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## A STUDY ON JOB VALUE AMONG THE POLICE OFFICERS: AN EXPLORATIVE STUDY

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**Abstract:** *Work is an activity in which a person engages himself to pay, to make a living or to earn money. Work is the source of self-respect and a way of achieving recognition or respect from others. The present study aims at the assertion of Job Value by the police officers about their job. The study is conducted in Mysore, using Dr. Seema Sangi's Job Value Questionnaire with a sample size of 50. The study revealed the following results. 50.8% have said financial benefit is moderate, whereas 21.6% are unsatisfied by the financial benefit given to them though they their work time and conditions are not constantly and full of dangers. 29.2% of respondents believe that overall development is low, about 18.4% of respondents believe that they have a good opportunity for development. Causal factors like pay, Verbal Recognition, Working Condition, Supervisors and Subordinates interference, Organization have its effect on job satisfaction; above all the job adjustment and satisfaction will be the reflection of training when effective training is provided to a person he/she will not have to face any job hazards.*

**Key words:** *Police, Job value, Financial & nonfinancial benefit, Job Satisfaction, Training.*

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## **INTRODUCTION:**

Work is an activity in which a person engages himself to pay to make a living or to earn money. Work does not have the same meaning for all individuals, meanings vary as jobs and people vary. Work is the source of self-respect and a way of achieving recognition or respect from others. Work does not have the same meaning for all individuals, meanings vary as jobs and people vary. "The meaning of 'job' as a post or appointment is of primary importance. Every job is an instance of the employment relationship, embodying a contract to exchange an ability to work for rewards (both material and symbolic). True, performing work tasks provides a stream of experiences, technical and social, that can energize psychosocial responses; any resulting data summarizing these reactions are indispensable. However, such data must not be weighted higher than those concerning experiences of the overt (or ostensible) contractual terms - above all, those concerning pay and job security" **(Rose, 2001).**

"Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like or dislike their jobs" **(Spector, 1997).** Job value or Satisfaction is simply one of the most thought over and discussed terms in the professional world. There have been numerous questions and theories on job satisfaction. Job satisfaction attributes that you consider important to you may not be equally crucial for somebody else. Still, when holistically analyzed by extracting the summary of numerous theories on job satisfaction by great scholars, there are certain job satisfaction attributes that are considered important for everyone. The answer to the million-dollar question, 'what is job satisfaction' can be summed up in following points:

- You enjoy doing your work. It gives you an internal feeling of happiness and though the time spent on your work can be sometimes boring, but overall, you love your work.
- Although, everybody in this world wants a pay hike, you're fine with your pay scale and you're making sustained efforts to get it increased in the future. This means your performance drives your pay scale.
- You enjoy your working area and office.
- You feel more confident and happy about your professional life.



Decrease in Job value particularly found in cases of excessive job stress, long traveling hours, extra workload, inadequate pay scales, poor working relationships, unhealthy working conditions, job insecurity etc.

**Causal Factors of Job Satisfaction:**

1. Work attributes: have found to relate to work interest and satisfaction include; opportunities for new learning, creativity variety difficulty, amount of work, responsibility, non-arbitrary pressure for performance, control over work methods and work place, job enrichment and complexity.
2. Pay: it is clear those individuals who believe they are inequitably paid are dissatisfied with their pay. Equity theory also predicts that the overpayment will lead to just as much dissatisfaction with pay as under payment.
3. Promotion: satisfaction with promotion can reviewed as a function of the frequency of promotion in relation to what is desired and the importance of promotion to the individual.
4. Verbal Recognition
5. Working Condition
6. Supervisors and Subordinates
7. Organization

**OBJECTIVES OF THE STUDY:**

1. To study financial and non-financial benefits in the job,
2. To study overall development in the job,
3. To study job and personal security,
4. To study the impact of training in performing the duty

**RESEARCH METHODOLOGY:**

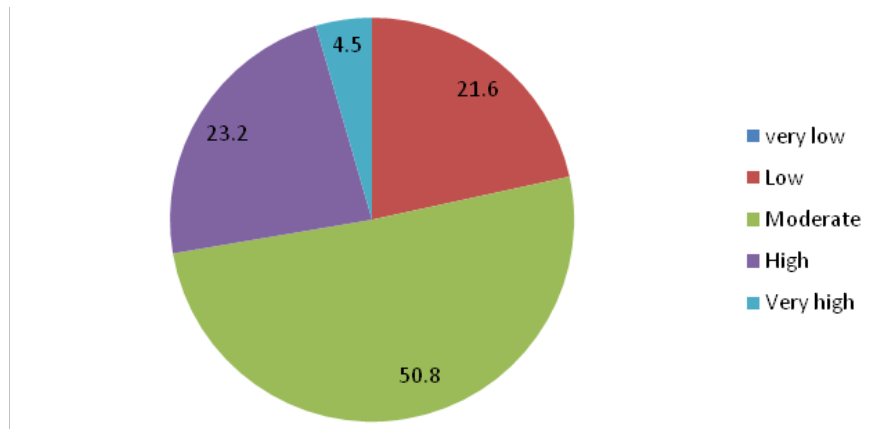
The present study is an “EXPLORATIVE STUDY” which is ‘Qualitative’ in nature, it deals with assertion of job value by the police officers. The study is carried out in Mysore District of Karnataka State. With a sample size of 50, the police officers above the rank of Sub-Inspector were selected as samples from the universe, the Purposive Sampling Technique is adapted in sample selection. Dr. Seema Sanghi’s Job Value Questionnaire has been utilized for the study, which consists of 53 questions classified broadly into 11 categories according to the objectives, the same has been issued to the police officers and Primary data was



collected. Primary data collected from the respondents analyzed using the SPSS 11.0 package.

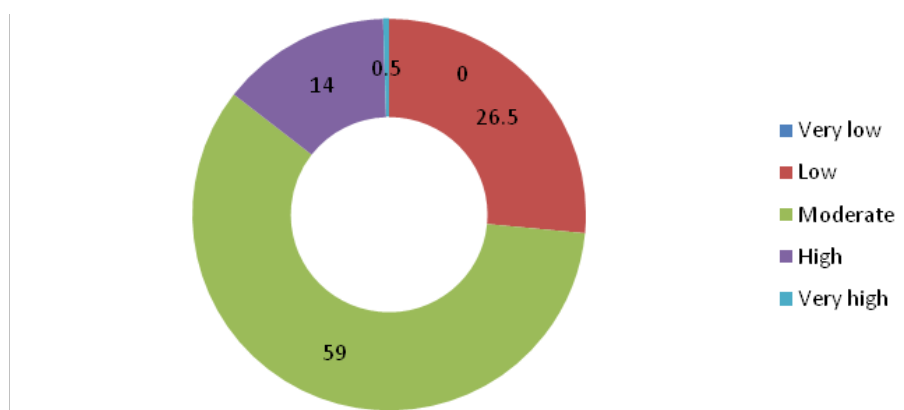
## DISCUSSION:

**Table No 1. Indicates the Financial Benefits given to officers**



There are several factors, which influence one's satisfaction about, is working, in which Financial or monetary benefits are the key factor is among all. The police department is a service sector and monetary benefits should be comparatively competitive and satisfactory. If the employees were not paid equally for the service rendered by them then the service of employees will decline. (SHRM, 2012), provides evidence that when the base pay rate was increased the satisfaction of the employees is positive, whereas when they get the variable pays like bonus, rewards, arrears etc, the level of involvement in the job is higher. From the Table it is clear that the financial benefits given to the officers are moderately well where it has to be improved. 50.8% have said financial benefit is moderate, whereas 21.6% are unsatisfied by the financial benefit given to them though they their work time and conditions are not constantly and full of dangers.

**Table No 2. Indicates the nonfinancial benefits to the officers**





The non-financial benefits provided to the employees are next to the financial benefits where the factors like Job enrichment, work & life balance, professional development, challenging position etc., provides a great zeal to develop and show a positive attitude towards one's job. The attempts to motivate the officers are derived from the ideas of Maslow and Herzberg theories, the quality of output is best achieved by satisfaction of higher needs (Maslow) and the need to provide Motivators (Herzberg). (Kaya, 2007), determined the factors affecting job satisfaction levels of employees. According to the results of the study, the most important factors affecting the job satisfaction levels were determined as the officers, physical and non-physical factors of its own nature and communication and integrity respectively. Based on these findings, the conclusion was that non-financial incentives were more effective than financial benefits in terms of the attitudes of employees. This Table clearly indicates that non-financial benefits like leaves; medical and other benefits are of moderate, which as scored 59% whereas 26.5% of respondents felt that they need some more benefits, which will have the effect on their job.

**Table No 3. Indicates opportunity for overall development**

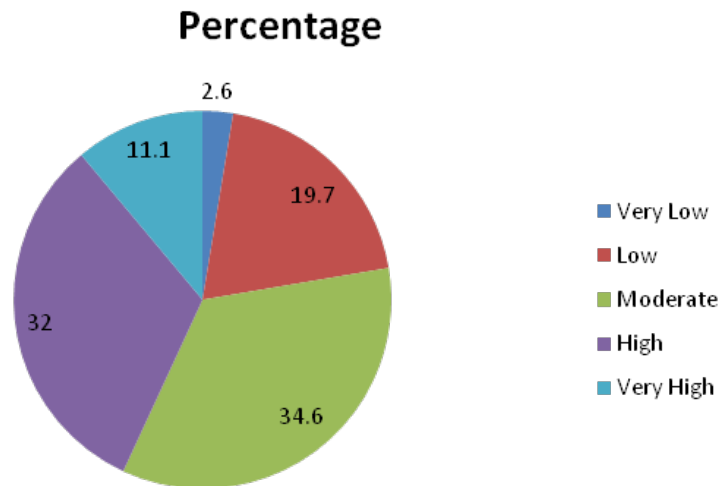
Sl. No	Level of Importance	Scores obtained in Percentage
1	Very Low	00.0%
2	Low	29.2%
3	Moderate	52.0%
4	High	18.4%
5	Very High	00.4%
<b>Total</b>		<b>100%</b>

Success was also easy to define. The person who rose to the highest point on the organization chart embodied success. He or she had the most impressive job title, all the desired perks, and the nicest home. (Remember the old joke "He who dies with the most toys wins"?) But even as the world has gotten more hectic and work has become more consuming, people realize, perhaps more than ever before, that no matter what their level of ambition, success is a subjective construct with many dimensions (Harrington, 2007). In service sectors like police career development is not an easy task to keep up, the development needs to continuous effort, if such efforts were not fruitful the value or satisfaction towards job start to decrease, whereas in the present study the Table reveals that 52.2% opined that opportunity for overall development is moderate, where 29.2% of



respondents believe that overall development is low, about 18.4% of respondents believe that they have a good opportunity for development in career.

**Table No 4. Indicates Job & personal Security to the officers**



The impact of job security on job value is respected. Based on conditions, job security is in reducing. Since commitment and satisfaction are effective factors on organizational effectiveness, the impact of job security on commitment and satisfaction are the most important factors. Accordingly, job security is the feeling of having a proper job and the assurance of its continuance in the future as well as the absence of threatening factors. If individual a feels that he/she will continue his/her job until the end of his/her service and will not be threatened by individual to play his/her proper job roles and tasks, such person enjoys job security (**Arabi, 2000**). From the above Table we can understand that 19.7% of respondents feel that security for them and their family is low whereas 11.1% of respondents feel that the security provided for their life and family is very high.

**Table No 5. Correlation of Impact of training on career**

Sl. No	Level of Importance	Scores obtained in Percentage
1	Very Low	00.0%
2	Low	16.4%
3	Moderate	47.2%
4	High	30.8%
5	Very High	05.6%
Total		100%



Training is a learning process, which involves the acquisition of knowledge, skills, concepts, rules, or changing of attitudes and behaviours to enhance the performance of employees. In other word, training is activity leading to skilled behavior.

To study the impact of training a model developed by researchers, and statistics professors at the University of Chicago determined employee contributions over a period of time within the organisation. For instance the performance of the sales executives can be determined by looking at the sales achieved, but in the police department neither police is a sales person nor victims are customers here comes the real challenge in front of the officers so the analytical and critical knowledge earned while training and during work will be of great help for officers to find the solution to the problems, so by the attitude and behavior of the officers one can be said as well trained. The above Table reveals that 47.2% responded that the impact of training is moderate it has no much effect on either their behavior or attitude, similarly 30.8% responded that training has a high level of impact in performing the duty, whereas 16.4% of respondent's opined that the impact of training in the execution of duty is low.

### **FINDINGS:**

From the study, it is evident that the job assertion has scored a moderate view of satisfaction in general it proves the following findings as they are:

1. The job has provided moderate benefits for around 50.8% of respondents, where 23.2% respondents are highly benefited in Financial Benefits.
2. The job has failed to provide the nonfinancial benefits has it as scored 26.5% has low benefits and a maximum score as 59% as moderate benefits.
3. Opportunity for Intellectual development has scored 52% has moderate opportunity, where 29.2% responded that opportunity is low.
4. Job has failed to provide both job and personal security where respondent's opinion is that 34.6% of security provided is moderate.
5. 30.8% of respondent's opinion is that the impact of training in execution of job is highly correlated.
6. From the study it is also evident that the financial and nonfinancial benefits provided to the police officers are not sufficient and it has made their work more stressful because of which they are unable to work honestly and promptly.



### **RECOMMENDATION:**

1. The working conditions of the Policemen are often harsh and their working life is very hazardous and hence the senior Police Officers should have the maximum concern for the welfare of police officers.
2. Reliefs allowed from the benevolent fund to the personnel of and below the rank of Inspectors of Police should be raised from Rs 1 lakh to more as per time concern.
3. Ex-gratia payment to those who die in action should be raised from Rs 2 lakh as per the present scenario.
4. There should be opportunities for development of personal skills and abilities.
5. There should be an opportunity to work with one's own viewpoint.
6. The working condition without time span should be changed as the unconditioned time span will effect on their ability.
7. The frequent transfers should also be considered, while transferring the officers.
8. Specialization in different aspects of policing, such as intelligence and investigation should be introduced.
9. The police officers are indeed need of 'need based training', which will be help full in improving the skills and stress management during their course of work.

### **CONCLUSION:**

The job of maintaining public order too has become much more hectic and complicated now a day. Traffic management, crowd control and organized crimes are examples of areas which require high levels of expertise. Officers should be encouraged to opt for one stream of police administration or the other, depending on their aptitude and inclination from the level of training itself. Only a professional body of well-trained and motivated officers can deal with difficult and complicated problems of today. Even a beat constable needs access to modern technology for communication and information about crime and criminals. To function effectively in the age of information revolution, the police require technological up gradation and an element of specialization and professionalism. Apart from this the financial and nonfinancial benefits provided to the police officers should also have to be increased because the financial stress will not allow a person to work more effectively it will distort and irritable to them. Along with that the basic training is the most important one which





plays a vital role during their career, so which has to be either reframed or re-considered to coincide with the present scenario.

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