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## **HUMAN RESOURCE MANAGEMENT IN THE TRAINING, ORIENTATION AND ENGAGEMENT OF POLICE PERSONNEL AT LOWER SUBORDINATE LEVEL IN COMMUNITY POLICING: A STUDY ON SELECTED DISTRICTS IN WEST BENGAL**

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### **INTRODUCTION**

**Community policing**, or **community-oriented policing (COP)**, is a strategy of policing that focuses on developing relationships with community members. It is a philosophy of full-service policing that is highly personal, where an officer patrols the same area for a period of time and develops a partnership with citizens to identify and solve problems<sup>1</sup>. The central goal of community policing is for police to build relationships with the community, including through local agencies to reduce social disorder<sup>2</sup>. The main purpose of community policing aims

to reduce low-level crime, but<sup>3</sup> the broken windows theory proposes that this can reduce serious crimes as well<sup>4</sup>.

Community policing is related to problem-oriented policing and intelligence-led policing, and contrasts with reactive policing strategies which were predominant in the late 20th century.<sup>5</sup> Many police forces have teams that focus specifically on community policing, such as Neighborhood Policing Teams in the United Kingdom, which are separate from the more centralized units that respond to emergencies.

<sup>1</sup> Bertus, Ferreira. *The Use and Effectiveness of Community Policing in a Democracy*. Prod. National Institute of Justice. Washington, D.C., 1996

<sup>2</sup> Brown, L. and Wycoff, M.D., "Policing Houston: reducing fear and improving services", *Crime and Delinquency* (Jun. 1987): 71-89.

<sup>3</sup>Bureau of Justice Statistics (BJS) - Community Policing". [www.bjs.gov](http://www.bjs.gov). Retrieved 2020-10-30.

<sup>4</sup>Wilson, James Qu.; Kelling, George (1982). "Broken Windows". *The Atlantic*

<sup>5</sup>Bullock, Karen (June 2013). "Community, intelligence-led policing and crime control". *Policing and Society*. **23** (2): 125-144. doi:10.1080/10439463.2012.671822. IS SN 1043-9463. S2CID 18453522.

### **Evolution of Community Policing**

Some authors have traced the core values of community policing to Sir Robert Peel's 1829 Peelian Principles, most notably John Alderson, the former Chief Constable of Devon and Cornwall Police.<sup>[11][12]</sup> Peel's ideas included that the police needed to seek the cooperation of the public and prioritize crime prevention. The term "community policing" came into use in the late 20th century,<sup>6</sup> and then only as a response to a preceding philosophy of police organization<sup>7</sup>. In the early 20th century, the rise of automobiles, telecommunications and suburbanization transformed how the police operated<sup>8</sup>.

Researchers said that the police moved towards reactive strategies rather than proactive, focusing on answering emergency calls quickly and relying on motor vehicle patrols to deter crime<sup>9</sup>. Some police forces such as the Chicago Police Department began rotating officers between different neighborhoods as a measure to prevent corruption and, as a result, foot patrols became rare<sup>10</sup>. This changed the nature of police presence in many neighborhoods<sup>11</sup>.

By the 1960s, many countries such as the United States were looking for ways to repair relations between police forces and black people<sup>12</sup>. In 1967, American President Lyndon B. Johnson appointed a Blue Ribbon committee to study the apparent distrust of the police by many community members, especially along racial lines. The resulting report, the President's Commission on Law Enforcement and Administration of Justice suggested developing a new type of police officer who would act as a community liaison and work to build bridges between law enforcement and minority populations<sup>13</sup>. The Kansas City preventive patrol experiment concluded that aimless motor patrols were not an effective deterrent to crime<sup>14</sup>. Similarly, by 1981, a study by the US-based Police Foundation suggested that police officers spent so much time on response duties and in cars that they had become isolated from their communities<sup>15</sup>. In response to some of these problems, many police departments in the United States began experimenting with what would become known as "community policing"<sup>16</sup>.

Research by Michigan criminal justice academics and practitioners started

<sup>6</sup>Stenson, Kevin (1993). "Community policing as a governmental technology". *Economy and Society*. **22** (3): 373–389. doi:10.1080/03085149300000025. ISSN 0308-5147.

<sup>7</sup>Karpiak, Kevin G., "Community Policing" in *Encyclopedia of Criminal Justice Ethics*, SAGE Publications, ISBN 1483389790, 2014

<sup>8</sup> Kelling, George L., Mary A. Wycoff (December 2002). *Evolving Strategy of Policing: Case Studies of Strategic Change*. National Institute of Justice. NCJ 198029.

<sup>9</sup> Gau, Jacinta M. (2010), "Wilson, James Q., and George L. Kelling: Broken Windows Theory", *Encyclopedia of Criminological Theory*, SAGE Publications, Inc.,

<sup>10</sup>Skogan, Wesley G. (2000). *Community policing : Chicago style*. Oxford University Press. ISBN 978-0195136333. OCLC 490662808.

<sup>11</sup>Chicago Chooses Criminologist to Head and Clean Up the Police". *The New York Times*. February 22, 1960. Retrieved July 11, 2019.

<sup>12</sup>The Evolving Strategy of Police: A Minority View | Government Innovators Network". *www.innovations.harvard.edu*. Retrieved 2020-10-30.

<sup>13</sup>Ray, John M. (1963). *Rethinking community policing*. El Paso. ISBN 9781593327842. OCLC 892799678.

<sup>14</sup>Kelling, George L., Tony Pate, Duane Dieckman, Charles E. Brown (1974). "The Kansas City Preventive Patrol Experiment - A Summary Report" (PDF). Police Foundation. Archived from the original (PDF) on 2012-10-10.

<sup>15</sup>Newark Foot Patrol Experiment". Police Foundation. 1981. Archived from the original on 2017-12-22. Retrieved 2017-12-20.

<sup>16</sup>F., Travis, Lawrence (2008). *Policing in America : a balance of forces*. Langworthy, Robert H. (4th ed.). Upper Saddle River, N.J.: Pearson/Prentice Hall. ISBN 9780131580220. OCLC 77522755.

being published as early as the 1980s<sup>17</sup>. Bob Trajanowicz, a professor of criminal justice in the late 1990s, influenced many future law enforcement leaders on how to implement elements of community policing<sup>18</sup>. One experiment in Flint, Michigan, involved foot patrol officers be assigned to a specific geographic area to help reduce crime in hot spots. Community-oriented policing was promoted by the Clinton Administration. The 1994 Violent Crime Control and Law Enforcement Act established the Office of Community Oriented Policing Services (COPS) within the Justice Department and provided funding to promote community policing<sup>19</sup>.

Kenneth Peak has argued that community policing in the United States has evolved through three generations: innovation (1979 to 1986), diffusion (1987 to 1994) and institutionalization (1995 to present day)<sup>20</sup>. He says the *innovation period* occurred following the civil unrest of the 1960s, in large part as an attempt to identify alternatives to the reactive methods developed in mid-century. This era was also saw the development of such programs as the broken windows theory and problem-oriented policing. Peak says the *diffusion era* followed, in which larger departments began to integrate aspects of community policing, often through grants that

initiated specialized units. Lastly, the *institutionalization era* introduced mass application of community policing programs, in not only large departments but also smaller and more rural ones.

### Methods of Community Policing

Many community-oriented police structures focus on assigning officers to a specific area called a "beat", during this officers become familiar with that area through a process of "beat profiling"<sup>21</sup>. The officers are then taught how to design specific patrol strategies to deal with the types of crime that are experienced in that beat<sup>22</sup>.

These ideas are implemented in a multi-pronged approach using a variety of aspects, such as broadening the duties of the police officer and individualizing the practices to the community they're policing; refocusing police efforts to face-to-face interactions in smaller patrol areas with an emphasized goal of preventing criminal activity instead of responding to it; solving problems using input from the community they're policing; and, finally, making an effort to increase service-oriented positive interactions with police<sup>23</sup>.

Common methods of community-policing include:<sup>24</sup>

- Encouraging the community to help prevent crime by providing advice,

<sup>17</sup>Trajanowicz, Robert C (1994). "Understanding Community Policing A Framework for Action" (PDF). *U.S. Bureau of Justice Monograph Series*. Archived (PDF) from the original on 2015-08-30. Retrieved 15 Nov 2015.

<sup>18</sup> Trajanowicz, Robert C; Bucqueroux, Bonnie (1990). *Community Policing: A contemporary perspective*. Anderson. Archived from the original on 2015-11-17. Retrieved 14 Nov 2015.

<sup>19</sup>ABOUT THE COPS OFFICE | COPS OFFICE". *cops.usdoj.gov*. Retrieved 2020-10-30.

<sup>20</sup>*Encyclopedia of community policing and problem solving*. Peak, Kenneth J., 1947-. Thousand Oaks, California. 2013. ISBN 9781452276113. OCLC 855731847.

<sup>21</sup>Prenzler, Tim; Sarre, Rick (2020-10-30), "[Community safety, crime prevention, and 21st century policing](#)", *Australian Policing*, Abingdon, Oxon ; New York, NY : Routledge, 2021.: Routledge, pp. 283–298, doi:10.4324/9781003028918-21, ISBN 978-1-003-02891-8, S2CID 228936865, retrieved 2020-10-30

<sup>22</sup>Watson, Elizabeth M, Alfred R Stone and Stuart M DeLuca. *Strategies for Community Policing*. Print. Upper Saddle River: Prentice-Hall Inc, 1998.

<sup>23</sup> Cordner, G. W. (2010). *Community Policing Elements and Effects*. In R. G. Dunham, & G. P. Alpert, *Critical Issues in Policing* (pp. 432-449). Long Grove, IL: Waveland Press Inc.

<sup>24</sup>Watson, Elizabeth M, Alfred R Stone and Stuart M DeLuca. *Strategies for Community Policing*. Print. Upper Saddle River: Prentice-Hall Inc, 1998.

talking to students and encouraging neighborhood watch groups.

- Increased use of foot or bicycle patrols.
- Increased officer accountability to the communities they serve.
- Creating teams of officers to carry out community policing in designated neighborhoods.
- Clear communication between the police and the communities about their objectives and strategies.
- Partnerships with other organizations such as government agencies, community members, nonprofit service providers, private businesses and the media.
- Moving toward some decentralizing of the police authority, allowing more discretion among lower-ranking officers, and more initiative expected from them.

### **Comparison with Traditional Policing**

Although researchers say that societies incorporate some mechanisms of social control<sup>25</sup>, "policing" (as it is currently understood) is a very particular mechanism of control<sup>26</sup>. "Traditional policing" is used to describe policing styles that were predominant before modern community policing movements, or in police forces which have not adopted them. The response-centered style has also been called "fire brigade policing" in the UK<sup>27</sup>. In

<sup>25</sup>), Roberts, Simon (Simon (2013). *Order and dispute : an introduction to legal anthropology* (2nd ed.). New Orleans, Louisiana. ISBN 9781610271844. OCLC 841206487.

<sup>26</sup>Zedner, Lucia (2005-05-03). "Policing Before and After the Police". *The British Journal of Criminology*. 46 (1): 78–96. doi:10.1093/bjc/azi043. ISSN 1464-3529

<sup>27</sup>Professor Robert Reiner, London School of Economics (April 2016). "In praise of fire brigade policing: Contra common sense conceptions of the police role" (PDF). The Howard League for Penal Reform. Archived (PDF) from the original on 29 March 2018. Retrieved 29 March 2018.

countries with a tradition of policing by consent, the term "traditional policing" can be misleading. In those cases, Mike Brogden says community policing could be seen as a restoration of an earlier ideology, which had been overshadowed by reactive policing after the rise of automobiles and telecommunications<sup>28</sup>.

The goal of traditional policing is to protect law-abiding citizens from criminals. As Jauregui notes, it reflects a "popular desire for justice and order through any means necessary<sup>29</sup>." He says police do this by identifying and apprehending criminals while gathering enough evidence to convict them. Traditional beat officers' approach on duty is to respond to incidents swiftly, and clear emergency calls as quickly as possible. Some researchers argue that this type of policing does not stop or reduce crime significantly; and say it is simply a temporary fix to a chronic problem where officers are often called to return to the same issue and individuals.

In contrast, community policing's main goal is to assist the public in establishing and maintaining a safe, orderly social environment. While apprehending criminals is one important goal of community policing, it is not the only goal. Community policing is concerned with solving the crimes that the community is concerned about by working with and gaining support from the community. Research indicates that the most effective methods include dialogue between police, government resources, citizens, and local business to address the problems affecting the

<sup>28</sup>BROGDEN, MIKE (1987). "The Emergence of the Police—The Colonial Dimension". *The British Journal of Criminology*. 27 (1): 4–14. doi:10.1093/oxfordjournals.bjc.a047651. ISSN 1464-3529.

<sup>29</sup>Jauregui, Beatrice (2013-05-07). "Cultures of Legitimacy and Postcolonial Policing: Guest Editor Introduction". *Law & Social Inquiry*. 38 (3): 547–552. doi:10.1111/lisi.12026. ISSN 0897-6546. S2CID 142716107.

community. Police communicate with the community in variety of ways, including polls or surveys, town meetings, call-in programs, and meetings with interest groups. They use these connections to understand what the community wants out of its police officers and what the community is willing to do to solve its crime problem.

The structure of the community policing organization differs in that police assets are refocused with the goals of specific, written rules to give more creative problem-solving techniques to the police officer to provide alternatives to traditional law enforcement.

### **Community Policing in West Bengal**

Community Policing has gone much further than being a traditional police - community relations programme, and has attempted to address crime control through a working partnership with the community. Community Institutions e.g., Families, Media, Educational Institutions, Social and Non-Governmental Organisations, Neighbourhood Associations are believed to be key partners with the police & their views have greater status under community policing.

There have always existed gaps in perception of matters between the police and the public. The later have always looked upon the police as an element or mechanism to be geared upon. They have therefore checked themselves from walking up to the men in uniform, to seek help and / or to report the occurrence of crime of any magnitude.

Things however seem to be changing in the last few decades and are still in the process of undergoing more changes. Police, all over, have developed ways and means to convince people that they are not the ones to be feared upon and that they can be approached at any given time when in distress.

To befriend the community, police forces all across the country and across the world have been devising new

techniques and procedures, such as providing free medical and legal aid to the public.

Campaign against Drug Addiction, rehabilitation of Surrendered Criminals and Ex-convicts. In this regard, Kolkata Police is not far behind, rather, it has developed such measures which are much more acceptable to the ordinary public.

Kolkata Police has three main strands of Community Policing initiatives - Education, Health and Sports.

1. Providing health and educational support to street children.
2. A Blood donation programme for the public.
3. Kolkata Police Para-Football Friendship Cup Tournament : where sports serves as a vehicle to build police public relation.

### **Objectives of the Study**

In view of the above literature review and after finding some suitable research questions, the following objectives were found pertinent:

1. To have an overview of the present police recruitment process.
2. To find out some goal-specific objectives in the determination of duties and responsibilities of the police persons in view of the changing criminology scenario.
3. To determine whether police personnel at the lowest level are being optimally utilized and trained, in cognizance of the future need of the hour and to assess the perception of the stakeholders in this particular arena.
4. To expedite some suitable models which will improve public relationship and gain confidence of the citizens about police persons.

### **Research Methodology of the Study**

As the main targeted objectives of the research is to find out how the process of selection, training and development of the police personnel at the lower level changed over time and how these

impacted their ethical and personality development and decision making, I undertook my research as an empirical field-work based research.

### **Type of Data used**

#### **Primary Data**

Data has been collected from first-hand experience through primary data by preparing structured questionnaire comprising of Open-ended and Closed-ended questions. This survey consists of demographic questions in the beginning, dichotomous and multiple-choice questions in the middle, and final open question where respondent could write suggestions or opinions.

#### **Secondary Data**

Relevant secondary data is also collected from the literature review through different books, journals, websites, Government Reports/Orders/Circulars/Notifications, reports of NGOs, Newspapers and periodicals, the help of which has to be taken from time to time.

### **Type of Sampling**

So, in order to select respondents, police personnel at the lowest levels in West Bengal, i.e., constables could be the best and most reasonable choice. Hence, while getting data from the said group, Multi-Stage Sampling has been used for my study.

**Step-I:** *Stratified Systematic Random Sampling has been used for selecting the study area, i.e., the police stations under different blocks, subdivisions and districts. For this purpose, the necessary secondary data have been taken from the Police Directorate and Commissionerates of Government of West Bengal.*

**Step-II:** *Then Purposive Sampling has been followed for selecting the respondents.*

**Step-III:** *Wherever necessary, ethnographic techniques or time-scale cluster sampling has also been adopted for getting the data.*

**Instrument for Data Collection:** A structured questionnaire having two sections namely **Section – A [Demographic Information]** & **Section – B [Research-specific information]** consisting **both open & closed-ended** questions was prepared. The Research-specific questions include **dichotomous, multiple-option&5-point Likert Scaled** questions.

**Data Collection:** Data were collected from a total of 813 samples, subdivided in the following districts through Physical forms as presented below:

#### **Detailed Description of the Data Collected**

| Districts                      | NO. OF QUESTIONNAIRES RECEIVED | REMARKS        |
|--------------------------------|--------------------------------|----------------|
| Birbhum District               | 175                            | Physical Forms |
| Barasat Police District        | 98                             | Physical Forms |
| Kolkata Police Commissionerate | 438                            | Physical Forms |
| Basirhat Police District       | 102                            | Physical Forms |
| <b>TOTAL</b>                   | <b>813</b>                     |                |

**So, finally, 813 completed questionnaires received and data entry made. Further, the dataset was found sufficient, so far as EFA is concerned.**

### **Tools for Analysis**

For the purpose of convenience of analysis, a more specific and pin-pointed analysis which used Exploratory Factor Analysis to identify the factors influencing the selection, training and development, i.e., human resource development and management practices of the police personnel at the lowest level. we have used Principal Component Analysis consisting of 10 variables and also Varimax Rotation Method.

### **EXPLORATORY FACTOR ANALYSES**

#### **Variable Conceptualization**

The questionnaire used for the purpose of Data collection from respondents (Post Graduate Students in

different Universities of West Bengal) has the following 18 variables (X37 – X54) in the form of close ended options on a Five (5) point Likert scale.

**X37** =I love the job of Constable/ASI

**X38** =The nature of job is very much tedious to me

**X39** =Most of the part of the job is very much routine in nature

**X40** =I have to always obey the instructions of my superior. I don't have any say in it

**X41** =I think myself to be over-confident for the job

**X42** =I think myself to be over-qualified for the job

**X43** =Lots of study is to be done by me for keeping myself upto date for the job

**X44** = Lots of Training/Orientation are being given for upgradation in the job

**X45** =I do not enjoy flexibility in decision making

**X46** =Nature of crime has been changed with the passage of time and I have to keep myself updated

**X47** =Extraordinary decisions are to be taken which may lead to legal/regulatory consequences

**X48** =I have to obey the instructions of the officers in course of their investigations.

**X49** =I cannot enjoy any freedom or innovativeness in the process of investigation

**X50** = The work is very much monotonous and there is no/less empathy in the workplace

**X51** =Technological changes has given rise to the change in the nature of crimes

**X52** =Lots of Technological training and support is being given to combat with the criminals

**X53** =Sometimes I find myself alone in undergoing critical situations

**X54** = Till date, promotion in my service is given only on the basis of seniority or departmental examination or

both, but no consideration is given to skill or innovativeness

The responses to the above statements are received from the respondents on a five point Likert scale with '5' = 'Strongly agree', '4' = 'Agree', '3' = 'Neutral', '2' = 'Disagree' & '1' = 'Strongly disagree'.

### **KMO & Bartlett's Test of Sphericity and Sample adequacy**

The **Kaiser-Meyer-Olkin (KMO)** test is done in order to find out whether the data is suitable for Factor Analysis. It is actually a test to measure the adequacy of the sample that is to be used for Factor Analysis. **Kaiser (1974)**<sup>30</sup> mentions that a bare minimum value of 0.5 is required and **Pallant(2013)**<sup>31</sup> says that value of KMO should be at least 0.6 in order to consider the sample to be adequate for factor analysis.

The **Bartlett's test of sphericity** is carried out in order to measure the strength of relationship between the variables. It shows that the correlation matrix has some correlation between at least some of the variables.

### **KMO & Bartlett's Tests KMO and Bartlett's Test**

|  |                    |          |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | .689     |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 1416.537 |
|  | df                 | 136      |
|  | Sig.               | .000     |

(Source: Primary Data compiled through SPSS-25)

The value of KMO is **0.689** which is higher than 0.5 indicates that the sample is adequate for carrying out factor analysis. Similarly, the control of Sphericity (Bartlett's sig < 0.001) proves that EFA can be carried out.

<sup>30</sup> Kaiser, H. (1974). An index of factorial simplicity. *Psychometrika*, Vol 39, 31-36.

<sup>31</sup> Pallant, J. (2013). SPSS Survival Manual. A step by step guide to data analysis using SPSS, 4<sup>th</sup> Edition. Allen & Unwin.

### Principal Component Analysis for Exploratory Factor Analysis

**Principal Component Analysis (PCA)** is a method of reducing large number of variables into smaller number of factors and at the same time preserving most of the statistical information. In order to carry out Principal Component Analysis to identify the factors which have effect on the training and development of lower-level police administration of West

Bengal as a part of their perception study (empirical), the eighteen (18) variables are extracted into seven (7) exploratory factors which explain **60.276 of the total variance**. The rotated component matrix has been developed with Principal Component Analysis as extraction method and Varimax with Kaiser normalization.

### Total Variance Explained

| Component | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings |               |              |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
|           | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                             | % of Variance | Cumulative % |
| 1         | 2.001               | 11.768        | 11.768       | 2.001                               | 11.768        | 11.768       | 1.706                             | 10.035        | 10.035       |
| 2         | 1.684               | 9.905         | 21.673       | 1.684                               | 9.905         | 21.673       | 1.468                             | 8.638         | 18.674       |
| 3         | 1.516               | 8.915         | 30.588       | 1.516                               | 8.915         | 30.588       | 1.468                             | 8.637         | 27.310       |
| 4         | 1.425               | 8.385         | 38.973       | 1.425                               | 8.385         | 38.973       | 1.438                             | 8.460         | 35.770       |
| 5         | 1.275               | 7.502         | 46.475       | 1.275                               | 7.502         | 46.475       | 1.432                             | 8.424         | 44.194       |
| 6         | 1.209               | 7.110         | 53.585       | 1.209                               | 7.110         | 53.585       | 1.386                             | 8.153         | 52.347       |
| 7         | 1.137               | 6.691         | 60.276       | 1.137                               | 6.691         | 60.276       | 1.348                             | 7.929         | 60.276       |
| 8         | .970                | 5.707         | 65.983       |                                     |               |              |                                   |               |              |
| 9         | .899                | 5.286         | 71.269       |                                     |               |              |                                   |               |              |
| 10        | .825                | 4.852         | 76.121       |                                     |               |              |                                   |               |              |
| 11        | .721                | 4.239         | 80.360       |                                     |               |              |                                   |               |              |
| 12        | .695                | 4.091         | 84.452       |                                     |               |              |                                   |               |              |
| 13        | .659                | 3.878         | 88.329       |                                     |               |              |                                   |               |              |
| 14        | .587                | 3.455         | 91.784       |                                     |               |              |                                   |               |              |
| 15        | .542                | 3.188         | 94.973       |                                     |               |              |                                   |               |              |
| 16        | .491                | 2.891         | 97.864       |                                     |               |              |                                   |               |              |
| 17        | .363                | 2.136         | 100.000      |                                     |               |              |                                   |               |              |

Extraction Method: Principal Component Analysis.

(Source: Primary Data analyzed through SPSS 25)

### Rotated Component Matrix

|   | Component             |                                     |   |              |                                |                    |                     |
|---|-----------------------|-------------------------------------|---|--------------|--------------------------------|--------------------|---------------------|
|   | Regulatory Compliance | Criticality & Routine Nature of Job | Technological Support and Over-Confidence | Tedious-ness | Job Overload & Lack of Empathy | Plenty of Training | Obedience & Loyalty |
| Extraordinary decisions are to be taken which may lead to legal/regulatory consequences [X47] | .766                  |                                     |   |              |                                |                    |                     |
| Sometimes I find myself alone in undergoing critical situations [X53]                         |                       | .759                                |   |              |                                |                    |                     |
| Most of the part of the job is very much routine in nature [X39]                              |                       | -.656                               |   |              |                                |                    |                     |
| Lots of Technological training and support is being given to                                  |                       |                                     | .777                                      |              |                                |                    |                     |



|   |  |  |      |      |      |      |      |
|---|--|--|------|------|------|------|------|
| combat with the criminals [X52]   |  |  |      |      |      |      |      |
| I think myself to be over-confident for the job [X41]                                   |  |  | .709 |      |      |      |      |
| The nature of job is very much tedious to me [X38]                                      |  |  |      | .703 |      |      |      |
| I love the job of Constable/ASI [X37]   |  |  |      |      |      |      |      |
| Technological changes has given rise to the change in the nature of crimes [X51]        |  |  |      |      | .723 |      |      |
| The work is very much monotonous and there is no/less empathy in the workplace [X50]    |  |  |      |      | .686 |      |      |
| Lots of Training/Orientation are being given for upgradation in the job. [X44]          |  |  |      |      |      | .778 |      |
| I have to obey the instructions of the officers in course of their investigations [X48] |  |  |      |      |      |      | .634 |

Extraction Method: Principal Component Analysis.  
 Rotation Method: Varimax with Kaiser Normalization.  
 a. Rotation converged in 15 iterations.

(Source: Primary Data analyzed through SPSS 25)

**Interpretation of the Factors as per Exploratory Factor Analysis**

**a) Factor-1: Regulatory Compliance**

From table 21 it is seen that the first Factor (Factor 1) consists of variable X47:

X47 = Extraordinary decisions are to be taken which may lead to legal/regulatory consequences

The loading of X47 is 0.766. The first exploratory factor with three variables is named as “Regulatory Compliance”. The multiple regression equation for this variable “Regulatory Compliance” is greater than 1 and is

$$\beta_1 = 0.766X_{47} \dots\dots\dots (i)$$

**b) Factor-2: Criticality & Routine Nature of Job**

Again from table 21 it is seen that the second Factor (Factor 2) consists of variables X53 and x39 where:

X53 = Sometimes I find myself alone in undergoing critical situations [X53]

X39 = Most of the part of the job is very much routine in nature [X39]

The loading of X53 is 0.759 and the loading of x39 is 0.656.

The second exploratory factor with three variables is named as “Criticality & Routine Nature of Job”. The multiple regression equation for this variable “Criticality & Routine Nature of Job” is greater than 1 and is

$$\beta_2 = 0.759X_{53} + 0.656x_{39} \dots\dots\dots (ii)$$

**c) Factor-3: Technological Support & Over-Confidence**

Further, the table 21 depicts that the third factor (Factor 3) consists of variables X52 & X41 which are:

X52 = Lots of Technological training and support is being given to combat with the criminals [X52]

X41 = I think myself to be over-confident for the job [X41]

The loading of X52 is 0.777 and the loading of x41 is 0.709.

The third exploratory factor with two variables is named as “**Technological Support & Over-Confidence**”. The multiple regression equation for this variable “**Technological Support & Over-Confidence**” is greater than 1 and is

$$\beta_3 = 0.777X52 + 0.709x41 \dots\dots\dots (iii)$$

**d) Factor-4: Tediousness**

Further, the table 21 reveals that the fourth factor (factor 4) consists of one variable X38 where:

X38 = The nature of job is very much tedious to me [X38]

The loading of X38 is 0.703. The fourth exploratory factor with one variable is named as “**Tediousness**”. The multiple regression equation for this variable “**Tediousness**” is greater than 1 and is

$$\beta_4 = 0.703X38 \dots\dots\dots (iv)$$

**e) Factor-5: Job Overload & Lack of Empathy**

Further, the table 21 reveals that the fifth factor (factor 5) consists of two variables X51 and X50 where:

X51 = Technological changes has given rise to the change in the nature of crimes [X51]

X50 = The work is very much monotonous and there is no/less empathy in the workplace [X50]

The loading of X51 is 0.723 and that of X50 is 0.686. The fifth exploratory factor with two variables is named as “**Job Overload & Lack of Empathy**”. The multiple regression equation for this variable “**Job Overload & Lack of Empathy**” is greater than 1 and is

$$\beta_5 = 0.723X51 + 0.686X50 \dots\dots\dots (v)$$

**f) Factor-6: Plenty of Training**

Further, the table 21 reveals that the sixth factor (factor 6) consists of one variable X44 where:

X44 = Lots of Training/Orientation are being given for upgradation in the job. [X44]

The loading of X44 is 0.778. The sixth exploratory factor with one variable is named as “**Plenty of Training**”. The multiple regression equation for this variable “**Plenty of Training**” is greater than 1 and is

$$\beta_6 = 0.778X44 \dots\dots\dots (vi)$$

**g) Factor-7: Obedience & Loyalty**

Further, the table 21 reveals that the seventh factor (factor 7) consists of one variable X48 where:

X48 = I have to obey the instructions of the officers in course of their investigations [X48]

The loading of X48 is 0.634. The seventh exploratory factor with one variable is named as “**Obedience & Loyalty**”. The multiple regression equation for this variable “**Obedience & Loyalty**” is greater than 1 and is

$$\beta_7 = 0.634X48 \dots\dots\dots (vii)$$

All other variables are found to be redundant variable due to very insignificant factor loadings and therefore has not been considered under any of the exploratory factors.

So, from the above findings it can be concluded that overall perception in relation to the Training & Development of Lower-level policemen in West Bengal Police Administration (**D<sub>TD</sub>**) depends on four factors namely, “**Preference**”, “**Online Technological Efficiency**”, “**Information requirement & urgency**” and “**belief and confidence**” i.e.,

$$D_{TD} = \beta_1 + \beta_2 + \beta_3 + \beta_4 + \beta_5 + \beta_6 + \beta_7 = (i) + (ii) + (iii) + (iv) + (v) + (vi) + (vii)$$

= [0.766X47] + [0.759X53 + 0.656x39] + [0.777X52 + 0.709x41] + [0.703X38] [0.723X51 + 0.686X50] + [0.778X44] + [0.634X48].

### Conclusion

From the above discussions, the following conclusions came out:

- (1) First, the effectiveness of training of police officers will be enhanced on the basis of studying national trends in police education. This will allow to compare own programs and methods of training police officers with the experience of others and thereby assess their feasibility and implementation risks.
- (2) Second, the effectiveness of police officers training increases on the condition that the readiness to use force provided for by national legislation is in the process of formation, to protect law and order, the security of the individual, society and the state. This will ensure the formation of the ability to directly suppress the physical resistance of the offender and self-defence without the use of weapons.
- (3) Third, the importance of training police officers in the use of force is strengthened on the condition that a sustainable orientation is established to use the combat skills legally, as well as performing official duties in accordance with the norms of morality and professional ethics. This contributes to the conscious perception and memorization of the legal framework for law enforcement.

### **Recommendations**

The main results of the study were methods of training police officers in combat techniques:

- (1) familiarization, providing for preliminary acquaintance with specific methods of combat and hand-to-hand combat through a story about the technique of execution and demonstration on an unresisting partner, and the formation of an

oriented basis for motor action among cadets;

- (2) reproductive, including detailed learning of specific methods of fighting or hand-to-hand combat for their actual use in typical situations through repeated reproduction of the technique of their implementation with the help of a partner and under the guidance of a teacher;
- (3) imitating, providing for fixing specific methods of fighting and hand-to-hand combat in the standard conditions of training sessions through their repeated execution on an unresisting partner or sack dummy;
- (4) productive, including the improvement of specific methods of fighting and hand-to-hand combat through their repeated execution in conditions of varying the resistance of the partner and training fights with various partners. Based on these methods, training material on combat techniques can be represented by three consecutively studied modules:



- (5) Within the learning module, the students will have to learn the specific methods of fighting and hand-to-hand combat. In order to determine the optimal list of combat methods of fighting, techniques were identified that are most often used in practice and ensure the reliability and effectiveness of detaining the offender and self-defence without the use of weapons.
- (6) The training module provides for the reinforcement of specific methods of fighting and hand-to-hand combat in the standard conditions of training sessions. In the framework of this module, cadets repeatedly perform combat and melee combat techniques on an unresisting partner or sack

dummy, and also learn combinations of combat techniques with a partner's dosed resistance. For example, the methods of disarming, which are used after defensive actions and retaliatory strikes against knives (or other object), if the attacker did not fall and did not release the weapon from his hands. In this case, the necessary tricks are performed after one of the wrist grapples with the subsequent holding of the arm lever inside till disarming by the pain action and with the transition to the bend of the hand behind the back. It has been found out that it is necessary to train blows mainly for speed and precision, less often for force of execution, which is caused by the necessity of striking with the use of protective mechanisms (the presence of a bandage, protective shell, etc.) to avoid injuries.

- (7) The training of pain techniques standing should be focused on their rapid and accurate implementation, the assimilation of the skills of "entering" into these elements: distractions, ways to move to pain action standing after release from captures, girths, defensive actions from gunshot (subject) kicks or without it, against the threat of using weapons at close range.
- (8) Training of throws (takedown), asphyxiating techniques, methods of releasing from grips and girths should be carried out with a step-by-step increase in the speed of execution.
- (9) Training, combat & practical module provides for the improvement of specific methods of combat and hand-to-hand combat. To this end, cadets repeatedly perform methods of fighting and hand-to-hand fighting in conditions of varying the resistance of the partner, in the process of overcoming obstacle strips and training fights with various partners. In the classroom, various sparring exercises are used, situations are simulated for the immediate suppression of the

physical resistance of the offender and self-defence without the use of weapons; the lawful use of force protection to ensure the rule of law and order, the security of the individual, society and the state; law enforcement in emergency situations.

- (10) In the lessons of this module, special attention is paid to the prevention of traumatism of cadets. The experience of the authors shows that about 85% of all injuries are caused by bruises and abrasions, 5% are sprains, ligament and muscle ruptures, and knee joint injuries, 2% bruises in the groin area as a result of banned lower belt blows, 1% fractures metacarpals and wrists. To reduce the traumatism in classes on fighting methods is helpful next: (1) the small number of the engaged group, taking into account the age and physiological characteristics of the cadets, the training of the cadet's organism for the beginning of the session-warm-up including the fingers, ankles, knee, shoulder, elbow joints; (2) the accessibility of the study material, the execution of fighting techniques and hand-to-hand combat (as well as their cessation) only at the command of the instructor, strict adherence to the rules of self-insurance and partner insurance (moves and throws to make from the centre of the carpet to the edge, perform painful moves without jerks, release on the first signal of the partner); (3) the organisation of classes in compliance with sanitary and hygienic standards, according to which the minimum area per student should be six square meters, admission to employment only on the permission of the doctor, the presence of a first aid kit for first aid; (4) serviceability of sports equipment (rings, helmets, knife models, pistols, etc.), the quality of the cadet's clothes and footwear (the presence of a bandage, a protective shell, the

absence of wristwatches, chains, metal buckles, etc.).

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