

Quality of Work Life of Police Constables with special reference to Wellness

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Abstract: The police personnel happen to be the most visible representatives of the government. In an hour of need, danger, or any crisis, people find police to be the most dependable person. The role of police constables is valuable. Besides their assigned duties police constables contribute in disaster management, VVIP duties, guard duties and escort duties, serving of summons and warrants as well as clerical work. They rarely get holidays and the welfare facilities they are getting are insufficient.

The researcher has focused only on constable's rank of police personnel. However, police constables are the ones who directly come in contact with the people in the society. The issues related to housing facilities and medical facilities problems have been effectively explored. The sample constituted of 630 police constables within the range of five to fourteen years of service working at police stations under Pune zone. Thus, purposive sampling technique was used for data collection. The word wellness covers five areas 1. Physical 2. Welfare facilities 3. Spirituality 4. Economic Condition 5. Emotional. The researcher found that police department provides training programmes on stress management, communication skills, team building and attitudinal change inadequately.

Keywords: Inadequate, Police Constable, Pune, Training, Wellness

I. Introduction

An alert, capable and brave individual with a badge that adorns his uniform is often seen on busy, crowded street. On a closer look, the badge proudly reads: Protecting the righteous and controlling and annihilating the evil. The police constable therefore, happen to be the most visible representatives of the government. In an hour of need, danger, or any crisis, people find police to be the most dependable person. In any country, the role of police constables is valuable. The police constable rarely gets holidays. Working beyond assigned duty hours, night duties are common things to them. But as compare to this the monetary benefits, welfare facilities are inadequate.

II. Significance of the Study

In this study the quality of work life of police constables have been examined to get a thorough understanding of wellness of police constables. The results of the study on the promotional avenues and the most important training facilities will guide the police department to enhance the overall quality of constable's work life. The findings will be helpful to understand the work life balance of police constables and thereby prepare an action plan to enhance it.

III. Literature Review

Serey (2006), examined the direct and indirect effect of computerization on workers health and well-being. Their results indicated that higher job demands lead to higher strain in work environment; hence, it affects workers' health and well-being. An unstrained work environment ensures good health and psychological conditions which enable the employees to perform job and non-work related functions without inhibitions. According to the researcher's observation, duty hours in police department are at least 12 hours. Most of the times the police work for 13-14 hours a day. The job of police is also risky. So their job demand leads to higher strain work environment. So it definitely affects their health and quality of work.

Sergeant Corey Haines Madison Heights Police Department Madison Heights, MI (2003) designed a comprehensive program to improve the quality of work life for healthcare staff at a large healthcare organization i.e. staff, physicians, volunteers, and students. The quality of work life program at this organization is characterized by three main components which include social and recognition activities, wellness activities and

awards. Social and recognition activities comprise activities such as golf tournaments, BBQ's, health discipline awareness weeks, and service award celebrations. Wellness activities consist of fitness programs, nutrition classes, weight watchers programs, restorative lunch breaks, and random acts of restoration. The various awards include

Nursing Education Awards and Practice Base Research Awards.

Staff, physicians, volunteers, and students in healthcare who provide services to patients are very important human resource for any hospital. So somebody should run these programs for them on a continuous basis.

Recently in this Ganapati festival the Sakal group has declared the "Tandurust Police program" wherein they provided Chikki and meals to the police personnel. During Ganapati immersion procession, a large mob from different states, cities comes to Pune to witness the procession. Police have to be alert and their duty hours during such periods can even stretch upto 48 hours. So they don't get time to have their meals. To avoid this, the Taniska group, Sakal group and other NGOs came forward to help the police by initiating this programme.

Khopde (2010) has narrated his initiative in the police department. He introduced a 54 points form. At every police station, 3 copies were prepared. One was kept in the police station, one was handed over to the ACP and another to DGP. It gave clear ideas on absenteeism, nature, health, family, financial position, religious thinking, social status, job related work and values. Snehabhajan which means taking lunch together once in a month was another step. It would bring the employees closer and encourage more communication among superiors and subordinates. He also introduced cricket matches, kabbadi and plays. Competitions like these between police stations helped divert the attention from small ego problems, politics and internal conflicts. Team work was encouraged while doing patrolling. He says policemen wander alone without any direction. A team, if developed the true spirit can fight against any riot or commotion. The police officers will be together during such civic disturbances and can fight together. Some can take rest and will take care of each other.

The researcher has observed that so many researchers have thought about different initiatives for the police and have documented the same. However the initiatives are not taken to practical implementation. It is a very difficult task, though not impossible. Sarvankar (2012) has elaborated on the housing facilities for police in Mumbai city. More than 90 percent of the police are living in police quarters under poor conditions. There are no repairs before monsoon. Many police stations and houses are under water during flood situations. Now there is a provision of mega housing project in Panvel which will provide about 8000 houses for police employees. Out of 50,000 officers in the police force 30 percent do not have quarters. They have to stay in their own flats or pay rent. 186 When the researcher visited different police lines, she observed that there was a great shortage of water at the lines. There were maximum two rooms in each house. The proportion of number of rooms in the house to number of people staying is 1:3. The condition of those chawls was very horrible. The researcher also met one woman who was staying in Mumbai in one of the police lines as her husband is also a policeman. She narrated the same conditions of the Mumbai police lines.

Patil, (2011) Minister of State for Home Affairs also admits that police stations need to be spurred up. They are shabby and do not provide an ideal environment for work. The initiatives will be taken to remove disparity in salary and attract more educated candidates for police job. The department also intends to intensify training, encourage equal opportunities for both men and women and effectively implement healthcare programmes.

Prime Minister, Shri Manmohan Singh (2009) had commented that 80 percent of the police personnel belong to the category of constables. They should be provided with adequate housing facility and training to improve their psychological and mental makeup. He feels that they should imbibe the constitutional values of our Republic, respect for diversity inclusiveness and commitment of secular values.

Wilson, T. (2005, April 30) said that "The higher level of fitness helps the police executive cope with their workload, and we learn about nutrition, diet and the metabolism," It's just another brick in his wall.

Police job is very hectic and it requires them to be physically fit. They should eat nutritious food and exercise everyday to keep fit.

Shain and Suurvali (2001), have acknowledged that the workplace is a major determinant of health. They have identified four elements of the workplace that can influence the health of employees. The first element, the physical environment, refers to a well designed workplace that promotes employee safety. The second element, the psychological environment, describes a workplace culture that is supportive and flexible. The third element is personal resources, referring to employees who have control over their work and the resources to do their job. The final element influencing employee health is identified as personal health practices. This element is described as

the opportunities to make healthy lifestyle choices that contribute to overall health and well-being. For workplace health promotion to be effective, Shain and Suurvali argue that it should be comprehensive and aimed at improving each of these elements in ways that maximize employee wellness.

GP Joshi and JC Arora (1986) tried to find out the progress in the field of police welfare, to collect and compile information about the type and extent of welfare facilities made available to police personnel and their family in different states. Data was collected in May 1985 from Chiefs of all Police forces, as per the recommendation

made by the National Police Commission on the subject of police welfare consisting of following areas: Police Housing, Pensionary Benefits, Medical Facilities, Educational Facilities, Group Insurance and Savings

Schemes, Resettlement of Retired Police Personnel, Special entitlement for Leave, Police Welfare Funds, Police Welfare

officers, Family Welfare-cum-work Centres, Canteens and Cooperative Stores.

Spirituality has been identified as a key component in current research, assisting police officers with maintaining their health (Charles, 2005, Feemster, 2008 Smith & Charles, 2010). In this recent research, the participants self reported a strong sense of spirituality. The definition of spirituality for purposes of the research was broadly defined as: Related to meaning, purpose and connectedness to what one considers sacred and how one aligns with that sacredness. This correlates to the concept of spiritual intelligence as identified by Fontana (2003, p 81) as the ability to be creative, to alter the boundaries of current thought, to address problems of good and evil, to exercise extended choice, to seek higher meaning in life, and to transform both the self and life situations in positive

ways. This research builds on an earlier study that interviewed 30 law enforcement officers who reported a strong spiritual basis to their police work.

(Samuel L Feemster 2009) developed a Spirituality in Law Enforcement Practice Model. In this he stated that Spirituality is the human dimension that shapes law enforcement practice, performance, vitality, and longevity. This model connects spirituality with these four areas. Moving from left to right, the model posits that spirituality is the source of effectiveness for stress management, ethics, emotional intelligence, and intuitive policing.

Pune Police Public School (PPPS), started in the year 2003, is an English medium school under the management of Symbiosis and Pune Citizens' Police Foundation (PCPF). The school is affiliated to the Maharashtra State Board and imparts education from Nursery to Std X. 50% seats are reserved for children of policemen and 50% for the Open students.

Emotional wellness is having the ability to acknowledge and accept a wide range of feelings in oneself as well as in others. It is being able to freely express and manage one's own feelings to develop positive self-esteem in order to arrive at personal decisions based upon the integration of one's attitudes and behaviours.

Dr. Vidhu Mohan & Ms. Manpreet Kaur (2013) In their article the duo studied police stress and it remains a constant source of discussion even today, because police personnel suffer from various negative stress-related outcomes. Mental health of police personnel is a major concern, because the stressed police personnel behave in ways that are dangerous not only to them, but also to their colleagues, offenders and public at large.

IV. Objectives of the Study

1. To explore the quality of work life of police constables with a factor wellness.
2. To assess the satisfaction level of police constables.

V. Research Methodology

Researcher has concentrated on taking responses of police constables from Pune. Pune Commissionerate is the law enforcement agency with jurisdiction over 790 sq.km.

5.1 Data

Primary Data-Primary data was obtained through questionnaire method.

Secondary Data-The secondary data is collected from the different libraries and from online website. A few of these libraries are Centre for Police research, Central Library of Police at Shivajinagar, Sinhgad Institute of Management Library. Online information was available on the website of police research centre. i.e. www.bpr&d.nic.in

5.2 Sample

a) Sampling Plan

Pune City police stations are divided under four Zones, namely Zone I, Zone II, Zone III, and Zone IV. There are total 33 police stations under Pune City. The researcher has collected the data of police constables from all the police stations.

b) Sample Description

The total population of police constables under Pune Jurisdiction is 3847. The researcher has taken 16 % of the total population. i.e. 630 police constables. The sample constituted of 630 police constables from Pune lying in range of 5 to 14 years of experience. Thus, purposive sampling technique was used for data collection.

5.3 Tools of Data Collection

1. Questionnaire

5.4 Hypothesis

1. Quality of work life initiatives taken by police department are not satisfactory.
2. Police department provides training programmes on stress management, communication skills, team building and attitudinal change adequately.

5.5 Scope of the Study

- 1) The present study covers police constables having experience of 5 years to 14 years in the police department.
- 2) The present research has covered all 33 police stations under Pune Commissioner ate.

VI. Results

6.1 Hypothesis Testing

Hypothesis 1: Quality of work life initiatives taken by police department are not satisfactory.

Table II: Table showing the Chi Square value on opinions of male constable & female constable on change in duty hours from twelve hours duty to eight hours duty

| | Accept Completely | Accept to some extent | Cannot Say | Do not accept | Total | Chi Square |
|---------|-------------------|-----------------------|------------|---------------|-------|------------|
| Males | 276 | 99 | 43 | 44 | 462 | 8.652* |
| Females | 82 | 52 | 13 | 21 | 168 | |
| Total | 358 | 151 | 56 | 65 | 630 | |

* $p < .05$. Difference between males and females regarding eight hour duty is significant at .05 level (df 3). Chi square value 8.652 is significant at 0.05 level of significance indicating that there is some association between opinion about eight hours duty and gender. Results show opinions of female constables are not favouring change in duty hours. Supportive evidence has also been derived from content analysis of interviews of police constables. Thus, Hypothesis 1 state that ‘Quality of work life initiatives taken by police department is not satisfactory’ is accepted.

The researcher spoke with female police constables regarding their dissatisfaction towards eight hour duty. The police constables reported that though there may be reduction in duty hours the timings are inconvenient to them. Police constables are dissatisfied with the reduction in duty hours as the weekly off is laid off. The most important aspect that police constables revealed was that the duty hours of police may be fixed to a certain number of hours. However, in reality working hours of police constables are not fixed. At many occasions the police constables are on duty 24/7. So actually the reduction in duty hours is of no importance to police constables as they are used to irregular working hours.

Hypothesis 2: ‘Police department provides training programmes on stress management, communication skills, team building and attitudinal change adequately’.

Table III: Table showing chi square value on the responses of police constables

| Programs | Yes Frequency (Percent) | No Frequency (Percent) | Chi Square |
|----------------------|----------------------------|---------------------------|------------|
| | | | 16.48** |
| Stress Management | 443 (70.3) | 187 (29.7) | 16.0** |
| Communication skills | 189 (30) | 441 (70) | 8.69** |
| Team Building | 222 (35.3) | 408 (64.7) | 8.41** |
| Attitudinal change | 225 (35.5) | 405 (64.5) | 12.24** |
| Total | 630 (100) | 100 | |

** $p < .01$: Difference significant at .01 level (df 1)

All the chi square values are significant at .01 level of significance. The results show that constables have reported that police department does not organize training programmes on communication skills, team building and attitudinal change. Police constables accept that department conducts training programs on stress management. In the questionnaire the satisfaction regarding training programmes was asked. Satisfaction of police constables regarding stress management was analyzed.

Table IV-35: Table showing chi square value of police constables with respect to their satisfaction on stress management training programme.

| Programmes | Satisfied Frequency (Percent) | Not Satisfied Frequency (Percent) | Chi square |
|-------------------|----------------------------------|--------------------------------------|------------|
| Stress Management | 144 (32.5) | 299 (67.49) | 12.24** |

**Difference significant at .01 level of significance.

The Chi square value 12.34 is significant at .01 level of significance (df:1). The results indicate that police constables are not satisfied with stress management training programmes conducted by the police department. Thus, Hypotheses 2 stated as ‘Police department provides training programmes on stress management, communication skills, team building and attitudinal change adequately’ is rejected.

6.2

Table I: Table showing monthly income of Police Constables

| Monthly Income | Frequency | Percent |
|--------------------|-----------|---------|
| Rs 10000 | 151 | 23.9 |
| Rs 15000 | 279 | 44.4 |
| Rs 25000 | 156 | 24.7 |
| Rs 40000 | 30 | 4.8 |
| Rs 50000 and above | 14 | 2.2 |
| Total | 630 | 100 |

Table II: Table showing Facilities at the Police Station

| Facilities | Yes (Percent) | No (Percent) |
|----------------|---------------|--------------|
| Drinking water | 87.8 | 12.2 |
| Wash Basin | 54.1 | 45.9 |
| Toilets | 77.3 | 22.7 |
| First Aid | 26.7 | 73.3 |
| Sports Centre | 12.9 | 87.1 |
| Bathrooms | 12.4 | 87.6 |

Every police station has the basic facilities at the police station but they are not in satisfactory condition.

Table III: Table showing the satisfaction of police constables regarding facilities available to them at Police Stations

| | Percent | Frequency |
|-------------|---------|-----------|
| Yes | 19 | 120 |
| Partly Yes | 41.2 | 260 |
| Can not say | 4.6 | 29 |
| No | 35.2 | 221 |

VII. Findings and observations

It is observed that the facilities provided to police constables are inadequate. Professional counselling is not available at police station level for alcoholic police constables, police constables having family problems, health problems and psychological disorders. It is also observed that there are only 10 hospitals on the muster of Police Department. The process of reimbursement is also very difficult and lengthy. The police lines are not properly maintained.

VIII. 8Suggestions:

A separate rest room for women police constables should be constructed at police stations as per the guidelines of the central government under modernization of police fund. Only providing new technology is not enough. Training should be imparted to everybody in the police station on a continuous basis. On job training is of primary importance. Every policeman and woman at police stations should possess minimum knowledge of cyber crimes, financial frauds, international crimes etc. Spirituality is the human dimension that shapes law enforcement practice, performance, vitality, and longevity. As an invisible weapon, spirituality does not weaken the best aspects of policing; rather, it greatly accentuates them. Spirituality matters to effective practice and performance in seven primary ways.

- 1) Spirituality nourishes the inner being of officers, inoculating, protecting, and refreshing them from dangerous levels of multiple stressors.
- 2) Spirituality unleashes vitality by reengaging officers in the spirit of the law.
- 3) Spirituality heals the deepest, most invisible trauma of wounded warriors.
- 4) Spirituality provides an antidote for the toxicity of evil, thereby promoting wellness beyond survival.
- 5) Spirituality nurtures longevity in law enforcement.
- 6) Spirituality enhances intuitive policing, emotional intelligence, and stress management.

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