

INTROSPECTION ON HUMAN RESOURCE MANAGEMENT AND POLICE ADMINISTRATION

Animesh Panda¹ & Divya Shikhar Srivastava²

Abstract

In the current global debate there always comes a question that whether we should fund the police more or defund the police. In countries like U.S.A police are funded like military organizations and have all kinds of weapons, helicopters, special units, etc. In countries like U.K and India police mostly use wooden sticks and have very old weapon gear. The issue that which of the system is better for the society will always remain, but what we can analyze is how Human resource management effects the police administration.

In this paper we try to shed a light on the above by familiarizing the reader with the basics of Human resource management and it implications on Police Administration. In this paper we explain social, professional and individual significance of Human resource management and its significance in Police Department. Then in this paper we talk about the recruitment, selection process and the training of Police Staff in India and how Principles of management can be implemented to improve the Police Administration in India.

I. Defining human resource management

“The management of man” is a very important and challenging job because of the dynamic nature of the people. No two people are similar in mental abilities, tacticians, sentiments, and behaviour’s; they differ widely also as a group and are subject to many varied influences.

¹ 4th Year B.A. LL.B, Gujarat National Law University

² 4th Year B.A. LL.B, Gujarat National Law University

People are responsive, they feel, think and act therefore they cannot be operated like a machine. They therefore need a tactful handling by management personnel.³

Human Resource Management (HRM) deals with the effective management and proper utilization of workers in an organization. The aim of human resource management in any company or organization is to efficiently manage the workers, and to focus on policies and systems for progress of the company.

Human nature is sensitive. People are responsive, they feel, think and act therefore they cannot be operated like a machine or shifted and altered like template in a room layout. They therefore need a tactful handling by management personnel.⁴ Human resource management works for this tactful handling by considering people/workers as an important resource and by managing them with a more 'human approach'.

Famous British Physicist and scientist Stephen Hawking said:

"The automation of factories has already decimated jobs in traditional manufacturing, and the rise of artificial intelligence is likely to extend this job destruction deep into the middle classes, with only the most caring, creative or supervisory roles remaining".⁵

This fact cannot be denied that the world is changing at a great pace. Automation of factories had decreased the jobs related to manual work in the past, and now, artificial intelligence is replacing major part of human resources involved in any organization. These machines and technologies are minimizing the role or effort of the humans.

But, these machines and technology has been built by human beings only. They need to be monitored and operated by skilled and qualified professionals only and this is why companies

³Dr.S.Ganesan, International Journal of Business and Administration Research Review, Vol.I, Issue.6, July - Sep, 2014, ISSN -2348-0653, P. 147.

⁴Dr.S.Ganesan, International Journal of Business and Administration Research Review, Vol.I, Issue.6, July - Sep, 2014, ISSN -2348-0653, P. 147.

are in search of such individuals for continuous development of their organization. The judgement skills which are possessed by a human mind are unmatched and this makes human beings such a crucial asset for any organization.

The Chairman Emeritus of Infosys Ltd., Mr N.R. Narayana Murthy also said:

*"You must treat your employees with respect and dignity because in the most automated factory in the world, you need the power of human mind. That is what brings in innovation. If you want high quality minds to work for you, then you must protect the respect and dignity."*⁶

Thus, Human Resource Management of any company makes an approach towards not only efficiently utilizing the manpower available, but also working for growth, development and self-satisfaction of individuals in the concerned organization.

II. Significance of Human Resource Management

Human beings are responsible for the production of every product and every service. Human beings are the fundamental resource needed for the construction, making or production of any product. It is the necessities of human beings which needs to be fulfilled and for this purpose, efforts, human mind and man hours (working hours) are given as inputs. This is where human resource management comes into the picture. HRM indulges in recruitment, selection, training, development, appraisal and motivation of employees, who in-turn are responsible for the successful and efficient completion of work.

Yodder, Heneman, and others⁷, discussed the importance of Human Resource Management from three standpoints. They are: social, professional and individual enterprise.

- i. **Social Significance:** Satisfying the social needs of personnel or employees with the help of proper management can enhance their dignity towards work. This is the social

⁷ Dale Yodder, Human Resources, 1998.

importance of human resource management. It improves the contribution of individual towards their company/organization as their social needs are fulfilled. This can be done by maintaining a balance between the total number of jobs and jobseekers, depending upon their qualification and needs. Suitable and productive employment must be provided to bring psychological satisfaction among them. Employee's health must be taken care of for extracting the maximum utilization in effective manner. They should also be paid reasonable compensation for the extra contribution made by them.

- ii. Professional Significance: Professional significance among the employees can be promoted by providing a healthy working environment to them. This will develop team work among them which can be beneficial in overall development and success of the organization. This can be done by maintaining the dignity of employees as 'human beings' and by improving their working skills and capacity. Work groups among the organization must be formed effectively and work must be reallocated properly.
- iii. Individual Significance: Individual significance can help the organization by developing right attitude among the employees by the means of effective motivation. If individual's social and psychological needs are fulfilled, then it can help in achieving the goals for organization.

Further, there are five M's in management: men, money, machine, material and methods. Human resource management is a field which deals with the first one i.e. MEN. This is believed to be the most difficult of all the five essentials as men have the ability to think. They are all different from each other and they all have to be handled differently. Other M's are generally lifeless or abstract, but men have the power to manipulate. This is one of the

many reasons why Human Resource Management can be considered as one of the most important factor in the development.

III. Significance of Human Resource Management in Police Department

Human resource management handles the entire workforce of an organization. HRM as an institution works to ensure that the workers maintain a strong affiliation with their organization.

HRM is a must for managing the policemen. Police is the institution which is held responsible for upholding and enforcing laws, stopping any unlawful activity, safeguarding people from criminals, and for catching the law breakers in any state. This institution ensures the security and safety of society. Police officers act as a visible symbol of government in the eyes of common people. This is why human resource management in this organization becomes even more important. HRM in Police organization is quite complex as it involves management both on and off duty from the day of selection to the day of retirement. Maintaining a dynamic personnel management among the police force gives effective and optimum results. It is not only beneficial for short run, but it can benefit long run also by providing an effective and productive human organization.

Job profile of a Policeman can be filled with frustrating and hectic tasks, which can also be dangerous sometimes. Maintaining the work-life balance in their lives and managing them becomes so much more important for maintaining their efficiency as a law enforcement agency.

Recruitment and selection process has tremendous importance these days in the organization. It is very critical thing to evaluate the human resource. It is a systematic procedure that involves many activities. The process includes the step like HR planning attaining applicant and screening them. It is very important activity as it provides right place at right time. It is

not an easy task as organization future is depend on this activity, if suitable employees are selected which are beneficial to the organization it is at safe side but if decision goes wrong it can be dangerous to the organization . So it is an activity for which human resource departments gets very much importance. Recruitment and selection procedure and its importance also get changed as the organization is changed⁸, and for Police department, this is quite a serious job to do.

IV. Recruitment and Selection process of Police Employees

The recruitment process for any organization is very important for best outcomes. And in this case, it is for the efficient enforcement of law in the country and maintaining peace. So, for maintaining the efficiency and effectiveness of the police department, successful recruitments must be done with greatest efforts and utmost seriousness.

Poor recruitment and selection procedures result in hiring or promoting personnel who cannot or will not communicate effectively with diverse populations, exercise discretion properly, or perform the multitude of functions required of the police.⁹

In the period from 1835 to 1855, no specific or well-ordered rules or procedure was present for the recruitment of police personals in India. But presently, the central government recruits Indian Police Service (IPS) officers for the rank of Assistant SP. IPS is an All India Service created under the Constitution.¹⁰ And, there are three levels of direct recruitment in the State Police forces. These recruitments are the responsibility of State Government. These open market selections include that of (i) Constable, (ii) Sub-Inspector (SI) and (iii) Deputy

⁸ A Critical Study on Recruitment and Selection With Reference to HR Consulting Firms, by Dr.SnehaMankikar, ISSN - 2250-1991.

⁹https://us.sagepub.com/sites/default/files/upm-binaries/53256_ch_4.pdf, last visited on 02:47 on 13th August.

¹⁰ Article 312, Constitution of India, 1950.

Assistant Superintendent (DSP/ASP).¹¹ Vacancies at other positions maybe filled up by the means of promotions.

Constables and Sub-Inspectors are generally appointed by Director General of Police in most states. DGP issues formal orders for such appointments (Basic standard and testing procedures are laid by the State government, after consultation with the DGP). Selection of constables is generally done at the district level, but this process is centralized at the state level. A physical test must be passed by the aspiring candidates before being eligible to appear in the written and oral tests. Basic criteria of selection include minimum height of 162.5 cm and a pass in XII grade at school. The selection of Sub-Inspectors is also done in the same manner but they are chosen at state level and their educational qualification requires a college degree. Gore committee report suggested that there must be a minimum requirement of graduate degree as educational qualification for the recruits.¹²

Candidates, who become a part of police force by clearing the constabulary examination, enter the force with the starting rank of a Police Constable. Candidates who clear the state examination (like Maharashtra State Public Service Commission) are recruited at the starting rank of ASI. State Government appoints the Deputy Commissioner of Police. DCP has to take a competitive examination held by State Police Service Commission, and then has to go for an oral test, if shortlisted. Successful candidates of civil service examination (held by UPSC) are picked for becoming IPS Officers. They are recruited in various states after their selection and appointment.

But still, Police administration in India suffers a lot. The reason for sufferings of the Police Administration is the total absence of well-formulated policies and an almost complete neglect of human resource management in the department. Absence of psychological test is

¹¹ "Public Order", Second Administrative Reforms Commission, 2007, <http://arc.gov.in/5th%20REPORT.pdf>

¹² Gora Committee Report on Police Training, Ministry of Home Affairs, Government of India, 1971.

one another significant shortcoming of the selection scheme. All these drawbacks and limitations must be tackled down for a better administration.

V. Training to Police Staff

The organizations of police training in India are as follows. There are six kinds of training institutes.

- National level institutes
- Police training school for training of constables.
- Armed Police Training Centre.
- Specialized Training Institutes.
- Training Institutes of Central Police organizations
- State police training organizations for the training of Deputy Superintendent of police, Inspectors and sub inspectors of the state.

There are approximately 124 police training institute in India. Maximum number of police training centers in the world is conducted in India. Police training with effectiveness is an important tool for development of the necessary skills and attitude in the policemen. There must be proper training for value orientation and attitude changes (suggested by Gore Committee). Since policemen have to work in a democratic environment and deal with the common public, this training could be of great benefits. Art of human relations must be taught to them as they have to deal with not only common public, but with their colleague and sub-ordinates also.

VI. FEEDBACKS FROM POLICE TRAINERS

Feedback from certain police trainers showed that they find these training programmes irrelevant, theoretical and away from realities. Value orientation and attitude changes cannot be brought into them without taking help from trained professionals, they said. There is a need of faculty improvement in the trainers department. Trainings should be such that they should be able to relate their experience with the outside world. They must be trained how to tackle tough and complicated situations which can come across when they are on duty. They need continuous and quality training.

In conclusion to the training circumstances at present, we can say that police training is not given priority at the moment. It is being treated as an unavoidable expense and not as a productive investment for the development and betterment of the department. Thus, objective of training must be made clear. Some important parameters for this could be:

- The character and quality of faculty members.
- Course contents.
- The methodology adopted.
- Identification of training needs for each category of police officers.
- Formulating of training objectives.
- Design of training programs.
- Scientific evaluation of training and follow up measures.

VII. NATIONAL POLICE COMMISSION

The Government of India appointed a National Police Commission in 1977, as it felt that “far reaching changes have taken place in the country” since independence but “there has been no comprehensive review at the national level of the police system after independence despite radical changes in the political, social and economic situation in the country”. It was felt that

“a fresh examination is necessary of the role and performance of the police both as a law enforcement agency and as an institution to protect rights of the citizens enshrined in the Constitution”.¹³

The NPC submitted eight detailed reports between 1979 and 1981. These reports contained suggestions and recommendations covering the entire problem and reforms needed in police working.

1. In the first report, the National Police Commission recommended that the existing system of working of the constables, who constitute more than 85% of the force, be radically changed. They should be so recruited and trained that they could be deployed on duties involving the exercise of discretion and judgement. The Commission also suggested machinery for redressal of grievances within the police organization.
2. The second report of the Commission stressed that the basic role of the police is to function as a law enforcement agency and render impartial service to the people. It expressed grave concern on the misuse of police, interference by illegal or improper orders or pressure from political executives or other extraneous sources. The Commission recommended that the power of superintendence of the state government over the police should be limited to ensuring that the police perform their duties in accordance with the law. To ensure this, it recommended the setting up of a statutory body called the ‘State Security Commission’ in each state and also that the chief of police should be assured of a minimum prescribed tenure.
3. The third report dealt with the procedural laws and the evils of suppression of crime by non-registration of cases. It also examined the role of police in dealing with the

¹³http://www.peoplepolicemovement.com/history_police_reforms.html Last visited on 14:19, 13th August.

weaker sections of society. The Commission emphasized that the posting of officers in-charge of police stations should be the exclusive responsibility of the district Superintendent of Police and similarly the selection and posting of Superintendents of Police should be the exclusive responsibility of the Chief of Police.

4. The fourth report emphasized the imperative need of coordinating the functioning of the investigating staff with the prosecuting agency and suggested reforms in procedural laws with a view to facilitating judicious conduct of investigations. On the subject of enforcement of social legislation, the Commission laid down the parameters of police involvement.
5. The fifth report dealt with the recruitment of constables and sub-inspectors and laid emphasis on their proper training.
6. The sixth report recommended police commissionerate system in large cities with a population of five hundred thousand and above and also in places which had witnessed rapid industrialization or urbanization. It also recommended certain measures to improve the police handling and investigation of cases of communal riots.
7. The seventh report dealt with the internal management of the police force and emphasized that this should be entirely under the purview of the Chief of Police.
8. The eighth report recommended that the State Security Commission should be provided with an independent cell to evaluate police performance in both qualitative and quantitative terms.¹⁴

¹⁴ The National Police Commission (NPC) Reports, 1979-1981.

The Commission even drafted a model Police Bill which could be enacted. Its recommendations, however, received no more than a cosmetic treatment at the hands of the Government of India.

Apart from the National Police Commission, several other bodies were constituted from time to time to go into the question of police reforms. These were:

1. Gore Committee on Police Training (1971-73)
2. Ribeiro Committee on Police Reforms (1998)
3. Padmanabhaiah Committee on Police Reforms (2000)
4. Group of Ministers on National Security (2000-01)
5. Malimath Committee on Reforms of Criminal Justice System (2001-3)

The Gore Committee was constituted to review the state of police training in the country and suggest improvements. The Ribeiro Committee was set up by the Supreme Court while it was deliberating over the Public Interest Litigation filed for police reforms; the Court wanted the Committee to examine if the National Police Commission's recommendations, which formed the core of the PIL, were still relevant or that any modifications were called for. The Padmanabhaiah Committee examined the requirements of policing in the new millennium. The Group of Ministers examined the reports of various Committees which were set up in the wake of Pakistan's aggression in Kargil, including the one dealing with internal security, and suggested comprehensive measures to strengthen the internal and external security apparatus. The Malimath Committee made far-reaching recommendations to reform the criminal justice system. It was of the view that the present Adversarial System could be improved by adapting some features of the Inquisitorial System, and recommended that 'Quest for Truth' should be the guiding principle of the entire criminal justice system. The Committee suggested

significant changes in the Criminal Procedure Code to expedite the disposal of cases and in the Evidence Act to facilitate securing of convictions. Unfortunately, the recommendations of the Malimath Committee were trashed because of the chorus of protest from the human rights lobbies.¹⁵

VIII. Police Administration - Principles of Management

These principles of management have acted as guiding light for successful decision-making and management actions. Henri Fayol through various experiments and experiences defined 14 principles of management. Henri Fayol's principles of management led to his being named the father of modern management. It is believed also that every organisation on the globe today is influenced by Fayol's principles of management given their applicability to burgeoning administrative formation without which there will be no organisation.¹⁶ The principles are as follows:

Division of Work: Henry Fayol's first principle for management states that staff perform better at work when they are assigned jobs according to their specialties. Division of work applied to the Police will result in specializing in the work they are doing, thereby ensuring there are far fewer mistakes. Expertise comes with experience led by growth of knowledge in a particular field. Some question that can be raised while dealing with the division of work.

- a. Is the work divided equally between the Police personnel?
- b. Are the personnel able to specializing in the work they are doing?
- c. Is there a need to restructure division of work so that personnel are given with opportunities to specialise?

¹⁵ Supra 11

¹⁶ Henry Fayol's 14 Principles of Management: Implications for Libraries and Information Centres, C. P. Uzuegbu.

Violation of other of the basic principles of organization such as span of control, division of work, or delegation of authority and responsibility will, likewise, result in inadequate discipline.¹⁷

Authority:It is very essential for managers to have authority in order to command subordinates to perform jobs while being accountable for their actions. Fayol believed that since a manager must be responsible for his duties, he should as well have authority backing him up to accomplish his duties. As one cannot be held responsible for the work of others if he has no authority of getting that work done from others. It can be related to the legal principle which says that one cannot be held liable for omission of an act he was not duty bound to do.

The successful "democratic" supervisor stimulates team work while still encouraging self-development and expression of individual officers. One author has said, in discussing this new approach to supervision that the appeal of progressive supervisors today is to the inner consciousness of the worker, recognizing him as a human being who desires recognition and status from his fellow men. Instead of goading him into performance by shouting and driving, the new approach is to stimulate him to work by means of leadership, training, example, and respect."¹⁸

Discipline: This principle advocates for clearly-defined rules and regulations aimed at achieving good employee discipline and obedience. Police performs jobs which are very essential for the survival of our social fabric, slightest of deviations in the discipline of a police personnel can raise questions in the eyes of the public which can lead to weakening of the very essential police public relationship.

¹⁷Administration (International City Managers Association, Chicago), pp. 68-74. 6. Report on Police (National Commission on Law Observance and Enforcement, 1931),

¹⁸Burleigh B. Gardner, Human Relations in Industry (Richard D. Irwin, Inc., Chicago, 1945), p. 277.

The weakness of police-community relations in many parts of the country are today perhaps the greatest obstacle to effective policing. An improvement in the relationships between the police and the communities they are tasked with serving, is a vital step towards the achievement of greater levels of affordable personal safety.¹⁹

Police discipline of the past has, at best, been based upon rules and regulations. These rules and regulations are highly desirable, but in and of themselves they are not an adequate base for a sound discipline. The rules and regulations of most police departments are concerned with specific techniques and procedures rather than with general conduct of officers in their many and varied contacts with the public.²⁰

Proper recruiting methods is the first line of defence against inadequate discipline. To wait until men have been recruited, trained, and placed in actual service before removing incompetents is inefficient and costly.²¹ Police is a very respectable body with great powers and duty's vested in its hands, such power and duties shall not even in a single instance be given in hands which have not been cautiously selected.

The importance of the selection process can also be observed by the fact that William P. Rutledge, at one time Chairman of the Police Committee, International Association of Chiefs of Police, remarked that, "*Intelligence, honesty, courage, good nature, and emotional stability are all essentials of a good policeman but are not determined from letters of recommendation, a doctor's examination, or ability to read the rule book.*"

Hence, with respect to discipline in can be remarked that all personnel cannot be made disciplined personnel due to the varying human nature and tendency, disciplined people

¹⁹ Van der Spuy 1990, Harding 1991 and Brewer et al 1988:182.

²⁰ Don L. Kooken, "Ethics in Police Service," J. Crim. L. and Criminol. 38(1):61-74 (May-June, 1947) and 38(2):172-86 (July-Aug., 1947).

²¹ Bruce Smith, Illinois Crime Survey (Blakely Printing Co., Chicago, 1929), p. 346. One of the best available blueprints for the proper recruiting of policemen is: Richard L. Holcomb, Selection of Police Officers (Bureau of Public Affairs, State University of Iowa, 1946).

should be selected to be the part of the police force so that the duties of the force can be discharged effectively.

Unity of Command: The principle states that the personnel should receive orders from and report directly to one boss only. This means that workers are required to be accountable to one immediate boss or superior only. The observance of the concept of unity of command is essential to avoid confusion and manipulation in organisations. Duality or multiplicity of command keeps an employee under confusion and conflicting situation, for instance, “whom” to follow and „what“ to follow. Further, a subordinate can also evade orders by playing-off one superior against another, which undermines the organizational purpose.²² Unity of command comes into play in the times in the times of emergency where its prevents implementation of contradictory orders.

Subordination of Individual Interests to Organisation’s Interests: The interests of the organisation supersede every other interest of staff, individuals, or groups. Imperatively, employees must sacrifice all their personal interests for the good of the organisation. In other words, organisations should not tolerate any staff that are not committed to the organisation’s objectives.²³ Police personnel play the most vital role to ensure safety and security of the public. Personnel should put the interest of the society before their own interest. Police force is a functionary of the welfare state and such personnel are the soldiers of the welfare state hence their primary objective is to create an environment where every citizen of this country can live with dignity.

Remuneration: The most important trait of a good manager is to keep his subordinates satisfied, a manager has to ensure that the monetary need of his employees is understood by

²² The Basic Concepts And Principles Of Unity Of Command And The Span Of Control, ISSN (Print): 2319 – 801X, Dr. S. B. M. Marume.

²³ Henry Fayol’s 14 Principles of Management: Implications for Libraries and Information Centres, C. O. Nnadozie.

the management. Salaries to the staff should be as deserved. The salary should be reasonable to both staff and management and neither party should feel unsatisfied.

While paying of remuneration it should also be kept in mind that salaries have to create a balance of Ego are to be paid A supervisor should receive more pay than line staff. Thus, whosoever management appoints to be supervisor takes more than the subordinates by virtue of his or her responsibilities. It does not really matter whether a subordinate works harder and is more productive than the supervisor. As long as management does not promote the subordinate he continues to receive lesser pay to what his boss gets even as he works more than his boss. Police administration will become more effective if the police personnel are paid to the level where they do not face any major monetary issues in their life. A satisfied work force results into a motivated work group where higher standards of work can be achieved.

Esprit de Corps it is must that enthusiasm and devotion is maintained among a group of people. Fayol is of the view that organisations should enforce and also maintain high morale and unity among their staff. The principle suggests that the workers and management should work together to accomplish the objectives. Team contribution is always better than individual contribution. In a large metropolitan city the police force is comprised of various teams, such as a team of detectives for investigating, a special drug enforcement unit patrolling, a forensic team that analyses evidence and a large body of general duty officers who serve on the streets and at special events. All these departments have to work in harmony and maintain enthusiasm to work as a team.

IX. Leadership

Leadership is an influence process that enable managers to get their people to do willingly what must be done, do well what ought to be done.²⁴ Leadership is the accomplishment of a goal through the direction of human assistants. A leader is one who successfully marshals his human collaborators to achieve particular ends.²⁵

Iain Dale, defined leadership as: Leadership is ineffable and independent of ambition. There are those who seem to radiate a field of influence to which others will respond in the same way that metal filings line up in a magnetic field. A leader is invariably self-motivated - not to achieve any particular ambition, either motivated to pursue personal excellence. Invariably, human beings respond to and follow individuals who are themselves motivated. The best leaders are motivated by a need to excel; that pursuit is a passion and a source of deep personal satisfaction.

Leadership plays a very vital role in Police administration. It has to be very well observed that leadership does not only come from a high rank or position in a work environment like that of a Police Force. In situations of emergency and combat the personnel who thinks at its feet can assume the role of a leader, when a person shows initiative in decision making he can bypass the high ranks.

Further, a study reported that the way leaders made their decisions played a role in their proving themselves through knowledge and action, in order to gain the respect of officers. It was found that found that police executives, superintendents, and senior sergeants viewed their leaders as more effective when they did not abdicate responsibility or delay decision making.²⁶

²⁴Cribbin, J.J. 'Leadership: strategies for organizational effectiveness'.

²⁵Prentice, W.C.H. 'Understanding Leadership' Harvard Business Review September/October 1961 vol. 39 no. 5 p.143.

²⁶(Murphy and Drodge, 2004).

It is very essential for the leaders at every level to establish a personal relationship with their subordinates so that the senior subordinate relationship can function better as a interpersonal relationship with authority, accountability as well as a personal relationship.

X. Echo Bay Police Department²⁷

A study conducted at the Echo Bay Police Department examined the leadership behaviour of police sergeants through the theoretical lens of transformational, the type of professional development opportunities made available to them, their perception of their leadership practices as well as the challenges they faced as they transition from being police officers to first line supervisors.

The essential research questions were:

1. What are the self-reported and observed leadership styles and practices of police sergeants at the Echo Bay police department?
2. To what extent do police sergeants practice the tenants of transformational leadership?
3. How do police departments develop the leadership competencies of their police sergeants?
4. What are the sergeants' perceptions of the challenges they faced as they transition from patrol officers to first line supervisors?

The research questions that guided the inquiry yielded the following results. In response to the first research question, which examined the self-reported and observed leadership styles and practices of police sergeants at the Echo Bay 66 police department, the sergeants identified concepts that for them defined leadership or exemplified leadership behaviors.

These concepts ranged from maintaining integrity, modeling other leaders, individualized consideration, and leadership can be taught with limitation. The second question sought to

²⁷ Sergeants as Leaders: A Case Study of Transformational Leadership Among First-Line Supervisors in the Police Department, Betty L. Campbell.

examine the extent to which sergeants' practiced the tenants of transformational leadership. The in-depth interviews revealed evidence of transformational leadership. However, the Multifactor Leadership Questionnaire (MLQ) revealed that sergeants were equally transformational and transactional.

It was further noted that the Echo Bay Police Department created an environment where mentoring, coaching, and modelling other leaders were used as a methods to develop the leadership competencies of the first line supervisors. This was done informally. The discovery of an informal system of leadership/professional development answered the third question: How do police departments develop the leadership competencies of their police sergeants?

The finding suggested that police sergeants at Echo Bay used transformational leadership behaviors to help them transition into their supervisory position. Last, the fourth question sought to highlight the challenges faced by police sergeants as they transition from police officer to first line supervisor. Sergeants revealed that their biggest struggle was finding ways to motivate and engage their subordinates as well as supervising former colleagues.

Additionally, sergeants indicated the need for leadership training that addressed the unique needs of police sergeants. The sergeants at the Echo Bay Police Department provided the researcher with a total 96 themes and subthemes that revealed the perceived challenges of first-line 67 supervisors, their leadership behaviors, and the leadership development opportunities afforded to them. The next section discusses in detail the data and related findings starting with a descriptive analysis.

XI. Conclusion

This Paper titled 'Human Resource Management in Police Administration' sought to discuss the role of 'Human Resource Management' in the functioning of the Police force.

The efficiency of Police Administration can be optimized by the application the principles of management relating to human resource management. Various principles of Management given by Henri Fayol who is regarding as the father of management as discussed in light of various illustrations relation police and it administration in India conclude that similar to organisations, police administration should also be guided by these principles of management. The functions performed by the Police are of a very important nature and it should be ensured that all lacunas are removed. Human Resource Management is of utmost importance in a police department as it renders direct services to the society and is responsible for protection of members of the society.