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A Study on Public Policy Issues towards Management and Deployment of Police Personnel with Reference to North Bengaluru

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A B S T R A C T

Human Resource Management (HRM) in Police has the responsibility for identifying, selecting, inducing the competent police personnel, training them, facilitating and monitoring them to perform efficiently. HRM in police is supposed to render direct services to the society and is responsible for protection of members of the society. Police personnel, who are qualified, well trained are motivated are led by competent superiors and these superiors are responsible for development of the present federal structure. The federal structure, system and its sustainability depends completely on superiors and their main duty is to maintain enforcement of law and this can happen only if they have autonomy. Core function of Police Service should be for general public and this can be provided through community policing and they may not serve any political parties except for the Chief Minister. Through exploratory study in this paper it is summed up that the success of police policies is determined by two factors. (a) *Governments and top management in police* who formulates and determines central and state policies wisely and by (b) *Dynamic leadership of line executives* both technical and non-technical. A plan of action is designed and discussed to achieve a strong federal system in the long run. Descriptive statistics is used to analyse the data collected through two questionnaires from both public and police and the aim of this research is to bridge the gap between the perceptions of both parties and provide suitable recommendations for the existing system.

1. Introduction

1.1 Indian Police: The Context

The term police has been derived from the latin word 'politia' which means the condition of a Polis or State. According to Oxford dictionary, the term police means a system of regulation

for the preservation of order and enforcement of law; the internal government of State. Police refers to civil functionaries charged with maintaining public order and safety and enforcing the law including prevention and detection of crime. The Indian police system, designed in 1860, has the primary objectives it is to meet the exigencies of trade and company profit. Accordingly, the emphasis was on order maintenance, on keeping the trade routes safe and ensuring that the unhindered exploitation of resources. The Police Commission was appointed in August 1860 and the commission was made to bear in mind that *functions of a police are either protective and repressive or detective* and that *the line which separates the protective and repressive functions of a civil force from*

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functions purely military, may not always be very clear (Imperial Gazetteer of India, Part IV, reprint 1909, p. 380).

1.2. Indian Police Act of 1861

The *Indian Police Act* (IPA) of 1861 established organized police forces the responsibility of the various provincial governments. The Act instituted a system of policing in India which is still a core function. IPA act brought uniformity in administration with the district police placed under the supervision and control of the District Magistrate. The areas covered in human resource management in the police department are Recruitment and selection, Training, Transfers and promotions, Leadership, Communication, Authority and Responsibility, Motivation and Incentives, Superior-Subordinate relationship, Compensation Management and Performance Appraisal.

2. Literature Review

Bhanu and Stone (2002) explains that police reforms are not an easy task without a committed leadership, political backing. Active public support is essential for police function where citizens are their customers and not the political rulers.

Agarwal (2002) explored that traditional crimes are committed using non-traditional methods using sophisticated technologies and crime likes internet paedophilia, cybercrime, child pornography, password sniffing, spoofing, software piracy, fraudulent practices and hacking requires high-end trained technical experts and latest interventions from police.

Singh and Singh (2008) identified few role dimensions of people friendly police which includes police having community policing approach involving general public in crime detection, providing and impartial and humanistic approach where police treats all sections of society equally and is supportive, sympathetic and caring.

Singh (2008) explains that the behavior and traits of superiors on communication, inter-personnel skill, man-management and relationship management definitely affects the productivity of juniors.

Sarma (2009) has found that police face lot of stress and their work includes health hazards if posted in traffic and there is no fixed hours of duty and there is lot of professional hazards.

Avantika and Saxena (2012) has identified several career drivers of police personnel like inner imperatives, material rewards, status, power, influence, security, search for meaning, expertise, creativity, affiliation, autonomy contributes to the police commitment of duties.

Sekar, Subburaj and Sundaram (2013) in their study find that there are several causes for stress like organizational policy, irregular work schedules, demanding duties, negative media, poor supervision and poor organization policy which overlooks the age, gender, religion and marital status of the police personnel.

Dean and Gottschalk (2013) states that a well-regarded police service is a prerequisite for the positive perception of law enforcement and justice. Leadership is a key element for ensuring integrity and accountability in policing.

Masahiro and Koichi (2015) in a study found that public cooperation and perceived police legitimacy is low among public and is affected by gender, age, education, marital status, years of residence, and perceived sanctions by the citizens are determinants of cooperation.

Stoughton (2015) observes that police personnel are repeatedly trained to be vigilant, attentive, cautious, alert, and be constantly prepared for the unknown and unpredictable enemy who may even kill them, and in the process police personnel learn to be afraid at all time and this creates an invisible barrier to true community policing and public service.

The researchers have made an attempt to understand **three research questions** which led to the **research gap**. **(i)** Why do we have a police force? The answer may be ‘to provide citizens with a sense of safety and security’. The police are there to maintain peace and order in society as well as prevent and detect crime. **(ii)** What are the police supposed to do? The police force has a responsibility for maintaining overall law and order and for this purpose also gathers information about what is happening in and around the community it serves. **(iii)** What is meant by police powers? The police may have different powers, all of which are given by law and they must use them according to the procedure laid down by the law and any abuse of power or negligence of duty will amount to a breach of discipline and the police officer is liable to be punished.

3. Methodology

The research gap identified leads to two hypothesis. The methodology adopted is exploratory and descriptive research. Data collected for the primary research was through two questionnaires.

One for the general public with 78 respondents giving their perception on the service of the police personnel to the general public of North Bengaluru and their issues were framed into 24 questions with multiple choice probing on smaller to larger issues. The second questionnaire consisted of 34 questions distributed to 100 police personnel from North Bengaluru. Police personnel includes from Sub-Inspector of Police to the constable, covering all the levels of Police. Sufficient research articles on Police and the federal laws were examined and required data was included for the logical analysis of the paper. An attempt has been made to analyse the existing Police Policies and to study the existing federal system of Indian Police their system, strategy and suggestions are provided for a synergistic effect of the same.

3.1 Structure of the Police Department is as follows

1	Director General of Police (DGP) <i>{In-charge of the State}</i>
2	Additional Director General of Police (Addl. DGP)

3	Inspector General of Police (IGP) {In-charge of a zone}
4	Deputy Inspector General of Police (Dy. IGP) {In-charge of a range, which comprise a group of districts}
5	Deputy Inspector General of Police (Dy. IGP) {In-charge of districts}
6	Senior Superintendent of Police (SSP) {In-charge of bigger District}
7	Superintendent of police (SP) {In-charge of the District}
8	Additional Superintendent of Police (Addl. SP)
9	Assistant/ Deputy Superintendent of Police (ASP/Dy. SP)
10	Inspector of Police {In-charge of a Police Station}
11	Sub-Inspector of Police (SI) {In-charge of a smaller Police Station}
12	Assistant Sub-Inspector of Police (ASI) staff of the police station
13	Police Head Constable (HC) {Staff of the Police Station}
14	Police Constable {Staff of Police Station}

3.2 Objectives

1. To study and understand the existing structure of Federal Indian Police Organization.
2. To study the structure, functions both core and contextual and problems faced by North Bengaluru police.
3. To explore ways and means by which police department can sustain and progress in the 21st century techno-oriented environment.
4. To suggest a proposed structure in police that could be implemented for other States or Union Territories as the policy issues are same for the whole nation.

3.3 Scope

With lot of reforms coming in this decade the researchers suggest this study can be extended to various states as a country like India must have a professional police service that is efficient, effective and, responsive to the needs of the people and remain accountable to the enforcement of law which is a prerequisite conditions for public welfare. Police force may learn to be friendly, corruption free, manage stress and must have compassion and empathy for the people

4. Data Analysis

Two hypothesis were framed for understanding and bridging the research gap. There is significant difference in the public’s opinion about the police treatment when public approach for help. There result from the general public of North Bengaluru is that police are treating the public well when approached for help but with minimal respect. $H_0: P = 0.04$ (Yes) $H_1: P > 0.04$ (No). Since the Significance test is showing P value is low then H_0 is rejected and alternative is accepted. It means that according to public’s opinion the Police is not treating public well when approached for Help.

Descriptive Statistics

N	Event	Sample p	95% Lower Bound for p
250	200	0.800000	0.758388

Test

Null hypothesis $H_0: p = 0.4$
 Alternative hypothesis $H_1: p > 0.4$

Z-Value	P-Value
12.91	0.000

The second hypothesis was framed see if the there is any significant difference in public’s opinion towards police and H_0 . Police provides an on time resolution for the complaints lodged. $H_0: P = 0.04$ (Yes) $H_1: P > 0.04$ (No). Since the Significance test is showing P value is low then H_0 is accepted and the alternative is rejected which means that $H_0: P = \text{No}$ $H_1: P = \text{Yes}$. The

Method

p: event proportion
 Normal approximation method is used for this analysis.

Descriptive Statistics

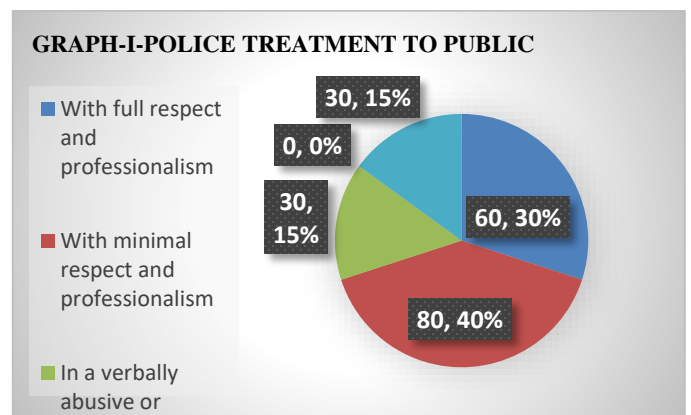
N	Event	Sample p	95% CI for p
200	20	0.100000	(0.058423, 0.141577)

Test

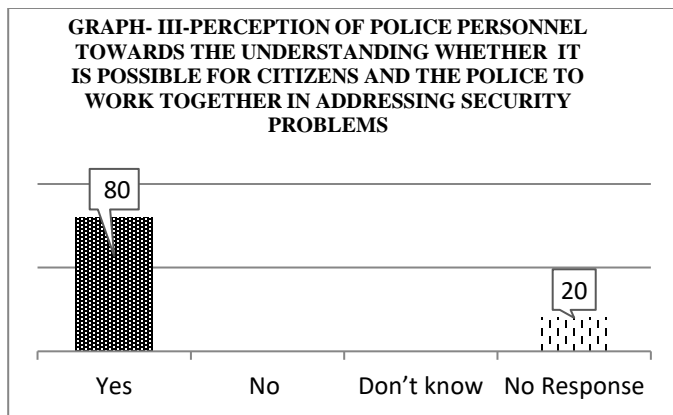
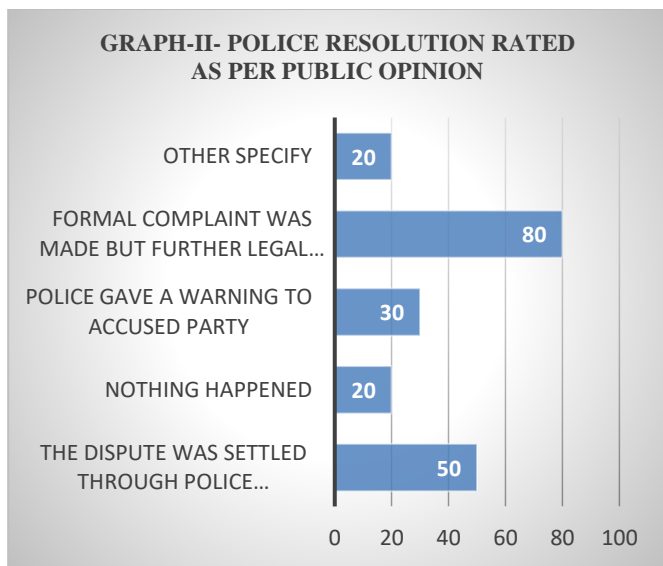
Null hypothesis $H_0: p = 0.9$
 Alternative hypothesis $H_1: p \neq 0.9$

Z-Value	P-Value
-37.71	0.000

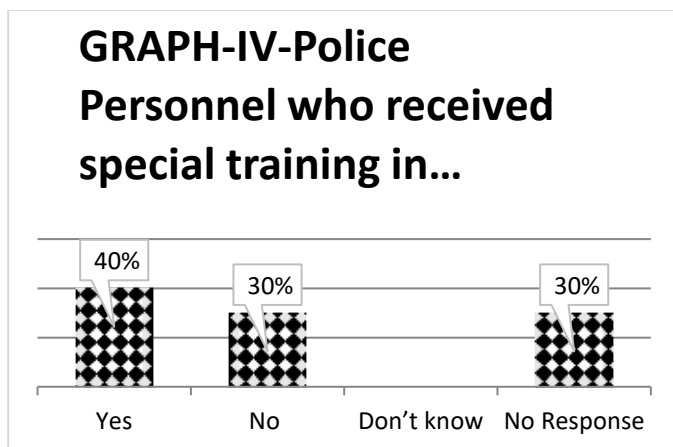
inference is that 50% of the general public agree that their problems are solved through mediation of the police.



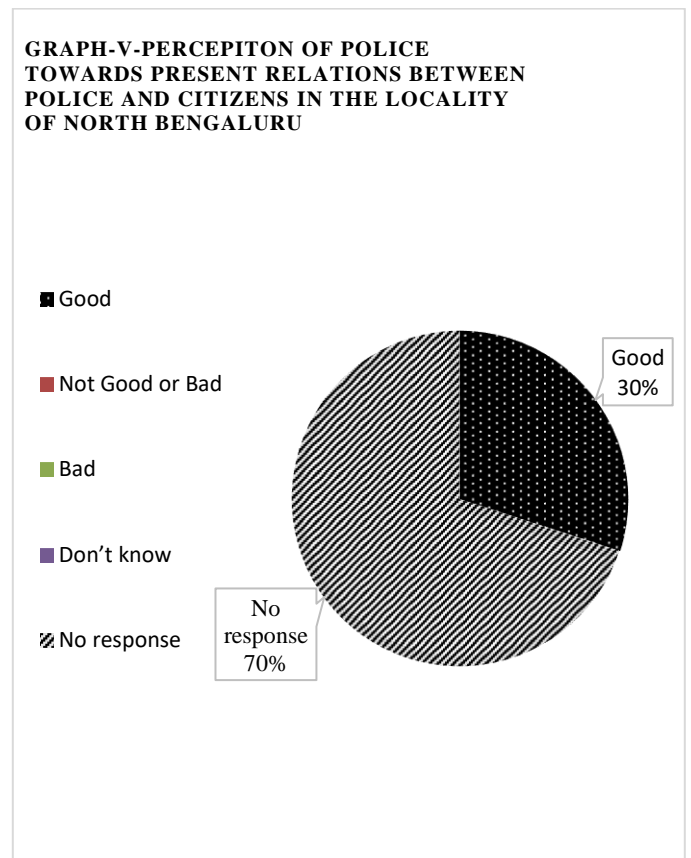
Graph III explains very clearly that if the citizens and police are working together then there is a greater synergistic effect and they can addressing the security and safety problems together as a team. This graph represents the perception of the police.



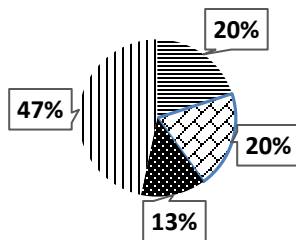
In Graph IV the respondents are the police personnel who have agreed that they have received special training and the percentage is 40. 30% agree that they have not received any kind of training and this may be due to the levels of police personnel and the importance of individuals selected for training facilities.30% have not given any response and this clearly shows the indifferent behaviour of police personnel as they do not want reveal the true reason for having not gone for training.



The police organization of India is one of the most visible service organizations of the government. The challenges for police personnel have increasingly become more and more complex. They range from different aspects of police reforms, training and equipping the police forces to meet the increasingly complex and daunting challenges on the fronts of law and order, public order, countering terrorism and extremism and the whole area of internal security in a rapidly changing socio economic and political environment. Graph-V represents the opinion of police from North Bengaluru towards the smooth relationship of the public and police. 70% have not responded and this may be due to uncertainty of the issues between both public and police and 30% of police respondents feel that it is good. There is an urgent need to study and create mechanisms and processes which will help the police perform its functions more efficiently as also enhance its credibility in the eyes of the public. For bringing professionalism in policing, there is a need to render professional autonomy but professional autonomy and accountability generate a paradoxical situation. Though, the police is an instrument of State and government in a democratic setup, it is under the representatives of the people or in other words, under the government which is run by the political parties. The police as an administrative unit, should remain neutral and follow the directives of the government but as mentioned in the reports of NPC, the problem starts when the political parties and the leaders start interfering into the routine working of the police to cater to their vested interests. This may be clearly inferred in Graph-VI.



GRAPH-VI-THREE MOST SERIOUS CHALLENGES FACING THE POLICE IN THE AREA IN WHICH POLICE WORK IN TODAY'S SCENARIO



- ≡ Lack of adequate human resources
- ☒ Lack of necessary equipment
- ≡ Lack of adequate budget to investigate cases and perform other functions
- ≡ Police are subject to political interference
- ≡ Police are subject to interference by local elites
- ☒ Lack of adequate training
- ≡ Police do not have confidence and support of community
- ≡ Lack of incentive and morale
- | No response

5. Recommendations

The Model Police Act was submitted to the Union government in 2006 and the Police Act Drafting Committee (PADC) led by Mr. Soli Sorabjee ensures that priority is on maintaining law and order in view of growth and spread of insurgency and organized crime, while the social justice concern was the last issue. The need is to create a reformed federal system and police should be made 'service oriented' and for this the 'proactive' and 'community policing' should be adopted as an appropriate means. Investing more time and effort into 'community policing' provides an effective tool for intelligence gathering and it forges a healthier bond with the public. The following recommendations are made in urgency to the government. Police must educate on the Need for Police Reforms and public rights. Conduction of Social Audits of Police Stations is a must for transparency of work and this social audit provides a way of measuring, understanding, reporting and ultimately improving police performance and it helps to narrow the gap between vision and reality. Unlike the Constitution of the United States that divides the federal government into three branches to ensure a **central government** in which no individual or group gains too much control: **Legislative** – Making laws (**Congress**), **Executive** – Carrying out laws (President, Vice President, Cabinet). Though the police force happens to be state subject but the guidelines should be framed by the central and shared with the respective states. The researchers in this paper have identified what is core function and contextual functions of police. **Core functions are (i) Upholding the law. (ii) Charter of service.** The charter of

service talks very clearly that police may serve only the Chief Ministers.

The Puducherry Police come under the direct control of the Department of Home Affairs, Government of Puducherry. The force is headed by the Director General of Police (DGP).

In the similar way the Central Government needs to involve more directly and take care of the financial administration of the state. The Governor of every state must have powers to delegate duties and take decisions related to solving public issues. There are situations when a police procedural are complicated, giving public the nitty-gritty involved in police work —most of the criminal cases can be solved by with help of an able crew that pitches in with their efficient work. This is where there needs to be both technical and non-technical crew and the senior technical force is required for data analysis in diversified disciplines and in government policy-making. **Contextual function** is that police administration should work with the 30 districts of Karnataka and take care of man management and deployment of resources and issues that are more sensitive. Service centre should be completely dedicated end to end only for the citizens. Deputy General of Police needs to report to the Governor. The government both central and state needs to make appropriate Chief Minister cabinet colleagues. An online training is required in intellectual property crime investigators in the latest procedures. Importance on bioterrorism and table-top exercises must be conducted to improve the knowledge and ability of investigators to respond to crime incidents, and crime scene investigation training must cover disciplines from fingerprint and DNA retrieval to evidence preservation. The most important part of the in-service training program is to provide first hand practical knowledge to trainees. They must be equipped themselves with scientific analytical techniques like DNA, fingerprinting and other modern techniques of investigation. The government and law enforcers must provide mannequins for carrying out simulation exercise of crime scene of, burglary, rape, murder and post-blast cases. Various investigation kit boxes like Fingerprint taking, Foot Print Casting, Dust Marks, Blood Detection, Semen Detection, Explosive detection, Evidence collection and packing, General crime scene investigation etc. and set of magnifier, body protector, search light etc. must be provided to trainees for practical and simulation exercises.

6. Police may recognise the importance and need of improvement in diversifying personnel and improving community relations and Government must consider that positive community relations as an investment.
7. Identify potential applicants for positions in law enforcement.
8. Police officers may be trained to be more comfortable with residents of a different racial background.
9. Police must not treat every encounter with a resident in an aggressive manner.

10. There must be public-relations campaign that encourages the police personnel to perform in a superior manner and who in turn will inform the citizens about their successes, and this will build goodwill within the community.

6. Conclusion

Government needs to provide different training methodologies in order to shift the stress from physical and to impart soft skills and greater sensitization towards the law and constitutional values. Provisions need to be made for periodic in-service refresher training. The effective use of information technology is the need of the hour in view to ensure robust Federal Police system and a gap of mistrust must be bridged between law enforcers and public. This transformation will fulfil the democratic aspirations of the people as well as administrative needs of the Government system and this provides an environment in which the human rights and dignity of every citizen that may be protected, preserved and promoted. Involve general public at large in reform process and in doing this will improve the police public interface.

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