

Sex & Rank Differences in Indian Police: An Empirical Analysis

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Law enforcement occupations have traditionally been dominated by males. With more and more females entering the workforce across the world and emphasis being placed on equal opportunity hiring, there has been a vast increase in the number of women police personnel worldwide. Obviously, the females will be no less susceptible to the everyday occupational stresses than their male counterparts. The organizational culture of police department imposes different treatment with officers of different ranks. In order to assess the proneness of role stress among police personnel as per their sex and rank, this study was carried out on a sample of police population. The study indicated that stress and sex were associated.

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Introduction

Fairly large literature on police stress had been produced since the mid-1970s. These studies focus on issues like intensity, prevalence, sources, and consequences of stress (Aaron, 2000; He et al., 2005; Lee, 2002). Some studies had concentrated on the stress of dealing with dangerous and violent situations or on factors external to the police department (Morash et al., 2008). But, it is also increasingly clear that work place problems including negative relationships with co-workers and superiors, opportunities to determine one's job activities and for promotion have also been related to stress in some settings (Brown et al., 1996; Crank et al., 1995; Hurrell, 1995; Kirkcaldy et al., 1995). Coman & Evans (1991) observed that because of the pervasiveness of these factors in police organizations, organizational sources of stress are particularly important to them. Brooks and Piquero (1998) also noted that problems in the police organization are more predictive of stress than are other types of possible stressors. Finally, Zhao et al. (2000) noted that police officers' perceptions of their work environment had a significant impact on multiple measures of stress.

Police work generates its own unique stresses. Symonds (1970) proposed two general areas of job strain in police-*vocation* i.e. pressure resulting from the unique responsibilities of law enforcement and *tension* arising from the organizational aspects of policing. Stressors which had been considered inherent to police work include physically or psychologically threatening events, such as in-progress felony calls, physical attacks, high speed chases, and the death or injury of another police officer (Violanti & Aron, 1993). Organizational stressors in police work had been related to policies, procedures, shift work, poor or no equipment and inadequate support mechanisms from superiors (Kroes et al., 1974; Violanti & Aron, 1994). Spielberger et al. (1981) suggested negative encounters with the public, courts and media as organizational pressures and psychological threats (Ursitti, 2011).

In comparison to other occupations, police work has been identified as one of society's most stressful occupations (Alexander, 1999; Anshel, 2000). The exposure to these stressful conditions could lead to ill health of police officers. It is important to have a productive and healthy police service that serves as an important contributor to the stability and economic growth of a country. Thus, it is necessary to investigate possible factors that contribute to work-related well being of the police officers (Mostert & Rothmann, 2006).

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1985). For both minority and female officers, the road leading to their full acceptance in police force seemed long and uncertain (Martin, 1991; Steel & Lovrich, 1987; Warner, Steel & Lovrich, 1989; Zhao & Lovrich, 1998). The police profession, not unlike other traditional male sex-typed occupations (Haarr & Morash, 1999), presented a rather challenging or even outright hostile work environment for women and minority officers. In spite of the plethora of literature on the relationship between various demographic factors and job-related stress, there was a paucity of empirical evidence pertaining to the interactive effects of rank and gender on the police stress in India. This paper aims to assess this relationship towards a sustainable and secure society.

Literature Review

Vander & de Heus (1993) examined the difference between male and female Dutch managers in respect of work stress, social support and strains. They reported that although both work and life support were negatively correlated with work stress, only weak support was strongly correlated to each measure of strain.

Spielberger & Reheiser (1994) measured perceived psychological severity and anxiety of 30 job stressor events, using men and women as subjects work-

ing in the university and corporate settings. The study revealed that overall stress level was similar for men and women. However, significant differences were reported in perceived severity and frequency of occurrence of individual stressor events as per gender.

Deb et al. (2006) carried out a study on 60 Traffic police officers and 68 constables from Kolkata police to identify stress among them. The analysis revealed that traffic constables were experiencing more stress than traffic police officers. Police officers were reported stress due to role overload, responsibility for persons, unprofitability and strenuous working conditions while constables were stressed due to under participation, powerlessness, responsibility for person and role overload. Kumar (2006) investigated the stress profiles of police personnel posted in the police stations in Hyderabad. The major stressors affecting the life of police personnel were insufficient time for family, work overload, accommodation problem, lack of confidence of superiors, no time for intellectual development, recreation, to keep everyone satisfied, risky situations, problem of job coordination, lack of clarity in expectation and coping with superiors. Bhattacharya & Basu (2007) examined the relationship of gender and age on the Distress, Wellness and Organizational Role Stress among professionals. Results of the study reported that women were experiencing greater wellness and older personnel were experiencing more distress. Cardoso & Fernandes (2011) carried out a study on

147 doctors of Goa Medical College to assess the impact of marital status, management level and social support on organizational role stress. The results indicated that stress had no relationship with marital status. However role stress had a negative correlation with level of management as well as social support. Chaturvedi (2011) investigated the difference in role stress among teachers (both male and female) working in private and government institutes. The total sample of the study was 180. It was reported that women employees were more stressed than their male counterparts. Age was observed to have a significant impact on stress level. Bano (2011) undertook a study on 65 police personnel of Aligarh to identify major stressors among them. Findings reported that political pressure, lack of time for family, negative public image and low salary were the primary causes of stress among police personnel. It also emerged that stress was significantly more pronounced among those police personnel who were younger, more educated, posted in rural areas and had less work experience.

Women employees were more stressed than their male counterparts.

The review of related studies on police stress revealed that women and lower rank police personnel are experiencing higher political pressure, lack of time for family, negative public image, inadequate salary, work overload, death/injury of fellow officer on duty, negative

relationship at workplace, lack of promotions, time/job pressure etc than male and higher rank police officers.

Objectives of the Study

- Investigate the nature and dynamics of the role stress among police personnel
- Explore the difference, if any, in the quantum and type of stress among Police Personnel across sex and rank
- Assess the association between sex and role stress among police personnel
- Assess the association between rank and role stress among police personnel

Hypotheses

- Ho1: There is no difference in the nature and intensity of stress (measured through ORS and its ten constituent stressors) among police personnel.
- Ho2: There is no difference in quantum and type of stress among police personnel as per their sex.
- Ho3: There is no association of sex and role stress among police personnel.
- Ho4: There is no difference in quantum and type of stress among police personnel as per their rank.
- Ho5: There is no association of rank and role stress among police personnel.

Research Methodology

The descriptive research design is used in this study. Sample size of the present study is 500 police personnel. The sample for the study was selected from the civil and armed police of seven districts of Uttar Pradesh, namely, Aligarh, Agra, Kannauj, Farrukhabad, Hardoi, Auraiya and Jhansi. Quota and convenience sampling were employed for collecting the data from police personnel. The stress among personnel was measured through Organizational Role Stress Scale (ORS). It has ten constituent stressors- namely Inter Role Distance (IRD), Role Stagnation (RS), Role Expectation Conflict (REC), Role Erosion (RE), Role Overload (RO), Role Isolation (RI), Personal Inadequacy (PI), Self Role Distance (SRD), Role Ambiguity (RA) and Resource Inadequacy (RIn). The questionnaire was translated into Hindi, the official language of Uttar Pradesh police. In order to make suitable for the present study, the scale was refined through item analysis (reliability analysis) and factor analysis (exploratory and confirmatory).

Table 1 summarizes the respondents' characteristics of the sample. The participants in this study consisted of 439 males (87.8%) and 61 females (12.2%). The significant difference between the number of male and female participants is due to very less number of women police in the state police force of the country. The BPR&D data (as on 01.01.2012) reports that the actual strength of women police in the country is 84,479 out of 15.85 lakhs (1.585 million) of total actual strength of the po-

lice. The data shows that women constitute only 5.32% of the total police force in the country. The proportion of actual women civil police to the total police is 1:18.7 (Crime in India Report, 2012). In Uttar Pradesh police, the actual strength of women police is only 2,586 against 1.73 lakhs (0.173 million) of total police force (BPR&D as on 01.01.2012). In UPP, the women police force is only 1.49% of to-

tal police force. Another major problem with women police is the scattered distribution of the women police. In Uttar Pradesh, there are only 71 *Mahila Thana* (Female Police Station) in the entire state. Also, in every female police station, police force is inadequate. Despite the limitations, due care has been taken to provide sufficient coverage to women respondents.

Table 1 Respondents' Profile

Socio-demographic Variables		Sample	Percentage
Gender	Male	439	87.80
	Female	61	12.20
Age	Up to 30 years	119	23.8
	31-40 years	97	19.4
	41-50 years	121	24.2
	51-60 years	163	32.6
Experience	Up to 10 years	129	25.8
	11-20 years	99	19.8
	21-30 years	131	26.2
	31-40 years	139	27.8
	>40 years	2	0.4
Hierarchical level	Higher Level 8 SP/ASP/RI	8	1.6
	Middle Level Inspector/SHO/SO 13 Sub Inspector 71	84	16.8
	Lower Level Head Constable 45 Constable 363	408	81.6

Data were collected across all the ranks. It covered Constables, Head Constables, Sub-Inspectors and Inspectors. Despite efforts, we could not collect sufficient number of responses from top police officials like Superintendent of Police, Senior Superintendent of Police, Inspector General etc. This was due to inadequate number of senior rank police officers in Indian police. Only 1% of the police personnel are in the senior rank, 14% are on junior rank and 85% constitute the remaining part of the police department (Human Rights Watch, 2009). There are only five to six senior police officers in a small-sized district.

In addition to it, their responsibilities are numerous. They had tight schedules. Although many of them cooperated all of them were not able to fill the questionnaire themselves. For analysis, respondents were categorized into three levels - higher, middle and lower. 16.8% respondents constitute middle level with 13 Inspectors/SHO/SO and 71 Sub Inspectors. In this study, the bottom rung of the police department constitutes the major part as in actual police department. 408 (81.6%) respondents participated in the study of which 45 were Head Constables and 363 were Constables.

Results & Discussion

The data analysis has been carried out through various statistical techniques such as Independent sample t-test, ANOVA test and chi-square test. The study establishes that police personnel are experiencing organizational role stress (Table 2). The mean score for total ORS is 2.11 while the absolute value of ORS is 105.65. This score is fairly high. Around half of the respondents are experiencing high medium stress. The level of stress on seven stressors namely Inter Role Distance, Role Stagnation, Role Erosion, Role Overload, Role Isolation, Self Role Distance and Resource Inadequacy is well above the theoretical average of two.

The study establishes that police personnel are experiencing organizational role stress.

As far as individual stressors are concerned, Inter Role Distance (IRD) emerged as the most potent stressor with a mean score of 2.711 (fig. 1). The standard deviation on this account is 0.96. This shows that police personnel are experiencing high Inter Role Distance (IRD). Police personnel are often living away from their families. Grant of leave on time is a major cause of concern for them. Those who are living with their family were found not spending enough time with the family due to the nature of job. Policing is a 24 hours job. Therefore, demands of the family are often incompatible with the demands of job. As a result, families of police personnel usu-

ally get neglected. This conflict between the family's needs and demands of the job is a potent cause of stress among police personnel. These results are in line with the findings of previous studies done on work-family conflict such as Burke (1988), Burke & Greenglass (1987), Jackson & Maslach (1982), Stephens & Sommer (1995). These studies also reported that work-family conflict is the major reason of stress and burnout among police personnel.

Work-family conflict is the major reason of stress and burnout among police personnel.

The second most potent stressor for police is Resource Inadequacy (RIn) with a mean value of 2.332. The police personnel experience non-availability of the resources required for performing the role effectively. These resources may be in terms of finance, information, people, material, infrastructure, accommodation and other facilities. They do not have sufficient sources of information. The technology is often outdated. Researcher's visit to the rural areas brought out lack of facilities in rural police stations specially. Recently, a newspaper reported that Uttar Pradesh has an overwhelming vacancy of 60% in its police force against the country average of 25% even as it recorded the highest number of crime cases in any state in India (Hindustan Times, 22.04.2012). This reveals the need for additional police force at every police station in India. Police is called upon to maintain the law and order situation on very wide areas with very

Table 2 ORS Scores for Police Personnel

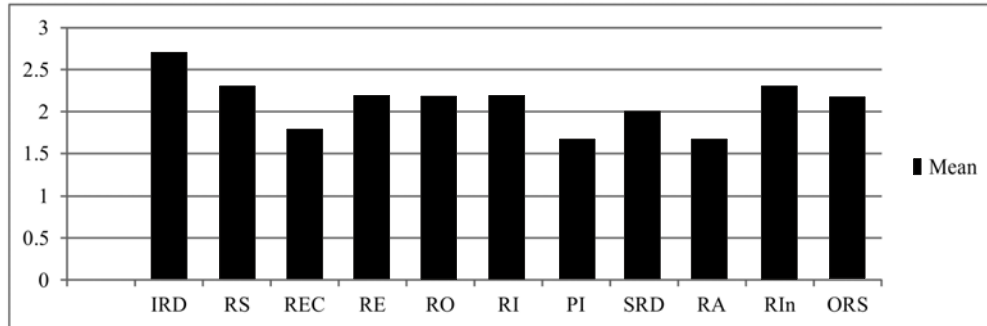
Stressors	Absolute Score		Mean Score		Rank	Low Stress		Low Medium Stress		High Medium Stress		Very High Stress	
	Cumulative	SD	Mean	SD		No.	(%)	No.	(%)	No.	(%)	No.	(%)
IRD	13.55	4.8	2.71	0.96	1	33	6.60	92	18.4	122	24.4	253	50.6
RS	11.45	5.0	2.29	1.01	3	75	15.0	134	26.8	180	36.0	111	22.2
REC	9.05	4.5	1.81	0.91	8	111	22.2	202	40.4	140	28.0	47	9.4
RE	10.85	3.9	2.17	0.79	5	39	7.8	189	37.8	211	42.2	61	12.2
RO	10.85	5.3	2.17	1.07	6	102	20.4	120	24.0	168	33.6	110	22.0
RI	10.95	5.1	2.19	1.02	4	75	15.0	159	31.8	169	33.8	97	19.4
PI	8.40	4.4	1.68	0.89	10	140	28.0	208	41.6	128	25.6	24	4.8
SRD	10.15	4.5	2.03	0.90	7	85	17.0	173	34.6	176	35.2	66	13.2
RA	8.55	5.0	1.71	1.00	9	148	29.6	175	35.0	132	26.4	45	9.0
RIn	11.65	4.8	2.33	0.97	2	61	12.2	138	27.6	203	40.6	98	19.6
ORS	105.65	35.5	2.11	0.71		40	8.0	161	32.2	244	48.8	55	11.0

limited number of cops. Most of the police stations in India are substandard from infrastructure point of view. Even, accommodation facility is less than expected. Only 5.40 lakhs of family quarters were available for over 16.40 lakhs of police personnel in the country (BPR&D, 2011). Approximately 4-5 police cops have to share one room in the barracks of police stations as well as police lines. These inadequacies become the source of stress for police personnel. They act as hurdles in smooth and effective operations.

The third major stressor for police personnel is Role Stagnation (RS). This study reports mean score of 2.292 on this account. This suggests that there are fewer opportunities for growth in the role of police personnel. It indicates that police personnel feel stuck in the same role. Police organization is unique in the sense that it has a narrow top with a very wide base. Most of the police constables retire at the same level after 35-40 years of job. Thus, the opportunities for career advancement are very few and limited. In addition, there is a perceived feeling of lack of fairness and objectivity in the promotional process. Unfair discipline, policies and promotion often diminish values and self-esteem in police officers who wholly invest themselves in the police work (Gilmartin, 2002). These factors generate stress among police personnel.

The opportunities for career advancement are very few and limited.

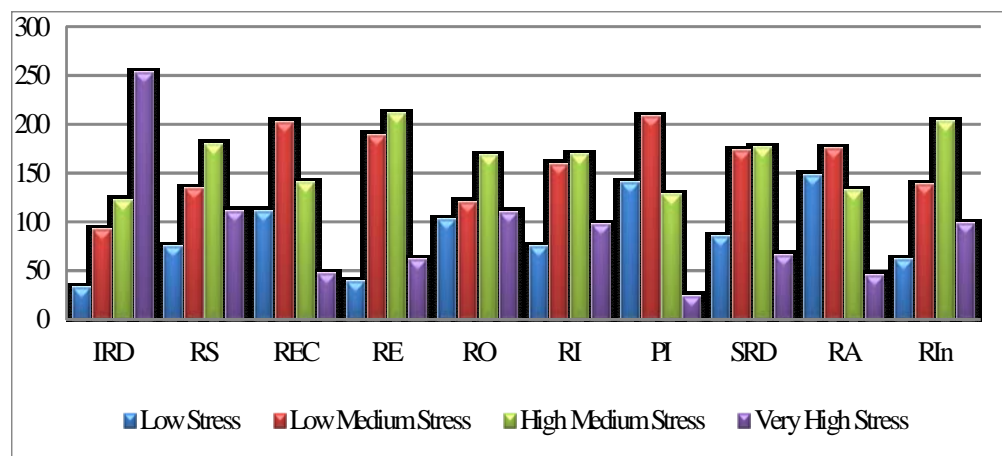
Fig. 1 Scores on various stressors



In addition to the three most potent stressors, intensity of stress is also analyzed. The dispersion of the data (Fig. 2) helps us understand the nature of stress and its intensity in police personnel. The overall stress table shows that 11% (N=55) police personnel are experiencing high stress level, 48.8% (244) are among High-Medium stress level, 32.2% (N=161) are experiencing low-medium stress and remaining only 8% (N=40) are reported

in low stress group. Thus, it is evident that around half of the police personnel are facing high-medium stress. This has dangerous portents. It has serious implications for maintaining law and order in the country. It is also noteworthy here that 253 (50.6%) police personnel are facing very high Inter Role Distance (IRD). The police personnel have also reported very high stress on Role Stagnation (N=111) and Role Overload (N=110).

Fig. 2 Distribution of Respondents as per Intensity of Stress



The analysis above buttresses the need for remedial steps to manage stress among police personnel. The increasing suicide rates among police, increasing crime rates and ineffectiveness of force due to frustration and stress among them are expected to become even more severe. The performance of police impacts wide array of sectors. Poor internal health of the organization is detrimental to overall health of the society.

The results of data analysis discussed above are explaining the nature and intensity of stress among police personnel. The most potent stressors identified by police personnel are Inter Role Distance (IRD), Resource Inadequacy (RIn) and Role Stagnation (RS). It is also evident from dispersion analysis that half of the police personnel are experiencing high medium stress. The statistics are reporting wide variations in stress level of police personnel as per individual stressors

and intensity. Analysis revealed that police personnel are experiencing different stress in nature as well as in intensity. Thus, null hypothesis H_0 1 stating that there is no difference in the nature and intensity of stress among police personnel is rejected.

Scores across Sex

The findings of the study indicated that overall role stress for male police personnel was moderate (2.09). Similarly, female police personnel were also experiencing substantial high role stress (2.25). Comparative analysis across gender indicated female staff as more stressed group than male staff (t=1.672, p=.095). Across individual stressors, significant differences have been observed among these groups on IRD (t=3.732, p=.000), RS (t=3.015, p=.003), RO (t=2.791, p=.005), RI (t=2.512, p=.012) and RIn (t=2.937, p=.003) (Table 3).

Table 3 Scores across Sex

Stressors	Mean		SD		t-value	p-value
	Male(N=439)	Female(N=61)	Male	Female		
IRD	2.65	3.13	0.98	0.69	-3.732	.000**
RS	2.24	2.65	1.04	0.62	-3.015	.003**
REC	1.81	1.87	0.95	0.57	-0.548	.584
RE	2.19	2.07	0.81	0.60	1.128	.260
RO	2.12	2.53	1.11	0.72	-2.791	.005**
RI	2.15	2.50	1.04	0.72	-2.512	.012*
PI	1.70	1.49	0.92	0.74	1.781	.075
SRD	2.04	1.95	0.92	0.74	0.742	.459
RA	1.72	1.66	1.03	0.76	0.402	.688
RIn	2.28	2.67	1.00	0.58	-2.937	.003**
ORS	2.09	2.25	0.74	0.44	-1.672	.095

Analysis revealed that all police personnel are experiencing Inter Role Distance. But female police personnel re-

ported very high Inter Role Distance (Mean=3.13). This may be due to the traditional culture of a country like India.

While interviewing female police personnel, it emerged that females are expected to fulfill their homely responsibilities first. Married women personnel are more prone to stress and encounter problems as their adjustment to the police environment is relatively low. This may be because married women personnel try to strike a balance between their domestic and professional roles which is very difficult as the job of a police officer requires long work hours. Women police personnel are also experiencing problems while maintaining a balance between family work and office work. Females particularly belonging to nuclear families are the worst affected. Their adjustment pattern in the police environment is poor. This is due to the fact that there is no extra help available in a nuclear family to undertake family chores and look after the children. Thus women feel that they don't have time to spend with their families and they are not fulfilling their family responsibilities in right earnest due to their long working hours.

Significant differences have also been observed on Role Stagnation (RS). As discussed earlier, entire police department especially lower rank is experiencing the feeling of being stuck in the same job but the study further reported that females are facing Role Stagnation more than male employees ($t=3.015$, $p=.000$). Garcia (2003) argued that females are promoted easier than males but this Role Stagnation is due to being a woman. The presence of women in the police force is particularly opposed by men as police work is stereotypically considered a male occupation (Morash et al., 2006). Women

police face a constant hostility "in the job" from fellow policemen who try to maintain control and dominance at the work place. Men perceive women police as weak individuals with no real ability for law enforcement (He et al., 2005). This type of feeling becomes the hurdle in promoting women in police department. Thus the hypothesis H_02 stating that there is no difference in quantum and type of stress across sex among police personnel is not rejected for overall organizational role stress. As regards individual stressors, it is rejected for Inter Role Distance (IRD), Role Stagnation (RS), Role Overload (RO), Role Isolation (RI), and Resource Inadequacy (RI_n). Further, to assess the relationship between stress and gender, chi-square statistics was calculated (Table 4). Pearson chi-square value indicated that role stress and gender are associated ($\chi^2=451.9$, $p=.000$).

Role stress and gender are associated

Thus the null hypothesis H_03 stating that there is no association between role stress and sex is rejected.

Overall, female police personnel reported experiencing many difficulties in police department. The present study corroborates the previous studies of He et al. (2005), McCarty et al. (2007) and Morash et al. (2006) that reported higher levels of work-related stress in female police officers than their male colleagues. The present study also supports the studies carried out by Pendrgrass & Ostrove (1984), Weisheit (1987), Wexler & Lo-

Table 4 Chi-Square Tests

	Value	df	Sig. (2-sided)
Pearson Chi-Square	451.594	305	.000
Likelihood Ratio	338.194	305	.093
Linear-by-Linear Association	2.785	1	.095
N of Valid Cases	500		

Female police officers were more prone to physiological stress response, feeling more isolated and hostile, discrimination and sexual harassment than their male counterparts.

gan (1983), Burke & Mikkelsen (2005), Berg et al. (2005), and Van Wyk (2005) which reported that female police officers were more prone to physiological stress response, feeling more isolated and hostile, discrimination and sexual harassment than their male counterparts. But, the results of the present study are contrary to the studies of Davis (1984) which reported no significant difference in stress between male and female police officers; Norvell et al. (1993) and Bradway (2009) which reported male police personnel were more stressed than females; and Swanepoel & Pienaar (2004) and Pole et al. (2001) which reported males police personnel had more suicidal ideation than females. While comparing with the Indian studies, results are similar to the studies of Krishnamurthi (1995) and Bhardwaj (1999) which reported women police personnel are more stressed than men and more dissatisfied with their status and role despite their valuable contribution in both traditional and modern areas of police work.

Scores across Rank

Staff at the lower level forms the base of the pyramid of police force.

As described earlier, this study did not include enough senior police officers. In spite of the limitation, the analysis unveils significant differences among Lower, Middle and Senior level police personnel. Staff at the lower level forms the base of the pyramid of police force. They scored significantly higher on total ORS. They come out as more stressed than the officers under whom they serve. Non-Gazetted police officers (middle level) are experiencing medium level of stress while the senior officers are least stressed. It is also noteworthy that significant differences have been observed on all stressors on the basis of ranks among police personnel (Table 5).

They come out as more stressed than the officers under whom they serve.

On the basis of rank, difference has not been observed on Inter Role Distance (F=4.434, p=.012). But, IRD again emerged as the most potent stressor for all hierarchal levels. It means that all the

Table 5 Scores across Rank

Stressors	Mean			SD			F-value	p-value
	A(N=408)	B(N=48)	C(N=8)	Lower	Middle	Senior		
IRD	2.69	2.89	1.90	0.97	0.87	0.80	4.434	.012*
RS	2.35	2.08	1.06	0.97	1.10	0.88	8.684	.000**
REC	1.90	1.48	1.00	0.89	0.92	0.72	10.994	.000**
RE	2.22	2.00	1.57	0.78	0.74	1.18	5.060	.007**
RO	2.22	2.02	1.00	1.04	1.17	0.79	6.054	.003**
RI	2.28	1.84	1.28	0.98	1.08	0.88	10.141	.000**
PI	1.78	1.28	0.40	0.84	0.94	0.75	20.940	.000**
SRD	2.14	1.65	0.75	0.87	0.88	0.62	19.829	.000**
RA	1.84	1.23	0.37	0.96	0.97	0.74	21.845	.000**
RIn	2.41	2.02	1.25	0.94	0.99	0.88	11.150	.000**
ORS	2.18	1.85	1.06	0.67	0.76	0.65	17.562	.000**

Note: A- Lower rank, B-Non-Gazetted or Middle rank, C- Gazetted or Senior rank

* Values Significant at 95% level

** Values Significant at 99% level

police personnel irrespective of their ranks are experiencing Inter Role Distance. It was further reported that on IRD, middle officers are relatively more stressed (Mean=2.89) than the lower rank police personnel (Mean=2.69) and senior officers (Mean=1.90). Significant difference has been observed with respect to Role Stagnation across rank. High score on Role Stagnation among lower level is understandable. As discussed earlier, police organizational structure has a wide base with a very narrow top. Thus chances of promotion of lower level personnel to the next higher ranks are far and few. Police constables often start and retire at the same level. On the other hand, senior officers do not feel Role Stagnation at all while middle level officers face moderate Role Stagnation.

Significant differences on Role Expectation Conflict have also been observed among various ranks but REC is not severe in all the three levels. Lower

Lower rank police personnel face Role Expectation Conflict more.

rank police personnel face Role Expectation Conflict more. As a law enforcer, they are expected to act as a friend and helper, while at the same time they have to use force to get their job done. These types of situations create Role Expectation Conflict. Lower rank police personnel also encounter conflicts due to ambiguous expectations of the seniors and their own. In contrast, senior officers and middle level officers do not face Role Expectation Conflict in that intensity. While interviewing the lower ranked police personnel, the researcher experienced that senior officers are prone to give orders to their subordinates without enough consideration to feelings of the subordinates. Differences have been reported on Role Erosion also. Here, again lower officers experience more RE due

to the feeling of lack of enough challenges in the functions assigned in their role. The lower ranked personnel reported that they want more challenge in their job. Middle officers feel moderate Role Erosion while senior officers do not feel stress on this account.

Thus the hypothesis Ho4 stating that there is no difference in quantum and type of stress among police as per their rank is rejected for overall organizational role stress (ORS) as also for ten constituent stressors of ORS scale. Similarly, to assess the relationship between stress and

Table 6 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	932.326 ^a	610	.000
Likelihood Ratio	474.871	610	1.000
Linear-by-Linear Association	30.569	1	.000
N of Valid Cases	500		

a. 15 cells (99.7%) have expected count less than 5. The minimum expected count is .02.

rank, chi-square statistics was calculated (Table 6). Pearson chi-square value indicated that role stress and rank are associated to each other ($\chi^2=932.3$, $p=.000$).

Thus the hypothesis Ho5 stating that there is no association between stress and rank is rejected.

The present results are found to be similar to the studies of Brown & Campbell (1994), Singhvi & Mathur (1997), Kirkcaldy et al. (1995), Talib (1999), Lord (2005) and Pienaar & Rothmann (2005) which reported that lower ranking police personnel are more stressed than the higher ranking counterparts. However, the results of the present study are contrary to those of Pienaar & Rothmann (2006), Miller et al. (2009) who reported higher the rank, higher the stress. Pienaar (2002), Ortega et al. (2007), Storch & Panzarella (1996) and Buker & Wiecko (2006) reported no significant difference in stress level as per ranks among police personnel.

Conclusion

In the light of the above findings it can be concluded that police personnel in India are exhibiting clear signs of high work related stress. Inter Role Distance, Resource Inadequacy and Role Stagnation emerged as three key stressors among police personnel. Interventions are needed to cope with this stress. There is no denial that the organizational culture of police across the country has traditionally been adverse to lower rank and female officers (Alex, 1976; Haarr, 1997; Martin, 1994; Steel & Lovrich, 1987). Female police personnel and lower rank personnel are experiencing higher stress than male and higher rank personnel respectively. The increased presence of minority and female officers created a serious challenge to the traditional culture of policing (e.g., Walker, 1985). It was also reported that sex and rank is highly associated with stress level of police officers.

Managerial Implications

A stress free police shall ensure effective working of police organizations. This will result in reducing crime rate. Investigation of police stress carried out in the present study is expected to increase awareness of the problem especially among the lower rank police personnel. It may become the basis for launching interventions to address the problem of stress among them. The combined approach of human relationship expertise and human resource management could help address the issue of stress among police personnel. The conclusion of the study largely corroborates with the existing literature in the area. Police stress influences not only individual officers and police organizations but society as a whole. Therefore, it needs to be managed. The findings of the study buttress the need for implementing stress management interventions among police personnel in India.

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