

POLICE PERSONNEL ARE THEY GAINFULLY EMPLOYED



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Abstract

Healthy Physical environment is a part of happiness at work where it is obvious that management cares about the welfare of workers. An employee always seeks energy and value greatly from gainful activity. Gainful employment nourishes energy. This concept of positive psychology helps to explore the importance of employment and work. Employees work to fulfil their needs in life. "Gainful employment is the most reliable means of obtaining the fundamental benefits, privileges and satisfactions such as economic, security, social status, family and social prerogatives, medical benefits, recreational and educational opportunities." Most of the research findings indicate "if people have positive experiences at work, their overall job satisfaction will be higher even if their overall life satisfaction may not be high". The present paper explores Gainful Employment among police personnel. The study was conducted on 300 police personnel posted in Delhi. Gainful Employment Questionnaire was administered to all the research participants. The data has been analyzed using descriptive statistics. The results indicate a significant difference among the higher and lower rank police personnel.

Key Words: Healthy Physical environment, Police Personnel and Gainful employment.

Introduction

In today's competitive business environment, human resources management has become a challenging job as the technology is changing day by day. Organizational environment plays an important role in gaining competitive advantage. Work environment should be of such type that one should maintain balance between work and non-work life. It should enhance the health, wellbeing, job security and job satisfaction of employees. To have a meaningful work life on daily basis, Work life balance serves as an essential factor, maintained by the employees of a business organization. According to White & Bednar (1991) work in any organization should be designed in such manner that employees' leisure and family time should not be hampered on regular basis by the work schedules, career demands, and travel requirements of the job. Hodgetts & Luthans, (2000) defined job design as, "a function of the work done in the way as the management want". A good job design is that in which the workers have the opportunity to achieve high levels of job performance.

Findings also revealed that alternative work schedules should be used according to the needs of the employees.

Present time, life is full of challenges with minimum time frame to complete the task. Such time bound tasks cause stress. Sometimes stress motivates a person but constant stress creates pressure on both mind and body causing inability to live a normal life. Hence, in order to get relief from prolonged stress people use different type of coping methods like overeating, smoking and other bad habits. It has been observed that chronic level of stress and lack of social support increases cardiovascular risk. Overall stress symptoms affect not only the body but also our thoughts, feelings, and behaviour.

Police services are one of the most challenging and stressful services in India. Study on Police officers done by Siwach(2000)observed that “Police Officers play a very significant role for maintaining law and order in the society. They are supposed to implement all the criminal laws for which they work round the clock, and also without any leave or break. It causes remarkable mental pressure and physical exertion on them. As a result, sometimes a few of them may have violent outbursts and take leave without any prior notice. Even they are at high risk of being exposed to psychologically straining situations and potentially psycho traumatic experiences.”Study by Sharan(2009) also observed that “police officers sometimes work under pressure and are stressed”. Studies in majority of Indian and international Journals have found high stress levels in police leading to many physiological and psychological problems. Therefore, to do justice to their duties, they have to be both physically as well as mentally fit.

Stress among police officers has a harmful effect on the law enforcement organization. To decrease stress among police officers, a wide variety of stress management interventions are provided by the Law enforcement organizations. Research has found that police officers exhibit maladaptive behaviour and personality traits when they have difficulties in coping with stress. It has been observed that stress affects their job performance as well as their relationships and personal lives. Work stress has a significant effect on quality of work life.

To increase positivity in police officers a new construct is emerged which is required to sustain the performance, motivation, commitment toward goal and loyalty for extended period of time. Waddell & Burton (2006)“Majority of studies in the past have focused on occupational stress rather than the wider positive construct of well-being, and also can be defined as a subjective state that draws on multiple dimensions including physical, material, social, emotional, developmental, and activity-based issues. A growing number of studies done by Danna &Griffin, (1999), Harter, Schmidt,&Keyes,(2002), and Wright,(2010) and Wright&Cropanzano(2000) are also providing convincing links between the overall well-being of staff and their performance in the workplace”.

GAINFUL EMPLOYMENT

This psychological approach has benefits both for the employees and for the people in management positions. In management, “gainful employment depends on the managers who focus on employee strengths, communicate company goals, and give constructive feedback to employees”. Sigmund Freud emphasized on the relationship between work and fulfilment and observed that “a healthy life is one in which the people have the ability to love and work. When individuals are gainfully employed including a safe working environment, purpose derived from

work, engagement, etc., their quality of life and satisfaction increases. This approach includes identification of talent, integration into one's view of self and changed behaviour at individual level". Study by Clifton and Harter (2003) reported three major steps of strength –based approach to gainful employment are identification, integration and change in behaviour. An employee always seeks energy and value greatly from gainful activity.

Gainful employment nourishes energy. It is the work one can do for income. Management affects job and gainful employment whether good or bad, gainful is personal and desirable to an employee. It is a concept of positive psychology which explores the importance of employment and work and also an essential component of living a perfect life having its positive impact on purpose of life, identity, challenge and social support. Considerable gainful activities are as below:

- **Extensive work activity:** Doing significant physical or mental activities. The employee's work may be significant either it is done on a part-time basis.
- **Gainful work activity:** In this type of work activity employee does work for pay or profit. Work activity is gainful if it is the kind of work usually done for profit.
- **Some other activities:** Generally, the Board does not consider activities like taking care of one's self, household tasks, hobbies, therapy, school attendance, club activities, or social programs to be substantial gainful activity.

Nine Components of gainful employment are:

1. **Variety in duties performed:** Variety in task lead to satisfaction. Repetitive work activities lead to presenteeism, in which the individual physically goes to work, but becomes uncreative or dissatisfied due to boredom with repetition. Presenteeism refers to "Being at work but on being on the job" (i.e. functioning to full capacity) because of illness or other medical conditions (e.g. seasonal allergies, migraine, depression, gastrointestinal disorders etc) (Hemp, 2004).
2. **Safe working environment:** The firm and administration must make certain that working conditions were safe for all the employees. Poor conditions in the workplace can cause stress and make poor health worse. A poor psychological environment (e.g. organizational culture, support, communication, workloads, relationships etc.) at work, can have a substantial negative impact on employee's health, gainfulness, safety, and well-being.
3. **Income for family and self:** Families are struggling to cope with an increasingly complex world. Individuals are struggling to find the right balance between work and family responsibility (William & Shellenberger, 1994). Pay is essential to support oneself, family and lifestyle. Thus, having a supportive employer (and a family friendly culture) improve job satisfaction and morale (AbdulWadud and Snow, 2008).
4. **Deriving purpose in providing a product or service:** An employee may derive aim in

life for the work that they complete. Many individuals describe their work as a calling, or in other words, “a vocation to which the employee brings an excitement and commitment to the work for its own sake”. An employee should know what the organization is aiming to achieve, by when and also how his can be measured. The organization has to communicate these goals quite clearly to employees.

5. **Happiness and satisfaction:** Passion and attitude at work leads to happiness and satisfaction. There must be a close match between an individual’s activities and their knowledge, skills, and attitudes. Thogersen-Ntoumani, C., Fox, K., & Ntoumanis, N. (2005) found that moderate levels of physical activity may also be enough for employees to feel more enthusiastic in the workplace, have increased levels of life satisfaction, and feel better about their physical selves.
6. **Engagement and involvement:** An employee must have an adequate amount of work to complete, have the essential knowledge and assets to complete work, and have the opportunity to perform and grow as a result of work. In a study by Kahneman, Diener, & Schwartz (1999) it was found that most gainfully employed individuals work in setting where the skills of the employee match the skills required for the assigned tasks.
7. **Sense of performing well and meeting goals:** An individual must that they are capable of performing well at work and exceeding the goals that he or she sets. In order to perform well at work, employees should strive to set SMART (Smart, Measurable, Attainable, Reasonable, and Timely) goals.
8. **Companionship at work:** workplace friendship is “nonexclusive voluntary workplace relations that involve mutual trust, commitment, reciprocal liking and shared interests and values”. Positive friendship has been proven to lead to fewer accidents, more engaged workers, increased achievement, increased job satisfaction, and increased productivity. Workplace friendship facilitates increased communication, respect, securities, and trust among employees(Berman et al .2008)
9. **An environment that respects and appreciates diversity:** To increase diversity, managers should make use of “Diversity Management”. Racial and ethnic diversity are increasing speedily in workplace. An employer should create a more supportive environment at work so that the employees will be able to focus on their jobs.

The main aim of Gainful employment program is to put up a graduate student into the job where he feels comfortable and satisfied with working conditions. Curry, Wakefield, Price and Mueller (1986)definedjob satisfaction as a global concept referred to overall satisfaction and alsoreferred to various aspects of work such as pay, supervision and workload.Educated workers have been found to be more involved in activities and enjoy higher level of autonomy. They are also less stressed and receive psychological benefits which positively impact on job satisfaction. (Meng, 1990)

Job fit and work environment are the major components of gainful employment. (Harter,

Hayes and Schmidt, 2002) “Workers’ job fit environment and ability to perform well in an organization leads to increased positive states.” An individual’s outlook is also dependent on gainful employment. A study was conducted to assess participants’ outlook. The study findings indicate that employees who had a positive outlook and were happy had greater job satisfaction and success as compared to those with negative ones. Study conducted by Budts and Geest(2006) on 479 police officers observed that “satisfaction with work is forth major category leading to overall life satisfaction. Results also indicate that non-work satisfaction does not replace or compensate for a lack of job satisfaction.”

Luthans and Sweet man (2010)observed Psychological capital as the very important factor of gainful employment. It is also related to work engagement which in turn increases job performance. In one more study conducted by Schaufeli (2013) a link has been noticed between human resource management, employee engagement and performance at the level of the individual and the firm. Work engagement is associated with raised level of performance and enhanced well being. Wen Wand and Jason Heges(2017)observed that establishments which employ workers on a fixed term basis but retain the workers despite their fixed term contract has expired perform much better than those who do not retain the workers and also result higher productivity increase over time.

The above-mentioned reviews have indicated that job fit work environment is the major component of gainful employment. High satisfaction levels contribute to organisational commitment. Most of the research findings indicate, “If people have positive experiences at work, their overall job satisfaction will be higher even if their overall life satisfaction may not be high. Employees who experience high satisfaction levels contribute to organizational commitment, job involvement, improved physical and mental health, and improved quality of life both on and off the job.”

Objective:

➤ To assess and compare Gainful Employment of lower, middle and high rank police personnel.

Hypothesis:

➤ There would be no significant difference in Gainful Employment of lower, middle and high rank police personnel.

METHOD

Sample:

Anon- random sample of 300 male police personnel (Delhi Police, CBI, IB) working in Delhi was selected from various ranks of the organizational hierarchy such as Assistant police of commissioners (ACP), Inspectors , Sub- inspectors (SI), Assistant Sub- inspectors(ASI), Head Constables(HC) and Constables(C). All the participants were from urban area and of different marital status. The age range was 25-60 years.

Tools:

➤ Gainful Employment Questionnaire (Synder& Lopez, 2007):This measure is used to see

what an employee value most in the workplace and how well their current job fits their value system. If there is a good fit between their workplace values and the reality of their workplace, they are likely to be gainfully employed. Gainful Employment scale is developed by Synder and Lopez (2007). It is consisted of nine items; response is to be given in importance. Importance is given in terms of 0=none, 1=very little, 2=some, 3=very, 4=extreme. The term characterized nine benefits of work i.e. Variety in duties performed, Safe working environment, Income for self and family, Deriving purpose in providing a product or service ,Happiness and satisfaction, Engagement and involvement ,Sense of performing well and meeting goals and Companionship and loyalty to co-workers and bosses. The internal consistency (Cronbach Alpha) reliability for this scale is .94. In the “Importance Rating” column, the employee list how important each of the components of gainful employment is to the employee based on the rating scale and in the “Job Grade” column, rate how well their current job meets each of the criteria of gainful employment.

Procedure: Each participant was contacted individually and informed about the purpose of the study. After establishing the rapport, informed consent from each subject was taken. Questionnaires were given and were asked to answer each and every item of all the administered questionnaires. All the subjects were ensured that their responses would be kept confidential. After that analysis of data was done with the help of SPSS and then the result was discussed.

Results and Discussion

To attain the objective and test the postulated hypothesis, scores from all the 300 participants were obtained with the help Gainful Employment Questionnaire. The tool assesses what an employee value the most at the workplace (Importance) and how well his current job fits their value system (Job Grade). If there is a good fit between his importance and the job grade, the person is likely to be gainfully employed. Hence, the objective is studied in two components, first is importance and second is job grade. These are described as:

(A) Importance: The result of mean and S.D. of the three groups on importance can be shown as:

Table 1: Mean and S.D. scores on Gainful Employment (Importance) of the three groups.

	Group I (High Rank)	Group II (Middle Rank)	Group III (Lower Rank)
Mean	26.21	26.66	26.51
S.D.	5.56	4.28	5.43

Table 1 shows the mean and standard deviation for the three groups on importance. From the table, it is clear that there are differences among the three groups. The mean of group I, i. e. High Rank police personnel is 26.21 and standard deviation is 5.56. The mean of Group II, i.e. Middle Rank police personnel is 26.66 and its Standard Deviation is 4.28. The mean of Group III, i. e. Lower Rank police personnel is 26.51 and standard deviation is 5.43. The clear representation of the means to see high and low scores can be done by the graphical representation which is given in figure 3.

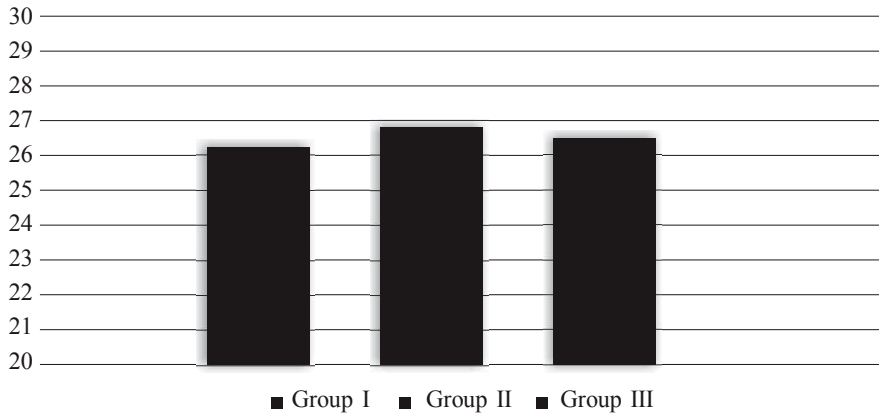


Figure 1: Representing mean scores on Gainful Employment (Importance) of three groups.

From the Figure 1, it is clear that the mean of Group II is highest and the mean of Group I is lowest on importance. So, the Group II has the highest score on importance, and Group I has the lowest score on importance. Middle rank police personnel have the highest score on importance component of Gainful employment. To see whether the three groups are significantly different from each other on importance, F-value was calculated with the help of one-way ANOVA.

Table 2: Application of one-way ANOVA to the scores on Gainful Employment (Importance) across the three groups.

	Sum of Squares	Df	Mean Square	F	P-level
Between Group	10.500	2	5.250	.200	P>.05
Within Group	7800.020	297	26.263		Non Significant
TOTAL	7810.520	299			

Table 2 represents the significance of difference on importance among the groups. The table shows that the F value is .200 which is not significant on .05 level of significance. So, it is clear that the three groups are not significantly different on importance from each other. Therefore, it does not need Post hoc analysis. So, it can be stated that the three groups are not significantly different on importance from each other.

(B) Job Grade: The result of mean and S.D. of the three groups on job grade can be shown as:

Table 3: Mean and S.D. scores on Gainful Employment (Job Grade) of the three groups.

	Group I (High Rank)	Group II (Middle Rank)	Group III (Lower Rank)
Mean	78.28	72.30	68.31
S.D.	20.95	20.05	20.50

The above table shows the mean and standard deviation for the three groups on job grade. From the table, it is clear that there are differences among the three groups. The mean of group I, i. e. High Rank police personnel is 78.28 and standard deviation is 20.95. The mean of Group II, i.e. Middle Rank police personnel is 72.30 and its Standard Deviation is 20.05. The mean of Group III, i. e. Lower Rank police personnel is 68.31 and standard deviation is 20.50. The clear representation of the means to see high and low scores can be done by the graphical representation which is given in figure 2.

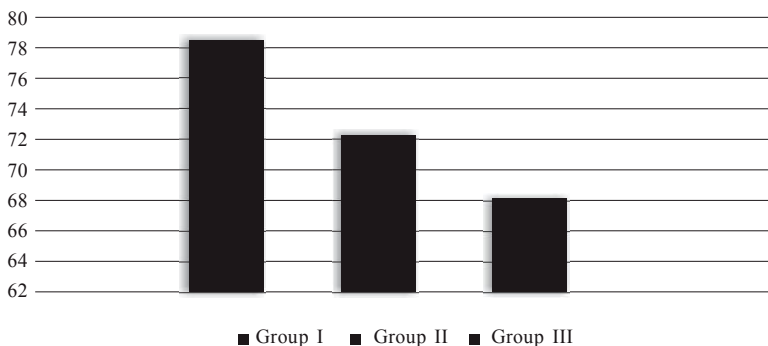


Figure 2: Representing mean scores on Gainful Employment (job grade) of three groups.

From the Figure 2, it is clear that the mean of Group I is highest on job grade and the mean of Group III is lowest. So, Group I has the highest score on job grade and Group III has the lowest score on job grade. To see whether the three groups are significantly different from each other on job grade, F-value was calculated with the help of one-way ANOVA.

Table 4: Application of one-way ANOVA to the scores on Gainful Employment (job grade) across the three groups.

	Sum of Squares	Df	Mean Square	F	P-level
Between Group	5036.047	2	2518.023	5.990	P<.01
Within Group	124842.550	297	420.345		Significant
TOTAL	129878.579	299			

Table 4 represents the significance of difference on job grade among the groups. The table shows that the F value is 5.990 which is significant on .01 level of significance. So, it is clear that the three groups are significantly different on job grade from each other. However, it is not clear that all the mean pairs differ significantly. In order to check the significance of mean difference, post hoc test was used.

Table 5: Significance of mean differences based on Post-hoc test on Gainful Employment (job Grade) of the three groups.

Group Means	Group I (78.28)	Group II (72.30)	Group III (68.31)
Group I (78.28)	-	5.98	9.97*
Group II (72.30)	-	-	3.99
Group III (68.31)	-	-	-

*p<.05

The above table indicates the significance of mean difference among the groups. The mean difference of Group I and Group II is 5.98 which is not significant on .05 level; Group I and Group III is 9.97 which is significant on .05 level; Group II and Group III is 3.99 which is also not significant on .05 level. So, from table, it is clear that higher rank and lower rank police personnel are significantly different from each other on job grade component of Gainful employment.

In order to calculate how many police persons are gainfully employed among the overall sample of 300 police personnel, Average Importance score and Average Importance X Job Grade Score of all the police personnel are calculated. The employee is considered to be gainfully employed, if the “Average Importance x Job Grade Score” is greater than or equal to “Average Importance Score”. By applying the same formula, it has been observed that among higher rank group 63 police persons are gainfully employed, in middle rank group 45 police persons are gainfully employed whereas in lower rank group only 43 police persons are gainfully employed. The results are shown in table 6:

Table 6: Number of Participants Gainfully and Not-Gainfully employed across three groups

Group Means	Higher Rank	Middle Rank	Lower Rank
Gainful Employment	63	45	43
Non-Gainful Employment	37	55	57

Table 6 shows that among over all samples of 300 police persons, 151 are gainfully employed whereas 149 are not gainfully employed. The clear representation of the police persons who are gainfully employed can be done by the graphical representation which is given in figure 3.

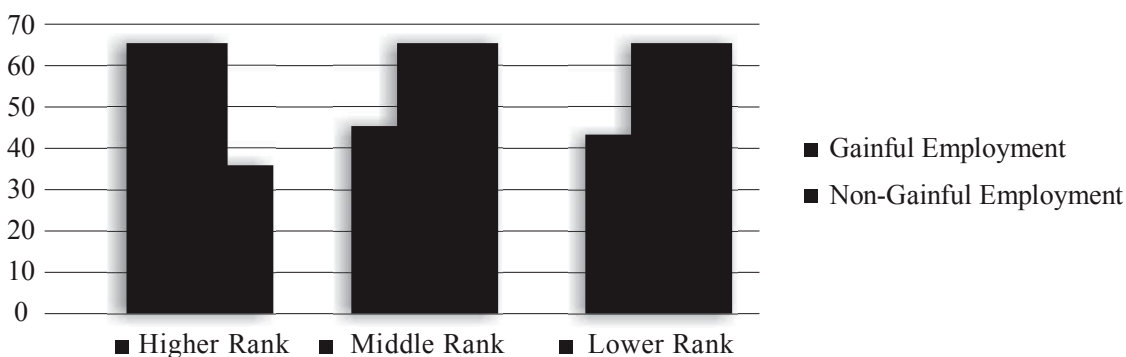


Figure 3: Representing Number of Participants Gainfully and Not-Gainfully employed across three groups

From the Figure3, it is clear that the Group-I is highest on gainful employment and Group III is lowest. Higher rank police personnel are gainfully employed. To see whether the three groups are significantly different from each other on gainful employment Chi square test was calculated.

Table 7: Application of Chi-square on the three groups.

	Higher Rank	Middle Rank	Lower Rank	Total	χ^2
Gainful	63 (50.33)	45 (50.33)	43 (50.33)	151	9.7**
Not Gainful	37 (49.67)	55 (49.67)	57 (49.67)	149	
Total	100	100	100	300	

$P < 0.01$ **

The above table indicates the significance of difference on gainful employment among the overall sample. The chi square value is 9.7 and it is significant on .01 level. So, from the table, it is clear that all the three groups are significantly different from each other on Gainful employment. There is a significant association between Gainful employment and rank of police personnel. Table 15 also indicates that higher rank and lower rank police personnel are significantly different from each other on job grade component of Gainful employment.

Table 8: Application of Chi-square on Higher rank group.

Gainful Employment	Not Gainful Employment	Total	χ^2
63	37	100	6.76**
50	50	100	

$P < 0.01$ **

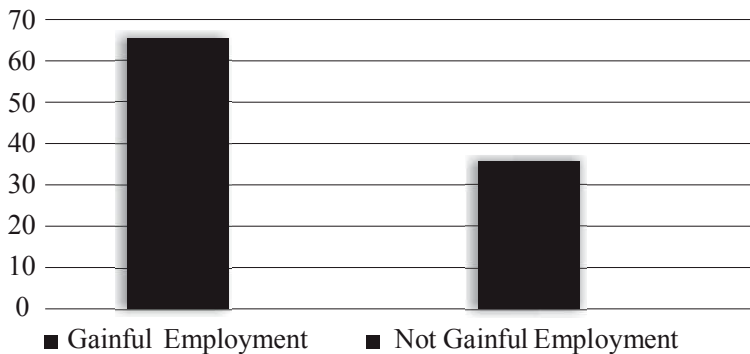


Figure 4: Representing number of participants Gainfully and Not -Gainfully employed among higher rank group.

Table 9: Application of Chi-square on Middle rank group.

Gainful Employment	Not Gainful Employment	Total	χ^2
45	55	100	1.0
50	50	100	Not Significant

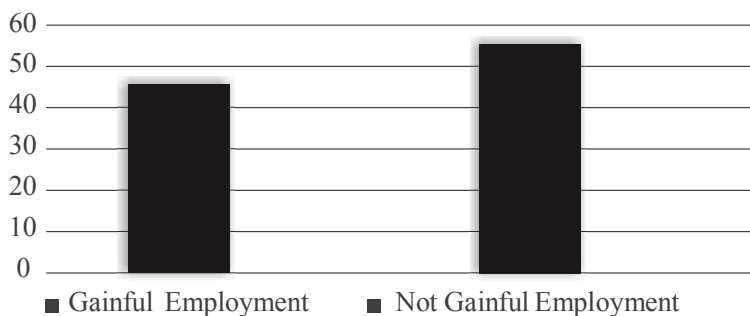


Figure 5: Representing number of participants Gainfully and Not- Gainfully employed among middle rank group.

Table 10: Application of Chi-square on Lower rank group.

Gainful Employment	Not Gainful Employment	Total	χ^2
43	57	100	1.96 Not Significant
50	50	100	

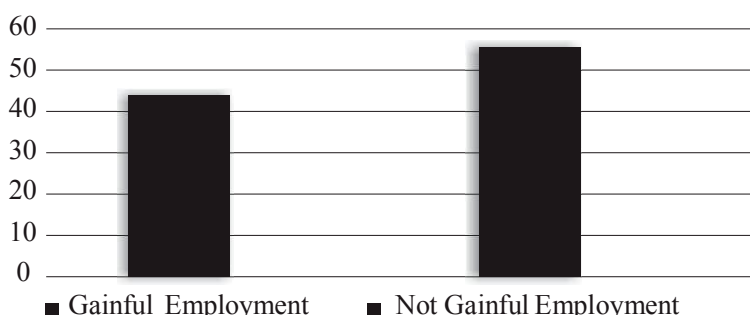


Figure 6: Representing number of participants Gainfully and Not-Gainfully employed among lower rank group.

From the above-mentioned tables on application of chi-square on all the three groups separately, it is clear that the higher rank police personnel are gainfully employed as their current job fits well with their value system. They receive all the facilities such as safe working environment, higher pay, decision making power as well as involvement in taking decisions. They are highly satisfied with their work as well as work environment. Hence, they are gainfully employed.

On the other hand, Lower rank police personnel are not gainfully employed as they have to work round the clock following orders from higher authority. They are expected to be available at all times and are required to be prompt in their responses. Constables and head constables are the foot-soldiers of police as they have to work in emergency situations and various other law and order duties with calmness and sensitivity. They are at high risk of being exposed to psychologically straining situations and potentially psycho traumatic experiences. Sometimes they

work under pressure and are stressed. Hence, less safety and more responsibility in the job makes them less interested in their workplace environment. Stephen, Julian and Warren (1990) observed that impatience and irritability is negatively associated with job satisfaction.

Mc Donough, Amick, Chang, Rogers, Duncan and Pieper (2002) stated that,“lack of job control to meet the demand of the job lead to continuous strain and stress. The study also indicates that working in low control jobs is correlated to 43% increased chances of death”.

Demerouti, Bakker, Nachreiner and Schaufeli (2001) observed that job and personal resources interact with job demands and predict work engagement and lead to performance. One more study by Guido Alessandri, Laura Borgogni and Gary P. Latham (2016) also observed job performance as a major provider of an individual’s satisfaction with his work. Satisfied worker demonstrates higher job performance than unsatisfied workers. So, it is clear that higher rank police personnel are significantly different on gainful employment. It is evident from the above results that healthy workplace environment encourages job satisfaction with less absenteeism.

Conclusion

The present study found a significant difference among the higher and lower rank police personnel. The results got in the investigation depicts that higher rank police personnel are gainfully employed and have more resources as compared to middle and lower rank police personnel. Higher rank police personnel are facilitated by decision making powers, higher pay and much involvement in decision making. They are less stressed and enjoy higher level of autonomy which impacts positively on job satisfaction.



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