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SPECIAL ISSUE
ON
OCCUPATIONAL STRESS
&
MENTAL HEALTH ISSUES
AMONG UNIFORMED PERSONNEL

'Promoting Good Practices and Standards'

The Indian Police Journal

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IPJ

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MESSAGE

I am happy to present the latest edition of our publication “**The Indian Police Journal**” for the quarter July-September, 2019, on the theme of “**Occupational Stress and Mental Health Issues among the Uniformed Service Personnel**”. The Bureau of Police Research and Development (BPR&D) since its inception on the 28th of August 1970, has been assigned the responsibility of publication of the Indian Police Journal.

2. The IPJ has created its niche among police professionals, forensic practitioners, research scholars, academia, management communities, non-government organizations and in the field of Correctional Administration. Apart from the regular publications of the IPJ, on many occasions, the BPR&D has been publishing special editions to flag the importance of issues concerning the Police/ Correctional Administration to its readers. This edition is one such endeavour.

3. Stress is a very common phenomenon in human life, but it may not always be bad. Rather, a certain amount of stress is required for bringing about better results and output. However, when this stress converts into distress, it is treated as negative and requires to be taken care of. Several factors like environmental, personal, and organizational are responsible for stress. When we talk about stress in the organizational setting, we are more concerned about the organizational factors leading to stress.

4. Further, as far as the police personnel are concerned, their job profile has stress in-built into it. The normal routine of the police involves dealing with lawbreakers, angry and unruly mob, managing unruly traffic, dealing with dangerous law and order situations, anti-Naxal, anti-terrorism and anti-insurgency operations. All these jobs are highly demanding with involving threat to life. Further, prolonged

duty hours, poor living conditions, separation from family, inability to attend social obligations and many more such factors may be counted as contributory factors for stress which could later convert into mental illness. Governments are taking measures to reduce the stress level and promote the well being of police personnel through responsive grievance redressal mechanisms, relaxation exercises, yoga, meditation, and liberal sanction of leave. Since stress is an ongoing phenomenon, it requires continuous efforts at the organizational level as well as at the individual level to de-stress the police personnel and to establish a proper work-life balance.

5. I am sure, this edition will give readers a better understanding of the problem alongwith the reasons and causes of stress among the uniformed personnel. The ways and means suggested to address stress will certainly help the police practitioners and leadership to take care of the well-being of the uniformed police personnel under their command.

Handwritten signature in blue ink, appearing to read 'V S K Kaumudi' with the date '23/9/19.' written below it.

(V S K Kaumudi)
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Editorial Message

The roles of Uniformed Personnel become quite challenging and their performance is also hindered when the measures to check and redress occupational stress and mental health issues are not considered timely. These issues, if linger long, can have many repercussions in their lives and can also sometimes force them to take severe steps, as we commonly read in newspapers about the uniformed personnel taking their lives by committing suicide succumbing to the chronic stress and falling mental health.

The chronic job stress among the uniformed personnel is not only affecting sleep, metabolism, hormones and the vital body parts but also compelling them to become inefficient, developing bellicose relations with the staff and seniors due to hypertension and hormonal imbalances and many discipline-related issues.

The fitness of nation hinges on the well being of the uniformed personnel as the latter is responsible to safeguard not only our borders with neighbouring countries from infiltration by the non-state actors but also to devise mechanism in maintaining law and order and securing peace internally.

It is the need of the hour that this silent menace can be countered with the ease, taking collective efforts in the direction by one and all irrespective of hierarchy as a large number of cases related to chronic stress and mental health issues have been noticed among the lower strata of the uniformed personnel.

Considering the above points and having the mandate to identify the needs and problems of the police service in India, it has become imperative for this Bureau to bring out an issue focusing on a similar subject. Therefore, the Bureau of Police Research and Development (BPR&D) in

'Promoting Good Practices and Standards'

association with the Indian Institute of Public Health, Gandhinagar (IIPHG) is bringing the special issue of the Indian Police Journal for July- September, 2019, is on the theme – “Occupational Stress and Mental Health Issues among the Uniformed Personnel in India”.

The current issue of the IPJ consists of twenty chapters which dwell into the cited theme and readers across the nation would greatly benefit from the issue and various stakeholders can devise strategies to minimise stress related issues at the work place and achieve organizational goals in a healthy and stress free manner.

I appreciate and thank Indian Institute of Public Health, Gandhinagar and its contributors taking the time to write the articles for the special issue on the selected theme.

I also express my sincere gratitude to the editorial team who have worked tirelessly to make this issue a reality.

I am also thrilled to announce that BPR&D has entered in its Golden jubilee year.

The suggestions and feedback about the content for making the Journal qualitatively sound are highly solicited.

-Jai Hind



Editor-in-chief

Mental Health & Occupational Stress among Police Forces in North-East India



Jayanto N. Choudhury



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Abstract

The article illustrates the nitty-gritty and challenges involved in Policing in North East India. In conclusion, it urges that the Modern Policing can be possible if policemen feel pride in their jobs.

Keywords

Conflict Area, Conviction Rate, Trafficking, Habitation, Alcoholism

Policing is a stressful occupation in India. Prolonged working hours, dealing with the underbelly of society, managing conflicts of a nation in the midst of a “million mutinies”, inadequate resources, extra-legal pressures and a poor public image are some factors that generate stress on police personnel. Few among the lay public appreciate the mental pressures behind the Bollywood caricature of the pot-bellied police Hawaldar or the negative media image of the brutal and corrupt cop in league with criminal mafias and political power centres.

In North-East India, the turmoil over decades of militancy has aggravated such professional pressures on the police. Moreover, 30% of India’s 15,000 kms land frontiers border NER, though it comprises only 8% of the country’s area. A significant proportion of the overall strength of CAPFs is therefore deployed in this region, either on internal security duties or a border-guarding role. Some examples of the

many instances when police personnel in this region face intense stress and life-threatening situations that lead to stress and sometimes death, are given below:

- In a remote border post, a constable of a central force is denied sanctioned leave. He broods for a few days and then shoots his supervisory officer and some fellow constables, before being overpowered
- In an armed picket in a conflict area, a constable from the state armed police receives disturbing domestic news via his mobile phone. He goes to a corner of the camp, and shoots himself with his rifle
- In a civil police outpost a young officer-in-charge takes action against local power centres for violating the law against noise pollution. Next morning, the

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outpost is gheraoed by supporters of the local leaders. Supervisory police officers order the young officer to apologize as a means of defusing the situation. He does so, feeling intensely humiliated. As soon as his seniors leave, he uses his service revolver to shoot himself.

- The SP of a district is shot dead along with his security detail by a militant hit squad at his own HQ in broad daylight. The entire force is in a state of trauma that their Chief with his security personnel could be killed so boldly.
- The police are ordered to take action against a huge gathering; many of the protesters are women demonstrating against a government policy that the local population is against. Relatives and friends of the policemen are among the demonstrators and the police personnel are reluctant to use force.
- Mass killings are often the consequence of ethnic riots or militants targeting members of a particular community. The worst was the Nellie massacre in 1983 where thousands were killed including many women and infants. It is usually the police who must arrange to collect the bodies, and conduct follow up procedures upto cremation/burial.

Some factors that have led to sustained stress on police personnel in the north-east region over the past decades are outlined below:

Conflict

Militant movements have been a factor in the law-and-order situation in the region since independence. Naga insurgency was the first in 1950's followed by Mizoram, Manipur and Tripura in 60's and 70's, Assam from the late 80's and then Meghalaya. In Assam more than 10,000 people have died as a result of militant

violence over the past 3 decades. The killing and abduction of tea estate managers and oil executives, ambush of district SPs in broad daylight, and assassination of political leaders were symptoms of the extreme breakdown of governance in the 20 years from the late '80's. Targeted killing of non-ethnic communities and indiscriminate acts of terrorism like the multiple bomb blasts in Guwahati (2008) had made life a nightmare for ordinary people and resulted in continuous stress for an overworked and under-resourced police. In fact even the decade prior to the armed movement led by ULFA was one of turmoil, arising out of the AASU-led mass agitation against foreigners (illegal migrants) that pitted society against the government. The confrontation with the Centre's policies on this issue climaxed with the 1983 polls which had an official death toll of over 4000; the actual figure is probably much more. There was a huge expansion in armed police strength, yet even today at the cutting edge, Assam has just over 10,000 civil police personnel in the 350 PSs, a fraction of the 220 civil police personnel per 100,000 population recommended by the UN. Research has shown that more civil policemen reduce crime and generate public confidence; adequately staffed and well equipped police stations, covering manageable jurisdictions can be expected to deliver better policing services and result in a force that is more empathetic to the public they serve. States like Manipur face a situation that is equally critical. Much is expected from the police, but little is invested in resources needed to meet contemporary requirements, improving hygiene factors or to ensure that professional capabilities are upgraded.

An indicator of an effective modern justice system is the disposal of cases in the courts. All-India, the proportion of cases charge-sheeted by the police is 81%; Manipur is a dismal 13 %. Similarly, while states like Kerala secure over 80% conviction, Assam's conviction rate was at

12%. It is a huge challenge to secure evidence in militancy cases, especially with the inadequate forensics capabilities and lack of specialization of investigating officers who have multiple duties that leave little time for this prime policing role. Moreover, while investigators at premier agencies like CBI have a caseload of 4-5 per year, some state police officers have on record almost 200 pending cases each. Under pressure to achieve results in countering militancy, police officers have sometimes resort to short-cuts with tragic outcomes. In mid-2017, the Supreme Court set up an SIT to probe into an alleged 1500 plus extra-judicial killings in Manipur.

Remote borders

The CAPFs have supported the state police in states of the region over these troubled decades of conflict. Central forces also man the international border with 5 neighbouring countries. The terrain and habitation along these frontiers varies from sparsely populated snow-capped mountains on the Sino-Indian border to lush jungles along Indo-Myanmar border, and shifting rivers on the thickly peopled Indo-Bangladesh frontier. Arms, narcotics, wild-life body parts and militants are among the dark traffic via the Indo-Myanmar border; cattle-smuggling and illegal movement of people (including trafficking) and goods on the Indo-Bangladesh frontier. Except for the border with China, these are non-militarized frontiers. Hence there is uncertainty on the quantum of force that can be used illegal border-crossers. Felani, a Bangladeshi girl was shot dead crossing the border and here body remained hanging on the border fence for days. This became an international incident with repercussions for the personnel involved. Border posts in some states are not road-connected. While helicopters are available for casualty evacuation and similar emergencies in mountainous terrain, border-guarding personnel must live with the knowledge that in case of adverse weather conditions, the

only way to reach the road-head is by several days foot-march. Most personnel are from states distant from these borders; from the north, west and south of India. The terrain is unfamiliar and the local culture is alien. Going home on leave takes several days journey time and there are locations beyond the reach of mobile connectivity.

Multiple oversight

Apart from its own hierarchy and the framework of a disciplined force, the police today are accountable to a host of other institutions. The courts, bureaucracy, State Police Accountability Commissions, Human Rights Commissions of the Centre and States, CSOs, and even the media all opine and sit on judgement of actions taken by the police. No other profession has this profusion of bodies comprising those with little experience of the practicalities of police work, yet reviewing in the minutes detail, every action of the police in the field. In one case an oversight bodies ordered a murder case to be registered against a constable who when attacked by an absconding accused wanted in a murder case, fired two shots that killed the wanted person. The question asked was why the policeman had fired 2 instead of only 1 shot? Each such stricture brings in its wake the possibility of departmental actions whether inquiries or suspension, or more draining, court cases that the police personnel often have to fight at their own cost. Is it any wonder then, that alcoholism is rampant, as are undetected cases of depression and other mental health issues triggered by professional stress?

Medical facilities

These are inadequate in the state police, with many posts of Medical Officers either not sanctioned or vacant. In both CAPFs and the states police, even when MOs are available, suitable training to recognize and address mental health issues is rare. Similarly, supervisory officers also have little training to dealing with

such issues, often viewing lapses as indiscipline or 'lack of moral fibre'. The concept of 'Post-Traumatic-Stress –Disorder (PTSD) is yet to be acknowledged in police work, since this is considered a fall-out of military combat conditions. Alcoholism is not seen as a symptom of a possible stress-triggered mental disease, but an addiction that is a moral weakness.

The way forward

What can be done to address issues that cause such a high level of stress among both state-police and CAPF personnel in this region?

1. From a public health perspective, more research is needed to identify stress-factors. The Regional Institute for Mental Health at Tezpur is one of the oldest such institutions. PHFI can explore partnerships with it for needed research, and to build up training modules in mental health management for PCPs/ MOs. Also to build up a cadre of non-medical personnel in the state police and CAPFs trained to recognize basic mental health conditions and provide psychological first-aid. Peer-counselling using modern communications to set-up help-lines and apps can be developed to provide facilities to reinforce these resources. The objective should also be to remove the stigma of mental health conditions and consider this as any other disease caused by occupational stress. In the longer term, pre-recruitment psychological screening can be considered to identify those with low threshold for stress or proclivity to use more violence than needed in the environment that the police work in.

2. Improving police resource and capabilities is essential. While policing is in the State's List under the Constitution, most of the states in NER lack adequate resources to allocate to policing. Yet, the huge deployment of central forces including the army clearly reflects that the region is of utmost national importance. Should the Centre consider schemes to fund

augmenting civil police manpower and training appropriate to contemporary challenges faced by the region? For CAPFs, a review of their prolonged deployment in an internal security is called for, so as to free up the designated reserves for training and rotation to less-stressful locations. A similar exercise for deployment on the borders is called for, aimed at reviewing the strength of central Border-Guarding-Forces and whether these can be substituted by state forces (even if under central control) in the less critical borders. Moreover, state forces are likely to be more comfortable with the terrain and local cultures and greater engagement of communities can help secure national frontiers at lower cost, while reducing stress factors on border-guarding forces.

Conclusion

Sometimes it is argued that police personnel are government servants like in other department and hence separate provisions for health care including mental health care are not warranted. Yet which other department is authorized under due legal process to use force against the country's own citizens even to the extent of depriving them of the fundamental right to life and liberty? The colonial model was one of 'cheap' policing where the police were seen simply as an instrument of the state with its primary objective as maintaining the authority of the regime at minimum cost. That rectitude was not expected from the police is reflected by provisions of the Evidence Act of 1872 that made confessions to a police officer of any rank inadmissible. The army was called out to ruthlessly quell civil disturbances against the imperial regime, as seen in egregious actions like the Jallianwalla Bagh massacre of 1919. Delivery of policing services to citizens was seen as secondary. In most developed countries today, the role of the police is recognized as crucial to the well-being of society; the link between good policing and development is accepted as

axiomatic. The UN's SDG 16 has articulated the need to build up institutions that can achieve this. It is therefore imperative to allocate resources to ensure that police forces particularly in conflict areas like the North-East states in India, are adequately supported to build up required professional capacity and a positive public image. At the same time working to ensure that the police personnel needed to uphold the rule of law are themselves not deprived of the work-life balance acknowledged today as essential to productive outcomes in any field.

“Quis custodiet, ipso custodiet” is an ancient phrase that asks ‘who will watch the guardians’? An effective answer for a modern police lies partly in greater external accountability to the rule of law, not the executive, nor further increasing the multi-layered organizations that now oversee the working of the police. At the same time, strengthening an internal culture of accountability is essential and is possible only when each individual policeman or woman feels a sense of pride in his or her role, is seen by the public as a protector, and in turn feels that the system provides the respect and support due to such a critical function of governance.

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Police Culture and Occupational Stress



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Abstract

In policing, the roles and responsibilities are governed by mandate, but the police culture directs police behaviour, working style, relationships with colleagues and interface with other criminal justice functionaries. Police socialization is a part of the police culture which begins at the police training academies. The article illustrates dynamics within the closed boundaries of police culture. The police culture is assessed from the way it is manifested and reinforced in recruits through experience sharing process. The article also elaborated on occupational stress in Indian Policing with the help of research studies by Indian scholars. The authors discussed the contributing factors of police culture leading to occupational stress. Further, an attempt is made to identify major sources of occupational stress in policing. The article also illustrates the consequences of occupational stress in policing. In conclusion, the authors give policy level recommendations for mitigating negative effects of occupational stress in policing in India.

Keywords

police culture, occupational stress, psychological effect, mitigation

Introduction

Police Culture

Culture is a set of beliefs, presumptions and understanding that shapes the professional communication and actions of a group or community at large. In policing, the roles and responsibilities are governed by mandate, but the police culture directs police behavior, working style, relationships with colleagues and interface with other criminal justice functionaries. This set of formal and informal regulations are passed

on across police generations. Police culture varies based on crime rates, quality of interpersonal relations and extent of adherence to traditional approaches. In the crime prone zone, the police may always be on fighting mode to reinforce 'us-versus-them' subculture. In conflict zones, subordinates are expected to show complete obedience. In peaceful zones, community services may prevail through healthy dialogues between administrators and "reinforces". In peaceful zones, department may

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exhibit experimental approach and encourage reasoning attitude. For a person to fit in a particular department, his/her personality should align with the work culture of that department, otherwise, adjustment difficulties may arise subsequently or eventually (Burke et. al., 2007).

Assessment of Police Culture

Police socialization is a part of the police culture which begins at the police training academies. The socialization of a recruit can have positive effects in dealing with job related anxiety and handling complexities of public relations. This sharing of tense emotions leads to mutual dependency, hence strengthening teamwork and collectivism.

To analyse police culture, establishing the boundaries of police culture is a prerequisite. Police culture is guarded by normative orders such as bureaucratic influence, competence, ethics, experimental attitudes, law and risky behavior. These factors define the attitude and actions of police officers. Further, the composition of department (homogeneous or heterogeneous) ascertains the attitude of officers (negative or positive). Research studies show that in homogeneous composition, the officers are likely to acquire negative attitudes (aggressive, authoritative and indifferent to public grievances). Where as in heterogeneous groups (comprising of minorities, equal gender representation, educated lot, from different backgrounds) may cultivate assisting and problem solving attitudes. It is the experiences of the colleagues that help in shaping recruit power of interpreting the world around. For example, a new recruit may learn about the formal rules and regulations in academy but it is the experienced officers who teaches (directly or indirectly) about effective tone of voice, body posture and handling trouble makers (Maneen, 1975).

Three broad forms of police culture are represented by artifacts, assumptions and

values. Artifacts are visible traits of police organization such as building and office architecture, addressing superiors and juniors, announcements, attitudes, ceremonies, communication style, dialect, dress code, jargons, smells, services and writing styles. Secondly, value system is guiding force behind police behavior. It is the experienced officer's influence on field that conveys value of honesty and integrity to the new recruit. The experienced officers often emphasize on learning real police work on field. A sense of camaraderie is established over a period of time within team mates who would share secrets that may be questionable in connection with ethics, legality and police mandate. Gradually, the new recruit forms his/her identity within the police culture. A consistent socialization of recruits usually forms conflicting identities and this may escalate 'us versus them' culture.

Police culture germinates through sharing experiences and includes sharing values, assisting partners and supporting each other. However, prolonged conformity to police culture may solidify 'us versus them mentality' (a.k.a. code of silence) and create a gap between police departments and community (Nahn, 2014). Detachment with the society may cause burnout, cynicism, depression, isolation and occupational stress in professional and personal lives of police officials (Amaranto, 2003).

Defining Occupational stress

The American Institute of Stress (2012) defines stress as, "*a condition or feeling experienced when a person perceives that demands exceed the personal and social resources the individual is able to mobilize.*" The reasons for stress include negative working environment, unhealthy relationship dynamics and unhygienic sleeping and eating habits. An individual's resilience towards stress depends upon numerous aspects related to personality, environment, sociocultural situation, etc. (Ragesh, Tharayil, Raj, Philip, & Hamza, 2017).

Police has an important role in maintaining the disciplinary and legislative equilibrium of the society because they are expected to face physical dangers leading to significant stress. "This kind of disruption of the psychological as well as physiological homeostasis of the individual, which leads to deviant functioning in the working environment is known as Occupational stress" (Kar & Singh, 2015). Occupational stressors are inherent in the nature of the job for the police officials, which implies the use of force, making decisions in critical situations, risks to own safety and that of colleagues, attending the scenes of accidents and injuries (sometimes death), exposure to suffering and violence. The risk of occupational distress derives from their operational duties as well as organizational tasks. Operational duties include patrol activities, traffic control, criminal investigations, crime prevention, community services. Organizational tasks include selection and management of personnel/human resources, training of new recruits, public information, record keeping, bureaucratic procedures. It also includes inactivity, boredom, bureaucratic administration, relationships with colleagues and superiors, the public's perception of police work and inadequate relationships with supervisors (Acquadro Maran, Zedda, & Varetto, 2018).

To cope with occupational stress, the experienced cops are likely to choose between 'lay low' attitude or becoming a 'crime fighter' which is dependent upon culture in the police organization. The values of professionalism and adherence to ethics associated with punitive measures for deviant acts of police personnel may prevent misconduct and corruption. Moulding of police culture depends upon organizational policies of hiring, retention and promotions apart from nature of socialization process of new recruits and leadership values within the department (Crank, 2014).

Occupational Stress in the Indian Police

Indian police personnel can be broadly categorized into constables, inspectors, and officers. At the bottom of the hierarchy, the constables obey the commands of inspectors/sub-inspectors. The inspectors investigate cases, register first information report and maintain the law and order situation in their area of jurisdiction. The officers ensure administrative control over crime and law-and-order situation of the town along with supervising the work of policemen subordinate to them (Kar & Singh, 2015). Due to the differences in the work pattern of various police ranks, possible differences in their experience of occupational stress can be observed. For instance, Vinayak (2001) found upper-rank officers to have higher stress than the lower rank officers (mentioned in Kar & Singh, 2015).

Kar and Singh (2015) conducted a quantitative and qualitative analysis in Uttar Pradesh evaluated 100 constables, 100 inspectors and 100 police officers of Uttar Pradesh, using the occupational stress questionnaire. The inspectors described their job as "*unlimited and unpredictable*" with "*insufficient sleep hours and irregular meals*" which implied problems with work overload, organizational structure, interpersonal, private and personal stressors along with frequent transfers, slow promotions, fear of suspension, and punishment, difficulty in getting leave sanctions, insufficient staff and dissatisfactory work distribution. Officers showed distress in the areas of managing people and ambiguity of roles because of overload, organizational structure and role conflict. The constables were significantly most stressed up because of environmental factors, traveling away from the organization and work overload. Constables felt more aggravation than the inspectors and officers due to low salary structure, lack of housing and medical facilities and their inability to fulfil the demands of their families. A study by Mathur on "Stress in police

personnel: A preliminary survey”, found that the Indian Police faced inadequate equipment, fear of severe injury, working conditions, anti-terrorist operations, lack of recognition, being killed on duty, work overload, shooting someone in the line of duty, tackle with the public, lack of job satisfaction and police hierarchy (mentioned in Shaikh & Kapadi, 2014)

In their study on Indian police personnel, Suresh et al. reported that the main stressors were associated more with organisational stressors like never being off duty, lack of time to spend with family, political pressure from outside the police department, inadequate salary/facilities were also the cause for many symptoms of depression, anxiety and burn-out (mentioned in Acquadro Maran et al., 2018).

In another cross-sectional survey conducted by Ragesh et al. (2017) among police personnel (both male and female) in Calicut urban police district, Kerala, India. Occupational stress was measured using Operational Police Stress Questionnaire (PSQ-OP) and Organisational Police Stress Questionnaire (PSQ-ORG). It was seen that operational stress is more in younger officer and lower level rank officials. It was also seen that operational stress is more in female police personnel compared to males because of societal pressure to play multiple roles at home as well as at work. Many police personnel also face substance abuse, physical illness and mental illness due to stressors.

In a similar cross-sectional study conducted among 180 police personnel in Gadchiroli city, Maharashtra. Structured questionnaire based on Professional Life Stress Test by Fontana was given to all participants. Most of the participants (88.88%) were working for more than 12 hours daily leading to stress among police personnel. This led to reduction in productivity, absenteeism, lower morale, increase in conflict with others along with physical and emotional problems and poor satisfaction with life (Lanjewar, 2018).

In Indian police forces, most of the personnel are suffering from physical or mental health issues due to occupational stress. The profile of law enforcement involves stressful triggers such as ‘negative working environment, lengthy working hours, absence of or less family time, uneven or inappropriate eating practices, tough choices need to be taken very rapidly, sleepless nights, bad living and working circumstances, problems with the seniors, insufficient time for leisure activities, personal problems etc.’ (Ragesh et al., 2017). The occupational stress in policing is also related job satisfaction rates. Anderson et al. (2002) found that stress reduces work satisfaction, leading to reduced efficiency, poor outcome and enhanced certainty of resignation. Anderson further identified signs of occupational stress was visible in form of explicit ‘fatigue, depression, concentration difficulty, irritability and impulsive behaviour’.

The cost of occupational stress in policing is enormous (Slate et al., 2007). It is found to be higher amongst young officers due to their initial postings in conflicting and challenging area. The exposure to field operations and new style of police culture adds to the occupational stress. Saleokaret. al., (2011) in their study contended that stress is also found to be higher among lower levels. This is due to direct interface with public in distress, handling conflicting situation, crime investigation and parallel management of maintaining of law and order. Further, stereotypical social roles in Indian society explain higher occupational stress amongst females in police services. The above mentioned segments of police services are vulnerable to occupational stress and are more likely to suffer from hypertension, diabetes, renal problems etc. Gershonet. al., (2002) in his study noted high prevalence of cardiac and metabolic disorders among police personnel. In a similar study conducted in India, police were found to be habitually consuming alcohol or chew tobacco. Both habits are one of the prime risk factors for

causing hypertension (Almale et. al., 2014). Research studies also found significant positive association between occupational stress and psychological distress. Carlieret. al., (2000) found higher prevalence of post-traumatic symptoms among police personnel.

Contributing Factors of Police Culture leading to Occupational Stress

Danger is inevitable for policing. Police on field or in shelter is under constant threat of victimized by violent encounter. The unpredictability of facing the danger instils a sense of doubt and suspicion towards citizens. The constant concern about perceived threat may significantly contribute to burnout and stress. Another contributing factor is authoritarian approach of police. Police are taught to deal with a wide variety of situations with specific authority. To look and act like an authority, police are equipped with weapon, handcuffs, communication device and a uniform. Police are trained to handle conflict/dispute situation with reasonable discretion by giving orders, controlling situation, curtailing few rights of the citizens involved, collect information, conduct searches and arrests. It is natural for the public to resent police intervention, hence public may react adversely for non-cooperation, show contempt, revolt or even act violently. Under such circumstance of public isolation, police look for solidarity from colleagues (Johnson et. al., 2005).

With police living with persistent danger to life and coping with public disapproval, society expects police to be efficient. As the promotion of police is based on performance, there is always a need for delivering the best in hostile situations or emergency situations. In recent times, pressure to deliver is addressed by adopting computerization of police services. Police is burdened with the philosophy of 'do more with less'. Police are expected to exhibit professional behavior, respect the dignity of citizens and be responsive to public grievances.

The standards for police behavior and performance is set higher in the contemporary challenging conditions. Does this bring some change in police behavior or personality?

The impact of police work profile creates a unique 'police personality'. The police personality have the traits of 'controlling the situation, assertiveness, cynicism, authoritative, indifferent to citizens in general, unconditional solidarity for colleagues and frequently react with aggression (verbal or physical)' (Twersky-Glasner, 2005). Research shows that applicants for policing are generally different from the general population. They are more assertive, psychologically healthy and open for handling social contacts. However, the unique traits of police personality are formed due to the nature of socialisation and kind of experiences one has during services. On the contrary a school of thought argues that the Police personality is a vague terminology as there is no well-established scientific evidence proving persistent traits of police personal that are found to be constant across time and space. The traits may vary from situations, responsibility undertaken and depending upon the experiences of the police personal. However, to understand police behavior, the working police personality may be broadly classified into enforcers, idealist, realists and optimists.

Sources of Occupational Stress in Policing

Police culture contribute to occupational stress among police personnel resulting in early onset of physical or psychological ailments. In addition, stress is also caused by excessive media and public criticism, no time for family, excessive paperwork, career related difficulties, no participation in decision making and late shifts. In addition, today's advanced forms of crimes in cyberspace and threat of cross-border terrorism is demanding more from police. The demands may be categorised into interpersonal, physical, role and task related.

- (a) **Interpersonal Demands-** Usually police deals with abrasive personalities. The police perceive that the public hold a negative image of the police system and consider police as abusers of power. Police consider public harsh leading to occupational stress.

A police officer is required to fulfill off-duty demands as well with upholding good conduct. He/She is living under a constant public scrutiny. Police are trained to live-never off-duty till the day of retirement. The stress transcends to police families as well (Bruke, 1993).

- (b) **Physical Demands-** Police has to undertake strenuous activities in extreme physical conditions. The officer in action naturally becomes vulnerable to injuries. According to International Association of Chiefs of Police Report (2009), the most common types of injuries incurred by police officers includes sprain/strain/soft tissue tears (53%), contusions (16%), lacerations (15%), blood-borne pathogen exposure (8%), puncture wounds (4%) and broken bones (4%). The analysis further identified the most common calls types that resulted in injuries to police are disturbance (36%), investigation/enforcement (22%), crime in progress (19%), traffic stop (15%) and during pursuit (8%). Police are exposed to conditions that no other profession experience (BJA, 2009).

- (c) **Role Demands-** The expectations from police may arise role conflict and role ambiguity. Role conflict occurs when society's expectation from the police behavior are in conflict with policing policy and principles. The society may expect from police to curb a crime which is happening due to circumstances that are beyond police control. Thus, the

public perception of police performance creates excessive stress. Similarly, in case of role ambiguity, public perception of police may be different from real police work. At times, the police image is highly exaggerated due to misperception created by crime stories, media, movies, video games and TV series.

- (d) **Task Demands-** The police are expected to complete multiple tasks in stipulated time. With such demands, police are also expected to attend to ad-hoc, need based services. The complexity of tasks and limited time in hand mounts pressure for the police personnel to the extent of causing hypertension. Quantitative overload is common phenomenon where police have to deal with huge number of emergency calls, more than they could respond. As police have to attend multiple calls, the police-public interaction time is reduced. Also, each case deserves complete police attention and needs to undergo complete police procedures of interviews, statement recording, evidence collection and paperwork. With limited manpower and increasing rate of crime, the quality of investigation suffers and overload of stress is directly felt by police personnel (Hart, et. al., 1995).

Consequences of Occupational Stress in Policing

Police in general experience five different types of stressors (Shane, 2010). These are Internal (germinates from organization due to poor management, stagnation in career development, lack of acknowledgement for the good work done, stringent policies and paperwork), External (poor coordination with courts, prosecution and correctional services, over critical media narration, disrespect from public and indifferent political decisions

pertaining to policing), performance (role conflict, adverse duty hours, job related high risks and absence of emotional support system within the organization), individual (pressure to conform with unsettling/unacceptable culture). Apart from these five stressors, psychological stressors are overlapping due to police encounter with personal pitfalls. These are desensitization, prejudice, cynicism and burnout.

To control the self, police are socialized to detach themselves emotionally. They are expected to act tough. Over a period of time, new recruit learns to carry poker face and yet express rigidity. The on field experience also germinates prejudice towards community members. Police bias is usually reflected in their discriminatory actions towards a particular caste, class or background. However, in general police are conditioned to respond with cynicism. If such negative attitude is not checked, it may result in boredom, frustration and eventually burnout. An emotionally exhausted individual tend to dissociate from relationships as a coping mechanism. In such a state of mind devoid of emotions, views victims as just another addition to crime statistics. In hyper-burnout condition, person loses interest in job leading to reduced professional accomplishments and poor performance.

Severe stress in policing can lead to suicidal ideation and at times suicide as well. In a culture, glorifying bravery and resilience, any issue of mental health becomes a sign of weakness. The person suffering is left to suffer in silence. In an era defined by increasing police suicide rate, the IACP suggested recruiting leaders who understands mental health issues and possess stress management skills, regularly auditing psychological assistance services, undertaking mental health awareness campaigns, invest in training on maintaining good mental health and undertake post-traumatic healing on priority basis (Violanti, 1993).

Mitigation of negative effects of Occupational Stress in Policing

The reaction to extreme conditions are highly individualistic in nature. The response may vary from excitement to feeling stress. To mitigate negative effects of stress, training needs to be imparted. The right time to initiate dialogue for stress reduction may begin after the person served nearly a year of service time on field. Stress arises due to discrepancies in expectations emerging from official duty and from society. If the discrepancies are not confronted well in time, it may escalate to suicidal tendencies. To effectively address the issue of mental health problems in police, policy decision may consider implementing mandatory employee assistance and stress management programmes and teaching coping mechanisms. The department may also look up to collaborate with research institutions to evolve innovative intervention programmes promoting psychological wellness of police officers.

Presence of high occupational stress is a frightening situation which needs to be addressed immediately as a public health issue. Occupational stress may directly affect their physical and mental health resulting in reduced work productivity, indirectly affecting the crime prevention and correctional services as well as their personal and familial life. Workshops, stress management programmes, periodic health check-up at the workplace, can be very helpful for early identification of vulnerable policemen who are at-risk of having stress. Appropriate counselling, psychotherapy, structural changes and gender-specific stress reduction programmes are recommended for bringing positive changes for the police personnel.

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Occupational Stress and Mental Health



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Abstract

The article explains the common mental disorders associated with the Police Service in India and the ways to counter the malaises.

Keywords

Disorder, OCD, PTSD, Schizophrenia, Heartache, Malady, Hypocrisy

In the Police Forces/Departments, occupational stress is a given, like the uniform one wears. It is so constantly our companion that many of us do not even realize that we are dealing with stressors all the time. Stress levels in Police organizations are among the highest in any professional group. The work is also an unpleasant kind of task, where we are stopping activities or intervening after a crime. We always seem to deal with the negative aspects of life and human nature. We say 'no' all the time. Chronic high levels of stress affect physical and mental health. Poor physical health also leads to poor mental health, negative quality of life, and a dip in professional efficiency.

The typically experienced sources of stress are under-staffing leading to excessively long hours of duty, uncertainties in the work, increasing population pressure, increasing rates of crime, unreasonable pressures from lobby groups, unmet family commitments, marital discord, problems with children's education, chronic ill-

health of self or family members, poor/discouraging conditions of offices/police stations, traffic pollution, exposure to dust, contaminated drinking water, financial pressures, corruption in the system, frequent transfers, uncertainties in election and IS duties, weather calamities, natural disasters, and so on. The full spectrum of stressors is all a part of the deal, and all in a day's work!

The common mental disorders are depressive disorder, anxiety-related disorders, phobias, bipolar disorder, obsessive-compulsive disorder (OCD), sleep-related disorders, attention-deficit disorders, manias, post-traumatic stress disorder (PTSD), psychosomatic disorders, alcoholism, and substance abuse. Schizophrenia and psychopathic personality disorders are more uncommon disorders that affect a smaller percentage of the population. On average, psychiatrists and psychologists cite that in India, 4-8% of the population suffers from mental illness/disorders. In clinical psychology, a

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disorder is distinguished from an illness by the fact that no direct cause may be identified for a disorder. In an illness, there is a specific cause like a bacterium, or parasite, or virus, and on the other hand, a disorder is a result of an array of factors and dynamics.

Due to the fact that there are stigmas, biases, discrimination and insensitivity commonly prevalent about mental illness, there is often under-diagnosis (because of avoidance to seek professional help) and under-reporting. Even after decades of research into the causes of mental disorders, mental health professionals cannot always say exactly how a mental disorder develops in one person, while another person escapes unscathed. The wide range of symptoms, intensities, and probabilities is often attributed to the complexities of the human mind. There are so many 'layers' that the intricacies are endless. It is well nigh impossible to fully understand a person's mind.

Further, the role of genetics is of crucial importance at the onset and severity of mental illness. Dr. Siddhartha Mukherjee, the famous oncologist and Pulitzer-winning author of *The Emperor of All Maladies* (2010), jocularly told his future wife that he had an uncle, an aunt and a first cousin who were schizophrenic, and was she up to marrying him. Luckily, she braved it, and they got married! It is genetics and the early childhood years, which are also influenced by genetics playing out in the family home that, have a larger loading in contributing to mental disorders, than environmental influences.

In the police forces, mild depressive disorder, psychosomatic illnesses, insomnia, alcoholism and PTSD (in specific cases) are usually prevalent. While there are a small number of psychotic patients (those with severe mental illnesses), such illnesses are not due to occupational pressures, but because of genetic factors. In some cases, the employees are ill

prior to joining service, and over time, symptoms become apparent.

In the current methods of recruitment, there is no option of including a psychiatrist or clinical psychologist or counselor in the screening stage to perform diagnostic tests on candidates. Mentally sensitive or already ill candidates would not be recruited, thus saving precious lives from future suffering and saving the Departments from heartache. The screening can also be continued during the phase of initial training, as during training, personality characteristics are clearly read and identified. It is difficult to pretend during basic training.

Having in-house psychiatrists/psychologists/counselors may be made a part of all Police departments. Like we recruit pharmacists and nurses, we would recruit such specialists also. Such a figure would be a non-judgemental, benign professional to whom anyone could turn in times of distress. It could be because I missed out on a promotion, or my marriage imploded, or I had a miscarriage at 5 months, or I lost a part of my weapon and now disciplinary action will start, and I want to unburden to someone who will listen to me patiently. Just that will make the sufferer feel a hundred times better. Sometimes it is just a little cry in a quiet room that is all we need.

In my experience of over two decades, while talking to staffers, one learns that no one minds the hard work and long hours. What pinches the heart and soul is harshness, high-handedness and insensitivity by seniors, partiality, not receiving due recognition or credit for one's successes and efforts, and draconian social orthodoxy in the family milieu. Work pressures are eased considerably when supervisory officers and company commanders treat staffers with respect in an atmosphere of professionalism. Refusing to grant leave just to show your 'power' and 'rank' is possibly one of the most crushing and damaging stressors. Supervisors need to stop

using grant of leave as a bargaining chip. If there are enough people for duty, nothing should stop grant of leave.

A relaxed, flexible, professional approach will promote a more positive mental health index. An open work climate would help to spot signs of a disorder, and to provide an intervention. Noticing early signs of problems and reaching out to colleagues is of crucial importance in the treatment of depressive disorder, and prevention of suicides, especially in the Police Forces, where we are surrounded by fire arms (Kumar, 2016 and 2017).

Studies have shown that in India the suicide rate is 16.3 per 100,000 of the population, versus 10.5 per 100,000 globally. The loss of precious lives is unimaginable, and the loss of resources and unfulfilled opportunities is incalculable. Suicide has several causes, the leading one being depressive disorder, followed by schizophrenia, and thirdly by alcoholism. Supervisory officers often discuss that talking to each other is a safe buffer against suicide. When an otherwise normal person feels overwhelmed by work and family pressures, and is unable to cope, suicide seems a quick option to end his/her misery. The firearm in his/her holster at the hip is what he/she reaches for. But, if there are multiple helplines to use to talk and unburden, support groups of colleagues of the same age group, buddies with whom we bond, and in-house counselors who are always available during office hours, and after office on phone, we shall definitely be able to control the number of suicides in the Police Forces. A big positive help would be a flexible and empathetic official set-up. Talking about feeling frantic and distressed immediately is the most hopeful option we can have. Talking and unburdening reduce sleeplessness, which is a major contributing factor in depression and suicide.

Apart from examining and seeking to improve the work culture, it is equally important to spread

awareness about mental disorders and try to remove the stigma attached. The stigma, hypocrisy in Indian society and a tendency to adopt an ostrich-like attitude to disorders create a fatal condition in cases of depressive disorder, alcoholism and substance abuse. Personnel need to be sensitized about taking treatment when it is needed, to continue the medication and therapy, and to not stop treatment without medical advice. When one re-reads the inquiry reports on suicide or fratricide cases, one finds a clear trend of stopping of medication abruptly by the staff member. In some cases, family members are unaware that their father or husband has stopped taking medication on his own. There is also the problem of patients and family members going to godmen for salvation, instead of a mental health professional.

In maintaining a positive mental health status, the support from family members is a very important factor. The practice of making personnel live in barracks away from families may be dispensed with, except in emergency conditions. A small component of staffs may stay in barracks as a quick reaction team, while the rest live with family. This team may also be rotated from time to time. Barrack members are prone to loneliness, depression, excessive alcohol intake and high levels of worry about families far away. This is especially true for middle-aged employees whose children are in high school and college, and whose daughters are in their early-twenties, and their marriages need to be arranged in the traditional fashion.

Police personnel fall prey to the group of psychosomatic disorders in large numbers, and once they are stricken, there seems no way of curing them of their maladies. Hypertension, diabetes, obesity and arthritis have assumed epidemic proportions. Chronically high levels of stress are behind such ailments. In cases of obesity, excessive eating is caused mostly by an uncertain lifestyle where there are no fixed meal

times. People overeat because they are extremely hungry. They wolf down whatever food they can find. In some cases, the overeating is due to the underlying depressive disorder. Comfort eating in enormous quantities relieves the feelings of misery and loneliness, and piles on fat too.

Diabetes is caused, in part, by genetic factors, and also by obesity, chronic stress and inactivity. We need to take practical policy decisions that address the foods served in police barracks and canteens and move to healthier eating habits than are being done currently. The food served in messes is excessively high on carbohydrates, fats, salt and sugar, and a radical change is needed to serve healthier options.

Hypertension is the 'emperor' of all psychosomatic illnesses, to twist a quote by - Dr. Siddhartha Mukherjee. It is also one of the deadliest. To explain hypertension in simple terms, it is the chronic squeezing of blood vessels thanks to the body always in readiness to fight or run away (fight or flight reaction). Not only does this constant high blood pressure reduce blood flow to the heart and ruin its health, but hypertension is also an important cause for kidney degeneration. There is a decreased blood flow to the kidneys as blood vessels are squeezed and stressed. The kidneys shrivel up and malfunction after a long period of a reduced blood flow.

Undiagnosed and untreated hypertension spells disaster for the heart and kidneys, and also puts the patient in danger of cerebral strokes.

Suffering from psychosomatic illnesses is detrimental to the quality of life, and leads to heightened levels of anxiety and feelings of depression. Thus, it is a vicious cycle. To improve health, officers and personnel need to take a determined decision to change the way of functioning. Non-stop work, irregular hours, lack of exercise, insufficient rest and sleep, harsh behaviour with everyone, poorly balanced diets, and use of alcohol and smoking have to be banished, and a new way of balancing work and personal life and health has to be evolved.

The old colonial mindset of rigid rank structures, a gulf between ranks, harsh behaviour, and an absence of democratic processes, rigidity and opaque rules is counter-productive, and should be dropped at the earliest. A new empathetic style of working needs to be heralded in. The work will continue to be difficult and complicated, but the way we behave with one and other shall change for the better. It is by starting to behave in a decent and democratic style that we shall be able to balance occupational pressures and have a positive mental health status. A new work ethos needs to be imagined and created, which blends professionalism, humaneness and empathy. The work culture has to be re-fashioned as a kinder, gentler and positive version of its current harsh avatar.

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Examining the Relationship in Operational Stress, Professional Quality of Life and Coping Strategies among Police Personnel: An Empirical Investigation



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Abstract

The police as an institution reflect society. Crime and especially, the terror induced by crime not only provide grounds for continuous augmentation in police numbers and budgets, but also allow the police to maintain an unaltered organizational structure and special legal status as police personnel. The differences in the organizational structure and supervisory frameworks of police do not in themselves represent obstacles but the individual challenges which police personnel face in day to day life defines the performance and overall wellbeing of such officers of law and protection. In the current study an attempt has been made to ascertain the significant association between operational stress, professional quality of life and coping strategies among police personnel (N=238). In the current study, it is revealed that significant association exists between compassion satisfaction/fatigue and police stress and also with coping strategies. Hierarchical regression model was utilized to test if the professional quality of life scale total scores and brief cope total scores significantly predicted police personnel's ratings of operational stress. The results of the regression analysis indicated that the two predictors explained 49% of the variance ($R^2 = .49$, $F(4, 234) = 1.96$, $p < .01$). The current results suggest and re-iterate that by adjusting occupational, physical and psychosocial settings to the professional's abilities, needs and reasonable expectations, performance might be augmented within the state and organization.

Keywords:

Operational Stress, Quality of Life, Compassion Satisfaction, Burnout, Secondary Trauma, Coping Strategies & Policing.

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Introduction

The framework of policing and job demands of police personnel instantly stated as a highly stressful occupation (Violanti & Aaron, 1994) which might affect not merely the professional quality of life in a detrimental way, but at times might result in severe stressful lifecycle. Police officials often react in a fraction of a second pertaining to complex life threatening situations on a regular basis. Even though with so many challenges to face they get threats to lives and also during some instances criticised in the social media (Abdollahi, 2002; Burns, 2008) for known or unknown reasons. As a matter of fact, first responders protect and preserve 'life, property, and the environment' (Prati & Pietrantonio, 2010a) immediately after accidents and disasters. This definition typically encompasses specifically trained professionals and volunteers in traditional first responders' groups, such as police officers, firefighters, search and rescue personnel, as well as emergency and paramedic teams (Argentero & Setti, 2011; Hargrave, 2010). Apart from immediate stressors police officials face other strain in their day to day affairs and organizational environment including, excessive paper work, lack of support from senior officers, and unannounced shift work (Violanti et al., 1994). As a consequence of these additional stressors, the police officers face variety of difficulties in their family lives too (Alexander & Walker 1996; Gilmartin 2002). The end result of these factors put officers at a high risk of developing PTSD (Post Traumatic Stress Disorder), loss of job, alcoholism or in certain cases extreme suicidal behaviour tendencies (Gilmartin, 2002).

Another imperative concern is the complex relation between policing practices and working under extreme traumatic stressful events. This apparent contagious quality of suffering due to failed attempts in saving lives, especially between healthcare/policing professionals and the clients they serve, was first mentioned in the psychology literature by Pines and Maslach (1978). After more than four decades of deliberations on this

critical subject, the phenomenon is most widely known as compassion fatigue (Figley 2002; Stamm 2010). The concept of compassion fatigue imbibes the negative effects of working with people who have experienced extremely stressful events and is contributory to dampening professional quality of life (Stamm 2010). The researchers have further divided it into burnout and secondary traumatic stress. While the former is characterized by frustration, anger, depression, feelings of hopelessness, and exhaustion, the latter is attributed to fear, intrusive images, avoidance behavior, and sleep difficulties, as a result of work related exposure to people who have experienced extremely or traumatically stressful events (Stamm 2010) during their professional work. In recent times there have been very meager studies on compassion satisfaction, burnout and its relationship between operational stressors among indigenous police personnel within our country. Anecdotally, in India, police are the coercive arm of the State, which are entrusted to perform the basic duty of the State, that is, maintenance of law and order. Rapid growth of population, industrialization, urbanization, political consciousness, led to law and order problems. Mathur (1999) has defined stress in the preface of his work where he defined stress as a multi-causal, complex psychological phenomenon, often created by insidious, long-range continuous pressures, threats and demands on individuals much beyond tolerance limits resulting in psychological, emotional and physical exhaustion. Umranikar has narrated the results of similar studies. He stated that according to the Mumbai study conducted in 2004, on festive days, police force is on the streets rather than celebrating festivals. This means that police officers and other ranks in the commissionerate can't avail holidays or leave due to this. For various reasons, police work in 12 hour shifts while the labour law provides for an 8 hour shift. In view of the shortage of man power heavy crime work and uncertain law and order duties, policemen have to work for 16 hours at a stretch. They also do not avail weekly holidays, casual

leave, earned leave and the other gazetted holidays. As a result, over-worked policemen suffer from stress related diseases like diabetes, high blood pressure, ulcer, heart problems etc. The Bureau of Police Research and Development (BPR&D), New Delhi conducted a study (1993) and identified a constellation of variables which provide information about the nature of stressors encountered by the police within our country. Further, as Pareek (2008) appropriately stated that coping strategies can bring good health, mental tranquillity, and spiritual poise in the police personnel. Coping with stress is very important. When an individual experiences stress, they adopt ways of dealing it. An individual cannot remain in a continual state of tension. Therefore, even if a deliberate and constant strategy is not utilized, to deal with a stress, some strategy is used, and it is often called as coping mechanism.

In spite of a highly stressful job, police officers are generally resistant to any kind of psychological support. Police officers are part of a society that focuses and highlights strength and emotional serenity (Burns, 2014). It is mostly expected that police officers are problem solvers and not 'problem carriers' (Berg, Hem, Lau, Ekeberg, 2012). There is a stigma related to accessing support which will directly affect the potential career prospects along with loss of respects from peer, are some common hindering factors for police officers (Burns, 2014). A qualitative study was conducted by Thompson (2012), in which he stated that the spouses of the police officers reported an overrun effect from work to home life. The spouses also experienced that their husbands were never off duty and at times also felt emotional disconnection from their partners. A study conducted by Kaur and Kaur (2007) on occupational stress and burnout among women police indicated that the work of police is the most stressful occupation, as the level of occupational stress increased, an increase was also seen in the burnout level. Although much research is done on the harmful effects of stress on police, still there is only very little few

research done on as to how to be more acceptable to psychological support. One way is to compulsory attending the yearly counselling and mental health checkups, which is not much practised in India. Usually this area of research was studied in the context of rehabilitation for incarcerated persons, which also showed promising results for police officers (Carlan & Nored, 2008).

From the above deliberation it can be inferred that there is dearth of research in the area of policing with respect to how operational stress events are affected by coping strategies and quality of professional life. Therefore, in the current endeavour an attempt has been made to ascertain the close association between police operational stress, compassion satisfaction, compassion fatigue/burnout, secondary traumatic stress and coping strategies.

Hypotheses

H₁: There will be significant association between operational police stress and compassion fatigue, burnout and secondary traumatic stress.

H₂: There will be significant association between operational police stress and coping strategies.

Methodology

Design

All the questionnaires were adapted, translated and back translated into Gujarati language by native speakers and a psychologist before data collection following the norms of psychometrics. In the current endeavour utilized questionnaires were distributed and filled in from 15th February, 2019 to 30th March, 2019, by the respondents from various police stations of two cities of Gujarat i.e. Gandhinagar and Surendranagar. The study is envisaged on cross-sectional correlational design to ascertain the significant association between police personnel operational stress, compassion satisfaction, burnout, secondary trauma and coping mechanisms utilized during their work culture.

Measures

Demographic Information

Participants were asked to provide information about their age, gender, qualification, years of experience (length of service), rank, shift and marital status. To protect the identities of the participants, age and years of experience were asked in categories in addition to the exact years in case they did not want to disclose their exact age and years of experience.

Cope Inventory (Brief Cope) (Carver, 1997): This inventory is the abbreviated version of cope inventory developed by Carver, Scheier & Weintraub (1989). The scale is a multidimensional coping inventory developed to assess a broad range of coping responses to stress (Carver, 1997). It consists of 28 items, having two items in each of the 14 sub scales. In the present study, the 14 subscales of Brief Cope were divided into two major subscales i.e. “problem focused coping” and “emotion focused coping”. The problem focused coping scale included seven items related to the subscale’s of active coping, use of instrumental support, positive reframing, planning, acceptance, self-distraction and behavior disengagement. On the other hand, the emotion focused coping scale included the remaining seven sub scales viz. denial, use of emotional support, venting of emotions, religion, substance used, self-blame and humour. The respondents indicated on a 4 point scale ranging from 1 (I haven’t been doing this at all) to 4 (I have been doing this a lot), the extent to which they have been using a particular coping strategy. Cronbach’s alpha reliability for current police respondents ranged from .38 to .92.

The Operational Police Stress Questionnaire (McCreary, D. R. & Thompson, M. M., 2013): PSQ-Op consists of 20 items designed to assess operational (PSQ-Op) stressors. The PSQ-Op measures distress related, for instance, to ‘shift work’, ‘working alone at night’, ‘over-time demands’, ‘risk of injury on the job’. Participants rated each item

on the scale according to the level of distress it has caused recently using a 7-point scale that ranges from ‘no stress at all’ to ‘a lot of stress’. The Cronbach’s alpha (α) for the original PSQ-Op was found to be .92. High levels of content validity and convergent validity were reported for the PSQ-Op (Taylor & Bannel, 2010). In the present study, Cronbach’s alpha (α) is reported to be 0.73.

The Professional Quality of Life Scale (Pro QoL): Pro QoL measures pleasure and one derives from being able to do the work well, feelings of hopelessness and difficulties in dealing with work or in doing one’s job effectively, and work-related, secondary exposure to extremely stressful events. The Professional Quality of Life Scale (Pro QOL; Stamm, 2010) was used in this study because it is the most validated measure in the research literature to measure the effects (positive and negative) of care-giving professions. Importantly, it also separates out compassion satisfaction, which is theorized here to represent potentially practical form of recovery capital for police. The three subscales are enumerated as follows:

Compassion Satisfaction: It is about the pleasure one derives from being able to do his/her work well. Higher scores on this scale represent a greater satisfaction related to your ability to be an effective caregiver in your job. ($\alpha = .88$). *Burnout:* It is associated with negative feeling of hopelessness and feeling like one’s work does not make a difference. From the research perspective, burnout is one of the elements of Compassion Fatigue (CF). These negative feelings usually have a gradual onset. They can reflect the feeling that your efforts make no difference, or they can be associated with a very high workload or a non-supportive work environment. Higher scores on this scale mean that you are at a higher risk for burnout. ($\alpha = .75$). *Secondary Traumatic Stress:* The second component of Compassion Fatigue (CF) is secondary traumatic stress (STS) which involves a fixation on stressful events, and an inability to sleep, and reliving of trauma. The

symptoms of STS are usually rapid in onset and associated with a particular event. They may include being afraid, having difficulty sleeping, having images of the upsetting event pop into your mind, or avoiding things that remind you of the event. ($\alpha = .81$).

Participants & Procedure

The researchers used a convenience sample of 238 responding officers from four participating police departments in two cities of Gujarat, i.e. Gandhinagar and Surendranagar, after seeking due permission from senior officials. Survey method procedure was undertaken for the current sample of police officers to ensure and to avoid causing the respondents undue stress or harm due to fear of retribution within their agency. Not only would such influences unfairly bias the findings, it would be unethical. Participants were given the surveys in private to be completed without the researchers' direct participation during administration. This was done to minimize risks and to respect the autonomy of the law enforcement personnel participating in this study.

Statistical Analysis & Results

SPSS-21.0 was utilized to perform all parametric and non-parametric analysis. Police stress was utilized as the dependent/criterion variable while coping strategies and quality of life were computed as independent variables.

Descriptive Statistics Results

The data was collected from 238 individuals working for Gujarat police from Gandhinagar and Surendranagar city police stations. The police officials that participated aged between 19 years and 57 years ($M = 31.9$, $S.D. = 9$). There were 123 males and 115 females from different ranks and with a varied length of services in police. As it's seen, 51.7% were males and 48.3 females, out of which 58.4% of police officials were graduates, only 10% had completed post-graduation and 31% of the individuals had just studied till high school. 0.4% individuals had no formal education. Out of the total sample 71% were married, 27.7% were unmarried and 1.3%

of individuals are divorcees. The maximum no. of participants had less than 5 years of experience i.e., 120 participants. 66 individuals had 6-10 years of experience in police, 17 police officials had 11-15 years of experience, and 20 participants had more than 20 years of experience. Out of the total sample 4 were on contractual and 2 were on deputation in police. The highest no. of police personnel was constables, which was 177 participants. 27 individuals were police heads, 20 were assistant sub inspectors, 8 were trainees in police and 6 were police sub-inspectors. The no. of participants on the basis of shifts, 69% of the participants worked from evening eight to morning eight, 19% worked from afternoon 12 to evening eight, 4% from morning eight to afternoon 12, from morning seven to afternoon two and from afternoon two till night nine 3% individuals worked, and only 2% worked from night nine till morning seven.

Correlation and Regression Results

The correlation results between all imperative variables in the present study are described below in the Table-2. The total scores of police stress questionnaire (Total PSQ) showed significant negative correlation with one sub-dimension of Brief-COPE i.e., *acceptance*, $r = -0.14$, $p < 0.05$ and a negative correlation with total of Brief-COPE (Total BC) scores where $r = -0.14$, $p < 0.05$.

The sub dimensions of Brief-COPE also showed significant association with other dimensions of Brief-COPE. *Self-distraction* depicted significant positive correlation with active coping ($r = 0.20$, $p < 0.01$) scores, and a negative correlation with *use of emotional support* ($r = -0.19$, $p < 0.01$). Following this, *Self-distraction* another dimension of Brief COPE was reported to depict a significant positive correlation with Total BC ($r = 0.31$, $p < 0.01$). *Self-distraction* also showed a positive correlation with *secondary traumatic stress* (STS), third dimension of professional quality of life (ProQoL). *Active coping* showed a significant

Table 1. Descriptive Study Results of Respondents

Variables (N= 238)	Frequency (%)	Percentage	Mean Deviation	Standard
1) Gender				
Male	123	51.7		
Female	115	48.3		
2) Age			31.9	9
3) Education				
No formal education	1	.4		
High School	74	31.1		
Graduate	139	58.4		
Post Graduate	24	10.1		
4) Marital Status				
Unmarried	66	27.7		
Married	169	71.0		
Divorcee	3	1.3		
5) Length of Service (Yrs.)				
Less than 5 years	120	50.4		
6- 10 years	66	27.7		
11- 15 years	17	7.1		
More than 20 years	29	12.2		
Contractual	4	1.7		
Deputation	2	.8		
6) Rank of Personnel				
Trainee	8	3.4		
Police Constable	177	74.4		
Police Head	27	11.3		
ASI 20	8.4			
PSI 6	2.5			
7) Working Shift				
Morning (8 am- 12 noon)	10	4.2		
Day (12 noon- 8 pm)	45	18.9		

Night (8 am- 8 pm)	164	68.9	
Morning (7 am- 2 pm)	7	2.9	
Day (2 pm- 12 midnight)	7	2.9	
Night (9 pm- 7 am)	5	2.1	

negative correlation with use of *emotional support* ($r = -0.34, p < 0.01$) and *use of instrumental support* ($r = -0.18, p < 0.01$). Further, active coping showed a significant positive associations with other dimensions of Brief-COPE like with *behavioural disengagement* $r = 0.24, p < 0.01$, *venting* $r = 0.19, p < 0.01$, *positive reframing* $r = 0.13, p < 0.05$, *planning* $r = 0.23, p < 0.01$ and with *self-blame* $r = 0.28, p < 0.01$. *Active coping* showed significant positive correlation with Total BC scores too, where $r = 0.45, p < 0.01$. A positive correlation was seen with *secondary traumatic stress scale* (STS) and total composite score of professional quality of life (Total ProQoL) scale where $r = 0.24, p < 0.01$, and $r = 0.14, p < 0.05$, respectively. Denial showed positive significant correlation with *venting* ($r = 0.2, p < 0.01$), *humour* ($r = 0.24, p < 0.01$), and *religion* ($r = 0.17, p < 0.01$). A significant positive correlation was also seen between *denial* and Total BC scores where $r = 0.34, p < 0.01$. Following this, the Table 2 shows that *substance use* was reported to be positively correlated with *behavioural disengagement* ($r = 0.18, p < 0.01$), *self-blame* ($r = 0.15, p < 0.05$), and Total BC where $r = 0.25, p < 0.01$. A significant positive correlation was also seen between *substance use* and STS ($r = 0.16, p < 0.05$) and also with Total Pro QoL ($r = 0.18, p < 0.01$). *Use of emotional support* showed significant positive correlation with *use of instrumental support* ($r = 0.34, p < 0.01$), and *humor* ($r = 0.18, p < 0.01$). However, a significant negative correlation was seen between *use of emotional support* and *venting* ($r = -0.16, p < 0.01$). *Use of emotional support* also showed significant negative

correlation with *planning* ($r = -0.17, p < 0.01$) and with *self-blame* ($r = -0.21, p < 0.01$). STS and Total Pro QoL also depicted a significant negative correlation with use of *emotional support* where $r = -0.23, p < 0.01$ and $r = -0.15, p < 0.05$. *Use of instrumental support* negatively correlated with *self-blame* where $r = -0.2, p < 0.01$ and positively correlated with *humor* ($r = 0.23, p < 0.01$) and Total BC ($r = 0.25, p < 0.01$) in a significant manner. *Behavioural disengagement* depicted significant positive correlation with *self-blame* ($r = 0.13, p < 0.05$) and Total BC ($r = 0.4, p < 0.01$). *Behavioural disengagement* also showed positive correlation with *compassion satisfaction* (CS) ($r = 0.16, p < 0.05$), STS ($r = 0.25, p < 0.01$) and with Total Pro QoL ($r = 0.23, p < 0.01$) in a significant way. Stating further, another dimension of Brief COPE, viz., *venting* showed significant positive correlation with *planning* ($r = 0.2, p < 0.01$), *religion* ($r = 0.13, p < 0.05$), *self-blame* ($r = 0.27, p < 0.01$) and Total BC ($r = 0.43, p < 0.01$). However, *positive reframing* showed negative correlation with *planning* where $r = -0.13, p < 0.05$ while a significant positive correlation with *humor* ($r = 0.18, p < 0.01$), *religion* ($r = 0.22, p < 0.01$) and Total BC ($r = 0.38, p < 0.01$). *Planning* showed a positive correlation with *self-blame* ($r = 0.29, p < 0.01$) and Total BC ($r = 0.34, p < 0.01$). *Planning* also had a positive correlation with STS where $r = 0.17, p < 0.01$. *Humor* depicted a significant negative correlation with *self-blame* where $r = -0.16, p < 0.05$ and a positive correlation with *religion* ($r = 0.15, p < 0.05$) and Total BC ($r = 0.37, p < 0.01$). *Acceptance* and *religion* revealed a significant

Table 2. Pearson Correlation “r” Results between Major Variables of Current Study

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	TOPSQ	SD	AC	D	SU	UES	UIS	BD	V	PR	P	H	A	R	SB	TBC	CS	BS	STS	TPQL
1	1																			
2	0.013	1																		
3	-0.125	.203**	1																	
4	-0.038	-0.062	0.123	1																
5	-0.095	-0.046	0.09	-0.106	1															
6	0.019	-.193**	-.336**	-0.083	-0.088	1														
7	0.015	-0.068	-.183**	0.005	-0.07	.345**	1													
8	-0.113	0.122	.244**	-0.078	.179**	0.015	-0.048	1												
9	-0.007	0.065	.187**	.204**	0.069	-.162*	-0.039	0.124	1											
10	-0.027	0.015	.134*	0.125	-0.019	0.125	0.065	0.082	0.019	1										
11	-0.11	0.088	.226**	0.027	0.028	-.167**	-0.009	0.056	.198**	-.130*	1									
12	-0.046	0.053	-0.01	.246**	-0.039	.178**	.229**	-0.022	-0.087	.183**	-0.053	1								
13	-.141*	0.076	0.096	0.086	0.121	-0.051	0.022	-0.005	0.106	-0.024	0.116	0.082	1							
14	0.127	-0.015	0.016	.175**	-0.073	0.087	0.076	0.056	.135*	.224**	-0.105	.146*	-0.027	1						
15	-0.119	0.125	.279**	0.031	.146*	-.215**	-.202**	.128*	.271**	-0.022	.286**	-.158*	0.043	-0.079	1					
16	-.141*	.310**	.453**	.343**	.248**	0.1	.248**	.397**	.435**	.378**	.336**	.368**	.349**	.330**	.370**	1				
17	0.034	-0.006	0.054	0.085	0.093	0.018	0.049	.158*	0.056	0.096	0.073	0.021	0.039	0.088	0.072	.190**	1			
18	0.071	-0.018	-0.033	-0.074	0.127	-0.06	-0.093	0.047	0.092	-0.116	-0.039	-0.119	-0.014	-0.06	.171**	-0.039	0.068	1		
19	0.098	.161*	.240**	0.01	.157*	-.228**	-0.106	.253**	.271**	0.052	.170**	-0.062	0.011	0.091	.280**	.279**	.431**	.202**	1	
20	0.1	0.082	.145*	0.009	.181**	-.148*	-0.08	.230**	.216**	0.02	0.11	-0.078	0.017	0.063	.262**	.221**	.687**	.569**	.833**	1

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

[1- Total Operational Police Stress Questionnaire(TOPSQ), 2- Self-Distracton(SD), 3- Active Coping(AC), 4- Denial(D), 5- Substance Use(SU), 6- Use of Emotional Support(UES), 7- Use of Instrumental Support(UIS), 8- Behavioural Disengagement(BD), 9- Venting(V), 10- Positive Reframing(PR), 11- Planning(P), 12- Humor(H), 13- Acceptance(A), 14- Religion(R), 15- Self-Blame(SB), 16- Total Brief-COPE(TBC), 17- Compassion Satisfaction(CS), 18- Burnout Scale(BS), 19- Secondary Traumatic Scale(STS), 20- Total Professional Quality of Life(TPQL)]

positive correlation only with Total BC where $r = 0.35, p < 0.0$; $r = 0.33, p < 0.01$ respectively). Lastly, *self-blame* showed a significant positive correlation with Total BC scores where $r = 0.37, p < 0.01$. *Self-blame* also revealed a significant positive correlation with *burnout scale* (BS) ($r = 0.17, p < 0.01$), STS ($r = 0.28, p < 0.01$) and Total Pro QoL ($r = 0.26, p < 0.01$).

Total BC depicted a significant positive correlation with compassion satisfaction (CS) ($r = 0.19, p < 0.01$), STS ($r = 0.28, p < 0.01$) and Total Pro QoL ($r = 0.22, p < 0.01$) among police personnel's. CS further revealed a significant positive correlation with STS where $r = 0.43, p < 0.01$ and with Total Pro QoL where $r = 0.69, p <$

0.01 . Burnout scale (BS) computed a significant positive correlation with STS ($r = 0.2, p < 0.01$) and Total Pro QoL ($r = 0.57, p < 0.01$). Finally, secondary traumatic scale (STS) revealed a significant positive correlation with Total Pro QoL where $r = 0.83, p < 0.01$.

Regression Results

Hierarchical regression analysis was utilized to test if the professional quality of life scale total scores and brief cope total scores significantly predicted police personnel's ratings of operational stress. The results of the regression indicated that the two predictors explained 49% of the variance ($R^2 = .49, F(4, 234) = 1.96, p < .01$) (See Table 3 below).

Table 3. Summary of Hierarchical Regression Analysis for Variables Predicting Operational Police Stress (N = 238)

Variable	Model 1			Model 2			Model 3		
	B	SE B	\hat{a}	B	SE B	\hat{a}	B	SE B	\hat{a}
Education	2.71	1.86	.09	2.45	1.87	.08	2.00	1.86	.07
Marital Status	1.17	2.62	.03	1.54	2.62	.042	1.16	2.60	.03
Age	-0.12	0.14	-0.06	-0.11	0.14	-0.06	-0.14	0.14	-0.07
Gender	-1.84	2.51	-0.05	-0.20	2.5	-0.05	-1.01	2.51	-0.03
Total Pro QoL				0.17	0.12	.09	0.23	0.12	.12*
Total Brief COPE							-0.38	0.15	-.16**
R^2	.010.91			.022.06*			.156.11**		

F for change in R^2

* $p < .05$. ** $p < .01$.

Discussion & Conclusion

In the current study, it is reported that significant association between compassion satisfaction/fatigue and police stress total scores was observed, which proves the stated first hypothesis empirically i.e. police occupational stress will be significantly correlated to

compassion fatigue. Some research studies suggest that the frequency of negative experiences over the years in service increases police officers' risk for experiencing burn out (Kohan & Mazmanian, 2003). Tehrani (2010) in a larger study of health professionals, a few family liaison officers ($n = 45$) reported the least

support from supervisors and were most likely to report the lack of justice in the world. Interestingly, these officers experienced higher levels of personal growth and job satisfaction compared to other caregivers. Lane and colleagues (2010) recruited 47 male and female detectives and found that compassion fatigue reduced detectives' personal relationship satisfaction. However, in regard to coping strategies among police personnel, the second hypothesis did reach the significant level but negatively correlated with operational stress scores, which might be due to the maintenance of bothersome features of the work environment, which create more stress for police officers than adverse incidents in the field. Stating further, dimensions of Brief COPE significantly correlated with operational police stress questionnaire items as enumerated in the result section. Further hierarchical regression models clearly stated that operational police stressors significantly were predicted by total scores of professional quality of life and brief COPE scores.

At this outset, it is envisaged that police workplaces and monitoring at state and regional levels, work-related stress could be prevented or counteracted by job redesign (e.g. by empowering the police personnel, and avoiding both over- and underload), by improving social support, and by providing a reasonable reward for the effort invested by police personnel, as integral parts of overall policing in Gujarat state. Further, it is re-iterated that by adjusting occupational, physical and psychosocial settings to the professional's abilities, needs and reasonable expectations, performance might be augmented within the state and organization. In an effort to more effectively reduce the debilitating physical and psychological consequences of work-related stress in law enforcement, this study examined the association between compassion satisfaction, fatigue/burnout and coping mechanism on police-related

stress. To the extent that the most significant sources of chronic police stress have traditionally been inaccurately identified, it is also likely that accompanying solutions have been inadequately pursued. Thus, the purpose here was to build upon empirical evidence pointing toward more proactive and productive directions for diagnosing and combating police-related stress.

Stress is an occupational hazard of modern living. In today's fast-paced, high-tech society, the debilitating effects of stress are not limited to those engaged in police work. From college students to air traffic controllers, fire fighters, and working mothers, stress has become as much a part of life in the 21st century as computers and cell phones. In fact, illnesses related to stress have now replaced infectious diseases as the leading cause of death. In addition to the clinical intervention model, many contemporary agencies embrace the *individual coping model* by offering stress prevention training. Learning the importance of regular exercise, nutritional improvement, and relaxation techniques is likely to enhance physical health. Learning how to balance work and personal life by making time for family, hobbies, and sports is likely to enhance mental health. Both physical and emotional results can be rewarding for employees who incorporate the message of such training into their lifestyles. We may not yet be able to change the weather, prevent cancer, or cure the common cold, but we can take steps to change organizational stressors. To prevent the stress virus from infecting unsuspecting employees, police departments must place greater emphasis on improving organizational health.

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Are Police Officers in Grip of Mental Illness: Diagnostics and Preventive Interventions



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Abstract

Good mental health helps in attaining a balance between life activities and efforts to achieve psychological resilience. Mental illnesses are mental disturbances in terms of thoughts, encounters and emotional impairments and enhance the capacity to evaluate interpersonal interactions which may cause self-destructive conduct. Among the mental health problems associated with stress, depression is one major issue of public concern. Chronic psychosocial stress has long been associated with the origin and development of depression. Policing is generally considered a high-risk profession for the development of mental health problems, because of the various critical incidents and potential traumatic events that the police encounter during their career. This research review focuses on the prevailing mental disorders/ illnesses among policemen, the significant diagnostics for measurement of mental distress and the appropriate interventions for remedial purposes.

Keywords

Police, mental health, mental illness, diagnostics, interventions,

Introduction

Concept of Mental Health and Illness

Mental health is crucial to the overall well-being of individuals, societies and countries. Early in the 20th century the mental hygiene movement was successful in putting mental health promotion on the international agenda. Indeed, mental health can be defined as a state of well-being, enabling individuals to realize their abilities, cope with the normal stresses of life, work productively and fruitfully, and make a contribution to their communities (World Health

Organization, 2002). Three ideas central to the improvement of health follow from this definition: mental health is an integral part of health, mental health is more than the absence of mental illness, and mental health is intimately connected with physical health and behavior. Thus, mental health includes our emotional, psychological, and social well-being. It affects how we think, feel, and act. Mental health is important at every stage of life, from childhood and adolescence through adulthood. New research has probed the idea that positive mental health may influence physical health and biological functioning. A

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recent review summarizes evidence showing that a high positive effect (measured in terms of happiness, joy, contentment, and enthusiasm) is linked with lower morbidity, increased longevity, and reduced health symptoms. Positive emotional style was also associated with better endocrine function (lower levels of cortisol, epinephrine, and norepinephrine) and better immune response (higher antibody production, greater resistance to illness (Pressman and Cohen, 2005).

Unfortunately, in most parts of the world, mental health and mental disorders are not accorded anywhere near the same degree of importance as physical health. Rather, they have been largely ignored or neglected. A mental illness is a condition that affects a person's thinking, feeling or mood. Such conditions may affect someone's ability to relate to others and function each day. Each person will have different experiences, even people with the same diagnosis. Good mental health means more than the absence of symptoms. It means the ability to manage life competently and to deal in a reasonably robust way with the challenges it inevitably throws at us from time to time. Mental illness includes a wide range of conditions that affect how we feel and think and vary in how long they affect people: sometimes a single episode, sometimes a lifelong condition.

Mental illnesses vary in severity: sometimes transitory, sometimes causing psychosocial disability requiring long-term support. The main symptoms are feeling 'low' and losing pleasure in things that were once enjoyable. These symptoms may be combined with others, such as feeling tearful, irritable or tired most of the time, changes in appetite, and problems with sleep, concentration and memory. Mental illness can be of various kinds (depression, anxiety disorders, eating disorders, addiction behaviors, etc). People with depression typically have lots of negative thoughts and feelings of guilt and worthlessness; they often criticize themselves and lack confidence. People who have affective

disorders, such as bipolar disorder and recurrent depressions, often experience problems in the following aspects of cognition, including the ability to: pay and sustain attention, remember and recall information, think critically, categorize and organize information (Medalia and Revheim, 2002). People living with mental illnesses often face higher rates of poverty, unemployment, lack of stable housing, and social isolation. Poor mental health impacts on individuals and their families, in terms of lost income, lower educational attainment, quality of life and a considerably shorter life span.

People living with mental illnesses experience a range of physical symptoms that result both from the illness itself and as a consequence of treatment. **Mental illnesses can alter hormonal balances and sleep cycles, while many psychiatric medications have side-effects ranging from weight gain to irregular heart rhythms, thus, these symptoms create an increased vulnerability to a range of physical conditions** (Patten, 1999). People with serious mental illness have higher morbidity and mortality rates of cardiovascular disease than the general population, they also have higher than expected rates of infectious diseases, non-insulin-dependent diabetes, respiratory diseases, obesity related diseases and some forms of cancers (Dixon et al., 1999). For example, studies have found higher rates of obesity and poor nutrition in those with chronic mental illness; higher levels of obesity in any population can be linked to overeating, under activity, lack of awareness of healthy dietary principles, or inability to follow a healthy diet plan due to emotional or cognitive problems (Coghlan, Lawrence and Holman, 2001).

Extensive research has been done on influence of mental illness on academic performance. High depression scores have been associated with low academic achievement, high scholastic anxiety, increased school suspensions and decreased ability or desire to complete

homework, concentrate, and attend class (Humensky et al., 2010).

The workplace is one of the key environments that affect our mental wellbeing and health. There is an acknowledgement and growing awareness of the role of work in promoting or hindering mental wellness and its corollary – mental illness. Although it is difficult to quantify the impact of work alone on personal identity, self-esteem and social recognition, most mental health professionals agree that the workplace environment can have a significant impact on an individual's mental well-being. The consequences of mental health problems in the workplace can be summarized as follows (Crown, 1995):

- *Absenteeism:* Increase in overall sickness absence, particularly frequent short periods of absence
- *Poor physical conditions:* High blood pressure, heart disease, ulcers, sleeping disorders, skin rashes, headache, neck- and backache and low resistance to infections
- *Poor psychological conditions:* Anxiety and depression
- *Work performance:* Reduction in productivity and output, increase in error rates, deterioration in planning and control of work
- *Staff attitude and behavior:* Loss of motivation and commitment, tension and conflicts between colleagues and poor relationships with clients

Mental illness can impact social and cognitive function and decrease energy levels, which can negatively impact the adoption of healthy behaviors. People may lack motivation to take care of their health. Or, they may adopt unhealthy eating and sleeping habits, smoke or abuse substances, as a consequence or response

to their symptoms, contributing to worse health outcomes (Richards, Campenni and Muse-Burke, 2010).

Neither mental nor physical health can exist alone. Mental, physical and social functioning are interdependent. Furthermore, health and illness may co-exist. Recognizing health as a state of balance including the self, others and the environment helps communities and individuals understand how to seek its improvement.

Work stress refers to the aspects of workplace like high demand/low control, shift work and conflict among colleagues which contribute to stress to an individual. Policing is one of the most stressful jobs in the society. It is stressful due to exposure to confrontation, violence, traumatic incidents, with the possibility of being seriously injured or killed. High public demands on police officers and a mounting focus on police efficiency and integrity also lead to stress in this job. Thus, job pressure leads to high rates of job dissatisfaction, reduced productivity, absenteeism, early retirement, high turnover, poor public relations, high accident rates and an increase of lawsuits. This is associated with depression, anxiety, somatisation, post-traumatic stress symptoms, burnout, alcohol or drug abuse, chronic back pain and aggressive behavior (Gershon, Lin and Li, 2002).

Mental Health Problems amongst Policemen

Collins and Gibbs (2003) have mentioned that proportion of police with measurable mental illness has doubled over the past 10 years. Therefore, early recognition, diagnosis and treatment of policemen with mental illness is important to decrease individual suffering as well as the economic burden on the family and society.

Distress can induce the occurrence of mental disorders like anxiety, depression, burnout,

conversion disorder and other mental related conditions (Summerfield, 2011). For instance, a recent comprehensive nationwide questionnaire survey of 3,272 Norwegian police officers (Berg, Hem, Lau, and Ekeberg, 2006) demonstrated that 11.2% had severe anxiety symptoms and 8.2% showed severe depression symptoms. A similar prevalence of severe depression symptoms (8.6%) was found, although using a different instrument, among a smaller representative sample of New York police (Andrew et al., 2008). Research has indicated that intentional (violent) events generally lead to poorer levels of health than non-intentional events (Kessler et al., 1995), and that the frequency of incidents involving confrontations with aggression is associated with, for instance, (symptoms of) anxiety, depression, hostility, burnout, and sleeping problems among affected employees. The National Institute of Mental Health and Neuro Sciences (NIMHANS) carried out an epidemiological study, supported by the Bureau of Police Research and Development, to identify psychiatric morbidity. They have reported that the commonest diagnosis within a normative sample of policemen was depression, dysthymia and anxiety. Alcoholism and substance abuse were noted in about 4% of police personnel from Delhi and 8% in Hubli (Agrawal and Bedi, 2002).

Psychological dysfunction resulting from job distress can be a gradual and progressive process that impairs well-being over time. This process often leaves the workers unaware of the obstacle at hand or unwillingly acknowledge its importance, at least until the severity of the symptoms is noticed by colleagues, family or both. Also, officers often don't seek professional help early enough to prevent diagnosis and quickly benefit from treatment. This is one of the main reasons for which mental disorders are the leading cause of retirement in the police force (Summerfield, 2011).

Depression

Depression is a major concern. It is distress that may have anxiety too, but people with depression often experience symptoms similar to anxiety disorder such to those of nervousness, irritability, problem in sleeping and concentrating. The main symptoms are feeling 'low' and losing pleasure in things that were once enjoyable. These symptoms may be combined with others, such as feeling tearful, irritable or tired most of the time, changes in appetite, and problems with sleep, concentration and memory.

Depressive illness by a followed by a significant reduction in quality of life. Even if symptoms of depression are alleviated, clients can still go through impairments of quality of life and might be more susceptible to depression (Ravindran et al., 2002). The strongest predictor of depression, often in studies, has been found to be family problems, including little time spent with families and disharmony of marriage. Family problems may result from the uncertain work schedule, duties and rotating shifts. Another important factor for depression is job stress. There is also the relation between depression and poor physical health and thus, studies mention that recognition and treatment of depression can be protective for subsequent physical decline and even leads to improvement in physical functioning (Penninx et al., 2000).

The Risk of Faulty Coping Techniques

Perhaps one cause of the mental health-related outcomes is the officers' relatively poor coping skills. Police officers who utilize maladaptive coping skills (like excessive alcohol intake, drug use, smoking, overeating), or fail to understand work-related events accurately and react in a rational manner, will experience chronic, negative mental outcomes. The consumption of alcohol as a means of coping with stress has been associated with alcoholism, obesity, poor marital and family relation, inconsistent mood

states and poor emotional regulation, low self-esteem, depression and reduced quality of work performance (Anshel and Si, 2008).

Post-traumatic Stress Disorder

Tension related to specific stressors is usually called stress. On the other hand, when tension lacks an immediate identifiable stimulus, it is generally called anxiety. People exposed to traumatic situations or events can develop unusually high levels of anxiety; in turn, an ongoing anxiety reaction can contribute to the onset of Post-traumatic Stress Disorder (PTSD).

Occupational stressor like shift work has been associated with increased social stress (Gerber, 2010). Police officers daily face dangerous situations in the line of duty. They may be called to resolve a violent domestic dispute, then chase an armed criminal, then protect an abused child, and then return to work to help a colleague who needs support. Stressful exposures accumulate over time. Future exposures may trigger the re-experiencing of traumatic symptoms from the prior exposure. The effects of trauma affect health in a cumulative manner. Exposure to emotional pain and organizational chaos, such as losing a partner or colleague is common. This complex, cumulative, and long-term trauma exposure leads to Post-Traumatic Stress Disorder (PTSD). The essential feature of post traumatic stress disorder (PTSD) is the development of characteristic symptomatology, including re-experiencing the event, avoidance of stimuli associated with the trauma, numbing of general responsiveness, and symptoms of increased arousal (American Psychiatric Association, 1980). Examples of traumatic occurrences include shootings, physical assault, witnessing violence and familial abuse, handling dead bodies, and disaster scenes such as on September 11, 2001. PTSD is known to be associated with significant adjustment problems in the professional and family settings and with

impaired physical and mental health. A study found that police officers with full PTSD tended to appraise their physical health status more negatively and had significantly more frequent hospital admissions and medical visits (Maia et al., 2007). Post-traumatic stress symptoms were found to be associated with indirect evidence of impaired mental health. Apparently, the combination of strict selection, rigorous training and high quality health care was not enough to prevent the emergence of the negative physical correlates of the post-traumatic stress symptoms.

Police Suicide

There are many stressors that can affect police officers and possibly lead to suicide. Police work itself is the source of many stressors, due to work overload, shift work and exposure to violent and life-threatening situations, among other elements. The police organization can also be stressful. There is also public mistrust and difficult administrative policies. Almost all police suicides result from firearms; the easy access and socialization of officers to have hand-guns undoubtedly contribute to suicide rate (Heiman, 1977). Marital problems, alcoholism and job suspensions are the most significant individual characteristics associated with police suicides.

There is a high stigma of mental health in policing. Hence, it would not be surprising to find an under-reporting of police suicide. Also, some suicides might be easily misclassified as accidental deaths. There are barriers for officers seeking psychiatric help as they worry that the psychiatric evaluation can lead to job sanctions, reassignment, and restriction of firearm privileges, missed promotions and stigmatization.

Suicidal ideation is an important risk factor for suicide attempts and completed suicide. There are studies which have assessed and reported that psychosocial correlates of ideation are depression, family discord, personal stress and alcohol abuse (Fremouw et al., 1990).

Many law enforcement officers consume alcohol as a way to cope with the daily stressors and tension inherent in their work. Hazardous consumption of alcoholic beverages has been identified as a major maladaptive approach to coping, which has contributed to increased risk for suicidal ideation and other health-related concerns.

Berg et al., (2003) conducted a nationwide study on suicidal ideation and attempts among 3,272 Norwegian police and found that 24% felt that life was not worth living, 6.4% seriously considered suicide, and 0.7% attempted suicide. Serious suicidal ideation was mainly associated with personal and family problems. With this in mind, police organizations should seriously consider providing an optimal shift work plan for the sake of the health and psychological well-being of personnel.

Diagnosis of Mental Illness

Mental illness, without appropriate treatment, results in significant negative impacts on both short and long term social, economic and interpersonal outcomes for policemen. There must be appropriate tools for measurement and the currently available ones have been summarized.

Recognizing signs of mental health disorders are not always easy. The Patient Health Questionnaire (PHQ) is a diagnostic tool for mental health disorders used by health care professionals that is quick and easy for patients to complete. The General Health Questionnaire-28 (GHQ-28), which is one of the most commonly used tools to assess mental well-being. This is a screening tool, which was developed to detect individuals who are likely to have or be at risk of developing psychiatric disorders. The tool measures the common mental health problems/domains of depression, anxiety, somatic symptoms, and social withdrawal. The World Health Organization Quality of Life-BREF Questionnaire (WHOQOL-BREF), which was

developed by the WHO, assesses an individual's quality of life. The instrument is a self-report inventory with 26 original items, and is divided into the following four subscales: physical health, mental health, social relationships, and social environment.

Stress can be measured with the help of valid instruments. The Perceived Stress Scale-14 (PSS-14) is a 14-item self-report instrument that helps us to understand how different situations affect our feelings and our perceived stress. The Holmes and Rahe Stress Scale, developed by Thomas Holmes and Richard Rahe in 1967 helps in testing whether one is at risk of illness due to stress. The Police Stress Questionnaire (PSQ) consists of two scales (each of 20 items) designed to assess operational (PSQ-Op) and organizational (PSQ-Org) stress. Police Stress Survey consists of 60 items that correspond to police work related events. The COPE (Carver et al., 1989) is a widely used multidimensional self-report instrument with 15 subscales to measure different ways of coping (i.e., coping strategies). Five subscales measured problem-focused coping, namely Active Coping, Planning, Suppression of Competing Activities, Restraint Coping, and Seeking Social Support for Instrumental Reasons. Coping Responses Inventory (CRI) is a brief self-inventory that identifies the cognitive and behavioral responses an individual used to cope with a recent problem or stressful situation. The Coping Strategy Indicator (CSI), developed by Amir Khan, is a self-report measure of situational coping encompassing the strategies of avoidance, problem-solving and seeking social support. The Coping Inventory for Stressful Situations (CISS) is a 48-item measure of coping styles. Three main kinds of coping style are measured including: Task Oriented Coping, Emotion Oriented Coping and Avoidance Coping.

There are various tools for evaluating Post-Traumatic Stress Disorder (PTSD). The Impact of Event Scale (IES) is widely used to measure

psychological symptoms of PTSD (Horowitz, Wilner and Alvarez, 1979). The Short Post-Traumatic Stress Disorder Rating Interview (SPRINT) by Connor and Davidson is an eight-item self-report measure that assesses the core symptoms of PTSD (intrusion, avoidance, numbing, and arousal), somatic malaise, stress vulnerability, and role and social functional impairment. The Davidson Trauma Scale (DTS) consists of 17 items that quickly and accurately measure PTSD symptoms. The SPAN is a four-item self-report screen derived from the Davidson Trauma Scale. Its name is an acronym for the four symptoms assessed (startle, physically upset by reminders, anger, and numbness). The PTSD Checklist (PCL) is also a 17-item self-report scale for PTSD. There are slightly different versions for use with military (M) or civilian (C) populations, as well as a version focused on a “specific stressful experience” (S). The Post-traumatic Stress Diagnostic Scale (PDS) was developed and validated by Edna Foa to provide a brief but reliable self-report measure of post-traumatic stress disorder (PTSD) for use in both clinical and research settings. Some other significant tools are: Trauma Screening Questionnaire (TSQ), Trauma Symptom Inventory (TSI), and The Self-Rating Inventory for Post-Traumatic Stress Disorder (SRIP).

There are standardized instruments for measuring depression and anxiety. The Hospital Anxiety and Depression Scale (HADS) (Zigmond and Snaith, 1983) is used to assess symptoms of anxiety and depression. State-Trait Anxiety Inventory is a standardized test that measures both anxiety related to present circumstances (state anxiety) and anxiety that is embedded in personality (trait anxiety). The Overall Anxiety Severity and Impairment Scale (OASIS) is a 5-item self-report measure that can be used to assess severity and impairment associated with any anxiety disorder or multiple anxiety disorders. The Center for Epidemiologic

Studies Depression (CES-D) scale, developed by Radloff in 1977, is a 20-item measure of symptoms of depression. Depression Anxiety Stress Scales (DASS) is a 42-item self-report instrument designed to measure the three related negative emotional states of depression, anxiety and tension/stress. The Beck Depression Inventory (BDI) created by Aaron T. Beck, is a 21-question multiple-choice self-report inventory used for measuring the severity of depression. The Hamilton Depression Rating Scale (HDRS) has 21 items for measuring severity of depression. The Geriatric Depression Scale (GDS) is a 30-item self-report assessment used to identify depression. Montgomery-Åsberg Depression Rating Scale (MADRS) consists of 10 items measuring depression, developed by Professors Stuart Montgomery and Marie Åsberg.

Suicide is a major public health issue, and a priority requirement is accurately identifying high-risk individuals. SAD PERSONS scale (SPS) is widely used for suicide risk assessment in clinical and educational settings. Psychological scientist Matthew Nock of Harvard University, along with colleagues from Harvard University and Massachusetts General Hospital, adapted the Implicit Association Test (IAT) to measure associations between life and death/suicide and examined if it could be effective in predicting suicide risk. The death/suicide Implicit Association Test (d/s-IAT) is a computer-based categorization task that assesses individuals’ automatic mental associations they hold about death/suicide and life. The task measures how long it takes an individual to categorize words associated with each of the following four categories: death/suicide (i.e., die, dead, deceased, lifeless, and suicide), life (i.e., alive, survive, live, thrive, and breathing), me (I, myself, my, mine, and self), and not me (i.e., they, them, their, theirs, and other). The Beck Hopelessness Scale (BHS) is a 20-item self-report inventory developed by

Dr. Aaron T. Beck that was designed to measure three major aspects of hopelessness: feelings about the future, loss of motivation, and expectations. It is used as an indicator of suicidal risk in depressed people who have made suicide attempts. The Mini International Neuropsychiatric Interview (MINI) suicidality module consists of six items designed to evaluate the risk of suicide via a number of questions divided into two aspects (in the past 1 month and lifetime) (Hergueta, Baker and Dunbar, 1998). The Suicide Affect-Behaviour-Cognition scale (SABCS) is a new public domain suicide risk assessment tool that has demonstrated ability to predict future suicidal behavior. The Suicide Intent Scale (SIS) was developed in order to assess the severity of suicide attempts. Other noteworthy tools are: The Suicide Behaviors Questionnaire (SBQ), The Life Orientation Inventory (LOI), The Reasons For Living Inventory (RFL), The Scale for Suicide Ideation (SSI) and The Modified Scale for Suicide Ideation (MSSI).

Interventions for Tackling Mental Health Problems among Policemen

There are some existing police officer wellness programs. They have corporate elements of cognitive-behavior therapy and interventions like visualization, progressive muscle relaxation, stress inoculation and cognitive decision-making training which have led to positive psychological (decreased anger, depression and anxiety) and physiological outcomes (like reduced cortisol) (Alpert and Rojek, 2011). Additionally, McCraty and Atkinson (2012) found that police officers trained in heart rhythm coherence biofeedback experienced reductions in stress, negative emotions, depression, and increased peacefulness and vitality as compared to a control group.

Research says that organizational and psychological capital (resilience, hope, self-efficacy and optimism) can act as positive

resources for the officers, especially resilience and optimism should be given more emphasis. Policy-makers and managers should improve the level of the positive resources by developing and implementing fair and impartial procedures, affirming the contribution of these officers and encouraging them with praise and appropriate awards, maintaining effective communication with these officers, helping them with career planning, providing good working conditions, improving job autonomy, and caring about their well-being (Rhoades and Eisenberger, 2002).

Trauma exposure intervention, such a psychological debriefings and suicide prevention training, for example, can act as catalysts for therapy for officers affected by PTSD. Reduction in PTSD symptoms can in turn help to reduce possible post-trauma consequences such as suicidal ideation and substance use. There is a need for improved police entrance screening assessment measures, improved suicide prediction, and more effective intervention approaches. Posttraumatic growth (PTG) is the concept that positive change can be experienced in the aftermath of traumatic events. Several domains of PTG have been identified: increased personal strength, spirituality, enhanced interpersonal relationships, discovering new directions in life, and reforming priorities. Comprehensive Soldier Fitness (CSF) is a program instituted by the U.S. military that trains soldiers to be resilient in the face of severe stress and recognize the possibility of PTG. This program has been well received by soldiers (Cornum, Matthews and Seligman, 2011).

Mind-based interventions can help in enhancing resilience, decrease difficulties with emotional regulation and decrease stress and its outcomes, including those known to be experienced at high rates among police officers, including burnout, fatigue, poor sleep, anger, depression and anxiety (Hoffmann et al., 2010). Similarly, Mindfulness-Based Mind Fitness Training (MMFT) is a 20

hour course designed to help in improvement of performance and enhancement of resilience.

In light of the stigma and shame associated with seeking professional mental health services, researchers have encouraged law enforcement agencies to develop alternative methods of helping through the development of 24 hours peer counseling helpline programs. He, Zhao and Archbold, (2002) identified some advantages of peer counseling in law enforcement. First, peer counselors are familiar with the demands of police work and therefore may be better able to understand the unique stressors inherent in the work. Second, officers who seek support from them tend to find that peer counsellors are more accessible than traditional professional counselors who often require advanced scheduling for an appointment. Lastly, law enforcement personnel may favor peer counseling over traditional therapy due to the absence of power imbalance between the two officers.

New Jersey has a nationally recognized statewide confidential peer-counseling program, known as Cop2Cop. The peer support service program is a free and confidential 24-hour telephone helpline for New Jersey law enforcement officers created through legislation in 1998. Since its inception, Cop2Cop has responded to approximately 50,000 calls. Peer counselors consist of retired police officers and mental health counselors. They place particular importance on active empathic listening. While working with callers, the helpline counselor assesses the severity of the callers' concerns and provides referrals for clinical services. All calls are documented through assessments and descriptions of concerns and symptoms. Cop2Cop also offers outreach services by providing clinical assessments for officers and their families, maintains a referral network of licensed clinical providers, and deploys aid to all critical incident stress management teams throughout New Jersey (Amaranto et al., 2003).

Coping strategies have been explained that have been proved by research to be helpful in maintaining an optimal functioning of mental state (Anshel and Si, 2008).

- *Approach Coping:* The objective is to control, improve understanding or to foster resourcefulness in dealing with sources of stress through thoughts (cognitive aspect) or actions (behavioral aspect). Example of the behavioral component is giving eye contact direct (often for establishing a sense of control, authority or intimidation), making an arrest, obtaining information from or questioning a person, seeking social support, etc. The cognitive component consists of a person's thoughts (analyzing, planning, rehearsing, imaging, psyching up, re-interpretation or reappraising) that are intended for management and empowerment of one (like, 'I am in control').
- *Avoidance Coping:* This helps the officer to deal constructively with low-control situations, to maintain attentional focus and to address the next task at hand. Avoidance (cognitive) Coping consists of thoughts that serve to distract, filter out or ignore, discount, or psychologically distance oneself from the source of stress. For example, "the captain is having a bad day" after receiving a reprimand. Avoidance (behavioral) Coping is composed of the officer's actions that physically remove himself or herself from the stressor and that in return reduces or eliminates thoughts related to the stressor. An organization structure is needed in the police profession that monitors the officer's use of maladaptive coping and the lack of adaptive coping.

Police leaders need tools to recognize the different levels of stress their officers are experiencing and actions they can take to support their officers and minimize long-term effects of operational stress, including absenteeism, early resignation/retirement, depression, substance abuse, and even suicide (Violanti et al., 2011).

A personalized, student-centered training environment facilitates trust and cohesion among police educators and trainees. Person-centered training enhances officers' adaptive coping skills, physical fitness, and officer efficacy (Violanti, 2008). This student-centered training will enhance a sense of connection, acceptance, and belongingness within the police community and better address the barriers that police culture presents. In addition, a connection between educators and cadets can serve as a model for close relationships in the line of duty and after traumatic exposure, all of which are integral components for promoting trainees' resilience, reducing isolation, and removing barriers to seeking treatment.

Psycho-education provides information and support to people. Education should emphasize the negative effects of chronic stress responses as risks for physical health problems if left unaddressed and the positive benefits of harnessing the physiological stress response via reframing arousal to enhance job performance and psychological strength.

Relaxation techniques help individuals become calm following body-focused instructions. Relaxation exercises have been used extensively for stress-related issues. Exercises might include, among others, muscle relaxation, patterned or deep breathing, and calming imagery.

Le Scanff and Taugis (2002) conducted a stress management program for the police special forces in France, including progressive muscle relaxation, breathing exercises, and imagery, as a way to help officers manage stress. It can be recommended that educators visit the websites

of professional organizations and institutions that offer information, online and in vivo training, and other resources (e.g., self-help books, CDs) and engage in self-training before applying these techniques with their trainees.

Writing provides a safe and nonjudgmental space where police trainees have the opportunity to express their emotions and recognize behavioral patterns and potential stressors. There are psychological and physical health benefits associated with journaling. Journaling promotes cognitive reappraisal of negative events, improves memory for factors that help in problem resolution, allows for grieving and meaning-making, and aids in cognitive organization, which facilitates a better understanding of events and solutions (Pennebaker, 1997). Journaling about stress and trauma is associated with long-term health benefits such as improved immune function, improvement in autonomic and stress response activity, and a reduction of the number of physician and hospital visits (Pennebaker, 1997). The goal is for educators to encourage writing throughout police academy and then to explore the content of the trainee's journal writing, suggesting alternative coping mechanisms and identifying resources to foster resilience. Journaling about potentially traumatic incidents constitutes a positive, inexpensive, and independent way of coping with the adversities of police work.

It is recommended that police educators become familiar and comfortable using listening skills and basic counseling techniques. For example, listening to and using attentive nonverbal behavior is important when communicating with a trainee because it sends the message that their concerns/questions are important. The educator applies "active" listening skills and shows the cadet they are engaged and present. To encourage the trainees to become aware of, and open to, seeking mental health care, police educators are encouraged to engage in regular

consultation with mental health professionals and police psychologists. Police educators do not substitute for the role of a licensed therapist; however, they can work as liaison professionals between trainees and mental health professionals. Given the extended contact that educators have with officers, they may be the first to identify the mental health issues of their trainees and collaborate with mental health professionals to resolve these issues.

Police officers need to be supported by peers, significant others, and family members. They are likely to isolate themselves, but they need to have social networks of people who support them. Studies showed that police officers involved in a committed relationship experienced lower levels of psychological stress, depressive symptomology, and suicidal ideation than those who were single (Stafford, 1986).

Conclusion

Policing is widely considered to be one of the most stressful occupations. Day-to-day work activities often put police officers in potentially life-threatening situations, and exposure to violence, pressure to perform efficiently, and public ambivalence contribute to an atmosphere of chronic stress. As a result, police officers have one of the highest rates of injury and illness among all professions (Violanti, 2011). Along with high operational stress, organizational stressors also contribute significantly to the demands of the job, including internal politics, litigation, lack of lateral or vertical specialty opportunities (e.g., “stuck in patrol”), criminal justice system outcomes (e.g., responded to a critical incident of sexual assault, and suspect is released), irregular shifts, and regular policy changes (Tuckey et al., 2012).

It is evident that the nature of work in policing requires optimal mental health. When their mental functioning is compromised, the officers can lose touch with the common sense and resilience that they need to reduce stress and

work at peak performance. Over time, poor mental health can lead to their proneness to physical illness and emotional disorders, accidents, marital and family problems, excessive drinking and drug use, suicide and litigation ranging from excessive force and false arrest, to failure to provide appropriate protection and services (Stafford, 1986). Since optimal psychological functioning is essential for those pursuing police careers; criminal justice educators and police administrators should emphasize it in their instruction and provide information on the process of access and experiencing optimal mental health. A study assessed the mental health of the members of the police force and found that the majority of them had poor mental health (Kelley, 2005).

The various demands of the profession lead to a chronically stressful environment that put the officers at a greater risk than the general population, for developing adverse mental and physical consequences. More specifically, officers experience higher rates of depression, PTSD and alcohol use order relative to the general population (Marmar et al., 2006). According to Geldenhuys (2003), police officials are trained to hide their emotions, right from day one at the Police Training College. They see emotions as getting in the way of the job they are doing. Emotions are suppressed daily for years. The stress takes a toll either quickly or slowly and police officials experience PTSD. It is recommended that workshops be held illustrating the dangers of substance abuse both mentally and physically, and the damage it does to interpersonal relationships. Dieticians should hold workshops explaining the importance of eating a healthy diet. Programs should be run encouraging police members to come forward with their problems and to attend psychotherapy. They should be told how psychotherapy can help them and what to expect in therapy.

Many citizens hold high expectations from police officers without necessarily recognizing their

human vulnerabilities. Consequently, members of society have the capacity to develop negative stereotypes of police personnel when officers fail to meet unrealistically high standards. The assumption that police officers are aggressive and authoritarian in their personality style is one such stereotype.

Police-force officers provide a valuable service to our society; however, they are not immune to stress, and stress should be prioritized as an important issue that should be tackled with effective stress prevention and management programs.

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Work Life Balance, Positive Effect and Life Satisfaction of Paramilitary Personnel and Police



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Abstract

CISF, ITBP, and police are specialized forces with a different work environment than the experience of a normal citizen. Their duty hours, physical and psychological burden is far more than a civilian thinks. This study examined the work life balance and the life satisfaction among employees in the Central Industrial Security Force, Indo-Tibetan Border Police and State police.

Sample: N = 740 officers at different ranks from CISF, ITBP and Police

Tools: Life Satisfaction scale developed at Jnana Prabodhini's Institute of Psychology, Affect Scale based on the PANAS and an open ended questionnaire for assessing status of work life balance were used. In depth personal interviews of 50 employees were conducted to gather the qualitative data for narrative analysis.

Results: It has been observed that there are significant group differences in positive affect, but not in negative affect. Also, significant in between differences are observed across

groups on life satisfaction areas. ITBP is highest on total or composite satisfaction (LSS), followed by CISF and then State Police.

To find out what sort of Work Life balance challenges are faced by the paramilitary forces (CISF, ITBP and Police) a detailed questionnaire was administered to them. It contained 18 questions based on the following themes. 1) Perception of the respondents regarding their job in the light of W-L balance Issues, 2) Their emotional responses to such issues, 3) Their perceptions regarding the system of the agency they are working with, 4) Their coping strategies for restoring emotional balance. For this analysis, a selected sample of total 90 persons falling in the Top 10% group T (N= 45) and bottom 10 % (N=45) group L category on the Life Satisfaction Scale (measure of subjective wellbeing) was considered so as to underline the differences in these two groups on some of the themes. Interesting observations have been noted reflecting the need to incorporate individualized counseling services and basic orientation revisions for maintaining the SWB of the personnel during the service.

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Key words: Life satisfaction, affect, work life balance, paramilitary personnel

The said study is a part of major project conducted by Mr. Pramod Phalnikar, (IPS) In collaboration with Jnana Prabodhini's Institute of Psychology, Pune as the research consultation and assistance back up.

Introduction and conceptual background:

Paramilitary forces work under the umbrella of Central Armed Police forces which include CISF (Central Industrial Security Force) and ITBP (Indo-Tibetan Border Police). These forces were set up to protect the internal security of the country as well as support the defense services in securing the borders of India. All paramilitary forces function under the purview of Ministry of Home Affairs and have different components and roles.

The duties of Central Paramilitary Forces (for example-CISF and ITBP) have grown multifold with Central intervention in assisting State Police growing in maintenance of law and order as well as detection of important crimes. In certain areas like LWE (Left Wing Extremism) affected areas, Central Paramilitary Forces have almost taken over the frontline from the State Police Forces.

Central Industrial Security Force (CISF)

CISF was formed by an Act of Parliament in 1968 to provide better protection and security to Public Sector Undertakings after a devastating fire in HEC, Ranchi in 1964 in which sabotage was suspected. The Force provides security cover to the critical infrastructure of the country in diverse areas like Atomic Energy, Space, Seaports, Airport, Units in the Power, Steel, Coal, Oil Sectors, Historical monuments and Central Government Buildings in Delhi. CISF is also providing security to the private sector units that are of critical importance to the economy of the country.

Indo-Tibetan Border Police (ITBP)

ITBP is one of the five Central Armed Police Forces of India, raised on 24th October, 1962, under the CRPF Act, in the wake of the Sino-Indian War of 1962. Duties of ITBP are as follows:

Vigilance on the northern borders, Check illegal immigration and trans-border smuggling, Provide security to sensitive installations and threatened VIPs, Restore and preserve order in any area in the event of disturbance.

State police

Police force mainly looks after the protection of life and property of civilians through the enforcement of laws and ordinances. Work normally consists of checking of parking meters for violations, routine patrol, preliminary investigation and traffic regulation, and investigation duties in a designated area on an assigned shift. In addition, employees of the class may be required to assist other personnel of the police department in conducting interrogations, searches, and related duties as assigned, involving female prisoners or suspects, as well as in escorting females and juveniles to and from designated points. Assignments and general and special instructions are received from a superior officer who reviews work methods and results through reports, personal inspection, and discussion.

Concepts and Operational definitions:

1. Work Life Balance can be defined as 'proper prioritizing between "Professional" (career and ambition) and "Personal" (health, pleasure, leisure, family and spiritual development/meditation. A simplistic definition of balance may be "sufficient time to meet commitments at both home and work"

2. Subjective well-being-A person is said to have high SWB if she or he experiences life satisfaction and frequent joy and only infrequently experiences unpleasant emotions such as sadness or anger. On the other hand, a person is said to have low subjective well-being if she or he is dissatisfied with life, experiences little joy or affection and feels negative emotions such as anger or anxiety (Ed Diener, Suh & Oishi 1997).

3. Positive and negative affect

Pleasant and unpleasant affect reflect basic experiences of the ongoing events in people's life. These affective evaluations take the form of emotions and moods. However, emotions are generally thought to be short life reactions that are tied to specific events or external stimuli whereas moods are thought to be more diffused affective feelings that may not be tied to specific events.

There have also been debates about whether positive and negative affect are really separable and independent dimensions. According to one view, positive and negative affect are bi-polar and cannot be experienced simultaneously (Diener & Iran – Nejad 1986). However, Larsen, McGraw & Cacioppo, 2001 have argued that they can be experienced simultaneously. Apart from the above dimensions of positive and negative affect, the frequency of emotional experiences has also been considered more important for overall well-being than was intensity.

4. Life satisfaction

The affective components as described above reflect people's ongoing evaluations of the conditions in their lives. Such evaluations can be contrasted with the global judgments about

the quality of a person's life. Individuals can examine the conditions in their lives, weigh the importance of these conditions, and then evaluate their lives on a scale ranging from dissatisfied to satisfy. This global, cognitive judgment is referred to as life satisfaction. (Pavot,W., Diener,E., 2009) It has been felt that most individuals do not examine all aspects of their life and then weigh them appropriately since it is a complicated mental task. Instead, people are likely to use variety of short cuts when coming up with satisfaction judgments. The advantage of life satisfaction as a measure of well-being is that this type of a measure captures a global sense of well-being from the respondents own perspective, though in some cases it has also been argued that people often use whatever information is at hand at the time of judgment and sometimes it can lead to unreliable or less valid measures.

Studies on common people have revealed the above discussed observations; however the researchers were interested in studying specific populations and their work life balance, positive affect and life satisfaction in the light of their occupational nature. The only study on subjective well-being in police personnel was that by Geetha, P.R., Subb aKrishna, D.K., & Channabasavanna (1998) which showed some direction for this study. Thus the study focused on paramilitary forces in India (CISF, ITBP, and State Police) which are exposed to high levels of physical and psychological stresses as compared to the normal civilian population.

Objectives:

- To study the life satisfaction of paramilitary forces in ITBP, CISF and Maharashtra Police.

- To study subjective well-being (positive affect) of the above mentioned group.
- To study work life balance of the above mentioned group.

Tools used:

- **Life Satisfaction Scale (LSS): A Likert type scale** developed at Jnana Prabodhini's Institute of Psychology 2001, Semi-standardized, 60 items covering six areas of life namely – Satisfaction in General, Economic, Inter Personal Relations, Family life, Work Related, and Socio-Spiritual.

Reliability –Split Half Reliability- The split half reliability was calculated area wise and for total scores for the current sample (N=744). The area wise coefficient value range from **0.35 to 0.49** for different areas, these values are highly significant, denoting that the test is highly reliable. The split half coefficient for total score is 0.74 which is pretty high and indicates that the two sets of LSS can also be used as parallel forms.

Validity – Concurrent Validity-When the concurrent validity of LSS was seen through its correlation with Cummins QOL A-5, Standardized tool of quality of life (Satisfaction dimension) it was found that the values were significantly high. (**r =0.22 p > 0.000**) the correlations of sub factors of both the tests were also found significant (**r =0.132 to 0.218**).

Content Validity- The content validity of LSS was obtained by inter rater consistency method. The values of inter rater agreement for the areas are 3.5

(five being the maximum) and above, denoting satisfactory validity of the test.

- **Work life balance Questionnaire:** An open ended Questionnaire developed by Jnana Prabodhini's Institute of Psychology for this specific purpose. contains 18 questions about various aspects of work and family life.

It covers five areas- Material Well-Being, Psychological Well-Being, Relationship (Intimate), Job Responsibility (Work Culture) and Personal Growth

- **Affect Scale:** a checklist of 16 items based on the PANAS (Positive and Negative affect scale) developed by Watson, Clark, and Tellegen (1988b).

It shows the level of distress a person is experiencing at a given duration of time.

Reliability reported by Watson (1988) was moderately good. For the Positive Affect Scale, the Cronbach alpha coefficient was 0.86 to 0.90; for the Negative Affect Scale, 0.84 to 0.87. Over an 8-week time period, the test-retest correlations were 0.47-0.68 for the PA and 0.39-0.71 for the NA.

Validity-The PANAS has strong reported validity with such measures as general distress and dysfunction, depression, and state anxiety.

Sampling

A combination of purposive sampling (for selection of units) and stratified random sampling for selection of personnel within the units has been used to cover various units performing duties in different work environments.

Sampling

A combination of purposive sampling (for selection of units) and stratified random sampling for selection of personnel within the units has been used to cover various units performing duties in different work environments.

**Table 1. Total Group Sample Distribution
N=744**

CISF	ITBP	Police	Total
317	279	148	744

Data collection procedure : These tools were administered personally by visiting various locations as mentioned above and by organizing specific sessions for a group of 55-60 persons (single or sometimes in parallel sessions) comprising respondents from different

Results and analysis:

- A) The data was analyzed by applying one way ANOVA to see if any difference existed for the mentioned variables across the three groups under study. Firstly the level of subjective well-being was studied by using the Affect scale. Table 2 shows the comparison of these three groups on positive and negative affect

Table 2. Comparison on Affect Scale across three groups

GROUP		POS	NEG
CISF (N=317)	Mean	24.03	18.50
	SD	4.853	4.877
ITBP (N=279)	Mean	26.16	17.96
	SD	4.470	4.244

POLICE (N=148)	Mean	26.48	19.09
	SD	5.145	5.719
Total (N=744)	Mean	25.31	18.42
	SD	4.897	4.848
(ANOVA) Between Group-p value		0.000	ns

Generally researchers have focused on some basic positive and negative emotions and the respondents are asked to comment on their occurrence and frequency. It is also noticed that certain emotions have a spill over effect. Thus individuals experiencing high level of sadness are also likely to feel other negative emotions, according to some authorities.

While comparing the overall emotional status in recent past for about one month, ITBP is observed to have experienced significantly more frequency of positive emotions than CISF or Police.

There are significant group differences as far as positive affect is concerned, but not for negative. This means that though all the organization is at a comparable level for negative experience, the same is not true for positive emotions. It is also important to note that unlike trends in other indicators, CISF ranks even below State Police in experiencing positive emotions. The related instrument tries to measure positive emotions such as a sense of belonging, sense of intimacy, closeness emotionally, happiness, peace etc.

If CISF has shown significantly lower levels as for these positive emotions are concerned, which call for an ear requiring decisive interventions.

- B) Comparison on Life satisfaction across three groups is shown in Table 3 below.

Table 3. Comparison on Life Satisfaction Scale across three groups

Group		TOT	ECO	FAM	IPR	SIG	SS	WR
CISF	Mean	168.11	26.50	30.91	27.66	26.48	28.37	28.73
(N=317)	SD	22.894	4.751	4.095	4.385	4.903	4.656	9.663
ITBP	Mean	171.25	27.04	31.39	28.28	26.92	29.01	28.37
(N=279)	SD	23.429	4.923	4.359	4.630	4.671	4.610	5.108
POLICE	Mean	164.78	25.47	31.33	27.58	25.89	27.45	27.09
(N=148)	SD	20.700	4.865	4.013	4.217	4.388	4.902	4.252
Total	Mean	168.63	26.50	31.17	27.87	26.53	28.43	28.27
(N=744)	SD	22.775	4.866	4.181	4.451	4.727	4.717	7.309
(ANOVA)		0.017	0.006	ns	ns	ns	0.005	ns
Between Group-p value								

There are significant 'between group differences' across the organizations under economic parameter related satisfaction and socio spiritual satisfaction apart from the total life satisfaction scores. In LSS ITBP is the highest with 171.25 score on total or composite satisfaction, followed by CISF and then State Police. Surprisingly even for satisfaction in Family Relations, ITBP is higher, even though the 'between group differences' are not significant. This is surprising because, out of the three organizations under consideration its only in ITBP that generally the family is away from the place of actual deployment.

The question therefore is that how despite being generally away from the families the LSS with Family Relations aspect in ITBP is higher than CISF and Police where comparatively significantly higher number of personnel stays with their families.

Research indicates that SWB and Family Relations are closely associated. However the

quality of such interaction is important apart from frequency. When a member of CISF is in every day contact with his family i.e. if his family is staying with him, it might act as a big positive factor as far as SWB is concerned provided he gets sufficient quality time to spend with family. In the absence of such scope for quality time the same factor can act for his anxiety, restlessness etc. Since he would be actually doing nothing to address the family problems. Being physically with family would bring him face to face with family everyday. In such situation emotionally loaded interactions become inevitable causing further distress. (Mukherjee, S., Kumar, U., & Mndal, M. K., 2009) ITBP is also on higher side as far as areas like economy, family relations, inter-personal relations and socio spiritual areas. As mentioned above, in spite of being away from families, ITBP might be scoring high on that aspect because of the reasons mentioned. Secondly their overall positive frame of mind may also have an impact on this satisfaction level as well.

Of course, this does not mean that people should be posted away from families. It only underlines the need for a more qualitative understanding of this phenomenon and how it can replicate for other groups as well.

Work life balance challenges of the paramilitary personnel:

To find out what sort of Work Life balance challenges are faced by the paramilitary forces (CISF, ITBP and Police), a detailed questionnaire was administered to them. It contained 18 questions based on the following themes.

1. Perception of the respondents regarding their job in the light of W-L balance Issues
2. Their emotional responses to such issues
3. Their perceptions regarding the system of the agency they are working with.
4. Their coping strategies for restoring emotional balance

For this analysis a selective sample of total 90 persons falling in the Top 10% - [hereafter mentioned as **group T** (N= 45) and bottom 10 % (N=45) hereafter mentioned as **group L** category on the Life Satisfaction Scale (measure of subjective wellbeing) was considered so as to underline the differences in these two groups on some of the themes.

1. **Perception of the respondents** regarding their job in the light of W-L balance issues:

Finances: Most of the respondents expressed their satisfaction with respect to the material gains from the job e.g. Payment, various economic / financial provisions etc. They do admit that there are better paying jobs than this but also mention that their payments are in proportion to their educational qualifications and sometimes even better than what they would

have received otherwise in outside civil work fronts. They understand the importance of saving for future and are actively working on it. Very few mention that the salaries are not at par and are dissatisfied with it.

Transfers: They do understand that transfers are a part of their job and so are not much disturbed because of the news, but they mention that the family has to suffer a lot due to transfers. 'L' group shows more anxiety and stress related responses on the issue of transfers than the 'T' group. Some members from the 'T' group have mentioned transfers as an opportunity to learn, an exposure to new experiences. Very few of them have expressed worries and what they worry about is regarding the education of their children.

Leaves: The most sensitive issue in work is that of sanctioning of leave. Respondents almost unanimously express their strong dissatisfaction regarding the leave policy. The main complaint being the unavailability of leaves (as a right) at critical moments/personal or family needs. This response is gender free. Most people feel that they do not get leave in a smooth manner in spite of their due rights and in due course of time. This is one of the main reasons behind the strong responses. Leave policies have been harshly criticized and are reported as a major cause of distress, often a feeling of helplessness. The 'L' group feels that critical times when leave is most desired are not considered by the authorities and hence they are grossly unsatisfied with the policy of leave sanctioning. The 'T' group is a little lenient and does not harshly criticize but is also grossly unhappy with the policy as much as the L group.

Transparency in the system : In general most of the respondents from both 'T' and 'L' groups find the system quite rigid and less accommodative for person specific needs. The nature of service being so, it is not surprising at all but some difference is seen with respect to

the approach both groups hold about it. The 'L' group feels (and a majority from the rest of the group agrees) that the seniors are dominating, cannot be trusted for personal grievance sharing and consider that they get very little space in the system in general. They feel that the superiors misuse their powers, and perceive it threatening. They find the system largely opaque and unamendable. Their trust in the superiors is on lower side and they report a feeling of suffocation in the system due to lack of transparency. The T group also perceives the lack of transparency in the system but they are more inclined towards sorting issues out by open communication with the seniors and believe that they will be heard if transparency criteria are taken care of by the seniors.

2. Emotional Responses-

Their emotional responses to such issues are quite stunning. Specially the 'L' group on subjective wellbeing tend to show extreme emotional disturbances. They report a feeling of complete miscalculation of capacities and opportunities. They feel that their emotional needs are not taken care of in this service and have to suppress them forcefully which at times leads to alcohol consumption. Main emotional need reported is their longing to remain connected with their families physically, which is not possible due to nature of job (May it be border postings or 12 hours duty and heavy overwork at times) keeping telecommunication as the only option left. However, the people who have been able to balance work life ('T' group) also feel homesick but some difference is observed in their coping styles. They try to keep connected with the family, take leave whenever possible/ allotted to meet them and sort the issues out, seek for options by doing some other constructive work. They will fully share their feelings with intimates without feeling guilty or frustrated. Many of the 'L' group members feel that work life management is very difficult. They feel that their 'Happiness is sacrificed'. Family

detachment is not digested by them specially responsibilities of the old parents is a constant source of worry and they feel they are not fulfilling their duties towards their elders. Also they are constantly worried about the future of their wives if in case something serious happens. The status of the wooing wives keeps a constant threat in their minds (Prakash, J., Bavdekar, R.D., Joshi, S.B , 2011). Though they know that their job choice is going to make them pay this price, it is very disturbing at times and the feeling of being unjust to the family members keeps on drilling their peace of mind. The 'T' group persons also feel the difficulty of managing both worlds but they seem to have accepted the time crunch as a part of their job, and they intend to seek balance between work and family life. Very few of this group also expresses the positive nature of their job and how it compensates for its limitations. They make it a point to meet their family members whenever badly needed but otherwise do not crib over the issues of leave sanctioning or physical disconnectedness with the family.

3. Perceptions regarding the system:

This was a very sensitive area for them to answer truthfully. However persons from both ends seem to have responded in a matter of fact way as per their own observations. Both groups feel that the facilities offered at work place are not up to the mark, but the difference in these two groups is distinct when it comes to the way of interpreting the reasons behind. The 'L' group respondents have blamed it on the intentions of the superiors while the 'T' group persons show overall lower satisfaction regarding facilities but they hope that the situation might change in due course of time. This shows that they have more optimism and accommodative potential.

The growth perceived by the respondents in the job mainly reflects the financial assurance with changing demands of the family and personal needs. Thus the welfare schemes related to

financial back up are considered to be a boon and people are generally happy about it. The 'L' group does not perceive any personal growth beyond this. However, the 'T' group perceives growth in terms of changing designations, responsibilities, opportunities for learning new things etc. they also mention that their job provides them with the opportunities to help people in crisis situations which is also a dimension of their personal growth. They also seem to be aware of changes in the situations, try to remain updated. They also seek to get promotions, seem to take special efforts to meld themselves as per need, manage family issues and take efforts to remain physically and mentally fit. Some lines regarding this have been given by Hunnur,R., Bagal,M.M., Sudarshan,S in 'Workplace Stress - Causes of Work Place Stress in Police Department: A Proposal for Stress Free Workplace' in 2014.

4. Their coping strategies for restoring emotional balance:

Control of emotional disturbances is perceived as a difficult task by both the groups. Most of the 'L' group respondents seek refuge in work. They immerse themselves in it, or keep tasks pending or procrastinate if it is perceived as too demanding .a general suppression of feelings is commonly observed, making it difficult to regulate emotions when they are piled up beyond capacity. Their coping is more out of compulsion rather than acceptance of the situation. They occasionally use methods like praying, communication with family on phone, listening to music, hanging out, etc. most of which are to cut themselves off from the troubling stimulus.

The 'T' group however makes honest efforts to manage stress, by sharing feelings taking a proper diet, and maintaining physical fitness. They are comparatively more confident about managing emotions, occasionally diverting to entertainment. They also seem to employ techniques like meditation to keep their cool and think positively.

This analysis shows that work life balance issues are quite serious for this sample but there are two clear cut ways opted to deal with it by people who are different on subjective wellbeing criteria. One is to succumb to the unmanageable stress and displace *or* project the negative feelings towards the people around or oneself. The other group of people accepts the life circumstances positively and try to gain happiness from what is known as rational coping.

The issues which are perceived as equally disturbing by both the groups need to be attended by immediate action. Certain issues where there is considerable difference in 'T' and 'L' groups can be further studied to find out the niche areas for addressing in the orientation/ regular motivational training programs held centrally.

Policy changes suggested by the respondents for enhancing the WLB :

- A. Leave policy** to be restructured: particular slots allowed to every recruit as per the arrangement in his unit which would be his rightful leave.
- B. Transfers** around periphery of 500kms: Only two transfers out of this boundary in the working period: this was mainly for being available to family members whenever they needed (sp. at times of emergencies).
- C. Family counseling units** to be established at all units for orientation of family members. This was a serious recommendation of almost all interviewees. Their quote was: *If family is happy we are happy!*
- D. The system needs to restructure the provisions** for basic needs while on duty: ex. Proper personal space (CISF), food allowances (Police)
- E. Medical facilities** on a par with the Armed Forces or Customs (all treatments under one roof-. They are not

very approving of panel hospitals where sometimes they do not get required branch of treatment and have to pay heavily from their own pockets).

Conclusions:

1. The ITBP and Police personnel experience significantly more positive emotions in day to day life than the CISF
2. The ITBP personnel seem to enjoy better life satisfaction in total as well as in economic and socio spiritual domains.
3. The work life challenges faced by these people relate to issues of welfare policy making, transparency in the system and the opportunity to be with the significant others at crucial times.

Limitations:

Since all these forces represent majority male population (only few women could be included) , this picture proves to be applicable to men in forces. A separate detailed study on the women in forces needs to be done to unveil their work life balance issues.

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Factors Influencing Occupational Stress in Uniformed Personnel: A Qualitative Study on Kakching Police, Manipur



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Abstract

Background: Stress is inevitable for the profession called “Police”. Police personnel are a vital part of society, who have to work constantly under stressful circumstances. Qualitative data about occupational stress due to multidimensional factors amongst police personnel are still not sufficiently assessed in north-eastern part of India.

AIM

To determine the factors causing occupational stress among Kakching Police and accordingly to give possible recommendations.

Methods

A qualitative study, where semi structured questionnaire was made and in-depth interviews based on the questionnaire, lasting approximately for 30-45 minutes was taken from 17 police personnel of various ranks about factors related to their working atmosphere and conditions, self-related factors and family oriented factors which can possibly relate as the causes of their occupational stress.

Findings

Stress is multifactorial for police personnel. Factors causing stress for Kakching Police which were found out from this study include: long and unspecified working hours, being away from family, insufficient sleeping and leisure hours, unfavourable topography of the region, poor living conditions, irregular transfers, lack of resources and infrastructure, unsatisfactory benefits and compensation and challenges in maintaining a healthy relationship with the local public.

Conclusion

Chronic stress faced by the police personnel not only affects their personal life, but also results in reduced performance at workplace. Many a time, the stress factors are inter-connected, which

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cause summed up stress at a long stretch. Appropriate organisational and operational intervention methods should be undertaken by the police personnel to cope with the stress which would result in better mental health outcomes and also for improved performance by providing safer environment for the citizens.

Keywords

Occupational stress, uniformed personnel, stress factors, intervention methods.

Introduction

Stress is the commonest among all the mental disorders, falling under the category of Non-Communicable diseases. "Stress is nothing more than a socially acceptable form of mental illness" as said by Richard Carlson. Mathur has defined stress in his work as: Stress is a multi-causal, complex psychological phenomenon, often created by insidious, long range continuous pressures, threats and demands on individuals much beyond tolerance limits resulting in psychological, emotional and physical exhaustion. Stress is an inevitable consequence of socio-economic complexity.

Occupational stress is inherent in Uniform Personnel. Police personnel face many occupational health and safety risks that can impact their physical, mental, and interpersonal relationships. Stress among police can be due to operational factors and/or organizational factors. Stress among policemen may present itself in the forms of fatigability, depression, difficulty to concentrate, irritability, impulsive behavior, etc. Stressors in police force fall under these aforementioned categories, according to Hans Selye's Classic "The Stress of Life": Stresses inherent in police work, stresses arising internally from police department practices and policies, external stresses stemming from the criminal justice system and the society at large and internal stresses confronting individual officers.

Kakching is a newly formed district, situated in the south-eastern part of Manipur. According to the census 2011 data: total population of Kakching is 135,481, the geographical area is

approximately 304 sq. km, with the population density being 445.7 per sq. km and police to population ratio is 382 police per 100,000 people. There are 2 sub-divisions of Kakching Police headed by Sub-Divisional Police Officers, namely Kakching and Waikhong. Totally 518 police personnel are working in the district, under 7 police stations situated at: Kakching, Hiyanglam, Pallel, Waikhong, Sugnu, Wangu and Aarong.

The rationale behind this study to assess the stress factors among Kakching police of Manipur because of the fact that policing itself being one of the toughest and most challenging jobs, adding to the point that occupational stress and its related issues amongst the police force of the north-eastern part of India have not been assessed and reviewed much in the recent past and also police in this region faces more stress and difficulties as there are significant communication, transportation and insurgency issues. Police working in the police station don't have any fixed working hours, as whenever and wherever required they are called up to serve, so all the time they need to be alert and be on the toes, hence assessing the multifactorial dimensions causing occupational stress and methods used by them to cope with from the stress related to work are very essential amongst the police force.

Methods

As occupational stress is a subjective concern, so the assessment can be best done by a

qualitative method. By knowing the working environment experiences of the participants themselves through their narration, the factors about their stress can be analysed appropriately. To meet the desired objective of the study, semi structured questionnaire was formed on the basis of past literatures. Participants were interviewed for about 30-45 minutes each, on the basis of the questionnaire and accordingly the responses were noted down and summarized.

Sampling technique used in this study was purposive sampling. Sampling criteria included those police officials who were at least for 1 year into police service and at least for 6 months posted in the present police station. A total of 17 police officials were interviewed, out of which, there were 2 Head Constables, 3 Constables, 2 Village Defence Force personnel, 3 Assistant

Sub-Inspectors, 4 Sub-Inspectors, 1 Inspector and 2 Sub-Divisional Police Officers of Kakching Police. Age of the police personnel varied from 29 to 40 years, with the mean age of 34 years and the data about years of service showed a variation between 1 to 19 years.

We tried to include as many ranks as possible, as it would be helpful to assess the mental stress faced by the police officials at various levels within the system. Also, our sample included 2 personnel from Village Defence Force, which is not a permanent part of the police force but is on a contractual basis, having job description and responsibilities as a constable only.

A detailed representation of the sample demographics, including Age, Education, Rank, Years of Services etc. is provided in Table No. 1.

Table 1

Respondent No.	Age	Sex	Education	Rank	Years of Service
1	31	M	Post Graduate	Inspector	2years
2	40	M	Higher Secondary	Sub Inspector	15years
3	32	M	Graduate	Assistant Sub inspector	4years
4	32	M	Graduate	Sub Inspector	9years
5	31	M	Graduate	Assistant Sub Inspector	4years
6	35	M	Secondary	Village Defence Force	1year
7	34	M	Graduate	Sub Divisional Police Officer	5years
8	35	M	Graduate	Sub Inspector	10years
9	31	M	Secondary	Constable	10years
10	36	M	Graduate	Head Constable	10years
11	38	M	Higher Secondary	Assistant Sub Inspector	5years
12	35	M	Graduate	Head Constable	19years
13	29	M	Secondary	Village Defence Force	9years
14	37	F	Graduate	Sub Inspector	10years
15	36	M	Post Graduate	Sub Divisional Police Officer	5 years
16	30	F	Higher Secondary	Constable	7 years
17	30	F	Secondary	Constable	6 years

Findings

The findings from the interview revealed many factors which are causing occupational stress amongst the police officials of various ranks. These factors seemed to be associated with the working hours, work overload, sleeping hours, time spending with family, leisure time for themselves, infrastructure, communication, transportation, living standard, transfer issues, expectations from workplace etc.

Each factors associated with stress is described in the following section:

1. Unspecified working time

One of the most significant factors causing stress amongst the police officials was found to be unspecified working hours and no fixed working schedule. It was analysed from the interviews that participants experienced mental stress as they are unaware about the time when they finally will be free from work at the end of the day. All the police officials have to be alert 24 hours and 7 days a week as when and where they will have to rush, the circumstances are unknown. One of the respondent's views about the working time in police force is quoted below:

“Being a police official, we have to be on duty practically 24 hours a day as like other professions our duty time is not specific and as soon as we get any call from our seniors or control room, we have to rush immediately. So we have to be mentally prepared to be on service at any moment of the day.” – **Respondent No. 9**

2. Staying away from family

To be away from family was found to be another reason adding up to the stress factors. Almost none of the respondents are able to live with their family because of the uncertainty of working hours and they don't know how long they will be serving at a particular police station,

due to transfers. Hence, families of the respondents are staying at their respective hometowns only. Also there is a common staying place for the police subordinates and no separate quarters are provided for them, which is another cause for being away from the family. Even as duty hours are not fixed, so telephonically also it's not possible to spend some quality time with the family daily. These 2 following verbatim explains this factor for stress:

“I get tired by so much of work load that by the end of the day, hardly I can spend 5 minutes of time to talk to my wife on the telephone and also, my wife too feels tired to speak at night due to her responsibilities at home, as she has to look after the family as a whole.” – **Respondent No. 11**

“I live just 15 km away from my home, but still I go to my home once in almost 2 months. I have a son of 6 months of age and even as he is growing older, he cannot recognise me as his father since from his birth, only twice I have been to my home.” – **Respondent No. 10**

3. Poor living conditions

Having an improper infrastructure for living area after long duty hours was also analysed to be an important factor for mental stress. No quarters are being provided separately and there is a common room for male police officials and another room for all female police officials working in the Kakching Police Station where almost 20-30 police personnel are staying together, with 3 common toilets and 1 common bathroom. The difficulty faced, as recorded by one of the respondents is quoted below:

“I am in the rank of an officer, Sub-Inspector but still I have to share the common room where all other staffs are staying, including my subordinates. Infrastructure is not satisfactory and we should be getting

separate quarters allotted to us.” – Respondent No. 2

4. Unfavourable topographical conditions

Kakching includes many hilly terrains which causes hindrance in transportation while frisking and cycle patrolling, as mentioned by the respondents, which is another reason of stressful working conditions. Accessibility to some parts of the region is not possible by car as the route is very narrow, hence significant stress is encountered by the police officials while investigation of a case. Evidence of transportation problem due to geographical location is given below:

“We face many difficulties due to the terrains, particularly if we have to reach a point immediately where the roads are not suitable to access by our official jeep.” – Respondent No. 12

5. Inadequate sleeping time

Most of the respondents mentioned that they are not getting adequate sleep in 24 hours and it's causing fatigue and irritability while at work. Majority of them get around 5 hours of sleep every day in spite of having long working hours. Moreover, they get calls at any point of time during night also hence there is an interruption even in the 5 hours of sleep. One of the police officials said:

“For us, 6 hours of sleep is luxury. I think I can perform better if I don't get interrupted while sleeping in between those 6 hours. If I am unable to sleep properly at a stretch, it causes irritability and I get tired easily even when at work. Whether we are able to sleep thoroughly or not at night, we have to be present at 5:30 AM in the morning for roll call and physical training.” – Respondent No. 1

6. Lack of resources

Insufficient availability of resources to the police personnel can be certainly attributed to be a cause of occupational stress. From our personal interview, it was interpreted that majority of the factors causing mental stress were due to low availability of human resource, in spite of hiring VDF's. Almost all the stress issues are connected with the presence of actual workforce. As human resource is less, a major amount of work needs to be shared by lesser number of police officials, thus causing more workload and less leisure time. The following excerpts from the interviews prove lack of human resource as a cause of stress:

“I am working as an Assistant Sub-Inspector. If at a time, there are cases of 3 Road Traffic Accidents (RTA's), what am I supposed to do and where do I suppose to attend first at that point in time, if I am the only one who is present in the police station with no one to accompany me to the site and other officials are away assigned other tasks? Strength is not adequate here.” – Respondent No. 3

Also, lack of other resources includes – Lack of proper infrastructure, as narrated by the respondents that one room is shared by 2 Sub-Inspectors and 2 Assistant Sub-Inspectors and no separate cabin is provided. There were only 2 official vehicles present in the Kakching Police station, which caused severe stress for transportation among on duty police officials. Evidence for lack of infrastructure is provided below:

“I am not at all satisfied by the number of vehicles and man-power available for us, as there is a scarcity of official vehicle and we are getting stressed while going for investigation purposes. If the working place's infrastructure is improved, we can do work of better of quality.” – Respondent No. 5

7. Unsatisfactory benefits and compensation

When the interview results were summarised, it was noted that many of the respondents were dissatisfied by the amount of salary they are getting and the workload which they had to bear all the time. The personnel, ranked as Village Defence Force (VDF), a part of the police force itself, are getting very less salary as they are on contractual basis and are not a permanent part of the police force. However, the VDF have to share the same work responsibilities as that of a constable and they too have to join the cycle patrolling team as and when needed. Stress due to having less income, as expressed by a VDF is expressed below:

“I have been working with the police for the last 9 years but I am getting just around 6500 INR salary, with 1000 INR as ration money. I have to work the same as a constable. This much salary is not sufficient for me only and I have to support my family as well with this salary. In addition, our job is on in contract basis and not fully secured. It increases my stress.” – **Respondent No. 13**

8. Maintaining a healthy relationship with local public

People’s negative perception towards the police officials, particularly when they are in uniform also adds up as a stress factor for the police force. Respondents mentioned that police force is not accepted as protectors of the society hence the local public cannot approach the police freely, so the police officials always have a pressure about building rapport with the local public through healthy communication, informal meetings, conducting friendly activities for better understanding the surrounding public. The following comment of a police personnel shows the importance of maintaining a good relationship with the public:

“Kakching police observes people’s day on 15th of every month and it is done exclusively to build rapport with the local people as many a time they feel uncomfortable to express their complaints or grudges to us if we don’t interact with them in a friendly manner. Also, our police stations are child-friendly, which means we appear in front of children without our police uniform, just like general public to make them cooperative and comfortable.”

–**Respondent No. 8**

9. Irregular transfers and postings

Through the personal interviews, it can be stated that the majority of police officials are always unaware about their transfer to another station and usually there is no fixed period to serve at any particular police station. There is uncertainty about the place of posting and generally the assignment of tasks and duties also varies from one station to another. Stress arising due to irregular and frequent transfers can be evidenced from the following comment of an official:

“In my 9 years of service I have been transferred to 5 different places, so I feel stressed as every time I have to learn about the working pattern of the new place. None of the times I had any clue about my next postings. Moreover, because of frequent transfers, I have faced some delay in getting salary. Frequent transfer is another reason why my family cannot accompany me everywhere I am being transferred, that’s why I feel depressed sometimes to be away from family.” –**Respondent No. 4**

Discussion

This study, which consisted of semi-structured in-depth interviews with 17 police officials of different ranks aimed to explore and assess the

various factors causing stress at work among different ranks of police officials. The narratives showed high levels of agreement from various literatures of India and abroad.

Unspecified working time and work overload were found to be major stressors for the participants. Police personnel get called up for investigation purposes at any point of time and irrespective of the situation and time of call, they have to attend the call immediately. Hence, majority of times they experience inadequate sleep and consequently, there is a feeling of tiredness and lethargy during daytime. Lack of sleep is quite obvious as a result of the working pattern. A study (Biaxton J.M., Bergeman C.S., Whitehead B.R., Braun M.E. and Payne J.D., 2015) says that daily increase in sleeping quality and decrease in stress interacted to predict a higher daily positive effect and a lower daily negative effect. Police personnel don't have a particular schedule and they cannot plan for anything in advance due to uncertainty of the workload. As a support of this finding, (Webster, 2012). Deschamps et al. (2003) found that excessive workload was related to job stress in police officers to a large extent. Also, Davey et al. (2001) found that working long hours and working overtime were also highly associated with job stress. Long working hours are directly proportional to the work stress.

Another important factor, family and leisure time, caused much of occupational stress among police officials. Attributed to the fact that the work pattern is unspecified, even telephone conversation with family members, which could be a stress reliever to some extent is sometimes not possible due to excessive workload. A study (Kumar, 1995) reported insufficient time for the family as the top ranking stressor. An unsatisfactory home life can adversely affect the job performance and dealings with the public. Hence it affects the working potential of the police personnel. Almost none of the respondents are staying with their families and

for a reference of this finding, a study by Channabasavanna, et. al., (1996) reported that even in the cosmopolitan city of Delhi, 52 percent of police personnel are not staying with their families.

Dissatisfaction about the present living conditions after long duty hours is also evidenced after our study. Suresh et. al., 2013 mentioned a lack of housing facilities contributing to police work stress. Moreover, a study of households in Thailand (Fuller T.D., Edwards J.N., Sermsri S. and Vorakitphokatorn S., 1993) evidenced that poor housing and congested living places have a detrimental impact on health. Furthermore, housing dissatisfaction and lack of privacy cause psychological distress.

Due to insufficiency of resources, namely human resource, infrastructure and transportation, naturally full potential cannot be utilised for achieving the work target. According to a study (Wiese L., Rothmann S. and Storm K., 2013) it showed association of stress and lack of resources. It is more relatively more serious than other stressors as it is directly involved and this stress factor is always present in the working station itself. It includes inadequate salary, staff shortages, and lack of vehicles in the working station. Additionally, inadequate and poor equipment, characterised as lack of resources has been a likely source of stress and negative health & organisational outcomes (Cox et al., 2000).

Respondents emphasised the point that maintaining a good relationship with local public is important to keep stress away as local people's cooperation is much needed for social servants like police force. Study on "Sources of stress among police officials- A qualitative investigation (Kumar V. and Kamalanathan T.J., 2019) found that relations with society which includes public and media are a key source of stress for police. Critics and lack of support from public disturb the police-community relationship.

Frequent transfer among the police personnel was mentioned by our respondents and it is also an essential factor which triggers stress as with new working station, the work pattern and responsibilities change and there is change in the personal routine of work as well. Police officials are always unaware about their transfer to another station and usually there is no fixed period to be served at any particular police station. 70.8 percent of respondents of a study by Jonyo E.O., 2015 evidenced that irregular and frequent transfers deteriorate the performance and working potential of a police official.

This study mainly focused on the contributing factors for stress in the police personnel and the interconnection between the factors, as a single factor cannot cause a major negative impact on the mental health of a person, but when there is a combination of many factors acting together, the consequences can have chronic stress and hence suitable interventions for getting relieved from daily stress are expected.

Conclusion

Police force is like a backbone for a safe society. Police officials are in one of such an occupational group who work constantly in stressful conditions and such stresses cannot be attributed to just a single factor. Many sources of stress add up and hence chronic stress develops. Stressors can be categorised as intra-personal, inter-personal, work related and family related. The outcome of this study has come up with the major sources of stress amongst various ranks of police officials of Kakching district of Manipur. The multifactorial causes can be summarised as: Increased stress level due to daily hassles and long working hours, dissatisfaction due to not getting enough leisure time, inadequate housing and being away from family, dissatisfaction due to not getting desirable amount of salary and compensations and suffering due to lack of resources. Some of the

possible recommendations which can be used to cope with and prevent further stress of the police officials are: working with full dedication and accepting the present circumstances as a main part of life, following a healthy lifestyle for better mental health such as doing meditation, yoga and physical exercises for some point in time whenever possible and rationalisation and re-distribution of work force. Interventions on organisational and operational stressors would improve the quality of life of the police officials and thus would result in betterment for general public.

At the end, it is important to mention that not much studies about uniformed personnel in north-eastern part of India could be found. Hence emphasis on the same is recommended.

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Competency and Attitudes of Police Personnel towards Offenders with Mental Illness



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Abstract

In Indian society, there is a stigma associated with people who are mentally ill and when it comes to mentally ill offenders, the condition is even worse. Police personnel are the ones who most often deal with the mentally ill offenders. In order to improve the conditions of these people, we first need to understand the competency and attitude of police personnel. Taking this concept in mind, the present study aims at providing insight into the attitudes of police personnel towards mentally ill offenders and it also focuses on the competencies of these police personnel. The study hypothesized that there will be a correlation between the competency and the attitude of police personnel towards mentally ill offenders. The study was conducted on 200 police personnel by first giving them a self-report questionnaire for measuring their competency and then Community Attitude towards the Mentally Ill (CAMI) Scale was administered for measuring their attitude towards mentally ill offenders. The data were collected using convenience sampling method and were statistically analyzed using correlation method of analysis. This study provides an understanding about the behaviour of police personnel towards mentally ill offenders which will give a broader perspective for looking into and tackling the problems of mentally ill offenders.

Keywords: Police personnel, Mentally ill offenders, Competency, Attitude.

Introduction

Indian society has always set to be an example of excellence before the world, but when we take a look towards certain aspects of our lives we realize that there is still more that we are to achieve. One such factor or problem that hinders our way to excellence is that of mental health facilities. In an interview, Dr Vikram Patel, professor, Centre for Global Mental Health,

London School of hygiene and tropical medicine, on the status of mental health care in India, stated that although there have been policy developments, there have been problems in the implementation of the policies. In our society mentally ill are subjected to mockery, humiliation, abuse and are considered a burden on the society. This kind of stigma associated with mentally ill has made them all the more vulnerable to such kinds of acts.

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When a crime is associated with a person having certain kind of mental illness, the police personnel find it very difficult to tackle it due to lack of knowledge available to them regarding mental illness. It is the police personnel who usually make the first contact with these mentally ill victims and offenders. Dealing with a person with mental illness is not an easy task as it needs more level of tolerance, patience and knowledge about that particular mental illness. Police personnel are already being burdened by other cases which leads them to pay less attention to such cases. Police officers report such situations as problematic because persons with mental illness may not respond well to traditional police tactics (Engel, Sobol, & Worden, 2000). The amount of knowledge and awareness regarding mental illness that is necessary for dealing with a person with mental illness involved in any particular crime is not available to the police personnel. As found by (Ruiz, 1993; Ruiz & Miller, 2004) lack of knowledge and skills on behalf of police officers can cause them to respond with undue force and may thus fail to assist a victim with mental illness.

There is a good evidence to show modest but significant increase in the risk of both violent perpetration and violent victimization in people with severe mental illness (Douglas, Guy & Hart, 2009; Maniglio, 2009). Epidemiological studies have consistently found that roughly 10% of severely mentally ill patients have a record of criminal violence (Walsh et al, 2002).

Methodology

Aim and Objective: To study the correlation between the competency of the police personnel and their attitude towards mentally ill offenders.

Hypothesis: There would be a correlation between the competency of the police personnel and their attitude towards mentally ill offenders

Sample: 200 Police personnel of age group between 22-50 years were randomly selected

from various police departments of Gandhinagar, Gujarat.

Tools

Self Report Questionnaire of Competency of Police Personnel and Community Attitude towards Mentally Ill were the two tests administered in order to gather the data.

- 1) Competency of Police Personnel: This test consisted of two dimensions namely: psychological factors and organizational factors. It consisted of 32 items.
- 2) Community Attitude towards Mentally Ill: This test consisted of four dimensions namely: authoritarianism, benevolence, social restrictiveness and community mental health ideology. It consisted of 40 items.

Ethical Considerations

The following standards were followed to ensure that research ethics are not violated and participants are not harmed physically, socially or psychologically:

- 1) Assessing the risk benefit ratio
- 2) Obtaining informed consent
- 3) Respecting the right to withdraw participation
- 4) Maintaining the privacy, confidentiality and anonymity of the participants.

Procedure: For the study total 200 Police personnel from various police departments of Gandhinagar, Gujarat were selected randomly from various police stations after taking required permission from higher authorities. A brief introduction was given about the research and the scales used, the informed consent forms were filled followed by the questionnaires. The privacy, confidentiality and anonymity of the participants were maintained.

Results and Discussion

The purpose of the current research was to study the correlation between the competency of police personnel and their attitude towards offenders with mental illness. For the same Community Attitude towards Mentally Ill (CAMI) scale was administered to find the attitude of police personnel towards offenders with mental illness and a Competency of Police Personnel Scale was devised and administered to find out the competency of Police personnel. These two tests were administered on 200 Police Personnel in Gandhinagar Gujarat using convenience sampling method. After administration of the test, the scoring of each test was done on individual basis to obtain the scores. After the scoring was done, the analysis of the obtained data was done using Pearson's Product Moment Correlation and One way Analysis of Variance (ANOVA).

The table no 1 shows the mean and standard deviation of all the dimensions of the two tests administered. According to this table, mean of social restrictiveness is lower which is 30.43. And the mean and standard deviation of psychological factors are higher which are 65.56 and 8.034 respectively. On the other hand the standard deviation of authoritarianism is lower which is 4.322. The mean of authoritarianism, benevolence, community mental health ideology and organisational skills are 31.09, 32.27, 32.52

and 44.41 respectively. And the standard deviations of benevolence, social restrictiveness, community mental health ideology and organisational skills are 5.314, 5.061, 5.281, and 6.277 respectively.

The table no 2 shows the correlation between the dimensions of the two tests. This table shows the correlation of psychological factors and organisational skills which are the dimensions of Competency of Police Personnel and authoritarianism, benevolence, social restrictiveness and community mental health ideology which are the dimensions of CAMI.

The table no 3 is the table of Analysis of Variance (ANOVA) this table shows the mean square of the variables. The mean square of the between group is 38291.325 and the mean square of within group is 34.062. And the significance was found to be 0.01.

Conclusion

In this research the correlation between competency of police personnel and their attitude towards offenders with mental illness was studied. It was found that the correlation between the two factors was low. Thus the hypothesis that there would be a correlation between the competency of police personnel and their attitude towards offenders with mental illness was not strongly supported. Due to this lack of com-

Table No 1: Mean and Standard Deviation of the dimensions of the two tests.

Dimensions	Mean	Standard Deviation
Authoritarianism	31.09	4.322
Benevolence	32.27	5.314
Social Restrictiveness	30.43	5.061
Community Mental Health Ideology	32.52	5.281
Organizational Skills	44.41	6.277
Psychological Factors	65.56	8.034

Table No 2: Correlation between the Dimensions of the two tests.

Dimensions	Psychological Factors	Organisational Skills
Authoritarianism	.188**	.147**
Benevolence	.249**	.255**
Social Restrictiveness	-.099	.015
Community Mental Health Ideology	.082	.134

** Correlation is significant at 0.01 level

Table No 3: Analysis of Variance (ANOVA) Table

Score* Types of Variables	Mean Square	Significance
	Between Groups 38291.325	0.01
	Within Groups 34.062	

petency the police personnel are unable to handle mentally ill offenders for this a proper awareness module and training is required for the police personnel to handle such offenders which will in turn reduce the burden of the police personnel by guiding mentally ill offenders to right direction.

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Stress, Personality and Coping in Police Personnel



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Abstract

“Police personnel can never be said to be ‘off duty’. They are committed public servants who work to protect public at all the times and places wherever there is a danger to the peace. They need all the help that they can get.” (Boxer, B. 2014). The present study is aimed at examining the association of personality traits and methods for coping with psychological stress in police personnel. This study was conducted among 100 constables and head constables working in various police departments in Goa. General Health Questionnaire-28 (GHQ-28) was used for assessing psychological stress, Eysenck’s Personality Questionnaire (EPQ) for personality traits and Brief COPE for eliciting coping methods. The results indicated that there is an association between personality traits and the level of psychological distress and also coping methods used by the personnel in dealing with the stress.

Keywords:

Police personnel, Psychological stress, Personality traits, coping methods.

Introduction

Police services have always been one of the most challenging and stressful services in India and with changing times they are becoming even more so. The major impact of this job is faced by constables as they are the basis of police in India (Kaur R. et al 2013). Most of the people are unaware of the amount of stress that police face every day. Occupational stress police is a widespread problem because of its numerous negative effects on individuals and on police organizations. Officers who experience high levels of occupational stress report a high

incidence of physical symptoms and psychological problems that affect their work performance. (Sundaram, M. et al 2012). Therefore, along with physical fitness, they need to be psychologically fit to be able to do the best of their abilities.

Significance of the study

Occupational stress among police is extremely high. Police work involves protection of life, safeguarding property through vital patrol techniques etc. There are many factors like 24 hours availability, unpredictability, administrative problems that make police as a most stressful

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job. However, although most of the police persons are exposed to nearly similar external stressors, all of them do not experience the same level of psychological stress. This is because a person's vulnerability to stress is partly determined by how he interprets and reacts to these external stressors. Thus, a person's personality and coping methods come into the picture.

The present study is thus an attempt toward exploring the relationship between personality traits, coping methods and psychological stress in police persons. Based on this study we can examine ways to reduce psychological stress to ensure that the police feel physically and mentally competent to do their duty efficiently.

Objectives of the study

1. To study the association of personality traits with the development of psychological stress in police personnel.
2. To study the association of coping methods with the development of psychological stress in police personnel.

Methodology

Samples: Total 100 Constables and Head Constables from police stations in North Goa using convenience sampling method were selected.

Tools

- General Health Questionnaire-28, Goldberg (G.H.Q-28)

It is one of the most widely used and validated questionnaires to screen for high psychological stress and morbidity. Test-retest reliability is 0.78-0.9 and interrater and inter-rater reliability have been shown to be excellent (Cronbach's alpha 0.9-0.95).

- Eysenck's Personality Questionnaire (EPQ)

It was used to assess personality traits of the police personnel. It is designed to give rough and

ready measure of three important personality dimensions: Psychoticism, neuroticism, and extroversion. These three dimensions are conceived of as being quite independent and, thus, can exist in all possible combinations in an individual.

- **Brief COPE**

The Brief COPE (Carver, 1997) is a self-report questionnaire used to assess a number of different coping behaviors and thoughts a person may have in response to a specific situation. It is made up of 14 subscales. Internal reliabilities for the 14 subscales range from alpha 0.57-0.90.

Procedure

100 Constables and Head Constables from police stations in North Goa were selected after taking permission from the concerned police stations, using convenience sampling method. By giving a brief introduction about what the research is about and the different scales used, the informed consent was taken and the police filled in the questionnaires. The privacy, confidentiality and anonymity of the participants was maintained.

Results & Discussion

The purpose of the study was to examine the association of personality traits and coping methods to psychological stress in police personnel.

Psychological distress

Based on a cut-off score of 4 on GHQ-28, a total of 56 persons were found to be suffering from high psychological stress who were prone to developing psychiatric morbidity.

Thus, 56% of the police personnel in the sample were found to be suffering from psychological stress, which is consistent with the stress reported by *Geetha et al.* in Bangalore police personnel, who found high stress levels in 60% of population.

Personality traits and Psychological distress

By Pearson's correlation analysis, neuroticism ($r=0.932$) and psychoticism ($r=0.916$) showed a

positive correlation with higher GHQ scores, while extroversion ($r=0.936$) was in negative correlation to GHQ scores i.e. the higher the GHQ scores, higher will be the scores on the

dimensions of Neuroticism and Psychoticism and lower the score of GHQ, higher the score will be of Extraversion.

Table 1: Correlation of personality traits (EPQ) and psychological distress (measured by GHQ)

	EPQ		
	Extraversion	Psychoticism	Neuroticism
Correlation with GHQ	-0.936**	0.916**	0.932**

**significant at 0.01 level

A study by *Fontana et al.* showed a positive correlation of stress with neuroticism and psychoticism and also a negative correlation between stress and extroversion. This shows that while people with neurotic and psychotic personality traits are more prone to developing stress when faced with the challenging tasks of police work, extroversion acts as a buffer when dealing with the challenges.

Coping methods and psychological distress

In the current study, coping skills involving self-distraction, denial, Behavioral disengagement and Self-blame showed a statistically significant positive association with the development of high psychological stress. While coping methods like Active coping, use of emotional support, Positive reframing and Acceptance showed a negative correlation with psychological stress indicating that Positive coping skills act as a shield in times of stress.

Personality traits and coping methods:

In the present study, coping skills of self-distraction, denial, behavioral disengagement and self-blame showed significant negative correlation with the personality trait of extraversion while they showed positive correlations with psychoticism and neuroticism. Coping skills like Active coping, use of emotional support, positive reframing, and acceptance showed significant positive correlation with

extraversion but a significantly negative correlation with the other two dimensions of psychoticism and neuroticism.

Table 1.2: Correlation of coping methods with psychological distress

Coping Methods	Correlation with GHQ
Self-distraction	0.982**
Active coping	-0.988**
Denial	0.973**
Substance Use	-
Use of Emotional Support	-0.241*
Use of instrumental support	0.188
Behavioral disengagement	0.977**
Venting	0.083
Positive reframing	-0.980**
Planning	-0.059
Humor	0.102
Acceptance	-0.967**
Religion	-0.235
Self blame	0.980**

** significant at 0.01 level

* significant at 0.05 level

Table 3: Correlation of personality traits with coping methods

	Extraversion	Psychoticism	Neuroticism
Self-distraction	-0.911**	0.897**	0.923**
Active coping	0.923**	-0.912**	-0.912**
Denial	-0.901**	0.887**	0.917**
Substance Use	-	-	-
Use of Emotional Support	0.256*	-0.219*	-0.229*
Use of instrumental support	0.153	-0.154	-0.180
Behavioral disengagement	-0.923**	0.900**	0.915**
Venting	-0.125	0.34	0.078
Positive reframing	0.934**	-0.891**	-0.910**
Planning	0.037	-0.002	-0.013
Humor	0.192	-0.103	-0.135
Acceptance	0.913**	-0.888**	-0.881**
Religion	0.717	-0.195	-0.155
Self-blame	-0.913**	0.901**	0.912**

****significant at 0.01 level**

***significant at 0.05 level**

Thus, it can be seen from this study that personnel with neurotic and psychotic traits are more likely to use maladaptive coping methods and so become even more prone to stress. Extroverts are less likely to suffer from stress by using positive coping skills like active coping and behavioral disengagement. A study conducted by *Somaieh Namazi et. al.* found that personality dimensions of neuroticism and psychoticism have negative correlation with problem-oriented coping style and positive relation with avoidance coping style. Extraversion- showed positive relationship with problem oriented coping style and negative relationship with the emotion and avoidance.

Conclusion

1. In this study, high psychological stress was associated with the personality trait of psychoticism and neuroticism.
2. There was an association between coping methods and the development of psychological distress; stress was most likely to develop in individuals using coping methods like self-distraction, denial and self-blame.
3. The study also found an association between personality traits and coping methods.

Implications

1. Since the study found a link between personality traits and psychological distress, certain personality assessment tests can be administered to police personnel at the time of their recruitment.
2. There is an association between coping methods and psychological distress and thus police personnel can be given appropriate training on how to use positive coping methods by restructuring their thinking.
3. Stress management programs should be conducted for police personnel.

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Struggle for Existence: Mental Stress among Jammu and Kashmir Special Police Officers



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Abstract

Every job consist of stress and challenges in varying degrees. Prolonged and continuous stress can create psychological issues which will create problems in the field of work as well as in personal relationships. Police work is one such field which is often associated with high stress as evidenced by the severe psychological and physiological problems experienced by officers, such as burnout, marital problems, alcohol and drug abuse, heart disease, and suicide (Gaines & Jermier, 1983; Hart, Wearing, & Headley, 1995). What will be the mental state of a Special Police Officer who works in a conflict affected environment facing continuous death threats from different militant groups? This paper describes the working condition of the Special Police Officers in Jammu and Kashmir and the challenges faced by the SPOs in Sri Nagar district of J&K. The primary data for this paper was collected through semi structured interview conducted among fifteen SPOs officers in the Sri Nagar district of J&K. The paper also discusses the abduction and killing of the SPOs and how it forced many SPOs to resign their job. The study further examines the impact of occupational stress on their physical and mental health and the coping strategies adopted by them for their well being.

Keywords:

Mental Stress, Work Stress, SPO, Different Stressors, Coping Strategy

Introduction

The term stress has been used to refer both the adjustive demands placed on an organism and to the organism's internal biological and psychological responses to such demands (Hooley et al, 2008). In simple terms the adjustive demands are the stressors and the

effects they create within the organism as a result of these stressors are called stress. One of the serious problems within the workplace is the stress and the issues associated with it. There are many studies conducted in this regard and found that employee stress is associated with inefficiency, high accident rates, increased

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sickness absence, substance abuse, early retirement and even premature death (Cooper, 1986; Sadu et al. 1989). Health and Safety Executive (2000) found that 20% of workers feel 'very' or 'extremely' stressed at work, with percentages rising to 40% in some occupational groups. Stress can create significant impact in the quality of work one engage with. In every field of work there will be stress and challenges associated with it. In the field of Police, the potential stressors and the issues coupled with them are quite high. The personal risk of exposure to confrontation and violence and the day to day involvement in a variety of traumatic incidents makes the Police work to be regarded as inherently stressful (Collins, 2003). The Special Police Officers (SPO's) force which is created to help the Police force in counter insurgency operations and law and order. They also get exposed to huge amount of violence and faced with daily death threat from different militant groups. This paper discusses the mental stress of the Special Police Officers in Jammu and Kashmir and the various issues they are facing. The paper also mentions the abduction and killing of the SPOs and the mental stress which made many SPOs to resign their job. The paper will be concluded with some suggestions to improve their working condition and few measures to cope with the mental stress.

Stress and its Implications

In our everyday life, we may encounter with so many stressful events. All situations both positive and negative that require adjustment can be stressful. According to Selye (1976), "the notion of stress can be broken down further into eustress (positive stress) and distress (negative stress)". Stress during marriage and stress during funeral is a perfect example for this. In other words stress isn't always bad. A modest amount of stress can help people in many ways; it can make them energetic, stay focused in the task, and also push them to meet new challenges in the workplace. But prolonged severe stress can

create psychological, physical and behavioural disturbances which will be dependent on the nature of the stressor and the severity of the stressors. In the modern workplace stress is not always in the modest form. There will be many situations which will be highly stressful in nature. There are many factors in the workplace that can create stress which can be divided into physical and psychosocial hazards. "Exposure to physical hazards in the workplace can be associated with anxiety that, in turn, create work related stress. Psychosocial hazards include factors related to work design, organization, and management, together with workplace social structure that can have negative effects on individuals"(Cox & Gonzalez, 2002). There is a strong relationship between workplace stress and job satisfaction. Research indicates that high levels of work stress are associated with low levels of job satisfaction. Job stressors are predictive for job dissatisfaction and there is high chance to leave the organization (Fairbrother & Warn, 2003).

Special Police Officers of Jammu and Kashmir

The recruitment for the Jammu and Kashmir Special Police Officers were started in the year 1996. The main purpose of recruiting them was to join the fight against militancy along with other forces. After the completion of three years and if their counter insurgency operation were found outstanding, they were offered to be absorbed into the regular Police force. The Jammu and Kashmir Police Act says an SPO may be appointed "when it shall appear that any unlawful assembly or riot or disturbance of peace has taken place or may be reasonably apprehended and that the police force ordinarily employed for preserving the peace is not sufficient..." Women SPOs are deployed only for law and order duties while men SPOs are deployed in both counter insurgency and law and order duties. The salaries of SPOs are budgeted under the Union Home Ministry's Security Related Expenditure. Many

of the SPOs are ex-militants, those who were active militants and later surrendered and give up on militancy. The knowledge of local language and every nook and corner of the area makes them more resourceful and helpful during counter insurgency operations.

Challenges Faced by the Special Police Officers of J&K

As part of the study, 15 SPOs were met and data was collected using a semi structured interview schedule from the Sri Nagar district of Jammu and Kashmir. All of them were male and above 30 years of age. The following issues were found to be significant in terms of creating severe mental stress.

1. Salary

When the SPOs were recruited initially they were given a meagre amount of Rs 3000 per month as salary. In 2018 September, it has been revised and the revised salary is as follows.

As we can see from the above table, SPOs with more than 15 years of experience are only paid Rs 12000 per month where as the lowest ranked regular policeman, a constable is paid Rs 23000 per month. Out of the 15 SPOs, two of them were the sole bread winner of the family and this meagre amount of salary caused huge mental stress for them.

2. Threat From Different Militant Groups

Different militant groups have threatened the SPOs to resign their job. In the year 2018 itself

eight SPOs have been killed by different militant groups. It has become a trend and forced many SPOs to resign their job.

During 1996-2018 five hundred SPOs were killed. Many of them died during counter insurgency operations but recently it has been a trend by different militant groups to target SPOs and kill them in front of their family or abduct and later kill them. All these 15 SPOs who were included in the study were very much scared of the threats. Two of them mentioned that they were not only afraid about their own safety but safety and security of their family members too. Out of the 15 samples 12 of them mentioned that they have thought about resigning the job one time or another due to the severe mental stress and fear caused due to this death threat.

3. Lack of Proper Training

SPOs upon recruitment have only given a seven days training program which is basically about how to wear uniform and how to salute properly. Those in counter insurgency operations will get another short course on handling weapons which is considered as not adequate by most police officials. Only 3 of the 15 samples were involved in counter insurgency operations and have weapon with them, the rest 12 does not have any weapon with them which will make them further vulnerable for militant attack.

Sl. No	Length of Service	No. of SPOs at Present	Monthly Honorarium
1	Less than 5 years	10,967	Rs. 6000/-
2	Completion of 5 years	10,623	Rs. 9000/-
3	Completion of 15 years	8,411	Rs. 12000/-

Source: Ministry of Home Affairs, 26th September 2018

Sanctioned Strength of SPOs	Present Strength of SPOs	Policemen, including SPOs killed during 1996-2018	SPOs Killed during 1996-2018	SPOs Killed in the year 2018
30,000	25,827	1532	500	8

Source: The Indian Express

4. Stigma

SPOs were considered as cowards and backstabbers by those who were in support for the militant struggle. Especially in the southern districts like Shopian the issue is still severe. 5 of the total 15 sample worked there for few years and their experience with the local people was not conducive. They were much more worried about their safety when they were deployed there since the presence of militants and their supporters were very high in those areas. Working in an environment of hatred and fear created huge stress for them and one SPO said that “during those days my own people looked at me with hatred and I even thought of committing suicide many times”.

All these issues caused a huge toll on the SPOs psychological as well as physical well being. The frequent death threats and other issues can create severe mental stress. As Hooley (2008) explains “severe stress can exact a high cost in terms of lowered efficiency, depletion of adaptive resources, wear and tear on the biological system and in extreme cases severe personality and physical deterioration even death”. Severe threats to personal safety and security can create so many psychological issues for the individual. If a person faces extreme threats to personal security, it can create some of the most traumatic and psychologically disabling circumstances a person can experience (Hooley et al, 2008). Many SPOs have been abducted and killed since they are comparatively soft targets and few of them got released to make sure the message has reached maximum publicity. Allodi (1991)

mentions “Being held as a hostage can produce disabling psychological symptoms in victims”. Being a soft target and faced with continuous death threats the SPOs experience high levels of mental stress. This high level of mental stress can lead to a range of problems including “physical symptoms (such as pain, nervousness, insomnia, tremors, weakness, fainting, sweating, and diarrhea); psychological symptoms (such as night terrors and nightmares, depression, suspiciousness, social withdrawal and alienation, irritability, and aggressiveness); cognitive impairments (such as trouble concentrating, disorientation, confusion, and memory deficits); and unacceptable behaviours (such as aggressiveness, impulsivity, and suicidal attempts;”(Burnett and Peel, 2001). The inputs received from the data collection reveals that the respondents were severely affected either physically or psychologically which takes a toll on their well being.

Coping Strategies

There are many factors which influence the coping strategies adopted by each individual in a particular stressful situation. “Sometimes inner factors such as a person’s frame of reference, motives, competencies, or stress tolerance play the dominant role in determining his or her coping strategies” (Masten & Coatsworth, 1998). Since all the SPOs were highly religious, prayer was one of the main coping strategy they have adopted. All of them mentioned that visiting various shrines and praying helped them reduce stress and anxiety. They also mentioned that it

also gave them hope for a bright future. Interacting with family members especially with kids was another coping strategy adopted by them. It was a task oriented coping strategy in which they started showing one's wife and kids more affection. Two (2) of the SPOs who were deployed at senior officials home mentioned that they started experimenting on cooking and other physical activities like decorating and gardening to cope with the stress. Listening to Kashmiri Sufi songs in Kashmiri radio was another coping strategy adopted by them. It was also observed that the SPOs did not seek any professional assistance to cope with their existing circumstances.

Conclusion

The Special Police Officers of Jammu and Kashmir is considered 'Special' in their name only, in reality they face lots of challenges and their condition is pathetic. Economically, physically and psychologically they are facing many issues. They are granted only a small amount as honorarium which is not at all enough to run a family. Training they receive is nominal in nature and only those involved in the counter insurgency operations are given short term training to handle weapons, many other SPOs are deputed to VIPs protection and there they have perform household chores as domestic help. They face continuous threats from different militant groups to resign their job and dozens of SPOs announced their resignations publically some posted their videos on social media and some announced resignation in mosques. They also faces bullying and hatred from the people who are in support of the armed militancy since many of the SPOs are surrendered militants. All these challenges cause a huge toll on their well being and create huge mental stress for continuing their job. Many still continues in the job in the hope that one day they might inducted into the department as regular police on a permanent basis.

Suggestions

There are many measures which will be very much useful for the SPOs if implemented properly. Lack of proper training is one of the core issues they are facing during the line of duty. So, if they are given proper training, they will be very much useful for the counter insurgency operations considering their knowledge in local language, geographical areas and militant connection. Increasing the honorarium amount can reduce significant amount of stress since the SPOs are the sole bread winner of the family in many occasion. It will be very much helpful for them if they are provided a professional counselling at least once in a month considering the amount of stressful situations they are dealing with. Clear criteria should be introduced for the absorption into regular force rather than the vague measures like "excellent" work in the counter insurgency operations. Many got into the regular force due to the proximity with higher officials while many who deserves the post continues in the same post as SPOs. The issues and challenges faced by the SPOs in the Sri Nagar district were severe in nature and the problem needs more understanding. Future studies should be conducted in this regard including all the districts and more quantity of samples.

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Instituting a Stress Coping Structure in CAPFs



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Abstract

The article illustrates the common definition of the Stress. It further explains the occupational stress among uniformed services and the need for the strategy to check it timely. In conclusion, it states the ways to counter stress and persistent efforts required to tackle the same.

Keywords

Cynicism, Poor image, Buffoon, SMC, MBSR

1. What is stress?

1.1 Contrary to the popular perception of stress being an external factor acting upon an individual; essentially, stress needs to be seen as a response to the demands of life. These demands are external but stress is generated within; it is a way to cope with the pressures of living. All human beings are under stress, but how they handle situations, persons and emotions, and manage to stay calm or get overwhelmed, decides if they can cope with illness and enjoy a healthy life.

1.2 Stress has also been understood as failed coping strategies of an individual to life changes. Understood in this paradigm, stress has been measured in terms of Life Change Units (LCU), with a scale of 1 to 100 being evolved to standardize stress. Similarly, a life events and difficulties paradigm attempts to contextualise the life events and their impact on the individual.

1.3 When the coping strategy of an individual fails, and some amount of dysfunction sets in,

only then we do identify the individual as being under stress. Otherwise, even challenging and trying circumstances faced with a right kind of coping strategy can be a great source of learning, build up fortitude and competence while inoculating the individual against future stress evoking events. These coping skills can be practised and exercised, when stress is understood as a transactional process that influences and is influenced by cognitive appraisal after analysing the origins, causes, implications and effects of stress on the individual. Such understanding helps identify the impact that stress has on various facets of the human psyche and body. It also helps in evolving mechanisms to overcome stress.

2. Occupational stress and policemen:

2.1 In a series of surveys undertaken at five year intervals in the European Union, stress was identified as the second most common threat posed by working environments and an issue

Author's Intro:

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affecting a fifth of the workforce at any time (European Risk Observatory, 2009). Compared across occupations, the police profession, apart from actual physical risks, carries a high risk of stress related disorders. In studies conducted across the world there is consistent evidence of policemen suffering high levels of stress. Results from a study suggested that police officers over the age of 40 had a higher 10-year risk of a cardiac disorder compared to average national standards.

2.2 Research on stress among policemen across the world suggests that occupational stress in police arises through their peculiar job profile. Broadly it can be understood on account of the nature of police work with its risks and frequent exposure to violent and emotionally demanding situations entailing human suffering. The nature of police organisations with their institutionalised bureaucratic, hierarchical and at times autocratic, impersonal culture; the criminal justice system and its components that frequently evoke extreme frustration and helplessness in the face of perceived leniency and avoidable delay; the interactions with community, which carries its own expectations and lastly the personal life issues of a policeman that impinge and affect his work, particularly paucity of time available to spend with the family, all combine to generate stress.

2.3 Policing entails a need for continuous decision making that is crucial to police performance and evaluation. Such decision making is often expected to be quick; in moments of physical risk for the policeman or others and damage to property. Invariably, these decisions come under public and departmental scrutiny, which is conducted in the luxury of time and far removed from the sweat and grind of the situation. The lack of public confidence in police, the treatment of police in the media and entertainment sectors, alternately caricatured as bumbling buffoons or torch bearing messiahs evokes conflict and confusion in a policeman's

mind. At once called upon to play the role of a kindly friend and saviour, and that of a forceful enforcer; a policeman's life can be roller coaster ride. Some studies indicate that the proportion of job related stress-caused morbidity and mortality in police maybe more than injuries or fatalities at the hands of assailants and criminals.

3. Reactions to stress among policemen

3.1 Reactions of the police to stress range across psychological, physiological and behavioural domains. Psychologically, the policemen report feeling agitated, anxious, irritable, angry, depressed, display aloofness, emotional detachment, fatigue, frustration and impulsive behaviour. Physiological signs and physical ailments range from high blood pressure, headaches, and palpitations to stomach ulcers and heart ailments. The behavioural impact of stress compounds the problems, with smoking and alcohol ingestion adding to the physiological disorders; and at worst, it causes serious dysfunction in the policeman's functioning, making him cynical, burnt out, dissatisfied with work, pessimistic, insensitive, rude and at times prone to abusing authority. Stress among police officers has also been connected to police misconduct. All these reactions have a serious adverse impact on the overall police functioning as well as relationships of the policeman in the personal and professional spheres.

3.2 In India, most studies have noted that odd and lengthy working hours, inadequate number of off days, continuous span of duty, problems in securing leave even for compelling domestic reasons, inability to give time to family, low pay compared to working hours, poor housing conditions, difficult working conditions including inadequate resources, public expectation coupled with poor image, political pressure, apart from actual physical risk of the

job as causative factors of stress among policemen.

3.3 A policeman's idealism and zest to serve the society-apart from looking at the job as a mere source of sustenance-can quickly dissipate in the wake of overwhelming public antipathy, disdain and mistrust. Attempts to function within acceptable and ideal parameters also are strongly resisted by the organisational culture or police subculture. This conflict can be a source of tremendous stress and concomitant role confusion.

4. Need for a strategy to address stress among CAPF personnel:

4.1 To examine the stress that a policeman of the CAPF faces, one needs to look at the peculiarity of his job, distinct and differentiated from other jobs or occupations, including the civil police. The CAPF are 'condemned' to work in locales largely alien to the culture the personnel are drawn from. Having to shift periodically from place to place, thrust into differing cultures and geography with conflict situations of various hues; hardly any location provides a comfortable permanent housing and work place. Thus the adjustment and flexibility demanded from the personnel is superhuman. Basic amenities are a struggle and the host State apparatus, more often than not, perceives the deployment of CAPF as a necessary evil; to be endured and tolerated. Infrastructural requirements are grudgingly acceded to, and officers and men of the CAPF rarely form part of the decision making process, remaining neglected, unheard and treated with indifference.

4.2 The impact of this uninvolved style of functioning thrust upon the CAPF on the organisation as a whole and within the hierarchy is harmful. Cynicism, tardy job performance and uprooted conscientiousness towards performance of the job; bitterness,

insubordination, falling morale within hierarchy is a frequent result.

4.3 Culling and analysing the stress factors available from different studies on policemen, and contextualising it vis-à-vis the CAPFs, one can identify the sources of stress among CAPF personnel as due to differing subcultures between the civil police and the CAPF, perceived 'unwanted-ness' from public and lack of recognition, frequent transfers to widely separated locations, lack of inputs on work areas, lack of adequate training and supervision, lack of involvement in policy and decision making, unproductive management styles, favouritism and biases in hierarchy, resource crunch and lack of basic amenities, leave issues, risks entailed in the job, perceived thanklessness of the job, role conflict particularly in insurgency settings, adverse court rulings, gruelling enquiry commissions, lack of respect from the judiciary, people and media. Personal anxieties about competence and disappointment over lack of meeting self expectations compound the organisational and job related stressors.

4.4 Do we really need a stress management program for the CAPFs? Stress in personnel results in wastage of man hours due to ill health, dissatisfaction, inefficiency and adds to the burden of low police legitimacy through stress caused inappropriate behaviour. It not only hampers the organisation's goals but affects its image besides draining resources.

4.5 A well-researched and implemented stress management program would thus improve the effectiveness and efficiency of the organisation by increasing levels of job satisfaction and inculcate a sense of involvement and self worth among its personnel. Considering these organisational 'savings', it would seem incumbent upon the organisation to have a comprehensive stress management plan. This would not only reduce the burden of carrying 'ailing' personnel but also improve its

performance towards its stated objectives. As a corollary, communication within the hierarchy would increase, inflexibility reduce and self esteem of the personnel and the sense of worth even among in the families would improve.

5. Available stress reduction tactics

5.1 Mechanisms for addressing stress and augmenting coping styles include addressing work and organisation related controllable factors causing stress, counselling, mental and physical fitness regimes, meditation and other mindfulness training exercises, biofeedback and related physiological feedback methods. More specific interventions typically entail the use of spot checking and scanning, positive self-talk, deep breathing, anchoring, cognitive rehearsal and desensitization, progressive muscle relaxation, meditation, imagery and biofeedback, goal setting, stress debriefing, time management, financial planning, visual-motor behavior rehearsal (VMBR), critical incident stress management (CISM), physical fitness, progressive relaxation, biofeedback, social support, eye movement desensitization and reprocessing (EMDR). Relaxation techniques also include deep breathing, meditation, progressive muscle relaxation, body scan meditation, mindfulness, visualisation, yoga and tai chi. Among these interventions, cognitive coping strategies have perhaps received the most attention in research literature, with cross-sectional studies investigating cognitive coping strategies that officers and recruits use to manage stress.

5.2 Impact of specific 'Indian' or indigenous psychological techniques including, chanting of 'Om', yogic postures including pranayam and mood management through soft Indian music have also been studied. Application of a particular stress relieving program necessarily depends on the organisational context and personality traits of individuals. Developed by Kabat-Zinn in 1979,

mindfulness based stress reduction (MBSR) based on old spiritual traditions includes regular meditation entails intentionally attending to the present moment in a non-judgemental way while observing sensations, thoughts, emotions, and the environment, at the same time, encouraging openness, curiosity and acceptance. MBSR has been reported to have a moderate and consistent effect on a number of measures of mental health for a wide range of target groups. It also appears to improve measures of personal development such as empathy and coping, and enhance both mindfulness, quality of life and improve some aspects of somatic health.

6. Importance of interventions addressing organisational environment:

6.1 While the stress reduction tactics outlined above seem to cleverly make use of the latest scientific advances in psychology; unfortunately, the results of an important review of impact of stress management programs on stress outcomes indicate that stress management interventions had no significant effect on psychological, behavioral or physiological outcomes of stressed police personnel. The review did indicate that stress contributes to psychological, behavioral and physiological outcomes, however, the interventions; mainly addressing psychological stress outcomes had no significant effect.

6.2 The strategies described above focus on individual officer's ability to manage stress. Significantly, an important study argued that training police officers to cope with stressful work events, particularly organizational work events found in the work environment that are beyond officer's control, may be ineffective. Hence, interventions should address the organizational environment and the connections between officers and the law enforcement organization. Others have also suggested that

the law enforcement organization be a target for change as a means of stress reduction.

7. Conceptualising and planning stress management for CAPFs:

7.1 A starting point before any stress management project is even conceptualised has to be a need analysis. What behaviour of the CAPF personnel has come to notice that could be labelled as a consequence of stress? A strategy aimed at enhancing coping skills of CAPF personnel should first identify the factors that cause occupational stress as distinct from personal issues that could evoke similar reactions.

7.2 The stress as perceived by the individual himself and also by his colleagues, subordinates and seniors through his manifested behaviour needs to be noted. Other behavioural indicators of the stressed individual including the impact on his work performance and functioning in other spheres, along with effect on relationships would need to be studied. In short, the impact of stress on the psyche, behaviour and physiology of the individual would have to be assessed systematically through a well devised standardised scale developed for this purpose. Apart from a self report format, wherever feasible, the personnel could also be reported upon by their close colleague, immediate seniors and subordinates. While the exercise would exhaust significant time and resources, it would serve as a foundation for building up the comprehensive plan. Help of outside experts should be sought for standardisation of such a scale. The entire process of planning, devising and implementing the need analysis could be carried out by a specially designed cell at the headquarters as detailed below.

7.3 The psychological, physiological and behavioural manifestations displayed by a policeman indicative of stress would need to be culled out from the need analysis survey.

After such an exercise is conducted, actual strategies to augment coping skills could be thought of. The proverbial armoury of stress deterrent methodologies available need to be carefully contextualised for the situation obtaining for the CAPF. The formal survey would throw up actual manifestations indicative of stress within the personnel, which could be charted out and the specific factors that cause stress could be identified. The causes would lie across personal, organisational and work related dimensions. Before being instituted, the stress relieving program would need to weigh each factor for the burden it carries in causing stress so as to help tailor the program appropriately.

8. Instituting a system:

8.1 A formal examination of the needs analysis survey by senior managers of the CAPF organisation along with psychologists and organisational management experts would then need to be carried out to skim out the bare and basic causes that can be identified and targeted for remedy.

8.2 The committee examining the findings of the need analysis survey could set achievable targets and set out priorities. Changes envisaged beyond the powers of the head of the force cannot and should not be set as targets. These could be separately set out as recommendations to be addressed by the Chief to appropriate authorities.

8.3 Formation of a Stress Management Cell (SMC) at the headquarters, carved out perhaps from the existing welfare section would be ideally suited to embark and follow up on the strategy implementation. After the initial holistic organisation wide survey, the senior level committee could decide on the periodicity of such surveys delegated to commander level and audited at the central level by a permanently established SMC. The commanders of basic

units of the CAPF would need to be sensitive to emerging and new stress responses of their staff and that would be possible through a periodic need analysis survey. This would make the commanders responsible as well as accountable for the health of the staff under their charge.

9. Addressing organisational issues:

9.1 Critical to the stress management strategy is the recognition of hygiene factors. These factors do not necessarily improve the efficiency of the organisation, but their absence hampers its effectiveness due to personnel dissatisfaction. These could include provision of basic, adequate and minimum housing and ergonomic work place conditions. Standards need to be evolved to fix specific and non negotiable criteria for space requirement, habitability, water and power provisions for the CAPF units. These need to be adhered to before setting up accommodation and office spaces in areas where units are recently located, apart from upgrading the infrastructure at places where the units are already housed. Studies show that seemingly minor things like provision of child care services for the children of women police officers who come from nuclear families or depend on extended family members to take care of their children deepens the sense of involvement with the organisation. A secure day care system can significantly reduce police stress at work, make officers better adjusted to their jobs, and lead to higher job satisfaction.

9.2 Organisational issues like streamlining unit movements across sectors, rationalising locations for administrative units, reducing bureaucratic red tapism and consistency with transparency in leave approvals and such administrative decisions would need to be worked out depending on the feedback received from the need analysis survey subjected to further evaluation by the top management in consultation

with an organisational management expert. Some thought and work has already gone into addressing and alleviating the controllable factors like ensuring uniform duty distribution for the civil police at least in some of the cities and towns, streamlining the process of leave, infrastructural augmentation in work places and housing, creation of recreational facilities, provision of logistics and resources including better vehicles, equipment, weaponry among others.

9.3 An important area that could immediately transform and revitalise the organisation is inculcating transparency in its internal working. Most of the dissatisfaction, lowered morale and disgruntlement results from an opaque administrative structure that seemingly imposes its strictures on hapless personnel in matters of leave, postings, rewards, promotions and selection for special assignments. The organisation would do well to internalise transparency so as to embed it as the backbone for all decisions taken affecting the personnel. Reducing personal discretion of decision makers through institution of rosters, committees and well laid out SOPs, while maintaining the importance of hierarchy and authority would seem essential and the senior level committee could devise procedures and lay policies along these lines.

9.4 After unfolding the plan dealing with organisational issues causing stress, causative factors causing job related stress in personnel would need to be addressed at different stages. First would be the preventive or prophylactic stage wherein personnel right at the stage of inception in the organisation would need to be inoculated against the anticipated job related stress. Second would be the stage where stress is detected in an individual or could be strongly predicted, say after a critical incident. While the incident would need deep debriefing and post incident analysis, a provisional stress diagnosis itself should be made sufficient grounds for the

individual to be referred to a trained stress management professional perhaps a mental health expert. Thirdly, a peer group could be created as a support structure for reintegrating recovering stressed personnel as well as stressed individuals needing only this intervention. This peer group would be specially formed of articulate members of the force, with ability to maintain discretion, who would have undergone similar stress evoking experiences and successfully tackled the same. Such peer group would comprise of volunteers and selected for specialised training to work as facilitators of select groups to target different causative factors of stress. To have a holistic strategy, involvement of families of personnel at the preventive stage and also in some cases of actual manifestation of stress behaviour would have a long lasting positive impact on morale and job satisfaction within the organisation.

10. The preventive or inoculation stage:

10.1 Some researchers recommend that personality testing at the time of recruitment should be made mandatory. While such a test may help in identifying vulnerabilities and strengths of the individual, one of the most important steps forward in a stress management strategy is to deliver insight to the person into what actually causes stress, help him learn to recognise it in himself and others in all its forms and manifestations. This stress familiarisation capsule should be ingrained and incorporated right at basic training and revision capsules incorporated in subsequent training courses. The job profile, the risks and difficulties it carries, need to be realistically portrayed and presented. Various forms of coping strategies, both positive and negative could be presented with case studies and resource person experiential discourses.

10.2 The trainers would need to be trained in this particular area of training. Resource persons

including senior staff and colleagues would need to be identified who can share experiences of successfully overcoming an abnormal stress response. These persons could be of the same rank to establish empathy and specially identified for their articulation. The same group of resource persons could also be part of peer group. Such experiential sharing would have a direct demonstrative effect apart from providing a first person account of successfully overcoming abnormal stress response. Police personnel with better performance and faultless behaviour should be identified and projected as role models for others. Necessary counselling by experts should be made as a routine arrangement at training facilities and unit levels in the organisation.

10.3 At the training stage, both for officers and men, significant others of the personnel including spouses, parents or siblings of the trainees could be invited for a day long session for familiarising the members of the family with the anticipated job profile of the trainee. This would include a realistic projection of the job, its content, the likely lifestyle, the conflicts and adverse situations likely to be faced and declaration of the support and help provided by the organization for its personnel during performance of their duties. The importance of the family support to the trainee needs to be emphasised including perhaps a talk by an articulate family member of a serving personnel. Arguably, the expenses of even a one day familiarization could seem excessive; however, the fruits of such effort would only be visible in the long term with job satisfaction and family support enhancing the efficiency of the personnel.

10.4 The International Association of Chiefs of Police (IACP) also suggests that law enforcement agencies offer several services for family members, including individual and family counselling, post-shooting incident support and debriefing, group discussions among officers and

their spouses, orientation programs, and frequent family events. The IACP finds that the financial cost of implementing these programs is not large, but the return benefits to the officer, the family, the department and the community can be immense in stimulating positive public relations, reducing stress, promoting marital harmony, and improving job performance.

10.5 Key commanders in the field would need to be continually sensitised to recognise dysfunctional symptoms in their staff. Adverse conditions including long hours and strenuous duties may be more stressful when perceived as a bias in duty distribution. As far as possible, the commanders need to be completely transparent in their functioning without compromising on security issues. Wherever possible, informed decision making should be adopted as a practice. The unit needs to sustain a healthy and balanced routine through regular physical exercises, diet regimens and games. A continuous watch on parameters of physical fitness including weight and waist size, apart from set standards of physical fitness through exercise needs to be maintained. Creation and regular maintenance of recreational facilities, sports and gym equipment for unit level and in training academies has to be mandatory. The unit officers would do well to enhance the sense of worth of the staff under them through building up their competence quotient leading to a direct positive impact on the efficiency and effectiveness of the unit.

11. Recognising and addressing stress:

11.1 Normally, distressful reactions to stressful incidents emerge when adequate debriefing and post incident analysis is not carried out in exhaustive details. Anxiety symptoms, sleep disorders, abnormal behaviour including insubordination, alcohol dependence and PTSD like symptoms are likely to be manifested with less frequency given a detailed

debriefing is ensured. Apart from the regular commanders, sensitive senior officers tuned to pick up cues indicating abnormal stress response should also be incorporated as an integral part of the debriefing team.

11.2 Recognition of stressed personnel would be the key. Social stigma, fear of ostracism, fear of being labelled sissy, denial; all can cause stressed individuals to remain hidden within the organisation. The periodic need analysis survey, perceptive and sensitised peer group members embedded in units, watchful seniors could all be involved in the first diagnosis. The Medical Officers attached to the units along with the commanders of units need to be made accountable to delayed recognition of stress among personnel. Discovery and diagnosis of a stress related condition in a unit should be referred at the first instance itself to a mental health professional to avoid misdiagnosis, delay and wrong treatment. For this purpose, consultants in the area where the units are deployed could be hired or for reasons of privacy/confidentiality, consultants near the administrative centres or group centres could be engaged. The organisation and its personnel should not carry the weight of treating and addressing the illness on account of stress, beyond recognising it and later providing a support group. As an example, cases of chronic insubordination, delinquency, alcohol abuse, abnormal behaviour, self reports suggestive of illness related to stress should all be referred immediately to the mental health expert.

11.3 The systematically selected peer group to target particular manifestations would need to play a role for reintegration of the recovering personnel or suffering from a stress reaction amenable to group therapy. Different peer groups could be formed for personnel suffering from anxiety disorders, alcohol abuse, anger management issues among others. Help of professional bodies like Alcoholics Anonymous

could be solicited in forming and sustaining such groups.

11.4 Impact of large scale application of programs like different forms of meditation including 'Vipassana' to personnel at training facilities has neither been studied in India, nor found significantly beneficial in systematic studies elsewhere. As mentioned earlier, the stress reduction techniques applied to stressed individuals per se also have shown little effect on stress removal of police personnel. Also, with the CAPF organisation itself, carrying no expertise of stress management, its personnel should confine itself to the task of recognising its stressed individuals through a systematically laid out institutional mechanism. The actual stress reduction techniques, whether cognitive appraisal or through medication, should be left to the mental health professional. What the organisation can and should do is to address organisational issues and create a support structure as outlined above. Thus, without a need analysis study and based on subjective decisions, no program should be attempted as it entails drain on resources and binds the personnel in wasteful exercises.

12. Continual reassessment:

12.1 It would be important however, for the headquarters based stress management cell, to continually reassess and audit the program implementation through a periodic need analysis survey. This is not only because the authoritative review of research studies on stress management techniques on police forces has not yielded sufficient evidence of such techniques' impact on actual stress reduction, but also to continually tweak continually the implementation of the program according to the feedback received from the units and personnel. Keeping in mind the lack of evidence suggestive of any positive fallout on stress outcome of stress intervention techniques that have primarily

focused on individual treatment of identified stressed personnel, the strategy outlined above, in contrast, addresses organisational and systemic issues so as to form an integral part of the way the organisation is run, soliciting support mainly from resource persons drawn primarily from the organisation and relying on the strength of its robust personnel and family members. The strategy calls for right coping mechanisms to be incorporated at the organisational and individual level by establishing a system that would identify problem areas and suggest remedial mechanisms.

12.2 An attempt was made in the direction of stress management by the author in Visakhapatnam district by implementing a systematic weight control and health parameter watch plan, apart from referring chronically delinquent personnel to mental health professionals. Out of the five chronic delinquents referred so, two were diagnosed with medically treatable depressive symptoms and one with alcohol dependence. On treatment of these personnel, the burden of their delinquencies on the district police, including the painfully bureaucratic process of conducting future departmental enquiries was reduced.

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Towards Positive Policing in India: Improving the Health and Well-being of Police Personnel



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Abstract

Police Department proves to be one of the most important departments for societal wellbeing by maintaining law and order in society. However, police organizations in India face multiple problems. The present paper discusses some of the problems in Indian Police system and proposes strategic recommendations for the positive policing. Amongst other challenges, health and psychological wellbeing of police and their attitude and behaviour with citizens are most critical that requires holistic approach i.e. positive policing. Positive policing is related to organizational change to ensure the health and psychological well-being of police personnel, promoting positive police-public interactions as well as building a partnership with stakeholders in the society for fostering better relationship and work.

Keywords

positive policing, the health of police personnel, police organizations, India

Introduction

Police Department proves to be one of the most important departments for societal wellbeing by maintaining law and order in society. Mechanisms of social control such as the police force are a universal feature of all human societies. While India is known as the world's largest practicing democracy, what is less understood is how it has dealt with policing in such a large and complex society. A section of media and the public view the police in India as non-responsive,

unapproachable, corrupt and biased. Such popular perception severely affects people's satisfaction with the rule of law and results in a trust deficit.

Under the Constitution, the police is governed by States (Entry 2, List II, Schedule 7, Constitution of India, 1950) which means variation exists across states. The aim of the State is to maintain law & order, thus the primary role of police forces is to uphold and enforce laws, investigate crimes and ensure security for people

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in the country (Entry 2 and 2A, List I, Schedule 7, Constitution of India, 1950). Every organ of the State should work as an agent of change and the servant of people. Enforcement should be done cautiously and intelligently. Thus, the State needs to deviate from its earlier notion of “*Police State*” to “*Welfare State*”. In this background, the Responsibilities, Duties and concepts of the Police ought to change. There is a fear that, if the emotions are let loose and if restrictions are not imposed, the society will be in a chaotic state and disorder will rule the day. The problems are myriad and inexplicable. The modern scenario puts Police in a critical situation, demanding from it, impartial, genuine human functions.

The present paper discusses some of the problems in Indian Police system and proposes strategic recommendations for the positive policing. Positive policing is a strategy of policing that focuses on creating positive work-culture, promoting positive policing practices, and building ties with members of the communities. It is related with organizational change to ensure the health and psychological well-being of police personnel, promoting positive police-public interactions as well as building a partnership with stakeholders in the society for fostering better relationship and work.

Challenges in Policing in India

Policing in India faces multiple challenges. Key challenges include the hierarchical system in policing; staffing in the police force; nature of duty and health risks of police personnel and police behaviours with civilians.

Hierarchical system in policing: A 2018 report on Status of Policing in India observes harassment by seniors, dissatisfaction with the job and lack of professional growth ail the Indian Police (Common Cause & Lokniti, 2018). Police officers often experience denial of leave during significant event in the family, long working hours, political and superior’s pressure, assigned personal work of senior police officers during duty hours like taking care of senior officers’ family, household chores, etc., low wages,

unavailability of basic needs, uncertainty in transfer policies, and lack of constructive work during duty hours affect quality of their life (Common Cause & Lokniti, 2018; Prajapati, Modi, Rahul, & Shah, 2015; Singh & Kar, 2015). According to the Bureau of Police Research & Development (BPR&D), 86 per cent of the total police force consist of constabulary positions, 13 per cent include upper-subordinates like an inspector, sub-inspector and assistant sub-inspector positions and only 1 per cent include officer rank’s positions range from assistant/deputy superintendent of police to Director General of Police.

Amongst these hierarchical positions, promotion opportunities for constabulary positions are rare. Police officers due to strict commands tend to use minimum power unless absolutely needed. Their use of force is characteristically restrained with citizens, even at the cost of their own safety (Miller, 2015). Such incidences leave and dissatisfaction amongst the serving personnel may affect their attitude toward work.

Staffing in the police force: Indian police force is understaffed and overburdened. The police-population ratio, currently 192 policemen per lakh population, is less than what is recommended by UN i.e. 222 policemen per lakh population (BPR&D, 2017a, p. 37). This results in overburdening of work which is another grave challenge for the police force. Ineffective supervision, the poor performance of basic functions, and a growing sense of insecurity are the hallmarks of Indian police (Verma, 2010). According to PRS Legislative Research, overburdened police force mean that both core police activities (like enforcing daily law and order) and more long-term criminal investigations are compromised (Chaturvedi, 2017). Overburdening of work not only reduces the effectiveness and efficiency of the police personnel but also leads to psychological distress which contributes to various crimes committed by the policemen (Chaturvedi, 2017; Verma, 2010).

Nature of duty and health risks of police personnel: The predefined roles, functions, and

duties of the Police along with social responsibilities of Police in general (Sec 57 & 58, Model Police Act 2006; Model Police Bill 2015) add major stress to their lives. Recent research indicates that police personnel who are entrusted with public safety are highly stressed out (Shaikh, 2017, August 20; Singh & Kar, 2015). High levels of stress associated with job and substance abuse have led to high rates of suicides and mental illnesses in the police force. Dealing with angry mobs, managing traffic, tending to the grievance on a daily basis, working undercover in dangerous situations, planning and executing counter-insurgency operations often pose a grave danger to police personnel. Moreover, they do not get adequate quality time to spend with their family which often lead to frustration (Hunnur, Bagali & Sudarshan, 2014).

Past studies have highlighted morbidities among police personnel. Nature of duty often heightens the risk of heart diseases, stress, depression and some time working conditions forced some personnel to take an extreme step like suicide or homicide. Common disorders reported are musculoskeletal pain, nervousness, anxiety, sleep disturbance, substance abuse, etc. (Johns, Kumar, Alexander, 2012; Saha, Sahu, & Paul, 2010). Few studies have reported specific morbidities, e.g., anaemia, visual abnormalities, and varicose veins (Jahnavi, Patra, Chandrasekhar & Rao, 2012). Repeated strain to body's self-regulation as in police service has been linked to central obesity, insulin resistance, cardiovascular problems, depression, Cushing's syndrome, etc. (Violanti, 2012). In addition, high rates for cancers of the colon and liver, diabetes, cardiovascular diseases, homicide, etc., have been reported in police personnel (Meena, Kumar & Meena, 2018).

The lower levels of support & reward in response to higher levels of effort and over commitment manifest as negative repercussions on their personal life and professional work. Occupational stress may play a role in the development of mental health problems in police officers. Since special force's police

officers have to perform sensitive tasks for which a healthy psychological functioning is needed (Garbarino, Cuomo, Chiorri, & Magnavita, 2013). These issues also result in procrastinating attitude, impatience, and irritability which are the symptoms of acute stress (Hunnur, Bagali & Sudarshan, 2014). Such unattended pressures force police personnel to commit suicide which is echoed in the report of National Crime Record Bureau 2016 stating steady increase in a number of suicides among police personnel (National Crime Record Bureau, 2016). Incidence of suicide and fratricides among police personnel needs to be addressed urgently (Nigam, 2018, July 9; Singh & Kar, 2015; Sundaraman, 2018, March 9).

Police behaviours with civilians: There are instances of custodial violence and police brutality that arise from the abuse of police powers. Such abuse generates fear of the police and is counterproductive to good police-public relations. These fears are manifested in the form of fear of being approached by the police, fear of being wrongfully arrested, fear of being beaten up by the police and fear of being sexually harassed (Common Cause & Lokniti, 2018). The study on Status of Indian Policing conducted in 2018 found that less than 25 per cent of Indian trust the police highly. The reason for distrust is that interactions with the police can be frustrating, time-consuming and costly (Common Cause & Lokniti, 2018).

Torture by police personnel: Custodial torture, extra-judicial killings, and unwarranted incarceration are some of the most violent forms of police excesses that one closely associates with the functioning of police departments across the country (Human Rights Watch, 2016, December 16). The Second Administrative Reforms Commission has noted that police-public relations are in an unsatisfactory state because people view the police as corrupt, inefficient, politically partisan and unresponsive (Second Administrative Reforms Commission, 2007).

Panic reactions in critical situations: When a Police believe to have no choice in order to

protect human life, their own or that of other citizens, execution of deadly force is then seen (Miller, 2015). Incidences of panic firing are rare (White & Klinger, 2012) but still with a probable possibility. A study also showed that police officers showed a response bias toward shooting when performing under anxiety, implying that they accidentally shot more often at suspects that surrendered. Furthermore, officers responded faster when suspects had a gun and shot accuracy was lower under anxiety (Nieuwenhuys, Savelsbergh, & Oudejans, 2012). However, some officers may furnish to use of force due to certain types of personalities, attitudes and job experiences in police-citizen encounters. When warnings fail to control an outbreak, certain emotional and behavioural features of police-citizen confrontations may eventuate in a panic among police personnel (Miller, 2015) and forceful backlash by the forces can be very consequential.

Above mentioned challenges impact the health and psychological well-being of police personnel. Evidence suggests gaps in the policy and police system for promoting positive behaviour, conducive work-culture and improved productivity by leveraging technology.

Strategic recommendations for positive policing in India

Creation of welfare state from a policing perspective requires attention primarily on three aspects: (1) policy and police system; (2) training and research; and (3) addressing health and well-being.

Policy and police systems

There is an urgent need to work toward positive policing by addressing gaps in the policy and at the police system level.

Adequate staffing: Over the last few decades, the overall strength of the state forces has increased but yet not reached the recommended standard. According to the latest report from BPR&D, over 5.4 lakh police posts are vacant across India as on January 2018. While the United Nations recommended standard 222

police per lakh persons, the sanctioned police strength is 181 police per lakh persons, which is yet not filled. It means Indian police force is very far from the recommended standard of police strength. As a result, police personnel have an enormous workload and long working hours, which negatively affects their efficiency and performance (BPR&D, 2014).

Approximately 86% of the state police comprises the constabulary (BPR&D, 2017b). Constables are typically promoted once during their service and normally retire as head constables. Adequate career progression opportunity can lead to the fulfilment of the legitimate career ambition of the constabulary.

Operational authority and promotion: Police need to have the operational freedom to carry out their responsibilities professionally, and satisfactory working conditions (e.g., regulated working hours and promotion opportunities), while being held accountable for poor performance or misuse of power would be an important strategy for positive reform.

Non-monetary incentives: Appreciation certificate, awards, recognition and promotion based on exemplary work can be constituted. This will not only motivate and create a conducive work-culture but can also promote healthy competition in the police force. Reward in terms of off-hours, family leave or leave at the time of family exigency would be impactful. Celebrating birthdays, personal or children's successes can add value in creating a conducive work environment and building healthy relationships.

Community policing: Community policing where even the non-police individuals can be part of making policing easier and more efficient. Promoting friends of police i.e. creating a community policing environment and introducing different task roles from civil help have proven to be extremely beneficial on local levels. The task roles are solitarily designed to local needs but such interventions can prove to be immensely helpful for the personnel to tackle the local situations.

Positive police-public interactions: One more step towards individual satisfaction of the personnel can be their continued role in engaging in civil services. Active police participation in social service can provide a sense of achievement to an individual which can boost the morals for such future contributions.

Promoting role models and success stories where police officers have tackled the situation positively can create a positive dialogue with the community. It will provide a positive image of the police and in this manner creating a culture of support in the community. Police-people dialogue in a form of the structured session where people share their concerns and police officials who have set positive examples can be felicitated. Another example is orienting students in the school and colleges about the role of police and interacting with students/colleges can be one way to connect with society. Also exposure visit of schools and colleges to the local police station to understand how police station/police department functions. This will sensitize students as well as provide an opportunity for police to interact with general people. Also, people who supported the police in their work can also be recognized.

Training and Research Interventions

Educating police personnel on aspects of stress management, team management, counselling, and leadership can help in refurbishing the police personnel's attitude and behaviour. Training curriculum on soft-skills and sensitization on health including psychological well-being can be integrated into all police training institutes in the States and in the national training institutes for both, new recruits as well as for existing staff.

Short training on soft-skills: Training on communication, decision-making, problem-solving, teamwork to improve police-citizen interactions; crisis management, conflict and stress management on a regular basis – like quarterly and bi-annually – can potentially yield positive change among police personnel. stress management, self-care in police training curriculum would be impactful in inculcating positive behaviours and attitudes.

Promotion of translational research and evidence-informed programmes. It is tough to bring about an organizational transformation or to achieve a perceptible improvement in the behaviour of the police, or in their service delivery mechanisms without identifying the existing need gaps, envisaging strategic policy changes and improving practices. Research to understand concerns, solutions and existing practices potentially contribute to producing evidence for improving policy and practice. Research can be promoted by research fellowships for police personnel, health professionals or any post-graduate (MSc or MPhil) or doctoral programmes. Provisioning research grant for education and research institutes would be an added advantage. Research is an important component, at the same time, dissemination of research findings to respective stakeholders and integrating into practice is essential, without which research may not hold true value. The local police department can promote research on the roles of police personnel, competency mapping, psychological and physical health profiling, and problems faced by police personnel and design evidence-based interventions or programme. The Bureau of Police Research & Development can play a key role in promoting research and training on policing in India.

Health interventions

Competency mapping of personnel. Internally the assignment of duties can be done on psychological and health profiling of the individual. Mapping according to their competence (competency mapping), personality style, family context and health-risks. Such profiling will help in assigning suitable tasks as per the profiling of the personnel would reduce stress among personnel and increase productivity. Rotation of duties is a must to avoid accustomization and lethargy, but the assignment can be done on individual traits as well as in conditions of acute needs, an individual can be privileged to take care of his private life if the nature of the duty is not being compromised anyhow.

Provisioning biannual preventive health (including mental health) screening services: Studies show a high incidence of health problems especially non-communicable diseases like stress, hypertension, diabetes, blood pressure and cardiac problems among police personnel. These health problems are preventable through lifestyle changes and promoting healthy behaviours. Regular screening of health, interactive workshop for lifestyle management to reduce high-risk behaviours and promote a healthy lifestyle and health-seeking behaviour.

Regular biannual screening of the personnel and providing with the professional assistance in case of alarms. This can majorly help in identifying, treating and eliminating any health problem at the right time. Regular health screening, a major part for the orderly working of an individual or an organization, needs to be incorporated as an indispensable routine. The outcomes of the results can be directed in ways for the personnel to achieve the desired health goals, failing which can restrain the individual from certain assignments, promotion, etc. until the target goal is achieved. Disease surveillance of police personnel can provide the prevalence of diseases, enable early treatment and help develop preventive and promotive health programmes.

Linking with health and mental health treatment services: At-risk individuals can be linked with treatment services by nearby health centres/service providers. Provisioning linkages with a psychiatrist counsellor or psychologist and psychiatric for regular anonymous mental health services can be helpful.

Promoting recreational activities: Recreational activities like movie time, tea with the team, and activities that promote expression of creativity, sharing success stories etc. Large scale events such as sports, cultural celebrations, fair (mela), at the district or state level can be a great stress buster. Time to time recreational activities provides for dealing with daily stress and also can provide as a platform for exchanging

thoughts, improving coping mechanism. Recreational activities at a departmental level like movie time, tea with the team, and activities that promote expression of creativity, sharing success stories etc. can be promoted. This will help in creating a positive work environment.

Promotion of psychological and emotional wellbeing: Appreciation enhances the productivity of the personnel since it ensures a happy work environment and motivates the employees. While the odds are against them, the police force in the country can take some concerted steps to reduce the negative impact of the high-stress institution they are a part of. The job demands hypervigilance, alertness and diligence in their performance. Therefore, the sensitization program on “stress management” to sensitize police personnel on effective stress management, dealing with anxiety, depression and suicidal tendencies and equipping them with coping strategies to deal with everyday life challenges positively can yield positive impact. In addition, training selected police personnel on lay counsellors to provide immediate counselling support if needed in an approachable distance is a pragmatic strategy for ensuring the emotional and psychological wellbeing of police personnel. This can enable providing guidance and first-aid and can also help remove stigma leading to general acceptance for mental health burden in the police forces. Networking with other relevant institutes and service providers at the State and District level to deliver the above services can be helpful.

Conclusion

The current condition of the police force is vulnerable which will not only impact the integrity of the nation but it will also compromise the security of the people, undermining the main purpose of the police organization. The police organizations need to be transformed from crime fighters and law enforcers to positive policing. Positive policing is all about keeping police personnel healthy and improving police-public interactions.

Positive policing perhaps one of the most important aspects of law enforcement, yet it is also perhaps one which is neglected more often than others as being secondary to the important role of the police as crime fighters and law enforcers. Positive policing presents a unique set of challenges and opportunities for law enforcement. Positive policing is a strategic move for organization transformation by ensuring happy and healthy police personnel and changing negative police sub-culture. It will help the state police forces to evolve into professional organisations and avoid future failures of law and order and more importantly, provide security to the common man.

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Is Mobile Based Applications a Possible Solution to Tackle the Mental Health Challenges among Uniformed Forces: A Scoping Review



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Abstract:

Mental health illness is the most common all over the world among all groups of individuals. Uniformed personnel including the members of Armed Forces are highly vulnerable due to various reasons like high mobility, forced separation and perceived risk being in forces. They do not have an ease to access to optimal mental health services due to a variety of reasons. With emergence of mobile health, there are various mental health applications being available that can assist and make mental health care accessible to those including uniformed personnel for better mental health care.

Objective

Present scoping review focuses on documenting all available mobile based mental health applications that are available for use to uniformed personnel.

Methods

For the scoping review, Google, Psyber guide a project of one mind and Google Play Store were systematically screened and searched for all the available mobile based applications for mental health care. All the applications available since 2014 till 2019 and that comes under the inclusion criteria were included for review.

Results

A total of 26 different mental health apps could be retrieved, out of which 7 apps were designed specifically for use of uniformed personnel and other 19 were open for all be in any occupation including uniformed personnel. The seven short listed apps were largely focused on military personnel with a key focus on management of Post Traumatic Stress Disorder (PTSD) mental health care through mobile applications, however other mental health conditions are not adequately addressed.

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Conclusion

Mobile apps can offer a promising solution to deliver effective mental health care. Although there are mental health apps available for uniformed personnel but are too narrow in focus there is an urgent need to develop apps targeting various domains of mental health challenges amongst uniformed personnel like anxiety, stress with a provision of being multi lingual and regional with major vernacular language. Given the number and pace at which mobile apps are being released, a robust research is warranted to document the effectiveness and test evidence-based programs.

Keywords

Mental health, mobile apps, mHealth, eHealth

Introduction

Globally, mental health disorders are a great burden. Around 1-in-6 persons (15-20 percent) have one or more mental disorders and as data represent one person dies every 40 seconds from suicide (World Health Organisation, 2019). In 2017, it was estimated that 970 million people around the world are suffering from mental disorder. The larger group of people around 4 percent of population had an anxiety disorder (Whiteford, Ferrari, & Degenhardt, 2016). In India, National Mental Health Survey (2015–16) represents that the rate of mental morbidity is around 10.6 % of total population (Pradeep et al., 2018). Good mental health of an individual is related to mental and psychological well-being. (WHO, 2014). There are various factors that can contribute to mental health problems such as biological factors that can transform a person's emotion, thinking and behaviour, life experiences, such as trauma or abuse and family history of mental health problems. Mental illness is also related with distress and/or problems functioning in social, work or family activities (American Psychiatric Association, 2019).

Uniformed services are bodies of people in employment of a state who wear a distinct uniform which differentiates them from the rest of the uniformed services.

Typically, the uniformed services of a state also carry weapons, arms and ammunition on duty and may include:

- The Armed Forces
- Border Security Forces

- Coast Guards
- The Police and Gendarmerie
- The Prison Service

Although much research on documenting mental health issues and challenges with a focus on uniformed personnel have not been done but there are enough evidences that the uniformed personnel do face a lot of mental health issues and challenges. The Armed Forces who shield the nation from external enemy over and above also support the civil management during any natural disasters. Personnel's Armed forces are exposed to various kinds of stress on account of unique nature of their duties and services (Cmde & Ryali, 2011). In 2015, Ministry of Defence of India revealed that since 2012 around 413 defence personnel have committed suicide. Among them around 334 cases were reported and were from the army alone. Next to the Army, Air Force witnessed 67 suicides and then in Navy also 12 such incidents were reported. During the same period, 8 incidents of fratricide in the army, 1 from air force and none from navy were reported. The main reasons cited were work-related hazards, domestic issues, finance related problems, perceived grievances, personal issues, mental built and the inability to withstand stress (Kaur, 2019). Military psychologists may well work on an array of complications that incorporate the full range of psychological perspectives from basic to applied issues. However, researchers revealed that the fear of being stigmatized, discriminated and lack of trust/confidence in mental health provides are major barriers to seeking help in armed personnel

(Pawar, Peters, & Rathod, 2014). In addition, some other barriers for defence personnel in seeking mental health care is their concern on a defence personnel determined fitness for duty. Evidences suggest that for the Indian Army to be an effectual hostility engine, the mental health of its military must be a main apprehension and a need for specialised mental health attention is essential.

Over the past decade, the development in technology have unlocked accesses to various exciting new directions in mental health care. mHealth is a new emerged horizon for health care through mobile technologies and is considered as one of the component of eHealth (WHO, 2011). The spread and advancement of mobile technologies and the expanded global use of mobile technologies have made mHealth an effective health care service. The advance has resulted in the development of mobile health applications that target the specific mental health concerns. The ease of access to these mobile applications regardless of location make these ideal resources for individuals such as defence personnel (Shore et al., 2014). The mental health apps include wide range of functionality such as education materials, self-management platforms and health care-specific tools. The other advantage of these applications is that they are free of cost and can help to reduce barriers to access such as time, travel, financial considerations, and also offer added privacy which central to less stigma (Lui, Marcus, & Barry, 2017).

Mental Health apps have thus far been successfully implemented across the globe. Several reviews have been conducted on the apps that target specific mental health concerns (Rodriguez-Paras et al., 2017). However, no reviews have addressed the nature and scope of currently available mobile apps intended for use by defence personnel and veterans. The objective of this study focused on the scoping review of all the available mobile applications targeted on mental health care.

Methodology

The search for mobile applications was conducted using Google, Psyber guide a project of one mind and Google's play store with the following terms in the subject parameter: "mental health" or "mental health app" or "military mental health" or "armed personnel" or "Uniformed Personnel's" or "free apps" or "android apps" or "mental health illness" or "mental health issues" or "mental health service" or "language".

Several restriction criteria were used in the electronic search and were included if an application (a) involved individuals above the age of 18; (b) only applications available for android version; (c) solely targeted mental health issues; (d) only application available free to download; (e) only applications developed between 2014 and 2019.

One investigator independently searched for all the potential applications in the above-mentioned search engines; however, the second investigator summarized and cross-checked for duplication and finalized the applications based on the inclusion criteria. The gathered applications were observed based on its content which include the developer name, target population, techniques and app features.

Results

Based on the inclusion criteria, a total 26 mental health mobile applications included in this coping review. Out of 26 applications, only 7 of them emphasised on the uniformed services as per the operational definition and focused on their mental health issues. Commonly most of the applications focused on the issue of stress and anxiety among individuals.

Among the 19 mental health (Table 1) mobile applications gathered the core focus is on anxiety, stress, insomnia and mood disorders among the individuals. The techniques used for the mental health care involved audio and video

counselling, games, meditations, and motivational quotes to calm down users when feeling stressed, to relax and help in falling asleep. The other 7 mobile based applications (Table 2) available for mental health care of uniformed personnel's emphases on Post Traumatic Stress Disorder (PTSD). The other mental illness conditions such as anxiety, stress, depression and insomnia in these applications have not been well-thought-out till date. The methods used in the applications included learning, games, motivational quotes, meditation, audio recording, coping mechanisms and emergency telephone services. These techniques indirectly cause distraction, inspiration, relaxation, self-assessment and manage stress among the users. Most of these apps were also recommended to be used when engaged with therapies with a professional mental health care provider and not to be used as self-help.

Discussion

The purpose of this scoping review was to document available mobile applications aimed at supporting the mental health of uniformed community members. The results of this study revealed some interesting commonalities in this nascent research area. Only 7 free, android mobile applications were documented which is specially meant for the uniformed personnel, whereas another 19 applications also address the mental health issues.

Though evidence supports the use of smartphone-based apps as a vehicle for mental health treatment delivery, there remains debate around whether these apps have demonstrated high efficacy (Chandrashekar, 2018). However, majority of the apps that are currently available lack clinically validated evidence of their efficacy (Wang, Varma, & Prospero, 2018). On one hand, literature indicates the challenges of using apps for mental health treatment. These challenges can broadly be divided into the following categories: 1) poor regulation of quality and privacy; 2) inconsistencies in engagement; 3) narrow focus on one disorder per app

(Dennison, Morrison, Conway, & Yardley, 2013; Marley & Farooq, 2015). On the other hand, literature also indicate that there was a general willingness to use apps, likely because of the increased acceptability of mobile applications for resources and support (Tam-Seto, Wood, Linden, & Stuart, 2018). This acceptance is reflected in a global increase in the use of mobile devices as well as in India. Currently, over 85% of the world's population is covered by a wireless signal. In India it is estimated that 64% of Indians own a cell phone, with 24% owning a smartphone (Krishnan, 2019).

This scoping review also revealed that all the apps documented were wither in English or some of international languages and none of the apps found to be in vernacular language. This might be one among other hindering factors to be used by the Indian military personnel. Although this study could not able to assess the privacy terms and regulations of the included apps, there is a high concern of hacking the personal data through informal and low-graded apps (Stach & Mitschang, 2013). This also might be another reason of not accepting or low usage of such apps by these vulnerable populations. Further, the included applications of military personnel are mostly targeted towards PTSD management and prevention; however, anxiety, stress and insomnia were targeted for the normal adults. This clearly indicates that the apps targeting on anxiety, stress need to be developed with special focus to the military personnel and in vernacular languages.

Conclusion

Technology is well-poised to transform how mental health treatment is delivered and accessed, but this transformation requires the combined mobilization of science, regulation, and design. Mobile apps have significant potential to deliver high-efficacy mental health interventions, however the client engagement, simple user interface, self-monitoring features need to be integrated to have high efficacy app for prevention and control of mental health issues.

There are few apps available for the military personnel with a narrow focus to PTSD only. There is an urgent need to develop apps targeting anxiety, stress with special focus to the military personnel preferably in the vernacular language. Given the number and pace at which mobile apps are being released, further robust research is warranted to document the effectiveness and test evidence-based programs.

Source of funding:

There was no funding received for this study.

Conflict of interest:

Authors state no conflict of interest.

Ethical approval

The conducted study is not related to either human or animal use.

Table 1: Android based mobile applications developed during 2014-19 addressing Mental health issues

Sr. No.	Application	Developed by	Developed Date	Targeted Conditions	Treatment based on
1.	Purple Chill	CBITs	02-02-2014	Stress, Anxiety	Cognitive Behavioural Principles, Mindfulness, Psychoeducation & Information
2.	Anxiety Release	Mark Grant	29-05-2014	Stress, Anxiety	Cognitive Behavioural Principles
3.	iSleep Easy Meditations Free	Meditation Oasis	26-06-2014	Stress, anxiety, sleeplessness	Mindfulness
4.	CBT Thought Record Diary	Eddie Liu	05-07-2014	Depression, stress, anxiety	Cognitive behavioural therapy
5.	MoodTools- Depression Aid	MoodTools	09-07-2014	Mood disorders, Depression	Cognitive Behavioural Principles
6.	Catch It	The University of Liverpool	29-08-2014	Mood disorder, PTSD, Stress, Anxiety	Cognitive Behavioural Principles
7.	Stop, Breathe & Think: Meditation & Mindfulness	Stop, Breathe & Think	29-09-2014	Mood disorders, Stress and Anxiety	Mindfulness
8.	SuperBetter	SuperBetter, LLC	29-11-2014	To build resilience, achieve goals, and tackle challenges including anxiety, depression, stress, chronic pain, concussion recovery and more	Cognitive Training, Symptom Tracking/Self-Monitoring, Gratitude
9.	Talkspace Counselling & Therapy	Talkspace	04-12-2014	Mood Disorders, stress, anxiety, PTSD, Phobias and Eating Disorders	Psychoeducation & Information
10.	Worry Knot	CBITs	15-12-2014	Stress, Anxiety	Cognitive Behavioural Principles, Symptom Tracking/Self-Monitoring, Psychoeducation & Information
11.	What's Up?	Jackson Tempra	04-03-2015	Mood disorders, Depression, Anxiety, Anger, Stress	Cognitive behavioural therapy, Acceptance commitment therapy

Sr. No.	Application	Developed by	Developed Date	Targeted Conditions	Treatment based on
12.	MoodSpace	Boundless	04-03-2015	Mood Disorders	Cognitive Behavioural Principles, Symptom Tracking/ Self-Monitoring, Gratitude, Mindfulness
13.	Happify	Happify, Inc.	30-04-2015	Mood disorders, stress, Anxiety	Cognitive Behavioural Principles, Mindfulness, Symptom Tracking/Self-Monitoring
14.	CogniFit Brain Fitness	CogniFit Inc	04-03-2016	Not Specified	Cognitive Training
15.	Youper- Emotional Health	Youper, Inc	16-03-2016	Not Specified	Cognitive Behavioural Principles, Cognitive Training, Symptom Tracking/Self-Monitoring
16.	Wysa: stress, depression & anxiety therapy chatbot	Touchkin	06-10-2016	Mood disorders, Stress & Anxiety	Cognitive Behaviour Therapy
17.	FearTools- Anxiety Aid	Mood Tools	06-12-2016	Stress, anxiety	Cognitive Behavioural Principles, Mindfulness, Symptom Tracking/Self-Monitoring, Psychoeducation & Information
18.	Aura: Mindfulness & Happiness	Aura Health	21-03-2017	Not Specified	Mindfulness, Symptom Tracking/Self-Monitoring
19.	Woebot	Woebots Labs	08-04-2018	Mood disorders, Stress and Anxiety	Cognitive Behavioural Principles, Symptom Tracking /Self-Monitoring

Table 2: Android based mobile applications developed during 2014-19 with special focus on Mental health issues for Military personnel

Sr. No.	Application	Developed By	Developed Date	Targeted Conditions	Treatment based on	Downloads	Ratings
1.	Virtual Hope Box	DHA Connected Health	26-02-2014	Mood disorders, PTSD	Cognitive Behavioural Principles, Symptom Tracking/Self-Monitoring, Gratitude	1,00,000+	4.4
2.	Dream EZ	National Centre for Telehealth Technology	24-03-2016	nightmares (a common symptom of PTSD)	Cognitive Behavioural Principles, Imagery Rehearsal Therapy (IRT)	10,000+	4.0
3.	ACT Coach	US Department of Veterans Affairs (VA)	08-08-2016	Mood Disorders, PTSD	Mindfulness (Specifically Acceptance and Commitment Therapy)	10,000+	4.5
4.	PTSD Coach	DHA Connected Health	15-08-2016	Post -Traumatic Stress Disorder	Mindfulness, Symptom Tracking/Self-Monitoring, Psychoeducation & Information	50,000+	4.3

Sr. No.	Application	Developed By	Developed Date	Targeted Conditions	Treatment based on	Downloads	Ratings
5.	CBT-iCoach	US Department of Veterans Affairs (VA)	26-09-2017	Insomnia, PTSD	Cognitive Behavioural Principles, Cognitive Training, Symptom Tracking /Self-Monitoring	50,000+	4.1
6.	PTSD Hub	Nicola Cassidy	08-11-2017	Mood Disorders, stress, anxiety, PTSD, Phobias	Mindfulness, Psychoeducation & Information	5000+	5.0
7.	CPT Coach	US Department of Veterans Affairs (VA)	09-02-2018	PTSD	Cognitive Training, Symptom Tracking/Self-Monitoring	5000+	4.2

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Mobile and Internet Addiction among Uniformed Personnel



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Abstract

In this Internet age, the use of internet and mobile phone have become absolute necessity. The problem arises when someone becomes hooked to social media, online games and overspends their time on these platforms. In order to maintain discipline among uniformed personnel, the authorities have taken strict action to curb the increasing use of social media and online gaming. It is high time to make them aware about this growing epidemic, its consequences and how to use the technology wisely. Psycho education may help them to keep their mobile usage in control. This article highlights the addictive nature of social media, online gaming and useful tips for digital detox.

Key Words :

Addiction, Phubbing, Social media, Apps, Digital Detox.

Introduction

Stress is body's reaction to a challenging, real or imaginary situation which is perceived more demanding than one can handle. These days stress has become part of lifestyle. A small amount of stress may be healthy to improve the performance; however, chronic stress may be harmful for mental and physical health.

Uniformed personnel are more prone to stress considering their long working hours in tough environment conditions and working away from family. There are high chances of constant threats from criminals and anti social elements. Moreover, blind obedience to authorities itself may lead to stress.

At the end of the day, everyone wants to get relief from stress either by healthy or unhealthy means. Physical exercise, balance diet, games, social interaction, yoga, meditation are effective and healthy way of dealing with stress. On the other hand substance abuse and behavior addiction like online gaming, social media, gambling and pornography are unhealthy ways to combat the stress.

In this internet age the use of mobile phones has become absolute necessity. Youngsters growing up in the digital world often find it hard to distinguish between the real and online world. There is nothing wrong with using social media or internet-based services. The problem comes

Author's Intro:

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when someone becomes hooked to social media, online games and overspends their time on these platforms. As a result, there are serious implications on their lives. Technology is an excellent servant but dangerous Master. Productive hours of work are wasted on social media and online games.

There are over 80 social media sites. Facebook being the largest, has over 1.13 billion active users and growing each day. Marketing head of Facebook bragged that on an average, a young person spends 145 minutes daily on social media which is about 2.5 hours. He also added that youngsters are tempted to check their phone every 15 minutes and about 157 times a day. This is high portion of wakeup time, being spent on a non productive activity. If that does not surprises enough, the average time spend on reading is just 19 minutes and for physical exercise, it's only 17 minutes.

Yes, 'Internet Addiction' is for Real and it's much worse than one can think. It is high time to control this growing epidemic. Awareness is the need of hour and it can help people to keep their presence on social media, online gaming and mobile usage under control. Uniformed personnel are also not left untouched from this growing epidemic.

Mobile Addiction among Uniformed Personnel

Security is of great concern for uniformed personnel, apart from serious physical and emotional manifestations of mobile addiction. Each time they use social media, footprints are left behind that can be easily traced by hackers. Smartphones are being seen as new evil for the otherwise disciplined Armed Forces. Few Months ago, the subject came back in the media glare after a Lieutenant Colonel posted in Jabalpur was trapped by the Pakistani intelligence through social media. News18 Exposé had revealed how Pak ISI was snooping over Army and Paramilitary Officers through a malicious android App, SmeshApp. Investigation

revealed that Officers were honey-trapped through social media and persuaded to install the malicious app which was designed to steal vital information including contacts, messages, pictures and videos stored on the smartphones of these officers. Surprisingly, the app also had a feature to enable camera and audio/video recorders of the devices without its user being aware of it. All the data collected through this app was stored on a German server and was being accessed in Karachi, Pakistan.

In another incident, a video from an Army Jawan complaining about quality of food has leded Indian Army to review the use of smart phones. In surprise check ordered by Gen Bipin Rawat when he was Vice Chief of Army, more than 80 Officers were caught for unauthorized possession of smartphones at Army Head Quarters. Official above rank of Major General were allowed to have Smart phones at that time. After becoming Army chief, General Bipin Rawat has also accepted that, soldiers cannot be prevented from using smartphones and social media but there has to be discipline.

Smart phone usage in policing has helped in better and speedy investigation as information can be shared easily on whatsapp in form of images, video, links, location etc. It makes them mobile unlike being restricted to their vehicle. However, the officials are concerned with the growing online gaming addiction among uniformed personnel. There are serious concerns and cops are being instructed by senior officials to restrict the phone usage to share work related information and stay away from online games and sharing unnecessary messages while on duty.

During surprise visit checks, it was found that many of the cops were playing online games on their smart phones. The duty of uniformed personnel demands them to be highly vigilant. Playing online games while on duty affect their work. Since January 2019, more than 50 policemen in Delhi have been warned by the seniors to stay away from playing online Ludo game. Ludo being a childhood game comes with a feeling of nostalgia therefore the chances of

being addicted to this game are high. There are also chances of involvement of money in betting while playing as it includes four players and they can be from different location.

Uttar Pradesh police has issued a hazard sign showing two people engrossed on their mobile phones while walking on road, raising a concern for safety of pedestrians. Many people have met accidents as they were using mobile phones while walking or driving.

PUB-G is a violent online game, which has grown notoriously popular in the past few months. In a recent development, the Central Reserve Police Force has instructed commanding officers to enforce a ban on troops playing PUB-G on their mobile phones as it was affecting the jawan's operational capabilities. "Many of them have stopped socialising with their fellow jawans. It has also led to sleep deprivation because of reduced physical activity. It has been reportedly learned that CRPF troops, young personnel are addicted to PUBG. It's getting these men addicted to it and getting them engaged to a great extent which is affecting their ops performance, aggressive and attitudinal issues," said the order of Bihar Unit dated May 6, 2019.

"All deputy inspectors-general (DIGs) to ensure and instruct all unit/company personnel under your command to get it deleted/deactivated such apps from their mobile phones. All company commanders will ensure that this app is deleted in all phones and random check of phones should be done," the circular, sent to all CRPF formations and the force's anti-insurgency CoBRA unit.

Mobile, Internet, social media are here to stay. Awareness is the key to use technology judiciously. Alcohol addiction starts from a small peg, the smoking addiction starts from a single puff. Similarly, Mobile addiction also starts with experimentation stage of using it for some work, slowly progresses to regular use, then abuse and finally reach the addiction stage.

The treatment for mobile addiction is same as that of drugs addiction. The difference is that

mobile addiction is perceived harmless and socially accepted whereas the drugs addiction is perceived harmful and socially unaccepted. Parents proudly share that their toddlers can use mobile. In fact, mobile is being used as baby sitter and as an assistant to feed the child.

What is Mobile and Internet Addiction?

How to identify if someone is digitally addicted? Many people think it is the amount of time one spends on mobile and internet. Time alone is not the parameter to diagnose someone digitally addicted. It is not the amount of time spent on the Internet that is particularly troublesome – rather, it is how the Internet is being used. Just because one uses the Internet to watch YouTube videos, shop online, or check social media, it does not mean one suffer from Internet Addiction Disorder.

When this behaviour becomes Compulsive and starts to interfere with daily life (studies, work, family, relations), then the person may be suffering from Internet Addiction Disorder/ Compulsive Internet Use (CIU)/ Problematic Internet Use (PIU) or iDisorder. In India it has gained widespread attention in past 5 years due to recent boom in smart phone and cheaper availability of internet.

Internet addiction results in structural changes to the pre-frontal region, which is responsible for capability to prioritize tasks. It is progressive condition that users feel a need to spend excessive amount of time online to feel normal. Even when offline, they are obsessed about next online opportunity. This disorder can be troubling treatment-wise as these days it is hard to imagine to live without mobile and Internet.

Psycho education is very important to fight this newly found addiction. There are biological and psychological factors responsible for making social media and gaming that addictive. The science behind addiction is not any less than algorithm behind solving a Rubik's Cube. It is important to make people aware that social media and online games are designed to be

addictive. The knowledge about its serious consequences would help them to keep their mobile usage in control. Apart from psychiatric problems, it would also help them to save their productive hours.

Biological Reasons

Dopamine, a neurotransmitter is released in the reward system of the brain when one does something that makes ones feel good like physical exercise, eating, playing, earning money, sex, adventure etc. The brain perceives these activities important for the survival and creates a desire to repeat them again and again. Online games and notifications from social media also release Dopamine in the brain and thus the behaviour of checking notifications and playing online games become desirable.

After experiencing these rewards, Dopamine is also released when rewards are expected, regardless of whether they end up happening or not. Whenever someone open a social media app like Facebook, there is a delay of few seconds which seems like uploading time to the user. This three seconds delay on social media apps is intentional to raise this expectancy and release of dopamine. Over a period of time, more and more of this activity is required to induce the same pleasurable response, creating a tolerance/ dependency.

Psychological Reason

Social Reciprocity: The behaviour of one person is influenced by another. If someone likes the photo, post, story on some social media then receiver feels obliged to like theirs. This results in increasing the use of social media more and more.

Self-worth & Validation: People have associated their self worth with likes, shares and comments on their social media post. They feel valued when their posts are appreciated and validated by others. People experience low self esteem if their post receives less number of likes. The profit of social media apps have increased multifold ever since the 'like' button was introduced by Facebook in 2009 and later the trend was followed by other apps soon.

Operant Conditioning: Famous American psychologist B.F. Skinner in an experiment to study conditioning made the reward inconsistent. The food was delivered in the box at random intervals, as a result the rat continued to press the lever at frequent intervals to seek the reward. People are engaged constantly to click on various social media platforms like the rat in Skinner box to earn rewards.

Attention Economy

Everyone must have noticed that the YouTube video allow skipping the advertisement after few seconds. The attention span of 3 to 5 seconds is sufficient to catch attention and make an impact on brain. Many feel anxious even for those few seconds to last. Popular brands are paying handsome amount to show their advertisement on YouTube. Human attention span is finite and they are not designed to be in high alert state all the time. Hence, the finite attention has to be utilized for productive work and activities with family and friends.

Signs and Symptoms of Social Media Addiction

No one reaches the addiction stage in one day. There are always early signs and symptoms for digital addiction. Prevention is better than cure, beware of the following signs and symptoms of social media addiction:-

- Social media has become the first priority of life and a person checks it the very first thing and the last thing in a day and whenever free.
- The person feels compelled to check notifications frequently.
- The person keeps posting status, pictures, checking-in throughout day.
- The person craves for internet connection and feel withdrawal in the absence of network or internet.
- The person believes that life is happening more on social media

than in reality and compares people's virtual reality on social media.

- Social media has become as important as sleeping and eating and one ignores these basic needs to stay online on social media.
- Procrastinate regularly as more productive work hours are spent on social media.
- The person uses social media to escape from sad feelings, problems and stress.
- The person constantly monitors the "likes" and "shares". The feeling of joy or happiness is there with each like and experience stress if there is less response to post.
- The person prefers social media to communicate than that of the face to face communication.
- Adding strangers on social media to increase your friends.
- Using hashtags and social media slangs in everyday language.
- Looking down on others who don't use social media.

One does not need to have all of these symptoms, even more than a few of them are sufficient to indicate social media addiction.

Physical Impact

- **Body Posture :** With each degree of tilt in neck for looking at phone, the spinal cord has to bear extra weight of head resulting in pain in neck and shoulders. New research in biomechanics suggests that young people are developing hornlike spikes at the back of their skulls — bone spurs caused by the forward tilt of the head, which

shifts weight from the spine to the muscles at the back of the head, causing bone growth in the connecting tendons and ligaments.

- **Text Claw** results from excess texting, making fingers swell and painful.
- **Carpal tunnel syndrome** causes pain, numbness as well as tingling in arm and hands due to compressed median nerve in wrist. The treatment may vary from medication to wrist surgery depending upon severity.
- **Phantom vibration syndrome** gives a feeling that the phone is ringing or vibrating when actually it's not.
- **Insomnia** is on the rise as people use their phones till late night. According to Nature Neuroscience Harvard Health Publications, Blue light emitted from mobile screen results in suppressed melatonin release. As a result, the brain feels that it's day light and the person doesn't feel sleepy. Suppressed melatonin levels and disruption of sleep can also lead to obesity, depression, heart disease, several types of cancer and harm to retina.

Psychological Impact

- **Jealousy and Self Esteem:** People feel Jealous and suffer from low self esteem when they see others enjoying their vacation, success and nearly perfect relationship on social media.
- **Fear of missing out (FOMO):** People have a strong desire to be connected continuously with others. They don't want to miss a moment of what others are doing. If the phone is switched off or

when one sleeps, there is a strong urge to check out if they have missed something at first available opportunity. FOMO is on rise and leading to stress, anxiety and depression.

- **Memory:** People prefer to take picture of sign boards, instructions, map etc instead of remembering them. If someone is asked to recall mobile numbers of 5 people close to them, they may not be able to do so. Storing information is preferred over retaining it, as google is there to rescue.
- **Phubbing:** This term coined recently by combing phone and snubbing is used for ignoring a person for phone. Phubbing is killing the career and relationships as well.
- **Loneliness:** Humans are social animals. The worst punishment for them is solitary confinement. Research has proved that good relationship keeps body and mind happy as well as healthy. Social interaction has been established as top most cause of longevity of life. However, these days people have been confined to their mobile phones like prisoners. In spite of being virtually connected they are becoming isolated and lonely. Studies have shown that lonelier can lead to anxiety, depression, heart disease and Alzheimer's disease.
- **Violent Games:** Brain scans has shown that playing online violent games lowers the emotional abilities which further effects empathy. It is also found that in violent game players, grey matter is reduced in frontal lobe of brain, which is responsible for planning,

prioritizing, organizing, and impulse control. The white matter connecting both hemispheres of brain and body to brain have shown patches resulting in loss of communication within the brain. Violent games have also been connected with poor behavior control.

Intervention

Prevention is better than cure. Awareness followed by acknowledgement can make them motivate to take corrective action. Small steps can lead to big results. Phone itself can be used to take control of mobile and internet addiction. One can use the following helpful tips and tools for digital detox.

- Notifications act as rewards and if notifications are deactivated then there is not emptations to check social media.
- Social media apps can be accessed by typing them instead of clicking the icons. The hidden icon reduces the possibility of using them.
- Social media apps can be used only on laptop/desktop, restricting people to use them while on desk.
- Choose grey icons instead of color icons.
- Send audio messages and emoji instead of typing messages.
- Out of sight, out of mind. Keep phone at least 5 feet away.
- Keep hourly limits to check phone, for example, use phone for 10 minutes after an hour.
- Decide the screen free time and declare it.
- First and last hour of day is very important. Use it for reading books, family time, planning, or meditation

- instead of becoming hooked to phone.
 - Wear a wrist watch and use alarm clock instead of using phone for this.
 - Charge the mobile phone outside bedroom.
 - Replace entertainment over phone with some meaningful activities which are rewarding enough like painting, cooking, jogging, sports, music etc.
 - Install apps like forest, nothing, flipd, clearlock, thrive away to control your compulsive usage of phone. These apps impose restrictions on phone and distracting apps for a limited time.
 - Seek professional support and counseling in case needed.
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Helping Police Officers to Cope with Occupational Stress



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Abstract

The common stressors among uniformed personnel have been identified in the article and the methods to check the stress with initiatives have been described.

Keywords

HATS, Yoga, Insomnia, Organizational Stress, Operational Stress

“Take rest; a field that has rested gives a bountiful crop.”– **Ovid**

Physical fitness is considered as a very important feature in the police department. Right from the stage of recruitment to training and then to their days at work, through weekly parades, drills, occasional firing practices and sports and games, the physical health of police officers are always kept at the peak being an integral part of their official chores. But what are we doing about their mental health? Are we ever taking stock of the mental health or stress or the strains that are caused by the various occupational hazards in their service?

Compared to other professions the work in Police departments are inherently more stressful not only because of the personal risk of exposure to extreme incidents of violence and their daily involvement in a variety of traumatic incidents

but also due to the various constraints such as constant judicial, quasi-judicial, media, political and public oversight and criticisms in all spheres of their work. Police officers are supposed to be on duty 24/7 and even during their off/rest period they could be summoned in case of an emergency situation, which is most of the time. Without giving adequate time for the soil to rest even plants will not sprout in any land.

Work stress is often defined as the gap between occupational demands and individual abilities, capabilities, and aspirations of the workers. In police, this gap tends to get more pronounced since the ever increasing demands from the senior officers, government and society hardly match the capabilities of the police officers. In addition to this, their constraints relating to family matters and relationships lead to various stress related illness among the officers and men including a drain on their mental health, within a

Author's Intro:

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short span of their career. How to tackle this issue has been a major concern for the top brass in Police for a long time now. Though the state of Kerala has adopted several measures to reduce mental stress among the various ranks of police which have led to substantial reduction in their mental stress, the solution has been far from satisfying and more positive results can still be achieved.

First, let us look into the major stressors in the police force.

1. Constant exposure to suffering, distress and pain

Police officers get deeply involved in the lives of those who have either committed crimes or been victims of crimes. On both ends of this spectrum the individuals involved are suffering in one way or another. Spending most of the day working with people who are experiencing high levels of distress is bound to affect one's own emotional state. The unfortunate fact is that police officers spend an above average amount of time around pain, suffering and sadness.

2. Threats to safety/ health

Police officers working in areas having higher crime rates or where extremism is rampant are targets of physical danger. The constant possibility of being attacked by criminals can weigh heavily on their mind and cause a great deal of emotional stress.

3. The gap between actual and perceived responsibility

Police officers are perceived as the bastions of strength and stability to the public and they are expected to be always alert and active. Even taking time off for biological needs are thought of as wanton behavior in members of the police force. The added responsibilities perceived by the society and the media of always being in the first line of defense is not something that can be taken lightly. The stress of this responsibility can sometimes greatly affect their mental harmony.

Protecting the people is part of their duty, but constantly having to bear that responsibility can be a source of great strain.

4. Having to be in control of emotions even when provoked

Stoicism and the ability not to respond to provocation are just two of the many emotional skills that police officers must employ on a regular basis. Coming into contact with hostile and inflammatory individuals, they have to often repress and restrain a number of natural emotional responses that might occur in these situations. The continual effort to smother these emotional responses can be very stressful in the long term.

5. The inconclusive nature of police work

Officers in the department are subject to frequent transfers. Even though many officers are specialized in certain works which have been of interest to them, they are often posted outside their field of choice. While some investigations of crime cases yield good results, a few may end as undetected even after a lot of time and efforts are put into it. Detected cases may end in acquittal before a court of law after trial, which could be another source of disappointment. Similarly, officers on law and duty may often find best managed situations going out of control due to reasons beyond their control for which they are called to answer. The various social responsibilities that a police officer has to undertake in addition to their official responsibilities add to their emotional burden.

6. Fatigue

Needless to say that the profession of a police officer involves long hours causes tiredness, stress and fatigue. Interestingly 'fatigue duty' is an accepted mode of punishment for indiscipline at the police camps where the delinquent is made to do strenuous physical activities for a specified time. When the mind experience extreme stress,

the body enters into a 'fight or flight' mode which release adrenaline and cortisone, two major 'harmful' hormones, lead to increase in heart rate, increased muscle tension and constriction of blood vessel. Over time, such repeated stressful situations can lead to adrenal exhaustion and mental sickness.

7. Insomnia

Monotonous and continuous work among police officers leads to insomnia and haphazard sleeping patterns. This will affect the production of dopamine, serotonin and nor epinephrine in the brain which are the hormones will determine the mood and happiness of the individual. In a job that requires as much alertness and concentration, getting satisfactory rest is vital for their physical and emotional well-being. Restlessness and insomnia can develop into a vicious cycle, leaving the individual feeling never fully rested and never able to relax or recharge. This again leads to mental issues.

8. Slump in relationships

Police officers are often forced to maintain distant relationships with their spouse and children due to their posting and frequent transfers. In earlier days, a policeman was known to have families at all the places where he got posted, but with the improvement in the moral standards and because of the fact that a police officer cannot have licentious life under the eyes of the alert media and society, this practice no longer exists. Sex and companionship are good stress and unfortunately it is scarce to members of the force. Besides, chronic stress in work place can lead to loss of libido and sexual drive which affect the private lives of police officers. Continuous exposure to stressful situations also leads to a long term lowering in sex hormone levels.

9. Alcoholism

It has become a cultural tendency and tradition to have a glass of wine or beer at the end of the

working day to help one unwind and relax. In stressful jobs like law enforcement, this can quickly develop into a damaging habit. An unintended dependence on alcohol can further damage an individual's mental as well as physical wellbeing.

In addition to the above, organizational stressors such as intense discipline and obedience, strict punishments, frequent transfers, training lacunae, relationships with colleagues and superiors, delays in getting promotions/pay hikes and insufficiency of welfare schemes also exist in the force. In the operational level in addition to their prescribed duties more stress is given to prevention of crimes, community oriented policing, conducting special drivers to check road traffic accidents and substance abuse, association with school students in their Student Police Cadet Programs, care for the elders, house visits, enhanced patrolling and other associated tasks and duties which are increasing day by day. "Work-related disability and productivity loss as a result of distress and depression are critical determinants of quality of life and contribute significantly to health burden as well as indirect medical costs of police officers," postulates Brown J.M. and Campbell E.A. in their scholarly article, Sources of Occupational Stress in the Police, 1990. In the research paper of Suresh R S and others on 'Sources of Job Stress in Police Work in a Developing Country' in 2013, it was concluded that in India, the main stressors were associated more with organizational aspects (never being off duty, lack of time to spend with family, political pressure from outside the police department, inadequate salary/facilities) than with operational issues based on a survey carried out by them.

A study carried out in by Dr G. Ragesh and others of the National Institute of Mental Health and Neurosciences, Bangalore, to assess the quantum of occupational stress among a cross section of police officers and men in Calicut city

revealed that around 17% of the officers/ personnel experience very high levels of organizational and operational stress and over 68%, moderate stress. Officers between the ages 21 to 35 admitted to having higher stress than the older officers and women officers suffer much higher stress levels than male officers. 23% of the personnel had physical sickness which they admitted to be the result of the occupational stress. However this study was conducted only in one of the 19 police districts in the state and has not given any suggestions to address this problem other than the general recommendation to the department to make adequate structural changes and organize gender specific stress reduction programs.

Statistics show that in the state thirteen (13) number of police officers committed suicide in 2018 while the figure was 14 in 2017. Although the number should ideally be reduced to zero, the percentage of suicides is not too alarming compared to the suicide rate of uniformed personnel across the country or the world. It was also known that the reasons for most of these suicides were purely personal such as financial or family issues rather than official reasons. The data relating to police officers involved in crime cases also reveal that only 0.15% of the total force are found to be accused in crime cases in the state

Stress is by no means permanent and it can be controlled through a number of effective methods at the personal as well the organizational level, which the department has been doing since last decade quite effectively.

A. Stress management trainings

During the induction training and in the various in-service trainings, modules on stress management are there in the schedule of syllabus. Classes are taken by reputed psychologists and counselors. This helps in creating awareness on the ill effects of stress and how to control/reduce it.

B. Police Associations

The Government has allowed functioning of associations in the various ranks in police in the state of Kerala. This is advantageous for the personnel since their various issues could be sorted out through group efforts. The association selects its office bearers every year through election. When a particular personal or official problem could not be effectively handled by the person alone, help from the colleagues in the association often delivers a faster result since the office bearers of the association have easy access to the unit heads, departmental head and also at the various government offices. Financial assistance is also given by the association in case a member or his family member is faced with grave sickness or if a member of the force expires suddenly. Regular programs and meetings are organized by the various associations to address their issues.

C. Police Welfare Bureau

There is a well organized police welfare bureau functioning in the department which provides various types of assistance to the police officers and men who deserve it. Scholarships for the children, medical assistance and other welfare activities are regularly meted out to the various police personnel by the Bureau.

D. Yoga

Since the last three years yoga has been made a part of the physical training for police officers in the state. It is known that yoga helps in stress reduction drastically. However due to ever increasing work chores of the members of the force, it has not become a routine or regular practice for each and every personnel. Meditation courses are also given once in a while to selected members of the department, again it is yet to be institutionalized.

E. HATS

A unit has been set up in the capital city with a number of doctors, psychologists and counselors

with a quiet and comfortable room, furniture such as recliners and music to give help to officers who have occupational stress and guide them to a more relaxed and stress free life called HATS, 'Help and Assistance to Tackle Stress' functioning since 2016. Considering that around 10 to 11 police personnel commit suicides a year, this facility was set up to offer counseling and other help including medical and psychological assistance to both police officers and their family members. 1986 persons have benefitted from this program so far ever since it started functioning. However it has been noticed that police personnel are reluctant to admit that they have stress or go to HATS fearing that their colleagues may misconstrue it to mean that they have mental issues. This stigma needs to be mitigated to assist and offer help to more deserving persons in the department.

F. Mentoring system

Recently, the Chief of Police issued an order for officers in the senior ranks to function as 'mentors' to their junior officers in order to nip problems in the bud itself. Seniors who work closely with junior officers can understand even their mood swings which can lead to a conversation and mentoring. This is a unique system where mentoring has been made an official work of a police officer.

G. Programs arranged by IPS Officer's Wives' Association

In Kerala, the IPSOWA (IPS Officer's Wives' Association) is pretty strong and meets regularly. Recently they started organizing various educational talks and programs for police officers and their family members. Talks on 'good parenting', 'detecting childhood problems', 'evils of substance abuse', 'nutrition and health' were conducted quite successfully attracting a large number of officers and family members to the functions.

In addition to all the above, some more preemptive steps can be taken to make the officers feel that the entire department is supportive to them and is with them to help them at every situation. '*Buddy system*' which exists in western police departments where officers are given a buddy to carry out their night patrol or crime investigation is worth emulating since the responsibility in carrying out work gets shared and two together can solve a problem better than one. We have taken a lot of steps forward in this matter, still there are even more to be done in order to totally negate mental stress among police officers.

In the words of **Fred Rogers**, "In times of stress, the best thing we can do for each other is to listen with our ears and our hearts and be assured that our questions are just as important as our answers." So, let us open our hearts and ears to our own fellow men that carry out tremendous work for the people, the government and the society as a whole.

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Stress as an Occupational Mental Health Hazard



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Abstract

The article explains how the stress disrupts our biological rhythm and encourages unhealthy behavior. It also suggests the experiments in coping stress.

Keywords

Coping Stress, Management, Personal accomplishment, Psychosocial Depression

We live in an increasingly complex and competitive world in which mental stress has become part of our everyday life. Most people experience stress in one way or other and almost every profession today, comes with some form of work-related stress.

Of course, not all forms of stress are bad for human well-being. According to Harvard University Psychologist Jerome Kagan,¹ the word 'stress' has been used so loosely in so many ways that it has lost any precise meaning and he advocates caution against the abuse of the term! Kagan sees stress in three categories – good, tolerable and toxic. According to him 'good stress' involves taking a chance on something one wants, like interviewing for a job

or school, or giving a talk before strangers, and feeling rewarded when successful. 'Tolerable stress' means that something bad happens, like losing a job or a loved one, but we have the personal resources and support systems to weather the storm. Kagan then describes what is called 'toxic stress' – "something so bad that we don't have the personal resources or support systems to navigate it, something that could plunge us into mental or physical ill health and throw us for a loop."²

A highly acclaimed research by Bruce McEwen, neurosciences professor at Rockefeller University in New York City, concludes that stress acts on the body and brain, profoundly

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1 Jerome Kagan is Professor of Psychology, Emeritus at Harvard University, and co-faculty at the New England Complex Systems Institute. He is one of the key pioneers of developmental psychology.

2 Jerome Kagan, Why stress remains an ambiguous concept: Available at https://www.researchgate.net/publication/305743971_Why_Stress_Remains_an_Ambiguous_Concept

influencing health and disease.³ Stress in turn disrupt our natural biological rhythms and encourages unhealthy behaviour. In today's world, the more serious forms of work-induced stress, depression and anxiety are becoming increasingly endemic. When a person experiences abnormal levels of stress, serious consequences follow, in the shape of physical and mental ailments, which in turn could result in a drastic fall in wellbeing, reduced productivity, absenteeism and other psychosocial hazards, including serious deterioration of mental and physical well-being.

Today, it is generally accepted that prolonged or intense stress can have a negative impact on an individual's mental and physical health.⁴ Work-related disability and productivity loss as a result of distress and depression are critical determinants of quality of life and contribute significantly to health burden⁵ as well as indirect medical costs.⁶ The WHO estimates that the lost productivity resulting from stress, depression, anxiety and other common forms of mental disorders, may be costing the global economy approximately US \$1 trillion every year.⁷

Some of the identified causes of occupational stress include high work-load, irregular and long working hours, poor management and communication practices, high emotional demands at work, low self-esteem, ill-treatment by superiors and peers, lack of team cohesion,

limited participation in decision making, low levels of family support and poor life-work balance. Often, high pressure at the workplace spills over into private lives. A classic example is the police profession. With their long hours of work, frequent or continuous night duties and other non-standard hours of work, and frequently disrupted work-life balance, India's police personnel are considered to be highly vulnerable to work-induced mental health afflictions.

Interestingly, a paper on "occupational stress, coping and personality in the police" published by Adriana Ortega et al in the *International Journal of Police Science & Management*, says that apart from other traditionally known stressors, personality traits, attitudes and job commitment too, played an important part in determining job stress.⁸

A research conducted on work-related stress across a large and diverse set of occupations (including the police) conducted by Sheena Johnson et al, explores the relationship between physical stress involved in certain professions with emotional and psychological stress.

Certain occupations are more likely to involve an emotional element of work suggesting that employees in these occupations are likely to be more vulnerable to stress than occupations that do not require emotional displays. Policing is also one profession prone to intense, demanding work pressures.

3 Bruce McEwen is Alfred E Mirsky professor of neuro sciences and behaviour and head of the Harold and Margaret Milliken Hatch Laboratory of Neuroendocrinology at Rockefeller University in New York City. His award-winning research on stress and the brain has been published in *Proceedings to the National Academy of Sciences*, *Journal of Neuroscience*, and *Molecular Psychiatry*.

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7 Mental Health in the Workplace: Dr. Devora Kestel, Director Mental Health and Substance Abuse, WHO

8 Occupational Stress, Coping and Personality in the Police: An SEM Study Adriana Ortega, Sten-Olof Brenner, Phil Leather First Published March 1, 2007 Research Article <https://doi.org/10.1350/ijps.2007.9.1.36>

An extreme form of mental stress is what is often described as ‘burnout’ – a situation commonly encountered in many organizations engaged in public service or which has a public interface. “Burnout has been described as comprising three elements, emotional exhaustion – characterised by a lack of energy and a feeling that one’s emotional resources are used up, depersonalisation – marked by the treatment of clients as objects rather than people, and (negative) personal accomplishment – characterised by a tendency to evaluate oneself negatively.”⁹ Today, burnout is seen as a growing public health crisis. Quoting available research on the subject, the authors describe how emotional dissonance can be experienced by employees if they are required to express emotions that they do not genuinely feel, which can result in feelings of hypocrisy and may ultimately lead to lowered self-esteem and depression. This observation is particularly pertinent to police organisations, where the robust mental health of their personnel are critical for smooth and sensitive behaviour with citizens and communities.

According to the European Agency for Safety and Health at Work, the emerging scenario of endemic stress as well as more serious kinds of psychosocial risks related to work are related to the way work is designed, organized and managed, as well as the economic and social context of work. In the context of police personnel, this is particularly true.

Apart from their long and unpredictable hours of work, the exposure to heat, dust and noise pollution also are known to impact mental health of police personnel. Police personnel are exposed to high levels of heat, resulting in

unbearable levels of heat stress and a combination of the physical discomfort and mental trauma may cause the person to collapse.¹⁰ It is highly necessary that police organizations develop strategies to help their personnel who are exposed to job stress resulting from high impact of exposure to heat. According to the European Agency for Safety and Health at Work, organizational measures should be adopted to reduce exposure to solar radiation and UV radiation. While this is an occupational risk for police personnel, it may be necessary to increase awareness and also provide shelters wherever possible.¹¹

Experiments in coping stress: The Japanese Stress Check Policy

The Japanese Government’s Stress Check Policy introduced with the 2014 amendment of the Industrial Safety and Health Law, is a unique program that mandates a Stress Check Program in all workplaces having 50 or more workers.¹² The professed rationale of the program included (1) decreasing work related mental health stress and mental health problems by increasing their awareness (2) decreasing work-related stressors by analyzing group stress survey results and improving working environments and (3) preventing mental health problems by screening for high-risk workers.

The Stress Check Program mandated employers to carry out a psychosocial stress survey for their workers, but individual results were not to be disclosed to the employers except with the prior consent of the employee concerned. The Stress Checks are conducted either by a physician or a public health nurse. Employees are given an option to have a physician’s interview if they desired. Employers are obliged

9 The experience of work-related stress across occupations Sheena Johnson School of Psychology, University of Liverpool, Liverpool, UK Cary Cooper Lancaster University Management School, Lancaster University, Lancaster, UK Sue Cartwright Manchester School of Management, UMIST, Manchester, UK Ian Donald and Paul Taylor School of Psychology, University of Liverpool, Liverpool, UK Clare Millet Robertson Cooper Ltd, Manchester, UK : *Journal of Managerial Psychology* Vol. 20 No. 2, 2005 pp. 178-187

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to analyze the group data for improvement of the psychosocial working environment. Designated staff would inform and discuss their results with workers. Those with high levels of stress are provided with stress management tips / skills and health counselling. This scheme, which is in consonance with the policies recommended by WHO and ILO, has been hailed to be very effective in reducing work related stress as well as more serious cases of depression and anxiety among workers.

The Road ahead for police organisations

A research study by Daniela Acquadro Maran et al concluded that identification and interventions on organizational stressors might be helpful to improve the wellbeing of workers. The study cites that providing opportunities for police personnel to talk about their malaise, promoting greater transparency in decision-making processes and personnel management. Interventions on organizational and operational stressors would improve the quality of their working life and have positive repercussions on the service offered to the general public.¹³

The ILO has recognized that many forms of work-related stress are preventable. It is believed that improving organizational communication, involving workers in organizational decision making, building up social support systems at the workplace, improving working and living conditions, implementing preventive measures both at individual and collective levels and improving the coping ability of workers by increasing their control over their responsibilities and tasks could be effective strategies.¹⁴ The early anticipation in order to prevent possible negative effects of risks on safety and health has been advocated by many

research, so that there could be better planning of interventions and strategies to deal with future risks.

There is a proclivity not to talk about stress, depression or even minor forms of anxiety fear of being rejected or stigmatized by the employer or the peers and as a result, early medical or psychological help is not sought in many cases. Mental health takes a back seat in organizational priorities. Targeted mental health awareness programmes may hold the answer to this.

Considering that police personnel belong to a 'high risk' category in terms of occupational stress and related psychosocial hazards, it is important that organizations take the initiative to identify and anticipate emerging risks related to work-related stress. Time has come for police organizations to take wellness and wellbeing of their personnel on top priority. Supervisory officers should acquire awareness and capacity to recognize early symptoms of mental health issues at the workplace. An aware, accommodative and sensitive supervisor will be in a position to engage in friendly conversations to help the affected persons come out of their stressful situations and even prevent them from sliding into more difficult situations.

There is a growing recognition that robust mental health of personnel has a positive impact on the quality of their relationship with members of public. Conversely, insensitive and brutal behavior that police personnel are often accused of, can be reversed by focusing on their mental health and physical well-being. The inevitable conclusion is that organizations should increasingly pay attention to the mental health of their personnel.

13 Physical Practice and Wellness Courses Reduce Distress and Improve Wellbeing in Police Officers Daniela Acquadro Maran, Massimo Zedda, Antonella Varetto *Int J Environ Res Public Health*. 2018 Apr; 15(4): 578. Published online 2018 Mar 23. doi: 10.3390/ijerph15040578

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A Case Study on Suicide Prevention Helpline “Jeevan Aastha” by Gandhinagar Police, Gujarat



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Abstract

This paper documents mental health helpline set up by Gujarat Police. Case records from July 2008 to March 2018 were retrieved and counsellors were interviewed. Data analysis revealed that followed by psychosomatic disorders were predominant in the sample. The paper also discusses implementation challenges. It is important to note that the helpline service is not a stand-alone intervention, but the package of specialized mental health services. It is a client-centred, accessible ‘first point of contact’ for people in distress, providing immediate support, information and referrals.

Keywords

Helpline, telephone counselling, Gandhinagar police, Jeevan Aastha

The burden of mental disorders continues to grow with huge impact on health and major social, human rights and economic consequences across the world. Counselling is found to be clinically effective in improving mental health outcomes in a short term. Counselling helps to inculcate positive psychology and distracts the patients away from the negative emotions and thoughts.

Telephone counselling has the potential to provide psychological aid as it is an accessible and confidential means by which distressed people can seek. Telephonic counseling has proved to be effective in the treatment process of depression and anxiety and it also eliminates the possibility of facing stigma associated with having mental health disorders.

In the same line to address the rising concern of mental health illnesses and suicides among the community a remarkable initiative of Telephonic Counseling Helpline- “Jeevan Aastha” under Suraksha Setu Project was launched on 10th September, 2015 by Gujarat Police. Suraksha Setu is a state-wide public outreach programme of the State’s Home department initiated with the intent to bridge the gap between public and police and creating a feeling of mutual trust.

“Jeevan Aastha” Helpline operates round the clock on a toll free number. To reach out to the maximum care seekers the Helpline number 1800-233-3330 has been widely advertised within community by various means of

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communications. Apart from providing telephonic counselling to the care seekers, they also have a provision for face-to-face counselling. They function in a three layered manner, with seven counsellors working in shifts appointed for attending counselling call and have senior counsellor to provide face to face counselling. A referral mechanism is also in place for managing severe mental disorders cases for expert intervention from psychiatrists or psychologists. The helpline offers counselling in three different languages viz. English, Hindi and Gujarati.



Fig. 1 : illustrates the objectives of establishing the helpline service.

This helpline mainly deals with issues like suicidal thoughts, addiction, depression, stress, anxiety, phobia, low self-esteem, academic difficulties, career conflicts, relationship issues, childhood abuse, self-injury, substance abuse etc.

Jeevan Aastha – Helpline Statistics

The case records from the year September 2015 to June 2019 were retrieved and analyzed using thematic content analysis. Data is also presented graphically. Figure 2 illustrates the age-wise distribution of beneficiaries counselled by “Jeevan Aastha” helpline from 2015 to 2019. The maximum beneficiaries belonged to the age-group of 19-25 years, followed by the age group of 26-35 depicting that the youth is more prone towards mental health issues and takes initiative to solve their problem.

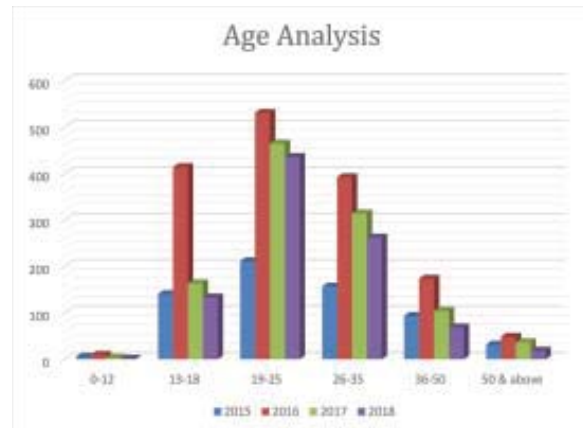


Fig. 2: Age-wise distribution of Beneficiaries

The underlying issues for calling the helpline service is classified into 9 broad categories i.e. issues with academics, emotional & psychological, social, interpersonal, financial, occupational, substance abuse and suicidal tendency. Figure 3 shows category-wise calls attended by the helpline service. There is an increase in registration of call for onset of suicide over the years. Consistency is seen in the psychological and emotional distress followed by the stress due to academic pressure. All the above emotional/ psychological factors affect interpersonal relationship, which is third consistent area discussed with the counsellor.

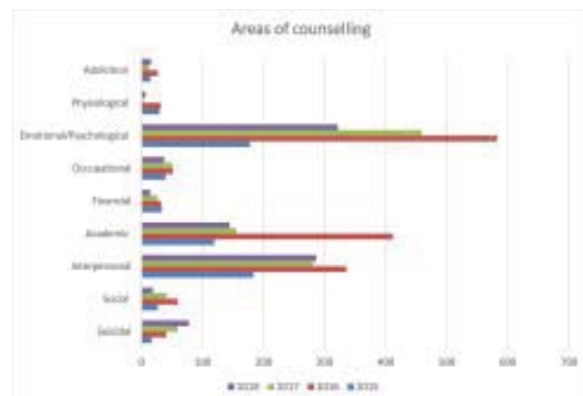


Fig. 3: Areas of counselling

Challenges

Informal interaction with the senior counsellors at Jeevan Astha brought to light few challenges faced by them while addressing the need for

counselling.

1. **Language Barrier:** Jeevan Aastha helpline receives call from all over the county and sometimes counsellors are unable to respond to caller because of difficulty in understanding regional or local language.

2. **Addressing mental health issues in other states:** Helpline receives call for suicide prevention from different districts and states. The team faces difficulty in promptly responding to suicidal calls from different states due to limited proximity. Jeevan Aastha has good network within district of Gandhinagar, however, to deal with such issues they need better network connection of inter-district and inter-state police force.

3. **Dealing with difficult issues.** Calls related to sexual issues/ dysfunction were not easy to deal as counsellors did not have in-depth knowledge and were uncomfortable to counsel such cases.

4. **Dealing with fake callers:** Sometime they encounter many fake calls which are not intended towards counselling. Callers are usually interested to know how they counsel or calls just to have a chance to talk with opposite gender without any interest in seeking professional counselling.

Conclusion

There is an increase in number of young people reporting mental health problems. Helpline has emerged as "first point of contact" as it offers anonymity and confidentiality. Further, telephonic mode offers comfort and reduces the stigma to seek mental health support. Training counsellors

on dealing with difficult cases, and robust inter-district, inter-state network can add value to existing services. Future study can analyse the profile of callers from different geographical locations so that based on the demand, counselling service can be provisioned in the regional language of respective states. Such helpline service has potential to pilot to address mental health issues for central and state police forces.

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Factors Leading to Stress of a Law Enforcement Officer and the Coping Mechanisms Adapted



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Abstract

Stress is inevitable in uniform jobs. It is considered as normal when it comes to policing. The nature of the job makes it all the way more evident. It is considered as one of the most stressful job. The police personnel had to deal with conflicts on a daily basis, be it their interpersonal or intrapersonal conflicts. Most of the conflicts remain unresolved, giving rise to internal turmoil and stress. In dealing with the accumulated stress the police personnel develops certain coping mechanisms which in some ways help to deal with their problems and if not then make the problem more complex. The study tries to explore the various stressors that a police personnel comes across on a daily basis in due course of his/her job and the various adaptive coping mechanisms that they undertake to deal with their stress.

Key words:

Conflict, Stress, Stressors, Coping

Introduction

Stress is one of the most essential health challenges affecting the safety of service providers, particularly those working in human service sectors such as police officers, teachers, health-care providers and media specialists.

Stress is the “wear and tear” that our bodies experience as we adjust to our continually changing environment. It is the bodies’ reaction to that requires a physical, mental or emotional adjustment or response. (Amin, 2015).

Police personnel in India are subjected to several distinct occupational stressors as well as operational stressors which impact their mental health and their work performance negatively.

Occupational stress is the perception of a discrepancy between environmental demands (stressors) and individual capacities to fulfil these demands –Topper 2007. Occupational stress cause various problems to workers like heart diseases, hypertension, migraines, depression, suicide tendencies, anxiety as well as other mental disorders - Lord et al. 1991 (Amin, 2015).

Policing is considered as one of the most stressful job, stress is inevitably associated with policing. The working conditions are enough to stress them out. They have to deal with conflict on a regular basis, be it conflict at their work place or be their personal conflicts. The police as an organisation with hierarchy of problems

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and administrative ineffectiveness they have to face challenges come in the form of potentially traumatic experiences such as life threatening physical assault or witnessing disturbing images of deaths.

There exists a plethora of research that has focussed on what cause police stress. Some of the stressors that represented the nature of the job were violent arrests, gruesome crime scenes (Aaron, 2000) and unpredictable incidents in police work (He, Zhao & Archbold, 2002). Physical threats involved in the job, use of force, dealing with ambiguous situations and shift work were also highlighted in the police stress literature. A study by Buker & Weicko (2007) which aimed at assessing the effects of commonly examined police stressors on Turkish National Police revealed that organisational issues were the most important causes of stress in policing.

Early work in this area concluded that long and unpredictable working hour, dealing with violators of law and anti-social elements, threats of being injured or killed, bureaucratic structure, rigidly allocated work pattern, high disciplinary procedures and regimentation, lack of respect from public and work shifts were sources of stress among police personnel (Mathur, 1995). Another study by Bano (2011) indicated that political pressure, lack of time for family, negative public image and low salary were the primary causes of stress among police personnel in Uttar Pradesh. They deal with a multitude of situations ranging from communal violence to interpersonal conflicts on a daily basis, which impact their capacity to deal with the situation.

Considering the difference in work pattern of various police echelons, many suggest of possible differences in their experience of occupational stress. A policeman, on an average, has far too many frustrations most of which remain unresolved. He passes through ceaseless mental conflicts and internal turmoil. The unresolved frustrations and personal conflicts result in stress and the process goes on.

Everybody employs self-protective manoeuvres without awareness (sometimes one may be aware also) to prevent stress by concealing or airing the sources of frustration or by adjusting one's responses to them. In dealing with these stressors the police develop their own coping mechanisms, which is guided by their personality and the kind of support system they have access to. They learn from their seniors as to how to cope with the stressful situations at work. They hardly get time to go out for professional help, so they develop their own notion of deal with the stress, most of the time which is maladaptive in nature creating more problems for the individual. The lack of time all the way forces the individual to develop his/her own measures to deal with the problem rather than opting for professional help.

The police cannot perform the role of enforcing law and order without the active cooperation of politicians, bureaucrats, judiciary and the people at large. The police have, thus, to face many constraints in playing the roles expected of them, affecting their emotional, psychological and social wellbeing.

Rationale

Police stress is not a new area of research; studies have arrived with the fact that there is a significant amount of stress associated with policing. So it is very crucial to understand and study the factors that lead to the development of stress. There is very few literature available which focus on coping mechanisms adapted by the police personnel to deal with the stress that they encounter on a regular basis. So it becomes very important to understand the stress as well as the coping mechanisms to provide them with professional help in the future and working towards building a strong police force. This study is a step towards finding out the different stressors in the police station in Indian context, as well as understanding their perception of the various identified stressors and the behavioural and psychological adjustment made to overrule the same.

Methodology

The study had undertaken both quantitative and qualitative methods, encompassing an explorative research design to find out the predominant stressors and the different coping mechanisms adapted by the police personnel to deal with stress.

The data was collected from Bhayandar police station in Thane district of Maharashtra. Quantitative data were collected using self-administered questionnaire from 20 police personnel. The data were analysed using SPSS package to get an idea of the profile of the respondents and find out the different causes of stress in the police station.

Qualitative data for the study were collected with the help of semi-structured interviews with the help of an interview guide from 3 participants. The interview guide is prepared in such a format that it will help in collecting details of every participant, with special focus on the stressors that they come across in due course of their job and the coping mechanisms adapted by them to overcome or deal with the stress. The data were analysed using narrative analysis which is useful in understanding the perception of each of the participant in details.

Findings from Primary Data

Looking at the demography

Out of the 20 respondents 17 were male and 3 were female. This discrepancy in the data is due to the availability of the respondents. According to their responses it can be seen that most of the respondents are above the age group of 35 years. The data are very diverse. More than 50% of the respondent are above the age of 35. It is obvious from the data that 17 out of the 20 respondents were Hindus, 1 was Muslim and 2 followed Buddhism. Coming to the caste of the respondents 6 belonged to scheduled caste, 4 scheduled caste, 3 from other backward classes, 3 belonging from Notified tribes, 1 from the minorities and 3 general category. We can see from this data most of the police personnel those who became respondents of the study were from

the backward section of the society. The representation from the minorities is the least, as the most are from the scheduled caste. Most of the police personnel were staying in an urban area, while 6 out of the 20 were staying in rural area followed by 3 in semi-urban area. It is seen that the highest level of education of the respondents is graduation. Out of the 20 respondents 13 had completed their higher secondary or junior college education. Since most of the respondents were from the constabulary level it can be concluded that the minimum educational qualification for the post is higher secondary. Out of the 20 respondents 5 were police sipahee, 8 were police naiks, 4 assistant sub-inspectors and 2 police sub-inspectors. Majority of the respondents were police naiks' comprising of 40% of the total population. 95% of them were married and happy with their marriage. Only one respondent was unmarried. Majority of them were in the income group of 20000-25000 comprising of 55% of the total. 25% of the population had income above 30000. 15 out of the 20 respondents were part of a joint family, were as 3 belonged from a nuclear family and 2 of them were from a family headed by single parent. 45% of the respondent's family had an income above 30000. 7 of them were in the income group of 25000-30000 followed by 3 in the group of 20000-25000 and of the respondent headed from a family with a monthly income of 15000-20000. The participant whose family income fell within the range of 15000-20000 in that case the respondent was the one earning member in the family. Most of the respondents had an experience of 10-15 years of service composing of 35% of the total population. 6 of them had an experience of 15-20 years, 5 had experience for 5-10 years and 2 had working experience of more than 20 years.

Stress and its relation to other factors

Out of the 20 respondents 70% of them denied that there is a relation between gender and stress. Only 20 % of them agreed to the statement and 2 of them took neutral position. Age of a person and the amount of stress was believed to have a relation but it can be seen

from the data that 85% of the population denied the fact that there is any relation between age and stress. 14 out of the 20 respondents were not agreeing with the statement of significant relation between stress and level of education. 85% of the total population agreed that there is a relation between stress and hours of working.

Funding Stressors

- Dealing with the co-workers is not considered as a stressor in the police station as all the respondents denied the fact that they face problem in dealing with their co-workers or that this gives stress to them.
- Only 20% of the respondents felt that in the police station different rules applied to different people and it was factor for stress to them.
- 50 % of the total population experienced it as a source of stress and 50 % didn't see this factor. This difference can be due to the type of job the respondents are assigned in the police station.
- Constant changes in policies and legislation was a factor for stress to only 40% of the respondents.
- All the respondents put forward the fact that shortage of staff is a matter of stress for them.
- Bureaucratic red tape in the police department is seen as a stressor by around 60% of the total population surveyed for the study.
- Working on the computer for too long has been seen as stress factor by 5 of the participants.
- Lack of training also causes problem for free functioning but not for all, as only 15% of the population agreed that it causes stress.
- Inconsistence leadership has also come out as a factor for stress and it has been agreed by 3 out the 20 respondents.
- 85% of the population put forward the point that lack of resources is stress factor for them.
- Being sick or injured and looked down upon by the co-workers has also been a factor for stress. Only 2 of the respondents find it stressful.
- Dealing with the court is also a part of the job in policing. For 2 of the respondents this working with the courts also turned out as a stressor.
- Accountability is a prime factor in any job but when it comes to policing, accountability plays a dual role, it makes one responsible but on the other hand excess accountability on the individual turns out to be stressful. As in this case, 2 of the respondents pointed out that this accountability is also a matter of stress.
- Inadequate equipment also develops stress in policing. 40% of the respondents said that due the inadequacy in the equipment they feel stressed in their job.
- Shift work is an inevitable part of policing job, out of the 20 respondents for 5 of them this turned out as a factor for stress.
- The demands for overtime is part of any job. Policing is also not immune to it. 25% of the population see this a stressor associated with policing.
- Risk is associated with the job, but this is not much of a matter of stress expect for one.

- The police hardly gets any off days, due to work load, at some point of time it becomes stressful. As it can be seen from the data that 5 out of the 20 respondents find working on off days as stressful.
- Managing the job responsibility along with the social life turns out to be quite problematic for the police. It can be seen from the data that 70% of the respondents find it difficult to manage their social life outside work and it becomes stressful for them.
- Spending time with family and friends is enjoyed by individuals, but when it comes to policing the paucity of time to spend with family and friends is a factor for stress build up.
- Paper work helps in documentation and keeping record of the work done but when it comes to excessive paper work that it becomes difficult to deal with, then it is a problem. 25% may be a minor percent but still, the same population find it stressful.
- Keeping a check on the physical condition and be health conscious while associated with a job like policing is a bit difficult. 2 out of the 20 find it difficult to be in good physical condition due to the job as stressful.
- The excessive work load and the tremendous pressure of being accountable for every step causes a lot of issues. Being 24 hours on alert causes fatigue in the long run. 95% of the population finds it stressful to deal with fatigue from the job.
- Upholding a high image in the public also seemed to be stressful for 3 of the respondents.
- Dealing with the negative comments from the public give rise to a lot of stress as 65% of the respondents see that the negative comments from the public is a stress factor and hampers their job efficiency and motivation.
- Being on the job for 24 hours limits the social life. 65% of the respondents feel that due to this limitation, they encounter stress.

Findings of in-depth interviews

All the participants belonged to different age group, they had a similar pay band, and all were the sole earning members of the family. All the three participants were married and have told to have a happy married life as they have support from their family and relatives. The participants were nearby residents, but none of them were locales. All the participants had a decent educational background with at least higher secondary educational qualification. Coming to job experience the participants differed in their years of job experience although it was their first job. It was found that dealing with stress and other problems related to it becomes easy to handle to with the increase in amount of years of experience.

People who have a working experience of 10 years and above in the department for them to deal with the issues...become very easy

As per the conceptualization of the study the stressors can be classified as physiological and psychological based on their effect. For further clarification it can be said that the stress arises from different sectors of the job as well as their personal life having an impact on both. To make it simple the stress has been classified according to their sources such as- internal, individual, external and task related. The stress arising from these sources have an impact on both the body and the mind of the individual. So now focusing on the interviews conducted the various stressors that have emerged from the study which are associated with policing are- Critical

incidents, work load, lack of social life, effects on physical health, irregular eating habits, negative public image, political interference, lack of resources. There are many more stressors that are found but most of them are overlapping or one giving rise to another.

Stress

Internal	Individual	External	Task Related
Lack of resources	Lack of social life Effect on physical health Irregular eating	Negative public image Political interference	Critical incident Work load Effect on physical health Irregular eating

It can be clearly seen from the above diagram, the classification of the stress on the basis of the source. It is clear that one kind of stress can have multiple sources. Like irregular eating habit occurs due to the tremendous work load but it can also be specific to individual, if they are not able to manage their time and deal with the issue, making it stressful.

Stressors

PHYSIOLOGICAL	PSYCHOLOGICAL
Work load Irregular eating Effect on physical health Critical incident	Critical Incident Negative public image Lack of social life Irregular eating Political interference Lack of resources

Now coming to the classification of stressors on the basis of the effect that they have on an individual. It has been segregated as physiological and psychological meaning effect on body and mind respectively. Some stressors can also have dual effect.

The broader classification of coping can be done as adaptive and maladaptive. According to the study the various measures that have emerged can be placed under these broad categories.

Coping

ADAPTIVE	MALADAPTIVE
Work load Irregular eating Effect on physical health	Critical incident Negative public image Lack of social life Irregular eating Political interference Lack of resources

Coping mechanisms vary from person to person, like physical exercise work out for some people as a stress buster whereas watching movies and spending time with friends help to release stress. The coping mechanism that have been taken up by the individuals can be interpreted through the theoretical lens. The social learning theory says that the people learn from one another, via observation, imitation and modelling. It implies that people often model behaviour similar to themselves. This can be put forward as that the police personnel learn to adapt and develop mechanism for coping by interacting with their senior officers, whom see as role model.

Maine kaam karna isse sikha hai (addressing his senior officer sitting in front), aaj main jobhi hun inke waghose hun.....

I have learned to work from my senior, the person I am today is because of him..(Translated).

As mentioned earlier the support systems available play a crucial role in coping with the stress accumulated by an individual, this can be interpreted through the strength perspective of social work as it assumes that every individual, family, group and community has strengths and focusing on those strengths lead to growth and overcoming difficulties. So the support systems are the resources present in the environment that help and individual to identify their own strength and also draw strength from the available resources to overcome problems and bring about growth.

The common mechanisms of coping that have emerged from the study are-

Spending time with friends, exercising, meditation, sharing experience with colleagues and eating healthy. One of the maladaptive coping mentioned by one of the participant from his experience is that of **substance abuse**. To maintain a balance between the job and personal life, it better to keep both apart and not to carry over the stress from work to back home.

I never carry my office work load to my home, even if I face stress in office due to work I leave it at office. It is very problematic if you carry your work related stress to work or your stress from home to work.....

Conclusion

This chapter tries to draw a conclusion from the two sets of data collected to fulfil the objective and find the answers of the research questions of the study.

It can be seen from the study that stress is an investable part of the uniform service. The stress arises from various sources and has its effect of the body and the mind of an individual.

The different stressors that have been found through the study are-

Critical incidents, Negative public image, Lack of social life, political interference, irregular eating, lack of resources, work load, effect on physical health.

Work load in policing has been classified as one of the most stressful thing. Whereas in external factors **negative public image** and **political interference** hinder the freedom of the job. Every participant has mentioned about the external factors that make their job stressful.

Lack of resources is also an internal factor that has been mentioned by the participants.

To deal with this stress, one adapts certain measures called coping, which either helps the individual to release the stress, curb it or it can also be the other way round. Coping can be adaptive or maladaptive.

The common mechanisms of coping that have emerged from the study are-

Spending time with friends, exercising, meditation, sharing experience with colleagues and eating healthy. One of the maladaptive coping mentioned by one of the participant from his experience is that of **substance abuse**. **Supports system** plays a

vital role in the life of a person in dealing with stress. It shapes the measures taken up by an individual to deal with any kind of stress.

During the interview the participants have made some suggestions on how to deal with the problems faced not only at the individual level but at the institutional level.

The most important statements made by the participants that will help in dealing with the problems that give rise to stress leading to maladaptive coping are-

Increase the work force- it has been mentioned a lot of time that there is an acute shortage of man force, which in turn increases the work load on an individual thereby hampering the quality of work.

Increase the funding- The shortage of basic stationery also turns out to be a big problem in the long run. Lack of resources has been repeatedly mentioned by each of the participants.

One of the other important point mentioned is that along with the lack of resources there is also a lack of proper training specially at the constabulary level there is an immediate need to restructure the training process, as most of the work is handled by them so there is a need to train them properly regarding the laws and the procedures that are of practical use before leaving them with posting them at a police station rather than suffering and undergoing through stressful situation and then learning.

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Indian Police Stress-Stressors and Scale Development



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Abstract

Research on stress suggests the occupations which have constant exposure of general public are on higher level of stress than other occupations. Policing is one of those occupations. Police personnel are exposed to various stressors that are significantly diverse, in terms of quality and quantity to those experienced by the general population (Jones & Kagee, 2005). Additionally, police personnel encounter many particular stressors which are country, location and culture-specific. The present study attempts to identify the most potent stressors among Uttar Pradesh police. The present study also aims to develop a specific police stress scale for Indian police personnel on the basis of most potent stressors. The study is qualitative in nature. A total of 500 police personnel of Uttar Pradesh police were interviewed from seven districts. Based on their conversation, ten major stressors were identified. A police stress scale for Indian police personnel has been developed after extensive literature review, expert opinion and on the basis of the qualitative survey. The scale is at the validation stage.

Keywords:

Police, Stress, Stressors, Scale, India.

1. Introduction

Police is one of the most noticeable organs of the society. Police personnel are the most evident representatives of the government. They are needed in the society at the time of any threat, emergency and difficulty. Hence, they are expected to be more accessible, interactive, responsive and dynamic organization of any society. Naturally, the duty and functions of police personnel are varied, multifarious and interesting. At the same time, the job of police

personnel is complicated, elusive, problematic and complex. Primary functions of the Police are mainly to *prevent the crime and maintenance of law and order*. Peace and order are essential requisites for development of any country. Thus, police plays a vital role in country's development. It detects, fights, arrests and controls the enemies of peace and public order.

As the job of police personnel is difficult, multifaceted and challenging, police work is an

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occupation replete with stress (Violanti et al., 2004). It is evident from the growing number of suicidal cases among police personnel in India for various known and unknown reasons (National Crime Record Bureau, 2016). In one of the most recent examples, a Delhi cop committed suicide due to harassment by senior officer (PTI, Aug 23, 2017). Additionally, police personnel are reported to have higher rates of substance abuse, divorce, suicide, cynicism, burnout, job dissatisfaction, heart diseases, stomach disorders, alcohol, drug use, lower morale vis-a-vis members even suicide attempts vis-à-vis members of other professions (Brown & Campbell, 1990; Gilmartin, 2002; Violanti, 1996). This is not surprising considering the inherent dangers and challenges police face in the course of their duties (Schaible & Gecas, 2010). The job profile of a police officer includes witnessing a fellow officer killed in the line of duty, killing someone in the line of duty, recovering bodies from motor vehicle accidents, witnessing domestic or community violence and responding to cases involving child abuse & neglect (Gulle et al., 1998). Stress is a byproduct of police work (Myendeki, 2008). Every year more police officers commit suicide than are murdered by felons (Kates, 2005).

The present study is an attempt to understand the stress among police personnel in India and to identify the most important stressors for Indian police personnel. It has been observed from existing literature on police stress that most of the studies have been conducted using general questionnaires. However, the police personnel are exposed to both type of stressors- one group of stressors are general in nature while the second group of stressors is police specific. The present study is a step towards developing a police specific stress questionnaire.

2. Objectives

There are two major objectives of this research paper. The objectives are listed below-

- To identify most potent stressors among Indian police personnel
- To develop a police specific stress questionnaire for Indian police personnel.

2. Materials and Methods

Data was collected between 2010 to 2013, as a part of PhD dissertation. It was a descriptive study with a primary focus on assessing the nature and quantum of stress among police personnel. The data was collected from seven districts of state of Uttar Pradesh. More than 2000 police personnel were contacted and around 600 personnel were interviewed. 584 responses had been recorded through qualitative research. The study was approved by Aligarh Muslim University. Organizational Role Stress Scale (ORS scale) was used to assess the role stress among police personnel. In addition, the qualitative data was also collected through interviews and administering five major open-ended questions. The analysis of open-ended questionnaire yielded useful insights. It helped understand specific stress among police personnel. The analysis of this questionnaire was done by listing various responses and ascertaining how many times a specific stressor has been sighted as causing stress. It was of ten found that respondents used different words to express similar feeling. In that case a personal judgment was employed to club similar responses together and put the mint broad categories.

4. Result and Discussions

The open-ended questionnaire had five questions. The first two questions were designed to understand specific stressors in police work. These questions aimed to assess what employees find bother some in their jobs. At times, respondents may not indicate a factor bother some in their own context. However, they may have no inhibition in indicating a factor bother some in the context of their colleagues. The responses of the respondents

indicated that they have treated both questions as essentially same. The factors that emerged stressful have been summarized in Table 1. This analysis indicated specific stressors that cause stress among police personnel. Total number of respondents in the analysis is less than the actual sample size of the research because many respondents did not fill open-ended

questionnaire. On the other hand, many respondents have mentioned more than one factor contributing to stress. On clubbing the responses, around 22 factors emerged stressful. For ease of understanding, top ten stressors were identified. The top ten factors that emerged as contributing to stress are presented in Table 1.

Table 1: Ten Key Stressors among Police Personnel

Factors	Number of Responses (N=584)	Percentage	Rank
Non grant of leave on time	112	19.17	1
Non-fulfillment of family responsibilities	94	16.09	2
Exploitation by senior officers	90	15.41	3
Political Pressure	56	9.54	4
Work load	52	8.90	5
Unlimited duty hours	49	8.39	6
Living away from family	42	7.19	7
Inadequate salary	32	5.47	8
Transfer/lack of promotions	30	5.13	9
Lack of cooperation from public	27	4.62	10

- Non Grant of Leave on Time:** The problem related with sanction of leave is the most significant factor contributing to stress among police personnel. Approximately 19% of the respondents complained about not getting leave when needed. Chhabra & Chhabra (2009) reported that the problem is felt mostly by the lower ranked police personnel and least by officers. The study also shows that it is not denial of leave per se, but not getting it when required which creates stress. Certain other aspects that make non grant of leave as most potent stressor are *delay in processing leading to uncertainty, arbitrary*

exercise of discretion in deciding leave matters, partiality in granting leave and lack of transparency.

- Non-fulfillment of family responsibilities:** This stressor is similar to *Inter Role Distance*. There are issues related to *education and upbringing of children, family welfare, illness of family members, occasions / celebrations in family*. Police personnel reported that they are not able to provide good education to their children. Indian society puts emphasis on societal duties, participation in different social and religious occasions and festivals. Inability to participate in problems of family due

- to nature of job puts police personnel under stress. Respondents reported that they don't find time when their family needs them most. Females especially reported that they are notable to fulfill the demands and responsibilities of their families due to work demands.
- **Exploitation by Senior Officers:** This stressor emerged as third most potent stressor among police personnel. Respondents reported that senior officers create a suffocating environment in the name of discipline. As expected, senior officers felt that it is essential to have such strict discipline in the department. Most of the lower rank police officers reported that they don't feel that they can approach their seniors as and when required. It hints that the channels of communication between the lower level and senior levels are not truly established. Many respondents reported that there is no pointing going to the senior officers as they are the source of the problem and they will not help anyway. Many of them reported that while communicating, senior officers use *improper, inappropriate* or at times even *abusive language*.
 - **Political Pressure:** Political pressure emerged as fourth most potent stressor. Respondents reported that many times because of severe political pressure, they have to work against their will and also against good. If they refuse to work under this pressure, they are often victimized, for example transfer which is more a punishment practice. They have also pointed out that they indulge corrupt practices to satisfy political bosses. Some middle level officers opined that if the system needs an *effective, efficient* and *just* police, politics and policing must be separated as has been done in case of judiciary.
 - **Workload:** This is same as *Role Over load* as discussed earlier. UP police have 60% vacant seats while it is the most populous state of India. Respondents reported that due to limited police force, workload on existing police is a burden some. They have to work for almost round the clock. In addition, there is tedious paper work. They present criminals in court hearings with all necessary documents. Additionally, UP is the place of traditions and festivals. Apart of the regular duties, police shoulders additional responsibilities during *festivals, games, VIP securities, elections* etc. Thus, police perform various roles and they are not able to cope with this workload. Heavy workload has the potential of lowering the workers self-esteem because of their own perceived inefficiency (Edworthy, 2000). Pressure to meet deadlines has been reported as an important source of stress.
 - **Unlimited duty hours:** Policing is a job with no set time limits or specified duty hours. Policing is a round the clock job. This makes personnel unhappy and unhealthy. Respondents reported that because of the nature of the job, they do not get adequate sleep and rest. Many respondents reported that in their entire working life, they have not slept for more than five hours on any day. This makes their attentions pan shorter. It makes them irritable and lowers their performance. In addition, because of no time schedule, they also don't have proper dietary regime. Many times, they are not able to take meals regularly and at the appointed time. The clarity of vision, calmness and equanimity needed in times of crisis cannot be ensured under such conditions. A police personnel, who is himself overworked and tense is not likely to be very sympathetic to the problems of colleagues and members of

society.

- **Living away from family:** It was found that most of the police personnel are staying away from their families because of not getting family accommodation. At times, when they get accommodation, the locations are remote. Staying with family in such remote locations means sacrificing good education for children. It may also result in sacrificing the living standard. Therefore many of them are forced to stay alone. The separations are felt acutely by the lower level personnel. It is a constant source of worry and tension. The human needs for companionship are denied to them. There are also strict rules about interaction with outsiders and often there is no one to interact with, outside the force. Many respondents reported that most of the times, they think about their families while on duty. This distances them from their work and creates stress among them.
- **Inadequate Salary/facilities:** Another stressor which rankles police personnel is that while they work harder than most of other occupational groups, the facilities provided are not comparable. A dialogue of the film Singham presents the fact effectively “... *Jo din rat samaj ki sewa karta hai, uska pagaar corporate company me kam karne wale jhadu wale se bhi kam hai.... Logon ka jitna kitchen hota hai, utna hame rahne ko quarter milta hai*” i.e. “the person who serves the society round the clock, his income is lesser to the sweeper of any corporate organization.... We are provided such a small quarter that is not more than a kitchen in size”. Young police personnel appear to be dissatisfied with pay as well. The respondents reported that they don’t get any benefit other than salary.
- **Transfers/Lack of promotions:** Yet another stressor reported by police personnel is frequent transfers/ lack of promotions. They reported that they always remain in a state of uncertainty about transfers. Often when they adjust in an environment, they get their transfer orders. They also complained about scarcity of promotional opportunities in the police department. Many of them felt that they may not get a single promotion in their entire job tenure. They also reported being stuck in the same role. The job content does not have much variety and is not inherently satisfying and challenging. They reported that the work is extremely hard, monotonous and carries little social recognition and award. There is substandard infrastructure. Also, they get encouragement for pursuing any goals except the immediate task.
- **Lack of cooperation from public:** The police personnel experience stress due to behavior of the general public as well. They are well aware that public doesn’t trust them. This feeling make them stressed. Respondents reported that they can handle most crimes with the help of public but public doesn’t cooperate with them.

The other stressors reported by police personnel are poor infrastructure, manhandling, lack of basic amenities, pressure to perform, shift work, atmosphere of mistrust, marital disharmony, social isolation, bad image and leadership issues. The stressors identified among Indian police support the existing literature (Mathur, 1994; Suresh, 1992; Tripathy, 1993; Singhvi & Mathur, 1997; Kumar, 2006; Debetal., 2006; Selokar, 2011; Bano, 2011).

As a part of the open-ended questionnaire, the respondents were asked whether they would like their children also to be in the same profession i.e. policing. It was an indirect way to as certain respondents’ feeling about their job. It was

presumed that if the respondent's responses positive, it may be indicative of their favourable disposition towards their jobs. Almost all the respondents responded to this question. Responses indicated that most of the respondents are not favourably disposed towards their jobs. The analysis of the question indicated that 73% of the respondents would not like their children to be in police department while only 19% reported that they would like their children to be in police. Remaining 8% respondents indicated that they would like their children to make the choice profession on their own (Table2).

On the basis of these findings, it may be inferred that police personnel are experiencing stress. Findings of the study helped identify key stressors contributing to stress among police personnel. Comparison of findings of the study with other occupational groups suggests that the problem of stress among police personnel is more grave than most of other occupational groups. Around half of the police personnel are experiencing medium high stress while around

11% of the respondents are experiencing very high stress. The condition is so gloomy that most of the respondents don't want their children to be in the same profession. It is therefore imperative to initiate timely interventions. Stress among police personnel directly affects the society. It also takes a stock of various coping strategies as well as organizational intervention for police personnel of India.

The above discussion explains the major strong stressors which are important for police personnel in India. As discussed earlier, the need for police stress questionnaire was felt. Thus, we have used these ten most potent stressors as the variables for our police stress scale. Further, on the basis of literature survey, the questions were framed to suit the requirement of the phenomenon. The details of the variables and the items under each variable are given in Table 3. For making it more respondent friendly, we have renamed name of some variables such as exploitation by senior officers has been renamed as relations with senior officers etc.

Table 2: Opinion about Children's Career

Factors	Number of Responses (N=481)	Percentage
I would not like the children to choose police department	351	72.97
I would like the children to choose police department	91	18.91
I shall let children decide their profession	39	08.10

Table 3: Scale Development

S. No.	Variables (Stressors)	No. of items	Statements of items	References
1.	Non grant of leave on time	6	<ul style="list-style-type: none"> I don't get leave when I need it most. I feel socially isolated as I can't join the social occasions due to demands of my job. Often despite bad health, I am forced to be on call of duty. 	Mathur (1999), McCafferty et al. (1992), Naik (2012), Bano (2011 & 2013), Chhabra and Chhabra (2013)

S. No.	Variables (Stressors)	No. of items	Statements of items	References
			<ul style="list-style-type: none"> • I can't avail my all sanctioned leaves. • The process of grant of leave is transparent. • I usually miss my family on important social and religious occasions. 	
2.	Non-fulfillment of family responsibilities	7	<ul style="list-style-type: none"> • The demands of my work interfere with my home and family life. • The amount of time my job takes up make it difficult to fulfill my family responsibilities. • Things I want to do at home do not get done because of demands my job puts on me. • My job produces strain that make it difficult to fulfill family duties. • Due to work-related duties, I have to make changes to my plans for family activities. • Often I am unable to join family celebrations due to demands of my job. • Often I have to cancel my commitments due to non-availability of time. 	Rathi and Barath (2013), Singh and Nayak (2015), Gary et. al. (2004), Bano (2013), Kurtz (2012)
3.	Relations with senior officers	10	<ul style="list-style-type: none"> • I usually forced to carry out work against my willingness. • I feel bad doing personal work for senior officers apart from my duty. • I am not happy due to domination by seniors. • I feel harassed due to biased behavior by my seniors. • My superiors support me when needed. • My superiors usually insult me by abusing or by using unrespectable words. • I am recognized by my seniors on any achievement. • I am not happy with too much supervision by senior officers. • There is no freedom of speech in my department. • I actively take part in decision making process on any issue. 	Bano (2011& 2013), Joseph and Nagarajamurthy, Water and Ussery (2007)

S. No.	Variables (Stressors)	No. of items	Statements of items	References
4.	Political Pressure	6	<ul style="list-style-type: none"> • Often I work against my will due to political pressure on my work. • Due to political pressure, I have to work against the general good. • I have been transferred in past due to political reasons. • The effectiveness of police department declined due to political interference. • I don't feel any political pressure on my work. • Political interference is the major contributor towards the poor public image. 	Patterson (2002), White et al. (1985), Weber Brooks and Leeper (1998), Slate et al. (2007), Suresh et al. (2013)
5.	Workload	8	<ul style="list-style-type: none"> • I have to do things that I don't have the time and energy for. • I need more hours in the day to do all the things that are expected of me. • I don't ever seem to have anytime for myself. • I am overloaded with work round the clock. • There are times when I cannot meet everyone's expectations. • I feel I have to do things hastily and not satisfied with the quality of the work. • Due to deficiency of colleagues, I have to work more than required. • There is a lot of paper-work in my job. 	Collins and Gibbs (2003), Tyagi and Lochan Dhar (2014), Oweke et al. (2014), Singh and Nayak (2015)
6.	Extended duty hours	7	<ul style="list-style-type: none"> • I usually work continuous without break. • I find difficult to work in extreme climate conditions. • I usually feel body ache and uneasiness due to standing long hours in field duty. • I am unable to take my meals properly due to nature of my job. • I have to work during holidays and festivals. • I have troubled sleeping due to not having fixed time schedule. • I am worried about unexpected sudden calls for duty while at home. 	Brown and Campbell (1990), Brown and Fielding (1993), Seloker et al. (2013), Gu et al. (2012)

S. No.	Variables (Stressors)	No. of items	Statements of items	References
7.	Living away from family	6	<ul style="list-style-type: none"> • There is lack of good accommodation facility in my job. • I live separate from my family as the accommodation I got is in the remote location. • I have to live away from my family because there is no facility of good schools at my place of posting. • I feel socially isolated due to rules of my job. • I think about my family most of the times at my workplace. 	Jackson and Maslach (1982), Burke (1993), Bano (2013)
8.	Inadequate salary/ facilities	8	<ul style="list-style-type: none"> • I don't get adequate salary in my job. • I don't get sufficient allowances especially travelling allowance. • I have to bear expenses of my official visits out of my pocket. • My accommodation and workplace is not hygienic. • The condition of official quarters is unsuitable for my family. • We lack police dispensaries/hospitals or schools like other government employees. • I want to become a part of a police union. • I get sufficient resources to be effective in my role. 	Violanti and Aron (1994), Suresh et al. (2013), Singh and Kar (2015), Spielberger et al. (1981)
9.	Transfer/ Promotions/	8	<ul style="list-style-type: none"> • Transfer and promotion system in my department is fair. • There is bias towards appointing the police personnel in their favorite place of posting. • I can be transferred anytime against my will. • It is easy to get promotion in my department. • Undue influence plays important role in transfer and promotion in my department. • I am not adequately trained to be effective in my role. • Promotion scheme is based on the performance in my department. • I am always under threat of being suspended anytime. 	Adebayo and Ogunisina (2011), Agolla (2009), Bano (2013)

S. No.	Variables (Stressors)	No. of items	Statements of items	References
10.	Relations with public/ media	9	<ul style="list-style-type: none"> • The general public doesn't trust me. • The public considers me as friend. • My child is teased in the school because I am in police. • My family has not been accepted by society. • Public gives us full support during investigation. • Media only highlights our failure rather than what we have achieved. • Public loses faith in us due to media publishing. • I feel upset due to false accusations by public. • Public perceives us corrupt in our practices. 	Suresh et al. (2015), Qureshi et al. (2016), Ma et al. (2015), Kaur et al. (2013)
11.	Occupational Hazards	12	<p>I feel stressed while:</p> <ul style="list-style-type: none"> • Seeing dead bodies in deformed conditions • Making forcible arrests • Handling various issues related to violence • Seeing brutal child abuse cases • Seeing crimes against women • Delivering death news to relatives of victims • Dealing with drunkards • Handling riots, mob violence, sectarian violence, strikes etc. • Dealing with the unreasonable demands of the accused/ prisoner • Using physical force during duty • Waiting long hours in court. • Going for raids to disrespectful places 	Based on interviews Bano (2013)

Table 3 presents 87 items scale to measure job stress among Indian police personnel. The scale is under validation process through a survey of Uttar Pradesh police these days. After the reliability and validity analysis, the scale would be refined and can be used further as a standard scale.

5. Conclusion

The study identified eleven most potent stressors

causing stress among Indian police personnel. This research also presents the development of a police specific stress scale for Indian police personnel. This scale may be used for data collection in future after the validation process. Police organizations may devise stress management techniques and coping mechanisms based on the particular problems faced by their colleagues. The paper recognizes the need to understand the stress among police personnel in precise and it also calls for its effective

elimination as its presence hamper the functioning of the police force resulting instability in society.

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A Study of Stress in Constables and Head Constables of Traffic Police



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Abstract:

The following study was conducted to study the work related stress and its effect on the company's employees working in the government company and private company's division of Ahmedabad city, Gujarat, India. For this the sample selected was company's employees who held an experience of 1 to 5 years of service (60 samples) and 10 to 15 years of service (60 samples). The total samples in the population was 120 (N=120). The samples were selected from a variety of regions throughout the city of Ahmedabad. To measure the the job related stress, the Job Stress Scale was used which was developed by A. K. Shrivastava and M. M. Sinha. The psychometric method used for statistical analysis was the 't' test. The study showed that the second group (10 to 15 years experience) showed less work related stress than the first group (1 to 5 years experience); in both the classes of officers, that is, company's employees.

Keywords

Anxiety, Job stress, Psychometric methods, Somatic Complaints

Literature Review and Related Theories:

People often refer to this age as the age of stress. In psychological terms, stress is a manifestation of Anxiety. The origin of the word Anxiety is rooted in the Latin word Augustus. Anxiety and fear are related. In 1994 Kessler proposed, through his research, that anxiety can be a part of a mental disturbance and it is a fairly common occurrence as far as mental health is concerned. Its prevalence is about 19% in Males and 31% in females.

Different psychologists have tried to define anxiety and stress in a variety of manner and perspectives. Anxiety is an unpleasant state of

inner turn oil, often accompanied by nervous behavior, such as pacing back and forth, somatic complaints and rumination. It is the subjectively unpleasant feelings of dread over anticipated events. Anxiety usually always has to do with what 'may' happen in the coming future.

Types

Anxiety is a feeling of fear, worry, and uneasiness, usually generalized and unfocused as an overreaction to a situation that is only subjectively seen as menace. As far as mental health is concerned, anxiety can manifest in a variety of forms. Some of these are test anxiety, social anxiety, sexual anxiety and so on.

Author's Intro:

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According to Sigmund Freud, a feeling of impending danger that can be based on objective, neurotic, or moral threats.

Factors

Anxiety can arise from a variety of factors.

Kleppner and Cube say that when there is a vast gap between a person's desire or situation and his goals then he can be threatened by a state of anxiousness.

Anxiety is in a way a biological instinct of man so that he can focus to the problem at hand and can actively deal and alleviate it.

Parents who are constantly in an anxious state of mind tend to transfer this trait to their offspring's as well. If parents expect too much out of their kids, and if the kid is unable to fulfill these expectations then he can face these anxiety and stress as well.

Anxiety often roots out of the biological instinct of survival and the challenges faced by a person in his life and in a way it forms an important motivational tool. However if the individual cannot find effective ways to cope with this stress then he may face problems due to the anxiety itself which hinders his cognition and ability to deal with real-life issues.

Previous Research

- A Study on Job Related Anxiety/Stress and Mental health of Maharashtra Police Constables; Brave B.N., Indian Streams Research Journal, November 2011.
- The study focused on finding out job related stress of 100 male and 100 female constables of the Maharashtra Police. Their mental health was measured and it was found that there is a difference in the stress of job felt by men and women.
- Nilofar Ahsan and Jean Abdul (2009), A Study of Malaysian University Staff and their Job Satisfaction & Job stress. The study was done on a sample of employees of public universities of

Malaysia. It was found that there is a correlation between the Job Stress and Job Satisfaction.

- McLean (1974); Cooper and Marshall (1976); Brick, Schuler & Wansel (1981) proposed that work overload, work related role and role confusion can be major factors in affecting job related stress or anxiety.
- Penn (1981) found out that the major factor which is the cause of work stress can be found in the environment and surroundings of the work. This can also include colleges in our work area. For instance sometimes bosses expect more than an employee may be capable of.

Aim of the Research

To study the factors of work related stress presenting constable and head constable in employees holding a work with experience of 1 to 5 years (Group 1) and 10 to 15 years (Group 2.)

Null Hypothesis:

There is no difference in the work related stress between the two groups; Group 1 being constable and head constable employees having work with experience of 1 to 5 years. Group 2 being constable and head constable employees with 10 to 15 years of work experience.

Dependent Variables

The job stress anxiety scale presented to measure job stress.

Independent Variable

There were 2 dependent variables

- The score on job stress anxiety for constable and head constable in employees experience of 1 to 5 Years (Group 1)
- The score on job stress anxiety for constable and head constable in employees experience of 10 to 15 years (Group 2)

Design

The following study used a non-repeated measures design of sample and a two-tailed 't' test was used to measure the variance between the two groups. That is a subject was exposed to only one of the two groups in the study.

Method

Keeping in mind, the aim of the study, the samples were selected from a variety of regions in the city of Ahmedabad like Shaahibaug, CTM.G.I.D.C., odhav. G.I.D.C., Naroda, Kathvada. G.I.D.C., etc. The samples selected were divided into 2 groups. Group 1 constable and head constable inemployees holding work with experience of 1 to 5 years and Group 2 constable and head constable in employees holding work with experience of 10 to 15 years. There were a total of 120 samples selected from the overall population and were selected at random.

Tools & Apparatus

1. Job Stress anxiety Scale (A. K. Shrivastava & Dr. M. M. Sinha) consisting of 80 items. These 80 items have been sorted into 7 different categories.

The test ideally takes about 20-25 minutes to finish.

The split half reliability coefficient of the test is 0.85 and test-test reliability was found out to be 0.81. The validity was checked by comparing it to Rolf Analysis Form (1961), and was found out to be 0.54. On top of that, it was also compared to the Sarsen's General Anxiety Test (1957) and was found to be 0.56.

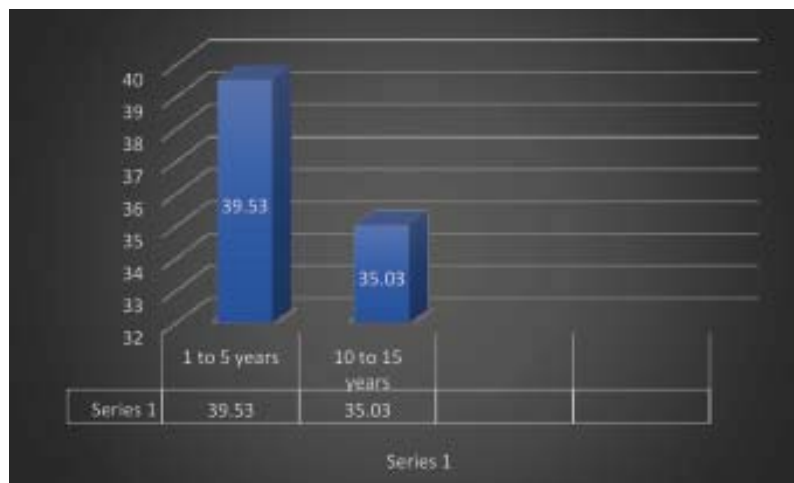
Analysis of Data

There is a significant difference between the values obtained for job related stress and anxiety between the Group 1 (constable and head constable employees work with 1 to 5 years' experience) and Group 2 (constable and head constable in employees work with 10 to 15 years' experience.)

Categories	N	M	SD	't' Value	S 0.05
1 to 5 years	60	39.53	11.4	2.127	S
10 to 15 years	60	35.03	12.3		

S = Significant & N.S. = Non-Significant

• *Graph :*



Results & Discussion:

In the given table, we can see that the 't' value obtained for the job stress for employees in the 2 groups is 2.12 ($p = 0.05$). The mean obtained for constable and head constable in employees with work who have been in the field for 1 to 5 years is 39.53 ($SD = 11.4$). Where as the mean for constable and head constable in employees with work experience of 10 to 15 years is 35.03 ($SD = 12.3$). Here we can say that the stress felt by people in Group 1 is more than that of those included in Group 2. The reason for this difference could be that the people in Group 1 have to get used to a new way or method of working in their work environment and hence they may face more stress. The stress could also be due to the fact that these individuals are posted in variety of places right after their training and testing. The mental stress can also arise due to inappropriate attitude or approach towards their work environment. When comparing these people with those in Group 2, the Group 2 individuals have been in the field

for a lot more time and hence are experienced and comfortable with how the system works and hence they feel less anxious and stress.

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Note for Contribution

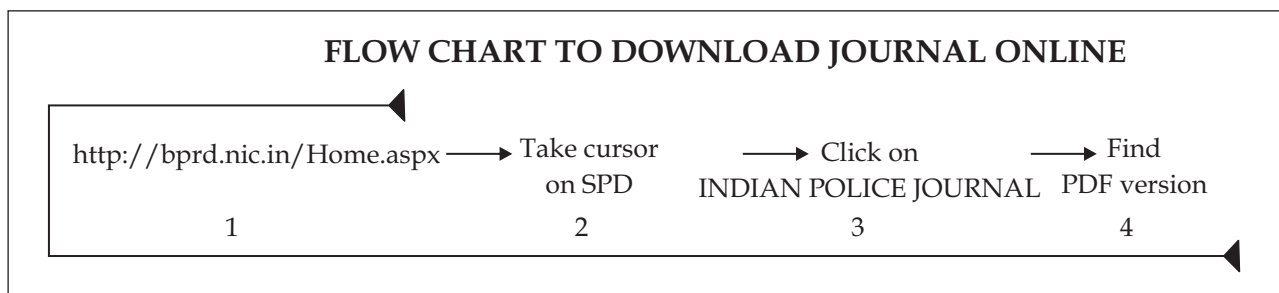
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