

CHAPTER - SIX

Role Conflicts, Job Satisfaction and Challenges

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1. Introduction:

Since ages women have remained unpaid workers in the family. Their economic value remains zero as compared to men as a principal wage earner. Their contribution to comfort and growth is not recognized according to a strict definition of the worker. In most societies, over the world, the role of a woman is perceived as being confined to performing the household chores, child bearing and catering to needs of members of the family. As science and technology advanced there has been tremendous revolution in the lives of men and women. Especially in urban areas it is more noticeable. Due to development in education, transport, media, communication, changes in family life occur more rapidly. Women's education and participation has gained impetus with it. Such a change is visible especially after independence of our country. More and more women, year after year, penetrate into the vocations which were primarily thought of as male dominated sphere of activities. These spheres indicate teaching, nursing and secretarial kind of jobs. Women are now getting good education and training through regular, professional, technical courses. They enter into I.A.S., business and trade, commerce and management, medicine, law, engineering, science, technology, agriculture and for para military forces and police as well. The consequent outcome is that women today reportedly fair well, get an edge over male candidates at academic and professional ventures. Their excellence and success make them a target of the male's envy. The complex works subtly and it may affect interpersonal relations in the family and society. Women, as such, live in two systems simultaneously as they need to perform both familial and professional roles. This, in turn, causes multiple roles stresses.

The issues related to women, in connection with economic development and social changes have been well received in terms of research studies by scholars in recent years. The international decade (1975-85) for women provided an opportunity to scholars for making conscious endeavour to understand the specific problems of women

Swarankar (1988) views that the magnitude of female participation in work force primarily depends upon: (1) The status a woman enjoys in the family; (2) Economic exigency necessitating her participation at work; (3) Availability of suitable jobs and (4) Degree of consciousness to avail opportunities at hand and claim for a share. In addition to economic necessity, he adds, the other motivating factors can be:

(1) Enhancing the standard of living by earning extra income; (2) Personal satisfaction, self-actualization, development and unfolding of talents; (3) Utilization and justification of education and training; and (4) Utilization of leisure in gainful employment.

Greeken & Gove (1983) quote from the studies of Sobol (1973) and Rosenfield & Parella (1965) who agree that financial reasons are by far the most frequently expressed motivation for work among working women. However, better educated upper class women, those whose husbands have higher income, are more likely to take up jobs on personal motivation.

Viewed from a perspective of developmental tasks at various stages in one's life span, as defined by Havighust (1953), the modern adult women have to perform female roles as wives, mothers, and housekeepers on one the hand and as economic worker on the other. Coping with both the roles going almost simultaneously and parallel has an important bearing on the reality of work, stress and conflict in women's lives. The time the household chores consume without the family support lays an adverse effect on the fulfillment of women's emancipatory aspirations. They all the time feel that their aspirations are being grounded or crushed in a grinding machine.

The role conflict is visualized as mutually competing expectancies and demands that working women confront. It arises from demanding and pervasive nature of members in women's family and multiple domestic roles. Work and family role conflicts have been well documented in researches of Rapoport & Rapoport, (1971), Gray, (1983), and Valdez and Barbara, (1987). Marriage and parenthood appear to be incompatible to career oriented women and they see them as conflicting. Working women experience inter-role over load and conflict on higher extent than men or non-working women do. Although, Sidber's (1974) theory of role accumulation asserts that such conflict and overload may be reduced by the rewards of multiple roles. There is convincing evidence that working women do face tension due to their dual role.

Dak ,(1986) recognizes that much of the household and productive tasks performed by women in India remain unaccounted because of socio-biological factors. Falling between productive and reproductive roles, pregnancy, lactation and bringing up of infants adversely affects the duration and efficiency of women's work.

This causes bias against the female employment, especially in organized work situations. Another bias that women's employment in India confront is that traditionally women's work outside home is considered to be an indication of their parents' or husbands' low economic status and it subtly determine the prestige of their families in a society. The conflict that results from fanciful notion, sometimes forces women to give up the jobs at the whims and fancies of their parents or husbands.

In addition, there are a number of other factors that complicate the dilemma of performing dual roles. A woman may not have a desire to take up employment but she is forced to do so under economic pressure she is expected to supplement the family income by working. She spends extra energy to cope with the demands and pressures in the family, at work places and within her. All this is done mostly at the cost of her health. Traditionally a working woman was not much relieved from her role of a home maker with a helping hand from members in a family. In such situations she had to cope up with multiple stresses caused by the expectation of members in the family. Specifically in a joint family, a married working woman had to deal with in-laws and the mother-in-law and sister-in-law are her strong rivals and most jealous of her freedom. They always find faults with her style of living. Even her own children tend to become demanding. They often feel neglected with her remaining busy else where. She suffers all the time from guilt of neglecting her family and also not doing justice to her work. Thus, a working woman falls prey to shattered aspirations. Her sincerity on both the fronts, may risk her health. She lives in a stressful environment because their family members do not understand her nor do they appreciate her performance. She would be a victim of despair and frustration. Such women usually suffer from depression, and low blood pressure, anemia and loss of physical strength or even tuberculosis reducing them to a mere bundles of bones.

Rao (1985) also highlights the problem of middle class women. They are more social than economic. They are more complex. Some of them are (a) ambivalence regarding status of women today whether women should be more traditional or modern (i.e., educated and rational); (b) disregard of women as decision makers; (c) lack of due recognition to daughters and their work in comparison to sons; (d) their responsibility to maintain efficiency at the place of work and at home; and (e) Lack of adequate protection and recognition.

It may be pertinent here to refer to the problems faced by unmarried working women. They too have to share the burdens of domestic roles and expectations Pawar, (1996) perceives them as in Indian set up. Some of them are: (a) how to conduct oneself with male colleagues and with the male bosses who find them easy targets to exploit or too arrogant to approach; (b) problems relating to social integration at home and at work places; (c) feeling of insecurity specially when women have to work away from homes or live alone with a few friends or relatives who fall back upon in times of emergency; (d) verbal or physical harassment causing irritation at home and work places; (e) doubts about work involvement and work commitment because of the stigma attached to them that they will get married soon and leave the job; (f) the problem of being dubbed as a cause of unemployment to restrict men's chances for professional jobs; (g) difficulty in finding matrimonial matches suitable to the status, education and expectations and (h) Delay in their marriage when they happen to be bread earners in the family.

Thus, the dual role of home making and professional work constitutes a tough task for working women. It is a common experience any where in the world. This becomes a source of stress. In India, the presence of stress among policemen is felt. But it is not recognized as a major enemy of law enforcement professionals as yet. When policemen have to deal with hardcore defaulters and criminals on routine basis, strength that generates out of stress of performing the police task turns out to be a mark of efficiency. And the police are made and trained to take up such stresses in the interest of the society. The media reports of police brutality and indiscipline. But it can be perceived as signals of job stresses emphatically pointing at the mismanagement or excessive dealing of crucial problems so far (Mathur Pragya, 1994). Job stress is a phenomenon that becomes inevitable part of man's work environment. The work environment in which the police operate, it becomes reality. Work stress need not be a negative phenomenon. As mentioned earlier, if managed purposefully it can be instrumental to effective performance and for the police it can be a virtue. However, stress produces adverse effects on sensitive minds and excessive stress rather ruins it. It needs to be prevented by suitable means. Especially with regard to a vital agency like the police, negative implications of occupational stress assume more intense dimensions of damage. In fact, a concern over the high incidence of occupational stress has reached in the police in United States of America

a proportion of that extent that an International Law Enforcement Stress Association (ILESA) was formed in 1978. It publishes its own quarterly magazine entitled 'Police Stress'. Highlighting the significance of the stress, the first issue of the magazine publishes an opening address of Hans Selye, the 'Father of Stress Research'. He opines that police is a uniquely high stress occupation. According to him, "Unlike most professions, it ranks as one of the most hazardous, even exceeding the formidable stresses and strains of air traffic control" (1978).

When an individual occupies simultaneously two positions whose roles are antagonistic, there is surely arise role conflicts. An individual may experience problems and may be unable to perform the either role adequately. In addition to role performance, the expectations from the employs and also from the inmates with demands rising every moment add fuel to stress. In this tug of wars, personal aspirations feel suffocation which further rises the flame burning high.

2. Organizational Stress:

In the field of Work and Organizational Psychology, the stress concept gained recognition under the label 'organizational stresses' (Kahn et al., 1965). An understanding of the sources of organizational stress depends on the nature of these stresses. It includes: (i) the personal characteristics and background of the individual; (ii) organizational factors; and (iii) quality of support (Figure:).

Review of research into occupational stresses identifies a number of pressures at work environment. They include role strain, overload of work and underutilization of skills, inequality and lack of control. In addition, certain personality and attitudinal variables of behaviour and work commitment consistently show moderate impact on potentially stressful situations. All these pressures and individual variables may be involved to some extent in the work-family management problems that dual earner couples confront. They may be manifested in symptoms of stress (Table-6.1). It is our contention that most sources of stress from the household work form an interface that arises out of social contexts. Particularly they are the consequences of gender role attitudes, which are more internalized, and as well reflected distinctly in organizational and state policies.

An attempt was made to know whether the respondents feel stress while performing dual role. They were asked a question, “Do you feel stress while performing police duty?” The responses obtained are shown in the table 6.1

Table-6.1 (a) Feel stress while performing the police role

Sr No.	Response	Policewomen						
		PI	PSI	ASI	HC	PC	PC*	Total
1	Yes	1	4	22	15(1*)	42	91	175(58.3%)
2	No	3	6(2*)	11	23(2*)	20	49	112(37.3%)
3	Any other		2 (1*)		4	1	3	10 (3.3%)
4	No response					1	2	3 (1%)
	Total	4	12	33	42	64	145	300 (100%)

The table shows that 58.3% respondents believed that they feel stress while performing dual roles. But 37.3% of them said on the contrary that they do not feel stress. Some 3.3% of the respondents told that they felt stress in the beginning and then they would feel relaxed. In fact, all working women and particularly working mothers having small children face stress in any kind of job. But if any woman works in the police force the situation becomes a bit delicate. As mentioned earlier police role is quite contradictory to the feminine image in India. Indian women are expected to become ideal wife and mother. Moreover, most women who join the police force usually come from miserable background. Some times they may not like to work, but they are forced to do it. She finds it difficult to cope with two different situations, that of a housewife and an employee. The members of policewomen’s family may not have so broad attitude. They might raise suspicion on every little point. Due to poor economic condition they can’t afford a servant to help in the household work. The result is that the policewomen live under stress.

There might be factors that relate to situations causing stress. Hence, it was tried to find correlation between such factors and situations. It was first assumed that young policewomen would feel more stress than elder policewomen do. In this respect, a person’s age turns out to be significant factor to arise situation causing stress. The correlation then between the respondent’s age and the nature of stress can be observed as:

Table-6.1 (b) Respondents' Age differences and Feeling Stress:

Sr. No.	Age groups	Feeling stress	No Stress	Any other	No response	Total
1	21 to 25	44	19	1	2	66
2	26 to 30	48	34	3	-	85
3	31 to 35	23	10	-	1	34
4	36 to 40	16	10	1	-	27
5	41 to 45	10	10	-	-	20
6	46 to 50	15	12	4	-	31
7	51 to 55	14	12	1	-	27
8	56 +	5	5	-	-	10
	Total	175	112	10	3	300

It is seen from the above table that there can be significant correlation between the two variables, age and stress. Policewomen upto the age of 30 feel more stress than elder policewomen who were beyond 30 years. It is understood that young respondents have small children and they can not pay proper attention to their upbringing and education. These respondents are aware that they can not give enough time to their children as the police duty consumes the most of the day. Such time constraint causes acute stress in them. All the time, their minds are at conflict whether to do this or that.

Marital status is another variable that works obviously to cause stress to policewomen. Hence, we may try to work out correlation between marital status and the nature of stress. The table 6.1 (c) below reflect on it.

Table-6.1 (c) Respondents' Marital Status and Feeling Stress:

Sr. No.	Marital Status (Present)	Feeling stress	No Stress	Any other	No response	Total
1	Unmarried	36	32	4	-	72
2	Married	114	54	3	3	174
3	Re-marriage	-	1	-	-	1
4	Separated	8	7	1	-	16
5	Divorced	7	4	-	-	11
6	Widow	10	14	2	-	26
	Total	175	112	10	3	300

The above mentioned data indicate that no significant relation can be seen between the two variables. It was assumed that the unmarried respondents would have less of stress as compared to the married respondents. But the data pose a different picture. There were almost half of the unmarried respondents who feel stress and another half of the unmarried respondents said they do not feel stress. However, some difference was noticed among the married respondents. The data show that the young married respondents were under stress. The elder respondents who are free of most responsibilities said that they do not feel stress.

Further, respondent's educational level was also considered for the purpose. It was assumed that respondents with good education would feel less stress as compared to those with low education. The correlation can be seen in the table below:

Table-6.1 (d) Level of Education and Feeling Stress:

Sr. No.	Level of education	Feeling stress	No Stress	Any other	No response	Total
1	Primary	10	9	2	-	21
2	Up to SSC	50	45	4	1	100
3	HSC	47	23	3	-	73
4	UG	13	7	-	-	20
5	Graduate	34	17	-	2	53
6	Graduate +	7	5	1	-	13
7	Post Graduate	14	6	-	-	20
	Total	175	112	10	3	300

The above mentioned table shows no significant correlation between education and stress. All the incumbents would feel stress irrespective of the level of their education. Yet, a pattern may be noticed that as the level of education rises among them the difference between those feeling stress and those feeling no stress becomes distinct. It may be explained that education brings knowledge to a person and knowledge brings awareness in him. It is this awareness that becomes a valid reason of stress. It is said, if you know you feel it and that works heavy on you. In cases of policewomen, it is quite a surprising thing to note that practically policewomen are not assigned risky jobs unless they are accompanied with police, yet most of them believed that they have to perform a delicate role. They said that the police force is a disciplined force. So they have to be ready to cope with any type of difficult duty.

The conflict that an Indian woman experiences, while entering into new spheres of life-study and profession, remains beyond usual inter-role conflicts. Talcott Parsons remarks, "The inter-role conflicts are "caused by the acceptance of two (or still more) roles to which, according to definition, different sets of expectations are directed, which can not be avoided." According to him, the conflicting sets of expectations are characterized by the fact that they are considered to be legitimate, yet their fulfillment is impossible in reality.

Considering the Parson model of conflict, it may be viewed that conflicts exist objectively in a situation in which one may feel external conflicts as realisation of internal frustrations. An important question is how far an Indian woman would feel external conflict in a situation as it is also internally frustrating. When both or several sets of conflicting expectations are institutionalized, they appear, according to Parsons, with claim to legitimacy. This must intensify the ambivalence and the conflicts in a woman, since she is unable to disqualify any of the behaviour types that correspond to one or the other set of expectations as deviant in the criminal sense. This state of affairs is found distinctly in cases of middle-class Indian women. For them, both marriage and education are institutionalized legitimate role expectations. It means that as a result of the high social value of education each woman today seek to justify her tendency to deviate from the family role in favour of the student's role. She need not have bad conscience in any sense. Her society expects that she strives for education. Against it, in middle class societies, a professional role of a woman is not yet institutionalized to the extent that role expectation of "education" is done. Its legitimacy is marked as low. As a result, working women in the society have to reckon with more social prejudices than women students have to do. It must be recognized, however, that all these factors will have to be considered to do justice to the complexities of an individual's experiences.

The stress intensity of any workload or role is partly determined by a process of social comparison. Workers who believe that they are treated unfair or inequitable tendencies with in relation to others are less satisfied, regardless of objective workload for all. The concept of *Inequality* refers to appraisal of fairness in a relationship through comparison of one's own efforts and rewards with those of a relevant other. It is to be distinguished from a less subjective concept of equality. Many women may prefer to accept greater domestic responsibilities and ever look to

reduce work commitment outside homes for reasons like inequality. But, in doing so, they narrow down opportunities with income differentials. The result is the situation of inequality perpetuates further. Clearly, issues of equality at work places and at home are inseparable and, therefore, interrelated in respect of their effects on the family and work stress.

3. Family Responsibilities and Stress:

Women have vital roles to play in the family and in the society. No family in the matriarchal society, women play a decisive role in most patriarchal societies too. The future of children depends, by and large, upon the mothers. They generally stay at home and take care of children's health and education. This is commonly seen in countries like India in which life in family and society is moulded by traditional and spiritual doctrines. When men remain too busy at work to care for cultural building of children, women undertake that vital task. They are the one who hold the culture and pass it on to generations through talks, story-telling, counseling and also scolding. They in fact act as the architects of the cultural foundation of a family and society at large.

As women share the bread earner's role increasingly, the rational response would seep into domestic spheres too. It is, however, slower in occurrence. Working women still perform majority of domestic works, although the recent evidences suggest that the extent of inequality may be decreasing. Responsibility may, of course, be a source of satisfaction. But too much of responsibility, especially in relation to people, can be a source of stress.

It is obvious that more and more women join different professions to shoulder or share the economic needs of the family. It helps to raise a woman's status in the family and society. She is looked upon as a person of some value or worth. But there is a dilemma confronting role conflicts most of the time. Working women seek to reduce their husband's economic burden. But husbands rarely show eagerness to help wives in household work. Household activities in a way demand full time attention. The police role on the other hand too expects from an employee the full time binding to the duty assigned. Hence, some times it becomes too difficult for a policewoman to arrange and adjust for the household work alongwith the police role and to do justice

to both. If a husband extends his help, a policewoman is burden of household work may be shared and would give her some relief. With sharing both husband and wife carry out the responsibility of taking care of children in a better way. The respondents were put a question to this regard, “Does your husband help you in the house-hold work?” The responses given by the incumbents are presented in the table-6.2 (a) below.

Table-6.2 (a) Does your Husband Help You in the Household Work?

(Total married respondents:175)

Sr. No.	husband help in house-hold work	Policewomen						Total
		PI	PSI	ASI	HC	PC	PC*	
1	Always		2	9	10	11	29	61 (20.3%)
2	Sometimes	2	1	8	8	20	36	75 (25%)
3	Never		3	6	6	7	17	39 (13%)
4	No response	2	6 (3*)	10	18 (3*)	26	63	125 (41 7%)
	Total	4	12	33	42	64	145	300 (100%)

Total of one hundred and seventy-five respondents are married. Sixty-one of them admitted that their husbands always help them. But this segment constitutes about 35% of the total married respondents. Seventy-five of married respondents said that their husbands help them sometimes in the household works. They constitute 43% of the total married respondents. But thirty-nine (22% of 175) of those respondents said that their husbands never help them in the household works.

The next point to observe is to see in what way the respondents’ stress relates to their husbands’ attitude for sharing household work in Indian society. It is still believed firmly in the society that male members do not have any household duty to perform. It is purely the realm of women. Sometimes working women too feel guilty if their husbands help them in the household works. Those women who work in general shift in the office can somehow manage the household works by getting up early, going to bed late or overstraining through haste at doing things. But for policewomen whose duty is not of fixed hours even such adjustment is deadly impossible. After knowing the respondents opinion regarding their husbands’ attitude about sharing the house hold duties, it becomes useful to work out a relation between a husband’s help and the nature of stress. The table-6.2 (b) below throws some light on the issue.

Table-6.2 (b) Indicating Stress with Regard to Husband's Help in Household Work.

Sr. No.	husband help in house-hold work	Feeling stress	No Stress	Any other	No response	Total
1	Always	31	29	1	0	61 (20.3%)
2	Sometimes	53	18	1	3	75 (25%)
3	Never	29	8	2	0	39 (13%)
4	No response	62	57	6	0	125 (41.7%)
	Total	175	112	10	3	300 (100%)

The table shows that no significant relation can be seen between husband's help and the nature of stress. Even though some respondents' husbands help them in the household works, about fifty percent of them feel stress and the other half do not feel stress. On the contrary some of the respondents whose husbands never help them in the household works said that they do not feel stress. They are just eight out of thirty-nine respondents of this kind. Except these one hundred seventy-five respondents the other group of respondents is unmarried, widowed or separated. They preferred evading the question imparting no response.

4. Role Conflict:

Role strain in terms of role conflict and role ambiguity, at work has consistently been identified as significant stressor associated with a range of negative physical and psychological outcome. Role conflict refers to the appraisal of conflicting demands within one role, or between different roles, while role ambiguity denotes uncertainty about the expectations associated with a particular role. Potential for role strain exists for dual earners. Women's employment roles and men's paternal and homemaking roles may interfere with demands of traditional activities. It may cause time-based conflict. It may also cause conflicts with societal expectations. Contemporary women are exposed to divergent cultural directives. Early socialization extols exclusivity of the maternal role. Current egalitarian thinking on the other hand encourages fulfilling her aspirations beyond motherhood and it may be done through employment.

Women's occupational status is always closely associated with the home and the family. There is a clear conflict visible between the socially assigned status of women as housewives, as the mother of children and their status as professional workers. Familial duties ever impose restrictions on their commitment to work. It means that a woman has to forego, at least to some extent, her career and her work commitment. For most of them, a major role expected of them is that of a wife and a mother. The home always however in her mind even when she is at work. She in fact plays a key-role in the house. Therefore she has to face contradictory situations at times, on one side she has to match with the traditional ideal of a woman who is working hard, self-effecting person and is always ready to subjugate her own interests to the happiness of others in the family. In this role, she would not have any but right, she would just impart services. On the other hand, as a working woman she assumes almost a different role as a member of a team at work or in office.

It is obvious that policewomen's role is quite different from the role of any other working women. The police role has to be complementary to the home maker's role. However, if they experience or perceive that performance of one role causes problems in performance of other roles and, consequently, they are unable to fulfill the role obligations held from them. They are, thus, exposed to conflicting expectations. This is very true in the case of policewomen who are married, widows or divorcees and has children to look after. Those who experience difficulties in fulfillment of one or both the roles are considered as cases of inter-role conflict.

Though women enter into professional field no change has been noticed in the structure of the division of labour according to sex. Still the "bread earner role" is assigned solely to men and women are deemed with responsibilities back home and with children. Professional roles are just additions to women's family roles. In many cases, these additions may lead to physical and mental strain. Particularly when a woman does not have helping hand in a big family strain goes higher. Such women belong to a lower income segment in a society. Here, role conflicts become more intense. If a woman suffers from strain of work, she demands or rather wishes at least that her domestic work is lightened with help of other family members. More particularly she desires that her husband shares her work. She as an 'earning wife' expects that her husband does an equal amount of domestic work or arranges for

servants to help her. When, in the face of these demands or desires, the husband or the in-laws insist that the domestic work is an exclusive duty of the wife open conflicts, quarrels or discontent cannot be avoided in the family. The wife being a subservient member in a family can not give expression to her anger and discontent. Her suppressed emotions and wishes add to the intensity of her stress. Here the question is not exclusively the amount of the domestic work, but of who should do the domestic work. The question of 'who serves whom' has direct bearing on the issue of authority in an Indian family. The wife's demand or wish poses a challenge to the husband's privileged status and authority. She has no way but to serve the husband with smile on face and without hesitation and it is held to be the most sacred duty of a good Hindu wife.

In the lower middle class families the husbands' help in the domestic work and care of the children is more required as they can not afford to keep a servant. In higher strata of the society, the problem is not that severe. Yet, some kind of tension does appear to disrupt the life in upper middle class families. Either for no servants, or other reasons the wife insists of the husband should share her household burden. Some respondents said that the job is risky and women get very tired. Some times women too have to go for job late hours at night. Multiple role stresses are associated with their job and life causing in them dissatisfaction. It exerts negative effect directly on the mental health of women.

5. Job Satisfaction:

Job satisfaction is an important factor that contributes to better performance of a worker. It has visible repercussions on the quality and quantity of work. Vroom defines job satisfaction as positive orientation of an individual to the work role that she is presently occupied with.

The present study seeks to focus on the issue of job satisfaction. Hence, the respondents were asked if they are satisfied with their present job or not. The responses obtained from the respondents are displayed below in the table-6.3 (a)

Table -6.3 (a) Job Satisfaction of the Respondents:

Sr. No.	Response	Policewomen						Total
		PI	PSI	ASI	HC	PC	PC*	
1	Yes	3	10(1*)	31	40(3*)	47	107	238 (79.3%)
2	Not much	1	2*		2	17	35	57 (19%)
3	No			2			3	5 (1.7%)
	Total	4	12	33	42	64	145	300 (100%)

The above mentioned table shows that though significant number of the respondents (58.3%) held opinion that they feel stress while performing the police role, most of them are satisfied with the present job. The number of such respondents goes upto two hundred thirty-eight which constitutes almost 79.3% of the total respondents. The remaining fifty seven respondents (19%) said that they are not much satisfied with the job. Only five of them said firmly that they are unsatisfied with the role of a policewoman.

It can be assumed from this scenario that there might be a few variables which would affect the level of satisfaction among the respondents. Some variables are selected for the purpose of observation in order to determine their connection with the level of satisfaction. The first among the variables is the difference of age. The table-6.4 (b) indicates the relationship between the two variables of difference of age and job satisfaction.

Table -6.3 (b) Differences of Age and Job Satisfaction:

Sr.No.	Age groups	Yes	Not much	No	Total
1	21 to 25	49	16	1	66
2	26 to 30	62	21	2	85
3	31 to 35	24	10	0	34
4	36 to 40	24	3	0	27
5	41 to 45	16	4	0	20
6	46 to 50	28	2	1	31
7	51 to 55	26	1	0	27
8	56 +	9	0	1	10
	Total	238	57	5	300

It is seen from the above table that only three of the young respondents expressed that they are not satisfied with the present job. These respondents either belong to higher castes or have good education. Similarly, the respondents from the age group of 21 to 35 expressed that they are not much satisfied with their policewomen's role. The reason again is that the respondents possess higher education and the job and the salary does not commensurate with their education.

The second variable is respondent's marital status. It is assumed that unmarried respondents would be more satisfied than the respondents who are married ones. The data analysis reveals the picture in the table 6.4 (c) below:

Table -6.3 (c) Respondents' Marital Status and Job Satisfaction:

Sr. No.	Marital Status (Present)	Yes	Not much	No	Total
1	Unmarried	58	13	1	72
2	Married	134	38	2	174
3	Re-marriage	1	0	0	1
4	Separated	14	2	0	16
5	Divorced	9	1	1	11
6	Widow	22	3	1	26
	Total	238	57	5	300

The data reveal that no clear correlation between the variables. The respondents in both the groups of unmarried and married expressed that they are 'satisfied' with the present job. Most of them are of the opinion that nowadays it is not easy to get a government employment. They are in fact lucky to get one. Even if some of them do not find the police role suitable, they have in turn developed liking and are quite happy with the police job.

Education is the variable that can be taken into account for the purpose of its correlation with the level of job satisfaction. The table-6.4 (d) reveals the picture based on the available data.

Table -6.3 (d) Respondent's Levels of Education and Job Satisfaction:

Sr.No.	Level of Education	Yes	Not much	No	Total
1	Primary	20	0	1	21
2	Up to SSC	86	13	1	100
3	HSC	57	16	0	73
4	UG	15	5	0	20
5	Graduate	37	13	3	53
6	Graduate +	10	3	0	13
7	Post Graduate	13	7	0	20
	Total	238	57	5	300

The table reveals that only three of the respondents with graduates degrees in hand opined that they are 'not much satisfied' with the present job into the police force. It is surprising to note that two respondents with lower education too expressed that they are not satisfied with their policewomen's role. They also added that women should not join the police force and prefer to go for any other job.

It is obvious that any respondent who feels stress would not be satisfied with the police role. Hence, an attempt was made to view the relation between the variables of stress and the job satisfaction. The available data reveal the picture as presented in the table-6.4 (e)

Table -6.3 (e) Feeling stress and job satisfaction:

Sr. No.	Job satisfaction Feel Stress	Yes	Not much	No	Total
1	Yes	126	44	5	175 (58.3%)
2	No	103	9	0	112 (37.3%)
3	Any other	8	2	0	10 (3.3%)
4	No response	1	2	0	3 (1%)
	Total	238	57	5	300 (100%)

The data show contradiction in the expressions of good number of the respondents. Some one hundred seventy-five of them feel stress and they are also satisfied more or less with the job. One hundred-three of the respondents expressed that they do not feel stress but they are satisfied with the police role. This scenario does not help to draw correlation between intensity of stress and satisfaction that one derives from the job performance.

It was assumed that since the policewomen are involved in the double role performance, they would feel stress. Consequently they may not be satisfied with their roles out side home. The reason is that household responsibilities are compulsorily and almost inescapable for a woman. If her husband helps her in the household work one would find the police role a bit more satisfying. This tendency gets clear from the analysis presented in the table-6.4 (f) below:

Table -6.3 (f) Husband Help in House-hold Work and Job Satisfaction:

Sr. No.	Job Satisfaction Husband help in household work	Yes	Not much	No	Total
1	Always	56	5	0	61 (20.3%)
2	Sometimes	55	20	0	75 (25%)
3	Never	25	11	3	39 (13%)
4	No response	102	21	2	125 (41.7%)
	Total	238	57	5	300 (100%)

The data reveal the picture that to some extent those respondents (i.e.56)whose husbands always help them in the household work expressed satisfaction about the

police role. However, there were five respondents whose husbands always help them in the household work and yet they are not satisfied. There are another twenty-five respondents who told that their husbands never help them in the household work and yet they feel satisfied. Thus, it does not show uniform tendency among the policewomen as regards the above two variables. Thus, it does not reflect correlation between them.

➤ Why 'Dissatisfied' with the police job:

One of the surest signs of deterioration of an organization is low job satisfaction among its employees. Job satisfaction is a tendency of favour or disfavour with which employees view their work assignments. It expresses an amount of agreement that covers between one's expectations from a job and rewards that the job yields. Since job satisfaction implies realisation of expectations, it relates to the equity theory, psychological contract and motivation. When the respondents were asked the reasons for not being satisfied with the police job, they explained the reasons like:

1. Promotions: Three of the respondents told that they were given promotion to the post of PSI. But after three years, the officer concerned announced it unofficial and withdrew it. Moreover, the rise in salary granted earlier is now being recovered every month.
2. Promotion deprived: Some respondents complained that even though they have served for a long period they are still not considered for the promotion. They also complained that policemen were granted promotions time to time. But policewomen were deprived of promotions even if they deserve the post.
3. Promotion Denied: Some respondents complained that though they are serving for a long time they are not granted promotion they deserve.
4. Limited Duties: Some enthusiastic policewomen want to perform good enough work as policemen do. But the officers are bit suspicious about their capabilities and so they assign them only limited duties. The unequal treatment and denial become principal cause for their dissatisfaction.
5. Less Salary with Respect to the Duty: Many respondents expressed their displeasure in relation to the salary they received. They complained that

they do not get salary. Their salary is equal that a peon gets. They in fact undertake overload of work and yet discriminated. The salary is not enough to meet the needs of their family.

6. No Appreciation: A few of the incumbents complained that policewomen put on much work. They perform duties better than policemen. But their work and dedication do not receive enough appreciation in the department.
7. Unlimited Duty Hours: Many respondents expressed their unrest about unlimited hours of duty. They told that if any emergency arises they are called on duty at any time. All twenty-four hours they have to be ready to present themselves at the respective police station to perform duty at any hour.
8. A Job Binding 24 7 hour: Police personnel are expected to show them on duty the very moment are called. If there is an order from the officer they have to perform the duty without bothering about the clock ticking minutes and hours. Such round the clock binding of duty prevents them to think about their personal life and expectations of members in a family. A man may be excused for lack of attention to his family. But a woman can never be pardoned for her inattentiveness or lethargy; she has to suffer severe criticism.
9. No Holidays: Many respondents said that they have no holidays to enjoy. In fact they are deployed on duties on holidays. When people are enjoying festivals or cultural events, police person are much bothered about controlling their impulsive behaviour. The police department, however, pays them extra salary for duties on holidays. But what is the use of money when it does not impart comfort, pleasure and enjoyment.
10. No Powers: Three of the respondents said that they have to just obey the officer's order and they have no powers, to decide anything. In a state of indecision they at times confront dilemma as to how to tackle the situation. In this condition, they are reduced to a state of soldiers at war holding wooden swords. They just have a lathi for protection.

11. Mental Torturing: Two of the respondents complained that they were mentally tortured sometimes by their male colleagues and officers. It in fact causes more damage causing terrible stress.
12. No Planning: One respondent gave an opinion that there is no planning of the work assigned to them. It causes confusion and chaos rendering no results.
13. Insensible Approach of seniors: Some of the respondents opined that they have to work under a male police officer. They do not understand the problems typical to policewomen. They show no sympathy or concern to their genuine complaints.
14. No Leave Granted: Many respondents said that they would not get a leave when they would need it badly, in the situations of sick-ness, children's illness or any social commitment. The officers show stone heart to policewomen's genuine requests.
15. Just the Wireless Duty: Most young policewomen are not assigned any office work, only the wireless duty is meant for them. They said that the wireless duty is too boring. It is monotonous and allows no dynamism on the part of a performer. (These respondents hail mostly from the police stations located in Saurashtra and Uttar Gujarat.)
16. No Family Meant: Many respondents said that they do not enjoy family life like other working women do. Particularly on holidays and festivals they have to be away from their families, as they have to perform more duties during festivals. They cannot maintain social relations. They can't satisfy their husbands, children, in-laws and relatives who expect that they share the joy of celebration by remaining pleasant. Their absence on such occasions in fact causes distance or split in their relations with others.
17. Feel Tensed: Some respondents said that they feel tensed while they are deployed on japto, bandobast, night duty or guard duty. Their tension is never relieved from any corner and as a result they feel void.
18. No Facility: Some respondents complained that they were not given enough facilities during out-station duties. The reflection may be on the inefficiency on the part of the authority concerned.

19. Station Duties: Officers assign only office work to policewomen. Therefore, some respondents who are enthusiastic to perform the police role similar to their male counterparts are discouraged. They expressed unhappiness over it that they are not allowed to learn about other police duties. Some of the highly educated respondents told that the designation and the duties they perform are not in accordance with their level of education. All the time they feel that they are underutilized and their potentials are ignored in the organization.
20. Don't Like Advice: One respondent told that she is well educated and hence, she does not like if some one with less education gives her advice about how to work.
21. Expectations Unfulfilled: One respondent said that she expected to be recruited directly in the post of PSI. But she has a different fate now.
22. Much Work and Less Salary: Some respondents complained that they worked more but they get less salary. They sought to justify even corruption due to insufficient income from the current job.
23. Limited field. Some respondents who work at "Mahila Police-Stations" expressed that the field of work becomes limited at 'mahila police stations'. They can not learn more work even if they wish.
24. Night Duty: The respondents from one of the Mahila Police Station also complained that they have to perform the duties during nights even though there is no actual work.
25. Can't Argue: Some respondents said that as the police force is basically disciplined body and policepersons can not argue with their seniors even if they find injustice being inflicted on a person. They have no right to speak or express opinions. This gives them feeling of suffocation causing stress to them.

The opinion surveys point to the fact that working women are losers at both the fronts, the home and a work place. Most of the middle class working mothers live with a feeling of guilt that they are not able to provide enough care and security to their children. Studies on working mothers highlight this problem. Further, studies on attitudes of educated women indicate that these women prefer white-collar jobs and would certainly prefer to work as teachers.

Managing dual responsibilities is indeed a tougher job for a working woman. The burden of the responsibilities not only affects their physical health but their mental health too deteriorates. Every day life becomes monotonous and hectic for her with shuffling between home and work place. Her condition is like a shuttle-cock being tossed between two points. It in turn becomes quite boring and irritating. Being a woman, she is required to perform certain compulsory jobs like cooking, taking care of children etc. But, when she has to hurry up with these jobs, she feels guilty. Once being guilt-conscious she may come out with improper or abnormal behaviour. For her behaviour, she may be misunderstood by others.

The respondents being women have to suffer multiple problems due to dual responsibilities on them. The more irritating thing is that in spite of being helped and supported, they are always taught to sacrifice for others, their parents, children and husband. She is placed on a high pedestal of honour and she lives carrying a myth of being a deity of sacrifice, scarifying her desires for children and being obedient or subservient to her parents' wishes. The fact is she herself takes pride in such a living. She is expected to render satisfaction to the larger society. Striving to fulfill every one's expectations in a family and society mean inviting hardships that lead deterioration of health. They neglect their health, food and proper rest in favour of their parents, siblings, husbands and children, and in turn become weaker and weaker. They lose interest in work, lose concentration and start functioning below their actual competency level. This renders them inefficient at work.

Being trapped between home and a work place on many occasions, they confront conflicting situations. The job becomes tougher when both the options are equally important. It often happens that being engrossed in responsibilities of a job, these women may not spare enough attention to their household responsibilities. This spoil their relationships with members of their families.

Children form an important part of a woman's life. They need to be handled with extra care. But when mothers remain over engaged in job-responsibilities children might be neglected. For a child the baby sitter or kindergarten arrangement can be useful. But for school going children, it becomes difficult to manage on their own in the absence of their mothers. In such a situation the child definitely is deprived of maternal love and affection. As mother's long absence from home would hurl them into a risk of distraction or bad habits. In turn, a child's future is put at risk.

Social obligations are another botheration for a working woman. It becomes a difficult job to fulfill at every one's desires. With the changing times however, people start considering situations like when the invited one can not attend a social function or gathering. People also try to understand the requirements and the demands of job-situations. This makes social situation bit relaxed. But in conventional families, women still face problems if they do not attend social functions because of job-commitments. They are often criticized as being arrogant or proud with simple logic that they work and earn, that they are self-supported and do not need any body to help them.

The reaction of a woman in a conflicting situation therefore depends among other factors, significantly on whether her own ideas, attitudes and concepts regarding her economic activity match with those of other members of her role set whose opinion is valuable for her. For this reason the question of congruence or non-congruence of ideas and attitudes between husband and wife with respect to her economic activities become vital importance. Conflicts flare up between husband and wife on the issue of ideas and attitudes, particularly on a question of attaching priority to professional or family roles. When the question does not remain only purely a theoretical one, the conviction is not just a binding, but it becomes relevant to practice.

In order to assess the role satisfaction among the respondents in both the situations, as a house wife and as an employee, it was sought to collect their opinions through a device. They were asked to indicate their satisfaction with various relationships in the society. The responses obtained from the incumbents are presented below in the table 6.4 through a series of displays.

Table-6.4. Role Satisfaction as a Household Woman and as Career Woman:

Type of Role	Opinion	Policewomen						
		PI	PSI	ASI	HC	PC	PC*	Total
1. As Wife	Satisfied	2	5	20	23	25	61	136 (45.3%)
	Neutral		1	2	1	5	9	18 (6%)
	Not satisfied		1	2	1	6	12	22 (7.3%)
	No response	2	5 (3*)	9	17 (3*)	28	63	124 (41.3%)
	Total	4	12	33	42	64	145	300 (100%)
2. As Mother	Satisfied	1	6	21	29	24	41	122 (40.7%)
	Neutral	1	2	2	4	5	5	19 (6.3%)
	Not satisfied			4	3	15	18	40 (13.3%)
	No response	2	4 (3*)	6	6 (3*)	20	81	119 (39.7%)
	Total	4	12	33	42	64	145	300 (100%)
3. As In-laws	Satisfied	2	4	13	17	24	49	109 (36.3%)
	Neutral		2	6	5	11	23	47 (15.7%)
	Not satisfied		1	1	1	2	7	12 (4%)
	No response	2	5 (3*)	13	19 (3*)	27	66	132 (44%)
	Total	4	12	33	42	64	145	300 (100%)
4. As neighbour & friend	Satisfied	2	5	22	32 (1*)	35	63	159 (53%)
	Neutral			3	2	9	11	25 (8.3%)
	Not satisfied		1		1	1	5	8 (2.7%)
	No response	2	6 (3*)	8	7(2*)	19	66	108 (36%)
	Total	4	12	33	42	64	145	300 (100%)

The table reveals the picture that 45.3 per cent of the respondents expressed that they are satisfied with their role of a wife. But, as a mother, only 40.7 % were satisfied. In fact, seventy-two respondents were unmarried. Therefore they avoided responses to the first three inquiries. Some of them responded to the last inquiry. Except these seventy-two unmarried respondents, the remaining two hundred twenty eight respondents, that make 76% of them who are married, separated or widows imparted opinion about the nature of satisfaction that they derive from the family role.

In view of career, married respondents voiced their condition of dilemma, particularly when she or her husband is transferred to another police station or place. If she accompanies her husband and leaves the job she would lose a chance to make valuable contribution to it. She feels like she has not only wasted the money and effort that her country has invested on her training, she also suffers frustration of leaving the work that she enjoys most. On the other hand, if she decides to keep her job and stay alone separated from her husband she invites sole burden of carrying out

responsibilities at home that her husband used to share with her. Attitudes of friends, family and her own community towards her job too are responsible to allow her social satisfaction.

An analysis of some individual cases makes one thing clear that economic considerations are not the sole responsible factors for the origin of role conflicts in policewomen's lives. Acute tensions and conflicts may arise in cases of women who work outside family on economic considerations. But this experience is common even to those who hail from rich families, even if they do not have to contribute to the maintenance of the family. Further, on the other hand, we may also notice that it is not necessarily that women from the upper middle class only can manage the roles well, apparently without any kind of external conflicts.

Still an impression becomes unavoidable that economic reasons, more exactly her potential of earning and economic independence play a vital role in outbreak of open conflicts in a family. In lower and upper-middle class families, conflicts appear in different forms. The women from the lower income groups, in whose case the role conflicts become acute, at times impress on other members that they are the "earning members" in a family. They make them realize that they in fact share the bread-earner role which is the man's responsibility. In some cases the woman is the sole earner in a family. This condition causes in them the consciousness that the economic base of the family relies on her work and she on her part no longer has to depend on her family for material needs. This strengthens self-confidence and consolidates her power-position in the family. These women can easily recognize a connection between the bread-earner role and the structure of authority in the family. Since they shoulder the man's instrumental role, they also demand a share in their rights. They expect some relief in the domestic work with the husband's cooperation. Some women even deny carrying out traditional duties to the husband and the parents-in-law. Some even expect to be served when they come back from work. They never submit quietly to the order and demands. Sometimes they neglect the mother-in-law or the husband. They expect to be honored in a family and respected and treated as equal partners like the men. Their claims and demands base mostly on the fact that they are economically independent. They do not need to ask for the in-laws or the husband's permission

Further, an attempt made to know the respondents level of satisfaction regarding the variables of designation, salary and education. The responses obtained from the incumbents are presented below in the table 6.5 through a series of displays.

Table-6.5 Policewomen's Opinion about Satisfaction with regard to Designation, Salary and Education:

Variables	Opinion	Policewomen						
		PI	PSI	ASI	HC	PC	PC*	Total
1. Designation	Satisfied	4	12(3*)	31	40	58	131	276 (92%)
	Neutral			1	1	4	4	10 (3.3%)
	Not satisfied			1	1	2	10	14 (4.7%)
	Total	4	12	33	42	64	145	300 (100%)
2. Salary	Satisfied	4	4(2*)	9	14 (2*)	13	59	103 (34.3%)
	Neutral		8(1*)	8	5	4	10	35 (11.7%)
	Not satisfied			16	23 (1*)	46	73	158 (52.7%)
	No response					1	3	4 (1.3%)
	Total	4	12	33	42	64	145	300 (100%)
3. Education	Satisfied	4	8 (3*)	15	31*	33	98	189 (63%)
	Neutral		1	7	2	5	8	23 (7.7%)
	Not satisfied		3	11	9	23	37	83 (27.7%)
	No response					3	2	5 (1.7%)
	Total	4	12	33	42	64	145	300 (100%)

The table-6.5 presents an opinion of the respondents as regards their designation, salary and education. The respondents usually get promotion after ten years service. The data show that more than ten respondents are working for more than twenty years and yet they have not been granted any promotion. Hence, they are not much satisfied with their present designations. This condition relates directly to job satisfaction, as a person ever strives for self-actualization and status. They also expect that they should be promoted to a suitable position that allows them to function effectively. In the similar way if a person is given work to suit her qualifications, capabilities and potentials she would enjoy the work even more.

Salary is another factor to motivate policewomen. It is in fact compensation for the work they perform. If the salary does not match with the work and designation it leads to dissatisfaction. There are 52.7% of the respondents who suffer dissatisfaction with salary. They complained that the salary is inadequate to go with the nature of

work. Some 63% of the respondents are satisfied with their educational qualifications. But those who possess higher education expressed discontent over the fact that they are not assigned a role that suits their education and potentials. Those with lower education however, believed that there is no need of more education to perform the police role.

The question is whether the domestic life of working women has any influence on their work. It gains importance here as the women are faced with dual responsibilities and dual roles that is at times hard pressing on them. Under such conditions the point arises as to how efficiently they can justify both the roles.

The participation of women in employment outside home has brought revolution in their family lives. The most far reaching effect of it is the economic independence that women attain and enjoy. Redistribution of the household work within a family is yet another possible effect. It enables them to manage their work alongwith their traditional obligations. It also enables wives to shoulder on equal footing responsibility of earning for the family. Also the tasks previously assigned to the wife are now shared by a husband and wife jointly. Where such is not the case, alternative help may be sought from a relative or servant. But in a way it generates good understanding of mutual respect and sharing between husband and wife. In co-operative environment life for them turns out to be more changing and blissful, free of conventional restrictions and impositions.

Women are getting aware of their newly acquired rights in principle. However, the double role of a woman is still not duly appreciated in the society. This further gives rise to conflicting sentiments and frustrations among working women. Conflict of roles and consequent feeling of guilt is the pain that pinch their hearts. This condition indicates that women's status may have changed, but it is not changed fully. It still needs change. In modern times, women begin to take up professional roles. It helps them to realize their potentials. It broadens their outlook and creates for them a new meaning of living. A married woman may add very significantly to the financial resources of her family. Dependence on one bread earner in the family may not be enough to stay in a competitive world and earn for comforts and peace in the family. A traditional housewife too evolves gradually into a dual role of a working woman and a housewife. Women are giving up an old order that confined them within four walls of a house. They are eager to take up a new role that allows them playing

multiple roles as wives, mothers and home-makers in a house and as co-workers and partners with men in different jobs. This enhances their courage and confidence in public dealing.

But the fact is that a woman of today overstrains herself in trying to manage two roles simultaneously. The multiple roles drain all her energy out and reduce her to mere bones. Domestic responsibilities further affect her concentration on a job as well as on her career growth. While carrying out too many responsibilities, a woman shatters her in many pockets. Yet she has to take up challenges while functioning at a work place with exclusive commitment to her job and career. Such a shared commitment eventually hampers in particular her child’s rearing. It has serious repercussions for her child’s future and also the future of her family.

Multiple roles of a woman many a times lead to a situation of conflict. She has to decide the priorities and also find out ways to deal with the conflicting expectations. On one hand household obligations of a wife and a mother sometimes become primary concern, while on the other profession and its requirements exert pressures on her mind. In such a conflicting situation, a working woman has to look for adjustments between the roles and sometimes one role has to be ignored in the interest of the other.

Inter-personal relationships that working women maintain with bosses, colleagues and subordinates are a significant factor that would help a working women to minimize role conflicts. It may become a vital cause of job satisfaction. Congenial relations with co-workers do indicate healthy environment at a particular police station. It allows an individual to feel good about working because there are people around to share her problems. They also share her feelings and conceive to make her feel at home. The table 6.6 presents the respondents’ view on their relationships cooperation with their male counterparts while performing police role:

Table-6.6. Respondents’ Co-operation with Male Colleague:

Sr. No.	Co-operation	Policewomen						
		PI	PSI	ASI	HC	PC	PC*	Total
1	Always	3	11(3*)	32	41(3*)	58	118	263 (87.7%)
2	Sometimes	1		1	1	5	24	32 (10.7%)
3	Never		1			1	3	5 (1.7%)
	Total	4	12	33	42	64	145	300(100%)

The data indicate that the respondents seem to communicate easily with their co-workers. They are helpful in nature. The data also reveal that the significant number of policewomen admit about their male colleagues' cooperation in performing the police job. Those who refuse it are negligible in strength.

It is natural that through job performance an individual learn many things. When the job is like that of a police officer in which one has to interact with large public and with different kinds of the people, women learn adjustment with different situations. This brings in a person sense of adjustment. Since a job becomes an important part of life, job satisfaction influences her general satisfaction in life too.

6. Challenges to the occupational role and societal role:

Police work is not an ordinary work. It is arduous and hazardous, often dirty and unpleasant and also risky to put one's life in danger. In India, policemen are always subject to a call they receive. Night duty is a standard feature of their life. They often work on holidays and during festivals. They are expected to risk their lives. And finally, the responsibility for failure and criticism thrust upon them is enormous. India is no exception to this general condition that prevails for policepersons worldwide. Bailey comments on it that no other occupation is so much of demanding with so little recognition and recompense (1969).

In the context of women becoming keen on entering into new professions in all concerned spheres and shouldering responsibilities as professional person, there is an increasing need to explore this aspect exclusively from the point of view of challenges she has to take up. One has to keep in mind that properly qualified women professionals also aspire to acquire knowledge, expertise and training to develop capabilities to carry out higher responsibilities. They strive to achieve professional excellence. They also involved them actively in decision making process in the organization. Kiran Bedi, Kalpana Chawla, etc. may add to a long list of career women who claimed sustainable status and support through their own efforts. Many new names are reportedly added in the media reports that create a space for them in the police function.

In most professions women employees are considerably less in number. In professions traditionally dominated by men, the number is still lower. In such a situation she has to play her role under constricting environment. It may call for self

renewal to suit the requirements without sacrificing the basic values in a woman's character. On many occasions, she faces challenges and also threat which are not perceptible or identifiable apparently. They are inherent. Quite often, male superiors, or peers, or even subordinates are not ready consciously or subconsciously to accept that women, who normally are much inferior in physical strength, lack of necessary experience would not show capacity and strength to withstand the hardships of the profession that is traditionally dominated by men. Such preconceived view or notion perhaps reflects on the lack of understanding on the part male professionals in the department. They are often manifested in their actions and decisions and adversely affect the prospects of development of women professionals. Women have to work hard and struggle much to overcome such impediments.

In case of married women professionals, the situation is a bit more serious. Besides her professional work, she has to take care of many diverse expectations in her family. She has to fulfill social obligation from emotional and psychological point of view. To justify her multiple roles she works day in and out to manage both the fronts. She may not be able to give up her profession due to certain facts like:

1. She adds to the economical and social well-being of her family;
2. She is aware of her capabilities and potentials and is eager to grow and develop herself for better career prospects; and
3. She aspires to achieve excellence and contribute to her society and nation at large.

Women professional whether married or unmarried, take risk in order to assert authority over criminals. They have to safeguard their rights and intensify their efforts as an individual and professional in a family and working sphere respectively.

Marriages are really difficult for police women. People fabricate number of 'stories' about policewomen. Some of course has some truth in them. The situation becomes more delicate if a policewoman is unmarried. Nowadays it is commonly seen that many working women do not want to marry. They prefer to live an independent life with no one to bother or stop them. The present research reveals in this light that there are seventy-two respondents who are unmarried. It makes about 24 per cent of the total respondents. Opinions were obtained from the unmarried respondents to know if they face problem in finding suitable match for themselves. The responses obtained are displayed below in the table-6.7.

Table-6.7 Problem in Finding Match for Unmarried Respondents:

Sr. No.	Response	Policewomen				
		PSI*	HC	PC	PC*	Total
1	Yes	1	1	3	16	21 (36%)
2	No	1		2	30	33 (57%)
3	No response	1			3	4 (7%)
	Total	3	1	5	49	58 (100%)

The data analysis indicates that the respondents who have crossed an age of twenty-seven face a problem of finding a suitable match. They said that in case they find any suitable candidates they ask them to leave the job. But they do not want to leave the job as it is a question of their future and financial safety. Thirty-three respondents said that they face no problem of getting a match. Their age is not beyond twenty five and most of them belong to lower socio-economic strata. Moreover, criteria for choosing a match might vary among the unmarried women. Some fourteen out of seventy-two unmarried respondents determined to stay unmarried. Hence, they avoided giving any response of the question.

If a young girl is working in any occupation, the nature of her job would also be taken into consideration for the purpose of marriage. It is assumed that if an unmarried woman is working in an occupation that carries a stigma of some kind there arise a problem of finding a suitable match. Prestige attached with an occupational status determines a person's prestige in the society. As mentioned earlier the police job is viewed in a society with a typical stigma attached to it. When a woman enters in this occupation, they are looked down upon by the people around. Some twenty-one respondents said that they face problems of finding suitable matches and the police role is responsible for it. The person with a higher status and job would not prefer to marry a girl attached with a lower ranking police occupation. He would not need wife's income as he has ample earning. So, many a time, a boy is ready to marry a policewoman on the condition that she will give up the police job, at once. It happens mostly in upper castes. But there are policewomen who dare to reject such marriage proposals since they are not ready to leave the job. She attaches priority to her career. She perhaps fears that she would not get any other job if she leaves her present job. Not only that, once she leaves the job, she would not get it again in future. Therefore, she has to prefer a spouse from same occupation or a person with lower earning.

Unmarried policemen of a lower rank too keep positive mind to marry policewomen. A policeman has a desire for better living. It may be the reason to marry a policewoman. The fact is that with limited earning he can not afford better living for his family. Secondly, it may also be difficult for him to marry a woman with good educated and good working position. On the other hand, a policewoman working in a lower rank is readily available to him for marriage. This resolves his problem of marriage with a working woman. In order to collect their responses on their life-partners a question was put to some fifty-eight unmarried respondents, whether they like to marry a policeman. The responses collected are shown in the table 6.8 below:

Table-6.8. Respondents' Opinion for Liking to Marry a Policeman:

Sr. No.	Response	Policewomen				
		PSI*	HC	PC	PC*	Total
1	Yes	2		2	25	29 (50%)
2	No	1		2	23	26 (44.8%)
3	No response		1	1	1	3 (5.2%)
	Total	3	1	5	49	58 (100%)

The table projects a picture that some twenty-nine of the married respondents (out of fifty-eight) are ready to marry policemen. Some twenty-six respondents said that they would prefer persons working in some other fields as the life partner than the police force. Only three of the respondents kept silence on the question. Perhaps they are facing problem in finding matches from any fields as such.

Given the condition that a woman works, in addition to her household responsibilities her perceptions on the situation, becomes a question of considerable significant. An employed woman would find it much difficult to combine dual responsibilities. She may also be aware of the negative influence that her job would inflict on her family life. Yet the fact remains that once they are already in the labour force, they would evolve some way to adjust their household responsibilities with their job requirements. As a consequence, those who are already working in the labour force may not even feel that the work interferes with her duties back home. Some others report that participation in the labour force is associated with a desire to continue to work.

Traditionally, a woman is not a chief bread earner in a family. She is mostly engaged in household activities. But, in recent years with increasing education and

upsurgence of industrialisation all around more and more women come out in the open, leaving the four walls of their homes. They earn for economic independence. Women even seek to raise their social and economic status. There might be some hurdles obstructing the way of changing status. It was assumed that policewomen, particularly young policewomen, have to face more problems as compared to working women in other fields. The respondents were asked if they, as young working women, face any problems. The table 6.10 below indicates the responses obtained from the respondents.

Table-6.9 Problems Faced as Young Working Women:

Sr. No.	Response	Policewomen						Total
		PI	PSI	ASI	HC	PC	PC*	
1	Job not accepted		2	1		7	7	17 (5.7%)
2	Unsatisfactory working conditions			3	2	7	8	20 (6.7%)
3	Cannot look after children	1	4	7	20	22	32	86 (28.7%)
4	Suspicion by people			2	3 (1*)	3	13	21 (7%)
5	To much of responsibility					1	4	5 (1.7%)
6	Conflict with in-laws		2	1	1	1	1	6 (2%)
7	Conflict with husband			2	2 (1*)	1	3	8 (2.7%)
8	Any other			1			3	4 (1.3%)
9	No problem	3	3*	16	11 (1*)	18	64	115 (38.3%)
10	No response		1		3	4	10	18 (6%)
	Total	4	12	33	42	64	145	300 (%)

The above responses show a significant number of the respondents (38.3%) expressed no problems status. But some 28.7 percent of the respondents seemed to be worried about their children. Other respondents narrated their problems but most of them were negligible in number and impact.

A feeling prevails among respondents that a wife's employment exerts negative impact on the family life. It intensifies as the class position lowers down. Policewomen may, however, feel a change in their status because of the economic contribution that they make towards the income of the family. An experience of outdoor work would also give them a feeling of free air of independence and enhanced self-confidence. That way they would certainly desire freedom from the

traditional authority. They would in fact wish for equality of rights in matters of marriage and property.

Women's primary responsibilities revolve round the home and children. So despite having arrangements to ease their burden, they have to work at home in addition to their outdoor duties. There is no chance of household responsibilities getting diminished or escaping them. They are inevitable in the case of an Indian woman. This entails for them a fairly longer working day at the end of which they are bound to feel overworked and tired. Under such circumstances it is quite likely to expect that when a woman works outdoors for eight to ten long hours a day she may not pay the same amount of attention to their homes and children like others do. On the other hand it is presumed that working women have a much wider area of social interaction and an opportunity to develop contacts with different conditions of life and people. Such an exposure with outdoor experience generate in them a more practical and realistic outlook towards life. They are capable of adjusting with their families easily and understand her husband's problem in a better way.

There may be instances of women who feel that there is not much gain if they earn higher income with a tendency towards a better and luxurious living. Expectations of the family rise every time and whatever she earns are spent on catering to the demands and desires. Another aspect may also arise that although the husbands do approve of their wives working on financial considerations, a wife's economic independence and demand for rights may hurt their male-ego. It may result in ego-clashes or conflicts of authority between them.

Moreover, the value system ties women to the domestic sphere, home-making and also attaches greater importance to the motherhood. Constant attention of the mother and her physical presence are much required to provide healthy psychological environment to develop a child's personality. When the mother of school-going children goes to work, she naturally has to leave her children in the care of someone else, either baby-sitter or a prevail maid. This means additional expenditure for her. In addition, all the time she feels that she is neglecting her children. This is yet another reason for working mothers to express dissatisfaction over the amount of care and concern that they impart to their children as compared to those who are free of such obligations in either way.

Context	Stressors (sources of Stress) in the home-work interface	The Individual	Possible manifestation of Stress
	Role strain; role conflict, role ambiguity		
	Role overloads, i.e. combined family and employment demands, exceeding needs or resources	Personality and attitudes; Low work commitment Traditional sex-roles Locus of control	Poor psychological health Physical illness Job dissatisfaction Life dissatisfaction
Socialization experiences Gender role attitudes Corporate and state policies	Inequity, i.e. perceptions of the distribution of domestic and provider roles as being both unequal and unjustified	Differentials in work commitment, income or status	
	Lack of flexibility, autonomy and control, to modify work schedules for family reasons, or vice versa	Life stage; presence, age and number of children	
	Underutilization of ski at work, because of domestic commitments		

Figure - 2 A Model of Stress

FIGURE:3. R.K. Laxman highlighted the problem in a front-page cartoon in The Times of India (16 January, 1997) reflecting the existing crisis of police stress in India.



Although occupational choices of working women are changing in recent decades, the number of female workers is still insignificant in the total working population. Low earning, sex discrimination, job discrimination, wage discrimination, low level of educational and health status, lack of supportive services for women and their children, sexual harassment, lack of training and skill development and socio-cultural constraints are major impediments to restrict women's employment.

An ordinary cop on the streets of India would often match with the sketches drawn here by Ghosh, Mathur (1989) and R.K. Laxman. As Ghosh draws him, 'Police in India is largely underpaid, understaffed, overworked, demoralized, inadequately trained and equipped and subjected to political interference, feared as a persecutor rather than respected as a protector, often callous and corrupt (1981). Analysing numerous police strikes in India, Mathur (1989) remarks: "Police unrest is a cumulative result of managerial mismanagement, absence of a sense of accomplishment and growth, neglect of basic physiological and psychological needs, absence of effective grievance redressal machinery, emasculated leadership, absence of participative management and unsatisfactory working and living conditions" (142). R.K. Laxman sketched for a front-page cartoon in *'The Times of India'* (page:) reflects on existing crises of police stress in India (16 January, 1997).

7. Conclusion:

In the present situation, the country cannot afford to undermine women who can be a major and important resource of energy and potentials. Most of the time one finds them sitting behind, untapped, unexposed, unrecognized and even ignored. In fact, directly or indirectly she can be a major contributing factor in all walks of life. Most respondents selected for the present study are engaged in lower positions. The chances are more for them to get into role conflicts while performing dual roles.

Once a woman is empowered through opportunities of education and self-development in various professions she has come to cultivate leadership traits in her behaviour that enables her to have fruitful professional interactions. She must be aware of the right that she deserves. She must be in a position to negotiate her rights if needed. At the same time she would save herself from being over ambitious and never hesitate to accept challenges of self renewal in the face of rapidly changing work environment.

In professional areas, she has to be aware of her right and responsibilities. She must explore and exploit opportunities for advancement in her professional knowledge and skill. She has to work close on gaining expertise and managerial excellence by undertaking painful and challenging responsibilities and assignments. She should never compromise in any respect in view of her growth and development.

Most disturbing situation arises when knowledgeable, capable and competent woman professional is denied or deprived of legitimate promotion and placed to work in lower positions, under an average and incompetent male superior. This is most depressing for them. She suffers humiliation beyond tolerance. Since her professional interactions would not be with the same wave length of thinking, it becomes a psychological set back for her. In this process, the male ego has to be satisfied beyond measure irrespective of whether the lent organization losses or gains. But it is certain that the country loses one competent professional and a contributor, when she falls back with passive attitude once her growth is hampered with unfriendly factors in the system.