



Healthy Police Healthy Families (स्वस्थ पोलीस, स्वस्थ कुटुंबे)

Phase I

A Project Report

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Project Report

A. Introduction:

1. Mental Health and Stress

Mental Health is very essential for an individual to be a productive and contributing member of society. The WHO definition of Mental Health is a thorough definition that can be applied in various contexts. When one tries to understand the facets of this definition in the context of the police force, it can be surmised that *realization of abilities* like diligence, attentiveness, vigilance, etc.; *productivity* will mean conducting effective investigations, apprehension of culprits, and successful maintenance of law and order (Moore & Poethig, 1999); *making a contribution to own community* will be enhancing the safety and security of the citizens and general public (Moore & Poethig, 1999; Thurman, 1995). The final aspect of this definition is *coping with stress*, which is a substantial need for police personnel. When we use the phrase “Mental Health”, we perceive the negative connotations associated with it, simply due to the word “mental”. With respect to mental health, the problem-solving approach is most frequently adopted, which leads to an exploration of problems only. In order to be well functioning and productive, only the absence of mental health problems is not enough. Taking pro-active steps to enhance and improve positive mental health is vital, and for this, coping with stress is the very first step.

The work of Police personnel is a high demand job. It not only demands attentiveness, vigilance, and protection of civilians, but it makes immense demands on the personal lives of the policemen. The work profile of police includes duties which bring them into contact with the most depraved acts committed in the society. As stated by Golembiewski & Kim (1990), they generally are involved with “the worst of people, and ordinary people at their worst”. Not only do they have to face these situations, but occasionally, they may face dangers to their own lives in line of duty.

In the context of such a high-stress, high-demand work, it is an unfortunate reality that the mental health needs of policemen are left unaddressed. According to Olson & Wasilewski

(2016), the discussion of Mental Health among police officers is not only limited, but in most cases, it is also discouraged. Police officers may face stigma for opening up about work stress and their need for therapy (Olson & Wasilewski, 2016; Ranta & Sud, 2008).

The work of a police officer is not limited to taking cognizance of reported offences and investigating them. Although this is the main crux of their job duties, they also have to keep interacting with the victims of the crime, the suspects, witnesses, etc. While doing so, they have to remain level-headed, behave appropriately with victims and suspects, and at the same time, they have to be accountable to their superior officers. Police officers face extreme stress during investigations of high-profile cases. They face pressure from media, and have to take care of public opinion as well.

2. Marital Satisfaction and Mental Health

Marriage is an integral part of human life. A satisfied marriage leads to a healthy, fulfilled life. Joint family and nuclear families are rightly said to be the two forms of families in India. The number of nuclear families is steadily rising, especially in urban areas. While each type has its own positives and negatives, there is a distinct shift from traditional values enshrined in the joint family system to the modern values held closely in nuclear families. One of the main causes of divisions in the family is migration due to work or education. Earlier the joint family could flourish as the work of all family members was within the same town/city/village, now, as work takes people to different places, they tend to separate from the family to establish their own base elsewhere. This leads them to live a life bereft of support they would otherwise have so easily in the joint family. In the joint family, the everyday responsibilities are shared, workload gets easier. In nuclear families, along with independence for all family members, they need to shoulder more responsibilities with much lesser help. This brings into focus the quality of marriage as a decisive factor for the satisfaction in their life. Since the nuclear family usually consists of only a married couple and their unmarried children, the relationship between the couple is the most important one on which the entire family depends. And therefore, any discord between the couple has the capacity to create affect all the members of the family. Gove et al (1983) have reported that the quality of marriage, and the mere experience of a positive, healthy marriage is an important factor in the positive mental health of a person. They found out that the people in happy marriages reported to be mentally healthier than divorced, single or separated

individuals. Lavalekar, Kulkarni, and Jagtap (2010) discuss the changing shift in Indian marriages going from a religious to a legal bond. They further state that with changes in society, changes in viewing the system of marriage was also observed, and more thought is being given to the quality of married life now than ever before. In case of police officers, since their work environment is unstable and highly stressful, there is an increased need for their home life to be healthy in order to maintain a positive mental health. This study will also aim to explore the relationship between marital satisfaction and mental health of policemen.

3. Emotional Intelligence and Mental Health

Mayer, Salovey & Caruso (2004) defined Emotional Intelligence (EI) as “the capacity to reason about emotions, and of emotions to enhance thinking. It includes the abilities to accurately perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth”. EI was first put forth by Salovey and Meyer (1990), in which they stated three aspects: monitoring emotions, discriminating between emotions and utilizing emotions. This was a further development from the interpersonal and intrapersonal intelligence put forth by Gardner, and social intelligence by Thorndike (Thorndike & Stein, 1937). EI is concerned with handling relationships with others (personal as well as professional) effectively. Specifically, it basically involves the ability to perceive emotions accurately (self and others), using emotions in facilitation of thought, understanding of emotional meanings, and managing emotions (Mayer & Salovey, 1997). Police officers come across a variety of individuals and need to face a wide range of situations on duty every day. They need to be extremely alert to ensure that bad situations are not made worse. In order to communicate with the public effectively, the police need to be perceptive. They need to know when and how to express themselves, along with controlling their emotions and this too, is an integral part of emotional intelligence (Aremu and Tejumola, 2008). Terpstra (2009) is of the opinion that when police officers are a part of the community, they must have a good rapport with the public. To establish rapport, they can mediate in public issues, be approachable to people from various ethnicities and even offer support to public as well as personal problems of individuals. This will help the public’s trust and faith in police to be maintained. Policing is an inherently social field with an extensive human contact, thus making it necessary for police personnel to have EI. A study by Ciarrochi et al (2002) found out that people who were found to be good at managing

emotions of others were affected less by stress. This shows that even in the presence of unavoidable stress, emotional intelligence can play a moderating role and be instrumental in maintaining positive mental health.

B. Review of Literature

1. Mental Health

While conducting the review of literature, it was observed that the focus of researches was on stressors, stress levels of police officers, burnout among the personnel, and effects of hierarchy and organizational structure on the police force. Some studies have even discussed the different coping strategies used by policemen. Whenever the efficacy of police is studied, it is done in terms of merely the number of cases handled and solved. Therefore, there were no studies found which examined the efficiency (productivity) and decision making ability (autonomy) of policemen from a mental-health perspective.

a. Types and ranks of stressors:

According to studies by Kirkcaldy, Cooper, and Ruffalo (1995) and Brown, Cooper, and Kirkcaldy (1996), police have expressed higher work related pressure due to “organizational structure and climate”. In their study on 127 police officers, Zukauskaset. al. (2001) also found out that administrative stress was rated at the highest stressor in the workplace. Another interesting finding was the clear indication of competitiveness and assertiveness (Kirkcaldy, Cooper and Ruffalo 1995). Brown et al. (1996) also ascertained the positive correlation between job satisfaction and physiological wellbeing. They also suggest that for the police officers holding higher posts, their managerial pressures impacted them more. A study done by Gershon, et al. (2008), shows that 92% of the respondents of the study reported to have been exposed to one or more critical incidents, wherein the incidents in question included being exposed to funeral of a colleague, being injured while working, making a violent arrest, and responding to a bloody crime scene. The study done by Spielberg, Westberry, Grier, and Greenfield (1981) also concur that being exposed to the above stated incidents has been ranked as the highest stress-inducing factor.

As reported by Violanti and Aron (1994) in their survey of stressor ranking of police officers in USA, duties such as shift – work duty, inadequate department support, and insufficient, aggressive crowd behaviour are among the top 12 stressors. While at the same time, excessive paperwork and inadequate salary were ranked to be less stress inducing. This situation is relevant to Indian scenario, with police officers frequently having to take on additional shift duties and crowd control duties. Singh and Kar (2015) also report that police find their job to be

“unlimited” as well as “unpredictable”. The insufficiency of police personnel in comparison to public demands is well known in India.

Even so, according to the National Crime Records Bureau Publication of 2013, Maharashtra has 1,82,832 police officers, accounting for 13.6% of the total working civil police in India. It ranks as the state with highest number of actual police. It also has the highest number of female actual civil police (Ministry of Home Affairs, India, 2013). According to the National Crime Records Bureau publication, policewomen made up a mere 5% of the police force, with only 3% inspectors being female in 2010 (Ministry of Home Affairs, India, 2010, Prenzler & Sinclair, 2013).

Zukauskas (2001) study has also discussed the prevalence of ineffectiveness of the criminal justice system as a potential stressor for police officers. They speculate that it might be due to the perceived waste of dangerous work undertaken by police, when criminals are not dealt with properly by the judicial system. This is another factor that has not been studied in the Indian context and a study can be taken up to make scientific observations about the effectiveness of judicial system and its relation to police stress.

b. Stress and its effects:

Tandon (2007) has discussed the various issues posing a threat to the police personnel’s quality of working conditions. She states that the work conditions experienced by police officers are quite “dehumanizing and deintellectualizing”, and this affects the middle and low rank officers more.

A study done in Uttarakhand, India, reveals that stressful work affects the health of the policemen (Tyagi&Dhar, 2014). They found work overload to be a major factor having an effect on stress, while organizational support and a strong support system would be instrumental in reducing stress levels of police. It has been found that 35% of police officers face some form of psychological distress (Kaur, Chodagiri & Reddi, 2013). Ragesh et al. (2017) report that around 23% of police officers have reported being diagnosed with various physiological diseases due to stress experienced due to the nature of their work, and 4% reported being diagnosed with mental illnesses. They further found out that police officers in India are susceptible to both, occupational as well as organizational stress. Pestonjee (1992) has linked stress to psychosomatic disturbances.

Working in the presence of chronic and intense stress may cause the police officers to pose a risk to public safety and their performance, due to increased chances of errors and over-reactions. (Tandon, 2007; Ranta&Sud 2008; Ranta 2009). Selokar, Nimbarte, Ahana, Gaidhane, andWagh (2011) have found out that stress in police officers is related to age, type of duties, and marital status of police officers.

A study by Perez et al. (2010) discussed the relation of work efficacy and burnout, and it was observed that burnout occurred in officers who reported low efficacy. At the same time, officers who had access to support from relationships outside of the police force also faced lower levels of stress and burnout effects. Unfortunately, social support is difficult to obtain due to unavailable leaves, irregular holidays and long working hours, which pose a challenge to establishing relations outside of work (Geetha, Krishna &Channabasavanna, 1998).

A study by Singh (2017) reports that police stress does differ from rank to rank when different types of occupational stress are discussed. Also, coping strategies differed greatly between the different ranks of personnel. The policemen holding higher positions were found to use better coping skills, while police holding constable – level posts were found to have more maladaptive coping styles. At the same time, another study states that the position held by a police officer is not very decisive in determining the amount of occupational stress he / she may face. As reported by Rakshase (2014), the level of stress does not differ much with position, but level of coping is seen to differ. This indicates that the entire police force is susceptible to occupational hazards, including occupational stress and its effects, and effective coping can help manage the stress.

c. Coping with stress:

Coping strategies among police have been discussed by Beehret. al. (1995). Problem-focused coping was seen to be negatively related to a variety of stress-related issues such as somatic complaints, depersonalization, suicidal thoughts, and emotional exhaustion. A second strategy named as rugged individualism was found to be positively correlated to drinking. It was also found that self-blame and rugged individualism are very ineffective coping strategies, and self-blame by officers also led to increase in divorce potential. At the same time, problem-focused coping proved to be more useful to reduce suicidal thoughts and ideation (Beehr, Johnson &Nieva, 1995).

2. Marital Satisfaction

a. Marital satisfaction and well-being

A study done by Stack and Eshleman (1998) has discussed the role marital satisfaction plays on the overall happiness of the individual's life. Not only happiness, marriage has also been found to be associated with the well-being of an individual, termed as 'personal well-being' (Stack & Eshleman, 1998). With marriage being such an important aspect of one's life, one can derive a substantial amount of satisfaction and happiness from it. A number of researches have been done on measuring marital satisfaction (Karney & Bradbury, 1997; Ward, Lundberg, Zebriskie, & Berrett, 2009; Holman & Jacquart, 1988; Alea & Vick, 2010; Feeney, 2002).

The number of children the couple has, planned or unplanned pregnancy, helpfulness of spouse during pregnancy and after birth of child, etc. are all factors which play a decisive role in impacting overall marital satisfaction (Bradbury, Fincham & Beach, 2000). Emotional intelligence was found to be positively related to marital satisfaction. (Lavalekar, Kulkarni & Jagtap, 2010a). In their study, Lavalekar et al (2010a) found that emotional expressivity was also related to self-report of marital satisfaction, and to marital satisfaction itself. Marital Satisfaction has also been found to be characterized by commitment and loyalty to each other and to the marriage, religious and moral values, respect for each other, being supportive of the spouse, having the desire to be a good parent, agreement about parenting, and having good companionship and intimate relationship with the spouse (Fenell, 1993; Robinson & Blanton, 1993; Lauer, Lauer & Kerr, 1990). Marital satisfaction is also dependent upon the development of common activities and interests and whether or not their marriage fulfills their expectations (Locke, 1951).

b. Effect of work on marital satisfaction

Repetti (1987) and Miller (2007) have discussed the negative effect of workload on family. According to Repetti, there was a negative perception of the spouse's employment if they reported to have greater work overloads and if they faced an unpleasant social climate at their workplace. It indicated that if the work commitment reduced their time for family commitments, it impacted the overall family satisfaction and marital satisfaction as well. Similarly, Miller has also stated that the spouse may have feelings of being left out, as the officer may be more close

to his / her colleagues, which further gives rise to resentment between them, increasing the rift between them.

According to Zedeck et al (1988), the affective elements belonging to one environment can have a direct effect on the quality of any other environment. Thus, the quality of the work environment can affect the quality of home environment. Zedeck (1998) has also stated that if an individual is more satisfied with their work, they tended to be more available emotionally at home.

c. Career-specific factors affecting marital satisfaction

Greenhaus and Beutell (1985) have proposed the concept of Work - Family Conflict (WFC). In their 1985 review of studies regarding WFC, Greenhaus and Beutell have come to the conclusions that work schedules, marriage, children, employment patterns of the spouse, etc. are the causal factors for producing time-related strain on the individual, as they need to manage time given to their family role and their work role.

Roberts and Levenson (2001), have discussed the effects of work stress on the marital life of police officers. They have observed that the effects of Job stress can impair the interactions between spouses regardless of marital satisfaction, parenthood status and the work-shift nature of the husband. In the presence of more job stress, there were fewer interactions with positive affect exchange between the couples which indicated the difficulty in maintaining positive interactions.

Boulin-Johnson, Todd and Subramanian (2005) discuss the various features that characterize a police marriage. According to their study, exposure to violence, burnout and authoritarianism, alcohol use, job withdrawal, and isolationism, all have an effect on the overall life and marital relations experienced by the police officers and their families. Due to the nature of the work of police officers, their families are expected to follow a certain set of rules of the police sub-culture, which may isolate the members of these families from the rest of the society. This causes the families to have a weak external support system, as their only support system is the police force itself.

3. Emotional Intelligence:

As is the nature of police work, it is a social field with necessary interactions with people. Salovey, Bedell, Detweiler, & Meyer (1999) found out that the capacity to perceive and

understand others' emotions was responsible for the ability of the individuals to be flexible in responding to changes in the social environment. People who had a high ability to accurately assess emotions also were able to build better support networks (Salovey, Bedell, Detweiler, & Mayer, 1999). Individuals who understand one's own as well as other's emotions have been found to be more effective in their jobs (Afolabi&Adesina, 2006). Emotional Intelligence is seen to play a major role in the happiness in relationships between couples and spouses (Brackett, Cox, Gaines &Salovey, 2005). Similarly, Lopes et al (2005) found that EI is associated with raised quality in social relationships.

Communication, being an important and major attribute in a police officer (Sanders, 2003), employment of officers with efficient levels of EI would be beneficial for police organizations (Burnette, 2008). Officers need to be balanced, and must maintain the needs of the police organization, along with the needs of the community (Turner, 2009).

The importance of managing emotions and the role of emotions in professional life is being increasingly recognized (Chhabra&Chhabra, 2012). Daus and Ashkanasy(2005) agree to the fact that police officers have to manage not only their own emotions but also the emotion of others and hence EI is extremely important for them.

Empathy, an aspect of emotional intelligence, is also important for police since they deal with witnesses and victims who should feel that they are understood by the officer and hence will help them in cooperating with the police officer (Ainsworth, 2002). Emotion regulation again is an important construct for the police officers since they need to have high self-concept by properly valuing themselves because many-a-times they might be undervalued by the public and media hence negatively affecting their self-presentation (Aremu&Tejumola, 2008). Burnette(2006) also highlighted that police officers who are emotionally intelligent resist pressure and stress in a better way than the others. EI can play a useful role in police training, leadership, and hiring practices and improvement of EI may help in boosting a certain competencies like self-confidence, communication, conflict management, and stress management which are essential for success in the performance of police (Saville, 2006).

a. Emotional intelligence and job performance / success in a public profession

Ciarrochi et al. (2001) found that EI can determine whether or not any individual will be successful in her/his career or not. Many studies have examined the role of EI in workplace in

leadership, performance and life satisfaction (Dulewicz, 2000; Barling, Slater, & Kelloway, 2000; George, 2000; Gardner & Stough, 2002; Goleman, 1995; 1998; Miller, 1999; Palmer et al., 2001; Sosik & Megerian, 1999; Watkin, 2000). Lopes, Grewal, Kadis, Gall, & Salovey (in press) found in their study that emotional intelligence plays a major role in career success. Rosenthal (1977) found out that those people who were good at identification of emotions of others tended to be more successful in their careers and social lives as well. Joseph and Newman (2010) found EI to be positively predicting job performance, especially in occupations which require high emotional labor (i.e., jobs with frequent customer/ interpersonal interactions, and situations where showing positive emotion is a part of the job requirement) like police force. The ability to understand emotions must be encouraged from childhood, as handling frustration, controlling own emotions, etc. are vital factors in making an individual successful in life (Snarey & Vaillant, 1985).

Many authors have agreed to the fact that EI helps individuals to manage work stress and work effectively in teams (Caruso & Salovey, 2004). A study by Jordan & Troth (2004) found that teams consisting of members with high emotional intelligence function better than the teams having lower level of intelligence, which is also relevant in terms of police officers. Emotional Intelligence among individuals also reduces and helps in resolution of conflicts (Mayer & Salovey, 1997).

Several studies have shown that emotional intelligence is related positively to job performance (Dulewicz et al., 2003; Law et al., 2004; Van-Rooy & Viswesvaran, 2004; Syet al., 2006; Carmeli & Josman, 2006) with it being a valid predictor of several job performance criteria among police officers, including success at assessment centers, success during the training stage, and successful functioning in the police unit (Lev, 2005). Ali, Garner & Magadley (2011) also found correlation between EI and Job Performance. Also they found EI as a predictor for police job performance when the general mental ability and personality traits were controlled. Rible (2012) found that emotional intelligence is extremely important for performance by Police patrols. Similarly Tans (2003) found positive relationship of EI with job satisfaction and contextual performance. However, Cote and Miner (2006) argued that cognitive intelligence interact along with emotional intelligence to influence performance.

Emotional intelligence can be said to be typical for management of police work and has implications for selection and training for the police force (Donna, 2003; Bellany & Bellany,

2003). As has been shown by Linda Webb, giving proper training to police officers and giving them emotional intelligence tools will help them understand and develop their Emotional Intelligence. She has also shown that after training, citizens' complaints and incidents of use of force by policemen reduced by 60% (Webb, 2018).

b. Emotional intelligence and job stress

Ebstein et al (2018) found out that emotional intelligence and occupational stress are negatively correlated. Slaski and Cartwright (2002) in their study of investigation of EI, stress and health in a group of managers found that there were significant correlation between EI, stress and health and EI might be playing a role in moderating the stress process and helping in increasing an individual's resilience to stress, also examined by Ciarrochi et al (2002). Another study found positive relationship between EI and psychological and physical health (Tsaousis and Nikolaou, 2005). Maintaining a good work-life balance is necessary, when one aspect of the life (here, police work) is high on stress causing factors. Kumarasamy, Pangil & Isa (2016) in their study found significant and positive relationship between EI and work-life balance among police officers with the organizational support as moderator, the presence of which strengthens the relationship. EI is important among female employees for a good work-life balance, which is more important since women today hold a lot of important positions within the organization (JyothiSree and Jyothi, 2012; Ramanithilagam and Ramanigopal, 2012).

EI was also found to play a role in outcomes of stress, focusing on job satisfaction and organizational commitment (Carmeli, 2003). However, Donaldson-Feilder and Bond (2004) could not find evidence to suggest that EI can act as a predictor for workplace well-being (psychological health, physical health, and job satisfaction).

It was seen in their study that individuals with high emotional intelligence helped in creating a positive work environment, were more interpersonally sensitive, stress tolerant, sociable and had greater potential for leadership. Thus, we can understand that for an extremely social, stress-inducing and a public profession like policing, the presence of EI, more importantly a high EI, is very necessary.

4. Counseling for Police Officers

As shown by the review of literature, law enforcement is a very stressful profession. Such stress levels very frequently result in serious physiological diseases, for eg. Cardiac problems, Hypertension, etc. At the same time, stress has been found to be a causal factor for various psychological disorders too. Depression, anxiety, psychosomatic issues, etc are found to have a strong relationship with the stress an individual experiences. In such a scenario, the absence of proper coping mechanisms only exacerbates the problem. Our review has shown that implementation of improper coping mechanisms is correlated with higher risk of suicide and marital problems among policemen. When it comes to improving the overall mental health of Police Officers, it is important to understand their satisfaction with the other aspects of life (apart from work), i.e. family and marital life. Research has shown that marital discord and dissatisfaction leads to high stress and overall life dissatisfaction, leading to problems in mental health. Thus, understanding all aspects impacting mental health need to be studied and analysed. Due to the extremely social nature of work that the policemen are involved in, their capacity to understand and regulate social situations must be measured. An Officer who can effectively deal with a distraught citizen, handle their own emotions in urgent situations, and can convey his / her thoughts in an appropriate manner will be a very productive and successful officer.

Several researches have shown that periodic counseling by counselors who understand the nature of work of police can help to improve the mental health of police personnel. A study by Sharma (2019) illustrates the positive effect of periodic counseling on police. The study shows that mandatory counseling for policemen can lead to learning better coping mechanisms and thus, lower stress levels. Papazoglou & Andersen (2014) have also stated that if training is given to police officers in the very beginning of their career, it can help remove the stigma prevalent within the organization about mental health problems. Denham (2009) has also stated that the counseling in the police organization is not usually an area of focus, but it should be, as absence of such initiatives can even prove to be dangerous. The study also states that counseling can prevent the loss of life and bad decision-making within the organization. The benefit of counseling has been highlighted in a study done by Carlan & Nored (2008) in which they have proven that presence of counseling opportunities for policemen led to lower stress levels and even reduced stigma about counseling.

Due to the stigma about mental health problems and of the need for psychological help and counseling that exists in the police organization; the new measures to introduce counseling services are met with some resistance. Therefore, a golden mid-way can be tried – establishment of a support system within the organization. For this purpose, some behavioural characteristics and innate abilities necessary for providing support must be measured. The individuals who have such abilities can then be given proper training to function as support members.

C. Methodology

1. Objective

The objectives of the study are:

- a) Exploration of Status of cognitive & emotional health of Police Inspectors (PI)
- b) Understand the mental health needs of PIs
- c) To study the Marital Satisfaction experienced by Police Inspectors
- d) To study the levels of Emotional Intelligence of Policemen
- e) To study the behavioural characteristics of Police Inspectors
- f) To select candidates to undergo training in order to function as peer support

2. Tools and Instruments

a. Mental Health

Mind Search, a tool developed by Gadre and Watve (2019), was used for this study. It has a total of eight dimensions, six of which measure negative aspect of mental health - depression, anxiety, difficulties in social behavior, unhealthy thought and emotion, behaviour problems, and psychosomatic disturbances. This scale also measures two positive aspects of mental health – productivity and autonomy. For each domain, Mind Search measures Frequency (*how many times did a particular experience occur*) and intensity (*with what strength did it occur*). These are measured on a scale of 0 to 4 (*never to always*) for frequency and 0 to 4 (*no intensity to profound*) for intensity. The test was standardized, and split-half reliability was calculated to be $r = .9$. Internal Consistency between the negative dimensions is significant and between positive dimensions is also significant. This tool is constructed with the aim of identification of vulnerability to stressors, along with their severity and extent. This test will help us to identify the presence of symptoms of mental problems that are not severe or frequent enough to be diagnosed as mental disorders. This is the ‘grey area’ pertaining to the state of MH between mental wellbeing and mental disorder.

b. Marital Satisfaction

The tool used was Marital Satisfaction Scale (MSS) developed by Lavalekar, Kulkarni and Jagtap (2010). This tool has 13 dimensions as follows (Lavalekar, Kulkarni, & Jagtap, 2010):

- Sexual satisfaction (**S**)—Pleasure and happiness gained through sexual activity, and refers to views and expectations regarding activity as well.
- Emotional bonding (**EB**)—Emotional attachment between marital partners, including understanding each other's emotions, empathizing, etc.
- Sharing household responsibilities (**SHR**)—Egalitarian distribution of all tasks of maintaining household, with mutual understanding.
- Views towards child rearing(**VCR**)— Includes the opinions, attitudes, and actions of the partners regarding nurturing children.
- Personality of the spouse (**PS**) – Overall looks, features, presentation and habits of the spouse.
- Motivating each other (**MEO**) – Encouraging each other for small achievements and deeds.
- Religious beliefs (**RB**)—The religious faith a person holds.
- Growing in and with the relationship (**GIW**)— It refers to the positive qualitative change in the marital relationship.
- Time devoted to each other (**TDEO**)—The amount of time spent by both the spouses in each other's company for various reasons.
- Sharing thoughts (**ST**)—The mutual sharing of opinions, views and attitudes about different experiences and situations in life.
- Economic stability (**ES**)— The perception of financial stability or security in the minds of the partners with regard to the marital relationship.
- Relation with in-laws (**RINL**)—The quality of relations a partner has with the in-laws – especially the parents of the spouse; and
- General marital satisfaction (**GMS&DEF**)both refer to the overall feeling of well-being within the marital satisfaction and the basic understanding of marital satisfaction.

This scale has statements having a positive and negative value, i.e. having positive and negative scoring from 1 to 5 and from 5 to 1 respectively. The validity for all thirteen dimensions was calculated to be ranging from .43 to .84. Split-half reliability was calculated. For the dimensions, it was in the range of .59 to .91. The reliability for the entire test was calculated to be .98. All the dimensions were also found to be correlated to each other. The range of correlation was .43 to

.82. For the purpose of this study, the “Form A” of the MSS was used. It has a total of 69 items. The subjects did not take more than 25 minutes to solve this test entirely.

c. Emotional Intelligence

The tool Schutte Self-report Emotional Intelligence Test (SSEIT) was used to measure Emotional Intelligence of the participants. The SSEIT (Schutte, et al, 1998) is a 33 item scale. According to a further study by Gignac, et al. (2005) measuring emotional intelligence on 6 dimensions –Appraisal of emotions in the self, Appraisal of emotions in others, Emotional expression, Emotional regulation of the self, Emotional regulation of others, Utilization of emotions in problem solving. The test gives a single composite score (out of 33) for the entire test. SSEIT reports to have a high reliability rating of .90, and a good predictive validity as well. The 33 items are scored on a 5-point Likert scale ranging from 1 - strongly disagree to 5 – strongly agree. Thingujan& Ram (2000), collected over 800 data from the students of University of Pune, and established the Indian norms for this test. They used the total score to calculate a T-score, based on which different levels of emotional intelligence are stated. These norms have been used for the scoring and interpretation in this project.

d. Behavioural Checklist

A 26-item Behavioural Checklist was prepared to assess the innate capacity of the participants to function as support members. The checklist has four dimensions: Establishing Rapport, Making Notes, Identifying and Exploring Concerns, and Setting Goal and Directions. The checklist was scored on a 5-point self- rated scale. The aim of the checklist is for individuals to measure and judge their own interpersonal communication skills and competencies.

3. Participants

Police Inspectors:

The participants in this study were newly – promoted Police Inspectors from Maharashtra Police. A total of 268 responses were collected through cluster sampling. From among the 268 respondents, 224 were men (84%) and 44 were women (16%). The average age of this sample was 45 years, with a standard deviation of 5 years. 62% of the participants were below 45 years of age (n=165), while 38% were above the age of 45 (n=103).

4. Research Design

A survey type design was used.

5. Procedure

Data collection was carried out through workshops held for Police Inspectors. Data was collected in batches with approximately forty inspectors per batch. A total of 6 batches were held for data collection – 4 in Centre for Police Research, Pashan, Pune, and 2 in Police Training Centre, Khandala. They were handed out the test materials, and given instructions. They were specifically instructed not to leave any question blank, for proper generation of results. They were reassured about confidentiality and were asked to answer truthfully. The participants, were assured that their scores on the test would not be reflected in their police records.

Table 1: Location of data collection

Location	Batch number	PI N
Centre for Police Research, Pune	1	57
Centre for Police Research, Pune	2	40
Centre for Police Research, Pune	3	51
Centre for Police Research, Pune	4	23
Police Training Centre, Khandala	1	47
Police Training Centre, Khandala	2	50
Grand Total		268

Table 2: Male – Female Distribution of data

Location	Batch	Police Inspectors		Total
		M	F	
Pune	1	49	8	57
Pune	2	33	7	40
Pune	3	45	6	51
Pune	4	15	8	23
Khandala	1	41	6	47
Khandala	2	41	6	50
Grand Total		224	44	268

Table 3: List of locations of Police Inspectors' postings

Mumbai	Gondia	Aurangabad
New Mumbai	Nagpur	Pune
Solapur	Nasik	Dhule
Nandurbar	Wardha	Buldhana
Yavatmal	Washim	Akola
Amravati	Sangli	Khandala
Latur	Usmanabad	Gadhchiroli
Jalna	Bhandara	Thane
Jalgaon	Parbhani	Kolhapur

Since these locations cover most of the state of Maharashtra, we can say that the sample obtained in this study is a truly representative sample.

D. Data Analysis, Interpretation and Discussion

Policing is known to be a highly stressful job. The review of literature has also established that stress can lead to various psychological and psychosomatic problems for police officers (Tyagi & Dhar, 2014; Kaur, Chodagiri & Reddi, 2013; Ragesh et al, 2017; Pestonjee, 1992). Therefore, a need to explore the mental health of police officers was felt. For this purpose, the test Mind Search was used. Mind Search measures negative & positive domains of Mental Health – Negative domains are those which suggest mental ill-health, or vulnerability to ill-health; while positive domains are those which suggest mental well-being or good mental health. The *frequency* (how many times did a particular experience occur) and the *intensity* (with what strength did it occur) are measured for all dimensions.

Table 4: Descriptive Statistics – Mind Search (Police Inspectors) Frequency of dimensions suggesting mental ill-health and mental wellbeing.

Descriptive Statistics for Police Inspectors on Frequency												
	N	Range	Min	Max	Mean		SD	Variance	Skewness		Kurtosis	
						SE				SE		SE
Depression	268	17	0	17	5.16	.216	3.542	12.546	.723	.149	.131	.297
Anxiety	268	18	0	18	5.60	.233	3.820	14.594	.655	.149	.172	.297
Difficulties in social beh.	268	20	0	20	5.20	.239	3.906	15.260	.872	.149	.694	.297
Unhealthy thought and emotion	268	18	0	18	4.37	.212	3.467	12.018	.961	.149	.779	.297
Behaviour problems	268	15	0	15	5.88	.232	3.796	14.408	.449	.149	-.508	.297
Psychosomatic disturbances	268	19	0	19	5.18	.228	3.740	13.988	.882	.149	.699	.297
Productivity	268	20	0	20	15.74	.207	3.382	11.440	-1.433	.149	4.042	.297
Autonomy	268	20	0	20	13.20	.171	2.799	7.837	-1.861	.149	5.609	.297

Table 5: Descriptive Statistics – Mind Search (Police Inspectors) Intensity of dimensions suggesting mental ill-health and mental wellbeing.

Descriptive Statistics for Police Inspectors on Intensity

	N	Range	Min	Max	Mean		SD	Variance	Skewness		Kurtosis	
						SE				SE		SE
Depression	268	17	0	17	4.99	.216	3.544	12.558	.850	.149	.409	.297
Anxiety	268	18	0	18	5.63	.242	3.963	15.705	.803	.149	.360	.297
Difficulties in social beh.	268	20	0	20	5.09	.228	3.736	13.954	.873	.149	.772	.297
Unhealthy thought and emotion	268	17	0	17	4.43	.219	3.590	12.887	.952	.149	.463	.297
Behaviour problems	268	19	0	19	5.65	.229	3.751	14.074	.551	.149	-.054	.297
Psychosomatic disturbances	268	17	0	17	4.99	.230	3.773	14.232	.998	.149	.866	.297
Productivity	268	20	0	20	13.50	.228	3.728	13.899	-.850	.149	1.486	.297
Autonomy	268	20	0	20	11.88	.198	3.245	10.530	-1.063	.149	2.094	.297

Table 6: Scores of Domains suggesting mental ill-health (Frequency) of Police Inspectors

FREQUENCY (PI) (out of 268)				
Dimension	Grade	N	Percentage	
Depression	Rarely	150	55.97	<p>Depression</p> <ul style="list-style-type: none"> Rarely Occasionally Many times Very Frequently
	Occasionally	71	26.49	
	Many times	41	15.30	
	Very Frequently	6	2.24	
Anxiety	Never	168	62.69	<p>Anxiety</p> <ul style="list-style-type: none"> Never Rarely Sometimes Very Frequently
	Rarely	62	23.13	
	Sometimes	31	11.57	
	Very Frequently	7	2.61	
Difficulties In Social Behaviour	Never	183	68.28	<p>Diff. in Soc. Beh.</p> <ul style="list-style-type: none"> Never Rarely Many times Very Frequently
	Rarely	57	21.27	
	Many times	26	9.70	
	Very Frequently	2	0.75	
Unhealthy Thought And Emotion	No disturbances	176	65.67	<p>Unhealthy T & B</p> <ul style="list-style-type: none"> No disturbances Few Many Frequently
	Few	67	25.00	
	Many	22	8.21	
	Frequently	3	1.12	
Behaviour Problems	Never	170	63.43	<p>Beh Prob</p> <ul style="list-style-type: none"> Never Few Sometimes Most of the time
	Few	25	9.33	
	Sometimes	53	19.78	
	Most of the time	20	7.46	
Psychosomatic Disturbances	Rarely	161	60.07	<p>Psychosomatic dist.</p> <ul style="list-style-type: none"> Rarely Few Many times Most of the time
	Few	59	22.01	
	Many times	35	13.06	
	Most of the time	13	4.85	

The above table states the *frequency* of experience of domains suggesting mental ill-health as experienced by Police Inspectors. Frequency here refers to the number of times a particular problem was felt / experienced in a given time. As seen in Table 6, the percentage of people lying in high – frequency grades of Mind Search is quite low. But at the same time, the number

of individuals lying in the medium – frequency grades is comparatively high. This shows that only a small number of people experience major psychological problems frequently.

Table 7: Scores of Domains suggesting mental ill-health (Intensity) of Police Inspectors

INTENSITY (PI) (out of 268)				
Dimension	Grade	N	Percentage	
Depression	No signs	161	60.07	
	Mild	68	25.37	
	Moderate	31	11.57	
	Severe	8	2.99	
Anxiety	No signs	169	63.06	
	Mild	60	22.39	
	Moderate	32	11.94	
	Severe	7	2.61	
Difficulties In Social Behaviour	No signs	191	71.27	
	Mild	45	16.79	
	Moderate	20	7.46	
	Severe	12	4.48	
Unhealthy Thought And Emotion	No signs	180	67.16	
	Mild	50	18.66	
	Moderate	30	11.19	
	Severe	8	2.99	
Behaviour Problems	No signs	171	63.81	
	Mild	73	27.24	
	Moderate	18	6.72	
	Severe	6	2.24	
Psychosomatic Disturbances	No signs	167	62.31	
	Mild	75	27.99	
	Moderate	16	5.97	
	Severe	10	3.73	

While the earlier table referred to the *frequency* of domains suggesting mental ill-health experienced by police inspectors, this table sheds light on the *intensity* of the domains experienced by them. Intensity is the strength with which a particular domain is experienced. In

the above table, it can be seen that the overall experience of intensity of psychological problems is low. The number of people in the high – intensity grade is very less.

The results of this study show that an average of 63% of the respondents rarely experience any psychological distress, and 3% of the respondents are already facing serious psychological problems. Our results also show that average 34% of the individuals are vulnerable to mental health problems, as is supported by previous studies which found that approx 35% of police officers face mental distress (Kaur, Chodagiri & Reddi, 2013).

According to the above tables it can be understood that even though the high – frequency and high – intensity percentage is quite low (avg. 3%), it is the responders falling in the medium – frequency which are vulnerable to be troubled by undiagnosed mental health issues. This happens because in case of the high – frequency individuals, their signs and symptoms are quite evident and so these individuals are more likely to seek professional help for mental health. In case of the other respondents, their experiences, signs and symptoms may be explained by daily stress and hassles. Due to this misattribution of the causal factors, the attention of these respondents is not drawn towards their mental health needs, and they may lose out on professional help, thus making them more vulnerable to face serious mental disorders in future.

Table 8: Scores on domains suggesting mental wellbeing (Frequency) of Police Inspectors

FREQUENCY (PI) (out of 268)			
Dimension	Grade	N	Percentage
Productivity	Always	70	26.12
	Many times	43	16.04
	Sometimes	125	46.64
	Very less	30	11.19
Autonomy	Always	1	0.37
	Many times	1	0.37
	Sometimes	137	51.12
	Very less	129	48.13

Productivity

- Always
- Many times
- Sometimes
- Very less

Autonomy

- Always
- Many times
- Sometimes
- Very less

In the above table, we can see that the overall experience of the dimensions suggesting positive mental health is quite low. The respondents have reported being productive very less number of

times. In case of autonomy as well, almost all respondents report to have extremely low levels of autonomy.

Table 9: Scores on domains suggesting mental wellbeing (Intensity) of Police Inspectors

INTENSITY (PI) (out of 268)			
Dimension	Grade	N	Percentage
Productivity	Very High	23	8.58
	High	19	7.09
	Moderate	114	42.54
	Low	112	41.79
Autonomy	Very High	1	0.37
	High	5	1.87
	Moderate	81	30.22
	Low	181	67.54

Productivity

Autonomy

Table 9 shows that the participants also do not experience a healthy intensity of positive domains of productivity and autonomy. This shows that just an absence of mental health problems (as seen previously) does not ensure positive mental health in case of policemen. The low level of intensity seen along with low frequency is depicting an extremely low efficiency of police inspectors. Perhaps this can be explained by two reasons. Firstly, the structure of the police force is such that for utmost effectiveness, it requires a complete conformity to the organization, and obeying all orders received from the superiors. The junior officers are expected to follow orders rather than take up their own initiatives. This helps the police force to maintain a code of conduct and maintaining uniformity throughout the organization while conducting their daily functions. The second reason is closely linked to the first one. Due to the existence of such boundaries within which the officers must operate, the boundaries may seem like restrictions. The officers may perceive their boundaries as a limitation rather than a structure. With a negative mindset, they miss out seizing the many opportunities that come their way to have maximum efficiency within their boundaries. A few solutions can be suggested to change this scenario. Officers can be given training to change their perception regarding their work limits. If the officers try to use more of creative problem solving, they can learn how to use their perceived boundaries as a structure in order to achieve the most without stepping out of their role limits.

The results of Mind Search were also indicating the mental health needs of the police. Mind Search measures ‘grey area’, which is the state of MH between mental wellbeing and mental disorder. People falling in the grey area may have symptoms of mental problems that are not severe or frequent enough to be diagnosed as mental disorders. Timely detection of signs and symptoms of grey area ensures that the individual can get the necessary intervention.

Table 10: Number of people in Grey area for each dimension

Dimension	n per dimension	% of the sample
Depression	112	42
Behavioural problems	94	35
Anxiety	93	35
Psychosomatic disturbances	91	34
Unhealthy thought and emotion	89	33
Difficulties in social behaviour	83	31

As seen in table 10 about 42% of the respondents face depression related problems, while 35% of the sample has behavioural problems. The respondents have difficulties in the following dimensions in decreasing order of percentage: Anxiety, Psychosomatic disturbances, Unhealthy Thought and Emotion and Difficulties in social behaviour. This indicates that at present, depression poses the maximum risk to the police personnel, therefore dedicated efforts must be taken to make the personnel aware about depression and how to effectively deal with it. Behavioural problems and anxiety pose a risk to the personnel as it can create problems within their work environment as well. Previous research has shown that stress, anxiety, etc can cause behavioural problems, resulting in overreactions in line of duty, and even a risk to public safety (Tandon, 2007; Ranta & Sud 2008; Ranta 2009). The presence of difficulties in social behaviour in 31% of the respondents indicates a major concern, as the role of the police personnel require them to maximum interaction with public. A major part of their work is dependent upon their interactions with the public. Their difficulties might lead them to make errors in their work, and may even affect their careers.

Table 11: Number of people experiencing problems (number of areas)

Number of Dimensions	N (number of people)
1	35
2	25
3	27
4	33
5	30
6	19

Table 11 shows that 19 individuals have problems in all 6 negative dimensions of Mind Search, while 35 individuals are such who have problems in at least one dimension. This means that for a large number of people, the number of problems is overlapping and thus they require serious efforts to be taken to improve their state of mental health.

In order to study the marital Satisfaction experienced by Police Inspectors, the test Marital Satisfaction Scale (Lavalekar, et. al, 2010) was used. The scale measured 14 dimensions (as stated previously) to find out the satisfaction levels of policemen on different dimensions.

Table 12: Descriptive Statistics – Marital Satisfaction Scale

	N	Range	Min	Max	Mean	SD	Variance	Skewness	Kurtosis			
					SE			SE	SE			
S	268	20	0	20	18.27	.195	3.194	10.199	-3.646	.149	16.413	.297
EB	268	25	0	25	20.81	.302	4.949	24.494	-1.952	.149	4.502	.297
ST	268	25	0	25	17.79	.315	5.150	26.518	-1.120	.149	1.641	.297
SHR	268	25	0	25	19.23	.301	4.929	24.296	-1.644	.149	3.791	.297
VCR	268	25	0	25	18.79	.334	5.469	29.906	-1.287	.149	1.919	.297
TDEO	268	25	0	25	19.59	.299	4.900	24.010	-1.548	.149	3.396	.297
ES	268	25	0	25	20.15	.275	4.509	20.327	-1.973	.149	5.671	.297
PS	268	25	0	25	19.54	.306	5.008	25.081	-1.438	.149	2.644	.297
MEO	268	25	0	25	20.31	.276	4.526	20.483	-2.077	.149	6.364	.297
RINL	268	25	0	25	20.78	.319	5.225	27.298	-1.908	.149	3.892	.297
GIW	268	25	0	25	20.59	.322	5.266	27.727	-1.774	.149	3.401	.297
RB	268	25	0	25	21.43	.265	4.332	18.762	-2.331	.149	7.791	.297
GMS	268	25	0	25	20.89	.291	4.756	22.617	-2.159	.149	5.963	.297
DEF	268	20	0	20	14.85	.202	3.309	10.947	-1.377	.149	4.546	.297

Table 13: Scores of Police Inspectors on various Dimensions of MSS (n out of 268)

		S	EB	ST	SHR	VCR	TDEO	ES	PS	MEO	RINL	GIW	RB	GMS	DEF	Avg
High	n	139	133	114	120	122	105	121	111	124	137	137	136	117	75	
	%	52	50	43	45	46	39	45	41	46	51	51	51	44	28	45%
Mod	n	114	105	118	125	107	133	115	117	114	97	81	105	124	158	
	%	43	39	44	47	40	50	43	44	43	36	30	39	46	59	43%
Low	n	15	30	36	23	39	30	32	40	30	34	50	27	27	35	
	%	6	11	13	9	15	11	12	15	11	13	19	10	10	13	12%

The table 13 shows that on an average, 45% of the police officers are highly satisfied with their marital life across all dimensions. The dimensions in which the maximum percentage is seen in the low grade are Growing in and with the relationship (GIW), Views on child rearing (VCR), Personality of the spouse (PS), Sharing of thoughts (ST), Relation with in-laws (RINL), and Definition of marital satisfaction (DEF). Previous researches have shown that policework is “unlimited and unpredictable” (Singh & Kar, 2015). It is due to this very reason that police officers spend a lot of time away from their homes. Shift work duties also are a major cause for this. By staying away from home for extended periods of time, the officers may not get enough time to bond and share things with their spouses, thus leading to the results seen above. Another reason is that as Locke (1951) has stated, marital satisfaction is dependent upon the common activities of the spouse. Since this is very difficult to achieve in a police couple, their marital satisfaction also lessens. As stated by Zedeck (1998) the satisfaction with work also has an effect on the marital satisfaction of the individual, while Roberts and Levenson (2001) clearly explain that due to the nature of the job in which police officers are engaged, they have fewer positive experiences at work and at home, thus impacting their marital satisfaction.

There exists a very strong relationship among social fields and emotional intelligence. Success, efficacy and effectiveness in a field like law enforcement is dependent upon the emotional intelligence of an individual (Sanders, 2003; Daus & Ashkanasy, 2005; Ainsworth, 2002; Burnette, 2006). Therefore, to measure the Emotional Intelligence of the Police Officers, the Emotional Intelligence Scale (Schutte, 1998) was used.

Table 14: Descriptive Statistics – Emotional Intelligence

Descriptive Statistics												
	N	Range	Min	Max	Mean		SD	Variance	Skewness		Kurtosis	
						SE				SE		Std. Error
EI total	268	164	0	164	135.62	1.049	17.171	294.857	-2.447	.149	15.217	.297

Table 15: Grades obtained by police inspectors

Grade	PI	
	n (out of 268)	%
Below average	11	4
Average	116	43
Above average	82	31
Superior	57	21
Very superior	2	1
Total	268	

The above table shows us that Emotional Intelligence (EI) can be graded in five grades. Our results show that 4% of the respondents have a below average EI, 43% of the respondents have average EI, while 31% have above average and 21 have a superior EI. Just 1% has a very superior EI. The development of EI is extremely necessary for police personnel. In this case, as almost half of the respondents have only average EI, work must be done to give them tools to develop their EI. Snarey & Valliant (1985) have stated that EI is necessary face frustrations arising in daily life, including work scenarios. In a profession as difficult as law enforcement, frustration is an everyday reality, and it must be dealt with in a positive and effective manner. EI also helps with conflict resolution (Mayer & Salovey, 1997), good job performance in police men (Ali, Garner & Magadley, 2011; Rible, 2012), and managing job stress (Ebstein et al, 2018; Ciarrochi et al, 2002). Since half of the current sample has EI above average, training must be given to the other half to improve the overall EI of the sample.

Since Policemen need to support/ help many individuals, behavioural characteristics required for such helping behaviour were measured by a Checklist. The four dimensions in this checklist are the various aspects effective helping behaviour.

Table 16: Descriptive Statistics – Behavioural Checklist

Descriptive Statistics												
	N	Range	Min	Max	Mean		SD	Variance	Skewness		Kurtosis	
						SE				SE		SE
Establishing Rapport	268	40	0	40	33.31	.354	5.789	33.510	-2.913	.149	14.432	.297
Notes	268	25	0	25	19.17	.268	4.393	19.301	-1.438	.149	3.960	.297
Identifying Concerns	268	40	0	40	33.09	.357	5.845	34.160	-2.746	.149	13.408	.297
Goal And Directions	268	25	0	25	20.02	.259	4.233	17.917	-1.696	.149	5.738	.297
Total	268	130	0	130	106.17	1.149	18.807	353.686	-2.679	.149	13.232	.297

Table 17: Dimension wise scores of Behavioural Checklist

		Establishing Rapport	Notes	Identifying Concerns	Goal And Directions
High	n	34	39	40	41
	%	13	15	15	15
Medium	n	150	127	142	165
	%	56	47	53	62
Low	n	84	102	86	62
	%	31	38	32	23

The table 17 shows that almost half of the sample has scored average scores on all dimensions. This shows that even if these officers possess the above skills, there is still room for improvement. Most improvement is necessary in the dimension of Goal and Directions, as one needs to give proper directions to efforts and set appropriate goals in order to be an effective support member.

One main objective of this research was to select a limited number of candidates to undergo further training in order to function as support members within the police organization. These members must be from within the system, in order to facilitate better understanding between the members and the officers of the police force.

To shortlist the eligible candidates, scores on the Mind Search, Marital Satisfaction Scale, Emotional Intelligence Scale, and Behavioural Checklist were analyzed. All those candidates

who scored highly in all four tests were shortlisted. The shortlisted candidates were the ones who were the most mentally healthy, satisfied in their personal / marital life, and also possessed good Emotional Intelligence and had sufficient capabilities measured by the behavioural checklist. We could identify 53 such candidates from among a total sample of 268 police inspectors.

E. Conclusion

- The majority of police officers do not have any major psychological or MH problems.
- Individual guidance and counseling services for the small number of people facing serious mental health problems need to be in place.
- The absence of Mental Health problems does not ensure the presence of positive mental health or mental well-being in case of Police Personnel.
- Significant amount of efforts need to be taken to improve the productivity and the perception of autonomy.
- A large number of personnel are **vulnerable** to various mental health issues.
- Proper training needs to be imparted regarding coping skills.
- The police personnel are facing issues in their marriage which may be due to their inability to spend more time with family members.
- A significant percent of personnel are having only average emotional intelligence. Training can help them to perceive, identify, understand, and manage emotions, of self & others.

Suggestions

- The officers must be sensitized about mental health and its needs from the very beginning of their careers in the system, so as to remove the stigma associated with seeking professional help.
- Most importantly, to work around the stigma at present, a sturdy support system must be established within the organization.
- Training can be imparted to the selected personnel to create this system.
- Stress is inevitable. Even so, vulnerability of the personnel to mental health problems can be reduced & removed.
- On a personal level, counseling services must be made available so that personnel can work on improving their marital satisfaction in order to lead a happier personal life.

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