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Gender Friendliness of Maharashtra Police

(For Uniformed Women Officers from Constable to Sub-Inspector)

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During 2014-16, a team of police officers and PhD students of Pune University conducted a research on 'Gender Friendliness' of Maharashtra police. It was sponsored by Centre for Police Research, Pune. Before initiating the study, a detailed discussion was held at the Centre where the board members unanimously agreed about the need for such a study. It was further decided that the sample should be young women constables and sub inspectors. The logic was that they would not have given up or 'reconciled to their fate'. And that the survey should concentrate on women officers working in police stations as the fundamental police work is not carried out in special units like CID, Armed Head Quarters, wireless units etc. but at the police stations. The non uniformed administrative/support staff of various police units etc. also do not form part of the study.

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Objective & Scope of the Research Objectives

- The main objective was to study the satisfaction level of women police officers with the work environment and culture of the Police department.
- To develop a scale to assess gender friendliness of Maharashtra Police for its uniformed women officers.

Scope

- The instant study concentrates on young women police officers of the rank of constable to Sub-Inspectors with only 5-10 years of service working in Police stations. As mentioned above it has not included women working in special police units.
- It has studied their responses about their job, its content, work environment, treatment by juniors/peer group/seniors on the job and support for their career development.

Background

At the international level women police were initially recruited as 'Matrons' & they dealt with issues of women and children. The same pattern was followed in India too. However gradually the need to have more women was felt at all levels of the police department. Women's participation in political and social sphere was increasing, so was crime against them.

As per the National Crime Records Bureau (NCRB) 3,39,457 cases of crime against women were reported during 2014. There were 3,29,243 cases in 2015, 3,38,954 cases against women in 2016.

At the same time 89,423 cases were reported against children in 2014. 94,172 such cases in 2015 and 1,06,958 offences against children were reported in 2016. (Source NCRB).

It thus means need for more women police officers to deal with crime against women and children. Similarly more women police officers are required for 'bandobast' duties at political rallies, festivals, social congregations etc. Each state has been following its own policies for recruiting and training women police officers. The common factor being their Increasing presence in the police department. During the early nineties, states started pursuing reservations for women in various government departments, including in police. The state of Maharashtra declared 33%

reservation for women in Police vide Government of Maharashtra Resolution dated 22nd June 1994. Many other states followed. As per The Bureau of Police Research and Development (BPRD) there are 140184 women police officers in India on 1.1.2017.

As per “*Crime in Maharashtra*” there were 26236 women police officers of all ranks in Maharashtra Police by 31.12,2016. About two thousand are field investigators. There are ten Regional Police Training Schools for constables in Maharashtra; men and women are trained separately. Some training schools train only women constables e.g. currently Nagpur, Turchi and Khanadala schools train only women constables. However, male and female Sub-Inspectors and DySPs undergo combined training at Maharashtra Police Academy, Nashik.

With this background, it was decided to study the comfort level of women police officers in Maharashtra. The assumption being that if women find the police department hospitable they shall add value to its overall performance. That they will also be able to achieve their personal goals, ambitions and reach their full potentials.

The definition of Gender Friendliness' was worked out with the help of two focused group discussions with women sub inspectors and constables. For them it broadly meant as consisting of four components

- Work environment
- Gender Respect
- Gender Equality
- Co-operation

After detailed discussions it was decided to have a three stage data collection process.

- Pilot-testing
- Main survey
- Interview of a sample group of senior police officials

Originally a pilot study was not envisioned but considering that the whole state was to be studied, local sample of Pune Police Commissioner and Pune Rural Police was taken up for a pilot study. The questionnaires designed covered all the four component of gender friendliness identified during focused group discussions. The scale used for the pilot study had 64 items; 55 items to assess gender friendliness and 9 items for the lie detection. 200

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Questionnaires in Marathi were prepared. 103 women police constables from Pune city and 97 women constable from Pune Rural district police were administered the same. 174 responses were received and analysed by the research team.

Analysis of Pilot Study data

Scale scores were divided in 4 percentiles. Higher the score means higher the gender friendliness. Score below 25th percentile are not at all gender friendly. Score between 25th to 50th percentiles are average on gender friendliness. 50th to 75th percentiles are high on gender friendliness. Above 75th percentile are very high on gender friendliness.

The analysis of responses showed that 50% of the women constables found police department to be gender friendly. Remaining half of the women constables reported gender un-friendly behaviour/environment.

This was followed by the detailed study with a more comprehensive sample spanning over the whole state.

Main Study Results and Discussion

After detailed discussion and examination, the questionnaire was revised for the main study. This now had 57 questions instead of 64 questions of the pilot study.

The questionnaire is appended at the end of the article. The Gender Friendliness Scale developed based on this is elaborated as this scale can be of much use for evaluating gender friendliness of forces in other states also.

Analysis of the main study

1. Response from Constables: 450 questionnaires were circulated to the constables of seven Police Ranges (50 each) and two Commissionarates (50 each to Mumbai and Nagpur).

During the research, 384 constables responded to the questionnaires. Their responses deal with the four sub heads of gender friendliness i.e. Work environment, Gender Equality, Gender Respect and Co-operation.

The study shows that 17% women constables are satisfied/very satisfied. 36% participants are in average range of satisfaction i.e. they are neither satisfied nor dissatisfied. 23% participants are dis-satisfied. 25% are very dissatisfied.

2.Response from Sub-Inspectors: 105 questionnaires were circulated to Sub Inspectors of seven police Ranges and two commissionerates. It was found that many ranges did not have Sub Inspectors between 5-10 years of service. Fifty eight responses were received, fifty were fully answered; they have been taken into the study.

20% found the department to be satisfactory/ very satisfied. 32% rated it as average, 28% found it unsatisfactory, 8% women officers surveyed found gender friendliness of Maharashtra police to be very unsatisfactory

Comparative Analysis

Comparative Analysis		
Quantitative responses in % about gender friendliness of police department for uniformed women police officers	Sub-inspectors	Constables
Very unsatisfactory	8%	25.19%
Unsatisfactory	28%	22.34%
Average	32%	35.58%
Satisfactory	18%	15.06%
Very satisfactory	2%	1.81%

3. Interview of senior police officers: As per the design of the research, twenty one senior police officers of the rank of Police Inspector to Inspector General of Police were interviewed either on phone or in person. They were provided with the background of the study. The officers were found to be aware of the issue of gender and the practical problems faced by women police officers. It emerged that they and other officers have been attending to the issue of women in police at their levels. But they were not aware of national/international good practices for creating gender friendly environment within the police department. Most officers were of the opinion that better physical infrastructure & training will improve the situation at police station level in Maharashtra. In their opinion women police officers are having role conflict as traditional home makers and as police officers who are frequently required to work at odd hours and much beyond the eight duty hours as in other professions. They were of the view that the role conflict has been causing considerable stress for women police officers making them perceive the department as gender unfriendly. They conceded the need for more gender sensitization and regular formal training on the subject. Most of the senior officers however felt that the department shall naturally become more gender friendly as women police officers grow in numbers.

Recommendations of the study

After the detailed study, following recommendations are flagged for policy makers and ground level officials

- Basic infrastructure in the form of toilets/rest rooms at the police station/unit level is urgently needed with special budget provisions for the same. Need for portable toilets during 'bandobasts' was also flagged by the respondents.
- Duty shifts/rationalization of working hours & rational duty distribution. Rationalizing of leave/weekly offs. Issue of delay in grant of leave/refusal of leave during festivals/ non availability of holidays has been perceived by women police officers as a contributor to gender unfriendliness. In fact, male staff too flags this issue repeatedly. If we want equal participation of men and women in family/child rearing, rational duty hours and timely sanction of leave/ availing of holidays are equally important for men as parents.

- There is a strong and urgent need to develop a culture of gender respect and gender equality through basic training and regular refresher courses/in-service training programmes held for both male and female police officers. Systematic gender sensitization during basic training and common/joint training for both men and women in Police training schools/colleges/academies shall help better understanding and cooperation during work. There is anecdotal evidence that combined training of male and female officers at Maharashtra Police Academy has resulted in better coordination in work environment. A further study is desirable to substantiate the same.
- The instant study shows that officers of all ranks need to be sensitized that practical problems of female officers such as duty distribution, place of residence near place of work if possible, challenges during pregnancy, post pregnancy etc. require serious consideration.
- The respondents have talked of the need of counseling of women officers of all ranks especially at police station level which is the basic pillar of policing with most unpredictable routine and maximum work load. More awareness among women officers/experience sharing to help each other & training to improve their levels of motivation and confidence too have been flagged by the respondents. Special leadership training for women officers have to be organized.

During the study it was found that the gap between the thinking of policy makers and ground reality was quite wide. This has resulted in women officers feeling that they have to fend for themselves. They perceive the leadership to be disinterested in them and their wellbeing. This gap needs to be bridged by improved communication and ground level implementation of various Government Resolutions and instructions of the office of Director General of Police about gender equality/respect. Many well intentioned schemes of the government or the office of the Director General of Police have either not percolated down or have been compiled in breach.

The fact that 32% women sub inspectors and 36% constables have rated gender friendliness of Maharashtra Police to be average means that they are on the border line. Implementation of the above mentioned recommendations will satisfy them. That about 36% women sub inspectors

and 47% constable's have found police department to be highly/ quite gender unfriendly shows the need for rigorous review of the current scenario of police station administration followed by meaningful intervention realignment. Only a Police Station that is gender friendly to its own internal customer will be so to the citizens.

GENDER FRIENDLINESS SCALE-USERS' MANUAL

Introduction

The concept of 'Gender Friendliness' is new and not been studied in depth earlier. There have been many studies on gender discrimination, gender inequality, and harassment at work place but a wholesome study including these factors and other relevant ones, had not been conducted. 'Gender friendliness' for the instant study includes attitudes and practices, positive and negative, held by the employees of police department in their daily work environment.

Development of the Scale

In the first stage, the concept of Gender Friendliness (GF) was understood through a review of literature from various sources including peer-reviewed journals, published books, and reliable internet sources. At the second stage, to understand major dimensions of the concept of gender friendliness and for construction of items, interviews of women police officers were conducted. Women officers (Sub-Inspectors) with work experience of more than five years and having worked at various places in Maharashtra, were interviewed by using semi-structured interview method. Subsequently a group of women constables, with work experience of more than five years, was called for a focused group discussion. Detailed qualitative analysis of the transcripts of the interviews and discussions was undertaken. Based on the common issues and themes, initial items were prepared. Women police officer/constables raised issues related to their perception of gender friendliness, in context of their work environment and other organizational factors such as job timing, shifts, work-family balance, in-adequate facilities like washrooms, changing rooms etc. Issues like existence of gender inequality, dis-respect of women, lack of cooperation in work from male colleagues were also flagged during the discussions.

Conceptual clarity of 'Gender Friendliness' has emerged after a thorough literature review and qualitative analysis of the information collected through interviews and discussions. Four components of gender friendliness identified are;

1. Work environment
2. Gender Respect
3. Gender Equality
4. Co-operation

A gender friendly organization was defined as 'an organization that provides suitable physical infrastructure for women; respects and treats its work force equally irrespective of their gender, and encourages cooperation in work between male and female employees'.

This scale has gone through a few revisions, based on the pilot study and the feedback given by police officers and experts from the field of psychology. A final draft was thus prepared that contains 57 items. Out of which 50 items measure gender friendliness and 7 items were to measure social desirability i.e. a tendency to respond falsely or to give socially acceptable answers. In addition to this there were four (4) open ended questions added at the end of the scale to collect qualitative reactions/responses /opinions of the respondents.

Technical Information on Gender Friendliness Scale (GFS)

A very exhaustive and extensive data regarding the reliability and validity, item analysis and factor analysis of the Gender Friendliness Scale has been obtained.

Validity

Validity of the scale shows whether the test measures what it is supposed to measure. There are several methods of studying the validity of the scale. Therefore, to establish the construct validity of the scale, an exploratory factor analysis was applied. Theoretical framework used for the scale emerged after the factor analysis thereof. Results of factor analysis provided evidence for construct validity.

Reliability

Reliability of the GF Scale was checked with Cronbach's method and the alpha coefficient ($\alpha = .96$) was obtained for the scale. Cronbach's alpha was

also studied for the factors and it is ($\alpha = .94$), ($\alpha = .92$) and ($\alpha = .94$) respectively for, factor 1, 2, and 3. All these values of alpha coefficients are satisfactory.

Scoring and use of Norms' Table

Directions for scoring:

The scoring procedure of Gender Friendliness Scale is very simple and objective.

- See that only one response is marked for each item and that it is marked clearly.
- Reject the answers of items, which have two or more responses.
- A. All the items can be scored by using four point Likert's scale, i.e. SD = Strongly Disagree to SA= Strongly Agree, except the items given in section 'B' below.
Scores ranged from SD to SA are given as below,
SD = 0, D = 1, A = 2, SA = 3,
- B. **Reverse scoring for the items no. 4, 5, 6, 7, 10, 12, 13, 14, 16, 18, 19, 21, 23, 24, 26, 27, 32, 38, 43, 44, 45, 46, 49, 50, 52, 53, 55, 57**
Scores ranged from SD to SA are given as below,
SD = 3, D = 2, A = 1, SA = 0.
- C. **Lie scale (item no. 8, 15, 22, 28, 35, 42, 48) scores are not to be computed in the total of raw score.**
Scoring of lie scale:
For the item number 8, scores ranged from SD to SA are as given below,
SD = 1, D = 1, A = 0, SA = 0,
For the item numbers 15, 22, 28, 35, 42, 48 scores ranged from SD to SA given as below,
SD = 0, D = 0, A = 1, SA = 1.

Interpretation of lie score:

1. Add all the seven (7) items of lie scale, as mentioned above.
2. The interpretation of the score is in the higher direction, that is, higher the score higher is the social desirability.
3. If the total score on lie scale is five (5) or more than 5, discard the response set and make that individual reappear for the scale interpretation.

Interpretation of total score on Gender Friendliness Scale:

Interpretation of the scores is made in the direction of higher scores i.e. higher the score, higher is the Gender Friendliness.

Minimum score obtained by a respondent on scale will be 0 and the highest score obtained will be 150.

Norms

This section deals with norms of the scale developed in the present research activity. Norms are one of the most important features of the process of standardization of the psychological inventory. They provide the framework for the interpretation of the scores obtained by any person on a given scale.

There are different types of norms used for the interpretation of the raw scores obtained on a scale. In the present study 'Stanine' is used as a type of normative scores.

Stanine is contraction of 'Standard Nine' and it has scores expressed in digits ranging from 1 to 9. The mean of these scores is five (5) and the standard deviation is 1.96 or approximately 2.

Table 1: Interpretation of the raw scores obtained on Gender Friendliness Scale

Raw scores	Stanine	Remark
29 to 56	1 and 2	Very unsatisfactory
57 to 73	3 and 4	Unsatisfactory
74 to 106	5 and 6	Average
107 to 139	7 and 8	Satisfactory
140 and above	9	Very Satisfactory

Five categories were used to interpret the scores obtained on the Gender Friendliness Scale. These categories are Very satisfactory, Satisfactory, Average, Unsatisfactory, and Very Unsatisfactory. These interpretation

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categories are used with the help of Stanine. (The Stanine scores are used for qualitative analysis in case a researcher is interested in classifying the respondents in different categories of satisfaction levels)

These results should be interpreted in the light of L scale that is a measure of social desirability. As mentioned above if score of L is above five (5) then reject the score and ask the participant to appear for the retesting and give honest answers. L scale items are = item no. 8, 15, 22, 28, 35, 42, 48.

QUESTIONNAIRE

City:	Department:	Date:
Age:	Qualification:	Married /Unmarried:
Work Experience:	Designation:	Husband's Occupation:

We need information through this questionnaire, which can be beneficial for the research on Gender Friendliness. The questionnaire contains questions/ statements about the work experiences of women employees of police department. Answers to these questions/statements will be helpful to improve work related atmosphere of women police. The information provided by you will be kept confidential and it will be used only for research purpose. We request you to answer the questions related to your work freely, frankly and without any hesitation.

Instructions

Before answering the questions given read all the instructions carefully and answer all questions honestly.

Do not discuss with anybody while giving the responses.

Do not respond to the questions under anybody's influence.

Give your own responses honestly.

This scale contains of 57 statements, which are related to your work. In front of every statement four options are given. Read every statement carefully and indicate your response that you think is correct with the help of (✓) this sign. While indicating your responses, please see that it is based

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on your personal experience. Responding to all the statements is compulsory.

You should indicate only one response to every statement. There is no right or wrong answer in responses.

For every statement, there are four options:

SD (Strongly Disagree) – If you strongly disagree with the statement, then indicate your response in the box of SD with the help of (✓) this sign.

D (Disagree) – If you disagree with the statement, then indicate your response in the box of D with the help of (✓) this sign.

A (Agree) – If you agree with the statement, then indicate your response in the box of A with the help of (✓) this sign.

SA (Strongly Agree) – If you strongly agree with the statement, then indicate your response in the box of SA with the help of (✓) this sign.

Sr. No	STATEMENT	SD	D	A	SA
1	I feel good while working with male colleagues of my department				
2	While sanctioning leaves, priority is given to female employees.				
3	I get positive response from male colleagues, to the suggestions given by me.				
4	My colleagues disrespect me at work place				
5	Though I am capable, my department ignores me for various duties, only because I am a woman				
6	Since I am not given a responsible duty I do not get varied job experience.				
7	While considering duty timings and days, female employees are treated unfairly.				

Sr. No	STATEMENT	SD	D	A	SA
8	I always accept my mistakes.				
9	I am satisfied with work environment at police station.				
10	At the time of work distribution, secondary unimportant work is allotted to me.				
11	At my work place, facilities like washroom and toilet are available.				
12	Though capable, just because I am a female, I am not given major responsibilities				
13	To avoid conflicts with seniors and colleagues, female employees accept secondary unimportant appointments.				
14	Being a female employee, I think there are less opportunities of promotion as compared to male employees.				
15	I have all good habits.				
16	Female employees are ill-treated by men due to their male ego.				
17	At work place, female employees have same facilities like male employees.				
18	Male employees try to dominate me.				
19	Due to overall working experience, I do not feel enthusiastic while working.				
20	Female and male employees are considered equally for the investigation of major offences.				
21	It is difficult to get leave sanctioned				

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Sr. No	STATEMENT	SD	D	A	SA
	for female employees as compared to male employees.				
22	I never lie.				
23	While working I am given unnecessary suggestions by male seniors.				
24	Being a female, I experience sarcastic comments from male colleagues at work place.				
25	At my work place, my requirements and needs related to sitting arrangements are considered.				
26	Due to ill treatment at job, female employees fear that their psychological well-being will deteriorate.				
27	Since police department is male dominated, I feel female employees receive secondary treatment.				
28	The things, which I cannot do, I don't ask others to do those things.				
29	Male officers readily help female colleagues of the same rank.				
30	Seniors always respect female employees.				
31	Health related hygiene facilities for females are available at work place.				
32	Male employees junior in rank but older in age do not have faith in my capabilities.				
33	I do not face difficulties while communicating with male employees.				

Sr. No	STATEMENT	SD	D	A	SA
34	In official decisions, my suggestions are honored equally.				
35	I always keep my surroundings neat and clean.				
36	While facing work related difficulties, female employees receive encouragement by male colleagues.				
37	While working, I experience that I am also an equally important member of the department.				
38	Due to male dominating environment, I find it difficult to adjust at work.				
39	I feel female employees get equal and fair treatment in police department.				
40	Female employees' participation is valued in taking complicated decisions.				
41	Male employees are always ready to co-operate with me.				
42	I never abuse anyone.				
43	Taunting of female officers by male officers is common.				
44	I don't feel satisfied as I don't receive credit for the work that I have done				
45	Compared to male employees, female employees get less guidance and training related to actual work.				
46	Male employees are preferred for advanced training related to crime investigation.				

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Sr. No	STATEMENT	SD	D	A	SA
47	My mental and social expectations are fulfilled by the work that I do.				
48	I am never late to office.				
49	When needed, I do not get essential guidance at work?				
50	Females are not given opportunity to work on challenging problems.				
51	While working in the male dominated environment I feel secure.				
52	Being a female, I find sitting arrangement inconvenient at work place.				
53	I feel uneasy while working with male employees of same age.				
54	While working, I experience friendly environment				
55	Female Employees are told that, 'because you are a female, therefore, you cannot do the work successfully'.				
56	Female employees are respected according to their designations.				
57	Though I am willing to do various types of work, I am not preferred for the same.				

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1. Please write if there are any other problems you faced, than the ones mentioned in questionnaire. (In 15 – 20 words).
2. Share your work related good experiences while working with male employees in last two years. (In 15 – 20 words).
3. Share your work related bad experiences while working with male employees in last two years. (In 15 – 20 words).
4. Give your suggestions to bring improvements in the department and work related issues (within the framework of the Government rules and regulations).



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The Importance of Being an Investigator

UMESH SHARRAF, IPS*

(‘The Importance of Being Earnest’ is a play by Oscar Wilde who satirically called his play's theme as "we should treat all trivial things in life very seriously, and all serious things of life with a sincere and studied triviality." This essay argues that the Indian Police has been treating Investigation, its core function, trivially- while devoting far more serious attention to other issues.)

The Ryan case

On 8th September 2017 at about 8 am, Pradyuman Thakur, a 7 year old boy, was murdered in a school in Gurgaon. The local police arrested the school bus conductor Ashok Kumar by around noon and claimed that he had confessed to the crime.

On 9th September, the day after, huge protest by parents erupted outside the school. Angry parents and other protesters broke open the gates of the school. Keeping in view the sensitivity of the situation, commandos were called and heavy police security was deployed at the spot. Agitated parents demanded that Ryan International School in Gurgaon should be shut down as they were responsible for the killing of the child.

The next day, i.e. on 10th, at least 10 persons were injured when police baton-charged people protesting the murder. Some protesters also set afire a liquor outlet close to the school, claiming it was within 100 meters of the campus, which is not allowed as per rules. However, excise authorities dismissed the allegation, saying that the outlet was more than 150 meters from the institution.

**Joint Director, SVP National Police Academy, Hyderabad*

Umesh Sharraf

The protesters were demanding a CBI probe into the murder of the seven-year-old child. They said the school should be shut until the CBI probe is ordered. Some of the demonstrators also threw liquor bottles inside the school premises to vent their ire against the school management. The protesters alleged that the school's drivers and conductors often consumed alcohol from the liquor shop in their free time.

According to police, Ashok Kumar entered the school toilet with the intent to sexually assault someone. There were three minor students already in the toilet changing their clothes for taekwondo practice. There was also a gardener present nearby. The accused allegedly waited for the three minor students and the gardener to leave the spot. The victim walked in after the four had left. The accused allegedly tried to sexually assault the kid who resisted his attempt (the autopsy report did not reveal any evidence of a sexual assault). The accused, according to police, then killed the boy fearing that he would tell the school management. However, the families of the victim and the accused doubted the police's version of the crime scene. The parents of the victim demanded a CBI probe. On 15th September, the Haryana government ordered a CBI probe into the murder.

On 8th October 2017, the CBI trashed the probe by the Gurgaon Police, gave a clean chit to the bus conductor and arrested a class 11 student of the School on the basis of inspection of the crime-scene, analysis of the CCTV footage and movements of the students near the scene of crime and questioning of students, teachers and other staff of the school. CBI claimed that the juvenile accused had murdered the child (he would have apparently killed any child- the victim was merely in the wrong place at the wrong time) merely to get the school to change its schedule.

Exhibiting a braggadocio that has become all too common, the Commissioner of police of Gurgaon, who himself has done stints in the CBI, refused to accept that the local police was at fault in its investigation and claimed that the local police had not yet completed the process of investigation when the CBI took over the case and that he was now allowing 'everyone' to have their say!

Not Investigation; Storm Chasing

This sad case is a perfect example of how different stakeholders in the society respond to such events in a manner that is eerily similar to storm-

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chasing. The media went into a 24x7 hyperdrive, reporting on the events as they broke. Protestors went on flash agitations. Police kept reporting details from investigation in almost real time. Politicians kept issuing statements.

The Central Board of Secondary Education (CBSE) set up an enquiry committee to look into the lapses by the Ryan school management. On 13th September, the CBSE also asked its 19,500 affiliated schools to put all their employees through a psychometric evaluation. The CBSE, which functions under the administrative control of the Union human resource development ministry, issued a circular asking for a security and safety audit of the premises and personnel by police within two months! The Bar Associations of Sohna and Gurgaon passed resolutions to have no lawyer represent the accused.

The Special Investigation Team (SIT) formed by Haryana Police found laxity on the part of the Ryan International Public School. An FIR was also registered against the School CEO Ryan Pinto and his parents, who are its founders. Meanwhile, the School Co-founder Augustine Pinto, the founding chairman of the institution, and his wife Grace Pinto approached the Bombay High Court seeking anticipatory bail, which was rejected. Earlier, Francis Thomas, the regional head of the group and Jeyus Thomas HR Head of the Ryan International School were arrested by Police. This criminal action against the school officials was apparently taken under section 75 of the Juvenile Justice (Care and Protection of Children) Act, 2015 (JJ Act). As there is learnt to be no evidence against the school either for conspiracy or involvement in the murder, one needs to see the validity of use of this section in this case that reads as follows:

“Whoever, having the actual charge of, or control over, a child, assaults, abandons, abuses, exposes or willfully neglects the child or causes or procures the child to be assaulted, abandoned, abused, exposed or neglected in a manner likely to cause such child unnecessary mental or physical suffering, shall be punishable with imprisonment for a term which may extend to three years or with fine of one lakh rupees or with both:

Provided that in case it is found that such abandonment of the child by the biological parents is due to circumstances beyond their control, it shall be presumed that such abandonment is not willful and the penal provisions of this section shall not apply in such cases:

Provided further that if such offence is committed by any person employed by or managing an organisation, which is entrusted with the care

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and protection of the child, he shall be punished with rigorous imprisonment which may extend up to five years, and fine which may extend up to five lakhs rupees”

The SIT report, it appears had found the following lapses by the school:

- Lack of separate toilets: the school lacked separate toilets for students, drivers, and others.
- Broken boundary wall: boundary wall of the school was broken, posing a potential risk to students’ safety.
Faulty CCTVs: faulty CCTV cameras were installed in the school premises. CCTVs did not cover the entire premises
- Expired fire extinguisher: The fire extinguishers installed were expired.
- Presence of a liquor shop near the school – this was burned to the ground by protesting parents on the 10th of September.

As can be seen, the above lapses are more in the nature of tortious liability and not criminal liability. Vicarious criminal liability is rare. Unless the statute provides for strict criminal liability, the employer cannot be held criminally liable for a criminal act of an employee. Such strict liability statutes generally apply to crimes that do not require criminal intent, e.g., those that affect the public welfare but which do not necessarily require the imposition of a prison term.

The principle is that in such cases, the public interest is more important than private interest, and so vicarious liability is imposed to deter or to create incentives for employers to impose stricter rules and supervise more closely. The offence becomes one of strict or absolute liability when applied vicariously because of the need to protect weak and vulnerable members of society, and the omission of words such as "knowingly", "willfully" or "intentionally" in some of the offences indicate a legislative intent to permit this eventuality.

Although a statute making employers vicariously liable for their employee’s actions may serve the public interest by providing deterrence, the private interests affected (i.e. liberty, damaged reputation, etc.) may outweigh the public interests, especially when there are alternative means to reach the same end of deterrence, say by civil fines or license suspension.

The Importance of Being an Investigator

Section 75 of the JJ Act does not omit 'willfully' and it is difficult to read it as a strict liability clause. None of the lapses pointed out by the SIT can be used to fasten this section on the school management.

One may be outraged by the negligence of the school. One may abhor the cupidity and the extortion rackets being run by such schools. However, are these not due to the failures of our regulatory and licensing authorities? Failure of any wing of the Government gets loaded on to the Police for performing that task somehow. Some of the instances in my state have included, for instance, the issues of availability of genuine and adequate seeds and fertilizers during the sowing season, water in the canals during the watering time, the response mechanism for floods with boats, saws, ropes, lights, tents, fuel, medicare, rations etc, inputs regarding fake students in hostels in colleges and universities, hazardous pollution being caused by some industry, piling of garbage causing tension in localities, unhygienic conditions and lack of medicare in hospitals likely to cause a situation, illicit brewing of liquor, unlicensed vehicles, boats and ferries and overloading likely to cause a disaster, lack of proper staff and security in girls/social welfare/tribal hostels, illegal, unauthorized, unsafe buildings lacking in structural or fire safety, lack of road lighting or beach lighting making them unsafe in the nights, conducting of exams by securing examination papers and answer sheets, planting trees in afforestation drives and so on and so forth.

Blueprints for intelligence and police reforms as well as excellent ideas to improve the criminal justice system have been around for years. Sadly, these ideas have not been turned into a tangible agenda for change and improvement. It is the investigation process of the police and the evidence that it develops that serves essentially as the gateway to this system, as the police initiate most criminal matters that other components of the justice system deal with. The information collection efforts and decisions made during the investigation by police officers are key determinants of whether or not any other elements of the system will ever become involved.

The quality and thoroughness of police investigations also affect how prosecutors dispose of them. In this sense, the police directly influence the amount and quality of evidence available for prosecution. The police investigation process also influences the workload and activities of the court systems. The police investigation process generates many of the legal issues that are raised and adjudicated in courts. Issues involving police searches,

seizures of property, detention, arrest, interrogations, the use of force and the handling of evidence, are critical areas of legal debate that have long histories in the judicial decision-making process. Aspects of each of these issues are integral to the investigation process, and investigative activities both shape and are shaped by legal arguments and outcomes in these areas. Even the court sentencing process is directly impacted by the presence of physical evidence in police investigations.

Moral outrage should not be the yardstick for police investigation. While the emotional backlash from aggrieved parents to fasten even criminal liability on the school management and the willingness of the political system to play along is understandable, police acquiescence in the same would merely allow the authorities like the CBSE, the state education department and even the civil justice system to escape deeper scrutiny. Taken to a logical conclusion, the school inspectors who failed to see the same lapses of the school before the incident, the excise officers who allowed the liquor shop to be situated so close to the school, the CBSE officers who gave affiliation to the school without the level of scrutiny now deployed: all should be charged under the same criminal provision under contributory liability!

Playing to the Media

The apex court on 7th February 2017 had expressed concern over the media trial of suspects in criminal cases and hinted that the Supreme Court would draw the line on how much policemen can tell the media during the pre-trial, investigation stage as reportage sometimes undermines free and fair trial and had directed the central government and all interested parties such as state governments, the Press Council of India, NHRC etc. to submit their views through a questionnaire prepared by the amicus curiae which would decide whether an accused can be paraded before the media, whether his identity can be revealed or the evidence against him played out live on TV, etc.

The court will base its orders on the responses of all stakeholders and revise the existing central government advisory to investigative agencies on the do's and don'ts of media briefings by police. This would decide how much they can reveal to the press without compromising the possibility of upsetting the fundamental premise of our criminal justice system – that a person is innocent until proven guilty. The proposed guidelines, in line with

the existing MHA advisory, will decide whether policemen can parade the accused before cameras, whether their identities can be revealed, etc.

The Supreme Court had earlier also expressed concern over trial by media in several pending criminal cases. “The media reports sub judice cases in a manner which makes the accused seem guilty even before the court has convicted him and the media attempts to drum up support for the sentence he should eventually be handed out.” The Court had said: “The media creates a mindset about what is right or wrong. When the judgment is not on those lines, the judge's image is tarnished and all sorts of motives are attributed to him and his judgment becomes suspect.” The court was specifically concerned about cases in which an accused was arrested and “the media goes to town projecting him as guilty.”

On 29th August 2014, the Supreme Court had said that security agencies should stop parading accused before the media as it is an affront to the person and dignity of the accused who was presumed innocent until convicted of the crime. A three-judge Bench had said agencies should also stop giving media briefings immediately after the arrest of a suspect, as what is said by investigating officers in press conferences prejudices the person even before he is charged of the crime. “Media briefings by investigating officer during on-going investigations should not happen. It is a very serious matter. This issue touches upon Article 21,” the then Chief Justice had said.

The court had said that even statements made by witnesses in a pending case affects the fundamental right of the accused and works to create a stigma against him. “Even statements made u/s 161 and 164 of the Criminal Procedure Code are released before the media. Even when the trial is on, a parallel trial is run in the media,” the Court had observed.

How many times have we seen the unedifying sight of police leaders in the middle of a photograph with the proof of ‘good work’- the recovered property, jewellery, weapons- what have you- in the middle, flanked by junior policemen on one side and the culprits/accused on the other? How many times have we seen police leaders make fools of themselves in press briefings?

On the night of 15th May 2008, Aarushi Talwar had been found dead in her bedroom. The main suspect was the missing domestic help Hemraj, who too was later found murdered on the terrace of the building. Despite obvious gaps in the evidence, the Noida police wasted little time in

claiming that Dr Rajesh Talwar was the killer. In an infamous press conference, then Inspector General of Police (Meerut range) introduced the honour killing hypothesis, saying Talwar committed the crime in a fit of rage after finding Aarushi in an "objectionable though not a compromising position" with Hemraj. The IG's theory had met with outrage and led to his eventual transfer, with the police being blamed for a shambolic investigation. His second claim - even more sensational - that Aarushi had opposed her father's alleged relationship with a doctor colleague - opened up a seamy chapter of orgies that the Talwars were whispered to be indulging in behind the facade of regular middle-class lives. These rumours, with no evidence whatsoever, had turned the case in the public's imagination. The flip flops in subsequent investigation even by the CBI, the trial and the 2013 conviction- all were laid low by the Talwars' acquittal by the Allahabad High Court on 11th October 2017. With Hemraj's widow appealing to the Supreme Court on the 15th December 2017 against this acquittal, the last word is yet to be spoken on this botched investigation.

This urge of police officers to be in the limelight has little to do with the public's right to know, the media's right to information and the need to engage with the media as the fourth estate. It has much more to do with personal aggrandizement and publicity. The self evident pitfalls of this are firstly that our entire policing has become 'arrest' oriented. Because it is the 'arrest' that has the photo-op and because it is the 'arrest' that is proximate in time to the event, it makes much more sense for such glory seeking police leaders to harvest the entire publicity with the 'arrest'. No one wants to invest time and effort in investigation and prosecution that are time consuming with the reward of conviction after trial being not only uncertain but also remote. This also has had a subtle effect of subverting the process of 'going from the crime to the criminal' to 'going from the criminal to the crime' by placing 'arrest' at the beginning of the investigative process than at the end of it. The correlation with custodial violence was bound to follow.

It is possible to investigate a sensational case while under media glare and blare only if one keeps one's professionalism intact. Here, I recount a case that may have faded from public memory- yet has eerie similarities with cases discussed above.

The Pratyusha case

Pratyusha was born in Bhongir, a town in Nalgonda District. She came to Hyderabad in 1991 with her parents and brother. Her father was a bank employee and mother was a schoolteacher. She joined St. Ann's at Tarnaka and Gouthami Jr. College, Hyderabad for her intermediate. She and Siddhartha Reddy, also a student of the same institution, fell in love. She got her film break in a Rayudu film in 2000. Soon, she became a popular movie actress and worked as the heroine in a series of Telugu and Tamil films and several offers were pouring in.

On 24.2.2002 at 14.00 hrs Panjagutta Police Station was informed by Care hospital, Banjara Hills that one Pratyusha died due to organo phosphorous poisoning in their hospital. The Police were not informed that it was a death of the movie heroine of considerable fame. SI Panjagutta P.S. went to the hospital and realized that it was a case of death of a cine star and saw a huge gathering. With great difficulty the SI ascertained that she and Siddhartha Reddy had come to the hospital at around 8 pm on the previous day in a car and Siddhartha informed the doctors that they had consumed pesticide with intent to commit suicide. Pratyusha's mother came to the Police Station at 15.00 hrs and lodged a complaint that at 8.30 PM on the previous day Care Hospital informed her that her daughter consumed poison and she also specified that it was due to the unwillingness of Siddhartha Reddy's mother to marry her son to Pratyusha that both had taken poison. Pratyusha's mother further told the Police that when she last phoned her daughter she had told her that she was with Siddhartha Reddy. She informed that Pratyusha died on 24.2.2002 at 11.45 hrs.

What actually should have been a simple case of a suicidal pact between two lovers requiring investigation by a Sub-Inspector became a cause célèbre - with endless discussions in the Legislative Assembly, relentless scrutiny of A.P. High Court, 24x7 media bombardment. The Asst. Professor of Forensic Medicine at Gandhi Hospital, who conducted the autopsy, declared to the media mischievously that the death of Pratyusha was rape and murder and issued **PME** report on 26.2.2004 that claimed "*Pressure over the neck, asphyxia due to manual strangulation. However viscera preserved for chemical analysis to detect poison, if any. Semen collected from vagina for grouping and DNA finger printing test.*" The media started fantasizing on the statement of the autopsy doctor and termed it as a gang

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rape and murder and started wild speculations that children of ministers and other youngsters were also involved.

We came under deep pressure. In the first instance Pratyusha's mother had said that it was due to a love affair with Siddhartha Reddy that her daughter committed suicide. But, on following day, she changed her stance to that of rape and murder by Siddhartha Reddy and his friends. Pratyusha's mother started making unabated criticism that the Police were under influence to save Siddhartha Reddy. Media was devouring her interviews and sensationalizing them.

Though Police had played no role in any manner to neglect the investigation, we were looked upon as though we were shielding powerful people. Women's Forums went in active support of Pratyusha's mother and there were daily dharnas seeking a probe by a sitting judge of High Court.

The task of the Police was to know what happened between Pratyusha and Siddhartha Reddy when they together left a beauty parlour in Siddhartha Reddy's car on 23.2.2002 from 18.00 hrs till they were admitted in Care Hospital. Where had they moved together? She was treated for classic symptoms of organo-phosphorous poisoning which explained the ante-mortem therapeutic injuries on the body of Pratyusha on her neck and groins, which the autopsy doctor had claimed as nail marks! Why had Care Hospital failed to preserve the clothes and vomit of Pratyusha? Whether Siddhartha Reddy had manually strangled her and raped her? Whether Siddhartha Reddy had consumed the pesticide? Where had they purchased the pesticide from and where had they consumed it and what was medium used to consume pesticide because pesticide is consumed usually in liquor, toddy or cold drink. To collect any stains from the Maruti Zen car used by Siddhartha Reddy. To examine the beauticians of the said Beauty Parlour. To ask for intervention of Heads of Forensic Medicine of Gandhi, Osmania and Kakatiya Medical Colleges to clarify and give second opinion on cause of death of Pratyusha and injuries found on her. To collect call details from Mobile phone companies to trace the calls made or received by Siddhartha Reddy and Pratyusha during their sojourn together- their trail for one- hour duration had to be established with meaningful evidence.

According to the evidence gathered from the Care hospital, there were no injuries on Pratyusha's body at the time of admission and therapeutic

injuries found on neck, arms and groins were made by the doctors for intubation.

Panjagutta Police collected evidence in a short time to show that it was a suicide pact between Siddhartha Reddy and Pratyusha. They obtained the details of friends of Siddhartha Reddy and carefully collected evidence showing that Siddhartha Reddy had informed his friend that he consumed poison in a lane of Hyderguda and had left the pesticide bottle there. The Doctors had asked the friends to bring the bottle and a friend, Bhaskar, had gone and brought the Nuvocron pesticide bottle and handed over to the doctors of Care Hospital to determine the course of treatment. Next, the Police collected evidence to show that Care Hospital had failed to preserve Pratyusha's clothes which an ayah in the Hospital had collected along with other hospital wastage and disposed on the same day. However, the Police succeeded in collecting the stomach washings of the deceased Pratyusha as well as from Siddhartha Reddy and also all his clothes from the Care Hospital. There was clear negligence on the part of the Care Hospital in not preserving the clothes of the deceased, not having interaction with relatives of deceased and not releasing hospital bulletins in time. On 28.2.2002 the FSL clarified that viscera of deceased and stomach washings had presence of organophosphate, an insecticide poison, and there was no semen or spermatozoa on the vaginal swabs of deceased. Therefore it was the Asst. Professor who had misled the media (he was later suspended) that it was strangulation and rape. On 28.2.2002 it was found that the stain in the car was an ice cream stain. On 1.3.2002 the police examined the close personal friends of Siddhartha Reddy and it was found that on 23.2.2002 at about 7 pm one of the friends, Suraj Reddy, while spending time with other friends in Baker's Inn, Somajiguda called Siddhartha Reddy from his mobile and received reply that he would call back after half-an-hour as he was with Pratyusha. All the friends knew about the love affair of Siddhartha Reddy with Pratyusha. At 7.10 pm Suraj called up Siddhartha Reddy who did not respond. But, at 7.30 pm Siddhartha Reddy contacted another friend, Bhaskar, and informed him that he was going to Care Hospital, Banjara Hills and asked all his friends to come there. They all went and found him and Pratyusha in a serious condition.

Thus, it was completely investigated at the Police Station level itself to show that it was a suicide pact between two lovers. But, media, politicians, Pratyusha's mother and the autopsy doctor tried to side-track the

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investigation (even today Pratyusha's mother uses every opportunity in the media to claim that her daughter was murdered.) The case was then investigated by the CID and then by the CBI under the orders and scrutiny of the A.P. High Court and as expected, charge sheet was laid even by the CBI in the Court of Sessions U/s 306 and 309 IPC, Siddhartha Reddy was convicted for 5 years R.I. and the investigation done by local police was completely vindicated.

In Conclusion

We have neglected investigation for far too long. Building capacity of our Investigating Officers, further eroded. Building domain expertise in the IPS and other ranks for various facets of crime and its investigation, management of case load by harnessing the power of IT, rationalizing police duties, installing systems for effective station house management, developing state CIDs' competence (instead of treating them like dumping grounds)- are all doable by police leadership- and no litany of 'political interference' or 'media pressure' can hide this truth. Failures in following basic protocols in investigation are leading to cases every other day where public order gets disrupted, police image gets vitiated and the public faith in the rule of law gets further eroded.



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Using Customer Journey Maps to Improve the Police Image

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Introduction

70 years after independence, the Indian police still suffer poor trust with people they serve. Despite so much sacrifice by police, the citizens at large are not generally happy with the services offered by the Police in India. While continuous efforts are made by the police leadership to improve the police-public interface, yet a lot more need to be achieved. This paper proposes a marketing concept “Customer Journey Map” (CJM) as a possible solution for police leaders to work upon so as to improve the service delivery by the police to the satisfaction of public and thereby improving the image of Police**.

What is Customer Journey Map?

A customer journey map is a very simple idea: a diagram that illustrates the steps your customer(s) go through in engaging with your company, whether it is a product, an online experience, retail experience, or a service, or any combination. The more touch-points you have, the more complicated - but necessary - such a map becomes. Sometimes customer journey maps are “cradle to grave,” looking at the entire arc of engagement¹. In Police parlance, it will be a diagram that will illustrate the points where a citizen comes in contact with various ranks/officers/Offices of Police department.

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** This paper draws from the discussions that took place during a 5 days' workshop on “Marketing for Building Brand Image of Police” at SVP National Police Academy, Hyderabad from 20-24 November 2017.

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That Citizen could be a complainant, a witness, someone seeking passport verification, somebody who wants to pass on information and so on.

The next step in plotting the Customer Journey Map is to plot the expectations of the Citizen at each of the touch-points. What is he looking for or expecting from the policeman or the office with which he is coming in contact with, at each stage of his work.

Thereafter, it is required to plot the emotions of the citizen at each of the touch points. The emotions could be positive, anxious, negative or extremely irritated. All the touch points where the emotions are anxious, negative or extremely irritated may be termed as 'Pain Points'. Depending upon the kind of response he gets at each Touch Point, his emotions will be negative or positive.

The last step in the Customer Journey Map is to plan for suitable interventions at each touch point to make emotions positive at all points. The idea is to convert every 'Pain Point' into a 'Pleasure Point'.

To summarize, the CJM maps the experience that:

- The citizen would like to receive
- You want to provide to the citizen
- The Gaps
- Opportunities for improvement across journey

Thus, the benefits of Customer Journey Maps are:

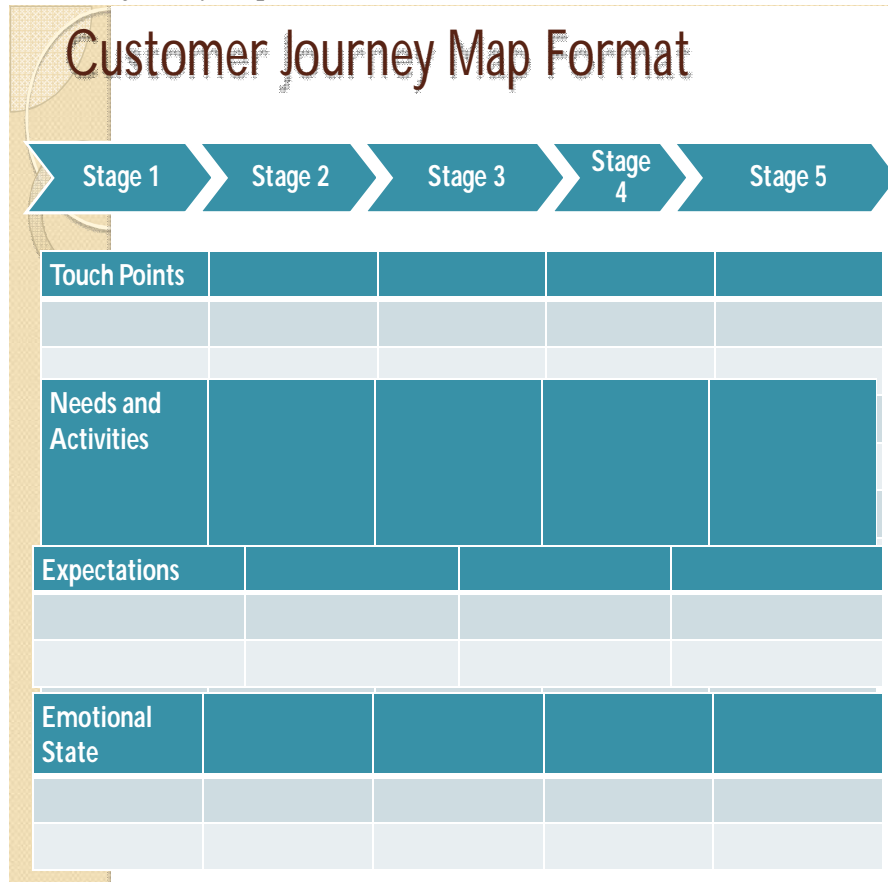
- Helps better understand our customers (Citizens).
- Identifying operational inefficiencies at various touch-points.
- Provide Opportunities for Digital Transformation so as to reduce human interface.
- Improved Citizen Satisfaction means improved trust on the police.

How does Customer Journey Map may help police in improving its image?

Customer Journey Map can be prepared for almost every service that police does for citizens. A typical format for preparing a CJM is shown below. This CJM has been prepared for a citizen from a Low Income Group who wishes to complain about his missing girl². The CJM is drawn to show various Touch-Points where he comes in contact with police, his expectations, his

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emotions and possible interventions to make his journey pleasant so that he goes with a better image of police. In short, CJM keep us to know ways to convert the 'Pain Points' into 'Pleasure Points'. A typical format of a customer journey map is shown below.



- A stage is a part of the whole process where a distinct activity takes place or where there is a distinct need of the customer. A typical CJM may have any number of stages depending upon the issue at hand.
For example in the Customer Journey Map that follow, where a low income groups citizen who wish to complain about his missing daughter, the various stages are - Awareness, Report, Investigation, Trial and Rehabilitation

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- Touch points are all those institutions/ individuals with whom the 'customer' comes in contact with, in each stage.
For example, in the sample below the touch points are Beat Constables, Police Station, Senior Police Officer, NGOs etc.
- Needs & activities are those processes/ actions that need to be carried out in each stage.
For example, recovery of the girl, counseling, regular update about progress of the case etc., are the examples of needs and the activities.
- Expectations are the specific expectations of the customer about activities above.
In the given example the expectations of the complainant are immediate and safe recovery of the child, accessibility to the police officer, justice, settlement etc.
- Emotional state is that of the customer in each stage when he comes in contact with touch points with expectation of a certain activity to take place.
Typical examples of emotional state are anxiety, negative, neutral, positive.
- Thus, all the information are represented in a map/ chart format which is easy to prepare and study. An example of a CJM prepared for a citizen from a low income group who wish to complain about his missing daughter is shown below.

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Customer Journey Map for a Low Income Group Citizen who wish to Complain about his missing daughter

Awareness	Reporting	Investigation	Trial	Rehabilitation
Touch Points				
Beat Constable	Beat Constable	I.O.	I.O	Child welfare Officer
Police Station	Police Station	Supervisory Officers	Witness	Counselor
Senior Officers	Senior Officers	Police Station	Victim	Senior Officer
Media	Community Leaders	Media	DPO	One Stop Centers
Community Leader	NGOs	NGOs	Media	
NGOs		Commissions, NHRC, SHRC, CWC		
Schools				
Needs and Activities				
	Recovery of the girl	Regular updates about progress	Fast Track	Get over the Trauma
	Process of reporting			
	Counseling			
Expectations				
	Immediate and Safe Recovery	Accessibility	Justice	Settlement
	Sensitivity and Active interventions	Empathy		
	Simplicity of reporting			
Emotional State				
Anxiety	Anxiety	Anxiety/Negative	Anxiety/Negative	Neutral

The above CJM clearly indicates that there is a need to intervene at all touch-points viz. Awareness, Reporting, Investigation, Trial and Rehabilitation. The CJM itself provides the interventions needed at each touch point. For e.g. the map shows that there is a need to convert the emotional state of the complainant at least at first four stages and based on the expectation of the complainant shown at each stage, some possible interventions are:

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- Promotion of Women Safety issues through media, Social Groups.
- Promotional events, sports campaigns, health camps.
- Strong and Prominent campaigns (Carpet Bombing across all media platforms).
- Drafting of a policy – making a stage wise plan with use of experts in respective fields (Technology, construction, HRD).
- Promoting women to join Police (Campaign and physical training, 30% reservation for women).
- Institutionalization of Women Special Police Officers (Incentivization eg: reservation/bonus marks for such women).
- Concentrating on reformed women offenders and rehabilitated victims as brand ambassadors
- Use of real life stories, multiple experts to train police officers at the Police Station level, specialized training for women related issues, offences and legal provisions. Special emphasis on soft skills like Listening skills, empathy etc.
- New technological advancements like mobile Apps specially related to women safety
- Pressing and projecting the demand to the government regarding increase in manpower at the Police station level, especially women police officers.
- Pursuing specific activities through CSR (Family counseling, Sports, Women empowerment, vocational training)
- Social audit of the functioning schemes

Similar CJMs can be prepared for all possible services that police offers to citizens. This will provide the police leaders a clear road map for improvement.

Conclusion

A service is judged on the basis of the Experience and Convenience people have, while receiving service from an organization. At present, both experience and convenience at the police station level or other departments of Police are not very much satisfactory. People are not finding the services provided by police as per their expectations and hence the poor image. Customer Journey Maps provide a simple yet effective method of

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understanding the needs and expectations of the citizens from police. These maps can be drawn easily and can give best results when prepared with direct feedback from a number of citizens who have come in contact with police for a particular service. It is hoped that by using these Customer Journey Maps, better value services can be provided by the police and thus improve its image.

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Development and Stabilization of Riot Control Technologies-A Sociological Study

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Introduction:

Diffusely organised gathering of people at a place and time is called as a crowd. When such a crowd threaten to use unlawful violence for a common purpose, it is termed as a riot situation (Smith, 1987). Unruly, violent crowd is also called as mob. Different sovereign state laws define the conduct of varying number of minimum mobsters as riot. The rioters through their common intention express their disapproval, disagreement against the authority, property or other people. In order to maintain law and public order, the state, through its visible arm, Police, tries to control the mob. This far it is purely a sociological phenomenon.

When Police respond to the riot situation, they are often outnumbered by a rioters. Yet they are required to physically and psychologically overawe the unruly mob and restore peace and rule of law. They do this through the use of Riot Control Technologies (RCT). Riots are intricately connected with the social structure and hence both RCTs and society appear to shape each other.

This essay takes these active riot situations and the RCTs as the empirical focus and attempts to understand the making of science and technology of these RCTs by applying the concepts of science, technology and society studies. In particular, it attempts to understand the basis of development and 'non-stabilisation' of the RCTs.

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There is an array of RCTs ranging from first to third generation and yet the newer RCTs have not replaced the older ones. The non-stabilisation and development of RCTs in riot situations can be understood through socialconstructivism, sociology of translation, Systems approach and Heterogeneous engineering frameworks. The essay figures out that the last approach is the best to explain the sociology of RCTs.

Characteristics of Riot and RCTs:

Riot situation typically builds on perceived psychological agitation about the underlying demand or cause. An individual participant in the mob loses normal fear of law due to feeling of anonymity and empowerment as a part of group. Depending on the circumstances, they indulge in different degrees and types of violence and criminal acts like trespassing, damaging property, looting, harming others etc. In this way during a riot the rioters challenge the authority of state and its responsibility to maintain law and order. State on the other hand responds to control the situation and maintain peace through Police.

Trained Policemen who are often numerically outnumbered by rioters, seek to control the mob by employing a range of riot control weapons or RCTs.

The RCTs are broadly classified into three generations. First generation RCTs include instruments as loudspeaker, water cannons, tear gas munitions, horses, rubber, plastic or pellet guns etc. The main objective of these is to appeal, persuade or disperse the rioters (Wright, 1998). However, many times they cause casualties and severe injuries to the rioters or bystanders. Therefore, to keep the application of force “sub-lethal” and minimum and yet achieve the objective of denying particular space to the rioters and physically and psychologically overpower them, the Second generation RCTs were developed in 1990s (Chambers, 2000). They include instruments like LASER guns, Teasers, skunks, strobes etc. which are based on ultrasound, microwave, electric, sticky foam and foul-smell emitting technologies. They have lesser evidence of casualties; however, they have caused significant injuries to people (Wright, 1998).

Currently, third generation of RCTs which are being developed include energy weapons like ultra-violet ionising LASERS that carry electric shock hundreds of meters away by air, vortex ring sound projection systems, high

power microwave systems, pulse energy projectiles, lightening projection weapons for temporarily paralysing violent rioters (Barnet and Adger, 2007). These are being employed with other 'safer technologies' like drone CCTV monitoring, internet-clampdowns for cutting rumour mongering and big-data monitoring for predicting riots. Fourth generation of RCTs are likely to employ robotics and artificial intelligence based gadgets to selectively and smartly respond to the situation in a 'proportionate manner'. Interesting fact is that unlike other technologies where there are different generations, almost all generations of RCTs remain in practice worldwide simultaneously and there has not been displacement or substitution of newer generations of RCTs.

Controversies around RCTs:

Riots themselves begin from an underlying perceived controversy about some issue. When Police respond on behalf of the state, the RCTs, by nature, amplify the 'forces' of Police in controlling the rioters and they both become the participants in the underlying original controversy. RCTs thus begin their work in the surrounding controversies.

Further, the very job of RCTs is to 'control' the rioters by curtailing their liberties and political rights. Many times, this happens also through curtailing their human rights, for example, by the pain or bodily irritation, injury caused by a RCT.

The law treats all participants of the mob equally responsible for the offences of riot, irrespective of actual offenders and this justifies application of RCTs by Police on all the members present; sometimes accidentally the bystanders become the target of RCTs and this also gives rise to the ethical controversies (Wright, 1998).

The next contributor to controversies around RCTs is the often 'disproportionately applied' force. RCTs have resulted in several deaths and severe disabilities of the people around the world, creating huge controversies over their use.

Social Constructivism approach of RCTs:

Social constructivism emphasizes the importance of culture, society and context in understanding what occurs in society and constructing knowledge based on this understanding (Derry, 1999). It claims that the artefacts and their practices are 'constructions' of individuals or social groups.

Accordingly, the stabilization of artefacts is explained by referring to social interests that are imputed to the groups concerned and their differential capacity to mobilize resources in the course of debate and controversy (Bijker, Hughes and Pinch, 1987). Society alone is 'behind' the shaping of technologies through the 'closure of controversies' about technologies. This is supported by the fact that different generations of RCTs have been developed with an ostensive rationale to reduce the fatalities and thus the controversies around them. However, on a closer look, this approach fails to explain the 'closure' of these controversies. Although newer generations of RCTs are developed, they have not replaced the older ones. It also fails to explain the lack of acknowledgement by society of the role of RCTs in contributing to maintenance of peace and thus shaping the society back.

Sociology of translation approach:

RCTs in an active riot 'represent' and 'depict' the might of the state which is seeking to regain the control of power of the situation from the rioters. There are various actors in a riot situation. They can be classified as Human, comprising the Rioters, Policemen, bystanders, media persons, politicians etc., and non-humans like RCT equipments like water-cannons, tear-gas canisters, batons, rubber guns, skunks, Teasers, Lasers, cameras etc. It can be said that Police assumes the 'principal mover' role. They 'problematize' the situation by imposing themselves as 'obligatory Passage Points (OPP)' (Callon, 1984). They interpose themselves in the active riot situation as custodians of law. This way, they identify rioters as another actor who hope to achieve their demands lawfully, must submit to the situation and refrain from violence. Further, they ensure this role by them through use of force. They also identify politicians or policymakers other actors who should rely on Police lest their 'authority' or 'legitimacy' as state shall be questioned and their duty to maintain law and order shall fail. In the next moment of translation, the Police lock-in other actors through 'interessment device' of RCTs. If the RCT employed, for example baton, water-cannon, tear-gas etc. are used to lock-in the role of rioters is successful, it leads to 'enrolment' and 'mobilisation' of actors in a desired way. If the strategy used, of persuasion or force fails, the interessment is failed and the riot continues (Ibid, 1984). This dynamic network of human and non-human actors may be used to trace the mutual shaping of society and RCTs. However, the moments of translation during the riot are not sufficient in explaining the

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role of controversies in development of newer generations of ‘sub-lethal’ RCTs. They also are inadequate in explaining the non-stabilisation of newer generation of RCTs.

Systems approach:

Here the developers of newer RCTs are seen as ‘system builders’ who take into account the social, political, economic and scientific factors behind the RCTs. They treat all these factors as interrelated, and potentially malleable (Hughes, 1987).

History of technology of RCTs shows that actually the manufacturers of RCTs employed numerous studies in the impacts of available RCTs in actual settings. It was proven time to time, through rigorous studies backed by evidence that first as well as second generation RCTs are not completely safe. They have caused numerous casualties and injuries. They also considered the economic and political impact of these fatalities and hence they innovated the safer yet effective RCTs. This approach offers a sociological rationale behind development of RCTs through the three generations. However, it is not entirely sufficient to explain the non-‘stabilisation’ of these technologies. Despite the development of newer RCTs by their ‘system builders’, they appear to have no say in phasing out the older generation RCTs irrespective of the ‘unsafe’ evidence.

Heterogeneous engineering approach:

This approach denies the entire explanation of development and stabilization of technologies to the society alone and recognises the role of such other factors as natural, technical, economic or political in shaping the development of technologies. (Law, 1987). It argues that “the stability and form of artefacts should be seen as a function of the interaction of ‘heterogeneous elements’ as these are shaped and assimilated into a network”. Here the development of technology is approached both on the conditions and tactics of its application.

In this approach, the development of RCTs can be seen as inter-relation of various sociological, political, scientific economic as well as components of police tactics (Law, 1987). It calls these as ‘heterogeneous engineering’ activity. Unlike the systems approach, it follows the network approach and

recognises the role of 'conflicts and struggles' in the process of development of RCTs. Thus, it also accounts for the controversies around RCTs.

In this sense, the heterogeneous engineering approach also explains the hitherto non-stabilisation of a single RCT or a newer generation of RCT, replacing the older. This is attributable to the fact that the 'struggle or conflict' between various factors such as the society, politics, science is not good enough to close the controversy yet.

On a closer look, it accounts for phasing out of lethal weapons in some countries than others depending upon the nature of political dispensation. The tone of controversies around the RCTs varies and hence their employability also varies. Authoritarian and fascist states tend to use near lethal RCTs like rubber, pellet or plastic gins, Chemical and Biological weapons and even Tanks, as happened in Tiananmen square in China. Majoritarian and right winged democracies tend to use second generation and sub-lethal RCTs like Tear-gas, baton, LASERS, TASERS, skunks, Long Range Acoustic Devices etc. whereas the liberal democracies tend to use non-lethal RCTs like water-cannons, drone cameras and internet-clampdowns, loudspeakers.

Conclusion:

Riot is essentially a socio-political phenomenon. It is responded to by the state through Police, which employs various RCTs to use force over rioters in an active riot situation to maintain law and order. Thus, riot and RCTs offers a very good model to study the sociology of technology. Curiously, even when there are three generations and a diverse range of RCTs, depending on their intended force output in practice, the ones with better impacts on reducing fatalities and injuries during riot have not replaced the evidentially more dangerous ones.

An attempt was made to the nature of controversies about RCTs and the factors behind development and stabilisation (or non-stabilisation) of RCTs through three approaches from the Science and Technology and Society Studies namely, The social constructivism, Sociology of Translation, Systems approach and the Heterogeneous engineering approach.

It is found that the heterogeneous engineering framework is best suited to explain how the RCTs are shaped though the disparate elements like society, science, politics, economy, technology as well the tactics, practices, conflicts

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as well as the controversies. It better explains, the non-displacement of older, more fatal and injurious RCTs in the light of the entire network of heterogeneous elements. It also helps us to account for the generalised pattern of applicability of various RCTs under different type of political dispensation Again that the actual use of RCT by any political dispensation within this generalised pattern also depends on various heterogeneous engineering happening in the dynamic networks of dynamic situations, is also explained by the heterogeneous engineering approval

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Assessing Quality of Police Services in Hyderabad

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Introduction

The police force constitutes an integral part of the law enforcement machinery in India. The police perform multiple roles in society by reducing incidence of crime, protection of society, upholding law and order etc.

According to Zeithmal et al (1990¹) honesty, excellence and the principle of giving full value for what we receive would become the rule of conduct in both business and personal relationships in a “Quality Society”.

The citizens of the country pay taxes to the government and expect certain services to be provided to them. The Citizens become the consumers of the service and the police are the service providers.

The term “Service Quality” can be defined as the extent of discrepancy (difference) between customer’s expectation (ideal service) from the service and their perception (actual service).

Service delivery happens during interactions between contact employees (government officials) and citizens, attitudes and behaviors of the contact employees can influence citizens’ perceptions of service quality (Schneider and Bowen, 1985²).

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¹ Zeithmal, V.A, Parasuraman, A and Berry, L. L. (1990), *Delivering Service quality*, The Free Press, New York, NY

² Schneider, B and Bowen, D. (1985). *Employee and Customer Perceptions of Services in banks: Replication and Extension*. *Journal of Applied Psychology*, Vol.70. p 423-433

Beatson et al (2008)³ found that perceived employee satisfaction, perceived employee loyalty, and perceived employee commitment has a significant impact on perceived product and service quality (in commercial setting).

Zeithmal et al (1990) proposed five dimensions by which customers evaluate service quality:

Tangibles - the appearance of the physical facilities, equipment, personnel and communication materials.

Reliability - the ability to perform the promised service dependably and accurately

Responsiveness - The willingness to help customers and provide prompt service.

Assurance: The knowledge and courtesy of employees and their ability to convey trust and confidence and

Empathy - The caring, individualised attention the organization provides its customers.

When adapted to Public service quality, the SERVQUAL Gap Model can be described as follows:

Gap 1 is the positioning gap: The managements' (top administration) perceptions of citizens' expectations and the relative importance citizens' attach to quality dimensions.

Gap 2 is the specification gap: The difference between what management (top administration) believes the citizen wants and what the citizens expect the government to provide.

Gap 3 is the delivery gap: The difference between the service provided by the employee of the government and the specifications set by the management (administration).

Gap 4 is the communication gap: The promises communicated by the government to the citizen do not match the citizens' expectations of those external promises.

Gap 5 is the perception gap: The difference between the citizens' internal perception and expectation of the services.

³ Beatson, A, Lings, I and Gudergan, S. (2008), *Employee Behaviour and Relationship Quality: Impact on customers*, *The Service Industries Journal*. Vol. 28 (2), p. 211-223.

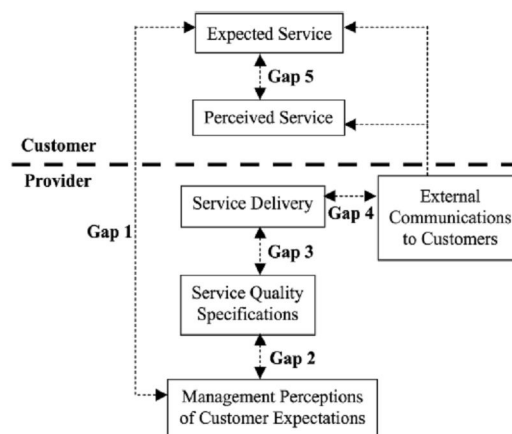
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Public Services are responsible and accountable to citizens and communities. Several researchers have dealt with service quality in public services (Wisniewski and Donnelly, 1996⁴; Rowley, 1998⁵; Brysland and Curry, 2001)⁶. According to Gowen et al (2001)⁷ service provision is more complicated in the delivery of public services as it involves finding out unexpressed citizen needs, prioritizing citizen needs, allocating resources based on priorities and justifying the same.

Problem Statement

According to the Conceptual Model of Service Quality proposed by Zeithaml et al (1990) as shown in diagram 1.

Figure 1



Source: Adapted from Zeithaml et al. (1990, p. 46)

Police Service Delivery

Donnelly et al (2006) have used this approach to measure service quality of Strathclyde Police in United Kingdom.

⁴ Wisniewski, M and Donnelly, M (1996), *Measuring Service Quality in the Public Sector: the Potential for SERVQUAL*. *Total Quality Management*, Vol. 7 (4). P. 357-365.

⁵ Rowley, Jennifer (1998). *Quality Measurement in the Public Sector: Some Perspectives from the Service Quality Literature*. *Total Quality Management*, Vol. 92(3). P. 321-333

⁶ Brysland, A and Curry, A (2001), *Service Improvements in public Services Using SERVQUAL*, *Managing Service Quality*, Vol.11(6).p. 389-401

⁷ Gowan, M, Seymour, J., I Barreche, S and Lackey, C. (2001). *Service Quality in a Public Agency: Same Expectations but Different Perceptions by Employees, managers and Customers*. *Journal of Quality Management*. Vol.6.p. 275-291.

In the specific context of police services these four situations are reflected in:

1. Those people who are neither the victim, witness, juror nor perpetrator of a crime and so never come into direct contact with the police;
2. The victim of a crime and the person accused of this crime who are both “customers” of the same service provide;
3. Situations where the right of all, perhaps opposing, parties have to be protected; and
4. Those citizens who are placed under arrest of confinement against their will and are constitutionally regarded as innocent until proven guilty of their accused crime.

These complexities provide real challenges and dilemmas for police managers and for researchers trying to assess the quality of services provided by the service.

Another key difference between the commercial sector and the public sector is that while the commercial sector may choose to analyse its external environments at a distance, public services are often required by statute or by necessity to consult, collaborate and negotiate directly with their many stakeholders. The consultation processes and contexts for the synthesis of strategic service objectives can range from direct representation on formal committees through participation in joint boards to customer feedback mechanisms and advisory and consultative forums.

Objectives of the Study

1. To understand the expectations of citizens from Hyderabad police
2. To measure the perceived (existing) level of service delivered by the Hyderabad police from citizens’ perspective
3. To assess the quality of service delivered by Hyderabad police
2. To identify the service quality gaps in Hyderabad police force and suggest ways to address the gap

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Methodology

The study utilizes a combination of qualitative and quantitative methods. Depth interviews with senior police officers and Focus Group Discussions are used to clarify and seek opinions of knowledgeable respondents in deciding the research questions and method of data collection.

Quantitative method of descriptive survey research is used through a questionnaire. The questionnaire is a modified SERVQUAL instrument.

Sampling

Stratified quota sampling will be used; the sampling unit will be police personnel of Hyderabad and residents of selected areas. The sample distribution will be 100 police officers from a cross section of police force (lower, middle and senior levels) and comparatively a large sample size of 400 residents of Hyderabad would be selected, residents who have experience in dealing with police services such as complainants, victims of crime, and witnesses to police in action would be covered.

Actual Sample size of Police Officials was 159 and citizens' was 340.

Profile of Respondents: Police Officials

Sample Description:

On the instruction of the Office of the Commissioner of Police, Hyderabad City, ten police stations from five zones of Hyderabad city were selected. The police stations (PS) included in the study are Charminar PS, and Madannapet PS from South Zone. Amberpet PS and Malakpet PS from East Zone, Banjara Hills PS and S. R. Nagar PS from West Zone, Narayanaguda PS from and Nampally PS from Central Zone, Begumpet PS and Mahankali PS from North Zone. The sample of police officials includes Inspectors, sub inspectors, head constables and constables. A total of 225 questionnaires were self-administered (with assistance provided where ever necessary) of which 159 usable questionnaires were judged suitable for data analysis for this study, giving a response rate of 70.06%.

Majority of the respondents are male and belong to the age group of 21-30 years followed by the age group of 31-40 years.

Out of 159 respondents, 85 have answered the question on qualification and experience. Majority of the respondents are graduates with 0-10 years of experience.

The sample consists of a good representation of different designations in the police force, with Sub Inspector of Police (49.6 %) and Police Constables (30.8 %) being represented in a substantial manner.

Inference: The sample is an adequate representative of the police personnel in Hyderabad city. The sample is drawn from all 5 geographic zones, has representation of both genders across different designations. The sample has more representation from younger police officials (0-10 years' work experience).

Sample: Citizens of Hyderabad

Sample Description

On the instruction of the Office of the Commissioner of Police, Hyderabad City, ten police stations from five zones of Hyderabad city were selected. The police stations (PS) included in the study are Charminar PS, and Madannapet PS from South Zone. Amberpet PS and Malakpet PS from East Zone, Banjara Hills PS and S. R. Nagar PS from West Zone, Narayanaguda PS from and Nampally PS from Central Zone, Begumpet PS and Mahankali PS from North Zone.

The sample of citizens includes citizens who have visited the ten police stations categorized as complainants, witnesses and victims. The sample also includes citizens who have had no direct contact with the police. A total of 400 questionnaires were self-administered (with assistance provided where ever necessary) of which 340 usable questionnaires were judged suitable for data analysis for this study, giving a response rate of 85%.

Majority (82.39%) of the sample is male. Among the male sample, majority (90%) belong to the 21-30 years age group. Among the female sample, there is similar representation of age groups 21-30 years, 31-40 years and 41-50 years.

A little more than half the sample (142- 56%) is employed in private sector. About quarter of the sample (61-24%) is employed in the Government sector. Followed by Unemployed and self-employed citizens.

Majority (74.4%) of the respondents are married.

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A little more than half of the respondents (51.3%) have an annual family income of < 1 lakh. Followed by 1.1-5 lakhs (35.2 %), majority of the sample belongs to middle and lower middle class citizens of Hyderabad. 11% of the sample has an income of 6-10 lakhs and 2.5% has an income of 11-15 lakhs.

42.6% are complainants, 25.3 % are witnesses, 11.6 % are criminals and 20.6 % have no direct contact with the police. The sample has a good representation of the population of Hyderabad city in this perspective.

Survey of Police Officials

SERVQUAL: Police Officials

The opinion of Police Officials regarding the service quality delivered by the police force is measured. Service quality is operationalized as being a gap between Police Official's expectations and perceptions of performance on 22 variables. The SERVQUAL instrument has 44 items (22 on expectations and 22 on perceptions) belonging to 5 dimensions- tangibles, reliability, responsiveness, assurance and empathy. Responses are recorded on a 7-point Likert Scale with 1 being Strongly disagree and 7 being Strongly agree (the other points being in-between). The Perceptions minus expectations Gap (P-E) is calculated and compared. The higher (more positive) the perception minus expectation score, the higher is perceived to be the level of service quality. All questions start with "Police stations have or police officials are" (refer questionnaire provided in the appendix)

The reliability of the SERVQUAL instrument was measured using Cronbach Alpha, Nunnally (1994) suggested that a modest reliability range from 0.5 to 0.6 would suffice. The value of Cronbach alpha for Police Officials is 0.897. Hence the scale is reliable.

Table 1
Police Officials: Paired Statistics for SERVQUAL scale

Pairs	Description	Mean	SD	T	df	Sig (2 tailed)
Pair 1	P have modern equipment - E have modern equipment	-.72667	1.93136	-4.608	149	.000
Pair 2	P visually appealing clean - E visually appealing clean	-.39865	1.78710	-2.714	147	.007
Pair 3	P appear professional - E appear professional	-.19048	1.36659	-1.690	146	.093
Pair 4	P material such as stationary - E material such as stationary	-.40000	1.78359	-2.747	149	.007
Pair 5	P Promise of timeliness - E Promise of timeliness	-.16892	1.98768	-1.034	147	.303
Pair 6	P Complaint investigation - E Complaint investigation	-.19863	1.87035	-1.283	145	.201
Pair 7	P performed right first time - E performed right first time	-.10135	5.65534	-.218	147	.828

Pair 8	P services at the time - E services at the time	-.35135	1.87669	-2.278	147	.024
Pair 9	P records keeping totally accurate - E records keeping totally accurate	-.42361	1.94893	-2.608	143	.010
Pair 10	P will always keep appointments - E will always keep appointments	.05556	2.35273	.283	143	.777
Pair 11	P prompt service - E prompt service	-.35135	1.58163	-2.703	147	.008
Pair 12	P always be willing - E always be willing	-.24324	1.32286	-2.237	147	.027
Pair 13	P victim or client is kept informed - E victim or client is kept informed	-.50340	1.40144	-4.355	146	.000
Pair 14	P will instil confidence - E will instil confidence	-.52381	1.74125	-3.647	146	.000
Pair 15	P members of the public feel safe - E members of the public feel safe	-.26712	1.88384	-1.713	145	.089
Pair 16	P Consistently courteous - E consistently courteous	-.51701	1.41108	-4.442	146	.000

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Pair 17	P knowledge to answer - E knowledge to answer	-.21769	1.66148	-1.589	146	.114
Pair 18	P attention to individuals - E attention to individuals	-.19595	1.89758	-1.256	147	.211
Pair 19	P Convenient operating hours - E Convenient operating hours	-.49655	1.90804	-3.134	144	.002
Pair 20	P deal with public in a caring manner - E deal with public in a caring manner	-.22973	1.55224	-1.800	147	.074
Pair 21	P public's best interest - E public's best interest	-.25342	1.64762	-1.859	145	.065
Pair 22	P understand the specific needs - E understand the specific needs	-.23288	1.49961	-1.876	145	.063

Null Hypothesis: There is no difference between Perceptions and Expectations of Police Service quality ($P=E$) for all 22 pairs.

Alternate Hypothesis: There is significant difference between Perceptions and Expectations of Police Service quality. Perceptions of service quality will be higher than expectations of service quality. ($P>E$)

Analysis and Interpretation

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If the p value is <0.05 , then the Null hypothesis will be rejected (at 95% confidence interval) which means that Perceptions will be greater than Expectations ($P>E$).

Out of the 22 pairs the t' test value is <0.05 for 12 pairs which means that Null Hypothesis is rejected for the pairs where p value is <0.05 .

The pairs for which **Expectations do not meet Perceptions ($P>E$)** are P have modern equipment - E have modern equipment, P visually appealing clean - E visually appealing clean, P material such as stationary - E material such as stationary, P services at the time - E services at the time, P records keeping totally accurate - E records keeping totally accurate, P prompt service - E prompt service, P always be willing - E always be willing, P victim or client is kept informed - E victim or client is kept informed, P will instill confidence - E will instill confidence, P Consistently courteous - E consistently courteous and P Convenient operating hours - E Convenient operating hours.

The 12 pairs for which p Value is >0.05 Null hypothesis cannot be rejected. Which means that Perceptions = Expectations.

The pairs for which **Expectations meet Perceptions ($P=E$)** are: P appear professional - E appear professional, P Promise of timeliness - E Promise of timeliness, P Complaint investigation - E Complaint investigation, P performed right first time - E performed right first time, P will always keep appointments - E will always keep appointments, P members of the public feel safe - E members of the public feel safe, P knowledge to answer - E knowledge to answer, P deal with public in a caring manner - E deal with public in a caring manner, P public's best interest - E public's best interest, P understand the specific needs - E understand the specific needs.

(Note: the means of perceptions for these 12 pairs are higher than the means of expectations, however statistical significance is absent, hence the conclusion).

Table 2
Police Officials: T' Test for SERVQUAL DIMENSIONS

Pairs	Description	Mean	SD	t	df	Sig. (2-tailed)
Pair 1	Per tangibles – Exp tangibles	-1.77931	4.90531	-4.368	144	.000
Pair 2	Per reliability – Exp reliability	-1.09220	8.18788	-1.584	140	.115
Pair 3	Per responsiveness – Exp responsiveness	-1.01399	4.63147	-2.618	142	.010
Pair 4	Per assurance – Exp assurance	-1.49650	4.70073	-3.807	142	.000
Pair 5	Per empathy – Exp empathy	-1.40141	4.71915	-3.539	141	.001

Null Hypothesis: There is no difference between Perceptions and Expectations of Police Service quality ($P=E$) for all 5 dimensions of SERVQUAL

Alternate Hypothesis: There is significant difference between Perceptions and Expectations of Police Service quality. Perceptions of service quality will be higher than expectations of service quality. ($P>E$) for 5 dimensions of SERVQUAL.

The table 4.11 shows the t test for the 5 dimensions of service quality.

Analysis and Interpretation

If the p value is <0.05 , then the Null hypothesis will be rejected (at 95% confidence interval) which means that Perceptions will be greater than Expectations ($P>E$).

Out of the 5 pairs the t' test value is $<.05$ for all pairs which means that Null Hypothesis is rejected

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Expectations do not meet Perceptions ($P > E$) for the five SERVQUAL dimensions.

Root Causes of Gaps

A question was asked regarding the root causes of gaps, respondents were asked to rate statements belonging to the 5 gaps on a Likert Scale from 1 to 7 (7 being strongly agree and 1 being strongly disagree).

Analysis and Interpretation: Table 4.3 shows the means of all questions asked to find out the root cause. The highest means are (above 4.5): Insufficient management commitment to service quality, Insufficient task standardization, Perception of infeasibility to improve quality, Lack of control, Role conflict, Role ambiguity, Propensity to over-promise, Gap between citizens expectations of police services and actual services received.

Table 4.14
Root Causes of Gaps

Description	Mean	Std. Deviation
G1 lack of upward communication	4.4000	1.84866
G1 Too many levels of management	4.050	2.1414
G2 Insufficient management commitment to service quality	4.9478	2.05556
G2 Lack of clear goal setting	3.7807	1.99006
G2 Insufficient task standardization	4.8173	1.89411
G2 Perception of infeasibility to improve quality	4.9159	2.02401
G3 Lack of teamwork	3.8276	1.87559
G3 Poor employee-job fit	4.3964	1.83541
G3 Poor technology-job fit	4.0088	1.88846
G3 Lack of control	4.5714	1.91586
G3 Insufficient supervisory systems	4.0702	2.20907
G3 Role conflict	4.5221	1.81313
G3 Role ambiguity	4.5086	1.80095
G4 Insufficient lateral communication	4.0082	2.01029
G4 Propensity to over-promise	4.8403	1.92655

G5 Gap between citizens expectations of police services and actual services	4.5565	2.11192
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Analysis and Interpretation: The table 4.14 depicts the means of the root causes of gaps. The way the SERVQUAL model is designed any Gaps from 1 to 4 will lead to Gap 5. According to the Hyderabad police Officials who have participated in this study –

Gap 2 has the highest mean of 4.60: Gap between police top management perception (of the citizens' expectations) and service quality specifications i.e., Designing the Standard Operating Procedures, process definitions and setting the standards is the major root cause.

Gap 4 (has a mean of 4.42): Gap between service delivery and external communications i.e., lack of proper communication within the hierarchical levels of Police and over promising citizens regarding the service delivery.

Gap 5 (has mean of 4.55): Gap between citizens expectations of police services and actual services i.e., the overall services quality gap (arises out of the 1-4 gaps)

SERVQUAL: CITIZENS

The opinion of citizens regarding the service quality delivered by the police force is measured. Service quality is operationalized as being a gap between citizens' expectations and perceptions of performance on 22 variables. The SERVQUAL instrument has 44 items (22 on expectations and 22 on perceptions) belonging to 5 dimensions- tangibles, reliability, responsiveness, assurance and empathy. Responses are recorded on a 7-point Likert Scale with 1 being Strongly disagree and 7 being Strongly agree (the other points being in-between). The Perceptions minus expectations Gap (P-E) is calculated and compared. The higher (more positive) the perception minus expectation score, the higher is perceived to be the level of service quality. All questions start with "Police stations have or police officials are" (refer questionnaire provided in the appendix)

The reliability of the SERVQUAL instrument was measured using Cronbach Alpha, Nunnally (1994) suggested that a modest reliability range from 0.5 to 0.6 would suffice. The value of Cronbach alpha for citizens is 0.897. Hence the scale is reliable.

Table 3
Citizens: Paired Statistics for SERVQUAL scale

Pairs	Description	Mean	SD	T	df	Sig (2 tailed)
Pair 1	P have modern equipment - E have modern equipment	.03364	1.67133	.364	326	.716
Pair 2	P visually appealing clean - E visually appealing clean	.09174	1.58912	1.044	326	.297
Pair 3	P appear professional - E appear professional	.24074	1.33449	3.247	323	.001
Pair 4	P material such as stationary - E material such as stationary	.26235	1.63429	2.889	323	.004
Pair 5	P Promise of timeliness - E Promise of timeliness	.07034	1.39167	.914	326	.361
Pair 6	P Complaint investigation - E Complaint investigation	.01235	1.26632	.175	323	.861
Pair 7	P performed right first time - E performed right first time	.20807	1.48833	2.509	321	.013
Pair 8	P services at the time - E services at the time	.16722	1.17816	2.454	298	.015

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Pair 9	P records keeping totally accurate - E records keeping totally accurate	-.02273	1.53232	-.260	307	.795
Pair 10	P will always keep appointments - E will always keep appointments	.00000	1.42960	.000	320	1.000
Pair 11	P prompt service - E prompt service	.07716	1.10034	1.262	323	.208
Pair 12	P always be willing - E always be willing	.06790	1.25472	.974	323	.331
Pair 13	P victim or client is kept informed - E victim or client is kept informed	.16987	1.35143	2.220	311	.027
Pair 14	P will instill confidence - E will instill confidence	.10256	1.30386	1.389	311	.166
Pair 15	P members of the public feel safe - E members of the public feel safe	.18627	1.40068	2.326	305	.021
Pair 16	P Consistently courteous - E consistently courteous	.22977	1.28514	3.143	308	.002
Pair 17	P knowledge to answer - E knowledge to answer	.19182	1.29217	2.647	317	.009

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Pair 18	P attention to individuals - E attention to individuals	.18692	1.58783	2.109	320	.036
Pair 19	P Convenient operating hours - E Convenient operating hours	.02804	1.65713	.303	320	.762
Pair 20	P deal with public in a caring manner - E deal with public in a caring manner	.29114	1.22567	4.223	315	.000
Pair 21	P public's best interest - E public's best interest	.32130	1.22830	4.354	276	.000
Pair 22	P understand the specific needs - E understand the specific needs	.38246	1.33916	4.821	284	.000

Null Hypothesis: There is no difference between Perceptions and Expectations of Police Service quality ($P=E$) for all 22 pairs.

Alternate Hypothesis: There is significant difference between Perceptions and Expectations of Police Service quality. Perceptions of service quality will be higher than expectations of service quality. ($P>E$).

Analysis and Interpretation

If the p value is <0.05 , then the Null hypothesis will be rejected (at 95% confidence interval) which means that Perceptions will be greater than Expectations ($P>E$).

Out of the 22 pairs the t' test value is $<.05$ for 12 pairs which means that Null Hypothesis is rejected for the pairs where p value is $<.05$.

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Where p value is $> .05$ Null hypothesis cannot be rejected., these pairs for which **Expectations do not meet Perceptions ($P > E$)** are P have modern equipment - E have modern equipment, P visually appealing clean - E visually appealing clean, P services at the time - E services at the time, P Complaint investigation- E Complaint investigation, P records keeping totally accurate - E records keeping totally accurate, P will always keep appointments- E will always keep appointments, P prompt service - E prompt service, P always be willing - E always be willing, P will instill confidence - E will instill confidence, and P Convenient operating hours - E Convenient operating hours.

The 12 pairs for which p Value is $< .05$ Null hypothesis is rejected.

Which means that Perceptions = Expectations.

The pairs for which **Expectations meet Perceptions ($P = E$)** are: P appear professional - E appear professional, P material such as stationery- E material such as stationery, P performed right first time - E performed right first time, P Victim or client is kept informed- E victim or client is kept informed, P members of the public feel safe - E members of the public feel safe, P knowledge to answer - E knowledge to answer, P attention to individuals- E attention to individuals, P deal with public in a caring manner - E deal with public in a caring manner, P public's best interest - E public's best interest, P understand the specific needs - E understand the specific needs.

Table 4
Citizens: T' Test for SERVQUAL DIMENSIONS

Pairs	Description	Mean	SD	t	df	Sig. (2-tailed)
Pair 1	Per tangibles – Exp tangibles	.56075	5.32361	1.887	320	.060
Pair 2	Per reliability – Exp reliability	-.17958	4.88303	-.620	283	.536
Pair 3	Per responsiveness – Exp responsiveness	.31392	4.40135	1.254	308	.211
Pair 4	Per assurance – Exp assurance	.68403	4.72603	2.456	287	.015
Pair 5	Per empathy –Exp empathy	1.30515	4.73102	4.550	271	.000

Null Hypothesis: There is no difference between Perceptions and Expectations of Police Service quality ($P=E$) for all 5 dimensions of SERVQUAL.

Alternate Hypothesis: There is significant difference between Perceptions and Expectations of Police Service quality. Perceptions of service quality will be higher than expectations of service quality. ($P>E$) for 5 dimensions of SERVQUAL.

The table 4.18 shows the t test for the 5 dimensions of service quality.

Analysis and Interpretation

If the p value is <0.05 , then the Null hypothesis will be rejected (at 95% confidence interval) which means that Perceptions will be greater than Expectations ($P>E$).

Out of the 5 pairs the t' test value is $<.05$ for 2 dimensions: Assurance and Empathy, for these two dimensions we reject the null hypothesis and conclude that Perceptions are greater than Expectations. (alternatively citizens are satisfied with the service quality on Assurance and Empathy).

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The t' test value is $>.05$ for the dimensions: Tangibles, Reliability and Responsiveness, Which means Null hypotheses cannot be rejected. **Expectations do not meet Perceptions ($P>E$) for tangibles, reliability and responsiveness.** (alternatively citizens feel that they expect more quality than what they receive for these dimensions).

Discriminant Analysis for classifying citizens on the basis of Opinion

A question was asked to citizens on what basis have they arrived at an opinion regarding the expectations and perceptions of service quality of Police. The different options provided to citizens were: Complainant, Witness, Criminal and No direct contact with Police.

In order to analyse whether there is a difference in the expectations and perceptions based on the type of citizen interaction discriminant analysis is conducted.

Discriminant Analysis based on Perceptions

Table 8

Wilks' Lambda

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1 through 3	.759	61.847	15	.000
2 through 3	.944	13.029	8	.111
3	.994	1.286	3	.733

The usefulness of Discriminant analysis is first checked by the significance of the value of Wilk's Lambda, the p value of Wilk's lambda is below 0.05 for 1 functions (1 through 3) but greater than 0.05 for functions 2 through 3 and 3. The model is statistically significant only for function 1 through 3.

Table 9
Standardized Canonical Discriminant Function
Coefficients

	Function		
	1	2	3
P-tangibles	-.454	-1.030	.053
P-reliability	1.346	-1.145	.072
P-responsiveness	.608	.745	-2.013
P-assurance	-1.533	2.006	1.219
P-empathy	.590	.065	.916

For determining which variables are responsible for creating a difference in the citizens perceptions the standardized canonical discriminant functions are checked. The highest values in each function indicate that those variables have the highest power of creating a difference. Here we find that Perceptions on Assurance contributes to the highest difference in evaluating the perceptions from Police services.

Table 10
Functions at Group Centroids

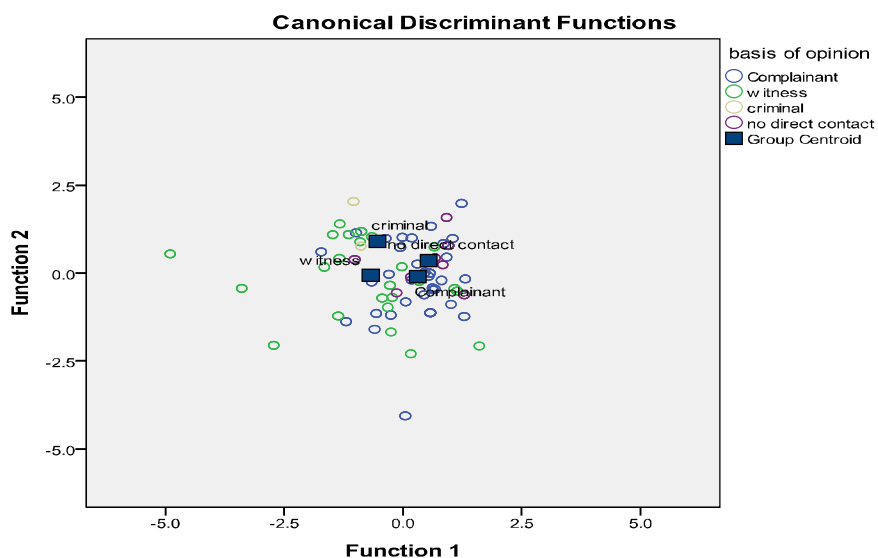
The basis of opinion	Function			The
	1	2	3	
Complainant	.313	-.101	.038	
Witness	-.677	-.068	-.036	
Criminal	-.536	.899	.213	
no direct contact	.541	.355	-.155	

Unstandardized canonical discriminant functions evaluated at group means

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table 4.25 shows the group centroids (group mean) for each function. This will determine which group the citizen belongs too.

Graph 1



The graph 1 shows the difference in the opinion of different types of citizens. The group centroids of citizens with No direct contact and Complainants are overlapping. The group centroids of Witness and Criminals are away from the other types of citizens.

Inference: Criminals and Witnesses have higher Perceptions on Assurance of Service quality.

Suggestions to Improve Service Quality of Hyderabad Police

- Service quality is determined by measuring the five dimensions suggested by Parasuraman et al (1985 and 1988): Tangibility, Responsiveness, Reliability, Assurance and Empathy are the five dimensions.
- The Hyderabad police are exceeding the expectations of citizens on Assurance and Empathy, which means that staff at all levels are citizen friendly, willing to listen to citizens, understanding citizen problems, give confidence to citizen that the [police can find best solution, make citizens feel safe in dealing with the police and trying their best to resolve citizen complaints.

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- Whereas, The Hyderabad police is falling short of expectations on Tangibility, Responsiveness and Reliability.
- Tangibility can be improved by investing in infrastructure, better facilities in police stations which are visually appealing and encourage citizens to feel free to walk-in to the police stations, create the right public image by making all police staff adhere to a neat and professional appearance and generating attractive, aesthetically interesting information booklets, visiting cards, signages etc.
- Responsiveness can be improved by imparting training in areas such as citizen friendly communication skills, attitude training, behavioural training, analytical problem solving, interaction and probing skills, pro active communication, courtesy and willingness to respond to citizen queries.
- Reliability is ensuring that the police deliver services correctly and on time, the major constraint hindering reliability is staff crunch. The staff crunch in Telangana state is 6000 and Hyderabad city is 40008. The severe staff crunch leads to over working of existing staff, leaves no time for refresher training for existing staff, also leads to fatigue, low morale, improper work-life balance etc. The emotional labour experienced by service delivery staff will reduce reliable performance.
- In Hyderabad city we find that Gap 2: Gap between police top management perception (of the citizens' expectations) and service quality specifications is highest, in order to overcome this Gap, the senior officials have to develop more effective Standard Operating procedures, better data management by using technology enabled methods including internet based services, hand held devices, call centre help lines, Citizen relationship management software for non emergency police services such as e-complaint registration, status of complaints, etc can be considered.
- The second biggest Gap is Gap 5: Gap between citizens' expectations of police services and actual services. This is an overall gap. If Gap 2 and Gap 4 are addressed Gap 5 will automatically improve.

⁸ <http://www.deccanchronicle.com/141214/nation-crime/article/shortage-hands-hits-policing>

- Gap 4 and Gap 3: Gap between service quality specifications and service delivery and Gap between service delivery and external communication are also seen. These gaps can be addressed through better staff strength, effective training and development initiatives, effective delegation of authority and power by using more effective Standard Operating procedures, building the public image of police through public relations, effective communication, generating awareness and knowledge about police services among the public and ensuring community involvement.
- In order to improve overall service quality of Hyderabad police certain areas of concern have emerged very significantly. They are: insufficient task standardization, infeasibility to improve quality, lack of control, role conflict, role ambiguity, propensity to overpromise and gap between citizens' expectations of police services and actual services.

Conclusion

Hyderabad Police has been offering good services to its citizens despite the several challenges faced. As a public service agency it is very important to understand the changing requirement of citizen needs and offer services as per the changed needs. The study has shown that the Citizens of Hyderabad city believe that police officials are EXCEEDING their expectations on 2 out of 5 service quality dimensions (on Assurance and Empathy) where as the Police Officials believe that they are performing below expectations on all 5 dimensions of service quality. This means that even though the police officials are rating themselves poorly despite performing better in certain areas. It is possible that Police officials have set higher benchmarks for their performance and hence feel that they fall short of citizen expectations.

APPENDICES

Questionnaire for Police Officials of Hyderabad City

Dear Respondent,

Dr. Shahaida and Dr. Prabhati, faculty from Administrative Staff College of India, Hyderabad are conducting a study to “Assess the Service Quality of Police in Hyderabad”. The study is commissioned by Sardar Vallabhbhai Patel National Police Academy, Hyderabad.

The information shared by you will be used for academic purposes only. I request you to spare a few minutes to respond to the questionnaire. Thank you for your cooperation.

Instructions:

Based upon your experience as a police officer, please visualize what the ideal quality police service would look like, the types of services it would provide, and what you would consider as best level of citizen service. There are no right or wrong answers.

For each of the following statements, there are 7 options starting from 1=strongly agree to 7=strongly disagree, please put a tick mark for your response to each statement in the block provided.

Part 1: Expectations of Citizens from Police (Ideal Situation)

	Statement	Strongly Disagree 1	Disagree 2	Somewhat disagree 3	Neither agree nor disagree 4	Somewhat Agree 5	Agree 6	Strongly agree 7
1	Police stations will have modern equipment (computer technology, radios, vehicles etc.)							
2	Stations and other facilities will be visually appealing,							

	clean, comfortable and accessible to all							
3	Police personnel will appear professionally dressed.							
4	Police forces will produce written material such as stationary and public information documents that will be visually appealing							
5	When police promise to carry out a duty or conduct an enquiry by a certain time, they will do so							
6	When a complaint is made about a police force or officer, the police will show a sincere interest in solving the problem or investigating							

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	the complaint							
7	Police duties will be performed right first time the complaint is made							
8	Police forces will deliver services at the time they promise to do so							
9	Police forces will insist on keeping totally accurate records.							
10	Police and support staff will always keep appointments or inform members of the public, clients or officials of an alternative arrangement							
11	Police and support staff will always provide prompt service to any person requesting it							

12	Police and support staff will always be willing and never too busy to help any person in need							
13	Police and support staff will always keep a victim or client informed of progress on their case, and are easily contactable							
14	Police and support staff will instill confidence in the people they serve							
15	Members of the public, clients and office will feel safe in their transactions with the police.							
16	Police and support staff will be consistently courteous with all the people they meet							

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17	Police and support staff will have the knowledge to answer questions asked of them by the public							
18	Police will give people the individual attention they deserve							
19	Police stations will have operating hours that are convenient and flexible enough to suit all those needing their services							
20	Police will deal with the public in a caring manner, with tact and sensitivity							
21	Police will have the public's best interest at heart							
22	Police will understand the specific needs of the							

	people they deal with							
--	-----------------------	--	--	--	--	--	--	--

Part 2: Perceptions of Citizens from Police (Current Situation)

Instructions:

Based upon your experience as a police officer, please choose the options that best describe the real situation existing currently regarding the quality of services rendered by Hyderabad Police. This section depicts your opinion about the current quality level of services.

There are no right or wrong answers.

For each of the following statements, there are 7 options starting from 1=strongly agree to 7=strongly disagree, please put a tick mark for your response to each statement in the block provided.

	Statement	Strongly Disagree 1	Disagree 2	Some what disagree 3	Neither agree nor disagree 4	Some what Agree 5	Agree 6	Strongly agree 7
1	Police stations are having modern equipment (computer technology, radios, vehicles etc.)							
2	Stations and other facilities are visually appealing, clean, comfortable and accessible to all							
3	Police personnel appear professionally							

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	dressed.							
4	Police forces produce written material such as stationary and public information documents that will be visually appealing							
5	When police promise to carry out a duty or conduct an enquiry by a certain time, they do so							
6	When a complaint is made about a police force or officer, the police show a sincere interest in solving the problem or investigating the complaint							
7	Police duties are performed right first time the complaint is made							
8	Police forces deliver services at the time they							

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	promise to do so							
9	Police forces insist on keeping totally accurate records.							
10	Police and support staff always keep appointments or inform members of the public, clients or officials of an alternative arrangement							
11	Police and support staff always provide prompt service to any person requesting it							
12	Police and support staff are always willing and never too busy to help any person in need							
13	Police and support staff always keep a victim or client informed of progress on their case, and are easily							

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	contactable							
14	Police and support staff instill confidence in the people they serve							
15	Members of the public, clients and office feel safe in their transactions with the police.							
16	Police and support staff are consistently courteous with all the people they meet							
17	Police and support staff have the knowledge to answer questions asked of them by the public							
18	Police give people the individual attention they deserve							
19	Police stations have operating hours that are convenient and flexible							

	enough to suit all those needing their services							
20	Police deal with the public in a caring manner, with tact and sensitivity							
21	Police have the public's best interest at heart							
22	Police understand the specific needs of the people they deal with							

Importance questionnaire

Listed below are five features of the services provided by the police service. We would like to know how important each of these features is to you.

Please allocate a total of 100 points among the five features, according to how important each feature is to you. The more important a feature is to you, the more points you should allocate.

Please ensure that the points you allocate to the five features adds up to 100.

Tangibles	The appearance of police officers Support staff, police stations and other police facilities. This includes stationery, pamphlets and Public information leaflets.Points
Reliability	The police force's ability to perform the promised service dependably and accuratelyPoints

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Responsiveness The police force' willingness to helpPoints
those in need and to provide the service
promptly

Assurance The knowledge and courtesy of the policePoints
officers and support staff, and their ability
to convey trust and confidence.

Empathy The caring, individualized attentionPoints
the police force provides for those it serves

Total Points	100
--------------	-----

Root causes of gaps

For each of the following statements, there are 7 options starting from 1= strongly agree to 7=strongly disagree, please put a tick mark for your response to each statement in the block provided.

Gaps	Statements	1	2	3	4	5	6	7
Gap 1: Gap between citizen expectation and police top management perception	Insufficient citizen orientation							
	Lack of upward communication							
	Too many levels of management							
Gap 2: Gap between police top management perception and service quality specification	G2 Insufficient management commitment to service quality							
	G2 Lack of clear goal setting							

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	G2 Insufficient task standardization							
	G2 Perception of infeasibility to improve quality							
Gap 3: Gap between service quality specification and service delivery	G3 Lack of teamwork							
	G3 Poor employee-job fit							
	G3 Poor technology-job fit							
	G3 Lack of control							
	G3 Insufficient supervisory systems							
	G3 Role conflict							
	G3 Role ambiguity							
Gap 4: Gap between service delivery and external communication	G4 Insufficient lateral communication							
	G4 Propensity to over-promise							
Gap 5: Gap between expected service and experienced service	G5 Gap between citizens expectations of police services and actual services received							

Personal Information of the Police Officers

Gender: Male ☐ Female ☐

Age:

21- 30 years ☐
 31-40 years ☐
 41-50 years ☐
 51-60 years ☐

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Qualification:

Graduation ☐

Post Graduation ☐

Additional, please specify _____

Rank and Designation, please specify

Number of years of experience:

00- 10 years ☐

11-20 years ☐

21-30 years ☐

31-40 years ☐

Current office/station of work:

Suggestions to improve service quality of police in Hyderabad:

Questionnaire for Citizens of Hyderabad

Dear Respondent,

Dr. Shahaida and Dr. Prabhati, faculty from Administrative Staff College of India, Hyderabad are conducting a study to “Assess the Service Quality of Police in Hyderabad”. The study is commissioned by Sardar Vallabhbhai Patel National Police Academy, Hyderabad.

The information shared by you will be used for academic purposes only. I request you to spare a few minutes to respond to the questionnaire. Thank you for your cooperation.

Instructions:

Based upon your experience as a citizen of Hyderabad, please visualize what the ideal quality police service would look like, the types of services it would provide, and what you would consider as best level of citizen service. There are no right or wrong answers.

For each of the following statements, there are 7 options starting from 1= strongly agree to 7=strongly disagree, please put a tick mark for your response to each statement in the block provided.

Part 1: Expectations of Citizens from Police (Ideal Situation)

	Statement	Strongly Disagree 1	Disagree 2	Some what disagree 3	Neither agree nor disagree 4	Some what Agree 5	Agree 6	Strongly agree 7
1	Police stations will have modern equipment (computer technology, radios, vehicles)							
2	Stations and other facilities will be visually appealing, clean, comfortable and accessible to all							
3	Police personnel will appear professionally dressed.							
4	Police forces will produce written material such as stationary and public information documents that will be visually appealing							
5	When police promise to carry out a duty or conduct an enquiry by a certain time, they will do so							

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6	When a complaint is made about a police force or officer, the police will show a sincere interest in solving the problem or investigating the complaint							
7	Police duties will be performed right first time the complaint is made							
8	Police forces will deliver services at the time they promise to do so							
9	Police forces will insist on keeping totally accurate records.							
10	Police and support staff will always keep appointments or inform members of the public, clients or officials of an alternative arrangement							
11	Police and support staff will always provide prompt service to any person requesting it							
12	Police and support staff will always							

	be willing and never too busy to help any person in need							
13	Police and support staff will always keep a victim or client informed of progress on their case, and are easily contactable							
14	Police and support staff will instill confidence in the people they serve							
15	Members of the public, clients and office will feel safe in their transactions with the police.							
16	Police and support staff will be consistently courteous with all the people they meet							
17	Police and support staff will have the knowledge to answer questions asked of them by the public							
18	Police will give people the individual							

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	attention they deserve							
19	Police stations will have operating hours that are convenient and flexible enough to suit all those needing their services							
20	Police will deal with the public in a caring manner, with tact and sensitivity							
21	Police will have the public's best interest at heart							
22	Police will understand the specific needs of the people they deal with							

Part 2: Perceptions of Citizens from Police (Current Situation)

Instructions:

Based upon your experience as a Citizen of Hyderabad, please choose the options that best describe the real situation existing currently regarding the quality of services rendered by Hyderabad Police. This section depicts your opinion about the current quality level of services.

There are no right or wrong answers.

Dr. Shahaida P

For each of the following statements, there are 7 options starting from 1=strongly agree to 7=strongly disagree, please put a tick mark for your response to each statement in the block provided.

	Statement	Strongly Disagree 1	Disagree 2	Some what disagree 3	Neither agree nor disagree 4	Some what Agree 5	Agree 6	Strongly agree 7
1	Police stations are having modern equipment (computer technology, radios, vehicles etc.)							
2	Stations and other facilities are visually appealing, clean, comfortable and accessible to all							
3	Police personnel appear professionally dressed.							
4	Police forces produce written material such as stationary and public information documents that will be visually appealing							
5	When police promise to carry out a duty or							

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	conduct an enquiry by a certain time, they do so							
6	When a complaint is made about a police force or officer, the police show a sincere interest in solving the problem or investigating the complaint							
7	Police duties are performed right first time the complaint is made							
8	Police forces deliver services at the time they promise to do so							
9	Police forces insist on keeping totally accurate records.							
10	Police and support staff always keep appointments or inform members of the public, clients or officials of an alternative arrangement							

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11	Police and support staff always provide prompt service to any person requesting it							
12	Police and support staff are always willing and never too busy to help any person in need							
13	Police and support staff always keep a victim or client informed of progress on their case, and are easily contactable							
14	Police and support staff instill confidence in the people they serve							
15	Members of the public, clients and office feel safe in their transactions with the police.							
16	Police and support staff are consistently courteous with all the people they meet							

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17	Police and support staff have the knowledge to answer questions asked of them by the public							
18	Police give people the individual attention they deserve							
19	Police stations have operating hours that are convenient and flexible enough to suit all those needing their services							
20	Police deal with the public in a caring manner, with tact and sensitivity							
21	Police have the public's best interest at heart							
22	Police understand the specific needs of the people they deal with							

Your Opinion about Hyderabad Police is based on:

- As a victim/complainant ☐
- As a witness ☐
- As a person accused of crime ☐

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No direct interaction with police ☐

Any other Specify: _____

Name of the Police Station you are interacting with: _____
area _____

Personal Details of the Citizen

Gender: Male ☐ Female ☐

Age:

< 21 years ☐

21- 30 years ☐

31-40 years ☐

41-50 years ☐ 51-60 years ☐ >61 years ☐

Marital Status

Married ☐ Unmarried ☐

Qualification:

Illiterate ☐

Up to 10th class ☐

Under graduation ☐

Graduation ☐

Post Graduation ☐

Additional, please specify _____

Employment Status:

Not employed ☐

If employed

a. In- Service private ☐ Government ☐

b. Self Employed ☐

Briefly describe Nature of employment: _____

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Family Income per annum in rupees:

< 1 lakh	<input type="checkbox"/>
1.1 lakhs to 5 lakhs	<input type="checkbox"/>
6 lakhs to 10 lakhs	<input type="checkbox"/>
11 lakhs – 15 lakhs	<input type="checkbox"/>
16 lakhs -20 lakhs	<input type="checkbox"/>
> 21 lakhs	<input type="checkbox"/>

Suggestions to improve service quality of police in Hyderabad:

Acknowledgements: I thank SVPNPA for sponsoring this research study and Dr. Prabhati Pati, a team member of this study.



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Accidents Due to Drunken Driving and Predictive Deployment of Police

ROHIT MALPANI, IPS*

Abstract: India is signatory to Brasilia Declaration and is committed to reduce the number of road accidents and fatalities by 50 per cent by 2020. The task of reducing fatalities in accidents is tougher in mountainous areas compared to the plains due to risky terrain, structural faults in road engineering, difficult annual maintenance, traffic congestion on hilly roads, ignorance among hilly people. This paper deals with specific issues related to high fatality rate in accidents in extreme hilly district of Kinnaur (Himachal Pradesh) and possible solutions using technology which can be replicated in other hilly districts of India too.

Introduction

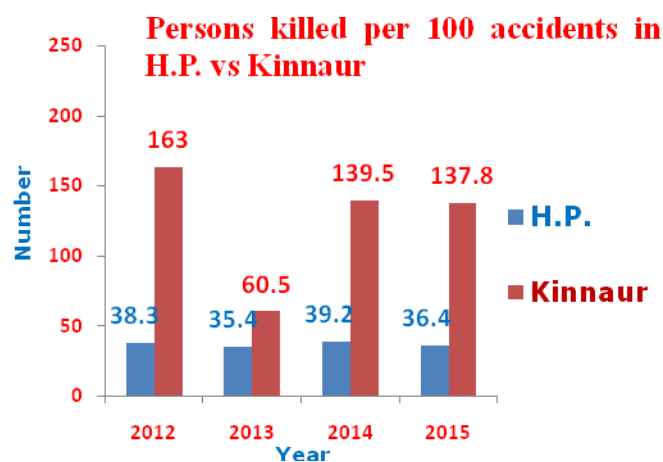
Kinnaur is surrounded by the Tibet to the east, in the northeast corner of Himachal Pradesh, about 235 kms from Shimla encloses valleys of Sutlej, Spiti, Baspa and their tributaries. The old Hindustan-Tibet road passes through the Kinnaur valley along the bank of river Sutlej and enters Tibet at Shipki La Pass (Indo – China Border). At many places link roads are carved out of sheer precipice and the valley is hundreds of feet steep vertical drop down. Most of the villages of Kinnaur lie at quite a high altitude, some close to 4000m. At such great heights, most of the accidents result in high fatalities as chances of survival are less due to steep gorges.

**Superintendent of Police, District Kinnaur at Reckong Peo (H.P.)*

Accidents Due to Drunken Driving and Predictive...

Out of the total road accidents which happen in the country, 28.4 per cent happened on National Highways whereas it was 45.9% in the Kinnaur district in the year 2015[1]. Ratio of fatal accidents has been far higher in Kinnaur district than compared to the whole state. Amongst the major issues which led to high fatality rate in accidents in District Kinnaur are high incidence of drunken driving during the annual marriage season (Sep – Nov), poor structural engineering of the hilly roads, traffic indiscipline and lack of traffic staff for strict employments of the Motor Vehicle Act e Predictive policing with the help of Road Accident Database Management System (RADMS) can save many precious lives which was widely appreciated by the public all over the district.

Analysis on Google Maps and RADMS was done in District Kinnaur to place the ‘Cops-on-the-Dots’ and intelligently target the causes of accidents on specific traffic black spots at a particular time of the day. With intelligent deployment of manpower Kinnaur Police was able to reduce the accidental fatalities in the year 2016. To learn extent



Situation Before The Drive

Persons killed per hundred accidents in District Kinnaur have been far higher than the whole state of Himachal Pradesh due to very less survival chances after the accident. As the deep gorges are often inaccessible, timely first aid to the injured is very difficult which further increases the accidental fatality tally.

Alcoholism has been a social evil among the tribals of Kinnaur District. Alcohol plays such an important role in their life that even the worship of a deity is considered as incomplete without offering of liquor. [2]

Acceptance of drunken driving in the name of tribal culture has been the prime cause of heavy casualty during driving over the past many decades.

Close family ties among the policemen within the district, VVIP culture due to proximity to power and extremely dangerous roads (National Highway 05 (Ferozpur, Punjab to Shipki La, Kinnaur which has been termed as the World's Most Treacherous Roads in the World by the BRO), lack of crash barriers on the roads running parallel to the river valleys, single lane link roads, ever increasing LMVs, unauthorized driving by the minors are the other reasons on ground.

Methodology

1 Mapping of Accidents

Accident mapping of past seven years was done to understand the spatial pattern of accidents and identify the black spots using Google Maps, RADMS Project and GVK Ambulance Data. It was thus revealed that approx 50% of the accidents happened during 6:00 to 10:00 P.M.

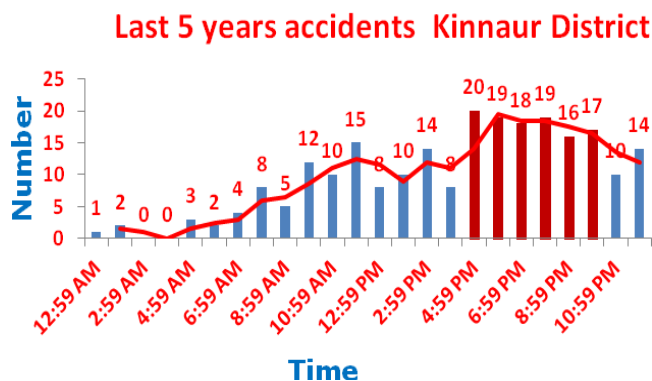


Figure: Time mapping of accidents in Kinnaur District (Year 2011-16).

2. Identifying Black Spots: Plotting of coordinates

There were visible clusters i.e. 'Black Spots' of accidents when the GPS coordinates of all the accidents of past seven years were plotted in RADMS and Google Maps.

Accidents Due to Drunken Driving and Predictive...

1. Major accidents in PS Reckong Peo : Within the town radius of 5km



2. Major accidents in PS B /Nagar: NH – 05 at Choling, Wangtu, Palingi and Nathpa



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3. Major accidents in PS Sangla: Sangla Bazaar and Satluj – Baspa intersection



4. Major accidents in the PS Pooh : Moorang – Spillo, Ribba area



3.Cops On The Dots

Complete **mapping of NH – 05 was done and daily nakas were setup between 4:00 P.M. to 10 P.M.** based on roaster by various Police Posts/Police Stations to strictly check for drunken driving. These traffic checking nakas were setup on the Black Spots identified in RADMS and through analysis of GPS coordinates in Google Maps.

In this effort, more than 400 Drunken Driving Challans were done in a short duration of four months, request for suspension of 362 Driving Licenses sent to various RLAs for three months [3] as per Honorable Supreme Court Guidelines [4] and nearly

158 Licenses suspended by various RLAs. Suspension of Licenses by various RLAs and subsequent uploading of judgments on Kinnaur Police Website ([www.kinnaurpolice.com /traffic-unit/](http://www.kinnaurpolice.com/traffic-unit/)) created a huge deterrent among the hooligans/offenders.

Highway Patrol was started with help from Hydro Electric Projects (HEPs) in the accidental Clusters of P.S. Bhavanagar i.e. Tranda, Cholling & Nathpa, etc.

4.Preventive Policing

50,000 pamphlets were distributed to people to discourage drunken driving in the weekly Community Policing meetings by all the Police Stations/ Police Posts/ Check Posts door to door.

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Financial Implications

Twelve Tayal Tech AlcoKing Breath analysers were purchased from the Materials & Supplies funds of District Police for approx Rs 4.5 Lakhs.

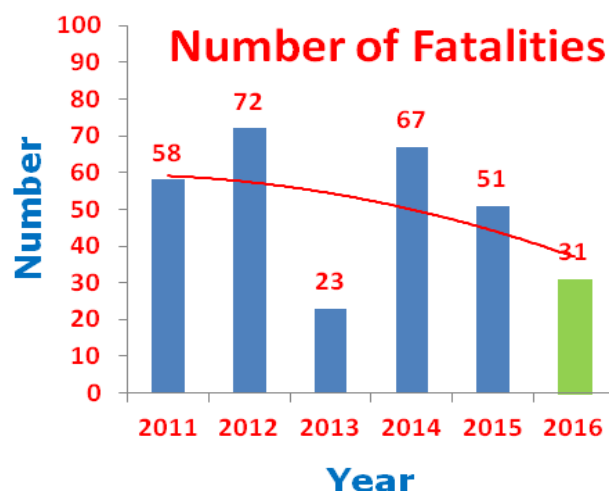
Total money invested in the purchase of New Breath Analyzers was recovered in a short span of four months i.e. Sep – Dec 2016 as fine on drunken driving. Total Fine realized in the MV Act enforcement drive is presented in the table below:

Table 1: MV Act enforcement fine realized during four months in Kinnnaur District.

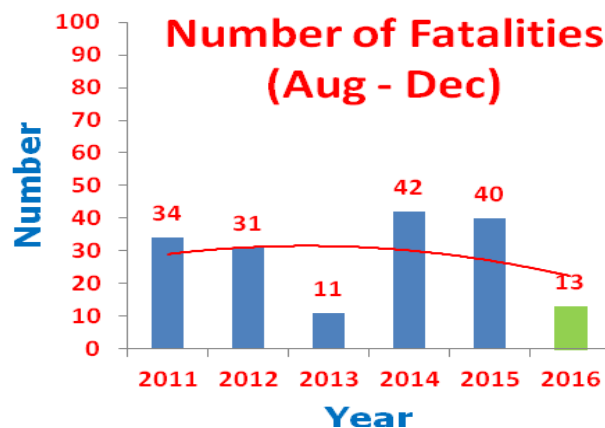
Sr. No.	Month	Total Challan under Drunken driving	Total Fine in all challan made by Police	Total Fine in all challan made by Court	Grand Total
1.	Sept 2016	84	5,27,400/-	1,56,050/-	6,83,450/-
2.	Oct 2016	153	5,52,100/-	1,64,800/-	7,16,900/-
3.	Nov 2016	104	4,78,200/-	1,66,300/-	6,44,500/-
4.	Dec 2016	59	4,07,900/-	1,80,300/-	5,88,200/-
5.	Jan 2017	37	3,11,400/-	-----	-----
	Total	437	22,77,000/-	6,67,450/-	29,44,450/-

Results

With predictive deployment of police on the identified



Black Spots, there was nearly 40% drop in the fatalities in road accidents in year 2016 compared to 2015 and 67.5 % drop in the fatalities during the Wedding season 2016 (Aug – Dec) in



In the tribal district Kinnaur, majority of the community men drink and drive rampantly. It is pertinent to mention that in the year 2013 accidents dropped considerably because almost all the roads including NH – 05 were badly damaged due to flash floods/Uttarakhand cloud bursts 2013 tragedy which up on impacted bordering Kinnaur district too.

Feedback of Public

The drive against the drunken driving has gained huge appraisal from the public. In a survey conducted on a strength of 100 people (drivers across all ages) of Kinnaur. 99% of the people agreed that the cases of accidents due to drunken driving have reduced drastically in the period 2016-17. Predictive deployment of police and challans on drunken driving has helped in saving the lives of many innocent people.

Recommended Measures for Roads

While taking survey of the roads of Kinnaur, it is found out that there are errors in the road design. The error of each black spot is unique.

In the lower Kinnaur, speed breakers preceded by cat's eye must be put on the National Highways. Convex mirrors are required at the turns on the link road to Nichar and speed breakers must be made on the roads having downward slope at the turns.

In upper Kinnaur roads are very narrow. The width of road must be increased supported by the retaining walls. The tarring of the road must be completed with simultaneous construction of crash barriers. The crash barriers must be painted with reflector paints near the passing points as well as black spots. Speed breakers preceded by the cat's eye must be placed near the blind turns.

Conclusion

It has been concluded from the Drive against drunken driving that with predictive deployment of traffic police on Black spots identified through use of technology i.e. Google Maps it is pretty much possible to reduce accidental fatalities in mountainous terrain like Kinnaur especially where number of police force is very much scarce in numbers. Practice of drunken driving can be very much reduced, in public interest, if targeted both with a strict enforcement on traffic indiscipline on road and reformative door to door community policing.

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Work-Life Balance and Police: Concept, Consequences and Strategies

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Abstract

Researchers have found that Work-Life Conflict affects job satisfaction, family satisfaction, life satisfaction, career satisfaction, and job stress. This research review focuses on Work-Life Balance amongst police personnel. A systematic search was conducted through electronic databases to identify relevant papers. Studies in both India and abroad have found prevalence of Work-Life Conflict in police. Policing requires officers to be in situations where reaction, speed, coordination and the capacity to make rapid decisions and accurate judgments under pressure is critical. The mental and emotional impairment for stress can hamper these abilities. It is found that Work-Life Conflict can lead to increased cholesterol levels and obesity, psychological strain, depression and anxiety, lower sleep quality and decreased life satisfaction. A summary of techniques for handling such Work-Life Conflict has also been identified.

Key Terms: Work-Life Conflict, Police, Treatment

INTRODUCTION

Work life and personal life are the two sides of the same coin. These two are often interrelated and interconnected. Ideally, the domains of work and home

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coexist in balance. However, spillover from one domain to another can occur, resulting in work-family conflict.

The term Work-Life Balance was coined in 1986. Rosabeth Moss Kanter's book (1977), *Work and Family in the United States: A Critical Review and Agenda for Research and Policy*, conducted the issue of work-life balance as the forefront of research and organizations. In the 1980s and 1990s, companies started offering Work-Life programs. While the initiative was to support women with children, nowadays such programs are less gender-specific and acknowledge obligations apart from family.

Work-Life Balance can be measured through organizational factors, personal-related factors and social related factors. It means fair working hours, work-life atmosphere, opportunities for doing religious or spiritual activities, Absence of physical and mental stress, and less distance between workplace and home. Work-Place issues impact everyone regardless of level of education gender, income family structure, occupation, race, age, job status, and religion. Work-Family Conflict for officers can occur because of the nature of job, shift work, and certain unique behavior roles.

Work-Life Conflict leads to various negative effects on different domains. They are as follows:

- *Physical Aspect:* Conflict can lead to various physical strains such as headaches, upset stomach, sleep disturbances, changes in appetite, muscle tension, fatigue, palpitations, high blood pressure and increased susceptibility to number of diseases like ulcer, cardiovascular diseases, obesity, etc.
- *Emotional and Cognitive Aspect:* Studies have noted formal numerous emotional and cognitive problems like depression, anxiety, irritability, frustration, difficulty in making decisions, negative self-critical thoughts, angry outbursts, resentment, feelings of powerlessness, diminished self-confidence, inability to relax, feelings of incompetence and uncertainty, moodiness and frequent forgetfulness as resulting from Work –Life conflict.
- *Social Aspect:* Work-Life Conflict affects social dynamics, that is, isolation (stopping social activities), lost time with friends and family, in of relationships, marital discord, divorce, child abuse, and neglect of old parents. React from Work-Life Conflict. Social pathology and

disorganization occur when most people in a society lead lop-sided lives.

- *Behavioural Aspect:* Research has shown that due to disjunction between work and life, a person may have irregular sleeping habits, high usage of alcohol and drugs, less physical exercise, and can become accident prone and inactive.
- *Spiritual Aspect:* Commuting long distances and work overload, not employees of precious time that could be constructively spent for their personal growth or spiritual pursuits.
- *Organizational Aspect:* Work-Life Conflict has various negative organizational outcomes like burnout, absenteeism, low productivity, turnover, apathetic attitude towards work and decreased job satisfaction.

All the above factors can lead to psychosomatic illnesses like migraine, ulcer, irritable bowel syndrome, etc.

Work-Family Conflict has significant negative relationships with quality of life. As this implies that, regardless of the source of conflict, the pressure from the incompatible roles reduces the overall well-being of an employee.

WORK-LIFE BALANCE: A CONCEPTUAL FRAMEWORK

Work-Life Balance is defined as the extent to which individuals are equally involved in, and equally satisfied with their family and work role (Greenhaus, Collins and Shaw, 2003). This means that equal priority must be given to both areas of work and life. Thus, researchers view Work-Life Balance as the absence of Work-Family Conflict, or the rate with which work interferes with family or vice versa.

Review of literature shows that there is not one definition of Work-Life Balance. A brief review of the more common Work-Life Balance definitions have been given.

- *Work-Life Balance defined as multiple roles:* This view states that Work-Life Balance is taken from an individual's multiple life roles. This is from the early recognition that non-work (family or personal) demands may carry over into the working day and negatively influence individual health and performance at work. Greenhaus and

Beutell (1985) demonstrated that this multiple demand 'carry over' is bidirectional: home-to work and work-to-home.

- *Work-Life Balance defined as equity across multiple roles:* Greenhaus and colleagues also explored the multiple roles definition of Work-Life Balance, further, with a focus on equality of time or satisfaction across an individual's multiple life roles. Work-Family Balance was therefore defined as: 'the extent to which an individual is engaged in – and equally satisfied with – his or her work role and family role (Greenhaus, Collins and Shaw, 2003). Three components of Work-Family Balance came into the picture: Time Balance, Involvement Balance, and Satisfaction Balance.'
- *Work-Life Balance defined as satisfaction between multiple roles:* Many researchers have majorly focused on the importance of individual satisfaction with multiple roles. Kirchmeyer (2000) defined Work-Life Balance as: 'achieving satisfying experiences in all life domains and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains'
- *Work-Life Balance defined as a fulfilment of role salience between multiple roles:* The focus upon individual satisfaction also overlaps with the recognition that individuals perceive their multiple roles as varying in importance (or salience) to them. This point of view recognises for example, that the salience of roles is also not a static evaluation but may change over time with various common life changes (example work promotion, new baby, sick spouse or parents etc).
- *Work-Life Balance defined as a relationship between conflict and facilitation:* Researchers have also focused on the psychological constructs that formulate Work-Life Balance, mainly conflict and facilitation. Thus Work-Life Balance has been defined as an absence of conflict and a presence of facilitation: 'low levels of inter-role conflict and high levels of inter-role facilitation represent work-family balance' (Frone, 2003).
- *Work-Life Balance defined as perceived control between multiple roles:* Finally, Work-Life Balance could also be a result of individual autonomy over the roles most important to the individual. 'Work-life balance is about people having a measure of control over when, where and how they work' (Fleetwood, 2007). Thus if an individual adjusts

his or her work hours to spend time with their new child, this can be seen as effective Work–Life Balance.

Work Life Balance consists of six components as per Pareek (2010) which are:

- *Social Needs*: Social Needs refers to enjoying different relationships and association with family and friends.
- *Personal Needs*: This includes activities such as exercise, enjoying the activities of interest, investing time in planning for life insurance policies and other related financial matters.
- *Time Management*: This is the act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity.
- *Compensation and Benefits*: Compensation refers to wages, salaries or tips while benefits describe job extras provided by the employer. Benefits might include health care packages, dental and life insurances, and paid time off.
- *Team Work*: It means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals.
- *Work*: This refers to amount of work given to employees in the organization, amount of effort they have to give to the company, project management capability of the employees, working without stress and enjoying the work.

Three types of Work-Family Conflicts can be mentioned: time-based conflict (when work and family roles compete for time), strain-based conflict (when strain in one role affects performance in another role) and behavior-based conflict (when certain patterns of role behavior may well be conflict with the expectations of behavior in other roles). However, time-based and strain-based conflict are the most widely used in Work-Family Conflict research.

The concept of Work-Life Balance also depends on a multiplicity of theoretical frameworks which have been discussed.

- *Spill-over*: Spill-over is a process whereby experiences in one role affect experiences in the other, rendering the roles more alike. There are two interpretations of spill-over: (a) the positive association

between life and work satisfaction and life and work values and (b) transference in entirety of skills and behaviours between domains such as when fatigue from work is experienced at home or when family demands interfere with work demands. In a study of spill-over, Williams and Alliger (1994) used experience sampling methodology to examine mood-related spill-over on a daily basis, results showed that working parents were more likely to bring work-related emotions home than they were to transfer family-related emotions to the workplace.

- Compensation: According to this theory, there is an opposite relationship between work and life, so workers attempt to compensate voids from one domain with satisfactions from the other. Example would be a dissatisfied worker focusing more on family than work, thus reallocating human resources. According to Zedeck and Mosier (1990), compensation can be viewed in two broad categories: supplemental and reactive. Supplemental compensation happens when positive experiences are insufficient at work and are therefore pursued at home. Reactive compensation occurs when negative work experiences are made up for in positive home experiences.
- Resource drain: Resource drain theory refers to the transfer of resources from one domain to another; because resources are limited (like time, money, and attention). Resources can also be moved to other domains that are not work and family related, such as community or personal pursuits (Edwards and Rothbard, 2000).
- Enrichment: Enrichment theory refers to the degree to which experiences from instrumental sources (skills, abilities, values) or affective sources (mood, satisfaction) improve the quality of the other domain. Greenhaus and Powell (2006) defined enrichment as "the extent to which experiences in one role improve the quality of life in the other role" and reported that employees perceive that their work and life roles enrich each other.
- Congruence: Congruence theory states how additional variables that are not directly related to work or family influence the balance of multiple roles. While spill-over is a direct relation between work and family, congruence attributes similarity through a third variable, like personality traits, behavioural styles, genetic forces, and socio-cultural forces (Edwards and Rothbard, 2000). Based on this theory, a third

variable such as intelligence or level of education could positively affect both work and life domains.

- **Segmentation:** Segmentation theory refers to viewing work and life as separate domains that do not influence each other (Edwards and Rothbard, 2000). Segmentation has been used to describe the separation of work and life, such that the two roles do not influence each other (Edwards and Rothbard, 2000). Since the industrial revolution, work and life have been inherently separate by time, space, and function. Segmentation is now referred to as the active process that people use to form and maintain boundaries between work and family. The literature also suggests the usage of the terms compartmentalization, independence, separateness, disengagement and neutrality to describe this theory (Edwards and Rothbard, 2000). Research states that some people may actively suppress work-related thoughts, feelings and behaviors while at home, and vice versa.
- **Facilitation:** Facilitation theory talks about what occurs when the participation in one domain cultivate and enhances the engagement in another domain. This portability of augmentation can comprise skills, experiences, resources, and knowledge (Edwards and Rothbard, 2000).
- **Integration:** According to Clark (2000), this theory refers to the holistic view that a healthy system of flexible and permeable boundaries can better facilitate and encourage work-life and community-life domains. Integration calls for contemporary understandings that retool traditional work-life paradigms, making all stakeholders (employers, workers, and communities) active partners with equal voices in the formation of a holistic model of work-life balance. Literature states that an approach to work and family that includes all parties and shared responsibility will give better results in both domains than solutions shaped in isolation.
- **Ecology:** Grzywacz (2000) suggested that this theory refers to the suggestion that work and life are a joint function of process, person, context, and time characteristics, and symptomatic of the fact that each and multiple characteristics yield an additive effect on the work life experience. Ecology theory was later developed into the person-in-environment theory that stated that individuals and groups have vibrant relationships with their social, physical, and natural environments.

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- Inter-role conflict: According to Greenhaus and Beutell (1985) this theory refers to what occurs when meeting the demands in one domain makes it difficult to meet the demands in the other domain. In the literature, this has also been termed opposition or incompatibility theory (Edwards and Rothbard, 2000). An example of role conflict is that of an employee who is at the same time pressured to work overtime while family members urge that employee to come home. Greenhaus and Beutell (1985) described eight propositions where the constructs are in conflict in relation to time, role strain, and specific behavior, as follows: pressures must come from both work and family; self-identification with roles is necessary; role salience moderates relationships and is positively related to conflict level; conflict is strongest when there are negatives associated with non-compliance; directionality is based on conflict source; conflict is related to career success and stage; external support is related to conflict.

IMPORTANCE OF WORK-LIFE BALANCE AMONGST POLICE

The police profession is a stressful occupation. There has been debate whether police work is more or less stressful than other professions. It is well known that the police officers are exposed to daily stressors. Work stress can obviously affect the psychological well-being in both positive and negative ways. For example, some kinds of stress can regulate performance, improving a professional's level of motivation and job satisfaction. However, there are other kinds of stress that can have adverse results for both the health of the employee and the organization. The impact of negative stress is found highly in the profession of policing where skills, ability and knowledge of the employees are essential to the quality of service offered (Balfour and Neff, 1993).

Over time, repeated stress can lead to chronic activation or dysregulation of the body's stress response systems and the eventual exhaustion of the autonomic nervous system. Police officers have been seen to have higher blood pressure and stress hormone (cortisol) levels than most others. In the long run, the physiological strain can have a significant harmful impact on health, leading to the stress-related illness known to be prevalent in this profession. Research has shown that police officers are twice more likely to develop cardiovascular disease, than others and it was also found that they die at a higher rate from cancer than general population (Vena, Violanti,

Marshall and Fiedler, 1986). At the psychological aspect, their work can lead to chronic negative emotions like anger, anxiety or depression which can eventually lead to psychological burnout or emotional exhaustion. Post-traumatic stress disorder (PTSD) is also a severe consequence of exposure to extremely stressful incidents of violence or major disaster among police officers. To counter the immense stress faced regularly, there is high usage of alcohol and other drugs which is again a reflection of unmanaged emotional stress. Other research has confirmed that the mortality rate from suicide is nearly 3 times higher in police than municipal employees (Territo, Vetter, 1981).

The police officer is daily exposed to stress outside the range of usual human experiences. The operational duties of police work, by nature may at any time, place officers in life-threatening situations, in which decisions they indulge in can set the difference between life or death for both themselves and others. Many of these situations, such as major disasters or shooting incidents may well come under the category of traumatic stress. In addition to acute stress faced at the moment, the feelings that the officers carry after such emotionally charged incidents gives to more enduring stress for many of them. Along with the organizational stressors, the factors related to organizational structure can be stressful too. Shift schedules disrupting normal sleep patterns and social life, authoritarian management styles, poor interpersonal relationships with supervisors, interdepartmental politics, lack of adequate planning and resources, lack of promotion and transfer opportunities, excessive paperwork, lack of autonomy in performing duties and lack of recognition for work accomplishments are some of them. Research found that larger the department, higher is the level of stress. Thus, the level of crime and disorder and the characteristics of departments cause stress.

Police personnel of different ranks differ both quantitatively and qualitatively in their experience of stress. Research has suggested that the subordinate officers have the highest scores on stressors such as job boredom, quantitative work overload and lack of praise and relatively high scores on noxious physical environment, communication quality, decision latitude and role ambiguity (Mathur, 1999). Although most of the police force face identical external occupational and organizational stressors, all of them do not develop psychological morbidity and this can be due to a person's vulnerability to stress.

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A study was conducted by Mostert (2008) on 224 inspectors in the South African Police Service for the investigation between work characteristics, Work-Family Conflict and exhaustion and to assess whether time-based and strain-based Work-Family Conflict mediate the relationship between different work characteristics and exhaustion. It was found that a demanding work environment with lack of resources (organizational support, growth opportunities and contact with colleagues) leads to higher exhaustion, time-based and strain-based Work-Family Conflict. Thus, with work overload (mental, cognitive and physical), lack of support and growth opportunities (autonomy for example), they are more prone to be exhausted. Such stressful work factors will have a spillover effect on family, both in terms of time (like cancelling appointments with family due to work obligations) and strain (being irritable at home, difficulty relaxing).

Employee dissatisfaction is commonly associated with salaries, lack of information, the reward system and insufficient commendations from the superiors and this is among the best predictors of turnover. A study by Tomazevic, Seljak and Aristovnik (2014) showed that police personnel had showed highest job dissatisfaction in respect of insufficient salary and job insecurity. Thus, the scarcity of financial resources frequently serves as an excuse for a failure to act in the area of increasing their satisfaction.

Police work also leads to marital difficulties due to long hours and unconventional schedules, divided commitment between work and family roles, high level of stress and perceived personality changes among officers (Miller, 2007). When the officers carry work-related stress and behaviors at home, they experience difficulties in their family relationships. Research has suggested that familial issues among police are some of the most common problems presented to mental health providers (Miller, 2007). Study results by Karaffa et al., (2015) stated that although spouses reported feeling pride about being married to an officer, they also noted financial concerns, Work-Family Conflict and law enforcement-specific stressors like negative attitude towards police. Spouses mentioned that their most concern was of them missing important family events and giving most of their energy to the job, also displacing work frustration onto family members. Officers and spouses reported relying on friends and family for support more than professional sources.

Policing is considered as one of the most masculinized occupations of the world. However, over the last few years, the police workforce has grown

more diverse with regard to gender and race. In India, while all the postings and ranks in the police are common to both gender, women are still under-represented in this occupation. Gender discrimination is observed to be the major reason (Sahgal, 2007). Women in the force are not given important roles, nor the opportunity to handle critical jobs, depriving them from earning recognition and sharing power. A significant association between gender and mental health was found where female officers reported more mental ill-health than others (Collins and Gibbs, 2003). Padma and Reddy (2013) from their study found that women need more support from her family members and that age category and marital status of women police have significant impact on work-life balance; elder age group women and high designated women can easily manage their work-life balance. Thus, planning various Work-Life Balances for female officers are important.

Shift work means that the worker has to sleep at inappropriate times, especially during late night and early morning shifts. This can lead to various health problems, like insomnia and cardiovascular diseases. The study was conducted by Lammers-van der Holst, H.M., and Kerkhof (2015) to assess subjective reports of shift work tolerance in relation to certain health domains. This involved 740 employees of the Dutch Police force who completed a questionnaire on seven health related aspects: sleep quality, sleep duration, need for recovery, fatigue, physical health, mental health and Work-Life Balance. Based on their subjective self-reports of shift work tolerance, participants were divided into categories of: intolerant, medium-tolerant or tolerant workers. Results indicated that the intolerant and medium-tolerant workers expressed more severe complaints than the tolerant workers for all the health aspects. For all subjects, the degree of shift work tolerance was associated to the severity of health-related complaints. Thus, this study suggested the important role of sleep for tolerance to shift work.

Sleep disorders are common and mostly untreated in police officers. A study by Rajaratnam (2011) on 4957 police in North America showed that many screened positive for obstructive sleep apnea and there are others who screened positive for sleep disorder that had not been diagnosed earlier. Such disorders lead to increased physical and mental health conditions, including diabetes, depression and cardiovascular disease. Follow-up surveys showed that the ones with sleeping disorder had made some serious administrative mistake, fell asleep while driving, and other adverse work-related outcomes including uncontrolled anger towards suspects and absenteeism. Thus sleep

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disorder screening and prevention and treatment programs should be implemented.

The Indian police personnel faces various stressful factors like work overload, angry mobs, counter-insurgency operations, traffic control, lack of recognition, fear of severe injury or being killed on duty, inadequate equipment, shooting someone in the line of duty anti-terrorist operations, confrontation with the public, job dissatisfaction and police hierarchy, and various other law and order duties without losing their composure. Work-Life Conflict can lead to poor productivity, lower morale, increase conflict with others and poor satisfaction with life.

Coping strategies represent both behavioral and cognitive efforts that people use to deal with stressful encounters. Positive coping mechanisms are seen as a useful way of dealing with stress, whereas negative coping methods increase stress. Officers that use negative coping strategies face an increase of chronic stress that ultimately leads to loss of motivation, burnout and an eventual withdrawal from police work. It has been found that males and female officers employ different types of coping mechanisms. A research was conducted by Kaur, Chodagiri and Reddi (2013) to assess the association of personality traits and coping methods for dealing with psychological stress in police personnel and a sample of 150 was taken from the Police Department of Vizianangram town, Andhra Pradesh. Results indicated that personality traits like neuroticism, psychoticism and extroversion and poor coping methods like negative distraction and denial/blame was highly associated with psychological stress. The most commonly used coping methods were social support, acceptance/redefinition and problem-solving. Thus, there is a very significant relation between personality traits and coping methods which can lead to onset of high psychological stress among the police force which can ultimately lead to development of psychiatric disorders.

Work-Life Balance is a concept including proper prioritization between work (career and ambition) and life-style (health, pressure, leisure, family and spiritual development). A research was done by Yawalkar and Sonawane (2016) to assess the factors causing work-life challenges before Jalgaon Police Department and it was seen that long working hours, role ambiguity, high workload, no fixed place for duty lead to dissatisfaction and also health-related problems of police employees.

A study on 102 police personnel in Wardha city, India was done by Selokar et al., (2011) to measure and to find the association of the factors with the level of stress among them. The results stated that there were different stressors in the workplace, including criticism by superiors, excess work, absence of rewards, job dissatisfaction and low appreciation given to abilities and commitments. Although all of them were working in periodic shifts, almost all were working more than 12 hours daily and long working hours is seen here the most important stressful factor; this is consistent with most studies done on police force (Vila, 2006). Also, individuals who were divorced or separated had higher levels of stress and with increasing age, stress also increased. Thus, there is urgent need of reconstructing the working environment of the police force. Diary studies must be required to examine mechanisms by which job demands impact on recovery strategies which in turn impact on non-working life.

TECHNIQUES FOR ENSURING WORK-LIFE BALANCE AMONGST POLICE

Due to changes in a country's economic situation, it is important that employee satisfaction, as in the police personnel are promoted through non-financial measures and incentives such as strengthening relationships, team-building exercises, praise, participation in decision-making, psycho-hygienic care, etc.

Stressed police officers can put themselves at risk, their colleagues, and offenders and to society at large and thus the mental health professionals should look into this matter. Introduction of periodical health examination can be helpful in detection of any morbidity developing or existing among the police personnel. Personality assessment can be introduced in recruitment tests. Workshops on positive coping techniques like yoga and meditation can be conducted to help in dealing with mental stress. Training in self-management skills can help them in regaining psychological and physiological equilibrium after the intense obstacles at work. Adequate resources, job-related support and job control can reduce the experience of job demands. Since job demands play central role to Work-Family Conflict, reduction of such demands is most necessary. Many preventive organizational-based strategies are prevalent to counter job demand, like job-redesign, flexible work schedules and goal-setting. Increasing job resources (through participative management, increasing social support and team building, provision of contact with colleagues and provision of police

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personnel with growth opportunities could also provide a buffering effect on the impact of demands on Work-Family Conflict (Mostert, 2008). Interventions should be designed for the long-term, dealing with the root cause, rather than the symptoms. Individual-based interventions might be an avenue to pursue, these interventions include techniques such as self-monitoring, self-assessment, didactic stress management, promoting a healthy life-style and relaxation. Furthermore, psycho-educational programs should be developed and presented to help with burnout and interference with work and family life (Mostert, 2008). Administrators should focus on providing information about resources to spouses, sponsoring activities for police families to meet and interact and remaining cognizant of the department's role in either increasing or mitigating stress in the family. Thus, provision of such services will help in improving the environment of support and reduce spousal stress.

Stress management interventions provided to police officers are categorized into two areas: clinical interventions based on techniques such as psychological counseling, or interventions aimed at improving coping strategies based on training or other methods using stress reduction techniques ranging from exercise to transcendental meditation (Stinchcomb, 2004). The most common stress management interventions have positive self-talk, deep breathing, anchoring, cognitive rehearsal and desensitization, progressive muscle relaxation, meditation, imagery and biofeedback, goal setting, stress debriefing, time-management, financial planning, visual-motor behavior rehearsal (VMBR), critical incident stress management (CISM), physical fitness, social support (Wilson et al., 2001).

Stress can lead to psychosomatic disorders. Since emotional states are often expressed in terms of bodily reactions, one way of dealing with stress can be regular exercise. Swanson and Territo (1983) reported that a physically fit officer has feelings of self-assurance and happiness with oneself. Thus enhancement of awareness and self-esteem can help in decreasing the impact of stress among police force. Stress management programs in Dallas police department as described by Somodevilla, Baker, Hill and Thomas (1978) reported of positive effects of the biofeedback training in reducing stress. They also mentioned that today's officer need constant inoculation against stress. A study was conducted by Ranta (2009) to assess the efficacy of multidimensional psychological interventions (stress management session including relaxation training plan, self-management

and mood management techniques) on police personnel. Different ranks of police were taken (constables, head constables, assistant sub-inspectors and inspectors). Results indicated that these interventions helped in reduction of job stress and enhancement of coping behavior.

Stress and emotional self-management training was given to a group of officers in California (McCraty, Tomasino, Atkinson and Sundram, 1999) to improve physiological and emotional balance, increase mental clarity and enhance performance and quality of life. Core techniques like Freeze-Frame technique (technique instructs people to consciously disengage from negative mental and emotional reactions that occur by shifting their attention to the area of the heart, then self-generating a positive or neutral feeling state), Coherent Communication (technique facilitates sharing of ideas and information with sincerity and effectiveness), and Heart Lock-In (technique involves focusing one's attention on to the area of the heart and experiencing a sincere positive feeling state such as appreciation while listening to music, specifically designed to facilitate stress reduction and promote physical, mental regeneration). Results showed that the training enhanced the officers' capacity to recognize and manage their stress and negative emotions in both work and life contexts. Training in such skills can help in improving judgment and decision-making, decreasing the frequency of on-the-job driving accidents and the use of excessive force in high stress situations, and the potential outcomes can be fewer citizens' complaints, fewer lawsuits, decreased organizational liabilities and increased community safety. Thus, practical stress and emotional self-management techniques can reduce damaging physiological and psychological responses to both acute and chronic stress in police. And therefore application of such interventions can help in improving difficulties at work and family relationships, the two areas that are most well-known for being major sources of stress for police.

Recovery has become a well-searched topic in organizational psychology. Need for recovery is a sign for employees to take a break from work demands. Recovery experiences mainly consist of four factors: psychological de-attachment from work, relaxation, and control over leisure time and mastery experiences. Availability of opportunities to relax and recover is associated with less Work-Life Conflict and less exhaustion, mentally and physically. An important research study was conducted by Kinman, McDowall and Cropley (2012), to assess whether recovery strategies mediate the link between work demands and Work-Family

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Conflict and to find out the strategies utilized by police officers to recover from this conflict. 547 officers of UK were recruited. The recovery strategies that they liked utilizing were: spending quality time with family and friends, sleeping, relaxing and watching television, engagement in voluntary work, following their hobbies and interests, some form of exercise of their choice, even drinking and smoking. Thus, recovery strategies which are required to balance work-family must be implemented.

There is evidence that leisure can be a good source for coping with Work-Life Conflict even though many see it as insignificant relative to more serious behavior. It is seen also as a form of emotion-focused coping. Iwasaki and Mannell (2005) have given two dimensions of leisure – leisure coping beliefs (beliefs that leisure helps with coping with stress) and leisure coping strategies (actual situation-grounded coping behaviors or cognitions that are available through leisure). Iwasaki (2001) mentioned that relaxing leisure (like listening to music, watching television, etc.) was found most affective following social leisure (spending time with family friends, etc.) and cultural leisure (attending musical concerts and theatre and other such things). Thus, there is importance of leisure participation for coping with stress and maintaining good health.

Policing being a multi-faceted profession, striking a proper balance between work and family responsibilities is hard. The government should formulate and strictly implement policies that guarantee genuine equality between the male and female workforce in the police departments. Various training programs and seminars should be organized to change the attitude of the male police personnel and society at large.

SUMMING-UP

Over the past few decades, the subject of Work-Family Conflict has become popular as a research topic. This is due to dramatic changes in the economic, political and social climate which suggest that the integration between the work and family domain will become more complex. There are now more dual-income families, working heads of single-parent families, working mothers, men with direct responsibility for family care, and workers caring for both childcare and eldercare. Also, there has been an increase in the intensity of workloads. More people are working longer hours and are facing more work demands. These employee are exposed to more pressure and they struggle daily with global competition, and more demanding customers.

Policing work is regarded as one of the most stressful and exceedingly difficult careers, where one is asked to perform duties which are both physically and emotionally exhausting. It is stressful, as it is a 24/7 profession. There is a wide variety of roles, ranks and responsibilities where individual circumstances and Work-Life Balance needs may vary. There is high levels of organizational and operational stressors. Such demands contribute to Work-Life Conflict and can put officers at a great risk of burn out, especially emotional exhaustion and PTSD. There is also negative impact on family life due to long and unpredictable hours. Research should identify the categories and types of stressors (traumatic incidents, organizational, operational or personal) that are the focus of the stress management interventions, and see if interventions are primary, secondary or tertiary. More high quality mixed methods studies are required that collect and analyze qualitative data to contextualize participants' experiences. More studies can add to the body of knowledge and help in guiding law enforcement organizations and other stakeholders for managing interventions.

In-service training is needed on when to de-emphasize certain situations as stressful, to prioritize some but not all events as requiring optimal attention and response readiness and to learn the situations that warrant different types of cognitive appraisals, including non-stressful appraisals. Finally, an organizational structure is required that monitors the officers' use of maladaptive coping (excessive drinking, abuse of drugs, high absenteeism) and the lack of adaptive coping (engagement in physical exercise). Coping strategies can be made into individual strategies like- development of a dependable support system, improved communication skills, system for ventilating feelings appropriately, regular exercise, a healthy diet, development of activities that provide recreation, change of focus and positive feedback, regular vacations, participation in self-help groups ; and departmental strategies can be-realistic job related training in police functions, open communication between officers and supervisors, reassessment of shift hours, workshops on dealing with marital conflicts, good parenting procedures and preparation for retirement, etc.

With regard to psychological services, many police officers are reluctant to seek formal psychological counseling. They believe that there is stigma attached to mental health services, meaning that seeing a mental health professional is seen as an inability from their side to cope with work. Also,

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they are fearful of the potential negative repercussions from having visits to a psychologist noted on their worksheet/ record, even though it is supposed to be confidential.

Review suggests that policy and program developments must be undertaken to prevent stress and increasing Work-Life Balance among police in India. Thus, regular assessment of the broad elements of work-life balance can provide organizations with relevant information about the welfare of the police personnel. Managing Work-Life Conflict is not only essential for protecting the well-being of the individual employees but also fundamental for overall functioning and efficiency of police organizations.

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Book Review:

The ASTD Leadership Handbook

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Author/Editor:	Elaine Biech
Publisher:	Viva Books Private Limited
Copyright:	American Society for Training and Development (ASTD)
Edition & Year of Publication:	Indian Edition 2015
Price:	Rs. 995
Pages and Binding:	488 Pages paperback

This book has been reviewed with an objective to find out the applicability of modern leadership thought and processes covered in it to the Police in our country.

The edited papers have been presented in five sections namely, (1) Leadership Competencies (2) Leadership Development (3) attributes of Successful Leaders (4) Contemporary Leadership Challenges (5) Broadening the Leadership discussion

The book is having 33 chapters written by 48 renowned leaders and has been very well edited by Elaine Biech. He is an accomplished expert in training. When contemplating the topic of leadership several influential and respected names immediately come to mind like Jim Kouzes, Jack Zenger, Bill Bhyam, Ken Blanchard, Bill George and F. Hesselain. Their papers are occupying space in the book namely "The Five Practices of Exemplary

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Leadership’, ‘Leading to Build the Team’, ‘Strategic Planning: A Leadership Imperative’, ‘Five critical Communication skills for Leaders of the Future’ and ‘Influence Tactics for Leaders’. Following aspects have been presented in the above – cited chapters:

When getting extraordinary things done in organizations, leaders engage in the below-cited five Practices of Exemplary Leadership:

- Model the way
- Inspire the shared vision
- Challenge the process
- Enable others to act
- Encourage the heart.

For leadership to build the team following issues, as presented in the paper, are to be addressed:

- Absence of trust
- Fear of conflict
- Lack of commitment
- Avoidance of accountability
- Inattention to results.

‘Strategic Planning Model’, highlighting the following steps, has been presented very well:

- a) Planning to plan
- b) Organizational values and culture
- c) Mission Formulation
- d) Strategic Business Modality
- e) Performance Audits
- f) Gap Analysis
- g) Integrating Action Plans
- h) Contingency Planning
- i) Implementing Plan.

This Model may be used by Police for planning Leadership tasks, strategically influencing tactics involving Rational Persuasion, Inspirational affects, Collaboration, Ingratiation, Personal affects etc. have been presented. The book describes the concept of ‘Leadership Brand’ by

presenting architecture to build it. The learning from this chapter is worth emulating by the police leadership.

Time tested Leadership development strategies like ` Mentoring' and `Leader as a teacher' has been mentioned. These concepts should be applied in Police to train and develop the subordinate ranks.

The classic paper by Jim Collins- 'Good to Great: What Leaders do' has been included. The author describes the concepts like-

- Discipline people
- Disciplined thought
- Discipline action
- Building greatness to last.

It is recommended to all police leaders and IPS officer Trainees to reflect upon.

The concept of 'Improving Leadership' has been covered nicely by highlighting six approaches adopted usually by the leaders-

- The Enhancers
- The Enthusiasts
- The Experts
- The Visionaries
- The Principled
- The Drivers

Ken Blanchard's Paper on 'Leadership Ethics and Integrity for the 21st Century' is worth reading by the Police Officers. The five principles of ethical power viz. Purpose, Pride, Patience, Persistence and a Perspective have been mentioned. 'The Ethics Check' has been presented very well covering the following 3 questions:

- Is it legal?
- Is it balance?
- How will it make me feel about myself?

This chapter can be recommended for including in the curricula for 'Police Training' of all ranks.

Five emerging leadership requirements presented are:

- Collaborative Mindset

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- Developer of People
- Digitally confident
- Global citizen
- Anticipation and building for the future

Strategies on how to train and develop is included; but the subject matter lacks elaboration.

The Chapters 'Leading the Workplace for the future' , 'Globally Savvy Leaders' 'Leading for Diversity' , 'A Military view of Leadership' and Growing tomorrow's leaders for the world of 2020' are recommended for the Police leaders to reflect upon for application.

For training the Gazetted ranks in Police, this book may be prescribed as a textbook.

The list and description of tools on 'Leadership' have been presented in the book can prove handy for police leaders.

Binding and printing of the book are appealing. Indian Edition is moderately priced. This book is recommended for all police leaders especially for the IPS Officer Trainees in the National Police Academy. Structured discussions on the topics mentioned in this review are recommended.