

Human Resource Management in The Training, Orientation & Engagement Of Police Personnel At Lower Subordinate Level – A Time-Scaled Modified Approach

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Abstract

Since time immemorial, the Police Force is working for enforcement of law. During the Mughal era and also subsequently under British Rule its functioning was almost identical, viz, to protect the interest of rulers, help in collection of revenue and to keep trade routes safe. Over the years, we have found a major characteristic change in the duties and responsibilities of policing due to the changes of the socio-economic conditions in the urban and the rural sectors of West Bengal; this has also been triggered by the advancements made in the area of technology. In this scenario, the present research study is done to find out answers to the following questions: 1. Instead of defining duties and responsibilities of the police for maintenance of order and the prevention of crime, should there be a definite goal to be set for police as an organisation in pursuit of which personnel of all ranks shall work towards. 2. Whether police personnel at the lowest order are being optimally used and trained, keeping in mind the need of the hour and the future. If not, to suggest changes in respect of induction, training, promotion and through certain other measures. 3. How to improve community relationship and gain confidence of the citizens. The present study is an empirical one, based on primary data collected through structured questionnaire and ethnographic study. Tools for analysis used were PCA with Varimax Method. Finally, EFA was done.

Keywords: *Police Force, Human Resource Management, PCA, EFA, Digital Age.*

Date of Submission: 02-03-2021

Date of Acceptance: 16-03-2021

I. Introduction

Since time immemorial, the Police Force is working for enforcement of law. During the Mughal era and also subsequently under British Rule its functioning was almost identical, viz, to protect the interest of rulers, help in collection of revenue and to keep trade routes safe.

Over the years, we have found a major characteristic change in the duties and responsibilities of policing due to the changes of the socio-economic conditions in the urban and the rural sectors of West Bengal; this has also been triggered by the advancements made in the area of technology. In the post-Independence period, the country had witnessed a huge influx of refugees who came from the then East Pakistan and preferred to settle down in various bordering districts of West Bengal and the city of Kolkata. As a result, the police had to face big challenges in several places to contain law and order issues. The economy also suffered a severe setback as a consequence. Poverty in rural Bengal was then remarkably alarming. As a result, crime against poverty was a regular occurrence and the police had a very trying time over the decades to combat the same. Apart from political violence of the late 60s West Bengal witnessed a series of rioting incidence on agrarian issues up till few years from the implementation of 'Operation Barga' by the state government in late 70s. Summing up, we may say that the police in West Bengal was grossly engaged in fighting crime and associated criminal activities for a long period of time, including crimes against body, and property in particular, and severe law and order issues arising from land disputes. However, the political unrest of the late 1960s to mid-1970s can be taken as an exceptional phase that arose as a result of political extremism all over West Bengal.

Having gone through above cited issues relating to roll of police to combat various situations, it is pertinent to have some idea about the history of management of police/armed forces in India in general and West Bengal in particular.

II. Brief Review of the Available Literature

In due discourse, for searching the pinpointed research questions or objectives of the study, I surveyed through the following literatures:

Jeffrey Ian Ross (2015)¹ opined that In the late 1820s, when British Home Secretary Sir Robert Peel introduced legislation into the British parliament to create the very first police department, the phrase that the 'police are the public, and the public are the police' was developed to allay public fears that the new institution would become an oppressive army of an overmighty central state. Unwittingly perhaps, this set the stage for efforts to create modern day police departments that are inclusive of the general community and reflect the racial and ethnic diversity of the wider population.

Further to this founding principle, in many countries, the need to recruit a more ethnically and racially diverse police service has been a pressing concern for several decades. Although this imperative is regarded as a core task for police services in liberal democratic countries with a common law tradition, it is worth noting that this aspect of the 'diversity agenda' has not been confined to such contexts. Indeed a more diverse pattern of recruitment has been sought by police services in imperialist and segregated societies too.

Les Johnston (2007)² stated in his study that as part of its drive to extend the police family, the Police Reform Act 2002 introduced police community support officers (PCSOs) into the service. Although the main function of PCSOs is to enhance public reassurance by providing visible uniformed patrol, it is also anticipated that PCSO recruitment - more demographically diverse than regular recruitment - will make the police more genuinely representative of the diverse communities they police. Drawing upon research carried out in the Metropolitan Police Service (MPS), this article considers how far quantitative targets in respect of diverse recruitment are being met; outlines some of the organizational problems impacting on diversity; and notes the limitations of greater representativeness.

Kami Chavis Simmons³ suggested that it is now widely accepted that much police misconduct and corruption stems from the institutional culture of the police organization itself.' The impact of this assertion is that remedial measures once thought to address police misconduct and corruption-such as, the exclusionary rule, tort or criminal suits against police officers, the possibility of internal police investigations, and hearings before citizen complaint review boards-while still important, have a declining significance when discussing the long-term, sustainable reforms needed to address the organizational roots of police misconduct.

Evolution of the system of Public Administration in India from the period 1858-1950⁴: a detailed study highlighting the major landmarks in administrative history made during this period. The present study is organised into chapters analyzing the evolution of Indian public-administration, the several acts passed during this period (1858-1950), the main features of the system introduced by those acts and how they brought about reforms in the Indian administration.

According to **Barbara E. Armacost**⁵ [Organizational Culture and Police Misconduct], there is, however, another impediment to the success of injunctive relief in the policing context: the power of police organizational culture to hinder or obstruct top down reform. Courts direct injunctive relief at police leaders, managers, and supervisors. An injunction could order such measures as: creation of a mechanism for receiving and investigating citizen complaints; computerization of records of complaints, uses of force, and lawsuits; structuring ways to identify patterns of police misconduct such as officers with multiple complaint histories; setting up targeted training programs, among others.

¹ Jeffrey Ian Ross, Comparing the Recruitment of Ethnic and Racial Minorities in Police Departments in England and Wales with the USA, *Policing: A Journal of Policy and Practice*, Vol. 9, No. 1, pp. 26-35, 2015.

² Les Johnston, Diversifying Policy Recruitment ? The Deployment of Police Community Support Officers in London, *Howard Journal of Criminal Justice*, Vol. 45, No. 4, pp. 388-402, September 2006

³ Kami Chavis Simmons, Stakeholder Participation in the Selection and Recruitment of Police : Democracy in Action, Saint Louis University Public Law Review Vol. XXXII:7.

⁴ Evolution of the system of Public Administration in India from the period 1858- 1950, <http://ssrn.com/abstract=1482528>

⁵ *The George Washington Law Review* Vol. 72:453

As per the research done by **Benjamin Gould and Karyn Hadfield**⁶ despite approaching the issue of cultural diversity and policing from a wide variety of different perspectives, all of the research cited in this paper points to one thing: that if police departments are to be successful in overcoming the problems and conflicts of the past, they must make a firm commitment to change at all levels and in all aspects of police work and police culture.

According to **Roger L. Goldman and Steven Puro**⁷ [Revocation of Police Officer Certification : A Viable Remedy for Police Misconduct ?] no state assumes that the public interest is adequately protected by leaving the ultimate discipline of lawyers and doctors up to law firms and hospitals. Rather, state bar associations cooperate with state supreme courts to disbar unfit lawyers and state medical boards revoke the licenses of unfit doctors. Similarly, given the costs to our society of unfit police officers, the final decision of whether or not a person remains in law enforcement cannot be left up to local departments. There is at least as great a need for state POSTs to serve a function with respect to unfit police officers similar to that of state bar associations and medical boards with respect to unfit lawyers and doctors.

III. Pin-pointed Research Questions

In view of the above literature review, the proposed study for research is to find out answers to the following questions:

- 1. *Instead of defining duties and responsibilities of the police for maintenance of order and the prevention of crime, should there be a definite goal to be set for police as an organisation in pursuit of which personnel of all ranks shall work towards.***
- 2. *Whether police personnel at the lowest order are being optimally used and trained, keeping in mind the need of the hour and the future. If not, to suggest changes in respect of induction, training , promotion and through certain other measures***
- 3. *How to improve community relationship and gain confidence of the citizens.***

In the dynamic evolution of modern day society, the Police organization and the community can no longer be heavily compartmentalized components that are bound by little or no communication or transparency, if it is to promote a holistic cultural development. Thus it is believed that a research based on the methods of Human Resources requires to be facilitated in order to bridge the gap in rapid changing society.

3.1. Objectives of the Study

In view of the above literature review and after finding some suitable research questions, the following objectives may be found pertinent:

- 1. *To have an overview of the present police recruitment process.***
- 2. *To find out some goal-specific objectives in the determination of duties and responsibilities of the police persons in view of the changing criminology scenario.***
- 3. *To determine whether police personnel at the lowest level are being optimally utilized and trained, in cognizance of the future need of the hour and to assess the perception of the stakeholders in this particular arena.***
- 4. *To expedite some suitable models which will improve public relationship and gain confidence of the citizens about police persons.***

IV. Research Methodology of the Study

As the main targeted objectives of the research is to find out how the process of selection, training and development of the police personnel at the lower level changed over time and how these impacted their ethical and personality development and decision making, I propose to undertake my research as an empirical field-work based research.

4.1. Type of Data to be used

4.1.1. Primary Data

Data has been collected from first-hand experience through primary data by preparing structured questionnaire comprising of Open-ended and Closed-ended questions. This survey consists of demographic questions in the beginning, dichotomous and multiple-choice questions in the middle, and final open question where respondent could write suggestions or opinions.

⁶ Cultural Diversity and the Police in the United States: Understanding Problems and Finding Solutions, John Jay College of Criminal Justice, available at: <http://ssrn.com/abstract=2022510>

⁷ Beaumont Faculty Development Fund, Saint Louis University.

4.1.2. Secondary Data

Relevant secondary data is also collected from the literature review through different books, journals, websites, Government Reports/Orders/Circulars/Notifications, reports of NGOs, Newspapers and periodicals, the help of which has to be taken from time to time.

4.1.3. Type of Sampling

So, in order to select respondents, police personnel at the lowest levels in West Bengal, i.e., constables could be the best and most reasonable choice. Hence, while getting data from the said group, Multi-Stage Sampling has been used for my study.

Step-I: Stratified Systematic Random Sampling has been used for selecting the study area, i.e., the police stations under different blocks, subdivisions and districts. For this purpose, the necessary secondary data have been taken from the Police Directorate and Commissionerates of Government of West Bengal.

Step-II: Then Purposive Sampling has been followed for selecting the respondents.

Step-III: Wherever necessary, ethnographic techniques or time-scale cluster sampling has also been adopted for getting the data.

Instrument for Data Collection: A structured questionnaire having two sections namely **Section – A [Demographic Information]** & **Section – B [Research-specific information]** consisting **both open & closed-ended** questions was prepared. The Research-specific questions include **dichotomous, multiple-option & 5-point Likert Scaled** questions.

Data Collection: Data were collected from a total of 813 samples, subdivided in the following districts through Physical forms as presented below:

Table 1.1. : Detailed Description of the Data Collected

Districts	NO. OF QUESTIONNAIRES RECEIVED	REMARKS
Birbhum District	175	Physical Forms
Barasat Police District	98	Physical Forms
Kolkata Police Commissionerate	438	Physical Forms
Basirhat Police District	102	Physical Forms
TOTAL	813	

So, finally, 813 completed questionnaires received and data entry made. Further, the dataset were found sufficient, so far as EFA is concerned.

4.1.4. Tools for Analysis

For the purpose of convenience of analysis, the total analysis has been divided into three sub-sections.

- Section A** analysed only the demographic variables using the data received from the respondents through fill-in structured questionnaires and the specific tools used here for analysis are mainly frequency distribution and frequency tables, prepared through SPSS 26 [Has been discussed in Chapter – 4 of the present study].
- Section B** analysed the variables arising out of the research-specific questions asked to the correspondents through structured questionnaires and the specific tools used here for analysis are mainly frequency distribution and frequency tables, prepared through SPSS 26. [Has been discussed in Chapter – 4 of the present study]
- Section C** is a more specific and pin-pointed analysis which used Exploratory Factor Analysis to identify the factors influencing the selection, training and development, i.e., human resource development and management practices of the police personnels at the lowest level. I have used Principal Component Analysis consisting of 10 variables and also Varimax Rotation Method. [Has been discussed in Chapter – 4 of the present study]

SECTION-A : DATA SCREENING

After collecting the data using a structured questionnaire, the variables are suitably entered in the ‘variables view’ page of SPSS 25 after proper naming, labeling and scaling. Then the collected data are entered in the ‘data view’ page. Data screening is done under the following steps:

Step 1: Accuracy of the data file

The name of the data file is **Satyajit Bandyopadhyay.sav**. At first a thorough checking of the correctness of data entered was done. This checking was done by some person other than the researcher as per ‘maker & checker’ concept. Small mistakes in data entry were diagnosed and rectified.

Step – 2 : Reliability Test

Any study, depending on primary data, must be backed up by a proper test of reliability and validity. The evaluation of questionnaire reliability- internal consistency is possible by Cronbach’s α (Cronbach, 1984)⁸, which is considered to be the most important reliability index and is based on the number of the variables/items of the questionnaire, as well as on the correlations between the variables (Nunnally, 1978)⁹.

After conducting a Reliability Statistics test in SPSS 17, the Cronbach’s Alpha based on standardized items is found to be 0.773 (Shown in Table 8.1.1), which proves the reliability of the questionnaire and data.

Table 2 : Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.273	.773	17

(Source: Primary data calculated through SPSS 25)

Step – 3 : Validity Test

Further, for validity test, we have conducted Friedman test and Tukey test. In statistics, **Tukey's test of additivity**, named for John Tukey, is an approach used in two-way ANOVA (regression analysis involving two qualitative factors) to assess whether the factor variables are additively related to the expected value of the response variable. It can be applied when there are no replicated values in the data set, a situation in which it is impossible to directly estimate a fully general non-additive regression structure and still have information left to estimate the error variance. The test statistic proposed by Tukey has one degree of freedom under the null hypothesis, hence this is often called "Tukey's one-degree-of-freedom test." **The Tukeys test for nonadditivity is found to be significant which confirms that there are no replicated values in the data set.**

Table 3: Annova with Tukey’s Test for Nonadditivity

ANOVA with Tukey's Test for Nonadditivity							
		Sum of Squares	df	Mean Square	F	Sig	
Between People		1243.444	1496	.831			
Within People	Between Items	715975.093	44	16272.161	26917.337	.000	
	Residual	Nonadditivity	677.840 ^a	1	677.840	1140.694	.000
		Balance	39114.311	65823	.594		
		Total	39792.151	65824	.605		
	Total	755767.244	65868	11.474			
Total		757010.689	67364	11.238			
Grand Mean = 2.41							

a. Tukey's estimate of power to which observations must be raised to achieve additivity = .454.

(Source : Calculated through SPSS 25)

After this Hotelling’s T-Squared Test for inter class correlation coefficient was also found significant (Shown in Table 8.1.3)

Since $p\text{-value} > \alpha$ (or $F < F_{crit}$), we can’t reject the null hypothesis, and conclude **there is no significant difference between the mean vectors for the simple measures and average measures.**

Step – 4 : Test for Normality : One-Sample Kolmogorov-Smirnov Test

The Kolmogorov–Smirnov test can be modified to serve as a goodness of fit test. In the special case of testing for normality of the distribution, samples are standardized and compared with a standard normal distribution. This is equivalent to setting the mean and variance of the reference distribution equal to the sample estimates, and it is known that using these to define the specific reference distribution changes the null distribution of the test statistic. Various studies have found that, even in this corrected form, the test is less powerful for testing normality than the Shapiro–Wilk test or Anderson–Darling test. The result of one-sample K-S Test was found to be **.000, i.e., significant**, implying that **although convenience sampling was adopted as a method of sampling, but the dataset followed normal distribution.**

SECTION-D : EXPLORATORY FACTOR ANALYSES

7.1. Exploratory Factor Analysis (EFA)

Exploratory Factor Analysis (EFA) refers to a statistical tool which helps the researcher to identify a smaller set of factors from a larger set of observed variables. After conducting a survey, Exploratory Factor Analysis helps us to know and group items which have received closely identical types of responses. The grouping is done

⁸ Cronbach, L. (1984). Essentials of psychological testing. New York: Harper & Row.

⁹ Nunnally, J. (1978). Psychometric methods. New York: McGraw-Hill.

based on the strong correlation among all the observed variables. After a successful EFA a researcher is able to identify the main basic factors behind the larger number of observed variables. According to **Goldberg & Velicer (2006)**¹⁰ Factor Analysis is a procedure to reduce the number of variables to fewer number of factors which can summarize the association between the variables. In other words, it helps to identify the summary constructs.

In the second phase of the analysis, after explaining the descriptive statistics, an Exploratory Factor Analysis is carried out to identify the Factors which have an impact on the training and development of the select sample respondents in the sample study area.

7.2. Variable Conceptualization

The questionnaire used for the purpose of Data collection from respondents (lower-level police personnel in the selected sample study area) has the following 18 variables (X37 – X54) in the form of close ended options on a Five (5) point Likert scale.

- X37 = I love the job of Constable/ASI
- X38 = The nature of job is very much tedious to me
- X39 = Most of the part of the job is very much routine in nature
- X40 = I have to always obey the instructions of my superior. I don't have any say in it
- X41 = I think myself to be over-confident for the job
- X42 = I think myself to be over-qualified for the job
- X43 = Lots of study is to be done by me for keeping myself upto date for the job
- X44 = Lots of Training/Orientation are being given for upgradation in the job
- X45 = I do not enjoy flexibility in decision making
- X46 = Nature of crime has been changed with the passage of time and I have to keep myself updated
- X47 = Extraordinary decisions are to be taken which may lead to legal/regulatory consequences
- X48 = I have to obey the instructions of the officers in course of their investigations.
- X49 = I cannot enjoy any freedom or innovativeness in the process of investigation
- X50 = The work is very much monotonous and there is no/less empathy in the workplace
- X51 = Technological changes has given rise to the change in the nature of crimes
- X52 = Lots of Technological training and support is being given to combat with the criminals
- X53 = Sometimes I find myself alone in undergoing critical situations
- X54 = Till date, promotion in my service is given only on the basis of seniority or departmental examination or both, but no consideration is given to skill or innovativeness

The responses to the above statements are received from the respondents on a five point Likert scale with '5' = 'Strongly agree', '4' = 'Agree', '3' = 'Neutral', '2' = 'Disagree' & '1' = 'Strongly disagree'.

7.3. KMO & Bartlett's Test of Sphericity and Sample adequacy:

The **Kaiser-Meyer-Olkin (KMO)** test is done in order to find out whether the data is suitable for Factor Analysis. It is actually a test to measure the adequacy of the sample that is to be used for Factor Analysis. **Kaiser (1974)**¹¹ mentions that a bare minimum value of 0.5 is required and **Pallant(2013)**¹² says that value of KMO should be at least 0.6 in order to consider the sample to be adequate for factor analysis.

The **Bartlett's test of sphericity** is carried out in order to measure the strength of relationship between the variables. It shows that the correlation matrix has some correlation between at least some of the variables.

Table 19 : KMO & Bartletts Tests

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.689
Bartlett's Test of Sphericity	Approx. Chi-Square	1416.537
	df	136
	Sig.	.000

(Source: Primary Data compiled through SPSS-25)

The value of KMO is **0.689** which is higher than 0.5 indicates that the sample is adequate for carrying out factor analysis. Similarly, the control of Sphericity (Bartlett's sig < 0.001) proves that EFA can be carried out.

¹⁰ Goldberg, L.R., & Velicer, W.F. (2006). Principles of exploratory factor analysis, S.Strack (Ed.), Differentiating normal and abnormal personality. 2nd Edition. New York, NY: Springer. Pp. 209-237.

¹¹ Kaiser, H. (1974). An index of factorial simplicity. *Psychometrika*, Vol 39, 31-36.

¹² Pallant, J. (2013). SPSS Survival Manual. A step by step guide to data analysis using SPSS, 4th Edition. Allen & Unwin.

7.4.: Principal Component Analysis for Exploratory Factor Analysis.

Principal Component Analysis (PCA) is a method of reducing large number of variables into smaller number of factors and at the same time preserving most of the statistical information. In order to carry out Principal Component Analysis to identify the factors which have effect on the training and development of lower-level police administration of West Bengal as a part of their perception study (empirical), the eighteen (18) variables are extracted into seven (7) exploratory factors which explain **60.276 of the total variance**. The rotated component matrix has been developed with Principal Component Analysis as extraction method and Varimax with Kaizer normalization. (Shown in Table 20 and Table 21)

Table 20 : Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.001	11.768	11.768	2.001	11.768	11.768	1.706	10.035	10.035
2	1.684	9.905	21.673	1.684	9.905	21.673	1.468	8.638	18.674
3	1.516	8.915	30.588	1.516	8.915	30.588	1.468	8.637	27.310
4	1.425	8.385	38.973	1.425	8.385	38.973	1.438	8.460	35.770
5	1.275	7.502	46.475	1.275	7.502	46.475	1.432	8.424	44.194
6	1.209	7.110	53.585	1.209	7.110	53.585	1.386	8.153	52.347
7	1.137	6.691	60.276	1.137	6.691	60.276	1.348	7.929	60.276
8	.970	5.707	65.983						
9	.899	5.286	71.269						
10	.825	4.852	76.121						
11	.721	4.239	80.360						
12	.695	4.091	84.452						
13	.659	3.878	88.329						
14	.587	3.455	91.784						
15	.542	3.188	94.973						
16	.491	2.891	97.864						
17	.363	2.136	100.000						

Extraction Method: Principal Component Analysis.

(Source : Primary Data analyzed through SPSS 25)

Table 21 : Rotated Component Matrix

	Component						
	Regulatory Compliance	Criticality & Routine Nature of Job	Technological Support and Over-Confidence	Tedious-ness	Job Overload & Lack of Empathy	Plenty of Training	Obedience & Loyalty
Extraordinary decisions are to be taken which may lead to legal/regulatory consequences [X47]	.766						
Nature of crime has been changed with the passage of time and I have to keep myself updated [X46]							
Lots of study is to be done by me for keeping myself upto date for the job. [X43]							
Sometimes I find myself alone in undergoing critical situations [X53]		.759					
Most of the part of the job is very much routine in nature [X39]		-.656					
Lots of Technological training and support is being given to combat with the criminals [X52]			.777				
I think myself to be over-confident for the job [X41]			.709				
The nature of job is very much tedious to me [X38]				.703			
I have to obey the instructions of my superior. I don't have any say in it. [X40]							
I love the job of Constable/ASI [X37]							
Technological changes has given rise to the change in the nature of crimes [X51]					.723		

The work is very much monotonous and there is no/less empathy in the workplace [X50]						.686	
Lots of Training/Orientation are being given for upgradation in the job. [X44]							.778
I do not enjoy flexibility in decision making [X45]							
Till date, promotion in my service is given only on the basis of seniority or departmental examination or both, but no consideration is given to skill or innovativeness [X54]							
I have to obey the instructions of the officers in course of their investigations [X48]							.634
I cannot enjoy any freedom or innovativeness in the process of investigation [X49]							

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 15 iterations.

(Source : Primary Data analyzed through SPSS 25)

7.1. Findings, Conclusion & Recommendations

7.1.1. Findings

From the above analysis, the following research findings came out:

1. The majority i.e., **66.80%** of the respondents are married. Thus **majority of respondents being married is in tune with the reality.**
2. **Majority of the respondents have more dependents in the family and may be that's why they are compelled to obey their superiors in any case, whether it is right or not.**
3. **100% of the respondents are appointed in Substantive Posts.**
4. **Majority of the respondents are appointed in Constable Post, i.e., the lowest level of the Police Administration.**
5. **Majority of the respondents are senior and very senior in their services.**
6. **Majority of the respondents do not Take Part in Day-to-Day Professional Decision Making.**
7. **Majority of the respondents do not face Legal/Regulatory Consequences for their decisions may be because they take routine decisions only.**
8. **100% of the respondents said that as a part of Hierarchical Model they obey all the decisions of their superiors. This depicts a top-down Hierarchical Obedience Model in the study.**
9. **The Dominance of the Superiors are always there in the Decision Making Process, which again endorses the Top-Down Hierarchical Obedience Model, which was discussed in the previous sub-section of the study.**
10. **Induction Training is an integral part in the training and development process as a part of the Capacity Enhancement Practices of the lower-level policemen in the study area.**
11. **Induction Training is provided mainly through physical mode in the training and development process as a part of the Capacity Enhancement Practices of the lower-level policemen in the study area.**
12. **In-service Training is provided in the training and development process as a part of the Capacity Enhancement Practices of the lower-level policemen in the study area.**
13. **In-Service Training is provided mainly through physical mode in the training and development process as a part of the Capacity Enhancement Practices of the lower-level policemen in the study area.**
14. **The majority of the lower-level policemen in the study area experienced changes in the nature of crime during their service tenure.**
15. **KMO & Bartlett's Test of Sphericity and Sample adequacy:** The value of KMO is **0.689** which is higher than 0.5 indicates that the sample is adequate for carrying out factor analysis. Similarly, the control of Sphericity (Bartlett's sig < 0.001) proves that EFA can be carried out.
16. **Principal Component Analysis for Exploratory Factor Analysis:** In order to carry out Principal Component Analysis to identify the factors which have effect on the training and development of lower-level police administration of West Bengal as a part of their perception study (empirical), the eighteen (18) variables are extracted into seven (7) exploratory factors which explain **60.276 of the total variance.**
17. **Interpretation of the Factors as per Exploratory Factor Analysis**

a) Factor-1: Regulatory Compliance

The first exploratory factor with three variables is named as **"Regulatory Compliance"**. The multiple regression equation for this variable **"Regulatory Compliance"** is greater than 1 and is

$$\beta_1 = 0.766X47 \dots\dots\dots (i)$$

b) Factor-2: Criticality & Routine Nature of Job

The second exploratory factor with three variables is named as “**Criticality & Routine Nature of Job**”. The multiple regression equation for this variable “**Criticality & Routine Nature of Job**” is greater than 1 and is

$$\beta_2 = 0.759X53 + 0.656x39 \dots\dots\dots (ii)$$

c) Factor-3: Technological Support & Over-Confidence

The third exploratory factor with two variables is named as “**Technological Support & Over-Confidence**”. The multiple regression equation for this variable “**Technological Support & Over-Confidence**” is greater than 1 and is

$$\beta_3 = 0.777X52 + 0.709x41 \dots\dots\dots (iii)$$

d) Factor-4: Tediousness

The fourth exploratory factor with one variable is named as “**Tediousness**”. The multiple regression equation for this variable “**Tediousness**” is greater than 1 and is

$$\beta_4 = 0.703X38 \dots\dots\dots (iv)$$

e) Factor-5: Job Overload & Lack of Empathy

The fifth exploratory factor with two variables is named as “**Job Overload & Lack of Empathy**”. The multiple regression equation for this variable “**Job Overload & Lack of Empathy**” is greater than 1 and is

$$\beta_5 = 0.723X51 + 0.686X50 \dots\dots\dots (v)$$

f) Factor-6: Plenty of Training

The sixth exploratory factor with one variable is named as “**Plenty of Training**”. The multiple regression equation for this variable “**Plenty of Training**” is greater than 1 and is

$$\beta_6 = 0.778X44 \dots\dots\dots (vi)$$

g) Factor-7: Obedience & Loyalty

The seventh exploratory factor with one variable is named as “**Obedience & Loyalty**”. The multiple regression equation for this variable “**Obedience & Loyalty**” is greater than 1 and is

$$\beta_7 = 0.634X48 \dots\dots\dots (vii)$$

All other variables are found to be redundant variable due to very insignificant factor loadings and therefore has not been considered under any of the exploratory factors.

So, from the above findings it can be concluded that overall perception in relation to the Training & Development of Lower-level policemen in West Bengal Police Administration (D_{TD}) depends on four factors namely, “**Regulatory Compliance**”, “**Criticality & Routine Nature of Job**”, “**Technological Support & Over-Confidence**”, “**Tediousness**”, “**Job Overload & Lack of Empathy**”, “**Plenty of Training**” and “**Obedience & Loyalty**”, i.e.,

$$\begin{aligned} D_{TD} &= \beta_1 + \beta_2 + \beta_3 + \beta_4 + \beta_5 + \beta_6 + \beta_7 \\ &= (i) + (ii) + (iii) + (iv) + (v) + (vi) + (vii) \\ &= [0.766X47] + [0.759X53 + 0.656x39] + [0.777X52 + 0.709x41] + [0.703X38] \quad [0.723X51 + \\ &0.686X50] + [0.778X44] + [0.634X48]. \end{aligned}$$

7.1.2. Conclusion

From the above discussions, the following conclusions came out:

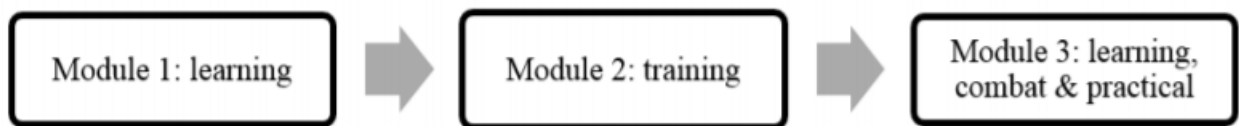
- (1) First, the effectiveness of training of police officers will be enhanced on the basis of studying national trends in police education. This will allow to compare own programs and methods of training police officers with the experience of others and thereby assess their feasibility and implementation risks.
- (2) Second, the effectiveness of police officers training increases on the condition that the readiness to use force provided for by national legislation is in the process of formation, to protect law and order, the security of the individual, society and the state. This will ensure the formation of the ability to directly suppress the physical resistance of the offender and self-defence without the use of weapons.
- (3) Third, the importance of training police officers in the use of force is strengthened on the condition that a sustainable orientation is established to use the combat skills legally, as well as performing official duties in

accordance with the norms of morality and professional ethics. This contributes to the conscious perception and memorization of the legal framework for law enforcement.

7.1.3. Recommendations

The main results of the study were methods of training police officers in combat techniques:

- (1) familiarization, providing for preliminary acquaintance with specific methods of combat and hand-to-hand combat through a story about the technique of execution and demonstration on an unresisting partner, and the formation of an oriented basis for motor action among cadets;
- (2) reproductive, including detailed learning of specific methods of fighting or hand-to-hand combat for their actual use in typical situations through repeated reproduction of the technique of their implementation with the help of a partner and under the guidance of a teacher;
- (3) imitating, providing for fixing specific methods of fighting and hand-to-hand combat in the standard conditions of training sessions through their repeated execution on an unresisting partner or sack dummy;
- (4) productive, including the improvement of specific methods of fighting and hand-to-hand combat through their repeated execution in conditions of varying the resistance of the partner and training fights with various partners. Based on these methods, training material on combat techniques can be represented by three consecutively studied modules:



- (4) The training module provides for the reinforcement of specific methods of fighting and hand-to-hand combat in the standard conditions of training sessions. In the framework of this module, cadets repeatedly perform combat and melee combat techniques on an unresisting partner or sack dummy, and also learn combinations of combat techniques with a partner's dosed resistance. The training of pain techniques standing should be focused on their rapid and accurate implementation, the assimilation of the skills of "entering" into these elements: distractions, ways to move to pain action standing after release from captures, girths, defensive actions from gunshot (subject) kicks or without it, against the threat of using weapons at close range.
- (5) Training of throws (takedown), asphyxiating techniques, methods of releasing from grips and girths should be carried out with a step-by-step increase in the speed of execution.
- (6) Training, combat & practical module provides for the improvement of specific methods of combat and hand-to-hand combat. To this end, cadets repeatedly perform methods of fighting and hand-to-hand fighting in conditions of varying the resistance of the partner, in the process of overcoming obstacle strips and training fights with various partners. In the classroom, various sparring exercises are used, situations are simulated for the immediate suppression of the physical resistance of the offender and self-defence without the use of weapons; the lawful use of force protection to ensure the rule of law and order, the security of the individual, society and the state; law enforcement in emergency situations.

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Prof. (Dr.) Raghu Nath Datta, et. al. "Human Resource Management in The Training, Orientation & Engagement Of Police Personnel At Lower Subordinate Level – A Time-Scaled Modified Approach." *IOSR Journal of Business and Management (IOSR-JBM)*, 23(03), 2021, pp. 40-50.