

Factors Influencing Job Satisfaction of Women Police Personnel in Punjab

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This study investigates in to the factors influencing job satisfaction of women police personnel in Punjab state of India. Data was collected from 500 women police personnel using referral sampling technique. With the help of factor analysis the study identified 9 factors influencing women police's job satisfaction, namely, organizational policy, infrastructure and working conditions, financial and other benefits, training and development, recognition and respect, working hours, appeals and grievances handling procedures, working team and social services. Findings of the present study will be useful for the police organizations, government and policy makers in formulating policies and procedures for the growth and development of women police personnel.

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Introduction

The police are the most important, most common and awesome representative of every sovereign government. They are the gatekeepers of criminal justice system (Slate et al., 2007). The first thought that comes to our mind when we hear the term 'Police' is the idea of a dominant personality who symbolizes the power of the State and criminal justice administration system (Varghese, 2010). They are not just most visible agents of rule of law but also ubiquitous and powerful and intrude on human lives at moments of enormous emotional importance (Bayley, 1971). Police is a service occupation which involves direct contact with the public in need (Afolabi et al., 2010). Therefore, it becomes important to make a balance between behavior of police personnel and the framework of police organization.

There are a number of factors which affect the behavior of police personnel, out of which job satisfaction is a very crucial one (Abdulla, 2009). Job satisfaction is among the most widely researched topics in organizational behavior. Hoppock (1935) observed that job satis-

faction is a combination of psychological, physiological and environmental circumstances that cause a person to say "I am satisfied with my job" (Sen, 2008). Kang and Cheong (2013) defined job satisfaction as "the attitudes of an individual and their enjoyment toward many job related factors". Similarly, Newby (1999) stated that "Job satisfaction involves a delineation of those factors that an employee perceives to either foster a positive attitude about work or a negative attitude about work". Job satisfaction has attracted attention of numerous researchers and most of them highlighted that it is the positive feeling which an employee has about his job (Vroom, 1964; Locke, 1969; Smith et al., 1969; Shallal, 2011) or towards work roles which he is presently occupying (Ngozi, 2010) and is experienced when employee fulfills his important needs at workplace (Mansour & Achoui, 2009; Burkule, 2010). Police officers' job satisfaction is important because it is related to their job performance, commitment, police-community relations, productivity, turnover, absenteeism, psychological distress (Kang & Cheong, 2013), improved accountability, strong leadership and other things (Mabila et al., 2014).

Women in Police Profession

Policing is quite different from other professions as it involves death, trauma, violence, grief, danger, time pressure, long hour duties, work-shifts, public apathy, courtroom appearances, working with civilians, lack of consultation and lengthy internal and external investigations on public complaints. Due to these

inherent characteristics of this job, policing is considered as male dominated profession. However like other fields, women have started showing their presence in this field too (Sahgal, 2007; Surender, 2010; Sharma, 2012). Although the entry of women in police department has increased the responsibilities of police organization because of the nature of job and work even then women representation in police department is essential for addressing gender related issues on priority basis and ensuring support to women victims of violence as well as protection of their rights (Mahajan, 1982; Sahoo, 2001; Sinha, 2003).

From ancient times, women were viewed as 'the weaker sex' and therefore need to be protected by men from the dangers in the world (Koenig, 1978). It was believed that their characteristics could not fit the description of a police officer. A number of research studies highlighted the common belief among the majority of male officers is that policing is a man's job and women are not physically or emotionally equipped to handle the hardships that are inherent to police work (Oyesoji, 2006; Sahgal, 2007). It was believed that women lack physical strength and courage, were not dedicated careerists, and also their presence was prejudicial to discipline (Oyesoji, 2006). In contrast, studies also stated that women have some special abilities like sympathy, care, helping (Pagon & Lobnikar, 2000), sensitive, understanding, gullible, loyal (Rowney & Cahoon, 1990), compassionate and intelligent (Koenig, 1978), instinctively relating with a person in distress, human responsiveness,

good listening (Karunanidhi & Chitra, 2013), empathy and communicativeness that make them more capable than men in handling certain situations such as cases involving females, children and juvenile victims (Natarajan, 2006; Comeau & Klofas, 2010).

Females reported different expectations on the job than males, which may have contributed to different levels of job satisfaction.

The extent of job satisfaction among women employees is an important aspect of their labor market experience, for it may signify the degree to which they have made a successful accommodation to the world of work (Andrisani, 1978). As employment opportunities for women have increased, the attitude of women towards jobs has also changed. Studies found that females reported different expectations on the job than males, which may have contributed to different levels of job satisfaction (Krimmel & Gormley, 2003).

Literature Review

Job satisfaction is a subjective idea which depends on an individual's own perception about his or her job. A number of factors, directly or indirectly, affect an individual's mental and physical status which further determines his or her satisfaction from job. To get the basic knowledge about the research topic, reviews of some of the relevant studies have been mentioned in Table 1. Although a number of studies have examined fac-

Table 1 Studies on Factors Influencing Job Satisfaction of Police Personnel

Sr. No.	Study	Objective of the Study	Sample	Factors Influencing Job Satisfaction
1.	Cheung et al. (1990)	To identify the causes of satisfaction and dissatisfaction among the Royal Hong Kong police force.	1367 police officers	Work itself, responsibility, achievement, promotion, recognition and salary.
2.	Reiner and Zhao (1999)	To explore the sources of job satisfaction among the security police of United States air force.	135 security specialist police personnel	Meaningfulness of the work, responsibility at work and feedback.
3.	Kim (2001)	To examine the predictors of job satisfaction among the cadastral administration officials of Korea.	300 cadastral police officials	Skill variety, job assignment, task significance, feedback and autonomy.
4.	Sahgal (2007)	To explore the reasons of women joining police as a profession and the job satisfaction level of women police in Delhi.	235 women police	Job security, responsibility, respect and recognition.

5.	Abdulla (2009)	To identify the determinants of job satisfaction among the Dubai police force.	1017 police employees	Salary, nature of work, public perception, organizational policy, relationship with co-workers, supervision, promotion opportunity, performance appraisal, professional development, communication and job stress. Autonomy, extroversion and conscientiousness.
6.	Miller et al. (2009)	To identify the predictors of job satisfaction among police officers of Southern United States.	87 police officers	Self-identity and government training programs.
7.	Nalla et al. (2009)	To highlight the determinants of job satisfaction among private security personnel and police officers in Slovenia.	251 police officers and 271 security personnel	Meaningfulness of the work, responsibility for outcomes and the feedback. Feedback.
8.	Buker & Dolu (2010)	To assess the level of job satisfaction among the Turkish national police.	812 police officers	Relationship with supervisor and coworkers, and participative management.
9.	Ercikti et al. (2011)	To investigate the major determinants of job satisfaction among police managers (high rank officers) of United States.	136 police managers	Relationship with supervisor and coworkers, and working conditions.
10.	Skogan & Alderden (2011)	To examine the factors contributing the job satisfaction among civilians in policing in Washington, D.C.	700 civilian employees in police	Higher level of task identity, task significance, skill variety and autonomy.
11.	Kang & Cheong (2013)	To explore the factors that influence the job satisfaction of police officers of South Korea.	14 police officers	Relationship with boss and coworkers, job security and opportunity to help people in the society. Women police officers were more satisfied than their male counterparts.
12.	Peterson (2013)	To explore the predictors of job satisfaction among police officers of Texas in USA.	37 police officers	Job security.
13.	Cooper et al. (2014)	To examine the level of job satisfaction among police officers of New York city.	184 police officers	
14.	Kavya & Chandrashekhar (2016)	To examine the job satisfaction of female police constables of Mysore, Karnataka, India.	50 female police constables	

Source: Compiled from various research studies

tors influencing job satisfaction of police forces but there are limited studies that investigated factors linked with women police's job satisfaction and that too in India and especially in Punjab, the sensitive border state of India. Thus the present study is an attempt to bridge this critical gap in research.

Need & Objectives of the Study

Women, in recent years, are making substantial impacts on the employment market, both in terms of overall numbers as well as by appointment to male-dominated organizational roles (Rowney & Cahoon, 1990). Despite the critical contributions made by women, there has been little research aimed at understanding the acute difficulties faced by women, especially when it comes to their jobs as police officers, a traditionally male-dominated profession (Pattanaik & Worley, 2011). Since its inception, policing is a profession where women have to face a number of personal and organizational challenges like unsupportive families, work and family conflict, mandatory move policies, working twice as hard as their male counterparts, problems in dealing with equipments, weapons and uniforms, sexual harassment and gender discrimination (Keverline, 2003). Although all the postings and ranks in Indian police, are common to both men and women, still women remained underrepresented and their growth is stagnant. In particular, examining the factors influencing job satisfaction of women police officers could give us an idea of why the growth in their numbers remains flat (Dantzker & Kubin, 1998). The pri-

mary objective of the study is to identify the factors influencing job satisfaction of women police personnel.

Research Methodology

Primary data was gathered with the help of a self-administered and well-structured questionnaire which was drafted after carrying out an extensive review of literature. The questionnaire has been divided into two sections. The first section contained assertions relating to the different facets of job satisfaction. Each assertion was measured on a five point scale ranging from 5 to 1 i.e., 'Extremely Satisfied (ES)' was ranked 5, followed by 'Satisfied (S)' with rank 4, 'Neutral (N)' with rank 3, 'Not Satisfied (NS)' with rank 2 and 'Extremely Not Satisfied (ENS)' with rank 1. The statistical technique of factor analysis was used to analyze the collected data. A pilot survey was done, primarily to check the reliability and validity of the research instrument. The feedback from pilot survey resulted in the deletion of certain items from research instrument, without the loss of content efficacy. The reliability of data was measured with Cronbach's alpha, 0.915. This value is considered to be excellent and fairly acceptable (Malhotra & Dash, 2012). The suitability of data for factor analysis was tested through correlation matrix, anti-image correlations, overall measure of sampling adequacy (KMO= 0.870) and Bartlett's test of sphericity. From these criteria, data was found to be fit for factor analysis. The second section of the questionnaire covered demographic information of the respondents.

Table 2 KMO & Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)		0.870
Bartlett's Test of Sphericity	Approx. Chi-Square	18411.775
	df	2415
	Sig.	0.000

Source: Calculated through SPSS.

Universe of the Study

The universe of the study consisted of women police personnel in Punjab that include all women police working at the ranks of constable, head constable (HC), assistant sub-inspector (ASI), sub-inspector (SI), inspector (IP) and senior superintendent of police (SSP). During the period of study, there were a total of 5210 women working in police in Punjab and, routinely, they perform tasks like patrolling, traffic police, office work, interrogation and accompanying women victims in the court etc.

Sample

The sample of the study consisted of respondents working in 5 major districts of Punjab state (namely, Amritsar, Jalandhar, Ludhiana, Patiala and Bathinda). The main reason behind selecting these five districts for data collection was the existence of women police stations in these districts. To attain the desired sample size, a total of 600 questionnaires were initially distributed to the respondents, chosen according to referral sampling technique i.e., the respondents who have been referred by the in-charge of different police stations. A total of 548 questionnaires were returned by the respondents out of which 500 questionnaires were found fully complete,

representing 83.33 percent response rate. Thus, the analysis of data is based on 500 questionnaires.

Sample Characteristics

Table 3 shows that majority of the respondents (72 percent) belonged to the age group of 18-27 years, most of them (85.6 percent) were constables, 73.4 percent single, 21.6 percent of them were married and 5 percent were widows. Further, it was found that maximum number of respondents (44.2 percent) were graduates; 57.4 percent of them were earning in the range of Rs. 25001 to Rs. 35000 monthly and 89.6 percent had job experience of 0 to 9 years. Furthermore, majority of the respondents' (75.6 percent) families were in some other profession than police, 63.8 percent of them were living in nuclear families, 41.4 percent had no dependents, 62.6 percent respondents report to male officers, 86 percent of them have earned no promotion, 74 percent respondents joined police profession by their own choice and 50.2 percent of the respondents have not been assigned any special assignment so far.

Analysis & Findings

Principal Component Analysis (PCA) of factor analysis was used for extracting factors. Various factors, along with their

Table 3 Socio-Economic Profile of Respondents

Sr. No.	Socio-Economic Characteristics	Particulars	Frequency	Percent
1	Age (years)	18-27	360	72.0
		28-37	88	17.6
		38-47	40	8.0
		48-57	12	2.4
		Total	500	100
2	Designation	Constables	428	85.6
		HC	33	6.6
		ASI	08	1.6
		SI	27	5.4
		IP	03	0.6
		SSP	01	0.2
		Total	500	100
3	Marital Status	Single	367	73.4
		Married	108	21.6
		Widow	25	5.0
		Total	500	100
4	Educational Qualification	Matric	24	4.8
		10+2	156	31.2
		Graduation	221	44.2
		Post-graduation	92	18.4
		Higher	5	1.0
		Others	2	0.4
		Total	500	100
5	Income per Month (Rs.)	Upto 15000	07	1.4
		15001-25000	113	22.6
		25001-35000	287	57.4
		35001-45000	68	13.6
		More than 45000	25	5.0
		Total	500	100
6	Job Experience(years)	0-9	448	89.6
		10-19	21	4.2
		20-29	30	6.0
		30 and above	1	0.2
		Total	500	100
7	Socio-Cultural Background			
7a	Traditional Family Profession	Same profession	122	24.4
		Other profession	378	75.6
		Total	500	100
7b	Nature of Family	Nuclear family	319	63.8
		Joint family	181	36.2
		Total	500	100
8	Number of Dependents	0	207	41.4
		1	31	6.2
		2	48	9.6
		3	42	8.4
		4 or above	172	34.4
		Total	500	100

9	Reporting Officer's Gender	Male	313	62.6
		Female	187	37.4
		Total	500	100
10	Number of Promotions Earned	0	430	86.0
		1	36	7.2
		2	11	2.2
		3 or above	23	4.6
		Total	500	100
11	Main Reasons for Joining Police as a Profession	Own choice	370	74.0
		Family tradition	37	7.4
		Sports quota	23	4.6
		Compassionate ground	62	12.4
		Any other	08	1.6
		Total	500	100
12	Special Job Assignment	Yes	249	49.8
		No	251	50.2
		Total	500	100

Source: Prepared by authors

assertions and names, factor loadings, communalities, factorial mean values, factorial standard deviations (SD), reliability alpha (Cronbach's alpha), eigen values and variances are presented in Table 4. The results were obtained through orthogonal rotations with varimax. PCA resulted in nine factors solution which contained 36 assertions accounting for 63.5 percent of total variance. Factors with eigen values greater than one were extracted and all assertions with factor loading greater than 0.45 (ignoring the sign) were retained (Tabachnick & Fidell, 2007; Hair et al., 2010).

Factor 1: Organizational Policy

Table 4 revealed that the first factor comprised seven assertions relating to organizational policy. This is the most important factor accounting for 26.462 percent of the total explained variance with an eigen value of 9.526 and Cronbach's Alpha (α) = 0.824. The factor loading on this factor ranged from 0.473 to 0.693. It

First factor comprised seven assertions relating to organizational policy.

contained assertions relating to recruitment system, promotion procedure, transfer policy, paid leaves, current education incentives, staffing procedure i.e., right person on the right job and the insurance coverage. All these assertions explain the organizational policies and procedures of police department which are drafted by the higher authorities. Therefore, the factor has been named as 'organizational policy'. This finding is in conformity with that of Abdulla (2009) who reported that organizational policies have a great impact on the job satisfaction of police employees.

Factor 2: Infrastructure & Working Conditions

The second dimension has been found to be equally important and is named as 'infrastructure and working

Table 4 Summary of Factors Influencing Job Satisfaction of Women Police Personnel

Labels	Assertions	Factor Loadings	Communalities	Mean Value (SD)	Cronbach's Alpha (Eigen Value)	Explained Variance (%)
Factor 1: Organizational Policy						
V ₂₃	The recruitment system	0.522	0.702	26.21(4.34)	0.824(9.526)	26.462
V ₂₆	The promotion procedure	0.693	0.612			
V ₂₇	The transfer policy	0.693	0.571			
V ₃₈	The paid leaves	0.648	0.694			
V ₅₃	The current education incentives	0.473	0.676			
V ₆₇	The staffing procedure i.e. right person on the right job	0.576	0.712			
V ₆₉	The insurance coverage	0.621	0.616			
Factor 2: Infrastructure and Working Conditions						
V ₂₈	The availability of latest technology	0.503	0.589	23.94(5.23)	0.824(2.828)	7.857
V ₂₉	The availability of safety measures	0.680	0.623			
V ₃₃	The quality of arms and ammunitions	0.499	0.644			
V ₃₉	The uniform	0.469	0.641			
V ₄₂	The availability of equipments required for effective communication (like telephone, fax, walky-talky, radio frequency equipments and internet etc.)	0.621	0.679			
V ₅₅	The working at night shifts	0.644	0.678			
V ₅₇	The provisions of changing rooms, lockers and toilets	0.588	0.599			
Factor 3: Financial and Other Benefits						
V ₂₅	The rewarding procedure	0.675	0.578	14.73(2.88)	0.740(2.006)	5.571
V ₃₄	The current salary	0.690	0.648			
V ₃₅	The medical facilities	0.658	0.568			
V ₃₆	The housing facilities	0.634	0.551			
Factor 4: Training and Development						
V ₅₈	The learning opportunities for updating the knowledge & skills	0.676	0.543	14.73(2.75)	0.711(1.756)	4.877
V ₅₉	The staff development programmes	0.707	0.651			

V ₆₀	The training and the training facilities	0.506	0.621			
V ₆₁	The facility of refresher courses	0.665	0.654			
Factor 5: Recognition and Respect						
V ₄	The status in the society as a police officer	0.709	0.695	11.52(2.17)	0.662(1.706)	4.738
V ₂₀	The recognition & respect by other professional groups in society	0.737	0.715			
V ₆₃	The recognition & respect by general public	0.615	0.692			
Factor 6: Working Hours						
V ₁	The present hours of work	0.771	0.531	9.50(2.59)	0.721(1.486)	4.127
V ₃₀	The repetitive nature of work	0.698	0.647			
V ₄₅	The extra hours of work	0.649	0.658			
Factor 7: Appeals and Grievances Handling Procedures						
V ₅	The attention given to staff complaints and grievances	0.697	0.559	14.68(2.78)	0.667(1.313)	3.648
V ₁₀	The attention given to public needs and public complaints	0.553	0.624			
V ₁₁	The appeals and grievances handling procedure	0.580	0.679			
V ₇₀	The counselling facilities	0.623	0.581			
Factor 8: Working Team						
V ₄₈	The support provided by co-workers	0.475	0.626	11.90(1.89)	0.700(1.191)	3.308
V ₄₉	The supervisory support	0.726	0.673			
V ₅₀	The harmony of relationship among the colleagues and the staff associates	0.808	0.673			
Factor 9: Social Services						
V ₅₁	The opportunity to help people	0.783	0.682	3.99(0.82)	*(1.074)	2.984

Extraction Method: Principal Component Analysis; Rotation Method: Varimax with Kaiser Normalization; Rotation converged in 11 iterations

Source: Compiled from the results of SPSS.

*Note: Only one variable has loaded on Factor 9 so its Cronbach's alpha cannot be calculated.

Hard working conditions are responsible for fluctuations in the level of job satisfaction of police force.

conditions'. It explained 7.857 percent of the total variance with an eigen value of 2.828 and $\alpha = 0.824$. Total seven assertions relating to the availability of latest technology, availability of safety measures, quality of arms and ammunitions, uniform, availability of equipments required for effective communication, working at night shifts, and provisions of changing rooms, lockers and toilets have been loaded on this factor. All these assertions belong to the infrastructure facilities available to women police personnel at their workplace. The factor loading on this factor ranged from 0.469 to 0.680. Gorenak and Zeljko (2008) and Gulpham and Khan (2011) also highlighted that hard working conditions are responsible for fluctuations in the level of job satisfaction of police force.

Factor 3: Financial & Other Benefits

In factor 3 total four assertions have been loaded on and collectively account for 5.571 percent of the total explained variance with an eigen value of 2.006 and $\alpha = 0.740$. The assertions loaded on this factor are related to rewarding procedure, salary, medical facilities, and housing facilities. The factor loading on this factor ranged from 0.634 to 0.690. These assertions belong to rewards and other benefits available to the respondents in return of their services, which may be in

kind or in cash. Therefore, the factor has been named as 'financial and other benefits'. Candan (2013) also reported that pay is the main factor which increases the level of job satisfaction among police officers.

Factor 4: Training & Development

This is the next important factor and accounts for 4.877 percent of total variance with an eigen value of 1.756 and $\alpha = 0.711$. It is a combination of four assertions like learning opportunities for updating the knowledge and skills, staff development programs, training facilities and facility for refresher courses. All these assertions belong to up-gradation of respondents' knowledge and skills, which can further help in their career development. Therefore, it has been named as 'training and development'. The factor loading on this factor ranged from 0.506 to 0.707. This finding is also supported by Griffin (2001) and Abdulla (2009) who found that training and development programs sharpen employees' skills which affect their level of job satisfaction.

Factor 5: Recognition & Respect

The fifth factor is responsible for 4.738 percent of total variance with an eigen value of 1.706 and $\alpha = 0.662$. The loading on this factor ranged from 0.615 to 0.737. Three assertions which constitute this factor are status in the society as a police officer, recognition and respect by other professional groups in the society and by the general public as well. Overall all the three assertions reflect the respect and recognition that women po-

lice personnel got from the society. Therefore, it has been named as 'recognition and respect'. Cheung et al. (1990) and Sahgal (2007) also pointed out that recognition and respect are the main factors, which influence women to join police as a career.

Factor 6: Working Hours

Three assertions load on to this factor and together account for 4.127 percent of total explained variance with an eigen value of 1.486 and $\alpha = 0.721$. The loading on this factor ranged from 0.649 to 0.771. Three statements that form a part of this factor include present hours of work, repetitive nature of work and extra hours of work. All these assertions belong to the respondents' working hours i.e., the time they spent on their duty. Therefore, it has been named as 'working hours'.

Factor 7: Appeals & Grievances Handling Procedures

This factor comprises four items like attention given to staff complaints and grievances, attention given to public needs and public complaints, appeals and grievances handling procedure and counseling facilities. These assertions together elucidated 3.648 percent of the variance in data having an eigen value of 1.313 and $\alpha = 0.667$. The factor loading on this ranged from 0.553 to 0.697.

Factor 8: Working Team

Three statements such as support provided by co-workers, supervisory sup-

port and harmony of relationship among the colleagues and staff associates significantly load on to this factor and explained 3.308 percent of total variance with eigen value of 1.191 and $\alpha = 0.700$. The factor loading on this ranged from 0.475 to 0.808. All the statements represent the working team with whom the respondents have to work for most of the time. Therefore, it has been named as 'Working Team'. Zhao et al. (1999) found satisfaction with working team as the highest rated dimension among police officers.

Factor 9: Social Services

Only one statement i.e., opportunity to help people load on to this factor. This factor has been named as 'Social Services' and accounted for 2.984 percent of explained variance with an eigen value of 1.074 and factor loading of 0.783. This finding is in conformity with Cooper et al. (2014) that generally women appear to be more satisfied with their jobs when they got opportunity to help people in the community.

Limitations & Scope for Future Research

There are several limitations of this study. Firstly, the study is confined to Punjab state only and out of 22 districts of Punjab, data have been collected only from 5 districts. Thus, generalization of data beyond this population may be limited. Secondly, data were collected only from those women police employees who were introduced to researchers by the in charge of the police stations because of

referral sampling. As the data are not randomly collected the sample may not be the true representative of the entire population. The findings of this study provide ample scope for future studies:

- (i) Studies with related variables like job stress, sexual harassment, role ambiguity etc. can also be investigated in relation to women police personnel.
- (ii) A comparative study of job satisfaction among men and women police personnel can also be considered.
- (iii) The study can be extended by comparing factors influencing job satisfaction of women working in male dominated professions such as police with those of women in female dominated professions like nursing, teaching etc.

Conclusions

In nutshell, the study identified the key factors influencing job satisfaction of women police personnel. In total 9 factors were identified that include organizational policy, infrastructure and working conditions, financial and other benefits, training and development, recognition and respect, working hours, appeals and grievances handling procedure, working team and social services. All these factors play a crucial role in determining job satisfaction of women police personnel and these factors are equally supported by other researchers also (e.g., Lokesh et al., 2016; Abdulla, 2009). Thus, by focusing on these factors, job satisfaction of women police can be enhanced which will surely raise

their level of performance as well as overall performance of police department.

Managerial Implications

The study enhances knowledge about the main factors influencing job satisfaction of women police employees. In the context of identified factors, there is an imperative need for formulating and implementing organizational policies and procedures that guarantee genuine equality between male and female workforce in police organizations. In addition, provision of supporting working conditions, availability of essential equipments and safety measures along with women centric benefits would definitely help them feel content and perform duty efficiently. Further, timely and sufficient training along with personality development programs for women police are also essential to improve their leadership qualities in this male dominated profession. Moreover, to enhance respect for women police in society and recognize their efforts in a better manner, awareness cum training programs need to be organized periodically to change the attitude of men police and society at large towards women police.

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