

**JOB SATISFACTION OF POLICEWOMEN
A STUDY IN THE VISAKHAPATNAM DISTRICT**

Thesis Submitted for the Award of the Degree of

DOCTOR OF PHILOSOPHY

In the Faculty of Commerce and Management Studies

By

CHAMOLI ANJANA

M.B.A., M.H.R.M., P.G.D.F.M.

Faculty Member

Department of Management Studies

Dr. Lankapalli Bullayya College, Visakhapatnam
& Part-time Research Scholar

Under the Guidance of

Dr. P.VENI

M.Com, M.B.A., Ph.D.

PROFESSOR



**DEPARTMENT OF COMMERCE AND MANAGEMENT STUDIES
ANDHRA UNIVERSITY
VISAKHAPATNAM, ANDHRA PRADESH,
INDIA**

2018

CONTENTS

CHAPTER	TITLE	PAGE NO.
	List of tables	i-iv
	List of charts	v-vi
	List of Figures	vii
Chapter I	Introduction	1-53
Chapter II	<ul style="list-style-type: none"> • Review of Literature • Methodology of the study 	54-117
Chapter III	<ul style="list-style-type: none"> • Profile of police organization in India, Andhra Pradesh and Visakhapatnam • Policewomen in India, Andhra Pradesh and Visakhapatnam 	118-163
Chapter IV	Demographic profile of Policewomen in the Visakhapatnam district	164-188
Chapter V	Quality of Work Life	189-203
Chapter VI	Job Satisfaction	204-264
Chapter VII	<ul style="list-style-type: none"> • Summary • Findings • Suggestions 	265-278
	Bibliography	279-308
	Annexure <ul style="list-style-type: none"> • Questionnaire 	309-317

Chapter VII

Summary

Findings

Suggestion

SUMMARY, FINDINGS, AND SUGGESTIONS

Summary

Job Satisfaction is a complex and multifaceted concept, which can mean different thing to different people. Job Satisfaction is more of an attitude and internal state. It's a pleasurable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values (Amoran et al., 2005). It not only affects the employees but also the organization they are working with (Vinod, 2017).

The job is not the only source of job satisfaction but the organizational culture, working environment and conditions, supervision style, promotion, salaries and interpersonal relationship also acts as an important source of the job satisfaction (Lokesh, Patra & Venkatesan, 2016).

Though there are a lot of researches and studies done on police in other countries, there are limited studies done in India. In Andhra Pradesh, few studies are done and in the city of Visakhapatnam, very few studies are undertaken. Hardly any research studies are done on policewomen in Visakhapatnam. Hence, it was decided to do a study on job satisfaction of policewomen in Visakhapatnam.

There are several factors related to a person or organization that influences job satisfaction. These factors are grouped into variables and their influence on quality of work life and hence job satisfaction was analyzed in this study. The variables undertaken for study are work relations, welfare amenities, gender equality, job stress, work-life balance, health problems and quality of work life. The Demographic variables are also considered in the study.

The study is framed to examine six objectives and test four hypotheses.

Objectives of the Study

1. To study the profile of the police department and women in police occupation.
2. To analyse the demographic profile of the policewomen of Visakhapatnam district.
3. To assess the status of Quality of work life of policewomen.

4. To analyse the opinions of the policewomen on Work relations, Welfare amenities, Gender equality, Job stress, Work-life balance and Health problems.
5. To analyse the impact of selected variables on job satisfaction of the policewomen.
6. To give constructive suggestions to enhance the job satisfaction of policewomen.

Hypotheses of the study

Hypothesis 1 H_0 : There is no impact of demographic factors on quality of work life and hence job satisfaction.

Hypothesis 2 H_0 : Work relations do not influence the quality of work life in the workplace.

Hypothesis 3 H_0 : There is no significant association between the work-life balance and job stress.

Hypothesis 4 H_0 : There is no significant association between job stress and health issues.

Methodology of the study

Primary and secondary data were collected for the study. The secondary data was collected from various reliable sources. Primary data was mainly collected by designing and administering a detailed questionnaire covering the variables of job satisfaction including the demographic profile. The primary data collected was analyzed performing several statistical tools/tests like Chi-square tests, z-tests, t-tests, correlation and regression analysis. Cronbach alpha was also used to examine the validity of the questionnaire.

Population of the study

As the number of policewomen in the Visakhapatnam district is 311, the whole population is considered for the study. A structured questionnaire was administered to the population of 311 but only 274 respondents have filled the complete

questionnaire. The other 37 respondents gave either invalid or incomplete answers or didn't answer at all due to their busy schedule.

The 274 respondents include Inspectors of police, Sub-Inspectors, Assistant Sub-Inspectors, head Constables and Constables from the Civil and Armed forces in Urban Visakhapatnam (city) and also from Civil forces in Rural Visakhapatnam.

Major findings of the study

- The women representation in the police workforce in India as on 1.01.2017 was 7.28% with the highest representation of 18.05% in Chandigarh followed by 15.97% in Tamil Nadu. The representation is least in the state of Telangana (2.47%). The women representation in Andhra Pradesh is 4.17%.
- In India, 17 states/Union territories have a reservation of 33 % or above for women in the police force in their respective states. The state government of Bihar has reserved 38% of the seats in the Bihar state police force. 33 1/3% in Andhra Pradesh is reserved for women in the Andhra Pradesh Police force.
- In Andhra Pradesh, the women subordinate constabulary of Constables and Head Constables accounts for 87.20% of the total police strength. The upper subordinates constitutes of ASIs, SIs and Inspectors that accounts for about 10.58% as on 2017.
- The number of police stations in India as on 2017 is 613. The maximum number of women police stations are 203, established in Tamil Nadu followed by 40 women police stations in Rajasthan, Bihar and West Bengal each. There are still many states with no women police stations at all like Assam, Daman & Diu, Mizoram, Maharashtra, Madhya Pradesh and surprisingly even in Delhi. There are 18 women police stations in Andhra Pradesh and 2 in Visakhapatnam district.
- There are only two women police stations in Visakhapatnam district- one in Visakhapatnam city and the other in Anakapalle. The women police handle family-related matters like domestic violence, dowry, divorce and the like. A counselor from Andhra University counsels the grieved couples.

- The sanctioned strength of women in Civil force in Visakhapatnam district (both city and rural) is 333 but the actual strength is 273 and there is a shortage of 60. The sanctioned strength of women in district Armed Reserve Force is 50 in Visakhapatnam city but the actual strength is 38 and there is a shortage of 12 as on May 2017. In Visakhapatnam rural, there are no women in armed reserve force.
- Out of 274 respondents who are the policewomen in Visakhapatnam district, 73.4% of them are working in the city limits, while the remaining 26.6% work in rural areas.
- 11.3% of the respondents belong to Upper Subordinate level (which includes Inspectors of police, Sub-Inspectors and Asst. Sub-Inspectors), whereas the remaining 88.7% belong to Subordinate level (which includes Head constables and Constables).
- 40.1% of the respondents are aged below 30 years, 31.4% are in the age group of 30-40 years, 18.6% are in 40-50 years and the remaining 9.9% are above 50 years of age. 90% of the upper subordinate respondents belong to the age group of 40-50 or 50-60 as after a minimum required number of years of experience; the employees are promoted to the next level in the hierarchy. 79% of the subordinates belong to the age group of below 30 years or 30-40 years.
- A majority (66.1 %) of the respondents have completed their graduation while 22.3 % respondents have done Intermediate/School. The data further reveal that 11.7% of respondents are postgraduates. Though the minimum educational requirement for Constables is just 12th class/ Intermediate, most of the respondents are graduates. Many of them have pursued graduation after joining the police force.
- 48.9% of the respondents are earning a monthly income between Rs.20,000 to Rs.30,000 followed by 15.3% respondents who receive income between Rs.30,000 to Rs.40,000 per month. The monthly income of 12.8% of the respondents is above Rs.50,000 while 11.3% are in receipt of monthly income

between Rs.40,000 and Rs.50,000 and the remaining 11.7% are getting below Rs.20,000 per month.

- 87.2 % respondents of the study are married while 12 % are unmarried whereas the remaining 0.7% is widow/divorcee. 54% of the respondents belong to a joint family, 45.3% have a nuclear family and 0.7% live single or is a divorcee/widow.
- Most of the policewomen are graduates irrespective of their cadres. 64.5% of the upper subordinates are graduates and 66.3% of the subordinates are graduates. The p-value of 0.084 (not significant at 0.05) also indicates that there is no association between cadres and educational qualifications.
- There are 71% of the upper subordinates with an experience of 30-40 years. Among the subordinates, 53.9% have 0-10 years and 23.5% have 10-20 years of experience. The p-value of 0.000 (significant at 0.01) indicate that there is an association between cadre and number of years of experience. The upper subordinates have more experience as they are promoted after serving minimum number of years in the service.
- Very high stress is perceived by the subordinates (94.8%) than the subordinates (5.2%). The p-value of 0.001 (significant at 0.01) indicate that there is a significant association between cadre and level of stress. The subordinates opine that they are stressed up more than the upper subordinates as they directly handle the crimes and the criminals.
- Out of 115 policewomen who perceive very high stress, 96.6% are married/divorced and only 3.4% are unmarried. The p-value of 0.000 (significant at 0.01) indicates that there is a significant association between marital status and intensity of stress. Married policewomen face more stress as they have family responsibilities at home that add up to the stress at their workplace.
- Out of 115 policewomen who perceive very high stress, 37.4% have 0-10 years of experience and 30.4% have 10-20 years of experience. The p-value of 0.000 (significant at 0.01) indicates that there is a significant association between intensity of stress and number of years of experience. The

policewomen with less experience perceive more stress as they are yet to accept and adjust to the stressful nature of the job.

- The result of regression analysis reveals that p-values of cadre, caste, monthly income and marital status is significant and therefore, have an impact on quality of work life and hence job satisfaction of policewomen. High cadre and attractive monthly income motivate and satisfy the respondents.
- Most of the policewomen (60%) affirm that they get the support from female colleagues in performing their duties but not much from male colleagues. 90% are comfortable working with female superiors and 70% with male superiors. The work relations are good at the workplace as they have a good relationship with their superiors and peers and also there are not many conflicts with them.
- 3/4th of the respondents are not satisfied with the conditions of the work environment due to poor toilets, restrooms and other physical conditions. Though more than 60% are satisfied with maternity and economic benefits, 70% opine that the housing facilities are very poorly maintained.
- 54% of the respondents are satisfied with the treatment they receive in the organization when compared to the male counterpart. More than 95% of the respondents affirm that there are neither bullied nor harassed sexually.
- More than 60% of the policewomen experience job stress due to night shifts, traveling, extended working hours, physical exertion and overload of work. 45% of the policewomen reveal that they are not stressed up much on performing the duties not in the job description as they are trained to handle any challenging situations. The subordinates face more stress than the upper subordinates as they are directly exposed to the criminals and challenging and novel situations.
- Most of the policewomen are struggling to balance work and life due to irregular work schedule and uncertain and extended working hours with no weekly holiday. 83% are not giving enough time to their family and it becomes more difficult while traveling.

- More than about 3/4th of the respondents are unable to balance both work and life as they struggle to deal with the hectic, irregular and extended working hours. Married policewomen struggle more than the unmarried ones to balance work and life. As most of the respondents are married and with children, they have to take the help of domestic maid or family members to take care of their children. Not much of this problem is faced by the superiors as they are aged and have grown up children.
- About 25% of the respondents opine that flexibility in timings and job sharing helps to balance their work and life and 36% are of the opinion that paid leave does the same but only to the certain extent as the nature of the job don't allow them to get the flexibility in timings or job sharing. Also, it's difficult to get the leave sanctioned frequently.
- More than 50% of the respondents affirm that they face health problems due to the nature of the job. Most of them have physical health problems like a headache or body pains. They are physically fatigued due to long hours of duty and continuous standing or moving. They are also not saved from psychological health problems like tensions, depressions, or worries. Some of the policewomen are also suffering from gender-related problems like irregular menstrual cycles and gynecological problems.
- The p-value of 0.000 which is significant at 0.01 indicates that the quality of work life in the Visakhapatnam police department is satisfactory both for upper subordinates and subordinate level. The respondents are satisfied with the leave system and salary and other benefits. Most of them have a strong feeling of security and feel attached to the organization. But only upper subordinates get enough authority in performing their duties and are involved in decision making.
- The value of coefficient of correlation (.431) indicates that there is a positive relationship between work relations and quality of work life and hence job satisfaction. This indicates that as work relations improve, the job satisfaction increases. There are good work relations of respondents with their superiors and colleagues and hence there exists job satisfaction among respondents.

- The value of coefficient of correlation (.228) indicates that there is a positive relation between welfare amenities and quality of work life and hence job satisfaction but the impact is less on job satisfaction. The respondents are satisfied, though not much with the welfare amenities. The absence of good welfare amenities can dissatisfy the employees but their presence might not satisfy the employees to the large extent as also stated in the Herzberg's two-factor theory.
- The value of coefficient of correlation (.324) indicates that there is a positive relation between gender equality and quality of work life and hence job satisfaction. The respondents experience gender equality in the department. They perceive that they are given the same autonomy as their male counterpart in performing their duties, hence they are satisfied.
- The value of coefficient of correlation (-.236) indicates that there is a negative relation but very small correlation between job stress and quality of work life and hence job satisfaction. This indicates that as the job stress increases, job satisfaction decreases. As the respondents are stressed up due to the nature of their job, they are not much satisfied with their job. Though the job stress of the respondents is high, it doesn't contribute much to the job dissatisfaction. The respondents have accepted the stress on the job and do not let this stress to dissatisfy them.
- The value of coefficient of correlation (.462) indicates that there is a positive relationship between work-life balance and quality of work life and hence job satisfaction. This indicates that job satisfaction increases with the increase in work-life balance or vice versa. The respondents are not able to balance their work and life due to the hectic work schedule and irregular and long working hours. As most of the respondents are women, who have responsibilities at home, and also most of them are married with children, they are not able to balance their work and life and this leads to the decrease in the job satisfaction.
- The value of coefficient of correlation (-.230) indicates that there is a negative correlation between health problems and job satisfaction. This indicates that

the job satisfaction decreases with an increase in health problems. The respondents are facing health problems due to the stress they experience because of the long and hectic work schedule. Hence, the respondents are not satisfied due to the health problems they experience.

- Work relations, welfare amenities, Work life balance and gender equality have a positive impact on job satisfaction. Good work relations, welfare amenities and gender equality exist in the workplace, hence these variables contribute to job satisfaction. As the policewomen are not able to balance their work and life, it contributes to job dissatisfaction. Job stress and health problems have a negative impact on job satisfaction and results in their job dissatisfaction.
- The results of the four null hypotheses formulated for the purpose of the study are discussed below:

Hypothesis 1

H0: There is no impact of demographic factors on quality of work life and job satisfaction.

- The regression analysis is done on demographic factors and quality of work life (QWL). The respective p-values of cadre (0.000), Caste (0.024), monthly income (0.012) and marital status (0.000) indicate that they have a significant impact on quality of work life and hence job satisfaction of the policewomen. The upper subordinates are more satisfied than the subordinates on various aspects of QWL. The unmarried policewomen are more satisfied with the QWL than the married ones as the married ones struggle to balance their work and personal life due to added responsibilities at home.

Hypothesis 2

H0: Work relations do not influence the quality of work life in the workplace.

The work relations in the organization were tested to analyze their influence on the perception of the respondents on quality of work life. The result of the analysis was obtained by applying ANOVA. The p-value of 0.000 indicates

that the alternate hypothesis was accepted. Hence a work relation in the organization influences the quality of work life.

Hypothesis 3

H0: There is no significant association between the work-life balance and job stress. The hypothesis was tested by applying ANOVA. The p-value of 0.044 indicates that the alternate hypothesis was accepted. The results indicate that there is an association between work-life balance and job stress. The job stress is more for those who are not able to balance work and life and less for those who are able to balance.

Hypothesis 4

H0: There is no significant association between job stress and health problems.

The hypothesis was tested by applying ANOVA. The p-value of 0.000 indicates that the alternate hypothesis was accepted. The results indicate that there is an association between job stress and health problems. Those with high job stress suffer from health problems.

- Through personal observations and interactions with policewomen, it was observed that most of the police stations have a common toilet for male police officers, female police officers and also for the prisoners. The toilets are not maintained hygienically. Some of the women officers used the terrace instead of toilets to avoid health problems. One of the Assistant Sub-Inspector in Anakapalle Police station (name not to be disclosed) expressed her grievance by stating that due to the common and poor maintenance of the single toilet in their police station, they use terrace instead of toilets to avoid any health problems.
- There are women police who have faced harassment by their male superiors but they are scared and hesitant to disclose and report to higher authorities. One of the Constable (respondent) in Narsipatnam police station said that she was harassed by one of his seniors. On complaining to the higher authorities, one senior official was sent. But he happened to be the friend of the harasser

and hence the case was suppressed. The victim now hesitates to complain further.

- Some of the respondents disclosed secretly that they are bullied and that the male officers use abusive language for them. They are hesitant to discuss this to senior authorities as they fear to be transferred to an isolated or farther place.
- The physical working environment is non-conducive with no water facilities and congested space in many of the rural police stations.
- Some relaxation is given to the pregnant women but after the second trimester of the pregnancy. They are not sent to duties where they have to stand for a longer time, or in agitations or for the traffic duties.
- The cash award is given on completion of special tasks like solving any mysterious case. But some of them have revealed that though the award was announced, they never received it.

Suggestions

The above study is based on observation and statistical interpretation. However, the study finds certain grey areas which need immediate attention. An attempt is made hereunder to remove the anomalies or grey areas with suitable suggestions which are needed to be incorporated in the policies and procedures.

1. There should be an awareness campaign for the Visakha guidelines to the policewomen. The policewomen who are supposed to provide security to the women of the nation are themselves not aware of these Visakha guidelines and the Protection of Women from Sexual Harassment Act, 2013. Also, there should be a complaint committee with 50% of women police as the members. All the women employees should be made aware that they can make a complaint to this committee regarding any sexual harassment or molestation they experience in the workplace or by any of their employees.
2. The Maternity Benefit (Amendment) Act, 2017 obligates the organizations having 50 or more employees to have a creche facility (within the prescribed

distance from the establishment), either separately or along with another common facility. The women employee is allowed four visits a day to the crèche. But there are no crèche facilities given to the employees. Though it is not possible to have crèche in all the police stations, certain police stations can be selected for opening the crèches and the new mothers can be posted there.

3. Most of the women police expressed their grievances over poor toilet facilities. Many of the police stations have a single common toilet for men and women police and most astonishing to know that even for the prisoners. It was found in the studies that welfare amenities have a positive impact on job satisfaction. So if the police officers are to be satisfied, conductive physical working conditions should be mandatory as poor and unhygienic working conditions have a negative impact on health. The washrooms or the toilets should be improved in terms of maintenance and hygiene. The police station with more manpower should have at least two toilets. The dream of Swachch Bharath can come true at the macro level only when we achieve the dream at the micro level. At a micro level, every unit of the community should be swachch. The Police station should also implement swachch police station at the micro level. Moreover, when there is hygiene, there will be healthy personnel. A healthy police are capable of shouldering the responsibilities of the society, the state, and the nation. A healthy police force can concentrate on the job and perform better. This will result in job satisfaction.
4. A good strength of the police force is exploited and directed to bandobast whenever any politician or any prominent personality arrives in the city. This exhausts the energy of the force and they are not able to perform the actual work they are supposed to do of maintaining law and order. For the bandobast purpose, the home guards can be utilized so that the police force has enough time for maintaining law and order in the city.
5. The sanctioned strength for the policewomen in the cadre of Sub-Inspectors and above is very limited. Therefore, the promotion prospects are low. There are women with more than 15 years of experience and still are in constable cadre. The sanctioned strength for high cadres should be increased so that the promotional opportunities can be paced up and the women representation can be increased.

6. As most of the policewomen are not able to balance the work and personal life due to responsibilities at home, they should be given the privilege for flexibility in timings at least twice in a month. This would also reduce the level of their stress to some extent.
7. The housing provided to the constables and head constables are not in so satisfactory conditions. In many Places, these houses are dismantled. These houses should be renovated so that the living surroundings can be improved. Though the housing allowances are given to the employees in case the houses are not available, but in agency areas like Aruku where there is a fear of Naxalites, the employees prefer to stay in the houses even though the houses are semi-dismantled. Especially the women police do not feel safe staying outside. The houses should be reconstructed or renovated to provide the safety especially to the women employees in such unsecured places.
8. The police are known for the tough tasks. Not only the tasks but also the schedule is very packed for the police force. They have to be available at irregular and awkward times as well during the emergencies. Due to this, the women police struggle to balance their job and personal life. The women police should be given the flexibility in working hours at least twice in a month. This will help to at least balance their work and home to some extent.
9. Every human need a day as a weekly off to relax and be fresh. The police department functions round the clock the entire week. As the police officials work in shifts to be available and accessible round the clock, similarly, one weekly holiday should be granted to each officer on a rotation basis so that enough strength is available at any time.
10. One of the Head constables from Dumbriguda police station in Aruku has told that he couldn't go to his home even after receiving news of the death of his daughter. He was relieved from the duties for that day 5 hours of getting the death news due to the lengthy procedure of applying for the leave. Such procedure can be shortened and at least during emergencies.
11. There should be toilets exclusively for the police who can be used by them during their traffic duty or during patrolling or surveillance. It's not healthy

for the humans to suppress the natures call. Also, it is difficult for women during their menstrual cycles without the toilets facility for them.

12. As the job of the police is very tedious and tiring leading to fatigue, there should be some sessions organized on yoga or meditation. This will give them mental and physical relief. The department can also organize a social gathering which can be motivating to the employees. This will also help in developing a healthy superior-subordinate relationship which will raise the morale of the employees.
13. As the policewomen are not free to discuss and share their opinions with their bosses, there should be few complaint and suggestions boxes placed in the workplace. This is a good way to get the feedback from them without revealing their identity. They can take the opportunity and feel free to express their opinions on the policies of the department and the problems they are facing in the workplace.

Prospects for the future research

The research in the area of police is very limited in the Visakhapatnam district especially the study on women police. Though there is research done around the globe and also in the country on the police departments, the research works in Andhra Pradesh and especially in Visakhapatnam is limited.

The scope for this research work is limited as this study is done on the women police form Visakhapatnam district only. Only women police were considered to analyze their job satisfaction. The male police officers are not included in the study. So any suggestions given are applicable to the Visakhapatnam district only. The further studies can be done in different areas and different perspectives on the police department.

1. The research can be extended to study the job commitment and job engagement of the employees which are the outputs of job satisfaction.
2. The research on job satisfaction of employees can be extended to the job satisfaction of the police officers (both men and women).
3. An exclusive study can be done on women IPS to analyze the challenges they face in the male-dominated society.