CHAPTER-I
INTRODUCTION
Drunk policemen shoots a boy working at a tea stall, a guard of an SSP fires at a car, drunken senior police officers maim sub inspector, a DIG's car hits a military truck carrying school children, missive sent to a DGP on misbehaviour by an SP, IG beats up a contractor, a drunk police inspector fires on university campus and so on. All these media headlines send a chill down the spine. Though only a handful of policemen are involved in such brutal incidents but these disgraceful incidents have cast a shadow on the entire force.

Though India claims to be one of the biggest democracies in the world yet police waywardness and excesses rarely generate intense debate among social scientists, psychologists and even the media in our country. One hardly sees any editorials condemning the gruesome “murder” of a boy working at a tea stall by two drunken policemen at a dhaba. These instances not only demand the screening of the police force to weed out “criminal elements” from it, but need exists to know what is wrong with the police force? Why do policemen behave in such a rough and brutal manner? Such questions incites one to look into their functioning.

If we delve deep into the psychology of policemen then it would appear that they are under great mental strain to prevent crime, detect all crimes and secure 100 per cent conviction from the courts who feel that all policemen are liars and deserve almost the same treatment, if not worse as the accused they are prosecuting, in their courts. If the policemen fail in prevention there is hue and cry and bad publicity that shakes the confidence of the officers responsible. The time at the disposal of the investigating officer is very short, i.e. 24 hours which introduces an element of urgency which is exhibited by the innovative methods of interrogation which more often than not lead to custodial deaths. The grant of remand from courts is cumbersome and can be granted only after production of case diaries and evidence to suggest that further remand is necessary for
investigation. All this has to be done within 24 hours along with raids, arrests and recovery of property or physical evidence. If the case has not been worked out speedily then departmental pressure mounts and threatens the policemen with change in placements as supervisory officers want only those men to be in the charge of the police-stations who are efficient. The successive failure in courts spoils the record statistically speaking and invites chiding from above and displeasure from the government. The most widely labelled allegation against police is the use of third degree methods against the suspects.

If one sees in a very objective manner career span of an officer in police department and studies attendant attitudinal changes in him, certain traits would be easily discernible. With the passage of time, these common traits form a subculture. The most important trait right from the top of the department is self-righteousness and intransigence while they are on duty. This brings them in confrontation with others including politicians, bureaucrats, judiciary, media and other organised sector where he finds himself alone and without support which is closely related to lack of credibility and unfavourable image in society. This further makes police officers more defensive to the point of being evasive and secretive which is an important trait of police sub culture and also an important factor in breeding corruption and attendant ills in the department.

The difference between law and practice (covert support from public, politician and even press) lack of resources at his disposal to perform his duties properly and frequent suspensions and transfers make him cynical and unsocial, further complicating police-public relations. The police officer is readily available as a scapegoat to save political leadership or high up in bureaucracy.
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The department as a whole suffers from stagnation syndrome which makes the officers and men highly competitive, in their anxiety to rise in the department. They become overzealous to show result without caring means. Such officers and men are easy prey to the politicians who are always in search of their 'own men' in the police which paves the way for violation of all norms.

Over the years credibility of police has taken a nose-dive at the same time the expectations and demands on police have increased to the extent that police finds it difficult to cope with their normal duties of prevention and detection of crime. The functions related to security (both persons and places) have grown out of proportion, necessitating diversion of force from normal duties to vital areas. The prevention and detection of crime was given a back seat in police functioning causing loss of credibility of police as an organisation. (Writer Dikshit 2000). The lack of effectiveness of governance brought about a total anarchy in every walk of social life requiring police arrangements for conducting examinations, cultural programmes, holding meetings, yatras and religious congregations. This is really paradoxical to find that despite severe erosion in effectiveness and credibility of police, demands and expectations from police are rising.

When criminals have become cohorts of political heavyweights and police leadership is pressurized to deviate from lawful course and in some states even the honest officers are punished. One can imagine the state of morale of the policeman at the cutting edge level who has to risk his own life and life of his family members. Under the circumstances a demoralized lower functioning of police organization either surrenders to the criminal leader or in extreme cases commits suicide, leaves the job or kills his superior whom he considers his class enemy. Some policemen of weaker moral foundation, even join the gangs of criminals as regular members besides providing police
protection in barter for political protection. This nexus between political leaders, bureaucrats and criminal has also been highlighted by Vohra Committee Report. Political distortions resulted in social discord, extremism on the frontiers, near political chaos and economic anarchy in some of the states.

Police has to perform in a society which is undergoing constant change but with an organization which is stagnant and impervious to the problems of the masses whose protection from violators of law is their primary duty. Police organization in the whole country has remained the same for the last 50 years or more. This basic pattern has not changed a bit. Whatever changes have been brought about are just like patch-work which instead of increasing cohesion, promote dissension and discordance in organization.

The present image of police in public mind is very negative and it is characterized by attributes such as brutal, corrupt, immoral insular, complacent, careerist, castiest, communal, fragmented, hierarchical absence of espirite-de-corps and devoid of ethical standards.

To change the image of police reculturisation in thought, word and deed is very necessary if the police has to remain functionally relevant. Police needs integrity, independence, expertise and effectiveness, in dealing with law and order, and people in society. This highlights the immediate need for holding extensive re-orientation programmes to make the police machinery operational in the field and to put it in the normal mode of functioning.

1.1 Job-Stress among Police Personnel:

Stress has found as firm a place in our modern lexicon as fast foods, junk bonds and software packages. We toss the term about casually to describe a wide range of “aches and pains” resulting from
our hectic pace of work and domestic life. Stress is primarily caused by the fundamentals change, lack of control and high workload. Severe anxiety and/or frustration, high blood pressure and high cholesterol levels typically accompany high degree of stress. These psychological and physiological changes contribute to the impairment of health in several ways. (Vembar, 2003).

Selye was probably the first to use the term stress in psychophysiological context observed Singer & Davidson, (1991). Selye (1978 p. 27) defined stress as a non specific response of the body to any demand made upon it. He reported that for every activity (task), there is an optimal level of stress that is required to perform that activity, both before and beyond this point the level of stress is either too little or too great. This is most often illustrated with Yerkes & Dodson (1908) inverted “U” curve. When the level of stress exceeds the optimal level, it has the potential to be harmful and damaging to the individual. According to Thoits (1986), stress is experienced when people are faced with undesirable life demands that disrupt their ability to engage in everyday activities. Stress is presumed to arise when this appraisal produces the judgement that demands are about to tax or exceed the individuals resources for dealing with them, thus threatening well being (Holroyal & Lazarus, 1992). According to Pestonjee (1987), stress occurs in a person when he/she confronts with the demands that tax his/her adaptive resources.

Association of pressure, stress, strain and anxiety are the inevitable with the technical advancement and achievements in the modern day society.

Stress at work resulting from increased complexity of work and its divergent demands has become a prominent feature of modern organizations extending impairing effects on employees physical as well as psychological well being. Though a moderate degree of stress has been noted to be creating as well as promoting employee’s
inclination towards the job, excessive and consistent job stress results in job dissatisfaction, tension, anxiety, depression, and in some cases, even serious mental and physical disabilities ranging all the way to coronary diseases (Srivastava, 1991).

Job stress is a phenomenon which is unmistakably a part of mankind's work environment (Mathur 1994). It is widely viewed as a product of mismatch between the individual and his/her physical or social environment (Beehr & Newman, 1978; Harrison, 1978). The policeman's work environment also does not escape from this reality. The presence of stress among policemen is felt but not recognized as the major enemy (Mathur, 1994).

Media reports of police brutality, in-discipline and the mismanagement is a harbinger to the job (Times of India 1993 Jan). Law enforcement tends to impose a higher degree of stress and a multiplicity of stressful situation on the police personnel than other professions (Colwell, 1988; Kroes, Margolis & Hurrell, 1974, 1976; Selye, 1978; Somodevilla, Baker, Hill & Thomas 1978 & Violanti, 1992). Stress appears to be the inevitable price of a career in police force (Barry, 1987; Colwell, 1988). High incidence of stress related illness, mortality, divorce and suicide, as compared with other occupations have been observed (Capland 1984; Mayers, Linda Irene 1982). Social change, economic conditions, police organizations, the total criminal justice system, the demands made on policeman's time with their families, all contributes towards the stress (Grencik, 1975). Insufficient time for the family has been the top ranking stressors (Kumar 1995; Kroes, et al 1974), and work overload has been observed as the second highest ranking job related stressors for police personnel says Mathur (1993). Whereas the highest job stress related to structure and climate, coworker relationship and their managerial role has also been observed for police personnel by Brown, Cooper & Kirkaldy, (1996).
A number of routine sources of job pressure for police officers have been recognized. The policies and procedures of the police organization (Swanson & Territo, 1983), and autocratic management (Cooper, Davidson & Robinson 1982), have been known to cause discontent and dissatisfaction among police personnel serving the organization. Frequent transfer, suspension/suppression, delayed promotions, non grant of leave on time, departmental inquiries have been found to be stressful aspects of the police occupation (Mathur, 1995). Lack of medical services, inconsistent policies regarding evaluation have also been observed to be stress inducing for them (Terry, 1981, Tripathi, Naidu, Thapa & Biswas 1993), and lack of support from higher echelon administrators among police personnel also accrue to stress (Gudjonsson, 1983; Kroes, et al 1974; NIMHANS, 1996). At work, hazardous duties, Mathur (1989), boredom and monotonous duties, too much work load (Gautam, 1993), and excessive paper work have been observed stressful aspects for police officers (Stratton, 1978). Police work has an adverse effect on their home life (Kroes, 1976). Inadequate housing or security facilities for family, inadequate provision for children's education contributes towards stress (Kroes et al 1974; Mathur 1989; Tripathi et al 1993). The disruptive effects of irregular work schedules on family – centered activities, delinquency, promiscuity, school and adjustment problems among children, all these are ever increasing stressors among police officers. A heavy toll is exacted from the wives, children and relatives of police personnel by the stressful aspects of police work in the form of family bickering and strife (Mathur, 1995). Cain, (1973) reported that police wives felt that their children suffered from constantly changing shifts as they rarely saw their fathers.

The police officers are exposed to stress outside the range of usual human experience. The operational duties of police work at the
same times requires them to take decisions that can truly mean the difference between life or death for either themselves or others. Many of these situations such as major disasters or shooting incidents have been observed as stressful for them (Burke, 1994; Sewell 1983). Performing their duties in some heavy traffic areas, postings in areas with extreme temperature variations have also been found to be stressful aspects among police personnel (CRRI & AIIMS 1990).

When amount of pressure becomes too great than individuals may begin to show physical or psychological symptoms. That can not only impede their work capability but also may result in physical and/or mental illness. Police officers typically suffer a variety of physiological, psychological and behavioural stress effects.

Stress can lead to the chronic activation or dysregulation of the body's stress response systems and the eventual exhaustion of the autonomic nervous system. In the long run this physiological strain may have a significant harmful impact on health leading to the high rates of stress-related illness (Sewell, 1981). Some physiological changes in the form of fatigue, exhaustion, loss of appetite, in digestion, sleeplessness and dizziness have been observed by Shah, (1980). Police officers have been also shown to have high blood pressure and stress hormone level (Ely & Mostardi, 1986). Police personnel are over twice as likely as people in other occupation to develop cardiovascular disease (Frank, Collins & Hinz 1988), and have also been found to die at a higher rate from cancer (Vena, Violanti, Marshall & Fiedler, 1986).

Further, constant and prolonged stress of police work may lead to dysthesia adjustment disorders and other psychiatric disorders among police personnel (Channabasanna, Chandra, Gururaj, Chaturvedi & Subbakrishna, 1996). Bhaskar (1986) on a sample of policeman found that they suffered from mental stagnation and psycho-social fatigue.
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Behaviour dysfunction such as alcoholism, drug addiction, increased smoking, sleeplessness and under/overeating etc., have also been observed due to the job related stress. Most particularly for police officers high rate of smoking among constables (Pillai 1987), alcohol consumption among officers (Seidman & Zager 1991) and high suicide ratio for police personnel have been observed (Caplan, 1985 Richard & Fells 1975; Schwartz & Schwartz, 1975).

1.2 Burnout and Anger among Police Personnel:

Burnout is viewed as chronic negative psychological process that occurs among workers in the occupations requiring substantial interpersonal contact (Shirom, 1989; Richardson, Burke & Leiter 1992). Associated difficulties include cognitive characteristics (e.g. emotional exhaustion, irritability) behaviour characteristics (absenteeism and declining work performance) (Maher, 1983; Mc, Elroy, 1982; Seuntjens, 1982), and somatic complaints (Belcastro, 1982; Belcastro & Hays, 1984). It is a syndrome of emotional exhaustion, depersonalization and diminished personal accomplishment. It was originally proposed to reflect a state of physical and emotional depletion amongst human service employees, that resulted from the conditions of the work environment (Freudenberger, 1974). Studies of burnout among human service employees have revealed considerable variation in the way that individuals respond over time to their work. This has led to the search for characteristics of the workplace, task or individuals that may predict burnout response (Price & Spence 1994).

The stress of police work resulting in chronic negative emotions such as anger, anxiety or depression, can eventually lead to psychological burnout (Burke, Shearer & Deszca, 1984; Mathur, 1993). A police officer experiencing burnout was more likely to report that he gets angry at his wife or his children (Jackson & Maslach
1982; Maslach & Jackson, 1979). They also observed that police who scored high on emotional exhaustion were rated by their wives (e.g. coming home upset and angry, tense or anxious, physically exhausted and complaining about problems at work) and who scored high on personal accomplishment were rated by their wives (e.g. coming home in a cheerful or happy mood and as doing work that was source of pride and prestige for the family).

Most of the policemen remain over-worked and have to stay away from their families and kids for long periods. It often leads to family problems and disputes. Domestic tension may translate into rude behaviour on duty. It has also been seen that officers treat their subordinates in a shabby and insulting manner. There are officers who habitually abuse their subordinates.

Anger has been found to have negative impact on emotional as well as physical well being (Carmody, Crossen & Wines, 1989; Engebreston, Mathews & Scheir, 1989; Ghosh & Sharma, 1998; Sharma, Ghosh & Spielberger, 1996). Friedman (1992) Mearns & Mauch (1998); Miller, Smith, Turner, Guijarro & Hallet, (1996) observed that anger and hostility predisposes people to serious health problems. Mearns and Mauch (1998) also observed that those police officers who reported more anger also reported more distress. Smith (1992), wrote, that majority of research supports the conclusion that individuals with higher hostility scores tend to suffer more serious illness and to have shorter lives than their less hostile peers, a conclusion reaffirmed by Miller et al, (1996) in a meta analysis. Because chronic anger, in itself and as a component of hostility predisposes people to serious health problems, successful regulation of anger should be associated with improved health for people who find themselves in situations (and jobs) that are stressful (see Mearns & Mauch, 1998). They also reported that high levels of
negative mood regulation expectancies were associated with lower levels of anger among police officers. The strong mood regulation expectancies buffer the effects of even higher level of occupational stress (Mearns & Mauch 1998). Research on burnout has also focused on intra-organizational buffers such as supervisory co-workers support (McGree, Goodson & Cashman, 1987; Miller, & Lyles, 1990; Ray 1987; Ray & Miller, 1991).

1.3 Coping Skill:

Coping is viewed as stabilizing factor that may help individuals maintain psychological adaptation during stress period (Lazarus & Folkman, 1984; Moose & Billings, 1982). Very recently, Freedy & Hobfall (1994), pointed out that the persistence of stress and burnout across the time suggests the need for effective intervention programmes (see also Wade, Cooley & Sivicki, 1986). Our aim should be not to eradicate stress but to manage it (Cooper & Marshall, 1976). Kobasa (1979) noted that persons frame of reference, motives, competencies or stress tolerance, play the dominant role in determining persons coping strategies. When a person feels competent enough to handle a situation, a task oriented response is typical, i.e. the behaviour is directed primarily at dealing with requirement of the stressor. Typically this response means that individual objectively appraises the situation, works out a solution, decides on an appropriate strategy, takes an action and evaluate the feedback (Gazdella, Bernandette & Ginther, 1991; Holt, Fine & Tollefson, 1987; Jenkins, Susans & Calhoun, 1991; Parkes, 1990; Payne & Rajala, 1988).

Active and cognitive coping have been found to be positively associated with negative life events. Individuals who had more personal and environmental resources were more likely to rely on
active coping and less likely to use avoidance coping (Holahan & Moos, 1987), and also they pointed out that individual who are adapted to stress with little physical or psychological strain were less inclined to rely on avoidance coping then were people who showed psychological dysfunction under stress (Holahan & Moos, 1987).

Pestonjee (1992), pointed out that stress leads to psychosomatic disorders. Since emotional states are often expressed in terms of bodily reactions, one method of counteracting the harmful effects of stress is the effect of possibility of regular exercises. According to Bhole (1977), breathing practices are intended to develop certain type of awareness within oneself. According to Nagendra & Nagaratna (1988), ancient-scientific Yoga hold the key to combat this modern menace of stress. Mathur (1999), concluded that physical exercise can play an important part both in reducing stress and in increasing one’s ability to cope with stressful situation. Swanson & Territo (1983) reported that more physically fit an officer feels, the more self assured and happy he is with himself.

Studies also show that enhancement of awareness and self esteem can decrease the impact of stress among police personnel (Swanson & Territo 1983). In many studies cognitive proceedings have been used to help the individual learn to achieve better understanding of the personal, social and institutional variables that either promote or reduce the occurrence of stress and burnout. A cognitive behavioural approach for stress management of police office was carried out by Sarason, Johnson, Berberich & Siegal (1979). They concluded that stress management with law enforcement officers may be most effective when the program is focused on the specific situations which are likely to be encountered by trainees and on developing skill for coping with anxiety and anger.
Stress management programme in Dallas police department described by Somodevilla et al, (1978) observed positive impact of the biofeedback training, on the ability to recognize and reduce stress. They also concluded that today's officer requires constant inoculation against stress. In those cases where stress is already injuring the officer or those close to him, the means of crushing such stress and helping the individual cope with its destructive effect should be readily available. Till now only one effort with regard to stress management of Indian police is being carried out by Pandya since (1982) on Mumbai police using a holistic approach towards stress management (Hindustan Times, 26 Nov. 1996) see also Mathur (1999).

1.4 Present Study:

Society has been changing fast but not the police. Their heightened and emotionally charged behaviour is not desirable in today's society. The pathological problems among police personnel are on the rise. These must be tackled and not dismissed lightly. There are hundreds of exercises and technique to manage stress, burnout and anger experienced by police personnel. But not much effort has been done to enable the police personnel to deal with these problems.

The review of the literature indicates that even the Indian studies on various dimensions of stress among police personnel are too few and studies on burnout and anger of this group are totally lacking. Therefore a large research gap exists. More particularly in Himachal Pradesh, no information is available even on the level and content of stress, burnout and anger among police personnel.

In the view of this, a paucity of such endeavors in Himachal Pradesh has provided the research base for present effort. The present study, is not only an endeavor to assess, understand and
examine the stress, burnout, negative mood regulation and anger related behaviour of police personnel but through this research, an attempt has also been made to enhance the coping skills of the police personnel to deal with these aspects.

Initial data has been collected on the large samples of different ranks of police personnel to understand their stress, burnout and anger levels. Effort has also been made to see the difference among various ranks of police personnel on these variable. As Mathur (1999), pointed out that police personnel of the lower ranks (Assistant sub inspectors, head constables and constables) experienced more stress than those of higher ranks. This data served as a secondary finding of the present study.

In an attempt to provide a practical and positive approach for helping police personnel to overcome their stress, burnout and anger and to enhance their coping resources, volunteers were invited to participate in the workshop pertaining to the management of all the above mentioned aspects.

Keeping in view the coping skills / stress management techniques used by various specialist in the field, a multidimensional self regulatory programme was prepared to take care of different behaviour, physical and emotional problems experienced by the police personnel.

In order to assess the efficacy of this multidimensional interventions, only relaxation intervention was also made part of this study. In this one group has been exposed to multidimensional intervention and another has been exposed to only physical relaxation training, which served as a control group of the study.
Further to assess the efficacy of these interventions, scores on all the dependent variables, taken prior to the intervention and after the intervention have been compared. However follow-up scores have not been taken, because of the lack of availability of this sample in future time.

Use of multiple methods of measurement and powerful multiple statistical procedures, serve as good methodological controls in the study. Lack of applied research on police personnel in India/Himachal Pradesh, reinforced the need for this kind of research.