

A STUDY ON POLICE PERSONNEL'S PERCEPTION ABOUT CAUSES FOR STRESS AND FREQUENCY OF STRESS OCCURRENCE

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Abstract

This paper states that Police Personnel's Perception about causes for Occupational stress like organizational context (goals and objectives), organizational structure (size, degree of centralization), organizational processes (leadership style, decision making etc.), nature of work (shifts etc.) and physical environment (employee safety, rewards etc.) constitute the dimensions of the climate. This study is a descriptive one and it reveals the facts which are already exist. This report is about the police constables where it is in Tuticorin district, South part of Tamilnadu. This study focused on 52 police stations which are divided into eight sub divisions and 600 samples collected from three different grades of police constables. Police stress inventory (PSI) used to measure the level of occupational stress. Appropriate statistical tool was used for data analysis. According to the results most of the police constables experienced more stress. Female constables face high stress compare with male police constables. This study concludes most of the constables are under medium level stress group and results shows a significant difference between occupational stress organizational context (goals and objectives), organizational structure (size, degree of centralization), organizational processes (leadership style, decision making etc.), nature of work (shifts etc.) and physical environment (employee safety, rewards etc.)

Keywords: *Constables, Occupational Stress, Perception, Policing,, Police Constables*

I. Introduction

The police force faces demands and risks in the field of combat, over the course of their daily working lives. To cope with these risks, such as violent offenders and a hostile environment, police organizations have evolved into tightly organized hierarchies of authoritarian leadership. Police bureaucracies pride themselves upon loyalty to organizational rules and authority; much like a military organization obeys a strict chain of command when it is engaged in decision-making. The climate of the organization is perceived either favorably or unfavorably and has its impact upon organizational effectiveness, stress and other variables. Various factors like organizational context (goals and objectives), organizational structure (size, degree of centralization), organizational processes (leadership style, decision making etc.), nature of work (shifts etc.) and physical environment (employee safety, rewards etc.) constitute the dimensions of the climate. Police personnel in general and Tamilnadu in particular are exposed to various duty-related stressors that are significantly different, in terms of quality and quantity to those experienced by the general population. Stress and burnout are usually considered to be by products of police work. In and of itself, the nature of police work is regarded to be highly stressful and can even be described as hazardous. The job profile of a police officer includes witnessing a fellow officer killed in the line of duty, killing someone in the line of duty, recovering bodies from motor vehicle accidents, witnessing domestic or community violence, and responding to cases involving child battery, stress also accrue due to job demand and nature. Based on this concept, this section of the study draws attentions on police personnel's perception towards their occupational stress.

2. Literature of Review

Bhaskar (1982) in his study explored the relationship between behavioral, psychological and health effects and experience of job stress among police. Martocchio and O'Leary (1989) conducted a meta-analysis of studies investigating the relationship between gender and occupational stress and concluded that there were no differences in experienced stress between males and females. International studies showed that police officers report varying amounts of work stressors on the basis of rank (Brown & Campbell, 1990; Brown, Cooper & Kirkcaldy, 1996; Kaufmann & Beehr, 1989), race and ethnicity (Violanti & Aron, 1995), and gender (Wexler & Logan, 1983). Cooper & Bramwell (1992) indicated that potential sources of stress varied between different sub-cultures and status groups within the same organization. Suresh (1992) also found the need of research for extending the findings of his study to police officers in divergent regional and cultural context. Bernie L. Patterson (1992) surveyed nearly 4,500 police, correctional, and probation and parole officers and it provided a unique opportunity for cross-occupational comparisons of perceived job stress among criminal justice personnel. The questionnaire included a modified version of Spielberger's Police Stress Survey. Results revealed that police and probation/parole officers demonstrated an apparent curvilinear relationship between time on the job and perceived stress. However, the trend was more linear when only line officers of both groups were considered. Correctional officers, as a group, did not show a curvilinear pattern, although line correctional officers did. The reasons for these patterns are discussed. B Kirkcaldy's study observed (1993) Scores of 30 police officers on the Occupational Stress Indicator differed from British norms on organizational structure and climate, home and work interface, and relations with others. Officers showed internal control and individual influence. Through managed time and home support, officers coped with stress. Scale scores were inter-correlated. Tripathi et al. (1993) gave a scope for a larger and more representative sample in future studies in police. His study was based on four districts to UP state. Terry & Calan (1997) showed that those higher in the organizational hierarchy experience higher levels of perceived stress. A number of determinants of emotional exhaustion have been defined by Cordes and Dougherty (1993) with the three most important ones being work overload, role conflict and interpersonal relationships. Work overload is defined as the perception of too much work to accomplish in the time available (Powell, 1993, p. 53), which is suggestive of the existence of a mismatch between the person and the job. Role conflict is the second source of emotional exhaustion and may occur when an individual has certain job expectations which may be in conflict with individuals already within the organization. Trying to reconcile these differences can lead to frustration and emotional exhaustion (Jackson, Schwab, & Schuler, 1986). Personal expectations can also add further to emotional exhaustion.

3. Statement of Problem

Occupational stress research has an impressive history with more than three decades of sound studies that show clear correlations between certain organizational factors and stress. However, as best as can be determined, there are very few quantitative studies that measure the impact those stressors may have on police performance in Indian context. Occupational stress among police personnel can reduce productivity, encourage absenteeism, lower morale, and increase conflict with others, cause physical and emotional problems and poor satisfaction in life. Part of the problems may be that defining performance has been a challenge for many years and there is no consensus among scholars how to operationalize the concept. Compounding the problem is the definition of stress and the instruments used to measure it in police work. This has led researchers to move away from generic stress scales and into domain-specific scales that measure the unique characteristics of policing. The present study represents a focused interest in stress research in that it seeks to isolate specific self-reported organizational stressors that may negatively impact police performance, as well as analyze the extent to which the coping

techniques have been adopted by the policemen. The researcher believes that of all occupations police work could be considered, highly stressful. Establishing the levels of stress police personnel experience and the coping strategies they apply would benefit intervention effort to address the problem i.e., stress management or say, reducing stress levels.

4. Objectives of the Study

Based on the concept discussed above the following objectives were constructed for the effective conduct of the study.

- To analyze the gap between police officers' perception about their occupational stress and its occurrence frequencies.

5. RESEARCH METHODOLOGY

In this chapter the research design and methodology have been outlined. The research design focuses on the following aspects, a) The purpose of quantitative and qualitative research, b) The design of the interview schedule as a research instrument c) A discussion of the selected questions used by the researcher, d) A motivation for selection of the respondents used. The research design emphasizes the merits in quantitative research as far as data collection is concerned; recording procedures and the instrument of research is concerned. Quantitative research (empirical) approach was adopted to carry out this study, particularly the survey design. The reasons for the adoption of this approach are given below. There is the cause and effect relationship in the study. To make a generalization from a sample of a population is an efficient way of collecting information from a large number of respondents, Statistical techniques can be used to determine validity, reliability, and statistical significance, because they are standardized. They are relatively free from several types of errors. They are relatively easy to administer and there is an economy in data collection due to the focus provided by standardized questions. The nature of the survey is cross-sectional, because it is possible to obtain the desired information at a time

The research methodology of the study consists of two stages.

Stage I: First stage of the research is exploratory by nature. This is done in two phases. The initial phase is to undertake detailed secondary data search about occupational stress, causes and effects of stress on police personnel. This forms the desk research work where the reviews of available secondary literature for the study were collected. This exploratory search forms the basis for preparing the questionnaire for the next stage.

Stage II: A descriptive research has been carried out at the second stage by applying a survey method. Data for the study were collected from police constables both men and women working in Thoothukudi District, Tamilnadu. The tool used for data collection was a well-structured questionnaire.

5.1 Instrument Measurement

The questionnaire is an often used as observational device for collecting personal data and opinion it provides a way to collect personal information from subjects that may not be readily obtainable using other methods. Questionnaire must provide for structured responses and must be carefully developed, and revised to obtain valid data. The current study has Police constables' perception about causes for occupational stress was assessed with 44 queries in the 12th question.

5.2 Tool Applied in the Study

The data collected through the questionnaire were classified and tabulated for analysis in accordance with the outline laid down for the purpose of justifying the objective and the hypotheses framed at the time of developing research design.

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1. Weighted arithmetic means and Likert's Summated scales helped in interpreting the averages, police personnel's perception about occupational stress, frequency of its occurrences and stress coping styles.
3. One-way ANOVA test was applied to measure the association between job profile of the police officers and their perception about their occupational stress.
4. With the support of Rotation Factor analysis existing similarities in the police officers' perception about their occupation stress, its occurrence frequency and outcome of stress were established by the researcher. The same test is applied to segregate the data based on the stress coping styles adhered to by the police officers in different grades and work experiences, based on their designation.
5. Paired t -test is applied to measure the existing gap between the police officers' perception about their occupation stress and its occurrence frequencies.

5.3 Importance of the Study

This study explores the major causes of stress and amount of stress faced by police constables. Police Constable is the lowest police grade in India, but they are the prime victims of stress. Several inspectors and constables have died of heart attacks while on duty. Constables are feeling that they work under great pressure and their job is demanding and uncertain, also, public expectations from the police are high. During festival timings, constables often work for more than 36 hours at a stretch. This may take a heavy charge on their health. Stress can cause hypertension, joint pains, high blood pressure, diabetes as well as paralytic strokes and heart attacks. They also experience lack of concentration, resulting in their making errors while passing orders or taking important decisions. Besides the routine work, constables often face stressful situations because of harassment from superiors. The overall goal of the study is to explore the major personal and cognitive factors with occupational stress, and identify the relationship between amounts of stress, causes and the relations between the socio demographic factors.

6. ANALYSIS AND INTERPRETATION

6.1 Introduction

Job stress is one of the most common afflictions among police personnel. Stress, leading to suicides and homicides, is one of the major problems facing the police personnel. Tough working conditions, lack of basic amenities, long working hours, physical separation from the family, tight controls and rigidly stratified hierarchies have been considered the reasons for the high level of stress. However, no formal study has been conducted to actually ascertain the various causes of stress in the Tamilnadu police force. The present study uses the inputs provided by the personnel, of various ranks in the force, at the field level to understand the causes of stress.. The

data collected were analyzed in the light of the objectives of the present study by employing appropriated statistical method.

TABLE: 6.1.1 POLICE PERSONNEL’S PERCEPTION ABOUT CAUSES FOR STRESS (JOB DEMAND)

Variables	High	Moderate	Low	Sum	Mean	Rank
Job demand						
Assignment of disagreeable duties	134(22.33)	287(47.83)	179(29.83)	1155	1.93	18
Assignment of new or unfamiliar duties	119(19.83)	325(54.17)	156(26.00)	1163	1.94	17
Performing tasks not in job description	204(34.00)	273(45.50)	123(20.50)	1281	2.14	10
Periods of inactivity	152(25.33)	323(53.83)	125(20.83)	1227	2.05	15
Assignment of increased responsibility	172(28.67)	252(42.00)	176(29.33)	1196	1.99	16
Competition for advancement	184(30.67)	295(49.17)	121(20.17)	1263	2.11	12
Frequent changes from boring to demanding Activities	163(27.17)	308(51.33)	129(21.50)	1234	2.06	14
Shift work	255(42.50)	228(38.00)	117(19.50)	1338	2.23	6
Delivering a death message or bad news to someone	248(41.33)	235(39.17)	117(19.50)	1331	2.22	7
Attending to incidences of domestic violence	170(28.33)	319(53.17)	111(18.50)	1259	2.10	13
Reorganization and transformation within the Organization	204(34.00)	281(46.83)	115(19.17)	1289	2.15	9
Killing someone in the line of duty	281(46.83)	233(38.83)	86(14.33)	1395	2.33	2
Handling nob/riot etc	250(41.67)	259(43.17)	91(15.17)	1359	2.27	3
Having to handle a large crowd/mass demonstration	261(43.50)	235(39.17)	104(17.33)	1357	2.26	4
A forced arrest or being physically attacked	200(33.33)	285(47.50)	115(19.17)	1285	2.14	10
Having to go to court	222(37.00)	251(41.83)	127(21.17)	1295	2.16	8
Having to deal with the media	259(43.17)	234(39.00)	107(17.83)	1352	2.25	5
Seeing criminals go free (for example because of lack of evidence, court leniency)	278(46.33)	248(41.33)	74(12.33)	1404	2.34	1

Source: Primary Data

The table clearly depicts that, out of the total constables of the study, majority of the respondents“ have said that they become very tensed, when they see the criminals go free because of lack of evidence, court leniency and it is ranked in first place by them. Secondly, they have a guilty conscious in their mind when they kill someone in the line of the duty. The police constables have stress when they handle the criminals and also feel difficulties at time

of handling large crowd/mass demonstration; these subjects are ranked in third and fourth place respectively. Followed by, is the very pressure to deal with the media and also the shift work gives pressure to them; they are ranked in fifth and sixth place respectively. Delivering the death message or bad news to someone in the prison is a hard thing to them and having to go the court is also very strainful activity duty for them, these variables are ranked in seventh and eighth place respectively. Reorganization and transformation within the organization gives stress to the constables, it is ranked in ninth place. The results clearly reveal that the maximum police personnel have exhibited the job demand stress because of a forced arrest or being physically attacked or periods of inactivity, both the subjects are ranked in tenth place respectively. It is clear that, competition for advancement and attending to incidences of domestic violence were giving stress to the constables, these subjects are ranked in twelfth and thirteenth place respectively. It gives pressure when the work frequently changes from boring to demanding activities, periods of inactivity and these matters are ranked in fourteenth and fifteenth place respectively. The police constables get tensed when their responsibilities are increased, assignment of unfamiliar duties, assignment of disagreeable duties, these variables are ranked in sixteenth seventeenth and eighteenth respectively.

TABLE NO: 6.1.2 POLICE PERSONNEL’S PERCEPTION ABOUT CAUSES FOR STRESS(LACK OF RESOURCES)

Variables	High	Moderate	Low	Sum	Mean	Rank
Lack of resources						
Lack of opportunity for advancement	256(42.67)	262(43.67)	82(13.67)	1374	2.29	1
Fellow workers not doing their job	166(27.67)	311(51.83)	123(20.50)	1243	2.07	13
Inadequate support by supervisor	165(27.50)	329(54.83)	106(17.67)	1259	2.10	10
Lack of recognition for good work	246(41.00)	266(44.33)	88(14.67)	1358	2.26	4
Inadequate or poor quality equipment	191(31.83)	276(46.00)	133(22.17)	1258	2.10	10
Inadequate salary	190(31.67)	296(49.33)	114(19.00)	1276	2.13	8
Difficulty getting along with supervisor	210(35.00)	273(45.50)	117(19.50)	1293	2.16	6
Insufficient personnel to handle an assignment	184(30.67)	314(52.33)	102(17.00)	1282	2.14	7
Lack of participation in policy-making decisions	245(40.83)	274(45.67)	81(13.50)	1364	2.27	3
Poor or inadequate supervision	159(26.50)	318(53.00)	123(20.50)	1236	2.06	14
Noisy work area	180 (30.00)	298 (49.67)	122 (20.33)	1258	2.10	10
Insufficient personal time (e.g., coffee breaks, lunch)	205 (34.17)	295 (49.17)	100 (16.67)	1305	2.18	5
Poorly motivated co-workers	182(30.33)	305(50.83)	113(18.83)	1269	2.12	9
Staff shortages	258(43.00)	249(41.50)	93(15.50)	1365	2.28	2

Source: Primary Data

From the above table it is clearly inferred that, majority of the police constables get stress, when they do not get the opportunity for career advancement and it is ranked in first place. Staff shortages and lack of participation in policy making decisions give stress to the constables; these subjects are ranked in second and third place respectively. Followed by, it gives pressure, when they lack the recognition for good work and also they get stress when they don’t get personal timings in between their duties for e.g., coffee breaks, lunch, they are ranked in

fourth and fifth place respectively. The respondents“ get tensed because of their supervisors give difficult situation to them and insufficiency personnel to handle an assignment, these factors are ranked in sixth and seventh place respectively. The results clearly reveal that the maximum police personnel have exhibited that they get stress because of an inadequate salary and poorly motivated co- workers; they are ranked in eighth and ninth place respectively. It is clear that, inadequate support by supervisor, poor quality equipment and noisy work area gives pressure to the constables; each of the subjects is ranked in tenth place. The police constables get tensed because of, the fellow workers not doing their job correctly and inadequate supervisions, these variables are ranked in thirteenth and fourteenth place respectively.

TABLE NO; 6.1.3 POLICE PERSONNEL’S PERCEPTION ABOUT CAUSES FOR STRESS (POLICE STRESSES/OCCUPATIONALSTRESS)

Variables	Very frequently	Frequently	Rarely	Sum	Mean	Rank
Job demand						
Assignment of disagreeable duties	180(30.00)	259(43.17)	161(26.83)	1219	2.03	2
Assignment of new or unfamiliar duties	160(26.67)	227(37.83)	213(35.50)	1147	1.91	14
Performing tasks not in job description	160(26.67)	230(38.33)	210(35.00)	1150	1.92	13
Periods of inactivity	163(27.17)	220(36.67)	217(36.17)	1146	1.91	14
Assignment of increased responsibility	184(30.67)	231(38.50)	185(30.83)	1199	2.00	4
Competition for advancement	165(27.50)	208(34.67)	227(37.83)	1138	1.90	16
Frequent changes from boring to demanding Activities	175(29.17)	214(35.67)	211(35.17)	1164	1.94	10
Shift work	186(31.00)	215(35.83)	199(33.17)	1187	1.98	6
Delivering a death message or bad news to someone	177(29.50)	221(36.83)	202(33.67)	1175	1.96	7
Attending to incidences of domestic violence	156(26.00)	227(37.83)	217(36.17)	1139	1.90	16
Reorganization and transformation within the Organization	153(25.50)	253(42.17)	194(32.33)	1159	1.93	11
Killing someone in the line of duty	202(33.67)	191(31.83)	207(34.50)	1195	1.99	5
Handling nob/riot etc	257(42.83)	175(29.17)	168(28.00)	1289	2.15	1
Having to handle a large crowd/mass demonstration	191(31.83)	190(31.67)	219(36.50)	1172	1.95	8
A forced arrest or being physically attacked	186(31.00)	183(30.50)	231(38.50)	1155	1.93	11
Having to go to court	179(29.83)	210(35.00)	211(35.17)	1168	1.95	8
Having to deal with the media	174(29.00)	194(32.33)	232(38.67)	1142	1.90	16

Seeing criminals go free (for example because of lack of evidence, court leniency)	201(33.50)	214(35.67)	185(30.83)	1216	2.03	2
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Source: Primary Data

The above table clearly depicts that, during past six months the police officers have very frequently felt that stress levels were more when they face the problem of handling the criminals, as it gives too much of pressure to them and it is ranked in first place. The respondents become much tensed frequently, when they seeing the criminals go free because of lack of evidence, court leniency and assignment of disagreeable duties, they ranked both of these variables in second place. Followed by, the police constables often get tensed when they have the assignment of increased responsibility and they not often have guilty conscious in their mind when they kill someone in the line of the duty, it is ranked in fourth and fifth place respectively. Shifting the work timings and delivering the death message or bad news to someone in the prison is a hard thing to them, these problems are the common problems for them and they ranked these subjects are ranked in sixth, seventh place respectively. The police constables have stress when they handle the large crowd/mass demonstration and having to go the court is also very strainful for them; both the factors are ranked in eighth place and they face these problems rarely. It gives pressure when the work frequently changes from boring to demanding activities, this problem is the normal one for them and it is ranked in tenth place. The results clearly reveal that, police personnel have exhibited that they rarely get job demand stress because of a forced arrest or being physically attacked, reorganization and transformation within the organization gives recurrent stress to the constables, both are ranked in eleventh place. Performing their tasks not in job description gives pressure to the police officers, they face this problem frequently and it is ranked in thirteenth place. Followed by, the periods of inactivity and assignment of unfamiliar duties gives pressure often to them and they both are ranked in fourteenth place. It is clear that, competition for advancement is not often problem for them and attending to incidences of domestic violence is a frequent problem for them and having to deal with media were give stress to the constables very rarely, each of this subject is ranked as sixteenth place.

Variables	Very frequently	Frequently	Rarely	Sum	Mean	Rank
Lack of resources						
Lack of opportunity for advancement	163(27.17)	208(34.67)	229(38.17)	1134	1.89	11
Fellow workers not doing their job	161(26.83)	210(35.00)	229(38.17)	1132	1.89	11
Inadequate support by supervisor	163(27.17)	224(37.33)	213(35.50)	1150	1.92	6
Lack of recognition for good work	188(31.33)	192(32.00)	220(36.67)	1168	1.95	5
Inadequate or poor quality equipment	161(26.83)	206(34.33)	233(38.83)	1128	1.88	13
Inadequate salary	181(30.17)	217(36.17)	202(33.67)	1179	1.97	3
Difficulty in getting along with supervisor	150(25.00)	238(39.67)	212(35.33)	1138	1.90	8
Insufficient personnel to handle an assignment	180(30.00)	186(31.00)	234(39.00)	1146	1.91	7
Lack of participation in policy-making decisions	190(31.67)	207(34.50)	203(33.83)	1187	1.98	2
Poor or inadequate supervision	166(27.67)	209(34.83)	225(37.50)	1141	1.90	8

Noisy work area	169(28.17)	202(33.67)	229(38.17)	1140	1.90	8
Insufficient personal time (e.g., coffee breaks, lunch)	199(33.17)	186(31.00)	215(35.83)	1184	1.97	3
Poorly motivated co-workers	145(24.17)	206(34.33)	249(41.50)	1096	1.83	14
Staff shortages	214(35.67)	204(34.00)	182(30.33)	1232	2.05	1

Source: Primary Data

TABLE NO: 6.1.4 POLICE PERSONNEL’S PERCEPTION ON FREQUENCY OF STRESS OCCURRENCE (LACK OF RESOURCES)

From the above table it is clearly inferred that, during past 6 months the police constables very frequently face the problem of staff shortages and lack of participation in policy making decisions is a frequent problem for them, they ranked these subjects in first and second place respectively. Followed by, rarely does it give pressure, when they don’t get personal timings in between their duties for e.g., coffee breaks, lunch and inadequate salary; both are ranked in third place. The police constables not often get depressed when they don’t get recognition for good work and inadequate support by supervisor is a frequent problem for them, these variables are ranked in fifth, sixth place respectively. The respondents rarely get tensed because of the insufficiency personnel to handle an assignment; it is ranked in seventh place. The respondents usually get difficulties, when they try to get along with their supervisors and rarely the poor supervision and noisy work area gives pressure to them, each is ranked in eighth place. Followed by, the police constables get tensed because of, the fellow workers not doing their job correctly, lack of opportunity for advancement, very rarely they face these problems and both are ranked in eleventh place. The results clearly reveal that the maximum police personnel have exhibited that they get stress because of the inadequate quality equipment and poorly motivated co-workers, they rarely face this type of problems and they ranked these variables in thirteenth, fourteenth place respectively.

TABLE : 6.1.5 POLICE PERSONNEL’S PERCEPTION ON FREQUENCY OF STRESS OCCURRENCE (POLICE STRESS/OCCUPATIONAL STRESS)

Variables	Very frequently	Frequently	Rarely	Sum	Mean	Rank
Police stresses/occupational Stress						
Working overtime	151(25.17)	236(39.33)	213(35.50)	1138	1.90	9
Dealing with crisis situations	169(28.17)	205(34.17)	226(37.67)	1143	1.91	7
Experiencing negative attitudes toward the organization	168(28.00)	218(36.33)	214(35.67)	1154	1.92	6
Making critical on-the-spot decisions	162(27.00)	220(36.67)	218(36.33)	1144	1.91	7

Personal insult from customer/consumer/colleague	179(29.83)	238(39.67)	183(30.50)	119		
Frequent interruptions	153(25.50)	218(36.33)	229(38.17)	112	1.99	3
Excessive paperwork	190(31.67)	193(32.17)	217(36.17)	117	4	12
Meeting deadlines	158(26.33)	217(36.17)	225(37.50)	113	3	1.89
Covering work for another employee	167(27.83)	226(37.67)	207(34.50)	116	0	1.93
Conflicts with other departments	167(27.83)	201(33.50)	232(38.67)	113	5	1.89
Too much supervision Stressful Job-Related Events	208(34.67)	218(36.33)	174(29.00)	123	4	2.06
A fellow officer killed in the line of duty	242(40.33)	186(31.00)	172(28.67)	127	0	2.12

Source: Primary Data

The above table clearly reveals that, during past six months the maximum police personnel have exhibited their occupational stress because of their fellow officers were killed in the line of duty, very often they face this problem and it is ranked in first place. Often they get tensed when they have too much of supervisions for stressful job related events and also it gives pressure when they get personal insult from anyone in their service, these factors are ranked in second and third place respectively. Excessive paper works gives pressure rarely to them and it is ranked in fourth place. Covering the works for another employee and experience of the negative attitudes towards the organization gives pressure regularly to them; they ranked these stresses in fifth and sixth place respectively.

It has been clearly inferred that, dealing with crisis situations and taking spot decisions is very critical for them, and they frequently face these types of problems and both are ranked in seventh place. The police constables get tensed because of the overtime work, this is often a problem for them and it is ranked in ninth place. Deadline meetings are a recurrent problem for them and conflicts and with other departments rarely give pressure to the police constables both are ranked in tenth place. Frequent interruptions area unusual problem for the police constables and it is ranked in twelfth place.

Outcome of Stress

High levels of stress can lead to serious physiological (headaches, stomachaches, backaches, ulcers, heart attacks) and psychological (anxiety, depression, flashbacks, and panic attacks) symptoms. Stress among police officers has also been connected to police misconduct and can also have a negative effect on the law enforcement organization due to lawsuits resulting from officers' performance. Police stress has serious ramifications for the organization, the family and peers. The following table depicts the primary outcome of stress.

7. Conclusions and Recommendations

Police work is often regarded as an extremely stressful occupation, and personnel involved in field duties often report variety of psychological, behavioral and health-related problems. In India, there are a sizeable number of police members who are stressed and are coping with ineffectively. From the study the primary causes identified for occurrence of occupational stress among the police personnel are: when the police personnel see the criminals

go free because of lack of evidence, court leniency and when a fellow officer killed in line of duty. It has also been inferred that majority of the police constables get stress, when they do not get the opportunity for career advancement. Similarly, frequency of burnout and stress symptoms are observed to be more when police constables face the problem of handling the criminals, at the time of staff shortages and lack of participation in policy making decisions and also when their fellow officers were killed in the line of duty. Due to constant stress the police personnel experience stress outcome symptoms like: loss of sexual interest or pleasure, crying easily and thoughts of ending one's life i.e., committing suicide. Further the study reveals that at stress situations 61.25 per cent of police constables on average seek solution from the other police personnel, 60.50 per cent of the sample subjects have opined that they positively take an attempt to get out of stress, 47.75 per cent of the sample police constables have said that they practice negative coping strategies like denying to accept the problems and they restrict themselves from doing other acts; 58.25 per cent of the sample subjects have said that they search for alternative ventilation; 25 per cent of the police constables under stressful situation restrain themselves from doing anything quickly and 47.75 per cent daydream about things other than stress causes. Other forms of stress can come from management. All of those not in management positions know we can do it better. We have better ideas, better plans and would change as much as we could. We create that stress upon ourselves. We should see our own ideas as helpful suggestions to be brought in work group meetings as a way to promote a better situation for all involved. Management is a difficult position to have in any place of employment. The police have to handle all of the office politics, personal issues and be able to work well with those above and below cadres. It is a delicate balance that puts you in the middle everyday he goes to work. Managing requires that not only to take orders; the police have to issue them too. Stress will come from knowing some of the orders the police give will not make him a popular person. Management is not a popularity contest though and the personal feelings again have to be put aside in order to achieve the ultimate goal. To be successfully in charge of people that will do the job that is given them to do the best of their ability whether or not they agree with it. The department had no means at the time for officers need counseling. The cost of the counseling is severely straining police personnel financially, because health insurance does not cover the services. The confidentiality aspect has been lost and everyone in the department knows personal situation. This is not by any loss of confidentiality through the department chief. It is because of getting so emotional at the time of built up the courage to speak to the department chief, that everyone knew something was seriously wrong in their professional as well as personal life. For the most part of the department has been fully supportive but as was stated before, know that things relating to personal life are being talked about behind which again adds to the stress. The author likes to conclude the study by stating that the stress is affecting them mentally and physically. It is also affecting their interpersonal relationships. Reducing occupational stress from a frequent evaluation by the superiors can help equal distribution of workload and there by the quality of work of subordinate i.e., police constables can be enhanced. This in turn may lead to high satisfaction with regards to the nature of work rendered by the police constables. More rigorous studies are needed in order to evaluate the efficacy of stress management interventions among police officers and recruits.

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