Chapter 2

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Chapter 2

Conceptual Framework of the Study

2.1 Introduction

The concept is an idea or general notion. Each science attempts to investigate particular sections or aspects of reality when an abstract system of thought to interpret those segments. So, it develops its own terms or concepts to communicating its findings. The concept is an abstract symbol representing an object or a certain phenomenon. The purpose of using concepts in this research is to present them in a simplified form the thinking about phenomenon, events and processes. This chapter intends to explain the concepts used in research topic, objectives of the research, hypothesis and questionnaire.

2.2 Concept of Work Culture

Work culture is a comprehensive concept. It has various dimensions like psychological, sociological and managerial. The researcher has explained the concepts of work, work culture, organization culture in this chapter.

2.2.1 Culture

Culture is a man made part of the environment. Although, the term culture is used a great deal in both technical and popular discussions, its definition is

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controversial. Kroeber and Kluckhohn summarized 150 definitions of culture found in the literature.\textsuperscript{14}

Culture refers to all the shared way of thinking, believing, perceiving and evaluating that emerges in the experience and that are transmitted from one generation to another. Culture can be defined as a pattern of basic assumptions, invented, discovered or developed by a given group as it learns to cope up with its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems. Culture can also be defined as the cumulative preferences of some states of life over others (values), response and predispositions towards several significant issues and phenomenon (attitudes), organized way of promoting desired behavior and preventing the undesirable ones (sanctions).\textsuperscript{15}

2.2.2 Work

The police force has a wide gamut of work. The duties and responsibilities vary from top level to the lower level. Many times it involves multitasking ranging from maintaining law and order in a local area to combating terrorism. Work refers to ‘Efforts directed towards the end’ Work is as much as the part of human life as sleep and leisure. A person’s work and occupational status plays an important role in an individual’s sense of identity, self esteem and psychological well being. Work is the central and defining characteristics of life for more individuals. Work may have intrinsic value, instrumental value or both. The intrinsic value of work is the value an individual finds in performing the work in and of it. The instrumental value of work is in providing the necessities of life and serving as a channel for the individual’s talents, ability and knowledge.


\textsuperscript{15} Pareek Uday, \textit{Societal Culture and Organisation, Understanding Organisational Behaviour}, Oxford University Press, 2\textsuperscript{nd} edition, 2008, p 438.
2.2.3 Work Culture

It is difficult to define work culture because it is very broad but we can highlight various attributes of work culture. It is a set of properties of work environment perceived directly or indirectly by the employees, who work in this environment and is assumed to be a major force in influencing their behaviour on the job. It is a function of ambient societal value system.\(^\text{16}\) It is the atmosphere of working together for identical goals. However, it must be aligned with the demands of environment. The factors inhibiting work culture, ethics and value system in broad parameters can be listed as

1. Those connected with the individuals
2. Those connected with the group
3. Those connected with the organization and institution
4. Those connected with the management style
5. Those connected with the environment
6. Those connected with society / nation.

Culture around a work culture provides a comprehensive framework for understanding the different facets of work behavior. Doctors, engineers, lawyers, judges, politicians, businessmen, and academicians, all develop distinctive way of perceiving and responding to their environment and gradually develop an acceptable culture. The resulting occupational culture tends to have a pervasive influence, affecting whole way of life of the worker.\(^\text{17}\)

2.2.4 Organisation Culture

Organization culture generally overlaps with work culture. Work culture and organisational culture are the subsets of a large societal culture. Organizations have


distinct culture, which are set of behavioural, emotional and psychological framework that are deeply internalized and shared by the department. The police department too has a very strong culture of people’s habits, routines, rituals, conventions and the stories in the department. The fundamentals of politics, hierarchy, bureaucracy and monopoly give rise to culture of police department.\(^{18}\)

An organization has its boundaries, goals and objectives, technology, managerial practices, material and human resources as well as constraints etc. Its employees have skills, knowledge, needs and expectations. The two organizations interact and over a period of time, establish roles, norms and values pertaining to work. It is this totality of various levels of interacting factors around the focal concern for work which is labeled as work culture. It may also be argued the parts of large may develop and retain its own little work culture within the organizational culture that they share.

In sum, work culture can be examined at four levels. Firstly, organizational goals and objectives and the way they are perceived and reacted by employees, physical facilities provided by an organization, its structure, workforce and financial position, social groups, norms, values, power structure, role, relations, work behavior and other work related activities.

### 2.3 Concepts Related to Policing

Police and Policing has a long history. Researcher had made an attempt to elaborate the terms used in study like police, Maharashtra police, Mumbai Police, Mumbai Metro Region police stations, powers of police, police officers and police constables. Police department has its own culture developed over a period of time. Society has evolved the police as its first line of defense against the inroads of crime.

2.3.1 Police

The word Police was unknown to the middle ages. Even its early meaning of police, it is not found in England before sixteen century. It was imposed into Scotland from France in 1714 and the word then stood for local government in its wildest sense. Later, the term was employed to mean civil regulation of an area and the man required for that purpose. Police are the people who keep law and order. The policemen /women are the persons in the police force who keep law and order. Historically, the word police come from Latin politia (civil administration). The word police first appeared in French language in 1250 meaning administration or political organization. It acquired its modern sense of an organization dealing with the preservation of law and order in the 17th century.

2.3.2 Police Station

The jurisdiction of a police station is defined in the Cr PC section 2 (C) as “Police Station means any post or place declared generally or specially by the state government to be a police station and includes any area specified by the state in this behalf.” Police station is the office of the police force in a particular area.

2.3.3 Powers of the Police

The powers of the police are defined in terms of the powers of “Officer in charge of a police station” Section 2(O) of the Cr PC states that and “Officer In charge of the police station is absent from the station house or unable from illness or other cause to perform his duties, the police officer present at the station house, who is next to the rank of such officer and above the rank of constable or when the state government so directs in every police officer so present.”


21 Ibid, p .249.
2.3.4 Maharashtra Police

Maharashtra State police is the law enforcement agency responsible for the Indian State of Maharashtra. Maharashtra Police has one of the largest police forces in the country. It has 10 police commissionerates and 35 district police units in the state. Mumbai police stations are the part of Maharashtra police organization. Maintenance of law and order, prevention and detection of crime are the main functions of the police. In addition, the police have to play a role in implementation of several socio-economic legislations. Maharashtra police includes village police, railway police and harbor police.

2.3.5 Mumbai Police

Mumbai police has the primary responsibilities of law enforcement and investigation within the Mumbai metropolitan area, one of the largest metropolitan areas in the world. The department's motto is Mumbai police (also known as Brihanmumbai Police) is the police force of the city of Mumbai, "Sadrakṣaṇaṁaṁ Khālanīghramaṇaṁ" (Sanskrit: सद्रक्षणाय खालनीघ्रां, "To protect the good and to punish the evil"). It is headed by the Commissioner of Mumbai Police, who is generally an Indian Police Service officer. The current commissioner is Shree Arup Patnaik.

2.3.6 Designations at Police Station

The researcher covered various police employees at police station level. The lowest level employee is called Police Shipai or Police Constable. The next higher post is Police Naik which is in general cases obtained after service of 12 years. The next promotion is Head Constable. At higher level management, that is officers’ level, there are four posts at police station. The highest designation is PI followed by API, PSI and ASI. Senior most PI is called Senior Inspector of police station who is overall in charge of police station and responsible for the function police station. The administrative staff is provided who consist of writers at different levels. One of the
API or PSI acts as a Station House Officer. All officers have been provided orderlies. ACPs and DCPs are appointed to supervise police stations allotted to them.

2.3.7 Mumbai Metropolitan Region

The Mumbai Metropolitan Region (MMR) is the metropolitan area consisting of the metropolis of Mumbai and its satellite towns. Developing over a period of about 20 years, it consists of seven municipal corporations and fifteen smaller municipal councils. The areas outside of Brihan Mumbai and Navi Mumbai have lacked organised development. The area takes up four districts of Maharashtra state.

1. Mumbai City (complete)
2. Mumbai suburban (complete)
3. Thane (part)
4. Raigad (part) 22

2.4 Concepts related to Human Resource Management

In the business environment of the developed nations, the Human Resource Management is well accepted for enhancement of productivity. Human Resource Management is concerned with the people in management. Human resource management is the term used to refer to the philosophy, policies, procedures and practices relating to the management of people within the organisation. Since every organization is made up of the people, acquiring their services, developing their skills, motivating them to the higher level of performance and ensuring that they continue to maintain their commitment to the organization are essential in achieving organizational objectives. 23

Human resources are the energies, skills, talent, and knowledge of people, which potentially can and should be applied in production of goods and services.

22 Mumbai Metropolitan Region, Wikipedia, the free encyclopedia.

Human resources are to be utilized to the maximum possible extent in order to achieve the performance of an organization and resulting productivity is directly proportionate to the quantity and quality of its human resources. Human resource is the integration of human factor into work situation which motivates it to work together effectively providing it social, psychological and economic satisfaction. Human resource management is a vehicle that helps nurture a culture of high production.

The human resource functions play an important role in bringing about a cultural change successfully. It dominates the work culture in every organization including police department.

Human resource policies depend on the organization structure. Structure defines the formal relationship and use of people in organization. Many firms have moved from traditional structure to a team based one. Some structures have grown more complex as a result of new ventures.24

The hierarchical structure is characterized by a strong chain of command. Chain of command is a line with orders and decisions are passed down from top to bottom of the hierarchy. Bureaucratic organization has a certain degree of standardization. They are hierarchical with rigid rules and regulations. Government organizations like police have bureaucratic structure.

Human Resource Management reflects in various policies of the organization. They include communication system, performance appraisal procedure, recruitment and selection policy, promotion and transfer policy, motivation and morale, job satisfaction, training and development, discipline, workers’ participation in management and nonfinancial services. The concepts in brief are given as below.

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2.4.1 Communication in Human Resource Management

Communication is a process which consists of several units. The basic unit of communication can be called as a communication act. This can be defined as the transmission through medium or media of a goal oriented message from a source to and its reception by a target. The grapevine is an informal communication system. Since the grapevine arises from social interaction, it is as fickle, dynamic and varied as people are. It is the expression of their natural motivation to communicate.

2.4.2 Recruitment and Selection

Recruitment and selection is the process of searching for prospective employees and stimulating them to apply for the jobs in the organization. It is defined as the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted.

The effectiveness of the recruitment process can play a major role in determining the resources that must be expended on other Human Resource activities and their ultimate success. The basic purpose of the selection process is to choose the right type of candidates to man various positions in the organization. Recruitment and selection in police department is standardized.

2.4.3 Performance Appraisal in Human Resource Management

Performance Appraisal is equally important in every organization and so is in the police department. Employees also need feedback about their performance. Feedback helps them know what to do and how well they are meeting their own goals. Performance appraisal is a vital component of a broader set of human resource practices. It is the mechanism for evaluating the extent to which each employee’s day-to-day performance is linked to the goals established by the organization (Lowenberg and Conrad, 1998) Cardy and Dobbins (1994) define Performance Appraisal as the process of identifying, observing, measuring and developing human resources in the
organization. (Shen 2004) In search of establishing a dynamic and progressive work environment in the police department for all employee’s performance appraisal system can be an effective tool (Lee 1989).  

The performance appraisal, performance target, performance related rewards and punishments and job description form the base for the consequence strategy in inventing the organization.

2.4.4 Training and Development in Human Resource Management

Training and Development programmes play a vital role. In police department it has an immense scope. For any organization, perpetuate itself and achieve growth, there is a basic need of developing its manpower resources. It is essential to help develop skills and also update knowledge. Training can be defined as a process of learning a sequence of programmed behavior. Training has been described as conscious efforts to improve and increase knowledge, skill and aptitude on an individual in a desired direction. The object of training is not only to develop the professional skills of an individual for the performance of duties in the assigned job but also to improve his capacity to shoulder greater responsibility.  

It attempts to improve employees’ performance in the current job or prepare them for the intended job. Any training programme should try to bring positive changes in knowledge, skills and attitudes. Different types of training programmes include Introduction/orientation training, in job training, promotional training, refresher training etc. Training is the planned effort by an organization to facilitate the learning of job related behavior on the part of its employees. The success of the organization depends on how capable its staff is and how they are utilized for achieving the organization’s objectives.


2.4.5 Motivation and Morale in Human Resource Management

Motivation and Morale are the most important factors affecting human behavior and performance. It refers to the way in which urges, drives, desires, aspirations, strivings or needs that direct, control or explain the behavior of human beings.\textsuperscript{28}

Motivation policies should consider various aspects that affect the job of employees. In police department, Job satisfaction affects the morale. Job satisfaction reflects the extent to which employee finds gratification and fulfillment in their work. It is a set of favourable or unfavourable feelings and emotions with which the employees view their work.\textsuperscript{29} Morale is a fundamental psychological concept. It is a state of mind. There is individual morale which is related with job satisfaction and morale can be a group morale which is related with social reaction and concentrates on attitude towards the group. The concept is intangible. Thus it is not easy to measure morale. It can be measured by observing the behavior of employees, surveys, company records regarding absenteeism and turnover. Morale also affects job involvement which is the degree to which employees immerse themselves in their job. Police department also needs organisational commitment which is also known as employee loyalty towards work. It reflects employee’s belief in the mission and goals of the organization.

Morale is the word with multiple meanings. Morale can be described as the capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose. Acceptance of a goal and commitment on the part of the group to work for it are important components of high morale Morale is linked to employees’ attitudes. It refers to the employee’s attitude towards either their employing organization in general or towards specific job factors such as supervision, fellow employees and financial incentives.


Human relations deals with motivating people in organization to develop teamwork which effectively fulfills their objectives and organizational objectives. According to Human relations Theory, organizational objectives are impossible without the willing cooperation of the people and such cooperation can’t be automatically secured or ordered. Human Relations approach is concerned with the recognition of human element in the organization. It recognized the importance of social and psychological factors in determining worker’s productivity and satisfaction. Group behavior plays an important role in determining the attitudes and performance of individual workers. The factors affecting job satisfaction are studied. They include financial incentives like rewards and increments and non financial incentives like job security and respect. Job security is the probability that an individual will keep his or her job, with a high level of job security is such that a person with the job would have a small chance of becoming unemployed. Respect gives a positive feeling of esteem. It can be a specific feeling of regard for the actual qualities of the one respected. An increment is an increase of some amount, either fixed or variable. For the purpose of financial incentives, an increment is an increase of some amount, either fixed or variable. Reward may refer to bounty, often money offered as an incentive. It is something given in recompense for worthy behavior or in retribution for evil acts.

2.4.6 Discipline in Human Resource Management

Discipline is the soul of the police organization. The word discipline connotes that the members of a group should reasonably conform to the rules and regulations (code of behavior) which have been framed for it or by it so that everyone may benefit from them. The police is a hierarchical organization with well defined ranks and with a considerable emphasis on discipline. Police supervisors can play an important role in changing culture. Supervision has been defined by Paul Whiteland in the police Supervision Theory and Practices as” Adaptive and Human transactional processes used by one member of the organization on others of a subordinate level to direct their behavior towards the accomplishment of organizational goals and fulfillment of personal needs.”

police station, discipline also indicates controlling absenteeism. Absenteeism is a habitual pattern of absence from a duty or obligation.

2.4.7 Leadership in Human Resource Management

Leadership is influencing the behaviour of subordinates to seek their willing cooperation. In police department, there is a bureaucratic leadership. A bureaucrat is a member of a bureaucracy and can comprise the administration of any size, though the term usually connotes someone within an institution of government. Bureaucracy is an organization of non–elected officials of a government or organization who implements the rules, laws and function of their institution.

Leadership style is a pattern of behaviour which is followed by the leader. Autocratic leadership is one which is followed by a leader who is task oriented and does not consult his subordinates. Whereas the democratic leadership indicates consultation with the subordinates while taking decisions. It encourages participative management.

Choudhary\textsuperscript{31} has quoted the concept of servant leadership. It says that the model called the servant-leadership is a practical philosophy which supports people who choose to serve first, and then lead as a way of expanding service to individuals and institutions. The servant leader is a servant first. It encourages collaboration, trust, foresight, listening and the ethical use of power and empowerment.

2.4.8 Empowerment in Human Resource Management

Empowerment to the employees is must in shaping a strong work culture. Empowerment is any process that provides greater autonomy to the employees through the sharing of relevant information and the provision of control over factors affecting job performance. It helps to remove the conditions that cause powerlessness.

while enhancing employee feeling or self-efficacy. It authorizes employees to cope with situations and enables them to take control of problems as they arise. To empower is to give someone power which is done by giving an individual the authority to make decisions to contribute their ideas, to exert influence and to be responsible. Participation is generally an effective form of empowerment. Participation enhances empowerment and empowerment in turn enhances performance and individual well being (Wendell L. French). Empowerment is not something that management does to employees, but rather the mindset that employees have about their roles in the organization. While management can create a context that is more empowering employees must change to be empowered. They must see them as having freedom and discretion. They must feel personally connected to the organization, confident about their abilities and capable of having an impact on the system in which they are embedded. Building an enabling and empowering culture becomes the key role of leaders of the new organization. Individual and team empowerment would require a culture of trust and collaboration. The concept of OCTAPACE (Openness, confrontation, authenticity, production, autonomy, collaboration and experimentation) has been proposed as the ethos for empowerment.32

2.4.9 Human Relations Management

In every organization, including the police department a large number of people work together for achieving organizational objectives. The superiors have to manage all subordinates with different physical, mental and psychological makeup. According to Keith Davis, Human Relation is an area of management practice which is concerned with the integration of people into a work situation in a way that motivates them to work productively, cooperatively and with economic, psychological and social satisfaction. McFarland states that Human Relations is the study and practice of utilizing Human resources through knowledge and through an

understanding of the activities, attitudes, sentiments and interrelationship of people at work. Human relations in the organization are determined by individual, work group, leader and the work environment. It focuses on employee welfare including good working conditions and relationship between superior and subordinates.

2.6 Concepts Related to Occupational Stress

The concept stress is related to psychology and is more comprehensive. The researcher has elaborated the concepts such as frustration, burnout, coping strategies, employee counseling and grievances.

2.6.1 Stress

Stress is an inevitable consequence of socio-economic complexity. However in police organization, the nature of the job itself has a lot of stress. Several terms are used synonymously with stress. They are strain, conflict and pressure. The word strain has been used to denote the effect of stress on individual. Pressure has been used in the same sense. The word conflict usually denotes incapability between two variables. The term stress has been used to denote a stimulus (or cause), the response (physiological, behavioural or cognitive changes.).

2.6.2 Role stress

The term role is used to designate the sum total of the culture pattern associated with a particular status. It thus includes the attitudes, values and behaviour adopted by the society by any or all persons occupying the status. Role stress is an outcome of the relationship between the roles in the social system.33 A role set consists of the persons like boss, colleagues, subordinates and clients, who have different capacities from the role the individual occupies. Stress is a general term applied to the pressures people feel in life. The presence of a stress at work is almost

inevitable in many jobs. When pressure begins to build up, it can cause adverse strain on a person’s emotions, thought process and physical conditions. When stress becomes excessive, employees develop various symptoms of stress that harm their job performance and health and even threaten their ability to cope up with the environment. They may be uncooperative or use alcohol or other drugs excessively. Stress also leads to physical disorders because internal body system changes to try to cope up with the stress. Stress over a prolonged time also leads to degenerative diseases of heart, kidneys, blood vessels and other incapacity to meet evolving performance expectations. In each case, the employee may inappropriately assume responsibility for the event, feel like a victim of circumstances and fall into an emotional tailspin. Attitudal clues to workplace trauma include severe moodiness, concentration difficulty and alienation in addition to the more distinctive behaviours of tardiness, absenteeism and accident proneness.³⁴

2.6.3 Burnout

Burnout can be defined as the end result of the stress. Experienced but not properly coped with resulting in the symptoms of exhaustion, irritation, ineffectiveness inaction, discounting of the self and others and health problems (hypertension, ulcers and heart ailments.) The opposite phenomenon occurs when stress is properly channeled resulting in a feeling of challenge, high job satisfaction, creativity, effectiveness, better adjustment to work and life. Highly routine and mechanical roles produce burnout. Roles requiring continuous work with people experience more burnout.

2.6.4 Coping with Stress

Coping with stress is very important. When individual experiences stress, they adopt ways of dealing it. An individual cannot remain in a continual state of tension. Therefore, even if a deliberate and constant strategy is not utilized, to deal with a

stress, some strategy is used, and we call it coping. The word coping is has been mainly used in two senses. General sense of ways of dealing with stress and the sense of an effort to master conditions of harm threat or challenge. Generally, effective coping strategies to confront the problem of stress as a challenge and to increase one’s capacity of dealing with it. Ineffective strategies are escape or avoidance strategies to reduce the feeling of stressor through use of alcohol, drugs or other escapist behaviour that distracts oneself from it. Research has shown that social and emotional support available to the person can help him or her to cope with stress effectively. Social support includes both material support (providing resources) and emotional support (listening to the person and encouraging him or her) Effective strategies of coping includes efforts to increase physical and mental preparedness for coping (exercise, yoga, meditation, diet management and creative diversions (music, art, theater) Strong relationship, optimism, role efficacy, job satisfaction also help in coping stress.

2.6.5 Frustration

Frustration is the blocking or slowing down of a goal directed activity. Frustration is the resultant feeling caused by a sense of privation (lack of something), deprivation (blocking of or interference with a goal) or conflict in relation to a goal related activity. Movement towards the goal is not easy. Hurdles may appear between the starting point and the end points. This may produce a sense of deviation in the individual and this in turn may result in frustration. In short, frustration is an everyday life experience. It is necessary to understand the nature of frustration, its cycle, and dynamics, what causes it, how people cope up with the frustration and with what consequences. Such understanding can help superiors to manage frustration effectively. For managing frustration, the top management has a greater role to play. They should listen to the feeling of the staff; encourage them to share their feeling of disappointment, share feeling of guilt, help the staff to accept and control reality, help the staff to assess the damage caused by frustration and develop alternatives to solve
the problems. One of the causes of stress is frustration. It is a result of motivation (drive) being blocked to prevent one from reaching a desirable goal.\(^{35}\)

### 2.6.6 Employee Counseling

Employee counseling plays a vital role in coping with the stress. Counseling is a discussion with an employee of a problem that usually has an emotional content in order to help employee cope with it better. Counseling seeks to improve employees’ mental health and well being. It is an exchange of ideas and feelings between two people, normally a counselor and a counselee, so it is an act of communication. Since it helps employees to cope up with the problem, it should improve organization’s performance because the employee becomes more cooperative, worries less about personal problems or improves in other ways. Emphasis on counseling also helps the organization to become more human and considerate to people’s problems. Counseling may be performed by both professionals and nonprofessionals. The general objectives of counseling are to help employee grow in self confidence, understanding, self control and ability to work effectively. They are consistent with Maslow’s higher order needs Aderfer’s growth needs such as self esteem and self actualization. Superiors are important counselors because they are the ones in day today interaction with employees. Emotions are part of the whole employee and must be considered a part of total employment situation for which the superior is responsible.

### 2.6.7 Grievance System

Another effective method of reducing stress is proper grievance system. Broadly speaking, grievance means any real or imaginary feeling of dissatisfaction and injustice, which an employee has about his employment relationship. A grievance is a sign of employees’ discontent with job and its nature. If an individual’s grievances remain unattended or unresolved, they will become collective disputes. In

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the opinion of the ‘national commission of labour’ - “Complaints affecting one or more individual workers in respect to wage payments, overtime, leave, transfer, promotion, seniority, work assignment and discharges constitute grievances.”

The International Labour Organisation defines grievance as “Grievance is a complaint of one or more workers in respect of wages, allowances, conditions of work and interpretation of service stipulations covering such areas as overtime, leave, transfer, promotion, seniority, job assignment and termination of services.” Grievances in the police organization can be said to exist because absence of appropriate informal and inadequate formal mediation procedures between superiors and subordinates. Work culture and organizational behavior.36

2.6.8 Concepts Related to Working Conditions

Good working conditions or hygiene factors are important conditions for motivation. Researcher has made an attempt to explain the terms as far as working conditions are concerned. The word sanitation also refers to the maintenance of hygienic conditions through services such as garbage collection and waste water disposal.

2.5 Concepts Related to Organisational Behaviour

To study work culture, it is important to know the concept of Organisational behavior. The variables related to OB are used in the study like behaviour, values, core values, attitudes, perception, team building etc.

2.5.1 Organization Behaviour

Behavior is what a person does. It can be defined as the observable and measurable activity of human beings. The conceptual foundation of Organisational

behavior is multidisciplinary. Organisational Behaviour is the branch of the social sciences that seeks to build that can be applied for predicting, understanding and controlling the behavior in work organization. Organisational behavior is primarily concerned with that aspect of human behaviour which is relevant for organizational performance. It studies human behavior at individual, group and organization level. Organisational behavior is concerned with the wide gamut of units (individuals, roles dyads, teams and entire organization) and interfaces (interpersonal, interterm and organizational environment.). While an understanding of individual dynamics is helped by the study of psychology, a proper understanding of roles and groups is provided by sociology. Thus, the study intends to cover both psychological and sociological aspects affecting the work culture. Organisational behaviour is the subset of management activities concerned with understanding, predicting and influencing individual behaviour in the organisational setting. It studies human behaviour at individual, group and organisational level. Organization behavior focuses the attention on people from the humanistic point of view. It is based on the belief that needs and motivation of the people is of high concern. There is an acceptance of the value of the individual as thinking, feeling organism and without these consideration, the organization may not be fully operational as a social entity. Further there is optimism about the innate potential of man to be independent, creative, productive and capable of contributing positively to the objectives of the organization. The employee will actualize this potential if proper conditions and environment are given to him. This is applicable to police department also.

2.5.2 Values

Every criminal justice, profession and association has a code of ethics, professional responsibility, values and principles of conduct. The police departments in India should also own a set of core values that are apparitional, after developing them through a collective exercise within the police organization.

37Prasad L. M. Organisation Behaviour, Sultan Chand and Sons, Educational Publishers, New Delhi, pp. 15-16.
The researcher believes that the basic change in the value system is required to improve the existing work culture in the police organization. Values are the elements of culture. In organization behavior, a value is a conception, explicit or implicit distinction of an individual or characteristic of a group, of the desirable which influences the selection from available modes, means and ends of action. Values that a person has are one of the major forces shaping the behavior. Value represents basic conviction that a specific mode of conduct or end state of existence. There are societal values, organisational values and individual values. Values are functions of preferences. Values essentially are collective. They do not operate singly. Several values interact with each other and value systems or orientations are formed.\(^38\) The organization itself is one of the most significant influences on the ethical dimension of decision making from prospective of both the structure and culture of the institution (Mills 2003:331). Values cherished above competencies, the values guide the recruitment and training. The good leadership in the organization can, as a whole, adapt a set of values and use these to guide conduct throughout. For SPF the core values are courage, loyalty, integrity and fairness, while the desired culture in the organization is that of mutual respect, openness, sincerity and trust. Understanding values is important for various reasons. Values influence one’s motivation and perception. They form the basis of one’s attitude. If the employee values his job and is ambitious, he will be motivated to attain the same by working hard. Values influence the individual’s perception about the problems he faces and consequently the decisions he makes to overcome these problems. Even value system of the top management influences the choice of organizational goals and strategies adopted to achieve these goals. Values influence the way in which an individual looks at other and group of individuals i.e. interpersonal relationships. Values determine the extent to which individuals accept organizations pressures and goals. If they do not match with the values held by them, they even may leave the organization.\(^39\)


Core values are deeply ingrained principles that guide a company’s actions and practices. They serve as its cultural cornerstone. According to Collins and Porras, core values are inherent and sacrosanct and so can’t be compromised either for or short term economic gain. The core values observed by the police force while working in the police stations, is an important aspect of the study in this research. Hindrances in practicing core values are also under the scope of the study. Hindrances signify the obstacles in cultivating healthy work culture. The malpractices like corruption, extortion are covered under the study. Corruption is lack of integrity. The integrity could be intellectual, financial or moral. Extortion is a criminal offence which occurs when a person unlawfully obtains money, property or services from a person, entity or institution through coercion.

2.5.3 Attitudes

From organizational behavior point of view, Values are the part of the attitude. Values are more general and not related to an object or a situation whereas attitudes are specific and related to distinct objects, people and ideas. They can be observed by observing the behavior of an individual. Attitude is the persistent tendency to feel and behave in a favorable or unfavourable way towards some object, person or an idea. Attitudes consist of feelings, thoughts, and intention for act. Attitudes of the employees towards work are important to develop a healthy work culture. Thus, it is important to study values, core values and attitudes which influence the behavior of the employees in the organization including police department. The fault finding attitude remains as an integral and deep rooted part of the police sub-culture in India. In business and industry, managers are assessed on the basis of overall success but in police, officers are tend to be judged by the failure leading to an increasing tendency among police officers to take revenge in unnecessary paperwork, excessive monitoring and consultation (National Police Commission 1977-81, para 44.6)  

2.5.4 Perception

Perception is the unique way in which each person sees, organizes and interprets things. Employees see their work worlds differently for a variety of reasons. They may differ in their personalities, deeds, demographic factors of past experiences or they may find themselves in different physical settings, time periods or social surroundings.⁴¹

2.5.5 Team

In the police organization, team work is essential. Team indicates group efforts. Group can be defined as a collection of individuals working in face to face relationships to share information and all resources for the task to be achieved. A team can be defined as a group of individuals working face to face relationship for a common goal, having collective accountability for the outcome of its efforts. Team building is the process of making teams more effective. Task teams seek to develop a cooperative state called as teamwork. A task team is a small cooperative group in a regular contact that engaged in coordinated duties. Whether a member of a task team knows their objectives, contribution, and responsibly and enthusiastically to the task and support one another. They exhibit team work. At least four ingredients contribute to the development of team work, a supportive environment, skills matched to the role requirements, subordinate goals and team rewards. Team rewards may be financial or in the form of recognition. Rewards are most powerful if they are valued by the team members perceived as possible to earn and administered contingent on group task performance. In addition, organization need to achieve careful balance between encouraging and rewarding individual initiative and growth and stimulating full contribution to team success. Team members must work together to be effective. Likewise cooperation is needed among all the team that makes the whole organization. Team members need feedback so that they have useful data on which take decisions. Feedback encourages them to understand how they are seen by the

others within the team and to take self correcting action. When the teams regularly find themselves and even supporting their goals there is a team development. The successful teams typically exhibit typical characteristics that organization value. Members take pride in their achievements and the contribution of their colleagues. They feel comfortable asking questions when they don’t understand something no one dominates the team, nor anyone a war flower or non contributor, members know how to criticize others constructively and accept feedback from others. There is an atmosphere of respect and trust. The group is not threatened by instability or change, the atmosphere is relatively informal and tension free and members encourage and assist each other.

Thus, Human Resource Management plays an important role in bringing about culture change successfully. Culture should be characterized by a positive work climate, adaptable work practices and flexible, skilled and committed people. Successful culture change depends on the following factors:

1. The commitment and focus of top management and their willingness to commit resources for achieving cultural change.
2. Listening to the employees.
4. Designing and modifying Human Resource practices such as recruitment, development, selection etc.

2.7 New Concepts in the Police Organization

New challenges with changing environment require urgent need to change work culture in police department. Some of the new challenges are technology, nature of crimes, global policing, community policing, corruption, politics etc.

2.7.1 Technology

Technology provides the resources with which people work and affects the tasks that they perform. Technology can be defined in terms of knowledge and use of
tools. It refers to the tools and machines that may be used to solve the problems. Technology has become a critical element both committing and fighting the crime in the twenty first century. Police agencies now face a new breed of technosavvy criminals. The police needs to take advantages of advances in technology rather than being in the receiving end of such advantage.

Crimes are increasing in Mumbai city at the same time the nature of crimes is changing. The criminal are using advanced technology. Researcher has covered international crime handling and training given to the police employees in handling such crimes. The cyber crimes have gone up Sawant\(^{42}\) has given the details of such crimes. It includes credit card fraud—which means the criminal can get details of a card holder and use them online. The other form is phishing where the fraudster masquerades online as a legitimate organization and sends an e-mail to a genuine user, directing the unsuspecting person to a website where he/she is asked to update on provide personal information like passwords. There is also the Nigerian 419 scam where the user receives an e-mail that he has won a lottery asking him to claim it by paying processing fees. Take Profiting is another form of cyber crime. Social networking sites like Orkut, Facebook etc. are plagiarized by this problem where a person creates the victim’s fate user account with his/her actual personal details. It is believed that there is a need for public-put partnership in solving cyber crime. The entire load of investigations cannot be on the police. People with necessary skills should be allowed to work with the police. There are slim chances of users being registered. Study also undertakes implementation of ISO standards at police station level.ISO (International Organization for Standardization) is the world’s largest developer and publisher of International standards. It has networked in 164 countries. It is an internationally agreed upon set of regulations that manufacturer use for quality control and management. The environment that the police have to face today is entirely different. The environment means the number of pressures, competition, social and political agendas, which influence decision making primarily when making an ethical decision. It is important to identify all the interested external stakeholders

\(^{42}\) Sawant Nimish, *Virtually speaking crime in the city on an upward spiral*.TOI,
and evaluate the impact of the decision as it relates to their respective rights and responsibilities. If the process of stakeholder evaluation is conducted in a way that is ethical and transparent, the credibility of police can be enhanced in the eyes of wider public. Terrorism also put extra challenges. The U.S. definition of terrorism as the calculated use of unlawful violence or threat of unlawful violence to indicate fear, intended to coerce or to intimidate government and society in the pursuit of goals that are generally political, religious and ideological.

2.7.2 Community Policing

Community policing is the new concept in police stations today. Just as many government departments are involving and empowering the citizens; in the police department too this trend has found strong manifestation in terms of Community Policing. In several cities across the world that have adopted community policing, residents share their responsibility with the police department and help implement crime prevention strategies. This concept can’t be ignored by policy makers. The theory of community policing is based on normative sponsorship theory proposes that most people are good and are willing to cooperate with others to satisfy their needs (Sower 1957). In the opinion of others on citizens and police towards solving neighborhood problems, which in turn satisfies the expressed needs of citizen and enhance the resident’s quality of life. The role of the community police in equivalent to the role of a critical social scientist, the facilitator and catalyst of problem solving activities. There is also a continental concept (policing of proximity) in which Community Policing is a tactical strategy to increase the visibility of police officers in a specific areas (near shops, schools, monuments, important stretch and so on to prevent crime and disorder. Therefore, it is not surprising that Community Policing has meant differently to various people. To Spellman and Eck (1989) it is a strategy which combines citizens with imaginary problem solving technique, which reduces the incidence of crime. To Herman Goldstein (1990) it is primarily defined in terms of ability of the police to identify, analyse and resolve the crime related problem specific to a given community. To Skolnick and Bayley (1986), it is the enhancement of the crime prevention strategy through the civilization, decentralization and reorientation.
of the police organizational structure. To Trojanwitzcz and Buoquerour (1994) it is the set of values that promises to significantly improve the police organization and its working relationship with the community it serves. According to Alpert and Dunharn (1988) it is the means of improving the efficiency and effectiveness of the police by adjusting the policing styles to confer the specific community needs. There are many programmes like for example helpline for senior citizens. Senior citizen is a common polite designation for an elderly person which implies that the person is retired. Some dictionaries describe widespread usage of senior citizen for people over the age of 65. There is also victim support by police. As far as police work is concerned, a victim is one who is harmed or killed by other.

2.7.3 Global Policing

Global Policing is another concept used often. In increasing interconnected world police can no longer remain locally marooned. The crimes like the drugs, illegal human trafficking, wildlife crimes, intellectual property, financial frauds and cyber crimes have largely international implications. Globalization has not only increased the reach and opportunities for organized crimes but has led to coming together of their networks and resources. Globally policing is a policy in future, which will increasingly involved in the international crimes, policing for extremism, terrorism, cybercrime and following the trail left by digital financial transactions of the suspects, represents the emerging trend in global policing. Tourism police is a concept gaining importance due to globalization. Tourism police is a specialized unit that was formed to provide security for tourists. Drug Trafficking remains the single most important activity for organized criminal groups in America. They include trafficking of marijuana, cocaine, heroin and other synthetic drugs. Human Trafficking is the illegal trade of human beings for the purposes of reproductive, commercial, sexual exploitation, slavery, forced labour or a modern day form of slavery. International concept of policing is changing. There are different theories followed Theory Z focused on increasing employee loyalty to the company by providing a job for life.

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with a strong focus on the well being of the employee both on and off the job. Edward Demings made famous 14 points. Theory Z was developed by William Ouchi during 1970s. Whereas Theory P is doesn’t attempt to introduce any new theories of management. It represents the style of management for a particular job segment perception. A particular management style is ultimately based on how a manager perceives an employee/workers’ intelligence level, number of mistakes made by the subordinates and their ability to grasp new ideas.

2.7.4 Politics and Policing

Politics is another variable which affects police work culture. Politics and police have become so inseparable in Indian context. It is difficult to imagine one without another. Whenever police is perceived as a tool in the hands of the politicians in power to meet their political ends, it does irreparable damage to the image of the police. Day to day interference by politicians is a weakness of the department and misuses of the police by politicians a threat.

2.7.5 Public Relations

For community policing, effective public relations are equally important.

In the words of one of the most respected Chief of Los Angeles police, William H. Parker, “Public Relations is not an organizational position or a subdivision or something you consciously do. It is a state of affairs. It is a relationship between the public and some identified group. As such, it is not something you can either accept or reject. It is in continual existence. The only choice an administrator has is whether the state of affairs, this relationship is to be good or bad” (Parker1975). Public relations is a concept which means that a well managed organization should inform its clients, influence them to support its programmes and practices and measure response and acceptance.

An organization may have a huge capital and the most advanced machinery, but if it does not have capable, motivated and high performance employees, the
organization is not likely to demonstrate sustained levels of high performance. Since all the physical and capital resources depend on people for their efficient use maintenance and requirement the quality of people of an organization is important in attaining competitive advantage.

2.8 Conclusion

To study the work culture, it is essential to know the concepts which are affecting the culture in Mumbai police stations directly or indirectly. The concepts are made clear by the researcher in the chapter to enable better understanding of the subsequent chapters. It also brings deeper insight in the concepts used as variables in the research problem. Work culture is a comprehensive term to include vast areas which the researcher has tried to cover in the above chapter. The concepts widely used under the study are closely associated with commerce and particularly human resource management. Researcher has tried to cover the concepts in psychology and particularly organisational behaviour. However these concepts are relative and have different meanings. The clarity of concepts under this chapter will give definite direction to the reader in understanding the work culture.