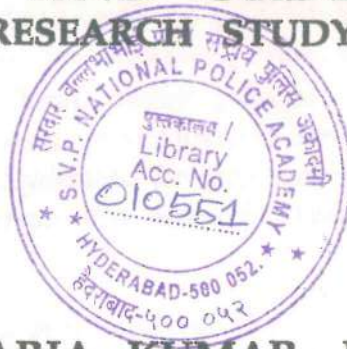
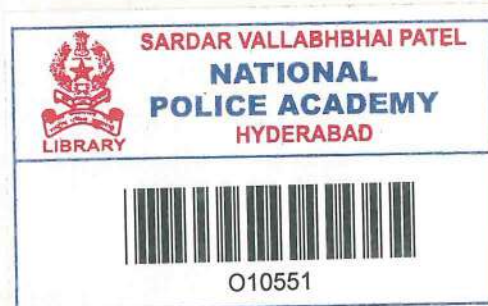


**"APPLICATION OF  
PSYCHOLOGICAL PRINCIPLES  
IN MAINTENANCE OF  
LAW AND ORDER"  
(A RESEARCH STUDY)**



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## CHAPTER-1

# USE OF PSYCHOLOGY IN POLICE WORK - A THEORITICAL FRAME WORK

In this research study, an attempt has been made to emphasize the role and importance of psychology in the field of policing. Indeed, psychology has never had required attention in Indian police sciences. Psychology deals with human thinking and behaving and about the underlying causes and conditions of man's thought and conduct. Thus, it pertains to perceiving, feeling, learning, remembering, thinking and acting and also deals with all of the social relations amongst men, how they feel about one another, act towards each other etc.

The U.S.A.'s Committee of the National Research Council on Text Books of Military Psychology, identified the following seven fields, in which the army has its psychological business.

- i) **Observation:** the limits of accuracy in perception and the rules for forgetting.
- ii) **Performance:** action and movement, acquisition of skills, work efficiency.
- iii) **Selection:** selecting the right man for the right job.
- iv) **Training:** psychology of learning and teaching, transformation of aptitudes into accomplished skills.
- v) **Personal adjustment:** the individual's adjustment to military life, his motivation and morale, his reaction to stress.
- vi) **Social relations:** leadership, the effects and control of rumour, the nature of panic, public relations.
- vii) **Opinion and Propaganda:** assessment of public opinion and attitudes.

Similarly, the police can also find the use of psychology in their regular duties with regard to above areas. Rather, some new areas can be traced and systematised. Because, like the armed forces, police force is also an organised body of men. To make police organisation efficient, the officer should know about the capacities and limitations of men, about differences

among men and how one man can be best at one job while another is best at a different job and most importantly about the nature of the members of the public and the crowd which the police deal in law and order situations.

### **POLICE AND LAW & ORDER**

The policeman is the principal law enforcing agent of the state. He is the axis on which the Rule of Law rests and rotates. Without him, society would be a conglomeration of divergent and in-fighting groups in which development of human personality would be impossible. In order to achieve the task of maintaining an orderly society, he has to perform multifarious functions like prevention of crime, detection of crime, investigation, protection of life and property, traffic regulation, maintenance of public peace and order, intelligence collection, security management and enforcement of various legislations.

Added to the magnitude of these functions, is the growing volume of violent and disorder crimes to be dealt with, more and more frequently. On par with the increase in population, there is escalation in the awareness levels of the public. Political consciousness is growing. The people are becoming more and more aware of their rights and human rights issue has come on the prominent front. Various futurologists predicted that the trend shows that police would come into confrontation with the public more often due to dharnas, agitations, processions, riots and other public disorders. And hence, more law and order problems.

As defined, law is the body of indicated or customary rules recognised by a community as binding. Order is referred to as prevalence of constituted authority, a law abiding state, absence of riots and turbulence of violent crime. Order has to be maintained according to the laws of the land. There can be no law to prevail unless there is order, and no order can prevail which is not of a law abiding nature. But some times, there can be short term conflict between the dual responsibility of enforcing and maintaining order.

There is difference between law and order and public order. The Supreme Court held that public order is the even tempo of the life of the community taking the country as a whole or even a specified locality. It is the degree of deference and

its effect upon the life of the community in a locality which determines whether the disturbance amounts only to a breach of law and order or to a breach of public order. The contravention of law always affects order, but before it can be set to affect public order, it must affect the community or the public at large.

### **PSYCHOLOGICAL PRINCIPLES - APPLICATIONS**

In any law and order situation, the police leader has to deal with two sets of groups of people, for successful handling of the problem. One is the public, that is mob and the other is the band of his own subordinate staff, whom he is commanding. While dealing with the people, he should know the psychology of the individual as well as of the crowd. Because, individual psychology differs from crowd psychology. Individualistic behaviour does not tune with group behaviour despite the fact that the particular individual forms part of the group later. Hence, on the public front, the police leader needs to be equipped with various behavioural strategies like problem understanding, problem solving, negotiation techniques, influencing, handling panic, mob psychology, controlling mob action, rumour handling, public opinion, propaganda, etc.

At the same time, especially in difficult and prolonged durations, the police commander should need to lead his men successfully. Here, relevant are various psychological mechanisms like classifications of men due to individual differences, teaching, training, learning, leadership, motivation, understanding the men's needs, frustration, discipline, morale, adjustment, defense mechanisms, welfare, stress etc.

### **TYOLOGY OF LAW & ORDER PROBLEMS**

The law and order problems can be divided into political, agrarian, sectarian, student, labour and miscellaneous problems. David H. Bayley distinguishes three forms of violence that occur in India; (i) the violence of remonstrance, (ii) the violence of confrontation and (iii) the violence of frustration. The violence of remonstrance pertains to riots and public clashes which are organised in advance and have as their target the government authority. They are normally promoted in urban areas by some associations such as political parties, students and labour unions. The violence of confrontation refers to antagonisms among private groups in which the public authorities are not directly the target-

such as communal riots. The violence of frustration does not have a definable target, it is not an attack upon government or upon a specific private group. It is abrupt and spontaneous.

### **GROUPS, CROWDS, MOBS AND RIOTS**

Basically, man is a social animal with a need to interact and relate to others. He is normally affected by group influences. A set of factors operates in group psychology that can affect the law enforcement agency as well as those in the group. People group together for a variety of reasons. When people, having a common interest and a common focus of attention, group together, we call it a crowd. The members of a crowd share some common emotion and express that emotion openly. The emotion may be curiosity, playfulness, admiration, religiosity, fear, anger and so on.

A crowd turns into a mob when the common emotion is intense and especially when that emotion is intense anger. It is then that a crowd is likely to decide upon or to accept a particular course of action directed against the object of their emotion, and it is then that the crowd is likely to become a dangerous mob. A mob, that has been denied relief for a common emotion by peaceful action will seek relief in violent action. Thus a mildly curious crowd will not become a mob but an infuriated group may.

It is relevant to distinguish what the purpose of the group is in determining an effective approach to a group problem. Two of the main characteristic features of group psychology are, the tendency of the individual to identify with the group and to some degree lose his own identity, and the sharing of guilt feelings among members of the group thereby reducing individual responsibility.

The significant difference between crowds and mobs is that crowds are leaderless and unorganised while mobs are not. Members of a mob are intentionally stimulated, excited and have strongly identified with the group and leaders, thus being subject to easy arousal and acting out.

Because the individuals in a mob lose their individual identify, become very excited emotionally and have their guilt feelings distributed among large number of other people and the behaviour of the mob is irrational and potentially violent. The reinforcing

interactions of the mob heightens emotional feelings, excitement and need for satisfaction. Often this involves a scapegoat as a symbol of the mob's frustration and anger, and violent acting out as a way of reducing the intense pent-up feelings.

### **CLASSIFICATION OF CROWDS**

As is known, a large group of people forms a crowd. But there are different types of crowds depending upon the motivation for assembling. Two main kinds of crowds are the non-cohesive, temporary collection of people such as those looking at a pavement display in the market street, and the cohesive crowd which has some common interest and emotional identification. There are crowds at political affairs, sporting events, speeches and other events where there is a shared interest. The fact of sharing tends to unite the crowd with the likelihood that group psychology will play an important role in the crowd's behaviour. The cohesive crowd can range from the group of conventioners to the hostile or angry gathering which threatens and verbalises against the police.

Another way of classification of crowds is as follows:

- a) **The occasional crowd** - short lived, loosely organised and motivated by the attraction of the moment.

Eg. a crowd witnessing a magic show on the pavement.

- b) **The conventional crowd** - they have common interest and purpose and they are directed by well established traditions.

Eg, the spectators at an athletic meet.

- c) **The expressive crowd** - they wish to attract the attention of government or local authorities.

Eg. a procession of students demanding increase in their scholarships.



- d) **The agitational or action group** - They have a definite goal under positive leadership and are engaged in some kind of aggressive action. There is an element of threat or blackmail.

Eg. trade union activists on rasta roko agitation.

Dr.S.Subramanian stresses, "Police officers should know the distinction between passive and active crowds. Passive crowds are also known as conventional crowds. They assemble and disperse peacefully. They are to be guided and enabled to achieve their purpose of assembly through regulation, traffic control, prevention of petty crimes, eve-teasing, etc. Passive crowds become active only when something extraordinary happens - a wrong decision by the police; collapse of a gallery; fire in the stands; presence of a snake, etc. When these take place, the instincts of pugnacity and flight are generated.

"Active crowds depending on their state of mind, can be classified as escapist, expressive, acquisitive and aggressive. The escapist crowd is propelled by the emotion of fear and instinct of flight. As long as it is able to flee the scene quickly, it does not create harm. It is therefore, necessary for the police to provide avenues for quick dispersal, as panic can generate in a crowd without sufficient cause. The process of flight should not be interfered with. The acquisitive crowds are those who indulge in looting and vandalism. These are to be dealt with very firmly as crime prevention measures and the emotion of fear should be instilled in them. Acquisitive crowds seldom clash with the police authorities, if police are in good strength, as the emotion of guilt is predominant in them."

"In popular democracies, police often deal with expressive crowds. They gather to express their grievance, disapproval, elation, or sense of achievement. Tactful handling of these crowds by providing suitable outlets for their expression will ensure that they become harmless. Careful planning of responses and their implementation will enable the crowd to disintegrate. The danger of expressive crowds becoming acquisitive crowds should always be kept in mind. Prudence dictates that all precautions are taken to protect properties and lives, when expressive crowds are on the move. Expressive crowds always spoil for a fight. Dealing with expressive crowds calls for a great deal of tact

and political acumen. The credibility factor has to be established in the first place."

#### **LAW & ORDER AND PSYCHOLOGY**

Prof. R. Deb in his book, "Police and Law Enforcement", narrated an interesting story. There was an Indian leader being once attacked in South Africa by an angry mob of racial fanatics. The house in which the leader was residing was attacked by the mob, the members of which were not only in a bellicose mood but were determined to break into the house by force. The police officer, who was dealing with the situation, found it almost impossible to prevent the mob from entering the house. If he had behaved in a rash manner and made an abortive attempt to check the mob with the force at his disposal, which was not sufficient at that moment, he would have most certainly failed in his job. He, therefore, decided to give the crowd a patient hearing. He asked the members of the crowd as to what they really wanted, and the mob shouted back to say that they wanted the Indian leader. He kept on talking to the crowd for sometime and ultimately decided to take a few members of the crowd inside the house. The members of the crowd agreed to this fair proposal and asked their representatives to go inside and see if the said leader was there. Their chosen representatives went inside the house but could not find the wanted leader. They, therefore, returned fully convinced that the police officer had not told them a lie. Thereafter, the crowd melted away peacefully. If in this case, instead of giving a patient hearing to the crowd, the officer had from the very beginning behaved in a high-handed way and resorted to the use of force, the members of the crowd too would have lost their balance and indulged in acts of violence and at least some damage would have been caused to the house and other items of property therein.

Thus, in any law and order situation or for that matter in any law enforcement activity, psychological handling does matter most and it is incumbent on police officers to resort to such technique in the best interests of the maintenance of public order. Law also has given discretionary powers to police officers and it is up to them who need to exercise the discretion with wisdom. Many a time, a tactful and correct psychological approach has pacified a highly agitated mob not only in our country but also in other countries of the world. People who come with certain

grievances want to have a patient hearing, and if they get an opportunity to put-forth their grievances, they usually disperse peacefully.

Thus, even in the face of greatest provocation, taunt and jeering, the police have to maintain a perfect equanimity of mind so as to enable them to deal with a highly explosive and delicate situation with a calm and judicious temperament.

#### **PSYCHOLOGICAL COMPONENTS IN LEGAL FRAME**

Section 151 Cr.P.C. is one of the most powerful legal weapons a police officer often uses (abuses?). The first part of the section reads, "a police officer knowing of a design to commit any cognizable offence may arrest, without orders from a magistrate and without a warrant, the person so designing, if it appears to such officer that the commission of the offence cannot be otherwise prevented." As per this provision, the law has gifted the discretion to the police officer with regard to the two words, viz., 'may' (arrest) and 'appear'. The word 'appear' refers to the observations, perception, and judgement a police officer has to arrive at. Out of egoistic attitude, if a policeman arrests some innocent person, some times it will boomerang and there are quite a number of instances where the police themselves have invited public wrath and bad image of the department.

Section 129 Cr.P.C. provides for dispersal of assembly by use of civil force. The section reads as "(1) Any Executive magistrate or officer in charge of a police station or, in the absence of such officer in charge, any police officer, not below the rank of a sub-inspector may command any unlawful assembly, or any assembly of five or more persons likely to cause a disturbance of the public peace, to disperse; and it shall thereupon be the duty of the members of such assembly to disperse accordingly. (2) If, upon being so commanded, any such assembly does not disperse, or if, without being so commanded, it conducts itself in such a manner as to show a determination not to disperse, any executive magistrate or police officer referred to in sub-section (1) may proceed to disperse such assembly by force, and may require the assistance of any male person, not being an officer or member of the armed forces and acting as such, for the purpose of dispersing such assembly, and, if necessary, arresting and confining the persons who form part of it, in order to disperse such assembly or that they may be punished according

to law." In this section, the most important words are "if necessary". Even in matters of unlawful assemblies, the law has empowered the policeman to use his discretion for arresting. For using his discretion, the police officer has to study the situation psychologically, read the behaviours of the people and decide further course of action, keeping in view the best interests of 'order' and 'security' in the society.

Though it is mostly true to say that a curfew order under section 144 Cr.P.C., once promulgated should be strictly enforced, or too many passes should not be issued to nullify its effect, yet no rule of thumb of universal application can be laid down even in these matters. At times, having regard to the peaceful nature of a procession and the presence of responsible leaders on the spot to guide it, it may even be desirable either to lift the prohibitory order under section 144 Cr.P.C., temporarily to enable the procession to pass off peacefully or not to effect any arrest of the members thereof or their leaders for a mere technical but peaceful violation of the prohibitory order. Any action to the contrary may by unwanted provocation turn the peaceful assembly not only into an unlawful assembly but perhaps into a riotous mob. It is often not realised that disobedience 'per se' of an order promulgated under section 144 Cr.P.C. is not an offence under section 188 I.P.C., in the absence of evidence to show that such a violation causes or tends to cause obstruction, annoyance or injury or risk thereof to any person lawfully employed, or causes or tends to cause danger to human life, health or safety etc., or risk thereof. Mere disobedience of an order under section 144 Cr.P.C., cannot also constitute an offence under section 143 I.P.C. as there is no such clause in section 141 I.P.C. The unlawful character of the assembly has to be determined with reference to section 141 I.P.C., alone and not on any other fact. Thus a mere disobedience of an order to disperse issued under section 129 Cr.P.C. is not a relevant consideration. In this context the propriety of a magisterial order declaring an assembly to be unlawful seems highly doubtful as there is no such clause under section 141 I.P.C. If by its own conduct an assembly does not come within the mischief of section 141 I.P.C., no magisterial declaration can turn it into an unlawful assembly.

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## REVIEW OF RELATED LITERATURE

Way back in the year 1972, while addressing the conference of Inspectors-General of Police, late Prime Minister Smt. Indira Gandhi exhorted, "It is not merely a question of equipment or the latest methods of working. Firstly, you must have the right attitude. You must want to do something, before you use the equipment. Psychology is perhaps as important an equipment or weapon as any other you can hope to get.... You have to study the people of the area where you are posted, and try and have a better knowledge of what sort of reactions they would have, whether with regard to crime or any other kind of activity. When you have that knowledge, you can be fully alert to deal with any developing situation."

Thus, in any law and order matter, the crowd comes into picture invariably. Whether it is a communal problem or student agitation or caste conflict, there is always the crowd in the mind. Since long, behavioural scientists have been studying the crowd psychology.

In 1895, Gustave Le Bon, a French writer, authored an influential book about crowds. In describing the role played by crowds in the French revolution, he aired the view that people can be dramatically transformed when they are members of a crowd. He held that the transformations are pathological; people take on the characteristics of "primitive beings". Unravelling some of the prejudices of his time, he wrote that crowds display "impulsiveness, irritability, incapacity to reason, the absence of judgment and of the critical spirit, the exaggeration of sentiments, and others besides - which are almost always observed in beings belonging to inferior forms of evolution - in women, savages and children, for instance."

Behavioural scientists like psychologists and sociologists cannot, of course, take crowds of thousands of people into the laboratory; they can only observe crowd behaviour when it occurs. Some case studies they brought out include a disastrous panic in a crowded Chicago theatre, a "tulip mania" in seventeenth century Holland during which the price of some rare tulips rose to the cost of a house, a case of hysterical suggestion in which factory workers thought that they were being bitten by a non-existent

bug, the case of the "Seattle wind-shield-pitting epidemic" in which Seattle residents, who believed that something was damaging their car windshields, prevailed on the mayor to appeal to the governor and the President for help and the panic that followed the realistic radio broadcast of the "War of the Worlds" in 1938.

There is no doubt that crowds often act irrationally and violently. On the other hand, crowd behaviour is not as bad as it is generally thought of. An analysis of seventeenth and eighteenth century riots in England and France showed that the number of people killed by rioters was far exceeded by the number killed by authorities - often by a margin of ten to one. In one study (Rude', 1964), it was found that it was authority rather than the crowd that was conspicuous for its violence to life and limb. In another study, many critics of the shootings at Kent State University have made the same point. Other studies conclude that episodes of crowd behaviour often are not really spontaneous. For example, in an incident, one lynching took place after the organisers spent three days trying to round up a lynch mob. To the authorities, who were ignorant of the preparations, the crowd looked as though it had been seized by "mob psychology". In this case and in others, crowd behaviour is seen as a mere collective effort to modify some frustrating situation.

When a crowd turns into a large gathering mob, there is the possibility of panic. Panic is extremely contagious and irrational and represents escape behaviour from a dangerous or life threatening fear. People in panic usually perceive an imminent threat, feeling partially entrapped and having difficulty escaping from the area. In addition, there is a communications failure within the group causing an intensification of the panic feeling. In preventing panic in crowds, it is important to keep people informed by maintaining communication and by assuring numerous escape routes in the area ("Civil Disturbances and Disasters", FM 19-15, HQs, Department of the Army (USA), March 1968).

Campus demonstrations and disturbances have been popular and frequent over the last few years. Some of the conclusions resulting from an American study of campus disturbances suggest that major protests are twice as likely to occur at private rather than public universities, that the larger institutions are more likely to experience violent or disruptive protests, and that the more

selective the university, the more likely it will experience a violent protest.

Some of the underlying factors that have been related to campus disturbances are conflict between generations, the feeling of youth of being on the outside of the establishment, archaic educational practices, the breakdown in the respect for authority and also the notion that campus disturbances reflect problems of a larger society ("Campus Tensions: Analysis and Recommendations", American Council on Education, 1970).

Riots usually evolve over a long period of time and one of the key ingredients is the hostile belief system (John Spiegel: Race Relations and Violence - A social Psychiatric Perspective). This is a value system which contains many negative, angry and resentful beliefs, frequently regarding the police. John Spiegel, in his article entitled "Psychological factors in riots - old and new" (American Journal of Psychiatry, Sept.1968), outlines four stages within the riot process.

Phase one involves a precipitating incident. This is a triggering event which usually tends to reinforce some previous hostile beliefs. It may be the arrest of a drunken driver or another type of police-public contact which can be used to confirm pre-existing hostile feelings and beliefs.

Phase two involves a street confrontation where the agitators begin haranguing a crowd and pushing for violent behaviour. This is a crucial stage which can have two outcomes, a spontaneous dissipation or an escalation into an explosive situation. One suggestion is to have known political figures appear and participate at this stage in helping to cool the situation. The absence of high level concern may suggest uncaring and calloused feelings about the mob's imagined wrongs and needs.

Phase three is the Roman holiday stage with younger people taking over. Action begins with the throwing of bricks, stones, bottles, breaking windows and lashing out at passing vehicles, with younger children joining in the fun. The carnival atmosphere of phase three involves the taking over of an area and being king for a day.

Phase four which occurs seldom is the siege where extreme polarisation and lack of communication have resulted in a community war, with fire-bombing, sniping and other violence oc-

curing, until finally the energy runs down and the conflict grinds to a halt. The aftermath of the riot can be very important in that constructive action may result and a new level of equilibrium can be reached, or the ground work can be set for future riot actions by a denial of problems and return to the status quo.

Joseph Coates suggested ("Wit and Humour: A Neglected Aid in Crowd and Mob Control", Institute for Defence Analysis, USA, June, 1970) that humour can be an effective tool in crowd and mob control. The dynamic is that hostility may be discharged through humour. Some of the factors that are relevant to reduction of public tensions are, recognition of the crowd's need to let off steam, patience on the part of crowd control forces, continuous efforts to maintain the 'light touch, use of music, announcements made of ball scores or other events of interest, and humour directed at the control forces in the form of incongruity. Whenever humour is used in a crowd situation, it should be directed towards control rather than towards any issues political or otherwise that would involve a confrontation. Antagonists should not be ridiculed and whenever possible the humour should be directed towards the police themselves. Humour tends to be contagious and may snowball.

Raymond Mombousse highlighted ("Crowd Control and Riot Prevention", Department of Justice, State of California, 1964) that some of the psychological influences play role in agitating group behaviour. These factors include the novelty of joining a group demonstration which is different from the routine and daily life style. Another factor is suggestion. People in crowds tend to be more suggestible and more easily led than otherwise. Contagion is another factor which results from emotional stimulation and heightening of feeling by sharing the reactions of others in the crowd. This can also lead the individual to identify with the aggressor. Imitation is a factor in that the individual wants to what others are doing in order to conform and get peer group approval. Anonymity is also important. As personal identity is merged with that of the crowd, group psychology takes over and guilt feelings get dissipated enabling the individual to do things in a crowd that he would never think of doing alone. Another variable is the chance to release suppressed and repressed desires and impulses. Mob behaviour is the perfect vehicle for a kind of cathartic acting out. Giving vent to hidden impulses as part of the mob's emotional reactivity allows the individual to act-out more freely. There is also an enhanced



sense of power in being part of an acting-out hostile mob. If the individual has previously felt powerless and helpless, the mob action can be exhilarating in permitting things that are not ordinarily possible.

The book "Psychology for the Armed Services" (edited by Edwin G. Boring, Harvard University) lists four ingredients that constitute the successive mob action.

- i. **Motive:** The common motive that brings the mob together in action is usually some long-standing frustration.
- ii. **Focalisation:** The mob that has come together with common grievances will not act unless it knows what to do.
- iii. **Re-enforcement:** (a) First there is imitation (b) The size of the mob also contributes a re-enforcing sense of power (c) The righteousness of an anger also re-enforces an angry action. The mob inevitably feels right. (d) There is latent aggression.
- iv. **Fatigue:** After a few hours of concentrated emotional action, the members are ready to disperse. Of course, one mob may be quelled by another mob, as in a revolution. Then violence becomes continuous.

The aforesaid book also focuses on the rules and principles for preventing mob action ahead of time.

- i. Stop grievances and frustrations before they accumulate. Counteract rumours.
- ii. Prevent the allegiance of any large number of people to potentially troublesome leaders. Discredit the leader ahead of time but do not make a martyr out of him.
- iii. Try to give everyone some sense of status. Encourage the mechanisms of democratic choice.
- iv. In times of tension, prevent throngs from forming.

If the mob action started -

- i. Disperse the throng before a leader takes control. The sooner, the surer way of quelling the mob action.
- ii. Deflect mob action: Do not try to stop it. Because, when the mob is formed and intent on action, it is usually fruitless to argue against it. The successful

defender of law and order will then be he who is ingenious enough to assume leadership of the mob and to substitute some harmless action for its evil intent.

iii. Be decisive. That is a rule for all leaders.

iv. Control yourself. He who tries to quell a mob is human and subject to the same influences as the members of the mob.

Dr.S.Subramanian (SVP NPA Journal, Jul-Dec., 1994) distinguished between crowd control and crowd dispersal. Crowd control is a positive discipline and crowd dispersal is a reactive and restrictive discipline. Crowd control in a democracy forms an important part of the duties of a police officer. Law enjoins upon him to regulate large assemblies of people to maintain order and security; to keep the thorough fares open; and to assure public safety. Maintenance of law and order and prevention and detection of crime also necessitate keeping a close watch on the crowds; to take appropriate measures to control and regulate them; to ensure that their activities do not result in breach of peace, destruction of property and loss of lives. Effective crowd control demands a clear understanding of the psychological dimensions of crowd formation, its behaviour mentality, likely reaction etc. Lack of such understanding will result in innocuous and routine police actions at control and regulation, resulting in a friendly crowd turning hostile. Unimaginative use of force on, and tactless handling of sports fans result in peaceful crowds indulging in vandalism and destruction of properties in the sports arenas. Use of force at the wrong moment has resulted in stampedes among conventional crowd at religious festivals, melas, etc.

On many occasions, especially while dealing with law and order situations like crowd matters, police have to take decisions at their own discretion. There were many studies conducted in America on "discretionary paradox."

The organisational objectives of the police function (enforcing law, maintaining order) are determined by forces outside the police department (public mores, legislatures, courts) and result in relatively inflexible operating policies (Dillman 1967). The individual patrolman has little latitude for personal interpretation of these policies. The leadership function tends to be characterised by centralised decision making and minimal delegation of authority. However, as all police officers and many citizens recognise, dis-

cretion is inevitable - partly because it is possible to observe every public infraction, partly because the laws require interpretation before they can be applied at all.... and partly because the police believe that public opinion would not tolerate a policy of full enforcement of all laws all the time (Wilson, 1968).

Therefore, while the role of the policeman seems to be one in which the official limits of his actions are strictly prescribed, he nevertheless maintains considerable personal freedom and flexibility in the manner in which his day-to-day job duties are carried out. This is especially true with respect to order maintenance functions (e.g., settling disputes), which compromise approximately 30% of all police calls (Wilson, 1970) and the laws concerning which are necessarily ambiguous.

It is exercise of this discretionary power (especially the power of arrest) that gives rise to problems. Especially onerous is the occasional abuse of such discretionary powers in the service of privately held political-social beliefs (Heussenstamm, 1971). It has, therefore, been advocated that police departments should develop and enunciate policies that give police personnel specific guidance for the common situations requiring exercise of police discretion". More recently proposed standards also advocate controlling police discretion through administrative rule making (American Bar Association, 1974).

The discretionary nature of the policeman's job is enhanced by the relative infrequency of direct supervisory contact. Moreover, this probably leads to even greater felt pressure on the patrolman in light of the previously mentioned research indicating that policemen prefer directive leadership, and in light of the fact that (contrary to the situation in most civilian organisations) the amount of discretion increases as one goes down the hierarchy (Wilson, 1968).

Although many have written about the problems relating to these discretionary powers (Bittner, 1967; Mann, 1973; Peterson, 1968, 1972), only Asch (1971) and Lefkowitz appear to have focused on the paradoxical nature of such. That is, the basic police patrol function is characterised by this considerable use of discretionary power despite (a) rigid organisational objectives and inflexible policies, (b) paramilitary training and philosophy that emphasizes uncritical following of orders, (c) policemen generally being of a conforming temperament, (d) policemen having conflicting desires

for autonomous functioning, and (e) actual supervisory behaviour on the part of command personnel that does not correspond to the prevailing expectations. Moreover, (f) this discretion is greatest at the lowest levels in the police hierarchy.

It is not surprising to learn, therefore, that almost half of the departmental, criminal, and civilian complaints against policemen are due to incidents that may be related to policemen's abuse of their discretionary powers. Neither is it surprising that the single most frequent complaint against policemen is their absence, which may be interpreted as an attempt by the police to remove themselves from these painful situations (Cohen, 1970).

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CHAPTER-3  
METHODOLOGICAL DIMENSIONS  
OF THE STUDY

**NEED AND IMPORTANCE**

About half a century ago, an American psychologist predicted that, as the nineteenth century has been emphatically the century of physical science, so the twentieth century would be the century of psychology. The prophesy is in a way towards being unfulfilled because, the required impetus on the subject is hardly felt. In this connection, the words of Aldous Huxley seem to be relevant even today in the sense that the world is till date fully absorbed of ambitions and targets aimed at furtherance of research in the discipline of physical science. Huxley observed in his famous book, "Brave New World," that the humanity had made progress, more than sufficient, in the fields of chemistry and physics. But the area, where the requisite stress should have been made is mental and meta-physical sciences. Surprisingly, it is only in psychology and philosophy where the humanity should have done progress, is still to materialise. Due to lack of sufficient sensitivity to these areas, the world might experience calaclysmic disasters because of the fact that arbitrary advancement of nuclear technology and subsequent decline in ethics, attitudes and values consequent upon the negligent heed being meted out to spiritual sciences and hence there would be neither mental control nor spiritual regulation for keeping the unabated development of science and technology under check. Huxley observed these trends way back in June, 1946 and the world experienced the worst ever tragedies at Hiroshima and Nagasaki in August, 1946. Hence, it is yet to be seen that the twenty- first century become the era of psychology, if not too late.

Such being the hope for psychology, the question that next presents itself is : What is the use of psychology? What possible service can it render to humanity to study psychology? The answer is simple. Our entire waking life is devoted to actions which realise certain aims, to the forming of resolutions or the carrying out of purposes. Our aims, resolutions and purposes involve in a greater or less degree reference to the activities of other people, involve co-operating with other people or opposing them, protecting them or protecting ourselves against them,

advising or educating, checking or punishing against them. Therefore, our entire active life is said to be devoted to the controlling and modifying of our behaviour by ourselves or others, or controlling and modifying of the behaviour of other people by us, and we study behaviour in order through the better understanding of it to be able to modify and control it. Thus in the ordinary affairs of the everyday life, we are continually meeting and solving psychological problems, and to some extent meeting and solving them in a psychological way.

Such being the place of psychology in everybody's everyday life, the uses of it may be felt enormously in various professional spheres and more so in police job, which, if to be successful, is largely dependent upon the public co-operation. In police job, or for that matter in any law enforcement activity, psychological handling does matter most and it is incumbent on police officers to resort to such psychological techniques in the best interests of maintenance of public order. Many a time, a tactful and correct psychological approach has pacified a highly agitated mob not only in our country but also in other countries of the world.

From the above discussion, many questions emerge in our minds:-

- i) What are psychology and law and order problems?
- ii) What are the uses of psychology in law and order management?
- iii) What are the uses of psychological components that may serve us as useful guidelines while managing the affairs of law and order situations?
- iv) What kinds of psychological mechanisms, strategies and tactics should police commanders adopt for effectively maintaining law and order in the society?

Till now, no systematic research studies have been taken-up in our country to focus on and comprehend the above questions. The research, if attempted earlier, might have led to proper understanding of the concept and practices for devising psychological mechanisms, in maintenance of peace and order. Keeping this in view, the present study was undertaken in Sardar Vallabhbai Patel National Police Academy, Hyderabad, under the sponsorship of Department of Personnel & Training, Government of India.

## **STATEMENT OF THE STUDY**

The project was worded as under -

### **"APPLICATION OF PSYCHOLOGICAL PRINCIPLES IN MAINTENANCE OF LAW AND ORDER"**

#### **OBJECTIVES OF THE STUDY**

Following objectives were kept in mind during the pursuit of the study.

- i) To highlight the meaning of psychology and law and order in terms of reciprocal relationship.
- ii) To identify various psychological components that emerge during any law and order situation and understand each component comprehensively and in practical terms and the components being -
  1. Problem understanding
  2. Problem solving
  3. Understanding mob psychology
  4. Negotiation techniques
  5. Handling panic
  6. Controlling mob action
  7. Rumour handling/public opinion/propaganda
  8. Interrogating the rioters
  9. Community relations
  10. Classification of men due to individual differences
  11. Teaching, training, learning
  12. Understanding men's needs, frustrations
  13. Motivation, morale, welfare and discipline
  14. Adjustment, defence mechanism, stress
  15. Leadership
  16. Tactics and strategies
  17. Any other psychological mechanisms.
- iii) To study elaboratively the three special concepts in police psychology viz., stress, discipline and morale, which are crucial for better man-management.

iv) To elicit responses/opinions from the following ranks through questionnaires/structured and open ended interviews so that an in-depth analysis could be done so as to develop a constructive approach.

- Constables
- Head Constables
- Assistant Sub-Inspectors
- Sub-Inspectors
- Inspectors
- Dy.S.P.
- Superintendents of Police
- D.I.G.
- Civilian Officers
- NGOs
- Judiciary

v) To recommend ways and means to the police leaders for better utilisation of psychological mechanisms during the course of maintenance of law and order.

#### **DOMAINS OF MEASUREMENT**

Following procedural steps were adopted for the completion of study.

- Step - 1 Survey of literature
- Step - 2 Construction of questionnaires and interviews
- Step - 3 Selection of sample
- Step - 4 Collection of data
- Step - 5 Tabulation of data
- Step - 6 Analysis and interpretation of data
- Step - 7 making of recommendations
- Step - 8 Report preparation.



## **RESEARCH METHODOLOGY**

Following tools and techniques were used for collection of data

- i) Review and analysis of related literature (books, articles, papers and reports)
- ii) Interviews (vide Appendix A & B), (Structured & Open-ended)
- iii) Questionnaires  
on Stress (vide Appendix - C)  
on Discipline (vide Appendix - D)  
on Morale (vide Appendix - E)

### **Application of Statistical Treatment**

Following statistical treatment was applied for analysing the data for arriving at meaningful conclusions.

- i) Content analysis
- ii) Comparisons

### **SAMPLE**

Random sampling procedure was adopted for collection of data. For questionnaires, the distribution of sample was as under:

| S.No | Study components | Category                   | Number of Subjects |
|------|------------------|----------------------------|--------------------|
| 1.   | Stress           | Constable to Inspector     | 55                 |
| 2.   | Discipline       | Constable to Sub-Inspector | 79                 |
| 3.   | Morale           | Constable to Sub-Inspector | 74                 |

For interviews (structured and open-ended), the distribution of sample was as under:

| S. No | Study components   | Category   | Number of subjects                    |
|-------|--|--|---------------------------------------|
| 1.    | Problem understanding, problem solving, understanding mob psychology negotiation techniques, handling panic, controlling mob action, rumour handling/public opinion/propaganda, interrogation, community relations, classification of men due to individual differences, teaching, training learning, understanding men's needs, frustrations, motivation, morale, welfare, discipline, adjustment, defence mechanisms, stress, leadership and other psychological mecharisms. | Dy.S.P.<br>S.P.<br>DIG<br>Judges<br>Civilian<br>Officer<br>NGO<br>Activist<br>Officers who have not mentioned their name and designation | 2<br>11<br>1<br>2<br>1<br>1<br>1<br>9 |

#### **DELIMITATIONS OF THE STUDY**

The study had the following delimitations.

i) It focussed only on Hyderabad city police as far as the study of stress, discipline and morale is concerned. Again these three concepts were studied only in relation to subordinate ranks i.e., from Constable to Inspector. This was necessitated in order to enable the investigator study the problem thoroughly and conveniently.

Thus, psychology is the science that studies human nature and law and order problems involve human beings. In this context, we have two sets of human beings viz., the agitating

mob and the controlling policemen. For the policeman, psychology is not merely a special body of knowledge from which he can draw tricks that he may apply in order to deal more successfully with his colleagues, with his subordinates and with the public he controls. It is also not just a source from which he can obtain certain scientific findings that may help him improve the techniques of policing. It is a science, the established principles of which are basic to police profession in terms of leadership, tactics, strategy, motivation, discipline, morale, interrogation and community relations.

Psychology is a view-point. It is a way of treating man as having certain capacities and limitations, some of which are subject to change in certain limited and specified degrees. This view-point is in order wherever problems of human nature exist. When we know human limitations, we do not ask the impossible of men, but adapt requirements to what is possible. When we know human capacities, we know with what we have to work and we can utilise all the available human resources. When we know the causes of human behaviour, we can often find the means of changing behaviour by altering its causes. We can sometimes change a man's capacities by changing things in his situation, motivating him to work or improving his morale. This view-point would add greatly to the power of policeman in dealing with other men - that means in other words, with situations, the situations having at times, the law and order implications. Therefore, the possible applications of the psychological point of view are numerous indeed. More so in police profession.

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## CHAPTER - 4

# INTERVIEWS (OPEN-ENDED & STRUCTURED) ANALYSIS AND INTERPRETATIONS

### **OPEN ENDED**

#### **INTERVIEW WITH SHRI PRABHAT RANJAN \*:**

While handling law and order situations, the senior officer present should not lose his cool. The police officers should not worry about the consequences of any law and order situation. As said in Gita, one should have a sense of detachment. He should do his best, without worrying about the consequence of a particular law and order problem.

In front of crowds, a subordinate officer should not be called and held in dock because it will demoralise the subordinates. If there is a public complaint, the complaint may be taken and given assurance of doing the needful, after proper enquiry. There should not be a public trial or public scolding of the subordinates.

The police leaders should go by examples. He should not run away from the spot and at the same time, pull up the subordinates for inaction.

The officers should not get provoked during crowd control, even if public is abusing and accusing the police. They should always appear cool and in command.

For a senior officer, to be seen as fair to all concerned parties in a law and order situation, is a must. Otherwise, situation goes out of control. We should divert the attention of the crowd by taking help of leaders having influence with the concerned section of the crowd and if possible - to try and form a committee for negotiations and asking the crowd to disperse saying that their representatives will be taken into confidence and any decision

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\* IPS (MAH:1984), Assistant Director,  
SVP National Police Academy, Hyderabad.

arrived at will be communicated to them by the representatives. Simultaneously, we can tell the crowd why they should not take the law into their hands when legal and democratic processes for settling their grievances are possible.

During the protracted deployment in law and order situations, taking personal pains by the senior officers to look into basic welfare like their place of stay, bedding, lighting, medicines and if possible relief etc. goes a long way in keeping the morale of the force high. Even if nothing is possible, the mere fact that the senior officer is personally asking, makes a lot of difference.

Lastly, if some good natured humour is created in law and order situations, it helps to dilute the tension as well as make the crowd friendly and well disposed towards the police.

**INTERVIEW WITH SHRI R.K.BAG \*:**

While dealing with law and order situations, the police officers should remember that force begets force. Indiscriminate use of force will certainly make the innocent people hostile to the police. Here, force means physical or psychological infliction of stress and strain in a disproportionate manner on the concerned individuals.

Whenever there is any agitation, there will certainly be a grievance. The police leaders must go deep to know the actual grievance. He should do his best to sort out the grievance within the limits of his capacity. He should also make it known to the agitators what action he is going to take to solve the present problem and to prevent similar problem in future.

Normally, where the police officers go wrong is that they do not understand the problem clearly. They just resort to ad hocism for temporary benefit. But the public are not that much foolish. It will make the public loose confidence in police. There were also some instances where some senior police officers had dealt with crowd control like constables. The senior officers should establish themselves as good leaders and project themselves accordingly while handling such situations. Or else the people who had little or no confidence in the constabulary that is the lower rung of the department, would tend to loose trust in the words and actions of senior officers.

The leaders should infuse confidence amongst the public and enthuse service motive amongst the men. The people should accept what the police leaders direct despite the fact that the decision might go against the public expectations, meaning thereby the public should concede with belief that the decision taken by the police leaders is in the overall interest of the society.

For achieving these objectives, the police officers should win over their subordinates. They should motivate and guide their force properly. Proper amenities should be provided to the constabulary to boost up their morale.

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\* Assistant Director (Law), (Judicial Officer on deputation to SVP National Police Academy, Hyderabad)

**INTERVIEW WITH DR. C. R. NAIDU \*:**

It appears at present that social bond between officers and men in police department is decreasing. If that bond is not there, it is difficult to take up tasks effectively. Familial relationship between officers and men should exist. Wherever the men are treated well, they always work effectively even in trying circumstances. Even if food is not made available, at least affection should be shown to them.

The leaders should create a vision amongst their men. In turn, they should develop "vision of what to do." Many officers are not advocating the vision to their men properly. It is also evident that proper briefing is lacking.

As far as the aspect of developing skills amongst the men is concerned, training should be organised with zeal and devotion. Empowering the men is also an important factor. The officers should impart what is known as anticipatory training. This training should result in functional benefits.

Public do not attack the police normally known to them, because of familiarity. As far as mob is concerned, familiarity does not breed contempt rather it breeds deference. The technique for dealing with the public is to sympathise with mob. Even if the policemen do not have sympathy, they should at least try to express sympathy so as to develop rapport with them. During negotiations, the positive aspects of the cause of the mob should be considered. Thereafter, the negative aspects can be explained. If the negative points are highlighted in the beginning itself, the mob would suspect the bonafides of the policemen. It will also make the mob turn against.

The police should not deal with the ends. They should deal with the means. As far as possible, one should not discuss with the ultimate ends, that the mob has to achieve.

A lot of people know tactics. But very few people know the strategies. Here social psychology becomes important. People may know intended consequences. They may not know unintended consequences. Lot of customers do not know what kind of service they are going to have at the organisation. When the people go to police station, they go with some vague idea. The policemen should keep all such aspects in mind and deal by impressing upon the public.

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\* *IPS (SPS-AP-1986), Deputy Commissioner of Police, (North) Hyderabad.*

**INTERVIEW WITH SHRI P.TIRUPATHI REDDY \*:**

It is very important to know how to use the weapons at the time of war (Yuddhakale Sashtraabhyase). At the time of war, men and materials should be at the command of the leader.

Uprightness, image and unbiasedness on the part of police officers will have a good psychological impact on the mob. The causes for police failures are ignorance, negligence, inefficiency and bias.

A peculiar difference in terms of management systems between Japanese model and Indian model is that the Indian model can be represented as an inverted pyramidal system wherein we find too many officers at the top and too less force at the bottom. Lack of promotions and ill-treatment to the lower ranks will cause rift between officers and men.

Police always have to deal with human beings. It is necessary to search for what sort of psychological inputs are required to be given to constables. The constables should first of all be taught and trained about psychological dealing. Interrogation is an important aspect. Theory will not function. The policemen should be given practical inputs in these matters. Ultimately a policeman should be a good man in order to be a good policeman.

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\* Dy.S.P., Assistant Commissioner of Police, Hyderabad.



**INTERVIEW WITH SHRI P. RAGHU RAMA RAO \*:**

Psychological handling in the matters of law and order management is very essential. For this, a good leader and good image are required on the part of the police. When an officer having good image goes to tackle a problem, the attitude of mob will automatically change. Good public relations and image will make the police handle mob actions effectively.

Constables should have the feeling of self-respect/self-importance. There should be role-clarity. In bigger cities there is always distance between Station House Officer and Constables. Due to this distance, clear rapport is missing. There is no psychological bond. Relations between officers and men will become ambiguous. Hence necessary steps are required to be taken to tackle such problems.

The force should have confidence in their leader. Men should not lose confidence in their leader because there is no protection to them. To circumvent this dilemma, the leader should always give a feeling of security to his men. The force should know that all their bonafide actions will be protected. Otherwise in case of trying situations also, the middle level officers will wait till the arrival of senior officers to the scene. The men should also know that the leader himself is under stressful situations. They should know that he is also actively and relentlessly working to solve the problem. These things will reinforce confidence amongst men.

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\* Dy. S. P., Assistant Commissioner of Police, Hyderabad.

## STRUCTURED INTERVIEWS

For the purpose of structured interviews, 22 officers have been interviewed by the investigator. The sample consisted of police officers and other civilian officers. The break-up of the interviewees is as follows:

|  |     |   |
|--|-----|---|
| 1. Supdts. of Police   | ... | 9 |
| 2. D.I.G.  | ... | 1 |
| 3. NGO   | ... | 1 |
| 4. Civilian Officers   | ... | 1 |
| 5. Judge   | ... | 1 |
| 6. Officers, who have not mentioned their name & designation | ... | 9 |

Interview was conducted through written and structured interview questionnaire. In order to brief the interviewee about what was expected of them, the investigator personally had a first hand discussion with them. They were told to express their views frankly and they were also given to understand that the mention of personal particulars was optional.

There were two types of interviews - one related to agitating group and the other concerned with subordinate staff. Under the interview pertained to agitating mobs and crowds, the interviewees were requested to give their opinions as to what behavioural strategies, should the police professionals adopt while handling a law and order problem in terms of the following aspects:

1. Problem understanding
2. Problem solving
3. Understanding mob psychology
4. Negotiation techniques
5. Handling panic
6. Controlling mob action
7. Rumour handling/public opinion/propaganda
8. Interrogating the rioters
9. Community relations
10. Any other strategy/psychological mechanism.

In another interview, related to police subordinate staff, the interviewees were requested to give their opinions as to what

behavioural strategies should a police leader adopt while handling a law and order problem in terms of the following aspects:

1. Classification of men due to individual differences
2. Teaching, training, learning
3. Understanding men's needs, frustrations
4. Motivation, morale, welfare and discipline
5. Adjustment, defence mechanism, stress
6. Leadership
7. Tactics and strategies
8. Any other strategy/psychological mechanism.

#### **INTERVIEW ON MOBS/CROWDS/AGITATED GROUPS**

Some responses given by the interviewees under each aspect were as follows:

##### **1. Problem understanding :**

- It is the first duty to understand the problem and remove it from the sight of agitation.
- Understand the cause of agitations vis-a-vis grievances and demands of the agitators.
- Cross-checking of the facts as well as personal checking of the veracity and authenticity of the information collected.
- Different view points to be elicited in order to arrive at a clear understanding as well as to a solution.
- The individuals forming the crowd in the rear to be asked about the problem.
- Problem to be understood in quickest possible time.
- Patient and quick hearing on the spot will enable the officer to understand the problem.
- Better to have local leaders while understanding the problem without any partisan attitude.
- A police officer should first read out the mood and behaviour of the crowd and reasons of agitation.
- To have sympathy with crowd

- Dialogue/mutual introductions with the organisers before hand and know their contentions.
- To find out strength of the crowd, grounds of disorder whether the leaders are good or miscreant type.
- Read the mind of the crowd
- Study the background of the problem and of the persons involved.
- Understand the problem with cool mind but not hastily

## 2. Problem solving :

- If the problem is legitimate, sympathetic view should be taken by the police. No coercive force under any circumstances. If the problem is illegitimate, prevail upon them to disperse peacefully, failing which force may be resorted to.
- Solving the problem with negotiation
- Examine the legal angle and seek intervention of persons, organisations which carry credibility.
- The most urgent problem should be solved first (prioritisation).
- A brief opportunity to express their anguish be given to them so that they may disperse because most of the problems are momentary.
- If the problem is not solveable immediately, with tact and intelligence, the crowd must be assured to get the problem solved.
- Police to display absolute impartiality.
- Bring the authority, who is supposed to face the agitators and ask him/her to speak to the mob and give a suitable assurance so that the situation is quickly diluted.
- Brief the staff about the tempers and limitations of the agitators.
- If the crowds are determined type and bent upon to indulge in violence, they should be dealt with sternly as per law.
- To solve the problem, firstly the use of force should be avoided. Secondly, the problem can be categorised whether it can be solved at the police level or at the level of other government agencies or with the assistance of local elders. Accordingly dialogue should be initiated. If it fails, police action should be taken and justified.

- Having understood the urgent nature of root cause and genesis of the problem, it is necessary in the first place to assess the gravity, damaging potential, reasons and possible repercussions if any involved in the problem on the solutions contemplated.
- If the problem is genuine, it should be solved as early as possible and if it is not genuine, a firm step should be taken to resist the mob.

### 3. Understanding mob psychology :

- To see that sentiments of the mob are not hurt.
- The rules of the mob should be mastered by the police officers who lead the force to quell crowd situations.
- Collection of intelligence in advance, mixing of intelligence personnel in the mob, segregation of anti-social elements from the mob and coverage of the mob with adequate and sufficient force will make us understand mob psychology.
- The mood of the mob, whether violent, disturbed or controlled should be understood. The persons from outside who instigate the mob have to be found out.
- Motive of the mob should be ascertained.
- To understand the cultural background of the constituents of the mob, priorities of the mob and that of its leaders.

#### 4. Negotiation techniques :

- Arrange face to face discussion between the mob and authorities
- Leader of the crowd should be taken into confidence.
- Direct negotiation, clienting a solution through an agent, source, press without being noticed.
- Local language should be used in negotiations.
- If there are two confronting mobs, a peace committee may be formed.
- Establish a dialogue with the mob leaders and keep the rest of the crowd in good humour.
- Segregate some of the vocal leaders and negotiate with them.
- Take firm stand in case of failure.
- Mega phone to be used to bring the crowd to senses.
- Personal ego and prejudices must be set aside while effecting negotiations, in the larger interests of the problem solving. There should be a positive and give & take attitude.
- No attempt should be made to hurt the feelings and sentiments of any group of persons.



## 5. Handling panic :

- Find out origin and eliminate it
- Announcements to be made through public address system by explaining actual situation and an assurance should be given.
- Rumour mongering should be stopped.
- Peace committee meeting should be convened immediately and cooperation of the people should be sought.
- Take the panic stricken people along with you for clarification of the realities at the very source of panic.
- Give courage to the men under command.
- Divide the whole force into sections and entrust different officers to handle different areas simultaneously.
- Immediate foot and mobile patrolling by armed police, posting of fixed pickets in hypersensitive areas.
- Don't get panicky yourself. Recall the basic facts, basic drill. Don't use force and create a further panic. Restore communication.
- Panic mongers should be identified and dealt with sternly

## 6. Controlling mob action:

- "The least force is the best" should be the motto of the police while controlling mob action.
- The police should be trained in distinguishing the leaders of the mob from the less active members while making targets of their action.
- Wait a while, establish communication and use effective force.
- Persuade the mob at first, explain the regulatory orders and if the mob does not respond, least possible force be deployed.
- The factors responsible for the mob turning violent should be promptly identified and efforts made to solve them.
- Women police must be deployed when women are part of the mob.
- There must be a show of force.
- Using modern techniques like water cannon, rubber pellets, etc.
- Anticipating mob action, taking precaution with outlet for crowd, persuasion, optimum, use of force for dispersal, preventing regrouping and damage control measures.
- Bigger the police force, casualties from public side will be less.
- Lesser number of police personnel will make the mob create more problems.
- While controlling the mob action video cameras will do wonders better than AK-47. A small section within the mob will start running while they are about to be photographed.
- Control by winning the confidence of the crowd.

- Persuasion, convincing, minimum force and patience against odds.
- Mob could be controlled not by stick alone but by dangling a carrot.

## 7. Rumour handling, public opinion and propaganda :

- Very alert eyes to watch the affected area, immediate reaction to counter the rumours and immediate orientation of the public in correct way.
- Public should be informed of the truth and intention of the administration.
- Rumours are the handwork of some mischievous elements who should be identified and properly tackled before long.
- Public should be told about the nature and objective of the rumours and their opinions should be moulded to nip the rumour in the bud.
- Public announcement and denial of the rumours should be made through newspapers, radio and T.V.
- Disinformation technique is useful - "intentionally letting out certain details like police is well-equipped, police has the details of the leaders of the crowd, etc."
- It is not in the charter of the prime duties to handle rumours, public opinions and the propaganda. At the most what the police can do is - compile the wall writings, provocative and secessionists' write-ups, pamphlets and the proceedings of the closed-door meetings. The police functions should not be further dissipated. The job may be left to the public relations department or the political department.
- Rumours floated under some pseudonymous names shall be challenged.
- Strong legal action against rumour-mongers.
- Talks in public meetings, enlisting spoke-persons in public in order to counter rumours.
- Pre-emptive arrest of rumour-mongers.

- Projection of facts through the media/through government appeal.
- Calling of impromptu press conference.
- Intelligence sources to be activated to find out the source of rumours.
- Use of persons/organisations who carry credibility to counter rumours.

## 8. Interrogating the rioters:

- The aim of the interrogation should be to find out the instigators of the riots rather than the insipid executors of the preplanned instigations.
- Experienced officers should also conduct interrogation.
- Use of force during interrogation should be avoided.
- During the interrogation, avenues may be explored to bring about a peaceful solution to the problems and for bringing the situation under control immediately.
- To find out who is funding them.
- Should do only after their tempers cool down.
- A separate cell should be created with the intelligent and experienced officers for continuous interrogation.
- Psychological tactics should be adopted. The criminal cannot escape the psychological methods of interrogation.
- Humane approach should be adopted.
- Interrogation should be in a simple and understandable language and should be held in a fearless atmosphere.
- Rioters turn violent when they apprehend some danger and so it is necessary to pacify them first before initiating any interrogation.

## 9. Community relations:

- Establish peace committees, mohalla committees, etc.
- No discrimination on the basis of caste, creed and religion.
- Police should have a positive and unbiased attitude.
- Precautions to be taken that it should not be misunderstood by any member of the committee as an instrument of serving selfish ends.
- Must involve in the community activity. Seek cooperation from the NGOs. Win their confidence and apply the rule of "give and take".
- To improve community relations, visit all areas frequently and interact with the people and exchange good ideas.
- Participate in community functions, help the community in times of need, do not disregard the sentiments of the community and involve the community in the maintenance of peace, law and order.
- Police should establish close rapport with the religious heads and the headmen of the communities along with media-men living in the community.
- Police should behave as part of the community just as other departmental personnel behave - such as professors, lawyers, doctors, engineers, other government officials, etc.

#### 10. Other strategies:

- Police should cultivate values like charity, compassion, friendliness, cooperation, etc. vis-a-vis general public. Thus the public take a humane view of the men in uniform.
- Police officers should be lenient and sympathetic towards the weaker sections, such as women, children, juveniles, handicapped, etc. On the other hand, they should be equally tough towards the vested interests.
- Police officers must act with calm, cool and clean understanding of the picture. They should also act patiently without showing any fear or anger.
- Invariably involve the revenue authority in all law and order issues so that contradiction between police and magistracy can be avoided.
- Police should not appear to have been alarmed by the situations.



## INTERVIEW ON POLICE SUBORDINATE STAFF

Some of the responses given by the interviewees under each aspect, were as follows:-

### 1. Classification of men due to individual differences:

- If you classify your men, some may be those who have sympathy with you. With their help, the hostile elements of the mob can be dealt with. This will lessen the strength of the mob.
- All must be briefed and told repeatedly what are their duties.
- Classification can be made in two ways, viz.,
  - (i) leader type and
  - (ii) follower type
- A painstaking individual psychological profiles of each individual policeman should be prepared and he should be tested in simulated conditions whether he can withstand the stress and strain in crowd situation and whether he can have the mind control and not pull the trigger first or whether he will run away from the scene of riot.
- Well-tempered, balanced and best to rise to the occasions.
- Must be classified as spokesmen, friendliers, arrest parties and firing squad.
- All the officers and men are not equal in talent, sincerity and competence. An officer will always quickly identify which officers and men can be relied upon and trusted in times of crisis. Officers and men need to be divided in terms of age and physical

ability, because this aspect is quiet important while dealing with the matters of public disorder.

- Classification can be made on the basis of cultural background, past record, articulation level and level of anger/emotion.

## 2. Teaching/training/learning:

- The police leaders should first learn the behavioural modes of a mob and accordingly train themselves to adopt suitable approach vis-a-vis the mob.
- Good training will be useful.
- On-the-job training and experience will be the best though some theoretical grounding can be there.
- Motivation of the subordinate staff to learn the importance.
- As the officers and men are not equal in terms of innate talents and also because of improper training, it becomes very necessary to identify in what respects the officers and men lack to take up the correctional measures. Teaching and training of officers and men should have the aim to improve discipline, sincerity, competence and development of physical ability etc. Most importantly, officers and men should be taught to keep their nerves in moments of crisis. They should be able to appreciate with a broad mind the social structure in which they are working and the general problems that affect the society.
- Psychological training should be imparted to the force. They should develop mind control techniques not to over-react.
- Policemen should be trained in the art of dealing with mob.

### 3. Understanding the men's needs, frustrations, etc:

- One should place one's self in the other's position and should try to view the problems and frustrations from different angles.
- A police leader should understand the needs, frustrations and other feelings of the policeman and should plan and act accordingly. A police leader should appear that he is neutral and sympathetic to them.
- As far as practicable, their basic needs should be fulfilled to keep the frustration at bay.
- In order to understand men's needs and other requirements, monthly darbars/sammelans and orderly rooms should be conducted regularly. This will facilitate the commander to understand the problems/grievances. Welfare measures should accordingly be undertaken.
- Giving patient hearing and sorting out their problems immediately will have great impact.
- Check their hours of duty, food and water facilities and arrange for substitutes.
- In police, the officers are mostly goal-oriented. They only believe in driving the subordinates so that goals and targets are achieved. They do not understand that policemen like any other human beings have their own families, problems and needs. If these are ignored, men become frustrated and develop negative attitude. This negative attitude influences the work he turns out. It is very necessary that the police officers of today, have to be welfare oriented and liberal in their thinking and create an atmosphere in work situation which is conducive for tension-free working.
- When there are grievances, give patient hearing, counter-pose facts, see the reaction, find out whether it is a real need/felt need/perceived need and act accordingly.

#### 4. Motivation, morale, welfare and discipline :

- Police officers should keep up the morale of the force up to last moment while dealing with agitating mob. Any setback noticed in their morale would spur fresh troubles.
- Understand deficiencies in training, needs of men like biological, hygiene, esteem and use a professional psychologist for group therapy and individual counselling.
- For the efficient and successful functioning of the police, strict discipline and control over the subordinates are essential. At the same time, we should keep up the morale through welfare measures like housing, medical, timely leave, timely increments, timely promotions, etc.
- Appropriate rewards and punishments.
- Regular parade, regular mixing with subordinate staff and high skills of leadership will motivate and keep up the morale of the force.
- Motivation and morale have a direct bearing on discipline. Each of these has its own importance and a definite role which has to be understood in the right spirit. Discipline should be cultivated and nurtured rather than enforced and it should not be taken as an end in itself. Discipline implies obedience and if the other three ingredients (motivation, morale and welfare) are missing there can be no discipline. But symptoms of indiscipline should be understood and judged properly and should be tackled and treated with a humane touch.

## 5. Tactics and strategies:

- Any course of action in a given situation should be a simple and uncomplicated as far as possible.
- A tactical retreat should not be taken as a defeat per se and should be considered as an effective alternative.
- Any strategy should be so designed as to disarm a person without any damage or loss of face.
- Giving in to a person or a group of interests would not amount to surrender of interests and should be viewed from a higher plane.
- Encouraging talent is by itself a good strategy and must begin at the top to be emulated at the middle or lower levels.
- Tactics and strategies are depending upon the situation. They should be used in positive manner and should always be for the improvement of the force.
- While employing tactics and strategies, safety aspect should always be kept in mind.
- State-of-the art equipment should always be incorporated while employing tactics and strategies.

## 6. Adjustment, defence mechanisms and stress:

- By proper training and by creating a congenial atmosphere, the officers and men should be encouraged to develop adjustment and defence mechanisms to withstand stress situations.
- Stress could be minimised by delegation of duty to the subordinates.
- Once a policeman enters into service, he should be trained to adjust himself to discipline, norms and code of conduct
- Time management, time for leisure and participation in social activities will relieve stress.
- The defence mechanisms should be adopted only when they are necessary and unavoidable. The police should be trained to that effect.
- Family get-togethers and a closer relationship between leader and followers will reduce the incidence of maladjustment and stress.
- Stress is a direct fallout of all handling of a given situation or a given problem. The causes and cures must be found out and effective and timely treatment will help reduce the stress.
- Defence mechanism is necessary and must be worked out in all circumstances. Adjustment in adverse situations could be one of the defence mechanisms.
- Various alternatives and adjustments could be thought of before hand and their likely impact to be worked out before committing to any particular mechanisms.

## 7. Leadership:

- Leadership must be nurtured keeping in view the changing needs and times.
- Knowledge and skills must be acquired to impress upon the followers and all negative traits and attitudes must be eschewed to shine as a leader.
- Love rather than force, humility rather than ego would enhance the command of the leader and would help him stand out as a unique person.
- Leadership for its own sake has no value and if purposive it shines and would be appreciated for a clear path is laid out for both the leader and the follower.
- A police leader should be a philosopher, guide and friend of his men. He should be found in his conviction while on job.
- The leader should win acceptability amongst his men.
- The leader should be a good human being.
- The leader should use lawful police action in suppressing and dispersing the crowd. Otherwise, it will have bad impact on police leaders.
- Good leadership is to sacrifice certain things. While fighting for a good, genuine and legitimate cause, the leader should not worry about his present position or future placement. If this is done, almost everything will be in favour of leadership.
- Leadership quality differs from man to man. More dynamic and popular you are, more advantages you will get while handling ugly mob situations.
- Some qualities of leadership are ability to communicate, level of confidence and credibility, ability to give acceptable motivational advice, ability to assess changing needs and ability to perform at an expected level.



- A police leader is the one who should be able to lead the force during crisis.
- The police department is characterised by rigid hierarchy and strict discipline. Hence the quality of leadership plays a tremendous role in work culture, that exists in the place of working.
- A harsh, over-bearing and heartless kind of an officer can make life miserable for his subordinates.
- Leadership matters in day to day functioning of the police and also in moments of crisis.
- An officer with clarity of thought, proper understanding of his duties and welfare orientation can provide excellent leadership.

## 8. Other psychological mechanisms:

- The police officer should integrate himself in the community like other professionals, i.e., academicians, lawyers, doctors, engineers etc.
- After assessing the psychological feeling or mental state, if it is found that it will put hindrance to solving the law and order problem, efforts could be made to divert the attention of the mob to the other direction. If a situation is apprehended to take a serious turn, mobilisation of force on mass scale should be done.
- Periodical interaction with the subordinate staff would boost their morale rather than undermining their discipline.
- Organising social events and cultural programmes especially on religious occasions, turn by turn would help foster better relations amongst different groups.

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## STRESS AMONG POLICEMEN

**THE CONCEPT**

The policeman is the principal law enforcing agent of the State. He is the axis on which the Rule of Law rests and rotates. Without him society would be a conglomeration of divergent and in-fighting groups in which development of human personality would become impossible. In order to achieve the task of maintaining an orderly society, he has to perform multifarious functions like prevention of crime, detection of crime, investigation, protection of life and property, traffic regulation, maintenance of public peace and order, intelligence collection, security management and enforcement of various legislations. These arduous duties keep him on his toes round the clock. Encountering unruly mobs and confronting violent scenes are not uncommon. Working in risky and insecure conditions make him feel tense. Lack of personal time at his disposal makes him feel concerned about his family. Changing food-timings and irregular diet patterns cause physiological imbalances. In short, all these factors thrust alarm both on his body and mind, resulting thereby in stressful atmosphere.

It is an acknowledged fact that the stressful atmosphere over a long period acts as a major factor in illness. Many physicians have held that at least seventy per cent of the ailments they treat are stress related.

As a soldier is to national security, so is a policeman to the security of the society. Often we see at military establishments some slogans which read, "you may not concern yourself but the nation does." If our soldiers are ill, our country's security is at risk. In the same way, if our policemen are sick, either physically or psychologically, our social security is at stake.

In other words, even if the policeman does not concern himself, it is up to the organisation and society at large, to take care of him. In the light of these facts, the research on the study of stressors on police personnel has become more important, as studies in this field are almost rare, especially in India.

As defined by Samuel H. Klarreich, "stress" is a non-specific physiological and psychological response to events which are perceived as a threat to one's well-being, and are thus handled ineffectively. In simple terms, stress is made up of symptoms which occur as a result of events or situations, which in the work place may involve colleagues, supervisors, workloads, and so on, that one perceives as a threat to one's health. Likewise, "stressors" are basically events, situations or changes one encounters either in his work life or his personal life.

Hence, like any other individual, a policeman has two aspects of life-style: one from the view point of his personality and the other from his job side. His job is so different that it involves lack of definite hours of duty, lack of sufficient recreational activities, risky conditions, insecure situations, etc. Thus, a policeman becomes susceptible to two types of stressors: personality related and job related. Therefore, it has become all the more important to study the correlation between these two types of stressors, in the life-styles of policemen, in general.

Once the stressors are plotted, we get the stress-profile by means of which the stressful environment, in which a policeman lives and works, can be studied. The indepth analysis makes it possible to explore stress management interventions and coping strategies, which thereby reduce the stress levels and increase the police efficiency.

Efficiency is the ratio of output to input. The police efficiency can also be measured on the same principle. The input is man-hours, the total number of hours that all the policemen in a unit put in. The output is the product obtained - crimes detected, gangs busted, law and order situations managed well, etc. This output determines the degree of societal confidence in the police department. Therefore, in order to get this end result, the department should strive to make its men efficient by reducing stress causing factors and inducing motivation and morale.

#### **REVIEW OF SOME PREVIOUS STRESS STUDIES**

Two studies can be mentioned here which were conducted on police professionals. One was conducted by Bhaskar (1986) and the other one by Pillai (1987). Bhaskar studied the relationship between job stresses and personality variables among police officers and constables. It was noted that majority of policemen are

hardworking and conscientious. However, their job frequently leads to mental stagnation, psychological fatigue, growth of personality in one direction, dehumanising working conditions, task pressures, lack of proper training and professional as well as personal obligations which produce anxiety and mild to severe stress. It was observed that studies in India have focused either on police administration or on secondary aspects of the police system and in the process, issues pertaining to job stress among police personnel have been largely neglected.

The sample comprised 390 male police personnel from eight different ranks belonging to eight different departments in Delhi Police. Two questionnaires - a job stress questionnaire specially designed for the study and a Multivariable Personality Inventory developed by Muthayya - were used to collect data. The job stress questionnaire measures eight job stress factors such as physical factors, factors intrinsic to the job, role in the organisation, relationships at work, career development, organisational sources of stress and personality and behavioural factors. The Multivariable Personality Inventory measures empathy (lack of), ego ideal, pessimism, introversion, neuroticism, need achievement (lack of), self-confidence (lack of), dogmatism and dominance. The important findings of the investigation were as follows:

1. Factors intrinsic to the job and relationships at work were most dominant whereas organisational structure and climate were the least dominant contributions for the total sample as well as various ranks and units of policemen.
2. Crime and railway and security departments scored significantly higher as compared to other units on all job stress factors. The same was true for two job categories, namely, sub-inspectors and senior officers as compared to others.
3. The scores of policemen of different ranks in each of the eight departments were found to vary.
4. A remarkable similarity in the different ranks of eight departments was observed in relation to personality variables. However, neuroticism and introversion emerged as dominant whereas empathy and need achievement as the least dominant personality variables for the total sample as well as for various ranks and departments.

5. Coefficients of correlation among job stress variables were found to be positive and high. The same trend was found in the case of personality variables.
6. Pessimism, neuroticism and self-confidence were correlated negatively and significantly with job stress variables. The only exceptions were coefficients of correlation of neuroticism and self-confidence (lack of) with role in the organisation and organisational structure and climate.
7. Ego ideal was correlated positively with factors intrinsic to the job, role in the organisation, relationships at work, career development and total job stress in all the departments. Similarly, need achievement (lack of) was correlated positively and significantly with relationships at work and extra-organisational source of stress at all the levels.
8. Personal and family back ground variables such as age, educational qualifications, present salary, number of jobs changed, total years of service, number of years in present position, marital status, number of dependents and total income were found to play a significant role in their perception of job stress.
9. Some demographic variables such as age, present salary, total years of service, marital status, total family income and number of children were found to have no relationship with personality or its factors. On the other hand, several demographic variables were correlated negatively and significantly with given personality variables - education with ego ideal, number of job changes with dominance among policemen, years of service with pessimism, size of family with neuroticism and number of dependents with ego ideal, pessimism, neuroticism, need achievement (lack of), self-confidence (lack of), dogmatism and overall personality.

It was concluded that personality, personal as well as family background variables play a significant role in the perception of job stress. In the light of this study, Bhaskar suggested further research to determine (a) the relationship between behavioural, physiological and health effects and experiences of stress

among police personnel; (b) comparative studies of job stress among employees in contrasting occupations; and (c) study pertaining to stresses among policemen in pre and post- terrorism periods. Bhaskar also opined that there would be differences in the level of stress in the light of the prevailing socio-political environment in India.

In another survey type study, Pillai (1987) highlighted the percentage of police personnel and their wives who experienced stress as a result of this particular occupation. Reviewing the literature on stress among police personnel, he noted 10 types of relevant organisational stressors: (a) courts including frequent appearance and leniency by courts, (b) administrative backup including lack of support in different situations, (c) lack of support from the public, (d) lack of career development opportunities, (e) inadequate rewards, (f) excessive paper work, (g) ineffective measures against criminals, (h) distorted press reports (i) poor pay, and (j) working in isolation.

For the purpose of study, a personal inventory was administered to a sample of 2015 subjects comprising 1208 Police Constables 332 Head Constables, 83 PSI, 10 PI and 382 wives of police personnel. A medical examination was conducted to collect information pertaining to health and physiological symptoms of stress. These symptoms were identified as the consequence of either of the two types of stress, namely, immediate stress and prolonged stress. Analysis of the data revealed the following results:

1. A total of 819 subjects (40.65 per cent) were affected by stress disorders, of which 26.20 per cent were suffering from immediate stress, 7.89 per cent from prolonged stress and 6.55 per cent from both types of stresses. Job category-wise, higher stress was observed in the case of Head Constables, followed by wives of police personnel, Constables and PSIs.
2. Symptoms of stress were found to vary with age and the job category of police personnel. For example, in the case of Constables the first symptom of stress appeared between 21 to 25 years of age, for Head Constables between 41 to 45 years, and for officers (PSI) between 36 to 43 years of age.

3. As far as stress related illnesses were concerned, stomach ache was noted to be higher among Constables, and back ache among Head Constables, PSIs and wives of police personnel. Obesity was the most prevalent outcome of prolonged stress in all the four categories.
4. Smoking as a symptom of stress was found to be higher among Constables (46.72 per cent ), followed by Head Constables (39.01 per cent).

In the light of the findings, the author concluded that stresses produce not only physical and mental disorders but also adversely affect the normal and effective functioning of the police department. It has been suggested that as in the USA, in India too, meaningful programmes such as stress management in law enforcement (SMILE) should be organised for the benefit of police personnel. Such programmes should be comprehensive and cover organisational inter-personal and inter-personal issues related to the target group. Another implication of the study according to the author is the need for periodical diagnosis of stress and related symptoms to reinforce improved functioning of the system and enhance the health as well as job satisfaction of police personnel.

A micro study (Ramachandran, 1989) on Constables in Ahmedabad highlight the type of disease, age-wise and group-wise. It has been assumed that stress related diseases are higher among police personnel as compared to the rest of society and hence steps should be taken for reducing stress among police personnel.

#### **SAMPLE**

The study sample consisted of fifty-five policemen, working in five police stations of Hyderabad City. The police stations were randomly picked up. And the police personnel were also selected on random basis and their ages ranged from twenty five to forty five. All were males. The ranks of policemen in the sample ranged from Constables to Inspector. It was also ensured that all the subjects had been involved in regular field duties and exposed to routine investigation and law and order situations.



## QUESTIONNAIRES

A 25 point questionnaire was structured basing upon the 10 point scale self-assessment exercises developed by Girdano and Everley Jr. The subjects had to respond by tick-marking the relevant items in the multiple choice answers, provided for each question. Subjects were also assured of the anonymity of their names and responses. The questions included the ingredients of personality related and job related aspects. The questions also focused on areas of family life and self-development vis-a-vis the nature of police job.

## ANALYSIS AND INTERPRETATION

To each stress question, the subject had to respond to any one of four multiple answers i.e., (a) almost always true (b) often true (c) somewhat true and (d) almost never true. The multiple choice answers from "a" to "d" were given points 4,3,2, and 1 respectively.

That way maximum score came to 100 for each subject and minimum 25 (for 25 questions in each questionnaire).

All the answered questionnaires of 55 subjects were tabulated and analysed. The degree of vulnerability to stressors was measured basing upon the stress profile scale given in the Table-I.

TABLE-I  
STRESS PROFILE SCALE

| S No | Degree of vulnerability to stressors | Scores |
|------|--------------------------------------|--------|
| 1.   | High Vulnerability to stressors      | 100-63 |
| 2.   | Moderate vulnerability to stressors  | 62-50  |
| 3.   | Low vulnerability to stressors       | 49-26  |

The scores of 55 subjects were plotted and the number of subjects falling under each degree of vulnerability is shown in Table-II

TABLE-II  
DEGREE OF VULNERABILITY

| S No | Number of subjects | Degree of vulnerability to stressors |
|------|--------------------|--------------------------------------|
| 1    | 47                 | High                                 |
| 2.   | 8                  | Moderate                             |
| 3.   | 0                  | Low                                  |

(NOTE: This profile is an educational tool and was intended to promote basic health education. It is no way designed to be substitute for the diagnostic procedures used by the physicians or psychiatrists or psychologists).

The above general stress profile shows that 84% of police personnel are highly vulnerable to stressors and the remaining 16% moderately. There is no one under low category.

The stress experienced by the police personnel in order of priority IS SHOWN (basing upon the totaling of scores obtained by the subjects in each item) as below:

1. Insufficient time for family
2. Heavy workload in little time
3. Residential/accommodation problems
4. Working hours/conditions
5. Lack of confidence from superiors
6. No time for self-intellectual development and for recreational/social activities.
7. To keep everyone satisfied

8. Risky/insecure situation
9. Problems in job coordination and lack of clarity in expectations.
10. Coping with superiors
11. Other demands for time conflict with each other
12. Schooling for children/insomnia/irregular diet
13. Frequent transfers
14. Getting on with colleagues
15. Pay and allowances
16. Dealing with mobs
17. Getting on with subordinates
18. Conflicts with other departments/sections
19. Dealing with journalists
20. Dealing with politicians
21. Dealing with pressure groups

From the data, it has become possible to show which are the high factors and which are low factors for causing stress. These may be seen in Tables-III and IV.

**TABLE-III**  
**MAJOR FACTORS OF STRESS**

| S No | Question number. | Stressor  | Combined total (for all subjects) |
|------|------------------|---|-----------------------------------|
| 1.   | 13               | Insufficient time for family                      | 212 points                        |
| 2.   | 1                | Heavy work load to be accomplished in little time | 200 points                        |
| 3.   | 14               | Residential/ accommodation problems               | 96 points.                        |

**TABLE - IV**  
**LOW FACTORS OF STRESS**

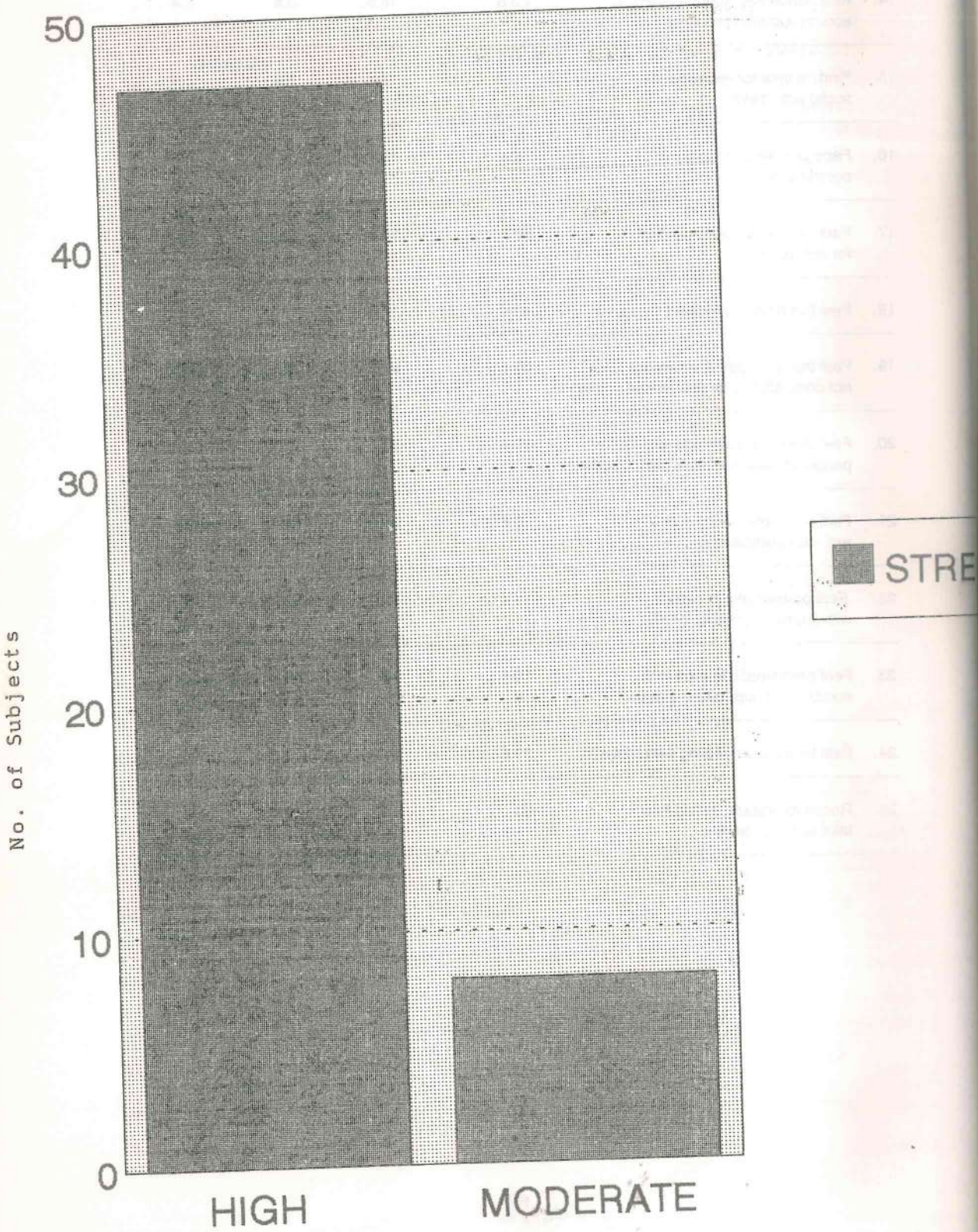
| S No. | Question number | Stressor                    | Combined total (for all subjects) |
|-------|-----------------|-----------------------------|-----------------------------------|
| 1.    | 23              | Coping with pressure groups | 115 points                        |
| 2.    | 22              | Dealing with journalists    | 121 points                        |
| 3.    | 21              | Dealing with politicians    | 131 points.                       |

## STRESS

| Q.No . | Determiner  | Number of subjects ( figures in percentage - approx) |                    |            |               |                   |
|--------|---|--|--------------------|------------|---------------|-------------------|
|        |   | How often do you                                     | Almost always true | Often true | Somewhat true | Almost never true |
| 1.     | Feel too much to do with too little time in which to do it?       |  | 71                 | 10.8       | 9             | -                 |
| 2.     | Feel problematic to cope with your superior officer?              |  | 45.8               | 26         | 10.8          | 12.6              |
| 3.     | Feel problematic to cope with your colleagues?                    |  | 35                 | 17         | 24.2          | 18.8              |
| 4.     | Feel that your superior is lacking confidence in you?             |  | 54.8               | 20.6       | 13.4          | 7.2               |
| 5.     | Feel problematic to get on with your subordinates?                |  | 35                 | 10.8       | 33.2          | 13.4              |
| 6.     | Try to keep everyone satisfied but can't?                         |  | 60.2               | 13.4       | 10.8          | 7.2               |
| 7.     | Feel that there is no clarity about what is expected of you?      |  | 54.8               | 12.6       | 20.6          | 9                 |
| 8.     | Feel that other demands for your time conflict with each other?   |  | 47.6               | 17         | 17            | 12.6              |
| 9.     | Feel that there is no time for personal intellectual development? |  | 63.8               | 7.2        | 15.2          | 5.4               |
| 10.    | Feel worried about any-time-happen/frequent transfer?             |  | 42.2               | 13.4       | 18.8          | 20.6              |
| 11.    | Feel unable to cope with working hours/conditions?                |  | 65.6               | 9          | 12.6          | 5.4               |
| 12.    | Feel concerned about working in risky/insecure situations?        |  | 60.2               | 10.8       | 15.2          | 5.4               |

|     |   |      |      |      |      |
|-----|---|------|------|------|------|
| 13. | Feel helpless to provide sufficient time for family?                          | 83.6 | 3.6  | 5.4  | -    |
| 14. | Feel concerned about residential/ accommodation problems?                     | 63.8 | 18.8 | 3.6  | 5.4  |
| 15. | Find no time for recreational/ social activities?                             | 60.2 | 17   | 7.2  | 5.4  |
| 16. | Face problems in job coordination?  | 56.6 | 13.4 | 13.4 | 10.8 |
| 17. | Feel worried about schooling for children?                                    | 51.2 | 10.8 | 13.4 | 15.2 |
| 18. | Feel like having sleepless nights?  | 49.4 | 10.8 | 15.2 | 18.8 |
| 19. | Feel that your pay & allowances are not compatible with your social position? | 36.8 | 9    | 35   | 15.2 |
| 20. | Feel like having conflicts with the people of other sections/ departments?    | 31.4 | 3.6  | 38.6 | 20.6 |
| 21. | Feel problematic to pull on well with politicians?                            | 20.6 | 24.2 | 22.4 | 26   |
| 22. | Feel problematic to cope with journalists/media men?                          | 17   | 15.2 | 33.2 | 27.8 |
| 23. | Feel problematic to cope with social workers/pressure groups?                 | 10.8 | 17   | 40.4 | 26   |
| 24. | Feel tense while dealing with mobs?   | 38.6 | 10.8 | 20.6 | 26   |
| 25. | Resort to irregular eating habits/ take unbalanced diet?                      | 53   | 7.2  | 10.8 | 26   |

# DEGREE OF VULNERABILITY TO STRESS



## **SUGGESTIONS**

Stress is a necessary, positive force. We cannot work effectively or even maintain good health and a sense of well-being without a fair amount of it (Adams John, D., "Understanding and Managing Stress", 1980). If we have insufficient stress in our lives, we may 'rust out'. However, stress becomes a major problem when we are bombarded with too much work or too many disruptions and surprises. When we experience this situation, we may 'burn-out'.

In the light of the above few lines, the outcome of the present research study raises some important issues that have bearing over police efficiency, police image and the expectations of the society towards the police department as a whole.

The study reveals that 84% of the policemen are highly vulnerable to stressors and only 16% are moderately vulnerable to stressors. Low degree carries zero points.

High degree of vulnerability leads to undesirable manifestations of strain, such as hypertension, increased smoking or drinking, irritability, depression, sleep problems and so on. Living with these evidences of strain over a prolonged period lowers the resistance to illness and decreases morale and effectiveness at work.

The analysis also shows that there are three factors, which mostly contribute to stress. They are (a) insufficient time for family life, (b) heavy work load to be accomplished in little time and (c) accommodation/residential difficulties. Due to prolonged and lack of definite hours of duty, the police personnel seldom find any time to look after their family. The current trends in crime show that the police have to cope with increasing amount of work with the same strength of staff and within the limited time. Since the research was conducted in the city of Hyderabad, the policemen do have accommodation problems as the organisation cannot cater 100% satisfaction of housing needs. Due to high rents and the indifference on the part of the public to let out houses also contribute to stress.



Another surprising revelation is that despite the fact that the police very often complain of political interference, their dealing with the politicians appears to be only a moderate stress causing factor.

Keeping in view the high scores for high vulnerability to stress, it is urgently required on the part of the organisation to examine various modalities so as to alleviate the stressors. At the same time, most of the policemen need to inculcate self-training and other coping mechanisms. However, in this research study, the impact of stress on the productivity in terms of policing was not studied and hence the need for more research in this area.

### **STRESS AND HUMAN RIGHTS VIOLATIONS**

Police violence generally takes place while they are performing their role of crime fighters. It is a paradox to realise that why the policemen, who have dedicated their lives to protect and safeguard the rights of the people, violate the Human Rights by committing violent acts through misuse, abuse and transgression of their powers. There is no doubt that the police are given enormous powers and discretion to protect the rights of the people and to maintain Rule of Law. This gives them several opportunities to meddle with the liberties of the people. But, there is no uniformity in the use of discretion. Therefore, there is a general, if not widespread, impression that the police in different states of the country, rarely seem to have been particular to respect and regard the need to uphold the Human Rights. Almost all the Police Commissions set up by various states, not to speak of the constitutional provisions on fundamental rights, directive principles of state policy and various international charters and covenants, have highlighted specific aspects of the problem of Human Rights violations by the police in terms of use of third degree methods, custodial deaths, false encounters, meddling with personal liberty, denial of the rights on account of sex, caste, creed language and religion, etc. The police, being the legal and strong arm of the government, wield a lot of coercive powers only with a view to safeguarding the rights of the citizens in the society. But yet, what makes the police, the upholders of law to turn into violators of law?

## **CAUSES FOR VIOLATIONS**

Many police scientists advocated various reasons for police brutality. Criminalisation of political processes, unabashed use of violence to achieve political ends and complete disregard for the Rule of Law by those in authority and interdependence of political authority and the police, are said to be some of the causes. Dr.S.Subramanian opined that the law & order would not go hand-in-hand and often work at cross purposes. When threatened by terrorists and others, the society clamours for quick elimination of these threats by the police at all costs. Where immediate results are demanded and no questions are asked about the 'means', the law enforcers become the law breakers. To maintain the image of having the upperhand over these elements, the police frequently resort to questionable and illegal methods. Bereft of modern means of crime detection, devoid of public cooperation and utilising archaic judicial procedures, the police tend to attain quick results through third degree. Surveys reveal that the general public are also not averse to police using violence against 'criminals'. The policemen at lower levels also suffer under an unbearable pressure of the police hierarchy, which lays premium on achievement of targets at any cost.

Other causes which propel the policemen to violate Human Rights are politicisation of crime, decline in professional standards, inadequate training, lack of supervision, fall of values and ethics, criminal tendencies of the police and other socio-cultural factors. Working conditions is also supported to be another cause. Clinical psychologists support the fact that working conditions play a vital role in promoting efficiency. But in reality, the working conditions of policemen at lower level are deplorable. The hours of duty are long and irregular. All these factors result in low self-esteem, which in turn leads them to use force more often.

## **STRESS AS ONE OF THE CAUSES**

In addition to the causes enumerated in the previous para, stress amongst policemen acts as major propellant in triggering the violent and inhuman tendencies. In simple terms, stress is made up of symptoms which occur as a result of events or situations, which in the work place may involve colleagues, supervisors, work-loads and so on, that one perceives as a threat to one's health.

In a micro-study conducted by Ramachandran (1989) on Constables in Ahmedabad, it was found that, "almost all the police force indulge in smoking. Excessive smoking and consumption of stimulants cannot aid in the alleviation of stress. Gloominess and erratic work habits, sleeping while on duty, abusive behaviour, reckless driving of public vehicles and not attending to prisoners, are examples of the effects of stress." Gerald Loren Fishkin, in his book, "Police Burnout", while referring to hundreds of active case histories of police officers and other public safety personnel treated for stress, lists, among others, the following effects of chronic stress:

- Combativeness,
- irritability,
- impulsiveness,
- hostility,
- frustration especially with suspects, victims, witnesses, peers and top brass.
- Arrogant behaviour
- Personality break-down,
- regressive behaviour
- Loss of interest in hobbies.

Fishkin also interprets, "..... tension release may serve to assist the officer in discharging frustration and anxiety, but often reinforces the belief that society needs to be controlled. After all, if the officer feels this way when dealing with the population at large, then others must share the same attitude also. The effect of this over-generalisation serves to skew the working officer's perceptions of society as a whole. The freedom of the officer to violate the very law that he is empowered to enforce not only adds to the feeling of omnipotence, but also helps to advance the belief that there is no basic right, that authority is precarious or capricious. Heavy-handed officers may be found in many police departments." According to Girdano and Everly Jr., "the psychological mechanisms of the mind are thrown into turmoil during stress. A moved disturbance is often one characteristic of the stress reaction. During stress, it is common to have feelings of confusion, fear, extreme emotional sensitivity and ego threat."

Thus, stress has become almost an unavoidable problem for policemen during their work. There are some schools of thought according to which the police work because of ever present danger and frequent emergent response is a highly stressful occupation which subjects police officers to greater amounts and unique sources of stress than other occupations. Therefore, it has been argued that the policemen are at a much higher risk for stress-related disorders than other occupational groups. According to Reiser and Klyver, "police organisations most often operate in a quasi-military fashion and are legally accountable for the actions of their officers because it may affect the reputation of the department. An officer's off-duty conduct may become the subject of scrutiny. Behaviour at an off-duty party, for example, might be classified as conduct unbecoming an officer if it created embarrassment to the department (Blackmore,1978)...." Another area that may involve unique problems for police is in the use of force. Police officers are one of the few groups in our society that may use physical force over citizens in the course of their work. An officer who is experiencing impulse control problem may inappropriately use force on a citizen. Even in traditional areas of police work, increasing demands and accountability for action have become more common as a result of community pressure, political pressure and law suits. Considering range of power and control that police officers are granted - from temporarily depriving some one of basic rights to using physical force (upto and including shooting) - any stress difficulties an officer experiences may have serious consequences because, as has been noted, stress often interferes with decision-making and may contribute to inappropriate acting-out (Blackmore, 1978; Farmer & Monaham, 1980).

The A.P. Police Commission of 1984 mentioned in its report that "many people tend to come in direct contact with police only during unhappy circumstances and most of the times a citizen approaches the police in a distress situation. Naturally in such a situation, the citizen expects a patient hearing and a sympathetic indication of possible police response and relief. If during this phase of important citizen's conduct, the personnel in uniform exhibits absence of sympathy and understanding and projects a hostile, rude and unhelpful attitude, it contributes a lot to the tarnishing of the image." It is here, in such circumstances, there is every possibility that the policemen, who, while working at police station under stressful atmosphere, act-out inappropriately, resulting in the harassment of the complainants and victims. The

National Police Commission came out with startling observations when it stated, "the manner in which the police officers at the lower level behave is conditioned by the manner in which the police officers themselves are treated by their own higher-ups in the force. Therefore, there is simultaneous need to reform in intra-departmental behaviour and conduct of police officers towards lower ranks."

Thus it has been an established fact that the police professionals are susceptible to various stressors and these stressors cause detrimental effects not only to the policeman himself and the police organisation, but also to the society as a whole when the infringement of Human Rights occur at the hands of the policemen.

Keeping in view the Human Rights violations many remedial measures ranging from ethical policing to social service and from welfare to public relations, have been contemplated. But as far as alleviation of stress is concerned, required emphasis has to be given at the level of personal as well as organisational interventions. The policemen should cultivate self-training and other coping mechanisms. It is also high time at present in India that the police department should seriously contemplate over recruitment of police psychologists or police therapists so that they can study the psychological aspects of policemen's behaviours and solve the problems through clinical and counselling remedies. In Western countries, training in stress management has been found to be very useful. Training of this sort normally entails inoculation preparation, discussion of the dynamics of the stress mechanisms, early warning signs of maladaptive stress, awareness of options, problem solving remedies and direct stress-reduction techniques. Another area of training that should be stressed is supervisory training. Police training should involve new areas like leadership styles, motivation of employees, listening skills, counselling skills, stress awareness, management for employees, discipline without punishment, communication skills, teaching and training, team-building, planning and organising, time management, goal setting, conflict resolution, inner-group relations, decision-making and dealing with weaker sections of the society. It is also relevant to think of psychological assessments before recruiting personnel for police jobs. In some of the Western countries, there is a current focus on reactions to stress, the development of symptoms of distress and the search for possible predictors of stress proneness that can be used at the initial selection phase. Some of the research issues of interests in the interface between

stress and selection are hardiness and resistance (Kobasa, 1979), life changes and susceptibility to illness (Holmes & Mosuda, 1974), and personality styles linked to cardiovascular diseases (Friedman & Rosenman, 1974). The other issues of interests which influence the selection criteria, are the effects of quasi-military structure on training and acculturation factors that shape the officers' attitudes and values over the time and the question of integrity.

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**DISCIPLINE AND PSYCHOLOGY**

"There are three essential requirements for waging war.

They are

- Good military discipline
- Health discipline
- Fire discipline"

- *Field Marshal Montgomery.*

Discipline is the cement which holds the force together. Discipline is one of the rocks on which good morale is built. In uniformed forces like police discipline plays a vital role. It is necessary for the success of leadership.

Police scientists opine that leadership is a blend of (i) man management and (ii) discipline. Man management refers to officer-men relations. Superior administers the unit and he also cares for his men. On the other hand men care for their officer.

According to theorists and scholars, discipline is not rigid and one way system. It incorporates both strictness and gentleness. It means father's strong arm as well as mother's gentle approach.

Without discipline, the unit will go astray. Indisciplined force will not be fit enough to tackle any law and order problem. It is only through discipline, the force accepts leadership. General de Gaulle once said, "Although soldiers carry within themselves a thousand and odd seeds of diversity .... men, in their hearts can no more do without being controlled than they can live without food, drink or sleep. Discipline is thus the basic constituent of all armies but its form must be shaped by the conditions and moral climate of the times." According to British training manual, "a standard of discipline will be required which is based on understanding, sympathy and commonsense, and in tune with modern conditions...."

Field-Marshal Slim said, "It is only discipline that enables men to live in a community and yet retain individual liberty .... You can have discipline without liberty but you cannot have

liberty without discipline." The follower contributes discipline - to the success of leadership, although it is the leader who has to help him to discipline in the first place. Besides habits, the good follower also contributes his good morale - his readiness to follow leadership.

There are two kinds of discipline:

- i) Self-imposed discipline
- ii) Enforced discipline.

Self-imposed discipline comes from within. The men impose themselves rules and regulations. They abide by them enforced discipline results through inflictment of punishment when the men do not follow rules and regulation. But, discipline, that is largely punitive, lacking in warmth and consistency, can lead to defects in character. These defects are incorporated into the individual's personality as normal and acceptable. As a result, guilt is not experienced when acting-out is based on these values (Reiser, Martin). While commanding a unit, a good leader should know how to keep his force disciplined.

Some past experiences reveal that the following factors contribute to the growth of indiscipline in police forces:

- Deteriorating working conditions
- Inadequate accommodation
- Long hours of duty
- Understanding and work-load
- Lack of welfare measures
- Inadequate promotional opportunities
- Political patronage
- Partisan politics
- Communalism/casteism/regionalism

Earlier years have witnessed some unfortunate instances. Turned indisciplined, the police in Madras took to agitation in 1953. The agitators were demanding better working conditions. Due



to ill-treatment by the superior officers, Lucknow police revolt resulted in 1957. For the redressal of their grievances, the policemen revolted in Delhi in 1966. The mutiny occurred in the UP's Provincial Armed Constabulary (PAC) in 1973. The reason cited was lack of welfare measures in the police department. Bihar Military Police resorted to mutiny in 1977 on the ground that the superior officers had been rude with their men. There were also acts of police indiscipline in Haryana, M.P., Rajasthan, Kerala, Maharashtra, A.P., Tamil Nadu, Orissa, Gujarat, Central Reserve Police Force and Central Industrial Security Force units.

The aforesaid ten factors were taken into consideration while conducting the research on the degree of discipline existent among the police force.

### **SAMPLE**

The sample consisted of seventy-nine policemen, working in four police stations of Hyderabad city. The police stations were selected on random basis and their ages ranged from twenty four to fifty two. The ranks ranged from that of Constable to Sub-Inspector. It was also ensured that all the subjects in the sample had been involved in regular and special law and order duties.

### **QUESTIONNAIRES**

A ten point questionnaire was structured basing upon the ten point scale self-assessment exercises developed by Girdano and Everly Jr. The subjects were requested to respond by tick-marking the relevant items in the multiple choice answers, provided for each question. Subjects were also assured of the anonymity of their names and responses. The questions included the ingredients of discipline related aspects.

### **INTERPRETATION OF DATA**

As earlier stated, the subjects were required to respond to any one of four multiple answers provided under each discipline related question. The answers being

- (a) Yes, to a large extent
- (b) Yes, but to a moderate extent
- (c) Yes, but only to a negligible extent
- (d) No

The multiple choice answers from (a) to (d) were given points 4,3,2 and 1 respectively. Hence maximum score came to 40 to each subject and minimum 10 (for 10 questions in the questionnaire).

All the answered questionnaires of 79 subjects were tabulated and analysed. The degree of discipline was measured basing upon the following scale.

| S No | Degree of Discipline | Scores |
|------|----------------------|--------|
| 1.   | Low discipline       | 40-26  |
| 2.   | Moderate discipline  | 25-21  |
| 3.   | High discipline      | 20-10  |

The scores obtained by 79 subjects were plotted and the number of subjects falling under each level is shown as follows.

| S No. | No. of subjects | Degree of Discipline |
|-------|-----------------|----------------------|
| 1.    | 65              | Low                  |
| 2.    | 13              | Moderate             |
| 3.    | 1               | High                 |

The factors which are detrimental to discipline in order of severity were determined basing upon the totalling of scores obtained by the subjects in each item, which are as follows:

1. Increasing political interference/partisan politics
2. Inadequate accommodation
3. Increasing workload with less staff
4. Deteriorating working conditions
5. Long and indefinite hours of duty

6. Inadequate promotional opportunities
7. Lack of adequate medical facilities
8. Communalism/casteism/regionalism
9. Lack of good superiors
10. Lack of welfare measures

From the data, it was also determined as to which factors are responsible for low discipline and which are high discipline determiners.

**FACTORS OF LOW DISCIPLINE**

| S.No. | Q.No. | Factor                                       | Combined total<br>(for all subjects) |
|-------|-------|--|--------------------------------------|
| 1.    | 8     | Political interference/<br>partisan politics | 253 points                           |
| 2.    | 2     | Inadequate accommodation                     | 251 points                           |
| 3.    | 4     | Workload and inadequate<br>staff             | 248 points                           |

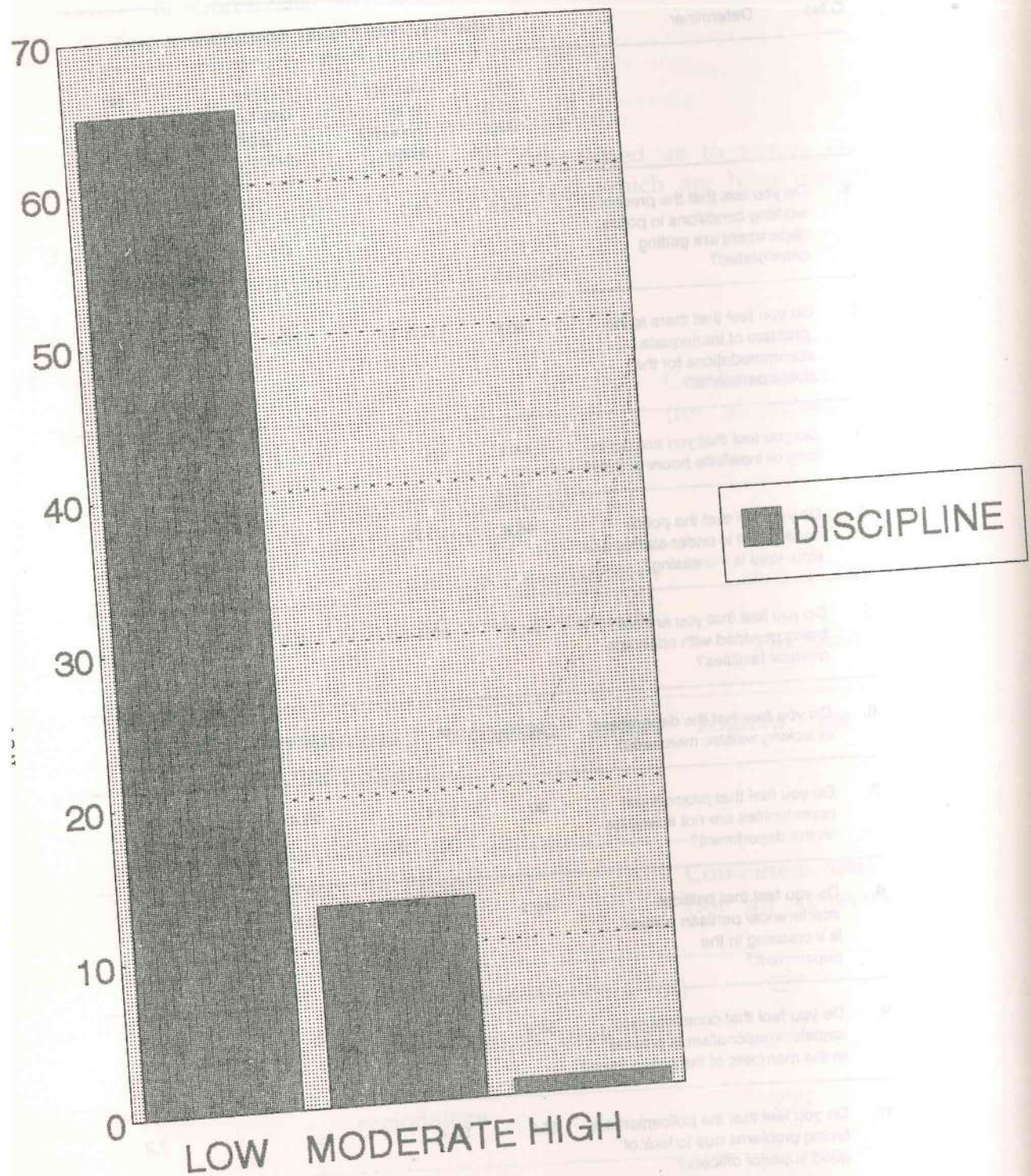
**OTHER DETERMINERS SCORING LEAST POINTS ON  
INDISCIPLINE SCALE**

| S No. | Q No. | Factor                               | Combined total<br>(for all subjects) |
|-------|-------|--------------------------------------|--------------------------------------|
| 1.    | 6     | Welfare measures (lack of)           | 227                                  |
| 2.    | 10    | Good superiors (lack of)             | 233                                  |
| 3.    | 9     | Communalism/casteism/<br>regionalism | 239                                  |

## DISCIPLINE

| Q.No . | Determiner  | Number of subjects ( figures in percentage - approx) |                               |                                     |     |
|--------|---|--|-------------------------------|-------------------------------------|-----|
|        |   | Yes, to a large extent                               | Yes, but to a moderate extent | Yes but only to a negligible extent | No  |
| 1.     | Do you feel that the present working conditions in police department are getting deteriorated?    | 45.6   | 25.2                          | 20.4                                | 7.2 |
| 2.     | Do you feel that there is the problem of inadequate accommodations for the police personnel?      | 40.8   | 37.2                          | 16.2                                | 3.6 |
| 3.     | Do you feel that you are put in long or indefinite hours of duty?                                 | 44.4   | 24                            | 21.6                                | 9   |
| 4.     | Do you feel that the police department is under-staffed and work-load is increasing?              | 46.8   | 25.2                          | 19.2                                | 7.2 |
| 5.     | Do you feel that you are not being provided with adequate medical facilities?                     | 28.8   | 50.4                          | 12.6                                | 6   |
| 6.     | Do you feel that the department is lacking welfare measures?                                      | 22.8   | 48                            | 20.4                                | 7.2 |
| 7.     | Do you feel that promotional opportunities are not adequate in the department?                    | 30   | 50.4                          | 15.4                                | 6   |
| 8.     | Do you feel that political interference/ partisan politics is increasing in the department?       | 49.2   | 24                            | 20.4                                | 4.8 |
| 9.     | Do you feel that communalism/ casteism/regionalism is present in the members of the police force? | 34.8   | 39.6                          | 15                                  | 9   |
| 10.    | Do you feel that the policemen are facing problems due to lack of good superior officers?         | 25.2   | 50.4                          | 15                                  | 7.2 |

# EGREE OF DISCIPLINE



## MORALE AND PSYCHOLOGY

*"The morale of the soldier is the greatest single factor in war"*  
- Field-Marshal Montgomery

*"The morale is to the physical as three is to one"*  
- Napoleon

It has been said that personal morale is sustained by physical factors; and by mental factors which are the most important. Morale is that thing which makes one wanting to do what he has to do. If morale is lacking, the force can't perform their job effectively. Because, lack of morale loosens confidence in one's ability.

According to some psychologists, morale has three aspects viz., intellectual, emotional and social. Intellectual morale is a man's conviction that what he is doing now, helping to get him eventually some thing that he wants. Emotional morale refers to zest that goes with health and confidence, enabling a man to perform effectively the job that lies immediately before him. Social aspect of morale relates to a man's fundamental feelings of agreement with his superior officers and with others with whom he cooperates - a feeling that there are not fatal cross- purposes working within his unit.

Morale is not a general trait of personality, which some men have in large degree and others not. It is simply the man's relation to a particular job or the particular requirements of his life. A policeman's morale is high if he knows what his objectives are and if he believes that they are attainable and worthwhile. His morale is high if he has confidence that others consider his objectives important and especially if he is confident that his leaders believe in them and will continue to work toward them even when the going is hardest.

Therefore, the establishment of morale is obviously a problem of using the needs which the man already has and of trying some of them into his job, by training and by the arrangement of external conditions so that he finds himself doing in his job the sort of things that he likes to do or attaining through his job the sort of satisfaction that are important to him. It is

really the secret of successful performing - to have confidence in the ability to cope with whatever the future may bring.

It can be said that bad morale always arises from frustration. If good morale is wanting to do what we have to do, then, when we do not want to do what we have to do, we are frustrated. How can we get rid of such frustration? Sometimes by removing the obstacles that cause it or by having them removed like getting warm when feeling cold, getting letters while lonely, being important if felt inferior. Sometimes by getting hold of another need and substituting it for the frustrated one, like letting pride overcome fatigue, or identifying oneself with his leader or his unit in the achievements of either.

In general, the growth of morale is nothing but the process of adjustment. During the course of training, the newly recruited policeman begins to get interested and to experience successes. He learns many things. As these things grow into habits and as the new habits become more and more familiar, they become more and more autonomous and are pleasant to perform and do not require external motivation. But, adjustment, though difficult, may be made easier by a skillful leader who knows how to establish morale in his unit.

Inculcation and sustenance of morale is largely dependent upon superior officers because of their unique and dominant position as the leaders of the force in their respective units. A police leader can make or break the morale of the men he commands. That is because, he has power as well as the responsibility that goes with power. His men can be hungry, cold, tired, worried and without much chance for recreation, and can still have good morale, if they have been trained to think of hardships as 'normal' on various tasks and if they know that their leader shares these difficulties with them and is constantly working for them. They can face death at his command if they are sure that death is necessary to accomplishment - if they know that he is competent and willing to lead the way into the danger. The role of the leader is that of a commanding servant. A capricious, selfish leader who commands without serving, who treats his men as machines for executing orders, can never have good morale.

So, the leader must think about his men and their needs, identifying himself with them. He must show that he knows

their dominant needs, recognises each man and uses his name, makes it clear that he notes every good performance.

Keeping in view the seminal role of morale, the present study has been carried out to find out the degree of morale in the police force. To measure the degree of morale, ten parameters were selected, which are the determiners of morale. They are as follows:

i. **Water and Food:** During most of the law and order situations, the policemen will be on indefinite and continuous duty. Some times, the prolonged duration of duty may stretch to even weeks at one go. Then the force will face the problems of water and food, which are basic physiological needs, in terms of Abraham Maslow's theory. When the men are thirsty and hungry, they tend to become irritable and jittery: they are also likely to be aggressive and quarrelsome, projecting their troubles on others, finding fault where no fault lies.

ii. **Cleanliness:** Being clean builds morale. While on duty in law and order situations, the men are posted on fixed guard duty at sensitive places. Some times, the place of duty does not seem clean. The fixed sentry guard is required to stay on the point. Lack of cleanliness will bring down morale. Dirty and untidy force will have high sick rates. If some members of the unit fall sick, it will lead to poor morale in whole unit.

iii. **Affection/Protection:** Feeling of affection always carries forward morale. It keeps the esprit d'corps alive. If the superiors are affectionate to their men, their loyalty is also strengthened. The men also feel protected when they are provided with shelter. Sometimes accommodation problems bring down the morale of the force. Men in dangerous situation always prefer warmth to coolness and will put up with the poorest ventilation to secure it. If they cannot find warmth, they are likely to become fearful and anxious. This warmth psychologically represents affection and protection to the members of the police force.

iv. **Rest and Comfort:** The tired and the sleepy men are irritable. They are readily exasperated, quick to anger and easily frightened. Their morale is low. They lose sight of the larger issues. They cannot plan well nor anticipate action clearly. Not many men can stay awake all night while on continuous duties. So the men need rest and sleep. Eventhough, while on protracted



duties, they should have rest and sleep as soon as it becomes possible.

**v. Information and briefing:** Information plays an important role in keeping up the morale. While on law and order duties, the men expect news what is happening in other areas of the locality. They also need briefing. As and when possible, the superior officers should inform them what has occurred and what is going on and at the same time give proper briefing about the duties, expected of them. Uncertainty brings down the morale. Realistic news boosts up the morale of the force.

**vi. Recreation:** Boredom is an enemy of morale, variety its friend. The different activities of a policeman provide a great deal of variety, but unfortunately for morale they are all alike in one respect - they are all prescribed duties. He needs some time when he is free to choose activities for his own. So there should be leisure in the life of a member of the force and a wide variety of means for employing it according to his own inclinations. A camp- may be guard room, mess, barrack or any temporary settlement - should provide books, magazines and newspapers. Recreations that increase proficiency at job will serve a double purpose in morale.

**vii. Self-importance:** Everyone needs to feel important. This is a basic need. A man who loses respect for himself is lost as a useful member of society. Same is very true in case of policeman. The morale of the men suffers when they feel unimportant.

**viii. Group Solidarity:** Companionship and team spirit will boost up the morale of the force.

**ix. Leadership:** Because of his unique and dominant position the leader of a unit can make or break its morale. That is because he has power as well as the responsibility that goes with power. His men can be hungry, cold, tired, worried and without much chance for recreation, and can still have good morale, if they have been trained to think of hardships as 'normal' on strenuous law and order duties and if they know that their leader shares these duties with them and is constantly working for them.

**x. Job satisfaction:** The feeling that one is suitable for that particular job he holds, is important. The finding of the right

job for the right man is necessary for morale. A policeman is more likely to be content if he has something he can do well, a job that uses his abilities as effectively as ever they could be used.

The aforesaid ten determiners have been taken into consideration while conducting the study on the degree of morale existent among the force.

#### **SAMPLE**

The sample consisted of seventy four policemen, working in four police stations of Hyderabad city. The police stations were picked up randomly. The police personnel were also selected on random basis and their ages ranged from twenty five to fifty. The ranks ranged from that of Constable to Sub-Inspector. It was also ensured that all the subjects in the sample had been involved in regular and special law and order duties.

#### **QUESTIONNAIRES**

A ten point questionnaire was structured basing upon the ten point scale self-assessment exercises developed by Girdano and Everly Jr. The subjects were required to respond by tick-marking the relevant items in the multiple choice answers, provided for each question. Subjects were also assured of the anonymity of their names and responses. The questions included the ingredients of morale related aspects.

#### **INTERPRETATION OF DATA**

As earlier stated, the subjects were required to respond to anyone of four multiple answers provided under each morale related question. The answers being (a) almost all the time (b) most of the time (c) now and then and (d) never faced any problem. The multiple choice answers from (a) to (d) were given points 4,3,2 and 1 respectively. That way, maximum score came to 40 to each subject and minimum 10 (for 10 questions in each questionnaire).

All the answered questionnaires of 74 subjects were tabulated and analysed. The degree of morale was measured basing upon the following scale:

| S No. | Degree of Morale | Scores |
|-------|------------------|--------|
| 1.    | Low Morale       | 40-26  |
| 2.    | Moderate morale  | 25-21  |
| 3.    | High morale      | 20-10  |

The scores obtained by 74 subjects were plotted and the number of subjects falling under each degree of morale is shown as follows:

| S.No. | No. of Subjects | Degree of Morale |
|-------|-----------------|------------------|
| 1.    | 49              | Low              |
| 2.    | 18              | Moderate         |
| 3.    | 7               | High             |

Percentage-wise, 66% of the police personnel are suffering from low morale, 24% have morale in moderate degree and only the remaining 10% are showing high morale.

The factors which are detrimental to morale in order of severity were determined basing upon the totalling of scores obtained by the subjects in each item, which are as follows:

1. Lack of job satisfaction
2. Water and food problems while on duty
3. Lack of group solidarity
4. Lack of information and briefing
5. Unclean surroundings
6. Lack of proper leadership
7. Lack of recreation
8. Lack of self-importance
9. Lack of affection/protection
10. Lack of rest and comfort

From the data, it was also determined as to which factors are responsible for low morale and which are high morale determiners.

**MAJOR FACTORS OF DEMORALISATION**

| S No | Factor                   | Combined Total<br>(for all subjects) |
|------|--------------------------|--------------------------------------|
| 1.   | Lack of job satisfaction | 230 points                           |
| 2.   | Water and food problems  | 219 points                           |
| 3.   | Lack of group solidarity | 218 points                           |

**FACTORS OF HIGH MORALE**

| S No | Factor               | Combined Total<br>(for all subjects) |
|------|----------------------|--------------------------------------|
| 1.   | Rest and comfort     | 177 points                           |
| 2.   | Affection/Protection | 179 Points                           |
| 3.   | Self-importance      | 187 points                           |

**ANALYSIS**

From the above study, it is clear that job dissatisfaction has been the major reason for causing demoralisation among the police force. This inference can be supported by earlier studies also. In 1974, Lefkowitz conducted a study by using standardized measuring instruments eg the job descriptive index, the supervisory behaviour description questionnaire etc. and found the police to be more uniformly dissatisfied with all job aspects measured than were industrial workers. Another study by Reiss (1967) is in substantial agreement that the police tend to be relatively more satisfied with the type and variety of work they do and

while working with people (especially their co-workers and supervisors) and relatively more dissatisfied with their pay, work schedules, promotional examinations and service ratings.

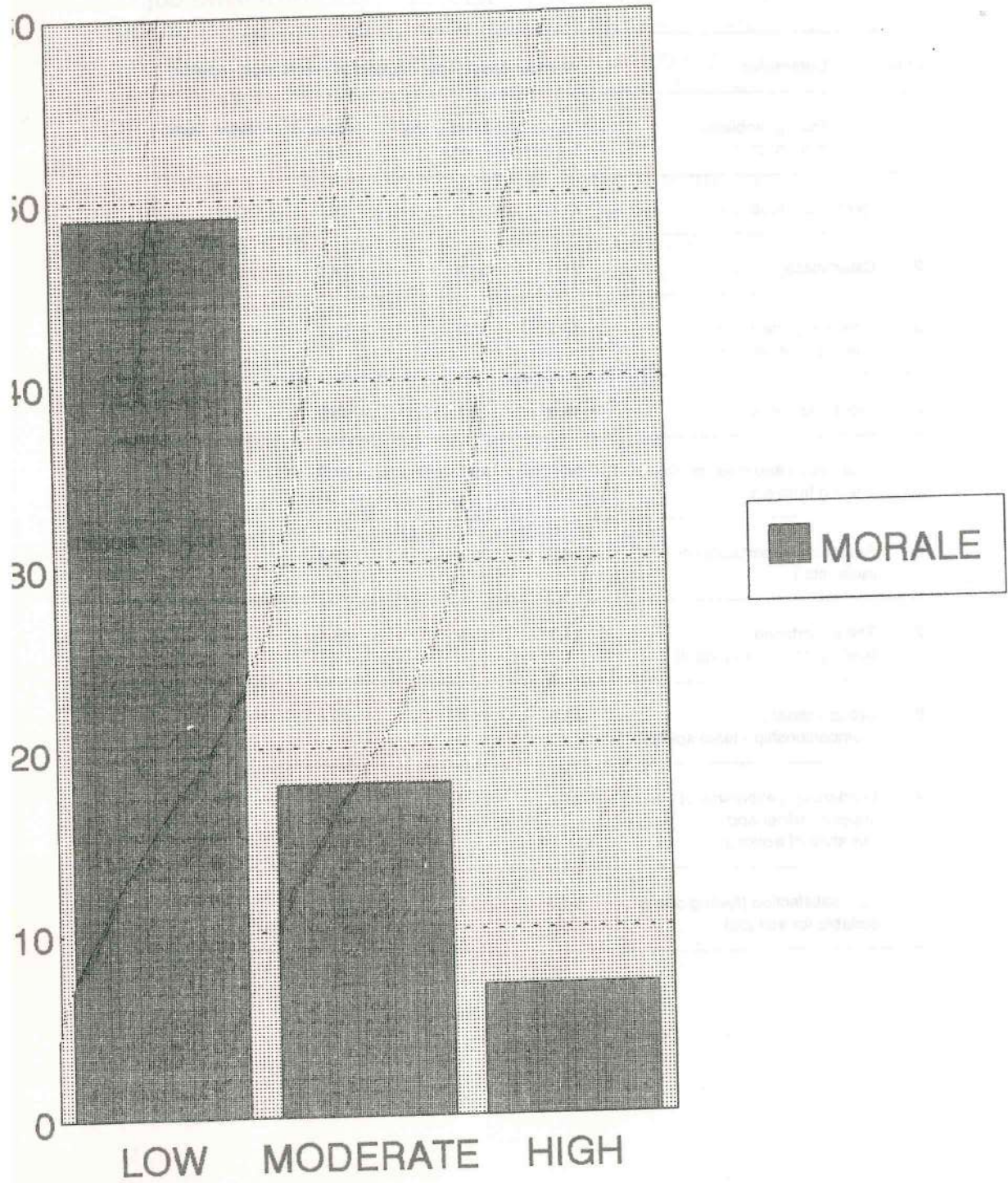
Job satisfaction has been found to be related to level of aspiration and degree of personal maladjustment (Kates, 1950). It is also consistent with the finding that police officers perceive a wide discrepancy between their conception of the ideal police role and the real one (Clark, 1965).

The second most detrimental factor for causing demoralisation is the problem of water and food, the policemen face while on law and order duties. In terms of Maslow's need hierarchical model, water and food form part of physiological needs (basic needs) of the man. It was opined that unless the basic needs are fulfilled, the individuals will not get motivated to pursue higher levels of needs in the 'needs pyramid'. It is commonly known that the policemen have no definite timings for eating. Moreover, the prolonged duties will not allow them to gratify their own physiological needs. A policeman might keep himself hungry for a day and by the time of next day, his concentration will be on how to gratify that need. Unless there is personal conviction, job determination and a high sense of loyalty and sacrifice, it is unlikely that he may stick to law enforcing business effectively.

## MORALE

| Q.No. | Determiner   | Number of subjects ( figures in percentage - approx) |                        |                     |                 |
|-------|--|--|------------------------|---------------------|-----------------|
|       |  | Facing problems<br>in respect of                     | Almost all<br>the time | Most of the<br>time | Now and<br>then |
| 1.    | Water and food   | 41.5   | 19.5                   | 28.6                | 7.8             |
| 2.    | Cleanliness  | 27.3   | 33.8                   | 28.6                | 7.8             |
| 3.    | Affection/protection from<br>the superior officers                             | 18.2   | 23.4                   | 37.7                | 18.2            |
| 4.    | Rest and comfort   | 14.3   | 22.1                   | 48.1                | 13              |
| 5.    | Information and time- to- time<br>briefing from superiors                      | 26   | 39                     | 24.7                | 7.8             |
| 6.    | Recreation (sports/books/<br>radio, etc.)                                      | 16.9   | 36.4                   | 29.9                | 15.6            |
| 7.    | Self-importance<br>(feeling oneself important)                                 | 24.7   | 19.5                   | 35.1                | 18.2            |
| 8.    | Group solidarity<br>(companionship - team spirit)                              | 45.5   | 15.6                   | 23.4                | 13              |
| 9.    | Leadership (leadership of the<br>superior officer and<br>his style of working) | 31.2   | 23.4                   | 36.4                | 7.8             |
| 10.   | Job satisfaction (feeling one is<br>suitable for that job)                     | 50.7   | 19.5                   | 15.6                | 11.7            |

# DEGREE OF MORALE



## SUMMARY OF MAIN FINDINGS AND RECOMMENDATIONS

1. At the outset, the police should be sensitised about the role, importance and use of psychological approach while dealing with prevention and management of law and order situations. Adequate efforts need to be made by the police leaders in order to develop the spirit, temperament and attitude amongst their personnel so as to apply psychological principles while handling mob behaviour and control.

2. In order to enable the policemen, especially at cutting edge level understand the problem in question, they should be encouraged to foster qualities like inquisitiveness, empathy, sympathy, holistic judgment, quick grasping of the problem, patience and cool temperament. Mutual introductions/dialogue with crowd organisers will be helpful. Curiosity to know the strength of the crowd and analytical ability in dialectical terms will enable the policemen take decisions promptly and in a better manner.

3. Root cause and genesis of law and order problem should be understood. Genuine problem should be solved without loss of time. In case of mischievous nature, stern action needs attention. However, police action should always be in consonance with provisions of law. To solve the problem in question, firstly the use of force should be avoided. Secondly, the problem can be categorised whether it could be solved at the police level or at the level of government or with the assistance of local elders. Accordingly, dialogue should be initiated. If it fails, police action should be taken and the reasons for taking such action could be justified. When the problem is legitimate, the police must take sympathetic view. There should not be any coercive force unnecessarily. If the problem is illegitimate the police should prevail upon the crowd to disperse peacefully.

4. As far as the issue of mob psychology is concerned, police should ensure that the sentiments of the mob are not hurt. Otherwise, there will be alarming consequences. Collection of intelligence in advance, mixing of intelligence personnel in the mob and segregation of anti-social elements from the mob will enable the police understand mob psychology. It is also necessary to read the mood of the mob. It will help to know whether



the mob is violent, disturbed or controlled. At the same time, the persons who instigate the mob from outside should be traced and segregated. All these efforts will throw light on motive or intention of the mob so that suitable strategies could be evolved to quell the mob. Knowing the cultural background and priorities of the mob and that of its leaders are all the more important in elucidating the psychology of the mob.

5. Negotiation is a strategic technique for keeping the mob under control. The police should shed their personal ego and prejudices while effecting negotiations. It is also tactful to segregate some of the vocal leaders and negotiate with them. The leader of the mob should always be taken into confidence. The discussion should be face-to-face between the authorities and mob leaders. If there are two confronting mobs, the constitution of a peace committee will be useful. When the negotiations with mob leaders are on, the rest of the mob may be kept in good humour. But in any case, feelings and sentiments of the mob should not be hurt.

6. Regarding panicky situations, police should be extra-cautious. The origin should be found out and eliminated. In such circumstances, the police commander himself should not get panicky, as a rule. Rumour mongers should be discovered and dealt with sternly. There should be public announcements through public address system and media. It should be made by way of explaining the facts. All efforts are must to restore confidence in the public - panic stricken people could be taken along with for clarification of realities at the very source of panic. And the most important thing is to give courage to the men under the command of police leader.

7. The police have the difficulty of enough staff all the time. If all depends upon the police commander as to how best and quick he could gather his men through avenues open to him. A small force in front of mammoth gathering cannot cope with effective action. It has been observed over the time, that less number of police personnel will make the mob keep on creating more problems. The police should be trained in distinguishing the leaders of the mob from the less active members while making targets of their action. It is always advisable to persuade the mob at first, explain the regulatory orders and if the mob does not respond, least possible force should be used, keeping in view the provisions of law. Women police are to be deployed if

the mob comprises women and children. Large force, usage of photography and video camera will prove useful in quick dispersal of the mob.

8. Even though it is not there in the charter of police prime functions, rumour handling should be attended to by the police with utmost care. Rumours are deadly at times. They should be nipped in the bud. Police can compile the wall writings, provocative and secessionists' write-ups and proceedings of in-camera meetings of the mob leaders. It will enable the police plan accordingly in order to thwart their attempts. It is here that the police have to develop good rapport with press and media. Public appeals and impromptu press conference by the police chief will create confidence in public who may thwart the attempts of mischievous elements in mongering rumours. The police should also educate the public about the nature and objectives of the rumours so that the public would not fall prey to the evil designs of rumour mongers. While countering rumours, the police should also take respectable citizens/elders/leaders of the area, who enjoy credibility so that the public will at least listen to them, if not to police. As a rule, the rumour mongers should always be taken to stringent action so that such elements or others would not resort to such practices in future.

9. While interrogating the rioters, psychological tactics should be adopted. The interrogator should maintain poise and cool temperament. Rioters turn violent when they apprehend some danger and so it is necessary to pacify them first before initiating any interrogation. It is always better to involve experienced officers for the purpose of interrogation. Inexperienced and short tempered interrogators may tend to create further problems. Humane approach is always welcome. If the police investigator wins over the accused, a lot of information can be extracted. For this purpose, qualities like appealing personality, sympathetic approach, usage of local language and friendly approach are required to be cultivated. Successful interrogation depends upon three factors namely nature of crime, nature of accused and nature of interrogator. At no cost, should third degree measures be used.

10. Good public relations will always help the police attain desired goals in ensuring peace and order in society. They should identify with the members of the public. They should not be viewed as though different from the public. As the

Mahatma stated, that policemen and public are one and the same except for the uniform in the sense that the public are policemen without uniform and the policemen are members of the public with uniform. The cordial relations will not fructify in one day or one month or one year. It is a continuous process. The beat staff should normally as a rule, avoid moving in the vehicles. Some studies in West have shown that foot patrolling had resulted in better community relations. Because, policemen on foot patrol come into contact with the public. The police must increasingly involve themselves in community activity. They should seek co-operation from various public bodies and also from NGOs. The approach advisable is "give and take". To improve community relations, police should visit all areas in their jurisdiction frequently, interact with people whether rich or poor and exchange good ideas. They should also maintain close rapport with religious heads and headmen of the communities in addition to media-men living in the community.

11. Despite tense situations, while maintaining law and order problems, the police should not appear to have been alarmed by the situation. They should act with patience and without any fear or anger. They must cultivate values like charity, compassion, friendliness, cooperation etc. vis-a-vis general public. Thus the public take a humane view of the men in uniform. They should develop lenient and sympathetic approach towards weaker sections such as women, children, handicapped etc. On the other hand, they should be equally tough towards the vested interests. All these qualities will make the public develop positive attitude towards police functioning and will comply easily with the directives of the police in the interest of public peace and order.

12. Law and order problems give rise to such situations where a police leader has to depend upon his own subordinates extensively for maintaining peace. The problem is that all the men/subordinates are not uniformed in terms of personality characteristics like temper, loyalty, truthfulness, positive attitudes and other behavioural tendencies. This is due to individual differences, unique to each policeman. If these differences are established, the police leader can accordingly undertake deputing suitable men for suitable duties. Since talent, sincerity and competence vary from person to person, an intelligent leader can get individual psychological profiles of each individual policeman prepared. Simulated conditions can be created in order to find out whether a policeman can withstand stress and strain in a mob control situation and

whether he can have the mind control, not pull the trigger first or whether he will run away from the scene of riot. A successful police officer is one who can quickly identify who can be relied upon and trusted in times of crises. Officers and men need to be divided in terms of age and physical ability because this aspect is quite important while dealing with the matters of public disorder. Classification can also be made on the basis of cultural background, past record, articulation level and level of anger/emotion. These small things are so important because at times, little lapses will lead to huge riots, without control, resulting in severe damages in terms of life and property.

13. There is difference between training and management. Training is what is imparted to a learner in order to enable him pick up knowledge and skills in a particular activity. Despite acquisition of knowledge and skills, if something goes wrong, the reason can be attributed to bad management. Therefore, both training and management are important concepts to police force. From psychological view-point, the police officers should first learn the behavioural modes of a mob and accordingly train themselves to adopt suitable approach vis-a-vis the mob. As the officers and men are not equal in terms of innate talents and also because of lack of sufficient training, it is necessary to identify in what respects the officers and men lack to take up the correct measures. Teaching and training of officers and men should have the aim to improve discipline, sincerity, competence and development of physical ability. Most importantly, officers and men should be taught to keep their nerves in moments of crisis. They should be able to appreciate with a broad mind the social structure in which they are working and general problems that affect the society.

14. Police profession is rigidly target oriented. Performance appraisal is based on the statistics of cases solved, resulted in convictions or acquittals etc. But the problem is that the officers most of the time, believe in driving the subordinates so that goals and targets are achieved. Hardly they understand that policemen like any other human beings have their families, problems and needs. If these are ignored, men become frustrated and develop negative attitude. This negative attitude influences the work he turns out. It is now required that the officers of today have to be welfare oriented and liberal in their thinking and create an atmosphere in work situation which is conducive for tension-free working. In order to understand men's needs

and other requirements, monthly darbars/sammelans and orderly rooms should be conducted regularly. This will facilitate the police leader to understand the problems/grievances closely. Giving patient hearing and sorting out their problems immediately will have great impact. One should place oneself in the other's position and should try to view the problems and frustrations from different angles. When there are grievances, the leader should also find out whether it is a real need/felt need/perceived need and act accordingly.

15. Motivation and morale have a direct bearing on discipline. Each of these has its own importance and a definite role which has to be understood in the right spirit. Discipline should be cultivated and nurtured rather than enforced and it should not be taken as an end in itself. Discipline implies obedience and if motivation, morale and welfare are missing, there can be no discipline. But symptoms of indiscipline should be understood and judged properly and should be tackled and treated with a humane touch. For the efficient and successful functioning of the police, strict discipline and control over the subordinates are essential. At the same time, officers should keep up the morale up to last moment while dealing with agitating mob. Any set-back noticed in their morale would spur fresh troubles. Regular parade, regular mixing with subordinate staff and high skills of leadership will motivate and keep up the morale of the force. Understanding deficiencies in training, taking necessary corrective steps, realising the needs of men like biological, hygiene, esteem and use of a professional psychologist for group therapy and individual counselling will go a long way.

16. Any course of action in a given situation of law and order problem should be simple and uncomplicated as far as possible. A tactical retreat should not be taken as a defeat per se and should be considered as an effective alternative. While dealing with agitators, the strategy should be so designed as to disarm a person without any damage or loss of face. Giving in to a person or a group of interests would not amount to surrender of interests and should be viewed from a higher plane. Since strategies and tactics play major role in dealing effectively with unlawful assemblies, the police leaders should employ them not haphazardly but depending upon the situation. They should use them in a positive manner and should always be for the improvement of the force. While employing strategies and tactics, safety aspect should always be kept in mind. State-of-the-art

equipment should be incorporated simultaneously while resorting to strategic moves.

17. Each law and order problem is unique. One differs from the other in nature, venue, composition of the mob or leader of the crowd. Likewise, the police experience different problems with different situations. Each situation encompasses its own nature and environment. Some times, it is a mob of students and sometimes a group of trade unionists. At times it is day time or night. The duration of the situation may also vary from one hour to one week and so on. To all these situations, the policemen should be ready to adjust themselves. It is by way of proper training and by creating a congenial atmosphere, the officers and men should be encouraged to develop adjustment and defence mechanisms to withstand the vagaries of the problem situations. Defence mechanisms should be adopted as and when felt necessary. Thus the policemen could retain and maintain stable posture in terms of their personality. However, defence mechanism must be worked out in all circumstances. Adjustment in adverse conditions could be one of the defence mechanisms. Various alternatives and adjustments could be thought of before hand and their likely impact to be worked out before committing to any particular mechanisms.

18. One of the failures on the part of police is due to lack of good leadership. A police leader should be a philosopher, guide and friend of his men. He should acquire knowledge and skills so as to impress upon the followers. All negative traits and attitudes must be eschewed to shine as a leader. Leadership for its own sake has no value and if purposive it shines and would be appreciated. The leader should be a good human being and win acceptability amongst his men. Leadership quality differs from person to person. Good leadership is to sacrifice things. While fighting for a good, genuine and legitimate cause, the leader should not worry about his present position or future placement. Some qualities of leadership are ability to communicate, level of confidence and credibility, ability to give acceptable motivational advice, ability to assess changing needs and ability to perform at an expected level. The police department is characterised by rigid hierarchy and strict discipline. Hence the quality of leadership plays a tremendous role in work culture, that exists in place of working. An officer with clarity of thought, proper understanding of his duties and welfare orientation can provide excellent leadership. A harsh, over-bearing and heartless kind

of an officer can make life miserable for his subordinates. Love rather than force, humility rather than ego would enhance the command of the leader and would help him stand out as a unique person. The leader should use lawful police action in suppressing and dispersing the crowd. A good leader is one who should be able to lead the force during crisis. Leadership must be nurtured keeping in view the changing needs and times.

19. The police officer should integrate himself in the community like other professionals i.e., academicians, lawyers, doctors, engineers, etc. After assessing the psychological feeling or mental state, if it is found that it will put hindrance to solving the law and order problem, efforts could be made to divert the attention of the mob. If a situation is apprehended to take a serious turn, mobilisation of force on mass scale should be done. Periodical interaction with the subordinate staff would boost their morale rather than undermining their discipline. Organising social events and cultural programmes especially on religious occasions, turn by turn, would help foster better relations amongst different groups.

20. While handling law and order situations, the senior officer present should not lose his cool. He should not get provoked during crowd control, even if public is abusing and accusing the police. In front of crowds, a subordinate officer should not be called and held in dock because it will demoralise the subordinates. If there is a public complaint, the complaint may be taken and given assurance of doing the needful after proper enquiry. There should not be a public trial or public scolding of the subordinates.

21. The police officers should not worry about the consequences of any law and order situation. As said in Gita, one should have a sense of detachment. He should do his best, without worrying about the consequence of a particular law and order problem. If some good natured humour is created in law and order situations, it helps to dilute the tension as well as make the crowd friendly and well disposed towards the police.

22. It is evident that at present the social bond between officers and men in police department is decreasing. If that bond is not there, it is difficult to take up tasks effectively. Familial relationship between officers and men should exist.

23. The police leader should create a vision amongst his men. In turn, they should develop "vision of what to do". Many officers are not advocating the vision to their men properly. Proper briefing is lacking. Empowering the men is also important. The officers should impart what is known as anticipatory training. This training will result in functional benefits.

24. Uprightness, image and unbiasedness on the part of police officers will have a good psychological impact on the mob. The cause for police failures are ignorance, negligence, inefficiency and bias. Ill-treatment to the lower ranks will cause rift between officers and men. Hence, the police leaders should foster a feeling of one-ness and brotherhood amongst their men.

25. Policemen at the lower rung of the hierarchy should have a feeling of self-respect/self-importance. There should be role clarity. The force should have confidence in their leader. Men should not lose confidence in their leader because there is no protection to them. To circumvent this dilemma, the leader should always give a feeling of security to his men. The force should know that all their bonafide actions will be protected. Otherwise, in case of trying situations also, the middle level officers will wait till the arrival of senior officers to the scene. The men should also know that the leader himself is under stressful situations. They should know that he is also actively and relentlessly working to solve the problem. These things will reinforce confidence amongst men.

26. The study shows that as per the sample, the number of policemen highly vulnerable to stress is at high percentage. As per some researches, police organisation is supposed to be most stress-prone department in comparison to other professions. High vulnerability of cardiac problems is also linked to over stress. Apart from that, stress has been found to be one of the causes for Human Rights violations. The effects of stress are combativeness, irritability, impulsiveness, hostility, frustration, arrogant behaviour, loss of interest in hobbies etc. According to some studies over stress amongst policemen results in impairment of decision making and inappropriate acting-out, thereby leading to Human Rights violations. Therefore, solutions at personal and organisational levels are required. Some of the coping techniques are -



- There should be clear and realistic objectives
- Prioritisation. Wrong prioritisation should be avoided
- Constant development and updating of skills and abilities.
- Growth oriented motivation (giving type)
- Positive self-esteem
- Positive mental attitude
- Enthusiasm
- Good communication skills in writing and speaking
- Higher analytical ability
- Emotional strength
- Disciplined way of life (time management, diet etc)
- Pursuing hobbies
- Delegation
- Participative decision making at home and office
- Health check-up
- Away from smoking/alcohol
- Physical exercise
- Relaxation techniques
- Structure your environment - home/office
- Laughter
- If in anger, walk away/keep aside
- Planning life financially
- Imbibing values/ethics
- Structure your day/week

- Strategies for countering bad mood
  - Memories of good experiences
  - Recollection of a kind and close person
  - Fragrance
  - Loyal friends and good family
  - Right blend of flexibility and confidence
  - Develop stability
- Strategies for countering anger
  - Exercise
  - Vigorous chewing
  - Scream/yell while alone
  - Use hate diaries/nasty letters
- Strategies for countering tension
  - Voodoo dolls
  - Stress toys
  - Punching bags
- Strategies to cope with gloomy premises
  - Atmosphere accessories
  - "Smiling faces"
- Poetry therapy as stress reliever
  - For depression -"On his blindness" by John Milton
  - For guilt - "Lone striker" by Robert Frost
  - For grief - "Requiescat" by Mathew Arnold
  - For loneliness - "I wandered lonely as a cloud" by William Wordsworth
  - For tension - "The Rhodora" by Ralph Waldo Emerson
  - For sleeplessness - "Sonnet to sleep" by John Keats
  - For failure - "A thing of beauty" by John Keats
  - For boredom - "The souls of the slain" by Thomas Hardy
  - For fatigue - "The cloud" by P.B.Shelly

For dependency - "The prophet" by Khalil Gibran

For anxiety - "Song of the open Road" by  
Walt Whitman.

27. It is also incumbent on the part of various units of police department that there should be periodical testing of stress levels amongst the police personnel. This will enable the police leader to take up certain remedial measures so as to make the personnel effective and satisfied on job front.

28. For those found to be highly vulnerable to stressors, the social engineering techniques will prove useful. Social engineering involves modifying the environment in ways that effect an individual's ability to practise a particular health behaviour. For this purpose, the police department should have clinical psychologists/police scientists/health psychologists, who can evolve solutions which may be successful in bringing about behavioural changes through attitude techniques or therapeutic interventions. At the same time, these specialists will help the vulnerable members of the police force change their life styles so that personal as well as organisational health could be improved.

29. Police personnel tend to become susceptible to worry and sorrow. There should be periodical counselling by the specialists, who may provide emotional strength to the vulnerables. Sorrows arise from the failure to attain ends. This phenomenon is not uncommon in police department in the sense that most of the targets set for bringing about required level of confidence amongst the public will not be met that much easily. This will lead to the feeling of tension and the sorrow will be poignant in preparation to the acuteness of the "feeling of tension". The counselling will benefit the police force by effecting relevant mental sets amongst the vulnerables so as to relieve them from the turmoil of sorrow and worry. This treatment will help the transformation of negative behaviour into positive attitude, which will in turn make the human resources management fruitful.

30. It is also required that the inculcation of positive attitude is a must especially for those police personnel who are stress-prone. It is relevant here to mention the list of harmful and constructive attitudes prepared by Dr. S.H. Kraines. The list is as follows:-

| Immature and Harmful attitudes | Mature and Constructive attitudes |
|--------------------------------|-----------------------------------|
| Intolerance                    | Tolerance                         |
| Hypercriticism                 | Understanding                     |
| Hypersensitivity               | Objectivity                       |
| Dependence                     | Self-reliance                     |
| Defensiveness                  | Open-mindedness                   |
| Irritability                   | Calmness                          |
| Resentment                     | Forgiveness                       |
| Suspiciousness                 | Fair-mindedness                   |
| Inferiority                    | Self-respect                      |
| Inadequacy                     | Self-confidence                   |
| Self-pity                      | Facing facts                      |
| Egocentricity                  | Concern for others                |
| Self-importance                | Respect for others                |
| Self-indulgence                | Self-discipline                   |
| Selfishness                    | Generosity                        |
| Laziness                       | Industry                          |
| Excessive pride                | A sense of proportion             |
| Excessive humility             | Poise                             |

The police department should take necessary steps to enable the personnel develop the mature/constructive attitudes.

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**QUESTIONNAIRE  
ON  
MOBS/CROWDS/AGITATING GROUPS (Q.M.)**

While handling a public disorder (law and order) situation, what behavioural strategies, in your opinion, should police adopt in terms of

Q.M.1) Problem understanding?:-

Q.M.2) Problem solving?:-

Q.M.3) Understanding mob psychology?:-

Q.M.4) Negotiation techniques?:-

Q.M.5) Handling panic?:-

Q.M.6) Controlling mob action?:-

Q.M.7) Rumour handling, public opinion, propaganda?:-

Q.M.8) Interrogating the rioters?:-

Q.M.9) Community relations?:-

Q.M.10) Any other strategy/psychological mechanism?:-

a)

b)

c)

**QUESTIONNAIRE ON POLICE  
SUBORDINATE STAFF (Q.P.)**

While handling a public disorder (law and order) situation, what behavioural strategies, in your opinion, should a police leader adopt in terms of

Q.P.1) Classification of men due to individual differences?:-

Q.P.2) Teaching/training/learning?:-

Q.P.3) Understanding the men's needs, frustration?:-

Q.P.4) Motivation, morale, strategies/psychological mechanisms  
welfare and discipline?:-

Q.P.5) Adjustment, defence mechanisms, stress?:-

Q.P.6) Leadership?:-



Q.P.7) Tactics & strategies?:-

Q.P.8) Any other strategies/psychological mechanisms?:-

a)

b)

c)

QUESTIONNAIRE - S

Choose the most appropriate answer for each of the 25 statements below as it usually pertains to you. Please tick - mark either (a) or (b) or (c) or (d), whatever is relevant.

HOW OFTEN DO YOU

1. Feel too much to do with too little time in which to do it?
  - (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true
  
2. Feel problematic to cope with your superior officer?
  - (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true
  
3. Feel problematic to cope with your colleagues?
  - (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true

4. Feel that your superior is lacking confidence in you?
  - (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true
5. Feel problematic to get on with your subordinates?
  - (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true
6. Try to keep everyone satisfied but can't?
  - (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true
7. Feel that there is no clarity about what is expected of you?
  - (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true
8. Feel that other demands for your time conflict with each other?
  - (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true

9. Feel that there is no time for personal intellectual development?

- (a) Almost always true
- (b) Often true
- (c) Somewhat true
- (d) Almost never true

10. Feel worried about any - time - happen/frequent transfer?

- (a) Almost always true
- (b) Often true
- (c) Somewhat true
- (d) Almost never true

11. Feel unable to cope with working hours/conditions?

- (a) Almost always true
- (b) Often true
- (c) Somewhat true
- (d) Almost never true

12. Feel concerned about working in risky/insecure situations?

- (a) Almost always true
- (b) Often true
- (c) Somewhat true
- (d) Almost never true

13. Feel helpless to provide sufficient time for family?

- (a) Almost always true
- (b) Often true
- (c) Somewhat true
- (d) Almost never true

14. Feel concerned about residential/accommodation problems?
- (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true
15. Find no time for recreational/social activities?
- (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true
16. Face problems in job coordination?
- (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true
17. Feel worried about schooling for children?
- (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true
18. Feel like having sleepless nights?
- (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true

19. Feel that your pay & allowances are not compatible with your social position?
- (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true
20. Feel like having conflicts with the people of other sections/ departments?
- (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true
21. Feel problematic to pull on well with politicians?
- (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true
22. Feel problematic to cope with journalists/media men?
- (a) Almost always true
  - (b) Often true
  - (c) Somewhat true
  - (d) Almost never true
23. Feel problematic to cope with social workers/pressure groups?
- (a) Almost always true
  - (b) Often true

(c) Somewhat true

(d) Almost never true

24. Feel tense while dealing with mobs?

(a) Almost always true

(b) Often true

(c) Somewhat true

(d) Almost never true

25. Resort to irregular eating habits/take unbalanced diet?

(a) Almost always true

(b) Often true

(c) Somewhat true

(d) Almost never true

QUESTIONNAIRE - D

Please tick-mark 'a' or 'b' or 'c' or 'd', which you feel appropriate.

1. Do you feel that the present working conditions in Police Department are getting deteriorated?
  - (a) Yes, to a large extent
  - (b) Yes, but to a moderate extent
  - (c) Yes, but only to a negligible extent
  - (d) No
  
2. Do you feel that there is the problem of inadequate accommodation for the police personnel?
  - (a) Yes, to a large extent
  - (b) Yes, but to a moderate extent
  - (c) Yes, but only to a negligible extent
  - (d) No
  
3. Do you feel that you are put in long or indefinite hours of duty?
  - (a) Yes, to a large extent
  - (b) Yes, but to a moderate extent
  - (c) Yes, but only to a negligible extent
  - (d) No
  
4. Do you feel that the police department is under-staffed and work-load is increasing?
  - (a) Yes, to a large extent
  - (b) Yes, but to a moderate extent



- (c) Yes, but only to a negligible extent
  - (d) No
5. Do you feel that you are not being provided with adequate medical facilities?
- (a) Yes, to a large extent
  - (b) Yes, but to a moderate extent
  - (c) Yes, but only to a negligible extent
  - (d) No
6. Do you feel that the department is lacking welfare measures?
- (a) Yes, to a large extent
  - (b) Yes, but to a moderate extent
  - (c) Yes, but only to a negligible extent
  - (d) No
7. Do you feel that promotional opportunities are not adequate in the department?
- (a) Yes, to a large extent
  - (b) Yes, but to a moderate extent
  - (c) Yes, but only to a negligible extent
  - (d) No
8. Do you feel that political interference/partisan politics is increasing in the department?
- (a) Yes, to a large extent
  - (b) Yes, but to a moderate extent
  - (c) Yes, but only to a negligible extent
  - (d) No

9. Do you feel that communalism/casteism/regionalism prevails amongst the members of the police force?

- (a) Yes, to a large extent
- (b) Yes, but to a moderate extent
- (c) Yes, but only to a negligible extent
- (d) No

10. Do you feel that the policemen are facing problems due to lack of good superior officers?

- (a) Yes, to a large extent
- (b) Yes, but to a moderate extent
- (c) Yes, but only to a negligible extent
- (d) No

## QUESTIONNAIRE-M

While dealing with law and order situations or during the course of law and order situations, to what, extent do you face problems? Please tick-mark 'a' or 'b' or 'c' or 'd', which you feel appropriate in relation to the factors mentioned under each question.

While dealing with law and order situations or during the course of law and order situations, I face problems with regard to .....

1. Water and food

- (a) Almost all the time
- (b) Most of the time
- (c) Now and then
- (d) Never faced any problem

2. Cleanliness

- (a) Almost all the time
- (b) Most of the time
- (c) Now and then
- (d) Never faced any problem

3. Affection/protection from the superior officers

- (a) Almost all the time
- (b) Most of the time
- (c) Now and then
- (d) Never faced any problem

4. Rest and comfort
  - (a) Almost all the time
  - (b) Most of the time
  - (c) Now and then
  - (d) Never faced any problem
5. Information and time - to - time briefing from superiors
  - (a) Almost all the time
  - (b) Most of the time
  - (c) Now and then
  - (d) Never faced any problem
6. Recreation (sports/books/radio, etc.)
  - (a) Almost all the time
  - (b) Most of the time
  - (c) Now and then
  - (d) Never faced any problem
7. Self-importance (feeling oneself important)
  - (a) Almost all the time
  - (b) Most of the time
  - (c) Now and then
  - (d) Never faced any problem
8. Group solidarity (companionship - team spirit)
  - (a) Almost all the time
  - (b) Most of the time
  - (c) Now and then
  - (d) Never faced any problem

9. Leadership (leadership of the superior officer and his style of working)
- (a) Almost all the time
  - (b) Most of the time
  - (c) Now and then
  - (d) Never faced any problem
10. Job satisfaction (feeling one is suitable for that job)
- (a) Almost all the time
  - (b) Most of the time
  - (c) Now and then
  - (d) Never faced any problem