

## Organizational Behaviour

Elixir Org. Behaviour 90 (2016) 37707-37713

Elixir  
ISSN: 2229-712X

# Study of Stress among Mumbai Police Force and Its Impact on their Personal and Professional Life

Jai Singh Chandramani<sup>1</sup> and Chandrahauns R. Chavan<sup>2</sup>

<sup>1</sup>KPB Hinduja College of Commerce, University of Mumbai, India.

<sup>2</sup>Department of Management Studies, Jamnalal Bajaj Institute of Management Studies (JBIMS), University of Mumbai, India.

### ARTICLE INFO

#### Article history:

Received: 23 April 2015;

Received in revised form:

8 January 2016;

Accepted: 14 January 2016;

#### Keywords

Stress,  
MPF,  
BSF,  
VIP.

### ABSTRACT

This research paper is based on organizational stressors are also called as job related stressors. Some of the important job related causes of stress are as follows Role conflict, Role ambiguity, Organizational structure, Working conditions, Rotating shifts, Work overload, Work under load, Lack of participation in Decision making, Organizational leadership, Poor performance of the organization. The stress can have effect on the individual, the group, organization and even the family members. The degree of effect depends upon: Duration – The length of period of stress, Strength - The degree of stress, Individual Characteristics – Physical and psychological features to cope up with stress. Normally, prolonged exposure to stressful produces serious physical, psychological and behavioral effects. The effects of stress are as follows: Effects on physical health, Psychological health, and Alcoholism and drug addiction, Burnout, Effect of stress on organization behavior. The researcher tried to cover all aspect of the research study to emphasized that the impact of research among Mumbai Police Force's personnel and professional life.

© 2016 Elixir All rights reserved.

### Introduction

Stress may be defined as a state of imbalance arising due to excessive psychological and/or physiological demands on a person. Dr. Hans Selye, one of the leading authorities on the concept of stress, described stress as “the rate of all wear and tear caused by life”.

Fred Luthans defines stress as “an adaptive response to an external situation that results in physical, psychological and/or behavioral deviations for organizational participants.”

It is to be noted that stress can be positive or negative. Stress is said to be positive when the situation offers an opportunity for a person to gain something. Eustress is the term used to describe positive stress. Enstress can act as a motivator for peak performance, Stress is said to be negative when a person faces social, physical, organizational and emotional problems.

In urban areas like Mumbai metro region, the level of stress is more due to the increase in population, unemployed youth, slum areas, migration, industries, pressure of work, travelling time, imitation, urbanization, inflation etc.

The Mumbai police (also known as Brihanmumbai Police) is the police force of the city of Mumbai, India. It has the primary responsibilities of law enforcement and investigation within the limits of city of Mumbai. The department's motto is “sadarkshanaya Khalanigrahanaya” (Sanskrit: लज्जकृत् [pkufxzk.kk; ] “To protect the good and to destroy the evil”). Mumbai police is considered to be the best police department in India. The intelligence network established by Mumbai police is second to none. The high density of people to area ratio along with very low density of police to people ratio makes their task even difficult. Mumbai police have to tackle the problems arising out of day to day life in Mumbai metropolitan city and as well being the financial capitals have to be extra vigilant in matters relating to finance and financial infrastructure. The

political classes living in the heart of the city with Mantralaya are also an even greater responsibility, handled by the Mumbai Police. Adding to the previously existing requirements Bollywood which is seen by the people as the dreamland by all strata's of the society adds to the policing. Bollywood is also adequately catered to when in need to maintain law and order situations during shootings and screenings and appearances of the stars.

Mumbai Police have a very varies and exhaustive role to play in the lives of general public and as well as the VIPs. The societies capacity to spend and live well has prominently increased in Mumbai together has risen the crimes associated with lifestyle. But Mumbai police encompasses the requirements of all and it stands tall. They are there as and when required they are there to ward off miscreants.

The police fulfill an essential role in the society and stress potentially reduces the effectiveness of the personnel. The stressed police officers pose a threat to themselves, their colleagues, offenders and/or to public safety. For many years, the Mumbai Police Department, like most police departments failed to look for or recognize employees who were suffering the effects of stress. The failure to deal effectively with this problem led to divorce, leaving the department for other work, and sometimes death, which was believed to have been caused by stress. The varied duty creates varied requirement at odd hours of the day, extended duty hours for the personal who patrol the streets who maintain the law and order at the ground level. They are the people who face the wrath of public and as well as the wrath of superiors in the organization and in the political class in an event of failure. Even though taxed by the day they continue their job as they are supposed to do. Stress in the life of police man creeps in knowingly or unknowingly and slowly it causes known as well as unknown problems to the individual, their families and to the whole of the force.

Tele:

E-mail addresses: [blal2k7@gmail.com](mailto:blal2k7@gmail.com)

© 2016 Elixir All rights reserved

Job stress is one of the most common afflictions among police personnel. Perhaps one of the most stress prone occupations is that of police profession. Because police not only acts a law enforcing agency but also as an instrument of social service, an agent of social change and the protector of the rights and duties of the people. Police personnel are often involved in dealing with criminals, VIP's security duties, outdated laws and collapse of other agencies of criminal justice system. So great can be the stakes as the entire life of police officers is full of tension and stresses.

These stress experiences impair their health and result in high rates of mental illness. Stress related illnesses are of particular concern and are reflected in tragically high suicide rates, divorce, alcoholism, decreased job satisfaction and burnout.

Not to forget that this land has been the haven of the most notorious gangsters and even today they operate their network from overseas, such is the affinity to Mumbai that Policing becomes even tougher.

Mumbai is the most populous and of the busiest cities in is located on the west coast of India and is the capital of the state of Maharashtra. It is the financial capital of India and serves as its main commercial hub. On 26th November 2008 the city of Mumbai faced an unprecedented terrorist attack that caused a wanton destruction of human life and property.

Police stress arises from several features of police work. Alternations in body rhythms from monthly shift rotation, for example, reduce productivity. The change from a day to a swing, or graveyard, shift not only requires biological adjustment but also complicates police personal lives. Role conflicts between the job serving the public, enforcing the law, and upholding ethical standards and personal responsibilities as spouse, parent, and friend act as stressors other stressors in police work include:

- Boredom, alternative with the need for sudden alertness and mobilized energy.
- Responsibility for protecting the lives of others.
- Continual exposure to people in pain or distress.
- The need to control emotions even provoked.
- The presence of a gun, even during off duty hours.
- The fragmented nature of police work, with only rare opportunities to follow cases to conclusion or even to obtain feedback or follow-up information.

Administrative policies and procedures, which officers rarely participate in formulating, can add to stress. One officer patrol cars create anxiety and a reduced sense of safety. An internal investigation practice creates the feeling of being watched and not trusted, even during off- duty hours. Police sometimes feel they have fewer rights than the criminals they approached. Lack of rewards for good job performance, insufficient training and excessive paperwork can also contribute to police stress."

The criminal justice system creates additional stress. Court appearances interfere with police personnel's work assignments, personal time and even sleeping schedules, court decisions curtaining discretion, perceived leniency of the courts and release of offenders on bail, probation, or patrol also lead to stress. Further stress arises from perceived lack of support and negative attitudes towards police from the larger society. Women and minority officers face additional stressors. They are more likely to face disapproval from fellow officers and from family and friends for entering police work. Supervisors, peers and the public question women officers' ability to handle the emotional and physical rigors of the job, even though research indicates women can do so.

Stress contributes not only to the physical disorders previously mentioned, but also to emotional problems. Some research suggests that police officers commit suicide at a higher rate than other groups. Interview surveys demonstrate that police stress reduces the quality of family life. A majority of police interviewed reported that police work inhibits non- police friendships, interferes with scheduling family social events, and generates a negative public image. Furthermore, they take job pressures home and spouses worry about police personnel's safety.

### **Factors That Are Responsible For Causing The Stress**

Factors that are Responsible for Causing Stress:

•**Career Concern** :- If an employee feels that he is very much behind in the corporate ladder, then he may experience stress and if he feels that there are no opportunities for selfgrowth he may experience stress.

•**Role Ambiguity**:- It occurs when the person doesn't know that he is supposed to do on the job. His tasks and responsibilities are not clear.

•**Rotating Shifts**:- Stress may occur to those individuals who work in different work shifts.

•**Role conflicts**:- It takes place when different people have different expectation from the person performing a particular role. It occurs when a job demands a certain type of behavior that is against the person's moral values.

•**Occupational Demands**:- Jobs that involve risk and dangers are more stressful.

• **Lack of Participation in Decision making**:- Much experience (top level) should consult them on matters affecting their jobs. In reality, the superiors hardly consult the concerned employee before taking a decision. This develops a feeling of being neglected, which may lead to stress.

•**Work Overload**:- Excessive work load leads to stress as it puts a person under tremendous pressure.

•**Work under load**:- Doing less work or jobs of routine and simple nature would lead to monotony and boredom which can lead to stress.

•**Working Condition**:- Employees may be subject to poor working conditions like poor lighting and ventilations, unhygienic sanitation facilities, excessive noise and dust, presence of toxic gases and fumes, inadequate safety measures etc.

•**Intrapersonal and Inter Group Conflict**: Interpersonal and intergroup conflict takes place due to differences in perceptions, attitudes, values and beliefs between two or more individuals and groups. Such conflicts can be a source of stress to group members.

•**Organizational Changes**:- When changes occur, people have to adapt to those changes and this may cause stress. Stress is higher when changes are major and unusual like transfer or adaption of new technology.

•**Lack of Social Support**:- When individuals believe that they have the friendship and support of others at work, their ability to cope with the effect of stress increases. If this kind of social support is not available, then an employee experiences more stress.

•**Certain factors outside the scope of an organization also cause stress**: The main causes of stress outside work or organization.

•Civic Amenities

•Life changes

•Frustration

•Caste and religion conflicts

•Personality

- Technological changes
- Career changes.

The term “stress” as it is currently used was coined by HANS Selye in 1936, who defined it as ‘the nonspecific response of the body to any demand for change.’ One physician concluded in a 1951 issue of the British medical journal that, “Stress in addition to being itself, was also the cause of itself, and the result of itself. Stress was generally considered as being synonymous with distress and dictionaries defined it as, physical, mental or emotional strain or tension or a condition or feeling experienced when a person perceives that demands exceed the personal and social resources the individual is able to mobilize.

The stress is defined by Palmer, ‘occupational stress, 1989, as under “Stress is the psychological, physiological and behavioral response by an individual when they perceive a lack of equilibrium between the demands placed upon them and their ability to meet those demands, which over a period of time, leads to ill health.”

Health and safety executive, Raymond 2000, stress the Real Millennium Bug has defined that, “Stress is reaction people have to excessive pressure or other types of demand placed upon them. It crises when they worry that they cannot cope.”

#### Literature Review

The deadly terrorist attacks in Mumbai, India, on 26th November 2008 brought into focus the readiness of the Mumbai Police and Indian Marine Commandoes as the first line of defense against such attacks. Not much research has focused on gaining insights into the motivation and decision-making process of first responders in the Mumbai Police department. This understanding might serve the purpose of providing a good perspective and also an appreciation of the tasks conducted in such tense situations. It would also help appreciate any potential gaps that need to be filled regarding the police response to terrorist attacks in general.

An officer in the police department, whether in the control room or on the field, makes several decisions, especially during a grave situation like the 26/11 terrorist attacks. Each of these decisions is driven by a motivation which is usually derived from knowledge about the situation at hand, personal experience, and perception about the situation, as earlier research has shown. The authors in this study refer to this, collectively, as Information Processing - a concept that captures various factors including knowledge, experience, personality, and perception that lead to a motivation which in turn leads to a decision taken.

In this study the researcher explored the information processing that governed the first response from the Mumbai Police department towards these attacks. This study was conducted through interviews and survey with officers from two distinct groups within the department. Our study presents several findings about the various dimensions of information processing. The findings focus on the decisions taken by the Mumbai first responders, both on field and in the control room, during the initial hours of the attacks (Rajarshi Chakraborty et al., 2004).

John M. Violanti, Ph.D., research associate professor in UB's Department of Social and Preventive Medicine in the School of Public Health and Health Professions, is principal researcher of the study, called the Buffalo Cardio-Metabolic Occupational Police Stress (BCOPS) study.

More than 400 police officers have participated in the study to date, with the researchers aiming for 500. The clinical examination involves questionnaires on lifestyle and psychological factors such as depression and PTSD, in addition

to measures of bone density and body composition, ultrasounds of brachial and carotid arteries, salivary cortisol samples and blood samples. The officers also wear a small electronic device to measure the quantity and quality of sleep throughout a typical police shift cycle. Results from Violanti's pilot studies have shown, among other findings, that officers over age 40 had a higher 10-year risk of a coronary event compared to average national standards; 72 percent of female officers and 43 percent of male officers, had higher-than-recommended cholesterol levels; and police officers as a group had higher-than-average pulse rates and diastolic blood pressure.

"Policing is a psychologically stressful work environment filled with danger, high demands, and ambiguity in work encounters, human misery and exposure to death," said Violanti, a 23-year veteran of the New York State Police. "We anticipate that data from this research will lead to police-department-centered interventions to reduce the risk of disease in this stressful occupation."

“Indian Police” is an umbrella term, which denotes not only state police force of India but also various central police organizations, such as Central Reserve Police Force (CRPF), Border Security Force (BSF), Indo Tibetan Border Police (ITBP), Central Bureau of Investigation (CBI), Rapid Police Force (RPF), and various other law enforcing agencies. Indian police completed more than 50 years of police of democratic, secular, and pluralistic society.

Occupational stress is a dynamic condition in which an individual is confronted with opportunities, constraint, and or demand related to what she/he desires from which the outcome is perceived to be uncertain and important in relation to its employment. Stress at work is the consequence of a combined exposure to the magnitude of factors in the work environment such as psychological, physiological, and social (Balaji D Almaleet al.,).

In the aftermath of the deadly terrorist attacks in India on the 26th of November, 2008 (26/11), there has been much discussion on the readiness of the Mumbai Police and Indian Marine Commandos as the line of defense against such attacks (O'Rourke, 2010 and Staniland, 2009). However, little discussion or post-facto analysis has been devoted towards understanding the motivation and decision-making process of first responders in the Mumbai Police department. That understanding will not only give a better perspective and appreciation of the tasks conducted in the tense situation (Cannon-Bowers and Salas, 1998 and Keinan, 1987) but also help identify any potential gap that needs to be filled regarding the police response to terrorist attacks (Keelty, 2008 and Pickering et al., 2008, pp. 91–111) in general.

An officer in the police department, whether in the control room or on the field, makes numerous decisions, especially during a critical situation like the 26/11 terrorist attacks. Each of these decisions is driven by a motivation, which is usually derived from knowledge about the situation at hand (Worden, 1989), personal experience (Hertwig, 2004) and perception about the situation (Sitkin & Weingart, 1995). In our study, this is collectively referred to as Information Processing – a concept that captures various factors including knowledge, experience, personality, and perception that lead to a motivation which in turn leads to a decision taken. In this paper we present our findings about various aspects of information processing from surveys and interviews that were granted to us by some of the officers of the Mumbai Police department. Through our findings we aim to explore the information processing by the Mumbai Police department during the early moments of the 26/11

attacks. The findings thus pertain to the decisions taken by the officers, both in field and in the control room, during the early hours of the attacks.

A group of terrorists attacked several locations in Mumbai, primarily in Zone 1, including hotels like the Taj Mahal Palace hotel and the Trident (formerly known as Oberoi) hotel. Zone 1 is one of the 12 administrative zones in Mumbai for its Police Department. The terrorists also targetted several popular public locations including the city's main commuter railway station, the Chatrapati Shivaji railway station, formerly known as Victoria Terminus, Leopold Café, Cama hospital and Nariman House. The attack was brought under control two days later on the 28th of November 2008 by the Indian security forces. This attack was well planned and coordinated and it involved the usage of digital technology for communication (Oh et al., 2011 and Shankar et al., 2011). This paper investigates the information processing among the first responders to this attack from the Mumbai Police department.

The researcher examined the police officers' perceptions of their colleagues, the police organization, other criminal justice agencies, the media, the politicians, and the public toward the use of deadly force against criminals in situations known as encounters, portrayed as spontaneous shootouts between the police and hardened criminals. Interviews with 38 police officers of various ranks in Mumbai, India, reveal that they perceive an overall sense of approval or complicity for shootouts, sometimes of dubious legality, which made accountability mechanisms more a paper exercise than in actually ensuring compliance with legal and ethical standards. Though the abuse of deadly force is not unique or limited to the police force reported in this study, the perception of police officers that there is general support for, or even apathy toward, shortcut methods to deal with alleged criminals is noteworthy and has implications for policing elsewhere (Belur, Jyoti, 2009).

The article reports on the impact of the Mumbai terrorist attacks in November 2008 on the morale of the Mumbai police force. It recounts that despite the existence of 42,000 police officers, they failed to stop the attacks of 10 terrorists equipped with assault rifles and grenades in the Taj Mahal Palace & Tower. Ratio of police to civilians in India is said to be 100,000 people to 125 police officers, according to the National Crime Record Bureau. Effects of the incident on the opinion regarding the police are also highlighted (Bellman and Eric, 2008).

The researcher done the empirical study of work attitude, role efficacy and stress experienced in a high reliability professional group was undertaken using a sample of 52 Indian Air Traffic Controllers (ATC) working in the Mumbai Airport. Results showed that ATCs experienced role stress with regard to inter- role distance, role isolation, resource inadequacy, role erosion and role stagnation. ATCs maintained high confrontation or problem solving skills in their role followed by helping relationship, perceived integration with the job and managing well their inter-role linkages. Results further showed significant relationships between work attitude and role efficacy dimensions. Regression analysis within respective canonical variable sets revealed role stress being a significant predictor of attitude towards supervisors and management, while role efficacy dimensions (role making, role centering and role linking) showed significant explanatory power equally strongly with respect to attitude towards work, working conditions, co-workers, supervisors, and management (Sayeed, Omer et al., 2010).

The researcher explored the working conditions of the street vendors in Mumbai in relation to the concept of "decent work."

The study highlights the vendors' working conditions, their social security, and the collective bargaining by membership-based organizations aiming to provide them with a decent working life. The present research is based on mixed methods. The study is exploratory in nature, showing that the street vendors depend on moneylenders especially for social security purposes but also for their economic activity. The study shows that they are forced to borrow money at an exorbitant rate of interest (amounting to 5-10% per month), which in turn leads them to fall into a "debt-trap" situation. The current working hours of the vendors and the safety and security conditions in their workplace, together with the illegal activities of local authorities, are contributing to a deteriorating working environment and the deprivation of the workers (Saha, Debdulal, 2009).

### Framework of the Research Study

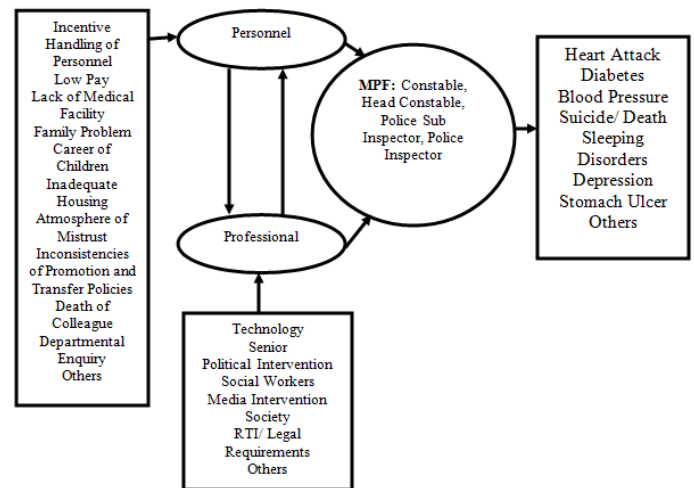


Fig 1.3. Framework of the research Study

The concepts like culture; work culture, organization culture, Human Resource management, Human Relations Management, Organization Behavior and Occupational Stress are explained in depth. The chapter is further classified into concepts related to police department like police, police stations, Maharashtra police and Mumbai police. Researcher has also tried to simplify the concepts often used in human resource management and have a great impact on the existing work culture. The major concepts that have been included in the questionnaire were discussed in detail. They are communication, recruitment and selection, performance appraisal, training and development, human relation management, motivation and morale, promotion and transfers etc. Work culture is a part of organization behavior. Thus, the researcher has made an attempt to explain the concepts like value system, core values, attitude, perception and team work. The researcher has made an attempt to explain organization behavior which has a deep impact on work culture in an organization. The other variables which definitely affects the work culture in police organization are considered in the research are discipline, leadership, empowerment to employees, occupational stress, and job satisfaction.

Based on surveys with over 500 officers, this book examines police office stress from all angles. It takes an objective view and took at occupational stress, on the job stress, critical incident stress and stress produced from the police organization structure. Two assumptions drive this work, current events in American history are changing police work forever and officer stress is actually a symptom of an antiquated police organization. Throughout the book, it looks at the officer's and the organizations contribution forwards stress and makes

recommendations that can be implemented at both the individual and organizational level.

The single most cited reason for not choosing teaching as a career is stress, which is also the most common reason for leaving the profession. This book looks at the causes of teacher stress, asks why thousands of teachers (after expensive training) are leaving the profession every year due to stress and suggest ways of coping with and preventing stress. Issues covered include.

However, occupational stress has become an important for harmful psychological and physiological effect on employees as stress is the major cause of employee turnover and absenteeism. Stress costs European employers up to 10% of Gross National Product (GNP) in terms of lost productivity and insurance claims. The study finds that almost half of the junior and senior level bank employees are experiencing moderate level of occupational stress. The study recommends that moderate level stress is helpful to increase employee's productivity and a culture of openness and understanding. Sapolsky, a neuroscientist, concludes with a hopeful chapter, titled "Managing Stress", Sapolsky highlights the studies that suggest we do have some control over stress related ailments, based on how we perceive the stress and the kinds of social support we have.

#### **Objectives of Research Study**

The study deals with a variety of aspects related with work culture and work system in the internal administration of police department. The policies of home department and decisions by commission rate of police are extremely important in deciding the work environment of police station level. The senior officers of police stations levels are the superiors, who decide the work culture in the unit. They have to follow good human resource practices, while effectively implementing the government regulations. Police being the principal agency responsible for the maintenance of law and administration has to work for development of society which requires a planned order of work related system and values. Whether such values exist in the present set up and to what extent they are followed in real life is the principal aspect of this study. From this point of view the researcher has laid down following objectives.

1. To Study the stress level of Mumbai Police.
2. To find out the causes of stress among Mumbai Police.
3. To study the impact of stress on their personnel and professional life.
4. To suggest suitable measure to reduce the stress level on Mumbai Police and its impact on their personnel and professional life.

#### **Formulation of Hypothesis**

Hypothesis is a tentative proposition formulated for empirical testing. It is tentative answer to a research question. The present research centers on the concept of work culture as a principal and core aspect of matured work system. The research intends to mobilize the work related values that are adored in the organization of police, the ideal set of values and the action that can be taken to attain the most cherished work related values. The researcher has taken into consideration the work culture in lower level police force namely constables, higher level police force, namely senior inspectors and at Mumbai police headquarters. The values which were considered as variables were discipline, integrity, honesty and community policing. The objectives of the study were to identify the hindrances in the application of such core values and also to find out the reasons for limited or nonapplication of such core values. Hence, the study has the following hypotheses examined in the light of

realities as they are and their impact on behavior and decision making in the police organization.

H01: There is no significant relationship between extremely duty hours and stress level.

HA1: There is significant relationship between extremely duty hours and stress level.

H02: There is no significant political intervention in work environment in Mumbai Police leads to stress.

HA2: There is significant political intervention in work environment in Mumbai Police leads to stress.

H03: Under pay salary and living condition does not playing a significant role or leads to stress among Mumbai Police.

HA3: Under pay salary and living condition lead to stress among Mumbai Police.

H04: Media Intervention does not lead to stress on Mumbai Police.

HA4: Media Intervention leads to stress on Mumbai Police.

#### **Scope and Limitation of Study**

The need of the study is socially relevant. Being a protection force, it reflects the wellbeing of the society. It is unfortunate that numbers of incidences are increasing which highlights the stress and pressure of work for police employees especially in cities like Mumbai. There are many unfortunate incidences reported during last two years with a glaring number of suicides, health hazards on duty, shoot outs at immediate superiors out of frustration and stress. These are alarming signals pointing out an urgent need to change the situation.

The present research shall provide the familiarity and will achieve insight in changing work culture in police stations. The work culture needs to be nurtured, shaped as well as strengthened to improve the quality of its employees. It shall help to know the variables that are missing to cultivate the work and will suggest the steps to be taken to cultivate the desired type of work culture. A study is required in the light of changing concept of policing in other countries as per needs of the society. Advanced technology is another important area the police have to adapt themselves. The cybercrime, financial frauds have not limited to Mumbai city or a country. It has become a global phenomenon. This requires effective information and intelligence network.

The study will give insight into the personality and work related traits of the police staff, which is not suitable for healthy organizational climate. It also brings out important variables that affect the present police work culture in Mumbai city. The core values and principles are required to be complied with by the disciplined force like police. It shall identify the limitations and obstacles for the effective implementation of core values. The changing role of police and the measures to improve the efficiency is also a part of study which indirectly affects the police culture. The police reforms are due urgently which will reflect the security of the populous city like Mumbai. The study also intends to suggest the training inputs that are required for delivering a committed, positive productive police staff.

#### **Suggestions and Recommendation**

The suggestions and recommendations are drawn by the researcher on the basis of analysis of primary and secondary data. Review of literature also provided the inputs for suggestions and recommendations. The informal discussions with the staff at police station level and interviews with the Constables, Head Constables, Sub Inspector, and Inspectors also were taken into account while providing valuable suggestions and recommendations. Suggestions are provided in general and specifically in important areas of work culture at higher and



lower level police force as well as on gender and designation basis.

### Conclusion

In this research section, researcher analyzed the outcome of the research results which are based on primary and secondary data. During the research study, the researcher found the families of the police are generally not worried and they expect to have better accommodation/ quarters. The police are only asking for one requirement to be met and that is annual leave when asked or planned by the personnel.

The personnel are at times under stress due to leave constraints. The constraints are due to vacant a post, which causes uneven or unscheduled duty hours.

The role of police is definitely undergoing a drastic change in modern society. In the city like Mumbai, it is becoming more challenging. The shifting of role from law and order keeping to community policing requires the basic change in the value system of police staff at police station level. It requires a desired change in the mindset of police staff, political leaders and public in general. The leadership at top level plays a significant role in bringing desirable reforms in police department by shaping a healthy work culture. Only recruiting more police employees is not sufficient. Effective training and motivation at lower level is must. Better human resource and human relationship management will remove the hindrances in creating healthy work culture. This chapter provides brief review of the research topic, objectives, hypotheses and the chapter outline. This will enable the stakeholders to know the background and significance of the study.

### References

- Dennis J. Stevens (2007), 'Sources and solutions paperback', March 24, 2007.
- M.V. Landow(2006), 'Stress and Mental Health of College Students', Nova Publishers, 01 Jan. 2006 – Education – 324 pages.
- ROBERT SUPOLSKY, 'WHY ZEBRAS DON'T GET UNLCES: AN UPDATED GUIDE TO STRESS, STRESS', – RELATED DISEASES AND COPING.
- John Kabot – Zinn, M.D., 'FULL CATAROPHE LIVING', : Using the Wisdom of your body and mind to Face stress, pain and illness.
- Susan M. Orsillo, 'The Mindful way through Anxiety', : Break free from chronic worry and Reclaim your life.
- Richard O'Connor, 'Undoing perpetual stress', : The missing connection between Depression, Anxiety and 21st Century Illness : By Richard O'Connor, Ph. D.
- Margaret Wehrenberg, 'The 10 Best – Even Anxiety Management Techniques'.
- Troy, 'Things might go terribly, horribly wrong', A guide to life liberated from Anxiety.
- David A. Clark, 'The Anxiety and worry work book'.
- Rita Emmett, 'MANAGE YOUR TIME TO REDUCE YOUR STRESS', A Handbook for the overworked over scheduled, and overwhelmed.
- Daniel Smith, 'Monkey Mind: A memoir on Anxiety'.
- Joseph J. Luciani, 'self – Coaching: The powerful guide to beat anxiety'.
- Daniel Amen, 'Healing Anxiety and Depression'.
- Rick Hanson, 'Hardwiring Happiness: The new brain science of contentment, calm, and confidence'.
- Rajarshi Chakraborty, Manish Agrawal and H Raghav Rao,, 'Information Processing under Stress: A Study of Mumbai Police First Responders', Vol 26, No 2 June 2014.
- Lois Baker (2008), ' Researchers Investigate Impact of Stress on Police', Officers' Physical and Mental Health.
- Balaji D Almaleet al., 'An epidemiologic study of occupational stress factors in Mumbai police personnel'.
- Chakraborty, Rajarshi; Agrawal, Manish; Rao, H. Raghav. IIMB Management Review (Elsevier Science). Jun2014, Vol. 26 Issue 2, p91-104. 1 ISSN: 0970-3896.
- Belur, Jyoti. Journal of Contemporary Criminal Justice. May2009, Vol. 25 Issue 2, p237-252. 16p. ISSN: 1043-9862.
- Bellman and Rric (2008), ' Engineer, Tariq. Wall Street Journal', Eastern Edition. 12/26/2008, Vol. 252 Issue 150, pA6. Op. 2, ISSN: 0099-9660.
- Sayed, Omer Bin; Kumar, Satish Chandra, ' Indian Journal of Industrial Relations', Oct2010, Vol. 46 Issue 2, p287-299. 13p. ISSN: 0019-5286.
- Saha, Debdulal (2009), ' Journal of Workplace Rights', 2009, Vol. 14 Issue 2, p229-250. 22p. 6, ISSN: 1938-4998.
- Malekar, Shamira; Mohanty, R. P. ICFAI Journal of Management Research. Aug2008, Vol. 7 Issue 8, p27-43. 17p, ISSN: 33720402.
- Kumar, Hari(2012), ' New York Times. 6/26/2012', Vol. 161 Issue 55814, p7. Op. Reading Level.
- Harris, Andrew (2012), ' Urban Studies (Sage Publications, Ltd.)', Nov2012, Vol. 49 Issue 13, p2955-2973. 19p, ISSN: 0042-0980.
- Sharkey, Gemma(2009), ' Caterer & Hotelkeeper', 1/29/2009, Vol. 198 Issue 4562, p7-7. 1/4p, ISSN: 0008-7777 .
- Wonacott, Peter; Anand, Geeta; Bellman, Eric; Enginner, Tariq. Wall Street Journal - Eastern Edition. 12/5/2008, Vol. 252 Issue 133, pA1-A8. 2p, ISSN: 0099-9660.
- Kahn and Jeremy (2008), 'New York Times', 12/7/2008, Vol. 158 Issue 54517, p18. Op. Reading Level (Lexile): 1430, ISSN: 0362-4331.
- Goodman, J. David; Anderson, Christina. New York Times. 12/30/2010, Vol. 160 Issue 55270, p4. Op, ISSN: 0362-4331.
- Balaji D Almale Department of Community Medicine, Dr. Vasatrao Pawar Medical College and Hospital, Research Centre, Nashik, Maharashtra India.
- Indian Police service. Available from: [http://www.en.wikipedia.org/wiki/Indian\\_police\\_service](http://www.en.wikipedia.org/wiki/Indian_police_service) [Last updated on 2014 Aug 9].
- Encyclopedia of Occupational Health and Safety. 2nd ed, Vol. 1 and 2. Geneva:ILO; 1971. p. 175-93, 23-41.
- Mathur KM. Indian Police after 50 years of Independence - A Reappraisal. Indian Police Journal 1998; 45:68-72.
- Kumar P, Mallik D, Mukhopadhyay DK, Sinhababu A, Mahapatra BS, Chakrabarti P. Prevalence of Diabetes Mellitus, Impaired Fasting Glucose, Impaired Glucose Tolerance and its Correlates among Police Personnel in Bankura District of West Bengal. Indian J Public Health 2013 Jan-March; 57(1):24-8.
- Kaur R, Chodagiri VK, Reddi NK. A psychological study of stress, personality and coping in police personnel. Indian J Psychol Med 2013; 35:141-7.
- L teritto, H J Vetter. Stress and Police Personnel. Journal of Police Science and Administration 1981 June;9(2):195-208.
- Collins PA, Gibbs ACC. Stress in police officers: A study of the origins, prevalence and severity of stress-related symptoms within a county police force. Occup Med 2003; 53:256-64.
- Lipp ME. Stress and quality of life of senior Brazilian police officers. Span J Psychol 2009; 12:593-603.
- Umranikar J. Y., Police Reforms in India, A Sisyphean Saga, Functional Review of India Police, A step towards good governance, Ameya Prakashan, Pune, 2009:292.

- 40.KALPESH D. NAIK (2014), 'International Journal of Human Resources Management', (IJHRM) ISSN(P): 2319-4936; ISSN(E): 2319-4944, Vol. 3, Issue 3, Sep 2014, 1
- 41.Verma Arvind (IPS), The Indian Police, A critical Evaluation, Regency Publications, New Delhi, 2005, p. 1.
- 42.Mathur Pragya, Stress in police in India, Recognition, Diagnosis and Coping strategies, Gyan Publishing House, New Delhi, 1999, pp, 7-8.
- 43.Hepworth Dean H. al., 2010, Theory and Skills in Social Work, Cengage learning, pg. 277, 278).
44. IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 16, Issue 11.Ver. IV (Nov. 2014), PP 46-51.
- 45.Jins Joy. P and Dr. R. Radhakrishnan (2013), 'International Journal of Scientific and Research Publications', Volume 3, Issue 10, October 2013 1 ISSN 2250-3153.
- 46.Randhir Singh Ranta(2009), 'Journal of the Indian Academy of Applied Psychology', January 2009, Vol. 35, No.1, 47-53.
- 47.BAL RAKSHASE,(2014), 'Occupational Stress and Coping in Maharashtra Police Personnel', A Comparative Study Online: ISSN 2320-3145, Print: ISSN 2319-5789.