables and Others Like Police Shipais

1. It was found by the researcher that these employees have different priorities and perception towards their job. The researcher had given 14 major things related to their job. They accorded ranks as per their priority. The variables included hygiene factors like job security, adequate salary, fringe benefits, comfortable working conditions, sound organisational policies and practices considerate and sympathetic supervisor and restricted hours of work. They are also called as extrinsic motivating factors. According to data analysis, it was found that these working conditions have more priorities as it affects their day-to-day work and their absence brings dissatisfaction among the employees. Among these factors, job security and adequate salary were given topmost priority. Comfortable working conditions were given last priority as according to majority. According to many, police work can’t be comfortable at all in a city like Mumbai, if taken seriously (Table 7.17). Out of the total police constables, 35.15 percent police personnel felt that job security in police department will drive them extrinsically toward better quality of work. This was followed by 33.09 percent population who might feel extrinsically driven by adequate salary (2nd rank). Fringe benefits factor was important for 31.34 percent of the constables (3rd rank) and 27.11 percent sample population felt that the policy of department to restrict the hours of work will motivate them. Considerate and sympathetic supervisor will motivate extrinsically to 12.16 percent constables (4th rank). Sound organisational policies and practices were
given 12th rank by 27.42 percent constables. The researcher found that comfortable working conditions were least favourable among the respondents about 41.34 percent of constables said it is the last priority in joining the force and gave 14th rank to this factor. The data collected for the present study clearly shows that the large population in the present study gives them job security and number of hours as one of the important extraneous factors for motivating them.

2. Other factors can be considered as motivating factors or intrinsic motivating factors which include opportunities for promotion, interesting work, respect and recognition, responsibility, doing something worthwhile, technical competency and pay according to ability and competence. They were given little priority as compared to extrinsic motivating factors. Among these factors, opportunities for promotion, technically competent and pay according to ability and competence were given priority. Out of the total respondents, 27.21 percent police personnel felt that opportunities for promotion is the fourth important factor that will drive them intrinsically toward better quality of work. This was followed by 25.67 percent population who might feel intrinsically driven by interesting work but is a second last priority in police department. Respect and recognition and responsibility factors were important for 25.15 percent (11th rank) and 24.74 percent (10th rank) sample population. Out of the total sample, 22.47 percent population felt that doing something worthwhile will motivate them (9th rank). Technical competent and pay according to ability and competence were given weightage of 10.92 percent (3rd rank) and 13.6 percent (8th rank). It was also found that female employees give more priority to restricted hours of work (Table 7.18).

3. The stress in police stations was found to be an important variable affecting work culture. Four reasons were provided for ranking purpose. The stress created due to the feeling that police job interferes with their family life; stress created as there is hardly any support from superiors, the stress due to continuous feeling that there are no further opportunities and their role has
become more or less stagnant. The stress is also created when they are asked to do something which is below their self esteem and lack of sleep due to the problems related to their job. There was a mixed response by the respondents. Majority of them felt this sometimes while performing their duty. However few felt like this always which is a dangerous sign for the department. Majority i.e., 47.58 percent of them strongly agreed that the police job is quite stressful and in the city of Mumbai, it is more stressful. It was quite evident from the analysis that 37.27 percent of the policemen were of the view that their work life is somewhat stressful. Only 13.33 percent said that it is moderately stressful and hardly 1.82 percent stated that there is no stress and they feel relaxed while doing the job (Table 7.10).

4. Besides the stressful nature of work, the attitude towards the job was found to be positive. Four statements were given by the researcher. The first statement was related to the fact that whether these employees were proud to be in the police department, 98.9 percent of the respondents had the feeling of pride in joining and would like to continue with the Mumbai police force (Table 7.12).

5. There are 86.6 percent respondents in this category who were of the view that they would like to defend their force whenever somebody criticises it (Table 7.12). They were found to be unhappy with the fact that public image is still bad due to few bad boys in the police department. Their good and hard work is often overshadowed by failures.

6. The researcher found that there was mixed reaction for the statement saying they would not advice their friends and relatives to join police services. 57.51 percent said they would definitely discourage their children friends and relatives to join the force (Table 7.12). According to them, the job is no more attractive to young aspirants in terms of remuneration and job satisfaction. However 42.49 percent felt the other way. They were of the opinion that if preference is given to the children they would advice their close associates to
join the force. The reasons being government job, housing facility in Mumbai city and opportunity to serve the society.

7. Out of the total respondents, 74.52 percent believed that the uniform of the police uniform itself carries the power. In other words, there is a feeling of fear and respect in the minds of public and especially the criminals due to the uniform. On the other hand, 25.48 percent of the respondents felt that today the uniform of Mumbai police is losing its charm (Table 7.12). Public no more respect them simply because they are in the uniform and their presence on the street.

8. Discipline is a major value to be followed in police departments. About 92 percent of the respondents in this category believed that maintaining daily diary is an effective method of control than issuing memos and taking punitive action. Out of the total respondents, 79.64 percent said that memos are issued to the employees in case of discipline and 73.33 said that punitive action is taken if required (Table 7.11).

9. It was found by the researcher that 99 percent know the mission of Mumbai police and its significance (Graph 7.11). The mission and the values implied in the vision should govern the working of police which is defeated due to the present work culture. The researcher however believes that there are police constables who are providing best services in spite of the hindrances but lack appreciation by public as well as their superiors.

10. The researcher has made an attempt to identify the major hindrances for effective work culture at police stations in Mumbai metro city. They were listed as interference from bureaucrats, absenteeism, pressure of work, malpractices and political interference in transfers and postings. According to 81.77 percent of the respondents, pressure of work is tremendous which affects the work culture (Table 7.13). Many experts feel that the pressure of work is always in police organization in the urban city like Mumbai. Every
day there is something happening which requires police to be present at the
place to avoid any trouble. It may be celebrations of festivals of different
religions (Mumbai is a cosmopolitan city), examinations conducted by boards,
political agitations, rivalry, crimes, visit of VIPs or bomb blasts. Any
international terror attack means high alert to city like Mumbai and this
requires the policemen to be on their toes. Further, this pressure increases
due to the fact that planning is not done at higher level authority or, if done, not
properly implement at middle or lower level management. Thus, the work at
police station is always crisis management. Shortage of staff, inadequate ratio
of police and population and absenteeism at police station are some of the
causes of pressure of work.

11. For absenteeism, there was mixed reaction. Out of the total respondents, 43.82
percent agreed that the pressure of work is more due to shortage of staff
(7.13). One of the reasons for shortage of staff is absenteeism. Absenteeism
has number of reasons at the constabulary level, sickness, family problems and
visit to native places. Many senior officers were of the opinion that police
constables are generally from rural areas of Maharashtra. Most of them have
attachment to native places and also have close relatives and some agricultural
property. Most of them require leaves for attending weddings, building houses
at native places, visiting relatives etc. There is still an influence of social
customs and traditions which is difficult to forgo. This requires change in
mindset and education level.

12. As far as interference from bureaucrats is concerned, 39.06 percent agreed that
it hampers the healthy work culture (Table 7.13). Many constables were
unhappy about the fact that bureaucrats are indifferent to their problems. They
follow the rules and regulations and typical red-tapism culture. The amount
claimed is delayed so as the pension amount after retirement. Police constables
are made to wait for a long period as well as not treated properly.
13. Very few (12.67 percent) admitted that there are malpractices existing in their respective police stations (Table 7.13). The malpractices, especially corruption have become a common practice in police stations. The constabulary force is also responsible for small and petty amount of bribes which should not become a culture in police station. Some of them indirectly give the justification saying that people offer us willingly when their work is done. Some of them said that there are no adequate funds provided to spend on travelling to other states to find accused, to purchase stationery or even to dispose of dead bodies. These expenses are not reimbursed immediately so most of the time they are paying from their own pocket. Such malpractices damage the trust among police and public in general.

14. The majority of respondents (76.67 percent) said that there is no political interference in transfers and postings (Table 7.13). At lower level administration, such interference is less. It is a known fact that right from recruitment there are possibilities of political interference. For desired postings in the police stations, they still use political connections.

15. It was unfortunate to note that the training in new technology is a neglected area for police constables and other policemen who handle the crime on day-to-day basis. Only 20.35 percent of the respondents were trained in cyber crimes, 9.4 percent in handling global terrorism, illegal trafficking of human and drugs (3.69 and 5.45 percent respectively), crimes related to wildlife (3.03 percent), crimes related to intellectual property (5.45 percent) and financial frauds (22.49 percent). As the nature of technology and nature of crimes are changing, the constable, who is the first person to deal the crime, must know the international crime handling procedures and impacts (Table 7.14).

16. Community policing will play an important role in policing in coming years. It was found by the researcher that Mumbai police has already taken initiative in this respect. 84.69 percent were engaged in victim support programmes, followed by 82.53 percent who are in senior citizen’s programme, 78.26
percent in Alert Mumbaikars’ Programme, 72.84 percent in programmes related with school children, 65.96 percent in enforcing environmental laws and 64.39 percent were actively involved in tourism policing (Table 7.20). This analysis helps to conclude that police constables and others at lower level of management at police station actively participate in community policing programmes and like to contribute to the same because they feel it as a social service and increases their public interaction. There are certain complaints also like public taking undue advantage of the policemen and treat them as personal servants. They have a grievance that attending the senior citizens regularly is no problem but they feel bad when the leave applied to visit their ailing parents is denied.

17. There was no separate grievance procedure in police stations. However, 50.36 percent said that grievances are handled by immediate superiors (Table 7.16). It is a good practice to note that the police staff at any level can directly put grievance at the headquarters. Such box is opened only in the presence of police commissioner. In other words, police employees at police station level can directly complain to the police commissioner.

18. Employee counseling for problems like alcoholism, family problems, health problems and psychological disorders were not given priority. Out of the respondents, 56.16 percent agreed that no such facility existing in their police stations (Table 7.16). Though there is no official procedure, the senior inspectors, head quarters, Department of home affairs and local NGOs. Because of the strict punishments and withholding of promotions, the amount of alcoholism has drastically come down. The pressure of work is responsible for health and psychological problems. Family problems definitely affects the personal life and thereby the performance at the police stations.

19. Majority of the employees (93.52 percent) were of the opinion that there is an effective system of their performance appraisal (Table 7.16). The constables
are satisfied with the performance appraisal methods by superiors. At this level, they take all care to get positive remarks than the negative remarks.

20. It was observed that female employees have more stress than male employees. ANOVA test was used by the researcher to compare the stress between male constables and female constables. The detailed interpretation is given in chapter 8 (Table 8.13).

21. By using t test, the researcher has come to the conclusion that the perception towards job priorities is more or less the same in both male and female employees. The researcher concludes that there is no significant difference between the perception of job between male and female except certain factors like interesting work, sound organizational policies and restricted hours of work. However, female employees give more priority for restricted hours of work (Table 7.24).

22. By using ‘t’ test, the researcher has concluded that there is no significant difference between the perceptions of job on the basis of designation. On the whole job security and salary are perceived as the best advantages. Working hours are the worst perceived (Table 7.25).

23. It was also concluded by the researcher that the stress level is higher at the higher designation. Head constables have more stress than police naiks, police constables and others. ANOVA test was used to test the hypothesis (Table 8.10).

24. After testing the hypothesis by binomial proportion test, the researcher has accepted the hypothesis that police constables believed that a basic change in the value system is required to improve the existing work culture in the police organization (Table 7.21).

25. After testing the hypothesis by binomial proportion test, the researcher has accepted the hypothesis that a majority of police constables feel that only if
healthy work culture is inculcated in the organization, then only the existing set of police can work effectively (Table 7.22).

9.5.2 Specific Findings Related to Management Culture at Police Station - API, PI, PSI and ASI

The police station is managed by these police officers with definitely influence the work culture to a great extent. Their values, beliefs, style of leadership, human relation skills and work environment create a work culture at police station.

The researcher has arrived at the following important findings after analysis of the data.

1. Majority of the senior police officers were having problem of shortage of staff. Due to shortage of the staff they were not able to work effectively. More often, they had to call police force from other police stations to handle emergencies. Female employees were less considering the number of crimes related with women.

2. Human resource practices are practically missing at the police station level. The researcher included broad areas like recruitment and selection, salary, housing facilities, discipline, performance appraisal, working hours, leaves, promotion, training, rewards etc. Other non financial incentives like housing health, welfare facilities and special facilities for women were also included as human resource practices which affect work culture. Freedom to take decisions (delegation and decentralization of authority), opportunities for career development were also considered as important issues of concern by the researcher. It was found that 44.71 percent of the employees were not happy with their present salaries. Out of the total sample, 69.28 percent said that there are no opportunities for further career development. Of them, 68.94 percent complained about the poor housing facilities provided by the government. Out of 293 respondents, 73.04 percent said that policy
regarding leave has to be reconsidered. About 81.91 percent strongly felt that working hours have to be minimized. The researcher found that 68.26 percent felt that they do not have freedom to take decisions on their own, In other words, they have simply to follow the orders of their subordinates. Out of the total respondents, 65.87 percent said that the promotion policy also needs to be changed. It was observed that 40.61 percent felt that more discipline is needed in the force. However, 57 percent were happy with the discipline at their police stations (Table 6.22).

3. The policy of motivating the employees for good work seems to be satisfying the senior officers, 63.14 percent respondents said that there is a provision of special facilities to women employees like wash rooms and rest rooms. About 68.60 percent were happy with the type of training provided at different stages of their careers. Transfer policies are fair as per the opinion of 65.19 percent of the respondents whereas 59.39 percent said that they are happy with the increments. Out of total police constables, 49.15 percent said that they are not happy with the health facilities provided (Table 6.22). The hospitals are inadequate and the diseases like malaria fever are not considered diseases for treatment.

4. Out of 293 respondents, 47.78 percent were unhappy with the welfare facilities and 42.32 percent with the performance appraisal policy. The shift duties are not fairly allocated as per the opinion of 38.23 percent officers at different police stations in Mumbai (Table 6.22).

5. The researcher has listed the hindrances in developing healthy work culture in Mumbai police stations. The findings show that about 90.78 percent respondents feel that there is a tremendous pressure of work. The analysis shows that 44.37 percent agreed that there is interference from bureaucrats. The absenteeism is more in the lower level employees and it creates problem in effective functioning of the police stations. This statement was positive by 56.66 percent officers, 77.82 percent said that there are no malpractices like
bribe, extorting money, fabricating false evidence, obtaining free entertainment collusion with hoarders, smugglers, bribe from criminals and bribe at the stages of recruitment are absent in their police station. Politicization of policing is a serious concern. Only 28.33 percent strongly agreed that there is political interference including local political parties which is a major cause of demoralization (Table 6.17).

6. The researcher has made an attempt to know that whether core values are followed at police stations. Questions were asked about the application of values in police stations, leadership style adopted by senior inspectors, overall management and communication styles. The statements were also framed to know whether adoption of new technology is encouraged and how the success is celebrated. As far as set I is considered, 59.17 percent agreed that no consideration is given to the values in the police organization which are essential for developing a good work culture (Table 6.8). There were mixed opinions on the facts that values are not shared in the organization or values are shared only at the top level management.

7. To identify what are the expectations of the senior officers as the leaders and their immediate bosses like ACPs certain set of questions were asked. Out of the total respondents, 44.95 believed that the leaders in the police station expect that their orders should be implicitly obeyed. Whereas 41.05 percent gave first rank to the statement those leaders are the role models for them. Some said that the leaders are role models for the people in the organization. Being a government organization, many felt that there is no flexibility. People are expected to follow the proper channel that had been laid down. Rarely does it happen that leaders set the standards of performance that is to be achieved. Thus, the researcher concludes that the leadership style of a majority of the respondents is still autocratic, authoritarian and bureaucratic which adversely affects present work culture.
8. In Maharashtra / Mumbai the policeman association or union is not permitted. Still many police often feel that there has to be an association which will effectively take care of their problems and working conditions. Home department if so successfully implements the human resource policies, this attitude of neglect and harassment will be no more. Their basic needs like good remuneration, housing, health should be the prime responsibility of government. It was observed in the review of literature that many states have policemen’s association which interfere in recruitment, selection, posting (transfers) and promotion of policemen. There is also a fear that it will be politically motivated and will not in real sense protect the interest of policemen. However at the top level, the union of IPS officers is strong. It is a general feeling among police officers that due to the strong union, their demands are satisfactorily met.

9. The ranking method was adopted to measure the stress in higher level police officers in police stations. Out of the total sample, 62 percent officers felt that their job interferes in their family life very frequently. About 11.25 percent police officers felt that they frequently felt this way, 53.8 percent felt that sometimes family life is suffered, 10.92 percent were occasionally had this feeling whereas 17.2 percent were surprisingly gave an opinion that they either never or rarely felt this way (Table 8.3).

10. The support from the superior is must to minimize the stress in the work. Out of the total sample, 5.29 percent felt that they feel very frequently that they hardly get any support from superiors. About 13.01 percent police officers felt that they frequently felt this way. Out of total police officers in the sample, 46.64 percent felt that sometimes they felt this way. About 12.2 percent occasionally feel this way and 23.04 percent of the respondents were of the opinion that they get support from their superiors as and when needed (Table 8.3).
11. Many times due to lack of promotional opportunity, the role of the policeman becomes stagnant. Out of the total respondents, 52 percent felt this way; 8.63 percent frequently felt that their role is stagnant. 42.15 percent felt that they sometimes feel this way, 10.4 percent occasionally felt this way. Hence 33.52 percent were of the opinion that they never or rarely felt this way (Table 8.3).

12. The nature of work of police officers has itself strenuous in nature. In a city like Mumbai, there is a continuous pressure. Bandobasts, civil commotions, crimes etc. 7.4 percent of the respondents felt very frequent the stress is created due to nature of work. It was observed that 13.5 percent of them felt that they frequently get tensed due to the nature of work. It was analyzed by the researcher that 50.44 percent sometimes, 11.62 percent occasionally felt this way whereas 77.04 percent rarely felt this way (Table 8.3).

13. The demoralization among police force and lowering self esteem become the serious issue which affects the effectiveness and thereby the good / healthy work culture Out of the total sample, 4.55 percent police officers felt that they have to do many things which lower their self esteem. About 9.42 percent frequently felt this way, 50.44 percent felt it sometimes, 11.62 percent occasionally whereas 17.04 percent never felt that they have to such work which lower their self esteem (Table 8.3).

14. It was observed that stress is created which result in lack of sound sleep and complete rest on the part of policeman. According to the researcher, 7.13 percent of the respondents very frequently felt like this, 12.36 percent frequently felt this way, 10.3 percent never felt this way and 13.47 percent occasionally felt this way. However 508 (56.67 percent) police officers sometimes felt that they cannot sleep because of the problem related to their work (Table 8.3).
15. It is very clear that most of the police officers feel that their job is quite stressful (67.37 percent), 24.21 percent feel that it sometimes stressful, 5.96 percent feel that it is moderately stressful, only 2.46 percent of the officers feel that is relaxed (Table 6.9).

16. Police is a discipline force and it is important to be followed at the police station level. The maintenance of discipline is the prime responsibility of the senior police officers. Different ways of checking discipline was by issuing memos, daily diary and positive action which can extend to suspension and dismissal. After the analysis, the researcher found that 79.6 percent of police officers believe in issuing memos, 99.62 percent feel that writing daily diaries (reports) leads to discipline among force whereas 73.33 percent believe in punishment for those not willing to do work (Table 6.10).

17. The researcher has made an attempt to know the perception / attitude of police officers about the job. It was observed by the researcher that 98.9 percent of police officers are proud to be in the police department as they serve the community in different ways. Out of 293 respondents 86.6 percent said that they defend the police department whenever one criticizes it. Corruption is in other departments also and can’t be justified. The good work is not appreciated by superiors as well as media / people. However there was a mixed feeling about their friends and relatives to join police service. The researcher identified that 42.49 percent strongly agree that they will advise them to join the force whereas 51.51 percent strongly recommended that they will never advice as the work culture is not healthy and also new opportunities available outside (Table 6.11).

18. Senior inspector at the police station and other police inspectors manage the day-to-day functioning of the police station. Being the semi defense force decision making has to be prompt. To verify the decision making by the senior officers, set of statements aware ranked as per priority and the following responses were received. Many officers (65 percent) strongly
agreed that while taking decisions, they take special care to maintain cordial relations with all concerned. At the same time, 38 percent officers felt that they do not take decisions but only communicate the decisions made at higher level (Table 6.29). This response indicates that senior inspectors are taking major decisions and the process of decision making is mainly centralized.

19. It was strongly believed by the higher authorities that most things depend on top management. Being the government agency, the policies, programmes and procedures are influenced by higher authorities. The main control on Mumbai police department is by Ministry of Home Affairs and CP, Mumbai. Whereas many agree that things don’t happen, you make them happen. This statement suggests that subordinates are not self directed and wait for superior’s direction to do the things. Due to the fear of disciplinary action, subordinates are not willing to take initiative in most of the cases (Table 6.13).

20. It was a majority who said that being a bureaucratic organization, they have to ensure that laid down rules and regulations are properly followed. Rules and regulations are laid down to ensure discipline. Too much emphasize on rules discourages the creativity. It may delay actions and decisions on the part of senior managers (Table 6.25).

21. Again the training to police officers in new technology and international crimes is found to be inadequate in case of police officers at police station. It was found by the researcher that 50 percent police officers were trained in cyber crimes, only 27 percent in fighting global terrorism, 13 percent in drug trafficking, 11 percent in human trafficking, 8 percent in wildlife crimes.11 percent in intellectual property and 50 percent in financial frauds (Table 6.13). The researcher concludes that training at police officers’ level is still inadequate as far as international crime handling is concerned. Training in cyber crimes and financial frauds are increasing and more than 50 percent respondents got training in the same.
22. Out of the 293 respondents, 94 percent said that in case of any problem, they have direct access to their superiors. It suggests open door policy when communication is needed (Table 6.23). It expresses the fact that the guidance of superiors is available and problems can be solved immediately.

23. As far as performance appraisal is concerned, 97 percent said they are happy with the performance appraisal system (Table 6.23). ACR is prepared annually to provide information on the performance of the officers. It is fair view of the positive and negative aspects of the job done by the officers. Feedback should be given to the officers for self appraisal and improvement in future. Negative remarks in ACR should not be used against the subordinates.

24. Community programmes seemed to popular agenda for senior managers. More than 75 percent of the respondents were taking interest and initiative in all programmes (Table 6.24). It was observed by the researcher that if the senior officers take interest in such programmes, the police constables get more involved and it ensures the success of programme.

25. Management style of the police officers is authoritarian in nature. It also reflects bureaucratic culture where superiors are more concerned with strictly following rules and regulations. Out of total respondents 56 percent police officers gave first rank to the statement that they ensure that laid down rules and regulations are properly followed. The percentage of police officers who believed that their main concern in the department is to encourage employees to help others greater skills were only 18 percent. About 10 percent gave first preference to achieve goals and targets, Main concern of 6 percent police officers was controlling and maintaining good discipline among subordinates. To maintain good and friendly climate among employees was a main concern of 7 percent police officers whereas only 9 percent gave first preference to the statement that their major concern
with the department is developing competence and expertise among the people (Table 6.13).

26. As far as interaction with people in the department is concerned, about 41 percent police officers gave first rank to the statement that they interact with the people on the basis of their expertise. Out of 293 respondents, 36 percent said that their first preference is having informal social interaction with most of the people. Only 2 percent preferred interaction with the people only to give instructions and provide guidance (Table 6.26).

27. When there is problem at the police station, about 50 percent agreed that they pose it as a challenge to people to find an innovative solution. Discussing with someone in any department who is expert or knowledgeable is the first preference given by 22 percent. 10 percent prefer to give priority to discuss with those who are close to them. It was observed by the researcher that only 10 percent discuss with the seniors or refer to him for solution (Table 6.27). First rank was given to the statement that they work out the solution which will benefit the people or the organization.

28. It was observed that communication style of police officers differs and is influenced by personal qualities. About 56 percent police officers ranked first to the statement that their communication is basically giving instructions to subordinates after considering all aspects. Only 29 percent were in favour of having informal and open communication with their people. First rank was allotted by only 7 percent police officers who encouraged their people to seek information from outside whereas 6 percent said that their priority is to make available information to all (Table 6.28). It was unfortunate to note that only 1 percent believed that they have concern for their people and communicate with them including criticism out of such concern.
29. Decision making at police station is influenced by the superiors. It was good to conclude that majority that is 65 percent were of the opinion that they take special care to maintain cordial relations with all concerned. About 20 percent gave first rank to the statement that they do not take decisions but only communicate decisions made by seniors. Priority was given to the statement that they encourage experts and high performers to in decision making. Very few police officers consult specialist and knowledgeable people whereas only 3 percent give priority to the statement that they take decisions themselves and only inform people about it (Table 6.29).

30. After conducting the research and testing hypotheses, the researcher concluded that a majority of police officers do not consider values as principal and core aspects of their work. Binomial proportion test was conducted where p value was found to be significant. So, null hypothesis is rejected and the researcher concluded that majority of police officers agreed that the core values are not followed in Mumbai police department (Table 6.30).

31. After testing hypothesis by binomial proportion test, p value was found to be significant and it was concluded that a majority of police officers believe that a basic change is required in the value system to improve the existing work culture in the police organization (Table 6.31).

32. The third hypothesis was majority of police officers believe that if healthy work culture is inculcated in the organization, then only the existing set of police can work effectively. The hypothesis was tested by binomial proportion test where it was found that p value is significant police officers, and the researcher concluded that majority of police officers believe that if healthy work culture is inculcated in the organization, then only the existing set of police can work effectively (Table 6.32).
33. As far as stress level is concerned, the researcher had compared the stress level among police officers on the basis of designation and gender. After testing the hypothesis by using ANOVA test, he researcher concludes that there is no significant difference in the stress level on the basis of designation among police officers. (Table 8.6).

34. Based on the gender, the stress level is analyzed by using t test and the researcher concluded that there is no significant difference between the stress level among male police officers and female police officers (Table 8.8).

9.6 Conclusion

The chapter has highlighted the conclusions and findings regarding various aspects of work culture in police stations at Mumbai Metro Region. The areas covered are personal factors, organisational factors, stress related factors, human resource practices and police–public cooperation. These conclusions and findings are derived from the data collection, data analysis and data interpretation. The chapter has further systematically categorized into general conclusions, specific conclusions, general findings and specific findings for easy understanding and clarity.