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## **Women's police Role and Job Satisfaction**

The division of work between men and women was originally determined on the biological and temperamental differences. The man became the chief bread earner and the woman play as a house keeper. As the society advanced, this arrangement of work was disturbed. Techno-social changes, which were accelerated in the Indian society, particularly following the independence, provided women with opportunities to receive modern education. They opened up new avenues leading to productive work outside homes. The rise in the cost of living, perception of high standard of living, new training received at schools and colleges and other institutions and availability of jobs –all these factors aroused in women willingness and an aspiration for building a career through prospective jobs. Women came out slowly but steadily and started creating a space in a so-called “exclusive male domain”.

Many studies on women's employment reveal that in India, there has been a great increase in the recruitment of women in service sectors. This is because large number of educated women in the urban areas entered the employment field. It is gratifying to note that a number of women are entering the All India Services and other established Civil Services. It is the first time that the Army and the Navy have thrown open their doors to the women in all its branches. With all other areas, the police are one area that shows readiness to receive women as employee. About hundred years have passed since women entered the field, yet even today even they are not treated as equal to their male counterparts. There are no legal barriers to women acquiring an equal status but an inherent resistance does figure often especially when they occupy higher positions in the police hierarchy. Of course, Indian women are not much likely to be attracted to the police role so far as it demands compromise with feminine traits for which she is valued in a society. Further, the social conditions in India do not comply with women's employment in the police. It is generally looked down upon by the people. It is believed even today in India that a woman who accepts a job of a policewoman sterilizes herself of maiden delicacy and modesty. Under these circumstances competition would be comparably low among women for entering into the police force. But, as willing and competent persons are not easily available (in the beginning) the organization is forced to lower the standards to recruit women.

Compared to other employments, policing has its different setting and role particularly for women. In any job, job satisfaction is an important factor that contributes to better performance of a worker. It has visible repercussions on the quality and quantity of work. Vroom defines job satisfaction as positive orientation of an individual to the work role that she is presently occupied with. Thus, it was tried to find out women's job satisfaction in their police role in my research work on "Policewomen in Gujarat: A Sociological Study". About 300 police women from Gujarat were interviewed for this research work.

The present study seeks to focus on the issue of job satisfaction. Hence, the respondents were asked if they are satisfied with their present job or not. The responses obtained from the respondents show that though significant number of the respondents (58.3%) held opinion that they feel stress while performing the police role, most of them are satisfied with the present job. The number of such respondents goes up to 79.3% of the total respondents. The remaining 19% respondents said that they are not much satisfied with the job. Only five of them said firmly that they are unsatisfied with the role of a policewoman.

It can be assumed from this scenario that there might be a few variables which would affect the level of satisfaction among the respondents. Some variables are selected for the purpose of observation in order to determine their connection with the level of satisfaction. The first among the variables is the difference of age. It is seen that only three of the young respondents expressed that they are not satisfied with the present job. These respondents either belong to higher castes or have good education. Similarly, the respondents from the age group of 21 to 35 expressed that they are not much satisfied with their policewomen's role. The reason again is that the respondents possess higher education and the job and the salary does not commensurate with their education.

The second variable is respondent's marital status. It is assumed that unmarried respondents would be more satisfied than the respondents who are married ones. The data reveal that no clear correlation between the variables. The respondents in both the groups of unmarried and married expressed that they are 'satisfied' with the present job. Most of them are of the opinion that nowadays it is not easy to get a government employment. They are in fact lucky to get one. Even if some of them do not find the police role suitable, they have in turn developed liking and are quite happy with the police job.

Education is the variable that can be taken into account for the purpose of its correlation with the level of job satisfaction. The available data reveal that only three of the respondents with graduates degrees in hand opined that they are 'not much satisfied' with the present job into the police force. It is surprising to note that two respondents with lower education too expressed that they are not satisfied with their policewomen's role. They also added that women should not join the police force and prefer to go for any other job.

It is obvious that any respondent who feels stress would not be satisfied with the police role. Hence, an attempt was made to view the relation between the variables of stress and the job satisfaction. The available data show contradiction in the expressions of good number of the respondents. Some one hundred seventy-five of them feel stress and they are also satisfied more or less with the job. One hundred-three of the respondents expressed that they do not feel stress but they are satisfied with the police role. This scenario does not help to draw correlation between intensity of stress and satisfaction that one derives from the job performance.

It was assumed that since the policewomen are involved in the double role performance, they would feel stress. Consequently they may not be satisfied with their roles outside home. The reason is that household responsibilities are compulsorily and almost inescapable for a woman. If her husband helps her in the household work one would find the police role a bit more satisfying. The data reveal the picture that to some extent those respondents (i.e.56) whose husbands always help them in the household work expressed satisfaction about the police role. However, there were five respondents whose husbands always help them in the household work and yet they are not satisfied. There are another twenty-five respondents who told that their husbands never help them in the household work and yet they feel satisfied. Thus, it does not show uniform tendency among the policewomen as regards the above two variables. Thus, it does not reflect correlation between them.

➤ Why 'Dissatisfied' with the police job:

One of the surest signs of deterioration of an organization is low job satisfaction among its employees. Job satisfaction is a tendency of favour or disfavour with which employees view their work assignments. It expresses an amount of agreement that covers between one's expectations from a job and rewards that the job yields. Since job satisfaction implies realization of expectations, it relates to the equity theory, psychological contract and motivation. When the respondents were asked the reasons for not being satisfied with the police job, they explained the reasons like:

1. Promotion deprived: Some respondents complained that even though they have served for a long period they are still not considered for the promotion. They also complained that policemen were granted promotions time to time. But policewomen were deprived of promotions even if they deserve the post. On the other hand three of the respondents told that they were given promotion to the post of PSI. But after three years, the officer concerned announced it unofficial and withdrew it. Moreover, the rise in salary granted earlier is now being recovered every month.
2. Limited Duties: Some enthusiastic policewomen want to perform good enough work as policemen do. But the officers are bit suspicious about their capabilities and so they assign them only limited duties. The unequal treatment and denial become principal cause for their dissatisfaction.

3. **Less Salary with Respect to the Duty:** Many respondents expressed their displeasure in relation to the salary they received. They complained that they do not get salary. Their salary is equal that a peon gets. They in fact undertake overload of work and yet discriminated. The salary is not enough to meet the needs of their family.
4. **No Appreciation:** A few of the incumbents complained that policewomen put on much work. They perform duties better than policemen. But their work and dedication do not receive enough appreciation in the department.
5. **Unlimited Duty Hours:** Many respondents expressed their unrest about unlimited hours of duty. They told that if any emergency arises they are called on duty at any time. All twenty-four hours they have to be ready to present themselves at the respective police station to perform duty at any hour.
6. **A Job Binding 24X7 hour:** Police personnel are expected to show them on duty the very moment are called. If there is an order from the officer they have to perform the duty without bothering about the clock ticking minutes and hours. Such round the clock binding of duty prevents them to think about their personal life and expectations of members in a family. A man may be excused for lack of attention to his family. But a woman can never be pardoned for her inattentiveness or lethargy; she has to suffer severe criticism.
7. **No Holidays:** Many respondents said that they have no holidays to enjoy. In fact they are deployed on duties on holidays. When people are enjoying festivals or cultural events, police person are much bothered about controlling their impulsive behaviour. The police department, however, pays them extra salary for duties on holidays. But what is the use of money when it does not impart comfort, pleasure and enjoyment.
8. **No Powers:** Three of the respondents said that they have to just obey the officer's order and they have no powers, to decide anything. In a state of indecision they at times confront dilemma as to how to tackle the situation. In this condition, they are reduced to a state of soldiers at war holding wooden swords. They just have a lathi for protection.
9. **Mental Torturing:** Two of the respondents complained that they were mentally tortured sometimes by their male colleagues and officers. It in fact causes more damage causing terrible stress.
10. **No Planning:** One respondent gave an opinion that there is no planning of the work assigned to them. It causes confusion and chaos rendering no results.
11. **Insensible Approach of seniors:** Some of the respondents opined that they have to work under a male police officer. They do not understand the problems typical to policewomen. They show no sympathy or concern to their genuine complaints.

12. No Leave Granted: Many respondents said that they would not get a leave when they would need it badly, in the situations of sick-ness, children's illness or any social commitment. The officers show stone heart to policewomen's genuine requests.
13. Just the Wireless Duty: Most young policewomen are not assigned any office work, only the wireless duty is meant for them. They said that the wireless duty is too boring. It is monotonous and allows no dynamism on the part of a performer. (These respondents hail mostly from the police stations located in Saurashtra and Uttar Gujarat.)
14. No Family Meant: Many respondents said that they do not enjoy family life like other working women do. Particularly on holidays and festivals they have to be away from their families, as they have to perform more duties during festivals. They cannot maintain social relations. They can't satisfy their husbands, children, in-laws and relatives who expect that they share the joy of celebration by remaining pleasant. Their absence on such occasions in fact causes distance or split in their relations with others.
15. Feel Tensed: Some respondents said that they feel tensed while they are deployed on japto, bandobast, night duty or guard duty. Their tension is never replied duly from any corner and as a result they feel void.
16. No Facility: Some respondents complained that they were not given enough facilities during out-station duties. The reflection may be on the inefficiency on the part of the authority concerned.
17. Station Duties: Officers assign only office work to policewomen. Therefore, some respondents who are enthusiastic to perform the police role similar to their male counterparts are discouraged. They expressed unhappiness over it that they are not allowed to learn about other police duties. Some of the highly educated respondents told that the designation and the duties they perform are not in accordance with their level of education. All the time they feel that they are underutilized and their potentials are ignored in the organization.
18. Don't Like Advice: One respondent told that she is well educated and hence, she does not like if someone with less education gives her advice about how to work.
19. Expectations Unfulfilled: One respondent said that she expected to be recruited directly in the post of PSI. But she has a different fate now.
20. Much Work and Less Salary: Some respondents complained that they worked more but they get less salary. They sought to justify even corruption due to insufficient income from the current job.
21. Limited field. Some respondents who work at "Mahila Police Stations" expressed that the field of work becomes limited at "Mahila Police Station". They cannot learn more work even if they wish.
22. Night Duty: The respondents from one of the "Mahila Police Station" also complained that they have to perform the duties during nights even though there is no actual work.

23. Can't Argue: Some respondents said that as the police force is basically disciplined body and policepersons cannot argue with their seniors even if they find injustice being inflicted on a person. They have no right to speak or express opinions. This gives them feeling of suffocation causing stress to them.

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