

Employees' Association in Police Department With Reference to Khammam District, Telangana State.

Dr. Venkata Rama Murthy Kambhampati¹, Dr. Satyanarayana Thota²

¹Associate Professor and HOD of MBA Mother Teresa Institute of Science and Technology Sanketika Nagar,
Sathupally –507303, Khammam Dist., Telangana

²Associate Professor St. Marys Women's Engineering College Budamapadu, Guntur

Abstract: Police are a standout amongst the most ubiquitous associations of the society. Police Department is one of the vital department for societal wellbeing. Police need to work round the clock to keep open safe. The Employees' relations are vital in job fulfillment and work environment of any organization. Employees' relationship decides conduct in terms of inspiration, correspondence and level of responsibility which are vital in technique execution in any association. The goal of this exploration is to examine the employees' relationship of police in Khammam district police stations furthermore to know how the relationship impacts the occupation fulfillment of employees, give suitable suggestions to beat the issues for all intents and purposes develops in the relationship of police employees. The research design undertaken for the study was descriptive research and convenience sampling method is used and the sample size consists of 268 respondents. Simple percentage method, descriptive statistics and chi-square analysis was used to analyze the data collected and results of the study states that there is an influence of employees' relation on job satisfaction.

Keywords: Employee Association, Khammam, Police, Job satisfaction JEL Classification:- M00, M5 and M5

I. Introduction

Human Resource Management as a discipline is responsible for identifying, selecting, inducing the competent people, training them, facilitating and monitoring them to perform with high level of efficiency and thereby providing them a mechanism to ensure that they maintain a strong affiliation with their organization. All organizations, be they private or government organizations are basically social systems run by people having expertise in relevant fields. Thus, human resources constitute the entire work force of an organization. The functioning of an organization depends on how its employees work. HRM is of utmost importance for Police as Police job can be dangerous, frustrating, even tedious, but law enforcement is a tremendously rewarding career. Police officers significantly improve the quality of life for the citizens of their communities by keeping the peace despite sometimes overwhelming odds. The police personnel, who are qualified, well trained, best motivated and led by competent superiors, always contribute towards the improvement in work culture. The areas covered by HRM in police department include recruitment and selection, training, transfers and promotions, leadership, communication, authority and responsibility, motivation and incentives, Superior-Subordinate relationships, compensation management, performance appraisal etc. HRM is very important in police organization because police works as a visible symbol of the government. Human management in Police is complex and demanding because it involves the management of the policemen both on and off duty from the day they enter the organization. The essence of a dynamic personnel management is getting effective and optimum results not only on short term basis but also in the long run through building and maintaining a satisfied, motivated and productive human organization. Police being a non-development department get a second-rate treatment in the financial allocation. The police department therefore should be included in the list of 'plan' departments, so that it may get due priority in the financial allocation for modernizing itself in terms of men, money, material, machines and methods. A modernized police organization will become progressive in their functioning and democratic in their behavior.

Significance of the Study

Quotation by August Vallmore "The policeman is denounced by public, criticized by preacher, ridiculed by the movies, berated by newspapers and unsupported by the prosecuting officers and judges. He is shunned by the respectable, condemned while he enforces the law and dismissed when he does not. He is supposed to possess qualifications of a soldier, doctor, lawyer, diplomat and educator, while the facilities, employees' relationship at work environment etc., not better when compared with other professions." This quotation speaks about the plight of police in general and the urgent need to redress their grievances and improve public-police partnership.

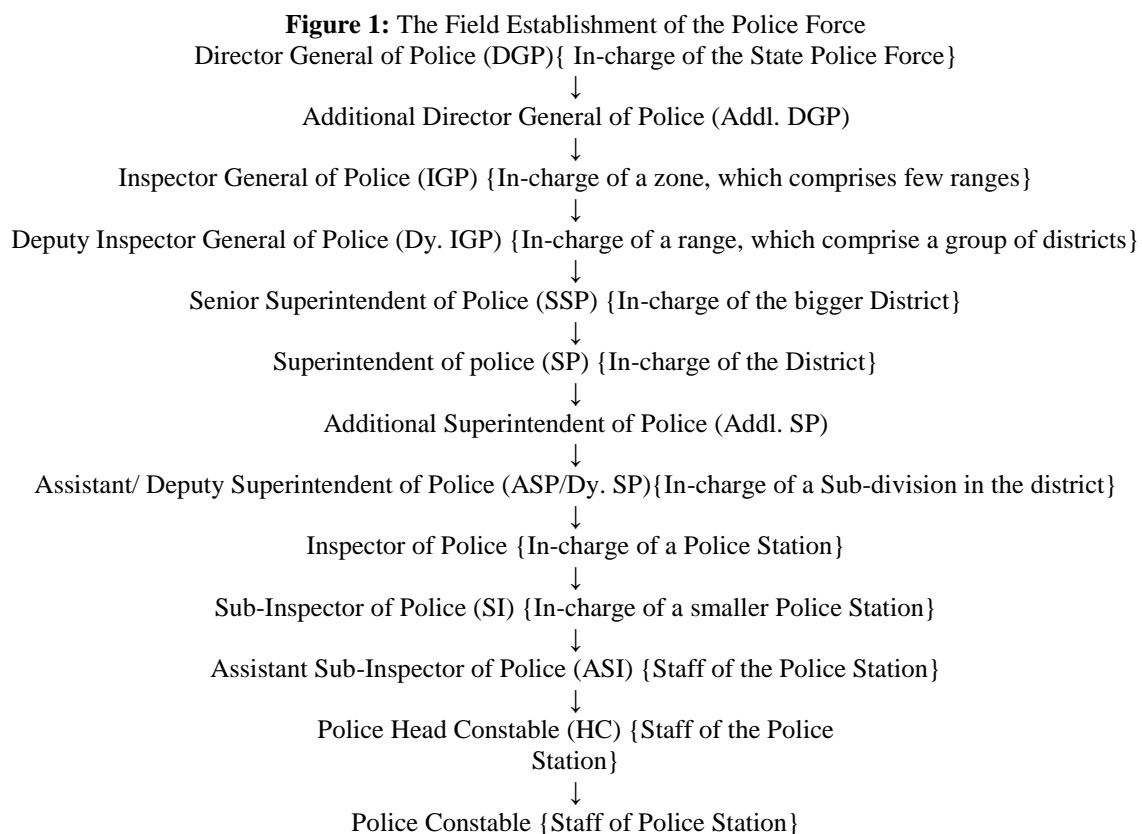
Police History

The police in India are as old as the nation herself. Ancient India saw police as an instrument under the kings. They were ministers or important individuals who were vested with police functions. The Moghul period

some kind of organized patterns set into the police system. However there were glaring differences between systems of policing from one state to another which was noticed by the British. Realizing the need for a unified policing system in India, the British by a process of experimentation evolved the existing pattern of Police that was embodied in the Indian Police Act, Act-V of 1861. Modeled on the pattern of the army, the police personnel are to be utilized mainly for quelling disturbances by the civil population. This system has been the basis for the formation and functioning of all police systems in India that are constantly waging a war against internal enemies.

The T.S. Police came into existence along with the formation of Telangana State. Some parts of the present Telangana state was ruled by the Asaf Jah dynasty. The organization of the police during this period was called the Kavali System or the Hindoo Police. In each village, town, city and district were stationed officers of police with gradations of rank and numbers of retainers commensurate with their ranges, from that of the humblest Kavilgar to the most powerful Poligar. The Kavilgars were entrusted the internal security and tranquility of the state. They were armed and paid by means of contributions from every inhabitant in addition to an assessment amount. The Poligars were expected to join the king's army in times of external danger. They were entrusted with the safety of public property and were armed with the means and paid for the purpose of protecting it. They were held responsible and questioned for all thefts, robberies, depredation, detection and apprehension of public offenders. When the British came in the 19th century they introduced a system of policing that initiated a process of transition from military diplomacy to a modernized system.

The Police Act 1861 instituted the system of policing which is in force in India today. It is Act V that regulates the organization, recruitment and discipline of the India Police. With the induction of the Police Code in 1865 and the creation of the post of Inspector General of Police, there was a marked improvement in the law and order scenario in the country.



Source: <http://www.tspolice.gov.in>

Employees' Relationship

The morning parade and salute to the commandant officer, the armed sentry at the superintendent gate and armed escort on the tour were symbols that placed the superiors on a high pedestal. This style of governance created a cultural setting in which the administrators were way above those bossy ruled and the distance was deliberately maintained. The subordinate officers were encouraged to assert their authority and perhaps their extortions were seen as a way to restrain the people. The cultist nature of the senior rank (Superiors) is visible not only in the common form of gatherings where subordinate salute and come to attention before senior officers

but also in their interaction. Constables and even middle level officers do not sit down in front of the superintendent. IPS officers still employ constables as personal orderlies who supply as servants of the officer. Office vehicles, telephone and staff are used for personal purposes. Subordinate officers escort the children to school or the spouse for shopping and making social visits.

Similarly subordinate officers are routinely utilized for making purchase and for making arrangements during private parties and functions. Thus there is a misuse of human resources. They have little legitimacy and moral strength to take a firm action against the extortions indulged by their officers. The police agitations clearly betrayed a lack of relationship between the superiors and subordinate in their forces. There is a growing feeling among the rank and file that the senior officers are neither able to protect them from unwarranted attacks from political and other quarters, nor effective in getting their legal grievances redressed by government or appropriate authority. The importance of controlling situational discretion, constructing relevant data sets and changing cultural in doctrinarian that creates gap between the superiors and the subordinates.

Leadership in the Police Department

The leadership role assumes great significance in all organization because without leadership, an organization is but a muddle of men and machines. The essence of leadership is the ability to obtain from each member of the organization, the highest quality of service he has the capacity to render. Leadership can be defined as the process of influencing the behaviour of others to work willingly and enthusiastically for achieving pre-determined goals. Good leadership in the organization itself is the motivating factor for any organization.

A successful police leader will be able to promote internal cohesion by emphasizing before his subordinates the goals of the organization and at the same time, treating them like human beings by recognizing and fulfilling their individual needs. In the context of police organization, leadership is the process of influencing organizational member to use their energies willingly and appropriately to facilitate the attainment of goals set up by the police organization.

The police leader should be tough, but sincere, accomplished but basic, formal but approachable, informal but strong, suspicious but empathetic, authoritarian but flexible, democratic but management oriented, physical bearing, moral courage, decisiveness, dependability, endurance, enthusiasm, initiative, integrity, judgment, justice, knowledge, loyalty and unselfishness are considered as essential traits of successful police leadership. Thus, the issue of police leadership itself needs to be addressed in the context of restructuring the entire police force and re-institutionalizing of effective leadership from within the organization based on the principles of professionalism, democratic value system, autonomy, management skills and commitment to public section.

II. Literature Review

Marwah, in his article has commented on human resource practices in police. As per his expert observations, the biggest resource the police department has is the human resources. Subordinate ranks are the cutting edge in the police department. It is mostly they who interact with the people. Their seniors should not neglect them. They should look after them and listen to them. The growing distance between junior ranks need to be reduced. They are a storehouse of information and are gifted with shrewdness. A well knit team can do wonders. Some are good at investigations and others in law and order duties. It is important to discriminate and make use of them according to their capabilities. He has accepted the fact that he himself has learnt more from juniors than from seniors. He believes that if one earns their respect and trust, this can be an invaluable asset. Sen expresses his views saying that in our country, an important factor responsible for episodic outbursts of police violence and brutality is the deplorable conditions under which police works. The hours of duties are long and irregular of all government agencies, the housing conditions are the worst.

According to Herzberg (1959), different factors combine to create job satisfaction and dissatisfaction among employee. He identified these as either motivators or hygiene factors. Motivators promote job satisfaction. They include: (a) achievement, (b) responsibility, (c) the work itself, (d) recognition, and (e) advancement/promotion. Hygiene factors do not directly lead to job satisfaction among employees. However, their absence may lead to job dissatisfaction. They consist of: (a) organizational policies, (b) supervision and leadership, (c) pay or salary, (d) work conditions, (e) communication with supervisors/work partners. Herzberg contended that employees need to reach an acceptable level of hygiene factors to feel neutral about their jobs. Therefore, employers should seek ways of eliminating dissatisfaction resulting from hygiene factors and focus on improving the motivators in the work environment to increase job satisfaction. Zhao and his colleagues (1999: 154) stated that Herzberg's (1968) two-factor theory of job satisfaction "provides a useful theoretical framework for empirically assessing officers' job satisfaction." They further suggested that a comprehensive examination of job satisfaction not only should cover organizational (work environment) variables but also certain job characteristics and employees' demographic characteristics.

These organizational variables have had differing impacts upon police job satisfaction. Slovak (1978) found that work satisfaction among police officers was multidimensional and was mostly determined by: (a) equipment/preparation, (b) compensation /advancement, and (c) management/organization. Dantzker and Surette (1996) determined that the police officers were least satisfied with pay and availability of in-service training but they were most satisfied with their present assignment and immediate supervisor support. Dantzker (1997) reported that organizational size had an impact on police officer job satisfaction. Police officers from agencies that employed less than 100 sworn officers had the highest job satisfaction levels among the three groups of agencies. Police officers from agencies that employed more than 500 sworn officers had the lowest job satisfaction levels among the three groups of agencies. Brunetto and Farr-Wharton (2002) found that pay, dealing with clientele and organizational management practices (promotion, appraisal, and other procedures) decreased police officer job satisfaction. Howard, Donofrio and Boles (2004) reported that work-family conflict was a strong predictor of different aspects of police job satisfaction.

III. Objectives of The Study

1. To examine the employees' relationship in police department.
2. To know how far employees' relationship effects the job satisfaction.
3. To study the other HRD climate factors in the police department.

Research Tool

The present study used the questionnaire as tool for data collection because of its numerous advantages and its ability to yield the most satisfactory range of reliable data. Questionnaires are most suitable in a quantitative study such as the present one. The researcher designed questionnaire in the local language so that the police employee can easily understand and give correct response and collected the secondary data from organization website; publications of the organization, annual reports and journals released by the organizations, office records etc.

Chi-Square Test: Chi-square test enables the researcher to find out whether the divergence between expected and actual frequencies is significant or not. The following formula can be used for calculating chi-square value.

$$\text{Ch-Square Test} = \frac{\sum \frac{(O - E)^2}{E}}$$

Where, O- Observed Frequency

E- Expected Frequency

Simple Percentage Analysis: Simple percentage method refers to specified kind which is used in making comparison between two or more series of data. Percentages are based on descriptive relationship. It compares the relative items. Since the percentage reduces everything to a common base and thereby allow meaning comparison. The following formula can be used for calculating percentage.

$$\text{Percentage} = \frac{\text{No. of respondents}}{\text{Total no. of respondents}} \times 100$$

Table 1:- Socio Economic Factors of Police Employees

S.No	Demographic Factors	No. of Respondents	%
1.	Gender	Male	94.77
		Female	5.23
		Total	100
2.	Age	18-28 years	55.9
		28-38 years	33.5
		38-48 years	10.6
		Total	100
3.	Educational Qualification	Others	3
		PG	14
		UG	39
		Inter	29
		SSC	15
		Total	100
4.	Regional wise Respondents	Kothagudam	16.41
		Khammam	19.42
		Dammameta	8.95

	Badhrachalam	48	17.91
	Kalluru	12	4.47
	Sathupally	52	19.42
	Aswaraopata	10	3.73
	V.M.Banjra	18	6.71
	Vemsoor	08	2.98
	Total	268	100

Source: Primary Data

From the above table the researcher finds that female respondents are less in total sample selected (14%). It is identified that most of the respondents are in age group of 18-28 years from this it is notified that their happen a huge recruitment few years back. Most of the police personnel are UG qualified. High numbers of the respondents are belonging to Khammam town and least number belongs to Vemsoor region.

Table 2:- Regional Wise Respondents of Police Employees

S.No.	Regional	PC	HC	WPC	WHC	ASI	SI	CI	DSP	Total
1	Khammam	30	04	00	04	04	06	04	00	52
2	Kothagudam	26	04	02	00	06	04	02	00	44
3	Bhadrachalam	30	06	02	02	02	04	02	00	48
4	Sathupally	28	08	04	02	06	00	02	02	52
5	Dammapeta	18	04	00	00	00	02	00	00	24
6	Kalluru	08	00	00	00	02	02	00	00	12
7	Aswaraopet	08	00	00	00	00	02	00	00	10
8	V.M.Banjra	16	00	00	00	00	02	00	00	18
9	Vemsoor	02	02	02	00	00	02	00	00	08
TOTAL										268

Source: Primary Data

Table 3:- Descriptive Statistics Based on Age Factor

S.No.	Designation	Age	Mean	Standard Deviation
1	Police Constable	18-28 years	8.4	6.06
		28-38 years	12.8	4.83
		38-48 years	11.2	4.96
2	Circle Inspector	28-38 years	0.4	0.8
		38-48 years	1.2	01
		48-58 years	0.4	0.8
3	Women Police Constable	18-28 years	1.6	1.497
		28-38 years	0.4	0.8
4	Women Head Constable	28-38 years	0.8	1.6
		38-48 years	1.2	1.6
5	Sub Inspector	28-38 years	04	2.83
		38-48 years	0.4	0.8
		48-58 years	0.4	0.8
6	Head Constable	38-48 years	4.4	2.33
		48-58 years	1.6	1.497

Source: Primary Data

Limitation of the Study

Any research have some limitations by which certain unavoidable circumstances for example time factor, respondent's attitude, their interest, cost, give the data confidently etc. these all factor affect the research study. Different research has their own limitations in this research the limitations are as follow:
The time taken for completion of the research is not adequate. So it is not possible to conduct the depths analysis.

1. The response given by the employees may not correct due of subject favoritism and unfairness of the people involved.
2. The study was conducted in Khammam district in selected police stations, which may not give the exact picture of the situation.

Hypothesis:

H₀: - There is no significant association in between relationship among police employees and job satisfaction.

H₁: - There is a significant association in between relationship among police employees and job satisfaction.

Table 4:- Chi-Square Test based on Age (Police Constable)

S.NO	QUESTION.NO	D.F	C.V	TV	HYPTS
1	The top management of Police goes out its way to ensure that the police personnel enjoy their work	12	12.54286	21.026	H₁

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2	The top management believes that people of police system are extremely important and they should be treated more humanly	12	7.516911	21.026	H ₁
3	Developing subordinates is considered as important part of their job by the top management in Police	12	12.45688	21.026	H ₁
4	The personnel policies are helpful to the human development in Police	12	8.814609	21.026	H ₁
5	The top management is willing to invest time and other resources to ensure the development of the Police personnel	12	6.107434	21.026	H ₁
6	The senior officers guide the juniors with interest to help them in their jobs in Police System	12	9.467837	21.026	H ₁
7	The personnel lacking competence are helped to gain competence by the senior and experienced people	12	4.215462	21.026	H ₁
8	The top executive believes that the behavior of police Personnel can be changed and can be helped to develop at any stage in their life	12	21.18387	21.026	H ₀
9	people in Police are helpful to each other	12	3.698363	21.026	H ₁
10	Junior Police people are very informal with their superiors	12	15.0792	21.026	H ₁
11	The junior people in Police discuss their personal problems with the senior officers and seek guidance for solving them	12	12.72645	21.026	H ₁
12	Human relations in Police are so good that any personnel wanting to acquire new knowledge and skill can do it	12	16.49716	21.026	H ₁
13	Seniors guide their juniors to prepare for their higher official responsibilities	12	4.177505	21.026	H ₁
14	The top executive scouts (searches for) for talent in the juniors and identify that and develop	12	28.44715	21.026	H ₀
15	Promotion in the organization is based on suitability of the person than on favoritism	12	9.101889	21.026	H ₁
16	Good work is rewarded in this organization through incentives	12	7.841345	21.026	H ₁
17	Good work is always observed and special care is taken to appreciate it	12	11.49265	21.026	H ₁
18	Performance appraisal or confidential reports are based on objective and full information and not based on favoritism	12	9.657908	21.026	H ₁
19	People in this police system do not have fixed mental impression about each other	12	11.24596	21.026	H ₁
20	The police people are encouraged to experiment with new ideas and try out creative methods	12	12.67451	21.026	H ₁
21	Mistakes made by the police is corrected and not punished by top management	12	11.7072	21.026	H ₁
22	The mistakes and weaknesses are communicated to the juniors by the seniors in a polite and non-threatening way	12	15.24716	21.026	H ₁
23	The police personnel are given feedback for future correction and development	12	13.51931	21.026	H ₁
24	The personnel in police take efforts to find out their strengths and weaknesses from their supervising officers and colleagues	12	9.583623	21.026	H ₁
25	The training is taken seriously by the Police and they learn from it	12	8.45038	21.026	H ₁
26	The trained personnel are given opportunities to practice their learning	12	6.361941	21.026	H ₁
27	Training is imparted based on genuine training needs	12	22.02365	21.026	H ₀
28	People trust each other in this organization.	12	17.02335	21.026	H ₁
29	The junior police personnel are not afraid to discuss or express their feelings with their superiors	12	13.6984	21.026	H ₁
30	The personnel do express and discuss their feelings with the subordinates and peers (colleagues)	12	11.44781	21.026	H ₁
31	The police personnel are encouraged to take decisions and initiatives in their own sphere without waiting for instructions from seniors	12	7.722125	21.026	H ₁
32	Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization	12	6.40384	21.026	H ₁
33	When seniors delegate authority to juniors, the juniors consider it as an opportunity for development	12	4.40207	21.026	H ₁
34	Team spirit is very high in this organization	12	12.51398	21.026	
35	Problems are discussed frankly and attempted to solve in mutually helpful way	12	11.17574	21.026	H ₁
36	Career development path is shown to the juniors by the seniors	12	14.23426	21.026	H ₁
37	The growth avenues of the organization are shown to the police personnel and are helped to prepare for individual development	12	12.00609	21.026	H ₁
38	The police personnel are aware of all the welfare schemes and the welfare delivery system is smooth and helpful in the police organization	12	26.25799	21.026	H ₀
39	Job enrichment and job enlargement is practiced in this organization. ('Job Enrichment' means motivated job performance. 'Job enlargement means ' enlarging the dimensions of the job.)	12	14.025	21.026	H ₁
40	The job-rotation helps the development of employees. ('Job rotation' means changing from one branch to another branch of activities)	12	8.535929	21.026	H ₁
41	Employees do not feel suffocated in this organization	12	19.85819	21.026	H ₀
42	Given an option, the employee will like to rejoin and work in this organization	12	19.37422	21.026	H ₀

43	The police personnel feel that all their interests are taken care of by the top management	12	10.02783	21.026	H ₁
44	The police personnel feel that the superiors are not the real hindrance to their progress	12	15.02172	21.026	H ₁
45	The police personnel feel that a change of top executive will help to improve their lot	12	8.805564	21.026	H ₁

Source: Primary Data

Table 5:- Chi-Square Test based on Age (Police Head Constable)

S.NO	QUESTION.NO	D.F	C.V	T.V	HYPTS
1	The top management of Police goes out its way to ensure that the police personnel enjoy their work	12	2.25	21.026	H ₁
2	The top management believes that people of police system are extremely important and they should be treated more humanly	12	2.85	21.026	H ₁
3	Developing subordinates is considered as important part of their job by the top management in Police	12	6	21.026	H ₁
4	The personnel policies are helpful to the human development in Police	12	5.025	21.026	H ₁
5	The top management is willing to invest time and other resources to ensure the development of the Police personnel	12	5.25	21.026	H ₁
6	The senior officers guide the juniors with interest to help them in their jobs in Police System	12	5.625	21.026	H ₁
7	The personnel lacking competence are helped to gain competence by the senior and experienced people	12	6	21.026	H ₁
8	The top executive believes that the behavior of police Personnel can be changed and can be helped to develop at any stage in their life	12	8.4	21.026	H ₁
9	people in Police are helpful to each other	12	3	21.026	H ₁
10	Junior Police people are very informal with their superiors	12	5.625	21.026	H ₁
11	The junior people in Police discuss their personal problems with the senior officers and seek guidance for solving them	12	6.66	21.026	H ₁
12	Human relations in Police are so good that any personnel wanting to acquire new knowledge and skill can do it	12	0.75	21.026	H ₁
13	Seniors guide their juniors to prepare for their higher official responsibilities	12	6	21.026	H ₁
14	The top executive scouts (searches for) for talent in the juniors and identify that and develop	12	3	21.026	H ₁
15	Promotion in the organization is based on suitability of the person than on favoritism	12	4.285	21.026	H ₁
16	Good work is rewarded in this organization through incentives	12	3.225	21.026	H ₁
17	Good work is always observed and special care is taken to appreciate it	12	5.625	21.026	H ₁
18	Performance appraisal or confidential reports are based on objective and full information and not based on favoritism	12	3	21.026	H ₁
19	People in this police system do not have fixed mental impression about each other	12	4.125	21.026	H ₁
20	The police people are encouraged to experiment with new ideas and try out creative methods	12	3.6	21.026	H ₁
21	Mistakes made by the police is corrected and not punished by top management	12	3	21.026	H ₁
22	The mistakes and weaknesses are communicated to the juniors by the seniors in a polite and non-threatening way	12	0.225	21.026	H ₁
23	The police personnel are given feedback for future correction and development	12	1.5	21.026	H ₁
24	The personnel in police take efforts to find out their strengths and weaknesses from their supervising officers and colleagues	12	0	21.026	H ₁
25	The training is taken seriously by the Police and they learn from it	12	3	21.026	H ₁
26	The trained personnel are given opportunities to practice their learning	12	3.75	21.026	H ₁
27	Training is imparted based on genuine training needs	12	2.1	21.026	H ₁
28	People trust each other in this organization.	12	2.4	21.026	H ₁
29	The junior police personnel are not afraid to discuss or express their feelings with their superiors	12	3.75	21.026	H ₁
30	The personnel do express and discuss their feelings with the subordinates and peers (colleagues)	12	3.75	21.026	H ₁
31	The police personnel are encouraged to take decisions and initiatives in their own sphere without waiting for instructions from seniors	12	6.375	21.026	H ₁
32	Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization	12	3.75	21.026	H ₁
33	When seniors delegate authority to juniors, the juniors consider it as an opportunity for development	12	5.025	21.026	H ₁
34	Team spirit is very high in this organization	12	6	21.026	H ₁
35	Problems are discussed frankly and attempted to solve in mutually helpful way	12	3.375	21.026	H ₁
36	Career development path is shown to the juniors by the seniors	12	5.625	21.026	H ₁
37	The growth avenues of the organization are shown to the police personnel and	12	2.25	21.026	H ₁

	are helped to prepare for individual development				
38	The police personnel are aware of all the welfare schemes and the welfare delivery system is smooth and helpful in the police organization	12	6.375	21.026	H ₁
39	Job enrichment and job enlargement is practiced in this organization. ('Job Enrichment' means motivated job performance. 'Job enlargement means ' enlarging the dimensions of the job.)	12	3.15	21.026	H ₁
40	The job-rotation helps the development of employees. ('Job rotation' means changing from one branch to another branch of activities)	12	0.91	21.026	H ₁
41	Employees do not feel suffocated in this organization	12	6.66	21.026	H ₁
42	Given an option, the employee will like to rejoin and work in this organization	12	5.025	21.026	H ₁
43	The police personnel feel that all their interests are taken care of by the top management	12	3.225	21.026	H ₁
44	The police personnel feel that the superiors are not the real hindrance to their progress	12	2.625	21.026	H ₁
45	The police personnel feel that a change of top executive will help to improve their lot	12	7.5	21.026	H ₁

Source: Primary Data

Table 6:- Chi-Square Test based on Age (Sub-Inspector)

S,NO	QUESTION.NO	D.F	C.V	T.V	HYPTS
1	The top management of Police goes out its way to ensure that the police personnel enjoy their work	12	6.4	21.026	H ₁
2	The top management believes that people of police system are extremely important and they should be treated more humanly	12	3.885	21.026	H ₁
3	Developing subordinates is considered as important part of their job by the top management in Police	12	7.5	21.026	H ₁
4	The personnel policies are helpful to the human development in Police	12	6.4	21.026	H ₁
5	The top management is willing to invest time and other resources to ensure the development of the Police personnel	12	4.8	21.026	H ₁
6	The senior officers guide the juniors with interest to help them in their jobs in Police System	12	1.714	21.026	H ₁
7	The personnel lacking competence are helped to gain competence by the senior and experienced people	12	4.2	21.026	H ₁
8	The top executive believes that the behavior of police Personnel can be changed and can be helped to develop at any stage in their life	12	3.65	21.026	H ₁
9	people in Police are helpful to each other	12	2.4	21.026	H ₁
10	Junior Police people are very informal with their superiors	12	4.64	21.026	H ₁
11	The junior people in Police discuss their personal problems with the senior officers and seek guidance for solving them	12	3.885	21.026	H ₁
12	Human relations in Police are so good that any personnel wanting to acquire new knowledge and skill can do it	12	14.8	21.026	H ₁
13	Seniors guide their juniors to prepare for their higher official responsibilities	12	15.2	21.026	H ₁
14	The top executive scouts (searches for) talent in the juniors and identify that and develop	12	7.5	21.026	H ₁
15	Promotion in the organization is based on suitability of the person than on favoritism	12	4.2	21.026	H ₁
16	Good work is rewarded in this organization through incentives	12	3.36	21.026	H ₁
17	Good work is always observed and special care is taken to appreciate it	12	6.4	21.026	H ₁
18	Performance appraisal or confidential reports are based on objective and full information and not based on favoritism	12	13	21.026	H ₁
19	People in this police system do not have fixed mental impression about each other	12	8.6	21.026	H ₁
20	The police people are encouraged to experiment with new ideas and try out creative methods	12	3.36	21.026	H ₁
21	Mistakes made by the police is corrected and not punished by top management	12	7.2	21.026	H ₁
22	The mistakes and weaknesses are communicated to the juniors by the seniors in a polite and non-threatening way	12	13	21.026	H ₁
23	The police personnel are given feedback for future correction and development	12	3.885	21.026	H ₁
24	The personnel in police take efforts to find out their strengths and weaknesses from their supervising officers and colleagues	12	14.1	21.026	H ₁
25	The training is taken seriously by the Police and they learn from it	12	2.4	21.026	H ₁
26	The trained personnel are given opportunities to practice their learning	12	2.4	21.026	H ₁
27	Training is imparted based on genuine training needs	12	1.2	21.026	H ₁
28	People trust each other in this organization.	12	3.36	21.026	H ₁
29	The junior police personnel are not afraid to discuss or express their feelings with their superiors	12	10.8	21.026	H ₁
30	The personnel do express and discuss their feelings with the subordinates and peers (colleagues)	12	6.84	21.026	H ₁

31	The police personnel are encouraged to take decisions and initiatives in their own sphere without waiting for instructions from seniors	12	4.8	21.026	H ₁
32	Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization	12	5.3	21.026	H ₁
33	When seniors delegate authority to juniors, the juniors consider it as an opportunity for development	12	3.1	21.026	H ₁
34	Team spirit is very high in this organization	12	7.5	21.026	H ₁
35	Problems are discussed frankly and attempted to solve in mutually helpful way	12	6.4	21.026	H ₁
36	Career development path is shown to the juniors by the seniors	12	6.085	21.026	H ₁
37	The growth avenues of the organization are shown to the police personnel and are helped to prepare for individual development	12	12	21.026	H ₁
38	The police personnel are aware of all the welfare schemes and the welfare delivery system is smooth and helpful in the police organization	12	4.2	21.026	H ₁
39	Job enrichment and job enlargement is practiced in this organization. ('Job Enrichment' means motivated job performance. 'Job enlargement means ' enlarging the dimensions of the job.)	12	8.6	21.026	H ₁
40	The job-rotation helps the development of employees. ('Job rotation' means changing from one branch to another branch of activities)	12	5.3	21.026	H ₁
41	Employees do not feel suffocated in this organization	12	4.714	21.026	H ₁
42	Given an option, the employee will like to rejoin and work in this organization	12	8.6	21.026	H ₁
43	The police personnel feel that all their interests are taken care of by the top management	12	6.84	21.026	H ₁
44	The police personnel feel that the superiors are not the real hindrance to their progress	12	3.1	21.026	H ₁
45	The police personnel feel that a change of top executive will help to improve their lot	12	14.1	21.026	H ₁

Source: Primary Data

Table 7:- Chi-Square Test based on Age (Circular Inspector)

S.NO	QUESTION.NO	D.F	C.V	T.V	HYPTS
1	The top management of Police goes out its way to ensure that the police personnel enjoy their work	12	2.222222	21.026	H ₁
2	The top management believes that people of police system are extremely important and they should be treated more humanly	12	5	21.026	H ₁
3	Developing subordinates is considered as important part of their job by the top management in Police	12	2.222222	21.026	H ₁
4	The personnel policies are helpful to the human development in Police	12	3.333333	21.026	H ₁
5	The top management is willing to invest time and other resources to ensure the development of the Police personnel	12	3.333333	21.026	H ₁
6	The senior officers guide the juniors with interest to help them in their jobs in Police System	12	2.222222	21.026	H ₁
7	The personnel lacking competence are helped to gain competence by the senior and experienced people	12	3.333333	21.026	H ₁
8	The top executive believes that the behavior of police Personnel can be changed and can be helped to develop at any stage in their life	12	3.333333	21.026	H ₁
9	people in Police are helpful to each other	12	3.333333	21.026	H ₁
10	Junior Police people are very informal with their superiors	12	6.666667	21.026	H ₁
11	The junior people in Police discuss their personal problems with the senior officers and seek guidance for solving them	12	6.666667	21.026	H ₁
12	Human relations in Police are so good that any personnel wanting to acquire new knowledge and skill can do it	12	10	21.026	H ₁
13	Seniors guide their juniors to prepare for their higher official responsibilities	12	2.222222	21.026	H ₁
14	The top executive scouts (searches for) for talent in the juniors and identify that and develop	12	6.666667	21.026	H ₁
15	Promotion in the organization is based on suitability of the person than on favoritism	12	6.666667	21.026	H ₁
16	Good work is rewarded in this organization through incentives	12	3.333333	21.026	H ₁
17	Good work is always observed and special care is taken to appreciate it	12	6.666667	21.026	H ₁
18	Performance appraisal or confidential reports are based on objective and full information and not based on favoritism	12	6.666667	21.026	H ₁
19	People in this police system do not have fixed mental impression about each other	12	6.666667	21.026	H ₁
20	The police people are encouraged to experiment with new ideas and try out creative methods	12	6.666667	21.026	H ₁
21	Mistakes made by the police is corrected and not punished by top management	12	6.666667	21.026	H ₁
22	The mistakes and weaknesses are communicated to the juniors by the seniors in a polite and non-threatening way	12	6.666667	21.026	H ₁

23	The police personnel are given feedback for future correction and development	12	3.333333	21.026	H ₁
24	The personnel in police take efforts to find out their strengths and weaknesses from their supervising officers and colleagues	12	6.666667	21.026	H ₁
25	The training is taken seriously by the Police and they learn from it	12	6.666667	21.026	H ₁
26	The trained personnel are given opportunities to practice their learning	12	3.333333	21.026	H ₁
27	Training is imparted based on genuine training needs	12	6.666667	21.026	H ₁
28	People trust each other in this organization.	12	3.333333	21.026	H ₁
29	The junior police personnel are not afraid to discuss or express their feelings with their superiors	12	3.333333	21.026	H ₁
30	The personnel do express and discuss their feelings with the subordinates and peers (colleagues)	12	3.333333	21.026	H ₁
31	The police personnel are encouraged to take decisions and initiatives in their own sphere without waiting for instructions from seniors	12	2.222222	21.026	H ₁
32	Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization	12	3.333333	21.026	H ₁
33	When seniors delegate authority to juniors, the juniors consider it as an opportunity for development	12	3.333333	21.026	H ₁
34	Team spirit is very high in this organization	12	6.666667	21.026	H ₁
35	Problems are discussed frankly and attempted to solve in mutually helpful way	12	10	21.026	H ₁
36	Career development path is shown to the juniors by the seniors	12	6.666667	21.026	H ₁
37	The growth avenues of the organization are shown to the police personnel and are helped to prepare for individual development	12	6.666667	21.026	H ₁
38	The police personnel are aware of all the welfare schemes and the welfare delivery system is smooth and helpful in the police organization	12	6.666667	21.026	H ₁
39	Job enrichment and job enlargement is practiced in this organization. ('Job Enrichment' means motivated job performance. 'Job enlargement means 'enlarging the dimensions of the job.)	12	10	21.026	H ₁
40	The job-rotation helps the development of employees. ('Job rotation' means changing from one branch to another branch of activities)	12	5	21.026	H ₁
41	Employees do not feel suffocated in this organization	12	5	21.026	H ₁
42	Given an option, the employee will like to rejoin and work in this organization	12	6.666667	21.026	H ₁
43	The police personnel feel that all their interests are taken care of by the top management	12	2.222222	21.026	H ₁
44	The police personnel feel that the superiors are not the real hindrance to their progress	12	3.333333	21.026	H ₁
45	The police personnel feel that a change of top executive will help to improve their lot	12	2.222222	21.026	H ₁

Source: Primary Data

Table 8:- Chi-Square Test based on Age (Women Police Constable)

S.NO	QUESTION.NO	D.F	C.V	T.V	HYPTS
1	The top management of Police goes out its way to ensure that the police personnel enjoy their work	12	5	21.026	H ₁
2	The top management believes that people of police system are extremely important and they should be treated more humanly	12	1.875	21.026	H ₁
3	Developing subordinates is considered as important part of their job by the top management in Police	12	5	21.026	H ₁
4	The personnel policies are helpful to the human development in Police	12	5	21.026	H ₁
5	The top management is willing to invest time and other resources to ensure the development of the Police personnel	12	0.833	21.026	H ₁
6	The senior officers guide the juniors with interest to help them in their jobs in Police System	12	0.833	21.026	H ₁
7	The personnel lacking competence are helped to gain competence by the senior and experienced people	12	5	21.026	H ₁
8	The top executive believes that the behavior of police Personnel can be changed and can be helped to develop at any stage in their life	12	1.875	21.026	H ₁
9	people in Police are helpful to each other	12	5	21.026	H ₁
10	Junior Police people are very informal with their superiors	12	5	21.026	H ₁
11	The junior people in Police discuss their personal problems with the senior officers and seek guidance for solving them	12	5	21.026	H ₁
12	Human relations in Police are so good that any personnel wanting to acquire new knowledge and skill can do it	12	5	21.026	H ₁
13	Seniors guide their juniors to prepare for their higher official responsibilities	12	1.875	21.026	H ₁
14	The top executive scouts (searches for) for talent in the juniors and identify that and develop	12	0.833	21.026	H ₁
15	Promotion in the organization is based on suitability of the person than	12	1.875	21.026	H ₁

	on favoritism				
16	Good work is rewarded in this organization through incentives	12	5	21.026	H ₁
17	Good work is always observed and special care is taken to appreciate it	12	1.875	21.026	H ₁
18	Performance appraisal or confidential reports are based on objective and full information and not based on favoritism	12	1.833	21.026	H ₁
19	People in this police system do not have fixed mental impression about each other	12	1.875	21.026	H ₁
20	The police people are encouraged to experiment with new ideas and try out creative methods	12	5	21.026	H ₁
21	Mistakes made by the police is corrected and not punished by top management	12	5	21.026	H ₁
22	The mistakes and weaknesses are communicated to the juniors by the seniors in a polite and non-threatening way	12	0.833	21.026	H ₁
23	The police personnel are given feedback for future correction and development	12	5	21.026	H ₁
24	The personnel in police take efforts to find out their strengths and weaknesses from their supervising officers and colleagues	12	5	21.026	H ₁
25	The training is taken seriously by the Police and they learn from it	12	5	21.026	H ₁
26	The trained personnel are given opportunities to practice their learning	12	1.875	21.026	H ₁
27	Training is imparted based on genuine training needs	12	5	21.026	H ₁
28	People trust each other in this organization.	12	0.833	21.026	H ₁
29	The junior police personnel are not afraid to discuss or express their feelings with their superiors	12	0.833	21.026	H ₁
30	The personnel do express and discuss their feelings with the subordinates and peers (colleagues)	12	0.833	21.026	H ₁
31	The police personnel are encouraged to take decisions and initiatives in their own sphere without waiting for instructions from seniors	12	0.833	21.026	H ₁
32	Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization	12	1.875	21.026	H ₁
33	When seniors delegate authority to juniors, the juniors consider it as an opportunity for development	12	5	21.026	H ₁
34	Team spirit is very high in this organization	12	1.875	21.026	H ₁
35	Problems are discussed frankly and attempted to solve in mutually helpful way	12	1.875	21.026	H ₁
36	Career development path is shown to the juniors by the seniors	12	5	21.026	H ₁
37	The growth avenues of the organization are shown to the police personnel and are helped to prepare for individual development	12	5	21.026	H ₁
38	The police personnel are aware of all the welfare schemes and the welfare delivery system is smooth and helpful in the police organization	12	5	21.026	H ₁
39	Job enrichment and job enlargement is practiced in this organization. ('Job Enrichment' means motivated job performance. 'Job enlargement means 'enlarging the dimensions of the job.)	12	0.833	21.026	H ₁
40	The job-rotation helps the development of employees. ('Job rotation' means changing from one branch to another branch of activities)	12	1.875	21.026	H ₁
41	Employees do not feel suffocated in this organization	12	1.875	21.026	H ₁
42	Given an option, the employee will like to rejoin and work in this organization	12	0.833	21.026	H ₁
43	The police personnel feel that all their interests are taken care of by the top management	12	1.875	21.026	H ₁
44	The police personnel feel that the superiors are not the real hindrance to their progress	12	0.833	21.026	H ₁
45	The police personnel feel that a change of top executive will help to improve their lot	12	5	21.026	H ₁

Source: Primary Data

Table 9:- Chi-Square Test based on Age (Women Head Constable)

S.NO	QUESTION.NO	D.F	C.V	T.V	HYPTS
1	The top management of Police goes out its way to ensure that the police personnel enjoy their work	12	0.833	21.026	H ₁
2	The top management believes that people of police system are extremely important and they should be treated more humanly	12	2.916	21.026	H ₁
3	Developing subordinates is considered as important part of their job by the top management in Police	12	2.916	21.026	H ₁
4	The personnel policies are helpful to the human development in Police	12	2.916	21.026	H ₁
5	The top management is willing to invest time and other resources to ensure the development of the Police personnel	12	2.916	21.026	H ₁
6	The senior officers guide the juniors with interest to help them in their jobs in Police System	12	2.222	21.026	H ₁
7	The personnel lacking competence are helped to gain competence by the senior and experienced people	12	2.222	21.026	H ₁

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8	The top executive believes that the behavior of police Personnel can be changed and can be helped to develop at any stage in their life	12	2.222	21.026	H ₁
9	people in Police are helpful to each other	12	2.916	21.026	H ₁
10	Junior Police people are very informal with their superiors	12	5	21.026	H ₁
11	The junior people in Police discuss their personal problems with the senior officers and seek guidance for solving them	12	2.916	21.026	H ₁
12	Human relations in Police are so good that any personnel wanting to acquire new knowledge and skill can do it	12	2.222	21.026	H ₁
13	Seniors guide their juniors to prepare for their higher official responsibilities	12	2.916	21.026	H ₁
14	The top executive scouts (searches for) for talent in the juniors and identify that and develop	12	2.916	21.026	H ₁
15	Promotion in the organization is based on suitability of the person than on favoritism.	12	2.916	21.026	H ₁
16	Good work is rewarded in this organization through incentives	12	2.916	21.026	H ₁
17	Good work is always observed and special care is taken to appreciate it	12	0.138	21.026	H ₁
18	Performance appraisal or confidential reports are based on objective and full information and not based on favoritism	12	0.833	21.026	H ₁
19	People in this police system do not have fixed mental impression about each other	12	2.916	21.026	H ₁
20	The police people are encouraged to experiment with new ideas and try out creative methods	12	2.916	21.026	H ₁
21	Mistakes made by the police is corrected and not punished by top management	12	0.138	21.026	H ₁
22	The mistakes and weaknesses are communicated to the juniors by the seniors in a polite and non-threatening way	12	2.222	21.026	H ₁
23	The police personnel are given feedback for future correction and development	12	2.916	21.026	H ₁
24	The personnel in police take efforts to find out their strengths and weaknesses from their supervising officers and colleagues	12	2.916	21.026	H ₁
25	The training is taken seriously by the Police and they learn from it	12	2.22	21.026	H ₁
26	The trained personnel are given opportunities to practice their learning	12	5	21.026	H ₁
27	Training is imparted based on genuine training needs	12	5	21.026	H ₁
28	People trust each other in this organization.	12	0.833	21.026	H ₁
29	The junior police personnel are not afraid to discuss or express their feelings with their superiors	12	0.833	21.026	H ₁
30	The personnel do express and discuss their feelings with the subordinates and peers (colleagues)	12	5	21.026	H ₁
31	The police personnel are encouraged to take decisions and initiatives in their own sphere without waiting for instructions from seniors	12	2.222	21.026	H ₁
32	Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization	12	0.833	21.026	H ₁
33	When seniors delegate authority to juniors, the juniors consider it as an opportunity for development	12	2.916	21.026	H ₁
34	Team spirit is very high in this organization	12	5	21.026	H ₁
35	Problems are discussed frankly and attempted to solve in mutually helpful way	12	2.222	21.026	H ₁
36	Career development path is shown to the juniors by the seniors	12	2.222	21.026	H ₁
37	The growth avenues of the organization are shown to the police personnel and are helped to prepare for individual development	12	2.916	21.026	H ₁
38	The police personnel are aware of all the welfare schemes and the welfare delivery system is smooth and helpful in the police organization	12	2.916	21.026	H ₁
39	Job enrichment and job enlargement is practiced in this organization. ('Job Enrichment' means motivated job performance. 'Job enlargement' means 'enlarging the dimensions of the job.)	12	2.916	21.026	H ₁
40	The job-rotation helps the development of employees. ('Job rotation' means changing from one branch to another branch of activities)	12	5	21.026	H ₁
41	Employees do not feel suffocated in this organization	12	2.222	21.026	H ₁
42	Given an option, the employee will like to rejoin and work in this organization	12	5	21.026	H ₁
43	The police personnel feel that all their interests are taken care of by the top management	12	2.916	21.026	H ₁
44	The police personnel feel that the superiors are not the real hindrance to their progress	12	2.916	21.026	H ₁
45	The police personnel feel that a change of top executive will help to improve their lot	12	0.138	21.026	H ₁

Source: Primary Data

It is clearly that all the calculated values are less than the table values. Hence accepted H_1 , it can infer that there is a significant association in between relationship among police employees and job satisfaction. Except in case of the factors 8, 14, 27, 38, 41 and 42 in table 4.

IV. Findings

1. Male domination is more in the police department in T.S.
2. The leave policy is not moderated according to the changing work environment.
3. Autocracy in police organization.
4. It is identified that most of the superiors have inferiority complex on subordinates at work place that is reason that most of the superiors and seniors not supporting and helping the subordinates and juniors in their job.
5. Junior police officers are afraid to their seniors to discuss about their professional as well as personal problems.
6. The police stations still do not have even basic amenities such as toilets, rest rooms, mineral water facility, etc.
7. The women police staffs are facing a lot of problems due to lack of basic amenities and most of them are willing to change their profession if they were given a chance.
8. It is identified from the research that there is no sufficient place for parking their personal vehicles in the stations.
9. Most of the female employees are having domination from male in the police stations due to lack of strength.
10. Female respondents are not comfortable to discuss their personal and professional problems because most of their superiors are men.
11. Some police stations are far away from the village/town so it is difficult to communicate in emergency.
12. There is no proper fencing/compound wall around the police station. So, most of the police personnel feel unsafe to work in such environment.
13. Orderly system became major problem for both juniors and subordinates.
14. People in this police system do not have fixed mental impression about each other due to pressure from the superiors.
15. Most of the police personnel are not aware about their welfare schemes and system in the organization.
16. The Job enrichment and Job enlargement practice in this organization done mostly on preferential treatment.
17. Most of the police personnel feel dissatisfaction due to lack of specific working time.
18. All the designations of police personnel are facing problems from their superiors.
19. Most of the police employee does not trust each other. There is lack of trust in the police personnel in each other.
20. From the research it is observed that no social interaction between superior, subordinate and peers.
21. Lack of reward and admire is also one of the reason for weak relationship in the police personnel.
22. Most of the employees are dissatisfied with their work relationship due to lack of humanity in the work environment.
23. There is lacking of human relationship due to inferiority complex among the superiors, subordinates and peers.
24. Implementation of HR practices such as Job Enrichment and Job enlargement are moderate in this organization.
25. Police employees are feeling sad about the Job rotation practice in the organization.
26. It is identified that there is no significant association in the perception on work relationship among police employees in relation to designation (Police Constable) and age group, regarding the top executive believes on police personnel behavioral change.
27. There is a no significant association in the perception of job satisfaction among police employees in relation to designation (Police Constable) and age group for the factor the top executive scouts for talent in the juniors and identify that and develop.
28. National Police Commission Seventh Report - May 1981 given a report on the infrastructure in each and every police station but till it is not up to the report.
29. There is a lacking in continues training to the employees in police department.
30. National Police Commission Fifth Report - November 1980 which highlights Women Police Officers importance in the department is also not fulfilled by the organization.
31. It is observed from the research that there is a direct effect of HRD climate on employee relationship i.e., relationship between superior and subordinates, juniors and seniors and peers groups.

V. Recommendations

1. It is recommended conducting periodical refreshment programs to the employees.
2. They also should concentrate on the yoga class to the employees to overcome job stress.
3. They should develop coordination in between superior and subordinates and juniors and seniors employees through arranging annual programs at every police station once in a year.
4. The research suggests that periodic psychoanalysis should be conducted to the police employees to overcome the frustration that appears by dealing with criminals.
5. It is suggested to conduct seminars and workshops on team building, human relationships, goal setting and self-reliance by experts.
6. The research also recommends displaying quotations and pictures in the police staff rooms to motivate and inspirits to human relations and team work at work place.
7. The department recruitment should be done according to the norms so that there will be no variance in the performance of coping.
8. A special care should be taken for the women employees by allotting the entire essential requirement at work place.
9. There is a necessary to moderate the police stations with good infrastructure and near to the town or villages is also compulsory.
10. It is suggested to develop a decentralization procedure so that the junior and subordinates can easily communicate or share the ideas to their superiors.
11. Research also recommended to set up a good leave system to reduce the dissatisfaction among the employees.
12. It is also suggested to the head of the police station should grant the leaves to the employees on their emergency requirement but not on favoritism.
13. An induction program should conduct to the new employees and a special interaction program is also suggested for the interaction of new employees and existing employees to share their views and experience.
14. Women officers should be recruited in much larger numbers than at present, particularly to the ranks of Constables, Head Constables, Assistant Sub-Inspectors and Sub-Inspectors of Police and appoint them not in urban but also in rural areas.
15. It is recommended to post at least 30% of women employees at each police station to reduce misbehavior of men employee on female criminals.
16. The management of police department also should give equal importance to women employees at work place.
17. It is opinion to implement the modern HRD practices in the police organization to strengthen the human relations.

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