



JOB SATISFACTION AND WORK MOTIVATION AMONG POLICE PERSONNEL IN TELANGANA STATE

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Abstract

Police is one of the most ubiquitous organizations of the society. Its roles, functions and duties in society are varied and multifarious on the one hand; and complicated, knotty and complex on the other. In addition, in globalization era, the functions of police are undergoing drastic transformations in view of changing crime scenario. This, therefore, calls for efficient and systematic human resource management (HRM) of police organization. The paper, therefore, examines some selected aspects i.e. Job satisfaction and work motivation, Work life balance, quality of work life, interpersonal relationships of human resource management of police in Telangana State. It discusses the existing concerns pertaining to these aspects in Telangana police services.

Key words: Police, Job satisfaction, Work life balance, Work motivation

Introduction:

Organizations, in present times, have assumed greater significance. According to *Etzioni*, “modern civilizations depends largely on organization as the most rational and efficient form of social groupings. By coordinating a large number of human actions, the organization creates a powerful social tool. It combines its personnel with its resources, weaving together leaders, experts, workers, machines and raw materials. At the same time, it continuously evaluates how well it is performing and tries to adjust itself accordingly in order to achieve its goal.....”. In other words, an organization is a social group where concerted human effort is directed towards the achievement of common goals. It is managed by the people and its functioning depends on performance of its human resources. However, human behavior is highly unpredictable. Thus, it is essential that human resources in an organization are systematically managed in order to utilize their potential for organizational benefit. Human resource management (HRM), therefore, is

responsible for identifying, selecting, training, facilitating and monitoring them to perform efficiently and providing mechanism to ensure that they maintain their affiliation with their organization.

HRM, primarily, concerns with obtaining, organizing, utilizing and motivating the human resources required by an organization. Nevertheless, it also bears the onus of creation of requisite organization climate and management styles to attain effective effort of cooperation and develop trust among all employees. This, in turn, helps the organization to meet its legal obligations and social responsibilities. It, therefore, aims at organizing and directing the human beings for attaining pre-determined organizational goals through cooperative efforts .

HUMAN RESOURCE MANAGEMENT AND POLICE

Human resources refer to knowledge, education, skills and training of employees working in an organization. The management thinker advocated that it is essential to couple the physical resources with human resources for ensuring the overall success of an organization. According to Peter. F. Drucker, “man, of all the resources available to man, can grow and develop”. In common parlance, human resource management could be defined as the process engaged in undertaking efficient and effective use of human resources in the accomplishment of pre-determined organizational objectives.

According to Flippo, “Human resource management is the planning, organizing, directing and controlling of procurement, development, compensation, integration, maintenance and separation of human resources at the end that individual, organizational and social objectives are accomplished”. According to the National Institute of Personnel Management of India, “Personnel Management (Human Resource Management) is that part of management which is concerned with people at work and with their relationship within the organization. It seeks to bring men and women who make up an enterprise, enabling each to make his /her own best contribution to its success both as an individual and as a member of a working group". Thus, it is evident from the aforesaid definitions that HRM involves the application of management principles and functions for acquisition, developing, maintaining and remunerating employee of an organization. It aims at integration of employees with organization decisions and functioning. It is, thus, concerned with the all-round development of personnel in an organization.

HRM is of utmost importance in a police department as it renders direct services to the society and is responsible for protection of members of the society. The police personnel, who are qualified, well trained, best motivated and lead by the competent superiors will improve the present work culture. The police department has an urgent need to practice good human resource management policies. This will facilitate getting right person for the right job, enhanced motivation and morale boosting of lower rank employees. Once creative human resource management is available within the Police organization, it will be tremendously helpful in generating amicable relationships between superiors and subordinates, effective training to meet the challenges, delegation of authority and empowerment. Thus, HRM will play an

important role in bringing about change in work culture successfully- The change characterized by a positive work environment, flexible and adaptable work practices with skilled, dedicated and committed work force.

Further, various commissions and committees i.e. National Police Commission (NPC), Gore Committee on Police Training, Riberio Committee, Padamanabhaiah committee and Police Act Drafting Committee have made recommendations for reforming various aspects of human resource management in police services India. The National Police Commission 1977 recommended for reforming recruitment and training system of constables and sub-inspectors in police. The Gore Committee on Training, 1971-73 recommended several reforms in police training system in India. The Riberio Committee (1998), the Padamanabhaiah Committee (2000) and the Police Act Drafting Committee (2005) further reiterated the implementation of recommendations of NPC pertaining to recruitment, training and promotion of non-gazette police personnel in India. Ironically, both the structural and personnel reforms recommended by the aforesaid commissions and committees, till date, have not been adopted by state governments to its true spirit. Even after 10 years, the directions given by the Supreme Court have not been complied by the state governments to its fullest. This highlights the dismal situation prevailing in management of human resources in police services in India. The paper, therefore, examines some of the major concerns pertaining to management of human resources in police services in India. For this purpose, the existing reports of various police commissions and committees, journals newspapers and other secondary government documents have been reviewed to gauge the various issues associated with different aspects of human resource management of police services in India.

OBJECTIVES AND METHODOLOGY:

The objective of the study is to identify the major concerned areas of HRM in Telangana State Police in general, Job Satisfaction, Work life balance, Work Motivation, Interpersonal relationships in particular. The data for the study is collected through both the primary as well as secondary sources i.e., through the structured questionnaire as well as through research articles, publications and other web sources. It is purely a descriptive study based on the available literature.

ABOUT TELANGANA STATE POLICE:

The Telangana State Police Department is the law enforcement agency for the state of Telangana in India. The Telangana State Police has jurisdiction concurrent with the 31 revenue districts of the state which is headed by an officer designated as the Director General of Police (DGP) of the state reports to the state government through the Home (Police) Department. The police force was created from the remnants of the Andhra Pradesh Police after Telangana state was formed.

Police ranks: The Telangana designates the following ranks:

Officers

- Director General of Police (DGP)
- Additional Director General of Police (ADGP)
- Inspector General of Police (IGP)
- Deputy Inspector General of Police(DIG)
- Commissioner of police(CP)
- Additional Commissioner of police (ACP)
- Deputy Commissioner of police (DCP)
- Senior Superintendent of Police (SSP)
- Superintendent of Police (SP)
- Additional Superintendent of Police(ASP)
- Assistant Superintendent of Police(ASP) ([IPS](#))
- Deputy Superintendent Of Police(DSP)

Sub-ordinates

- Circle-Inspector of Police(CI)
- Sub-Inspector of Police (SI)
- Assistant Sub-Inspector of Police (ASI)
- Head Police Constable(HC)
- Senior Police Constable(SPC)
- Police Constable(PC)

Home guard (HG) Districts: Each police district is either coterminous with the revenue district, or is located within a number of revenue districts. It is headed by a District Superintendent of Police (or simply called Superintendent of Police). Each district comprises two or more Sub-Divisions, several Circles and police stations.

Sub-divisions: Each Sub-division is headed by one police officer of the rank Deputy Superintendent of Police (Officers of Telangana Police Service are directly recruited officers or promoted from lower ranks) or an additional Superintendent of Police (Officers of Indian Police Service). The officer who heads a Sub-Division is known as S.D.P.O. resp. Sub Divisional Police Officer.

Circles: A Circle comprises several police stations. An inspector of police who heads a police circle is the Circle Inspector of Police or CI.

Stations: A police station is headed by an inspector (an upper subordinate rank). A police station is the basic unit of policing, responsible for prevention and detection of crime, maintenance of public order, enforcing law in general as well as for performing protection duties and making security arrangements for the constitutional authorities, government functionaries, representatives of the public in different legislative bodies and local self-governments, public figures etc.

MAJOR CONCERNS IN HUMAN RESOURCE MANAGEMENT OF POLICE:

The present paper focuses on some selected aspects of human resource management of police in Telangana State. Job Satisfaction, Work life balance, Work Motivation, Interpersonal relationships are some of the most important components of human resource management. The paper, therefore, illustrate the existing concerns pertaining to aforesaid aspects of human resource management of police in Telangana State.

Job Satisfaction & Work Motivation:

Job satisfaction is the degree to which people like their job. Individuals who enjoy doing their jobs will have more satisfaction level compared to other people. It is a mixture of attitudes by employees towards their job. Job satisfaction can also be said to be a method that provides a healthy organizational structure. Job satisfaction among police is not much discussed in previous studies as it is discussed regarding other sectors.

Job satisfaction, it has been recognized in private organizations as successful job functioning, it's merely applicable to police organization too. The difference among other organizations and police, police culture provides a unique organizational climate, which involves advocate particular rules with superior as well as clients. Officers hold a different attitude and uncertainty regarding performance expectations. Job satisfaction among police officers includes age, gender, race, rank, experience, education, position, work environment, etc and influenced by job stress, police officers are provided with a great level of power and are expected to perform a particular task. Police officers work in a negative environment, handling crime. It is very difficult for police officers to fulfill the demands of the public and organization both. All these factors in the police department lead to poor job satisfaction.

Work life balance:

The term of Work Life Balance refers to the absence of conflict between the roles of the family and the job. Work family balance is considered as the equilibrium state where the demands of one role do not mix or overrule the demand of the other. The term mentioned above consists of flexible and easy job arrangements and timings which do not have any impact on the personal life programs and timings.

Lack of Work Life Balance is a serious issue which affects the wellbeing of the employees as well as of the organization they are working in. Most of the police personnel found it difficult to make a balance between their job situations and family responsibilities. This inadequacy to bring in a balance may be due to several reasons like competing changes in the workplace, long working times, ageing factor and also

enhancement of technology in the workplace which makes the employees to spend more of their time in work.

Policing is a sensitive profession which includes lots of responsibilities and unsocial working hours. Their job performance is completely connected with the peace of this society. The law enforcement can be effectively done if they have psychological fitness. This favorable attitude could be achieved through the way how they handled their two domain responsibilities such as work and family. So it is inevitable to probe into such dimension of police officers.

Interpersonal relationships:

Relationship is born, fed, nurtured and, it grows. It is born at the level of acquaintance relationship; it is fed at associate relationship and is nurtured at friendship. One who must be involved in interpersonal relationship must have a goal to attain at each level in order to achieve its purpose. Relationship is the ladder to your gain or pain and therefore, it must be consciously handled. It does not come by chance, but it is a social work to be done because interpersonal relationship is the social link between two or more persons.

Maxwell (2004) observed that a thing bring two persons together to make them remain in the context of relationship. Such things may be common interest like desire, aspiration or a goal. When interpersonal relationship is born from any of these, if it is fed and nurtured, it grows but if neglected, it deteriorates and dies. Developing interpersonal relationship is a serious business that yields dividends to those committed to it. Interpersonal relationship is the social association, connection or affiliation between two or more people.

CONCLUSION:

Police organization is responsible for maintenance and preservation of public peace and public order. Hence, it is essential that competent and capable human resources should manage the police organization for efficient policing. Several police commissions and committees have given recommendations for enhancing and revamping human resource management policies and practices. However, human resource management of police in India have been found to be suffering on several counts. The sporadic and adhoc human resource policies and inferior human resource planning have resulted in inadequate recruitment of police personnel. The defective training, promotion and performance appraisal system have adversely affected the police working. Thus, HRM in police in India calls for both structural and procedural reformation.

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